

December 2019: Bi-annual report

Revised Delivery Program 2018 - 2021 & Operational Plan 2019 - 2020

KU-RING-GAI COUNCIL

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1. Explanation






Ku-ring-gai Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020 were adopted in June 2019. The combined 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 2019-2020.
- 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.
 Amber	Behind schedule	Delayed performance progress with remedial action required.
 Green	Progress on track	Performance is progressing as scheduled.
 White	On hold	Council resolved to not proceed OR place Task on hold.
 Tick	Completed	Task has been completed.

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






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

2. Summary of performance by Theme






All Departments have provided status updates on the progress of Term Achievements and Operational Plan Tasks with commentary provided for those not progressing to schedule. Results indicate good progress for the majority of Term Achievements and Tasks across all themes.

For those not progressing to schedule, commentary includes the reasons for delays and proposed remedial actions.

Theme summary for Term Achievement

Theme	 Completed	 Green	 Amber	 Red	 White	Total
Community, People and Culture	0	8	0	0	0	8
Natural Environment	0	10	0	0	0	10
Places, Spaces and Infrastructure	0	16	0	0	0	16
Access, Traffic and Transport	0	7	0	0	0	7
Local Economy and Employment	0	2	1	0	0	3
Leadership and Governance	0	12	0	0	0	12
TOTAL		55 98%	1 2%			56

Theme summary for Task

Theme	 Completed	 Green	 Amber	 Red	 White	Total
Community, People and Culture	1	29	0	0	0	30
Natural Environment	1	25	0	1	0	27
Places, Spaces and Infrastructure	0	62	2	0	0	64
Access, Traffic and Transport	0	14	0	0	0	14
Local Economy and Employment	0	7	1	1	0	9
Leadership and Governance	1	58	2	0	0	61
TOTAL	3 1.5%	195 95%	5 2.5%	2 1%		205


3. Reporting by Theme

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		
<p>Council is delivering a number of programs in response to identified community need for various target groups including children, families, young people, older people, people with disabilities, people from culturally and linguistically diverse backgrounds etc. The services, activities, and programs are experiencing high levels of utilisation resulting in increased levels of community engagement and user satisfaction. Council is working to build the capacity of local community organisations to deliver services through the recruitment, training, referral and promotion of volunteers across a number of program areas.</p> <p>Council's Library Service is experiencing increased number of members and users with over 400 events and programs delivered during this period at the various libraries.</p>		


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: Director Community</i>	 50%	<p>Children Services:</p> <p>All children's services experienced high utilisation levels and continued to deliver high quality services. The Family Day Care and Vacation Care Services are currently reviewing quality improvement plans consistent with the National Quality Standards.</p> <p>Youth Services:</p> <p>Youth Services delivered a range of recreational, vocational and support based programs to young people. These included:</p> <ul style="list-style-type: none"> * School holiday activities in the July and October school holidays, including incursion activities at Council's three youth centres. * Skill development workshops including; first aid, mental health first aid courses and transition to high school workshops. * A parent information forum with a focus on tertiary education and employment pathways for young people * Youth sector inter agency networks conducted. * Community art mural delivered with a group of young women from Pymble Ladies College and a professional artist * HSC Extended Hours at AWOL Youth Hub and Managing Stress Workshops delivered for over 140 HSC Students



			<p>Aged Services:</p> <ul style="list-style-type: none"> * The D-cafe (dementia café) continues in West Pymble in partnership with Rotary and Ku-ring-gai Neighbourhood Centre, enabling people living with dementia and their carers to enjoy regular relaxed social outings and health promoting activities. * The Seniors in Action Program included a bus tour of Eastern Suburbs and ferry ride from Watson's Bay, an end-of-year lunch for regular participants, a seminar on healthy brain ageing and a workshop on bushfire preparation and response. * Weekly 'Fall-proof' and Qi Gong classes continue to be popular. From July to December, 1344 seniors enjoyed excursions, seminars and exercise classes, with a 93% satisfaction rating overall. <p>The Carer Support Group attracted 10 carers in the first 5 sessions, with 5 care recipients participating. A survey has been sent to carers to assess effectiveness and to gauge continuing interest.</p> <p>Disability Services</p> <ul style="list-style-type: none"> * The Access and Disability Inclusion Plan continued to be implemented across Council to address the access and inclusion barriers people with a disability face in the community. * Developed and promoted mainstream activities and supported local artists who have a disability to sell their work, through an art exhibition held at the Ku-ring-gai art centre. 67 artists entered the exhibition. The opening event was at capacity and the exhibition was widely visited and publicised.
C1.1.1.2	<p>Partner with key stakeholders to deliver community programs in response to identified community needs.</p> <p>Responsible Officer: <i>Director Community</i></p>	<p> 50%</p>	<p>Children's Services:</p> <p>The July and October 2019 Vacation Care Programs were attended by 3,513 participants with an overall satisfaction rating of 94%.</p> <p>Youth Services:</p> <ul style="list-style-type: none"> * Interagency and sector development meetings continued with over 30 community and youth organisations attending the monthly meetings * Delivered a social event for young people with disabilities in partnership with Community Development Officer - Disability Services * Youth community BBQ held at Westfield Chatswood with 1,000 young people in attendance. The event was in partnership with over 20 youth and community organisations including; Hornsby Westfield, Mission Australia, NSW Police, Ability Options and Streetwork. * Delivered a parent information forum with a focus on tertiary education in partnership with TAFE NSW, Macquarie University and Australian Internships. <p>Aged Services:</p> <ul style="list-style-type: none"> * From July to December 134 volunteers were referred to the local Commonwealth Health Support Program and other community organisations according to the volunteer's interests, skills, availability and age.

			<p>* A workshop on Trauma-informed Care and Practice was provided for Commonwealth Health Support Program Volunteer Coordinators, with 20 local organisations participating.</p> <p>* Network meetings were held in July and November to share information such as implications of new Aged Care Standards and Charter of Aged Care Rights.</p>
C1.1.1.3	<p>Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.</p> <p>Responsible Officer: User Experience & Service Development Coordinator</p>	<p> 50%</p>	<p>The library continued to deliver library services that are both accessible and inclusive. Usage of our libraries is steadily increasing every year demonstrating strong engagement with our community and successful planning of activities that meet the needs of the Ku-ring-gai community. Specific programs respond to the needs of different age groups, cultural diversity and accessibility requirements of the community. Highlights included:</p> <ul style="list-style-type: none"> * increases in membership and loans during the reporting period compared to the same time last year. Library loans reached 470,203 and membership 46515. * An increased visitation of 130,186 (2% up from same time last year). * Fully booked out events run by the Children' team in the library, * With over 248 events attracting approximately 7000 customers through our libraries across the LGA these sessions are very popular. * The 'Little Bang Science Club' program, run by the Children's & Young Adults team is very popular and received positive feedback from the community. * Planning of events for the 75th birthday celebrations of the Ku-ring-gai library service, culminating in the big birthday bash in November 2020 * The Libraribus, a one of a kind service in NSW, was showcased at the Australasian Mobile Library Outreach Services conference in November. * The Home library Service will join in Birthday celebrations this year with 40 years of delivering to the community of Ku-ring-gai.
Key Achievements			
Increase in circulation across branches, increase in membership figures and positive response to children`s events planned in the library. Planning under way for the 75th Birthday celebrations this year.			

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: Director Community</p>	<p></p>
Comments		
A number of specialist programs were conducted in partnership with community organisations to address the needs of disadvantaged groups in the community including people living with dementia, people who are at risk of becoming socially isolated, carers, people suffering with mental ill health etc. Central themes flowing through these programs included inclusion, wellness, enablement and removing barriers that prevent people from accessing services and facilities.		


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>The Seniors in Action Program included a bus tour of the Eastern Suburbs and ferry ride from Watson's Bay, an end-of-year lunch for regular participants, a seminar on healthy brain ageing and a workshop on bushfire preparation and response. In addition, weekly 'Fall-proof' and Qi Gong classes continue to be popular. From July to December, 1344 seniors enjoyed excursions, seminars and exercise classes, with a 93% satisfaction rating overall.</p> <p>The Carer Support Group attracted 10 carers in the first 5 sessions, with 5 care recipients participating. A survey has been sent to carers to assess effectiveness and to gauge continuing interest.</p>
C1.1.2.2	<p>Implement Council's Access, Disability and Inclusion Plan.</p> <p>Responsible Officer: <i>Manager Community Development</i></p>	<p> 50%</p>	<p>To ensure access was addressed in the planning stages of the upgrade of St John's streetscape, an access audit of the plans for the upgrade was completed. Recommendations from the access auditor were integrated into the masterplan which was on public exhibition for community feedback. Additionally, access and inclusion recommendations were provided on the upgrade plans for Robert Pymble Park.</p> <p>To build the capacity of organisations to deliver new and innovative projects and services, community grants were given to a number of disability services. The Community Development Officer for Disability has been supporting these services to promote, plan and deliver their innovative projects.</p> <p>To develop and promote mainstream activities and to support local artists who have a disability to sell their work, an art exhibition was held at the Ku-ring-gai art centre. 67 artists entered the exhibition. The opening event was at capacity and the exhibition was widely visited and publicised by media outlets.</p> <p>The Access and Disability Inclusion Plan was reviewed as per the legislated review period of every four years. The draft plan was put on public exhibition for community feedback.</p> <p>To provide more mainstream activities for people who have a disability, an evening event was held for youth who have a disability to socialise with their peers.</p>
Key Achievements			
<p>Dementia Cafe</p> <p>It was identified that people living with dementia and their carers are often socially isolated and have little connection to the supports they require. A Dementia Cafe was started by Council in partnership with Rotary and YMCA to encourage people living with Dementia and their carer's to get out of the house, connect with supports, socialise and exercise with other people living with Dementia and their carers.</p>			





Issue: C2: Cultural diversity and creativity

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

Term Achievement

Code	Description	Progress
C2.1.1	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events. <i>Responsible Officer: Director Community</i>	
Comments		
During this term numerous opportunities were provided for people to engage in the community life of Ku-ring-gai, contribute to the diverse fabric of our community and celebrate days of cultural and civic significance.		


Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1	Deliver programs and events that celebrate our diversity. <i>Responsible Officer: Manager Visitor Experience & Events</i>	 50%	Programs and events to delivered during the period to celebrate diversity included: * 3 Citizenship Ceremonies * The Ku-ring-gai Remembrance Day Ceremony and Opening of the Blair Wark Community Centre * Theatre in the Park which shared the story of the new Marian Street Theatre * The Mayor's Christmas Tree Lighting Community Celebration * The Mayors Christmas Party The events program is committed to launching and implementing new and relevant events into our program engaging the Ku-ring-gai community.
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%	Council's major events continued to be promoted via social media, animation and video during this reporting period including the Medieval Faire, Marian Street Theatre, Christmas and Hannaka.
C2.1.1.3	Promote opportunities for cultural groups to stage events consistent with Council's sponsorship policy. <i>Responsible Officer: Manager Visitor Experience & Events</i>	 50%	Council commenced a review of Council's sponsorship policy and continues to meet with sponsorship partners to leverage partnership opportunities.
C2.1.1.4	Lodge a Development Application (DA) for the refurbishment of the Marian Street Theatre. <i>Responsible Officer: Director Strategy & Environment</i>	 90%	Documentation for lodgement of the DA has advanced and is proceeding as scheduled. The DA is expected to be lodged in February 2020.





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		
Council provided grants to over 47 community programs that supported the social, cultural, educational and recreational aspirations of the community. Support was also provided to community organisations relying on volunteers to deliver services through implementation of volunteer promotional strategies, recruitment and referral, training and reward and recognition. Fostering of the arts and local history was promoted through a range of programs, activities, exhibitions, educational seminars and resources offered through Council's Library Service and Art Centre.		

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>	 100%	A total of \$93,570 in grant funding was distributed to community organisations in the 2019 Ku-ring-gai Community Grants Program.
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%	Volunteering opportunities in local organisations continue to be promoted through social media, printed flyers and on Council's web page and on-line registrations. From July to December 2019, 134 volunteers were referred to the local Commonwealth Health Support Program and other community organisations according to the volunteer's interests, skills, availability and age. A workshop on Trauma-informed Care and Practice was provided for Commonwealth Health Support Program Volunteer Coordinators, with 20 local organisations participating. Network meetings were held in July and November to share information such as implications of new Aged Care Standards and Charter of Aged Care Rights.
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%	132 volunteers attended a free supper and movie night at Roseville Cinema. Appreciation gifts were given to local Commonwealth Health Support Program organisations to present to their volunteers for Christmas. Local volunteers participated in a workshop on Trauma-informed Care and Practice in November. Volunteers will be invited to a seminar on the new Aged Care Standards and Charter of Aged Care Rights in February.
C3.1.1.4	Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs. <i>Responsible Officer:</i>	 50%	Significant events and projects were delivered by the Art Centre during the reporting period. Highlights included: * The Portraits and Figures exhibition in September had one of the highest entry rates from students this year


	<i>User Experience & Service Development Coordinator</i>		<p>* Two other exhibitions - 'Birds of a Feather' and 'Light and Shade' had 50-60 student works displayed with very positive feedback from tutors, students and community members on the quality of the artworks.</p> <p>* The Creative Kid's Voucher Program, which allows parents to use Services NSW vouchers, was introduced for selected classes at the Art Centre with 75% to 100% intake.</p> <p>Key activities held at Ku-ring-gai Library included Jane Caro discussing her latest book; a range of Book Week activities in August; a 'Water Sensitive Gardening' talk by guest speaker David Knights; author encounters with Diane Armstrong and Fiona McIntosh, attracting over 130 participants and well patronised children's events such as Rock and Rhyme for pre-schoolers, which averaged 30 people per session.</p>
Key Achievements			
<p>Art Centre implementation of the Creative Kid's Voucher Program for the Summer 2020 Holiday Program. Bookings taken from December 2019.</p> <p>Art Centre exhibitions have been highly commended by the community.</p> <p>The library's focus on collaborations with other departments, namely Sustainability, stood out in this period. The events were engaging and supported the community in learning and development.</p> <p>Both the Art Centre and the libraries increased their audiences in this period, through collaborative and creative events and activities.</p>			
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>User Experience & Service Development Coordinator</i></p>	<p> 50%</p>	<p>During the reporting period, enquiries remained steady with local studies staff satisfying 163 enquiries including requests for specific local area information and other community information, with 93% of resident requests for resources and information satisfied. Library resources continued to be purchased to ensure the timely provision of items for our residents' informational needs. Highlights during the period included:</p> <p>* The online community directory, in its inaugural year of reporting had 687 users in 838 sessions. Information is available from various service providers for children, adults, seniors and also members of the CALD community.</p> <p>* e-resources usage has significantly increased by 27% with an upward trend</p> <p>* preparations continued for Ku-ring-gai library's celebration of its 75th birthday which coincides with the 75th anniversary of the end of WWII</p> <p>* The Local Studies team has commenced projects to make historical records digitally accessible to the community. This includes partnering with the NSW State Library and four NSW public libraries to digitally transcribe Ku-ring-gai interviews recorded during 1995 as part of the "Ku-ring-gai During the War - Ku-ring-gai Remembers" project as well as investigating the feasibility of the local studies collection being made digitally available on the web.</p>

C3.1.1.6	Deliver environmental volunteering programs. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	<p>There are currently 788 environmental volunteers working at 140 Bushcare/Streetcare/Parkcare sites and the garden shed who in the past 6 months have contributed 7,938 hours to bush regeneration activities within Ku-ring-gai.</p> <p>35 community volunteers have contributed 317 hours in the past 6 months to supporting our native bee hive distribution and fauna monitoring programs. Additionally, a Trailcare group has started at Warrimoo Mountain bike track with 28 volunteers contributing 140 volunteer hours to maintaining mountain bike tracks.</p> <p>Council continue to improve engagement with volunteer groups through email and a focused Facebook group.</p>
Key Achievements			
Council have started a TrailCare program to complement the bushcare, streetcare, and parkcare program.			


Issue: C4: Healthier lifestyles


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

Term Achievement

Code	Description	Progress
C4.1.1	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing. Responsible Officer: <i>Director Community</i>	
Comments		
A number of affordable programs were delivered during this period aimed at enhancing wellness, promoting healthy lifestyles and developing lifelong skills among children, young people, older people and young families. These programs aimed to encourage participation from a variety of age groups, abilities and interests within a local setting.		

Operational Plan Tasks


Code	Description	Progress	Comments
C4.1.1.1	Healthy and active lifestyle programs and activities are delivered in collaboration with agencies and partners. Responsible Officer: <i>Director Community</i>	 50%	<p>The Active Ku-ring-gai Programs had a total of 426 participants for July-December 2019, including both the term and school holiday programs.</p> <ul style="list-style-type: none"> * The junior golf program was extended in Oct-Dec to take advantage of daylight savings and the addition of a Wednesday class * An additional Mums & Bubs class was added due to request from the public * New instructors were engaged for Tai-Chi and junior golf * Active Kids provider registration was achieved and will be implemented for junior golf term programs from January 2020 * The Heart Foundation Walking Group registration numbers have increased with 217 walkers across 4 walking groups.

C4.1.1.2	<p>Deliver and support programs and events that improve the wellbeing of the community.</p> <p>Responsible Officer: <i>Manager Technical Services</i></p>	 50%	<p>Programs and events to assist in improving the wellbeing of the community are being delivered including:</p> <p>* Junior golf programs in place at both golf courses to encourage the younger generation to take up the sport.</p> <p>* A free open day is being held annually at North Turramurra Golf Course to attract new players as well as encouraging the local community to take advantage of the facilities at NTRA.</p>
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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: <i>Director Development & Regulation</i></p>	
Comments		
Operations and Community Department continue to liaise with other authorities including local area police command		

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: <i>Director Community</i></p>	 50%	<p>Staff are currently revising the reporting crime flyer in partnership with the local area command, continuing to support the Rotary Graffiti Removal Program and attending the Community Safety Precinct Committee meetings in both Hornsby and Chatswood.</p> <p>Council Officers have been facilitating discussions with community organisations to address the issue of homelessness and vandalism in Council facilities and parks.</p> <p>Youth staff have been working closely with Youth Liaison Officers (Police) to continue to engage young people positively, address anti-social behaviour and promote healthy decision making.</p>
C5.1.1.2	<p>Implement the Companion Animals Plan 2017-2020.</p> <p>Responsible Officer: <i>Manager Compliance & Regulation</i></p>	 50%	<p>The regulatory team are administering companion animal matters in accordance with the Companion Animals Management Plan, Companion Animals Act and local procedures and policies.</p> <p>For the six monthly reporting period, Ku-ring-gai Council received a total of 694 companion animal requests. The figures reflect 265 requests for the first quarter and 329 for the second quarter (24% increase).</p> <p>For the reporting period, Council received 9 nuisance cat requests, 4 feral cat requests and 4 cat pick up requests. Also during this reporting period, Council received 164 companion animal enquiry requests. The large volume of enquires were attributed to a large registration audit. Council received 15 dead companion animal requests. There were also 37 lost</p>


			<p>and found requests, 49 dog attack requests, 137 barking dog requests, 15 dog pick up requests, 69 roaming dog requests, and 14 inspect oval requests. These figures represent a 72% increase in dog attacks between the first quarter and second quarter which is quite significant.</p> <p>There were 1,113 companion animal registrations received at Council Chambers and via the NSW Pet Registry for this reporting period. Registration money for this period totalled \$31,889.50, The overall registration rate for companion animals within the Ku-ring-gai local government area is 94.86%, which is the 3rd highest Lifetime Registration rate in New South Wales.</p> <p>During this reporting period, the regulatory team completed a report for the Council meeting on 22 October 2019 regarding the feral cat trapping program. The program was a 3 month trail running from 6 May 2019 to 5 August 2019. The report concluded a low level of reporting and activity of feral cats within the Ku-ring-gai Council area. Council carried unanimously not to continue with a cat trapping program at this time. The regulatory team continues with its responsible cat ownership education program in accordance with Councils overarching Companion Animals Management Plan.</p> <p>Also during this reporting period, the regulatory team initiated a series of free companion animal talks for residents. The first session talk was held on 6 November 2019. the theme of the talk was based on "Nuisance behaviours in dogs" and was held at Council's Wildflower Gardens. Twenty residents attended the event. The event was very much driven to be interactive with participation from the residents. The event received positive feedback from those who attended.</p>
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: <i>Manager Compliance & Regulation</i></p>	<p> 50%</p>	<p>Council continues to manage the fire safety program which has progressed and is on track for the period. Reminder and follow up letters continue to be sent to property owners or their representatives within Council's essential services register during the period. An additional 32 properties have been added to the register during the period bringing the no of properties to 1156.</p> <p>45 penalty infringement notices were issued for either non submission of an annual fire safety statement (AFSS), or an incorrect statement or for not maintaining essential fire safety measures with a value of \$54,500 for the period. Council issued 11 fire safety orders to owners of residential/commercial properties to upgrade their fire safety systems during the period.</p>

C5.1.1.4	Undertake mandatory inspections of swimming pools as prescribed under legislation. Responsible Officer: <i>Manager Compliance & Regulation</i>	 50%	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 134 Directions (Orders) to upgrade non complying swimming pool barriers to bring into compliance. Council also issued 34 penalty infringement notices valued at \$14,190 for non-compliance with the NSW Swimming Pools Act 1992. There are currently 15,908 swimming pools or SPAs registered within the Ku-ring-gai LGA on the NSW Swimming Pool register.
C5.1.1.5	Implement the Food Safety Protection program in accordance with the NSW Food Authority Agreement. Responsible Officer: <i>Manager Compliance & Regulation</i>	 46%	During the period, officers attended to complaints and conducted food premises inspections in accordance with the NSW Food Authority Agreement. A total of 102 food shop inspections were completed and 28 food complaints investigated during the period. A total of 7 Improvement Notices were issued during the period.
C5.1.1.6	Maintain Council's register and responsibilities for managing regulated premises. Responsible Officer: <i>Manager Compliance & Regulation</i>	 50%	Council's register is up to date and is continuing to be maintained and monitored on an ongoing basis with reports being submitted to NSW Health as required. Council has undertaken inspections of regulated premises that operate as skin penetration businesses during the period to ensure compliance.
C5.1.1.7	Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Council's Capital Works. Responsible Officer: <i>Director Operations</i>	 50%	Crime Prevention Through Environmental Design principles are considered for all major designs.




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. Responsible Officer: <i>Director Strategy & Environment</i>	
Comments		
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 has commenced with the preparation of the Ku-ring-gai Housing Strategy - including detailed demographic research and comprehensive community consultation.		


Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	Commence preparation of the Ku-ring-gai Local Housing Strategy. Responsible Officer: <i>Manager Urban Planning</i>	 50%	The demographic research and housing needs analysis is being finalised. Community engagement is progressing with completion of the online survey/forum and social media posts/chats. The four focus group meetings with residents/youth/resident action groups took place in November. Interviews were also conducted with aged care and housing providers. Investigation of housing provision capacity within Ku-ring-gai is underway, including mapping of attributes to conserve, such as heritage and biodiversity. The findings from the demographic analysis and the community engagement are being applied to the capacity investigation to develop material for community workshops in February.
C6.1.1.2	Develop strategies and models that will assist the provision of affordable housing choices consistent with the North District Plan, as part of the preparation of a Ku-ring-gai Housing Strategy. Responsible Officer: <i>Manager Urban Planning</i>	 50%	Consultation on the housing strategy has commenced seeking initial community views on the issue of housing affordability. Consultants have been engaged to undertake background research and demographic analysis for the Housing Needs Study. This includes analysis of affordability issues.
C6.1.1.3	Investigate opportunities to provide a range of housing choices as part of the preparation of a Ku-ring-gai Housing Strategy. Responsible Officer: <i>Manager Urban Planning</i>	 50%	A Housing Needs Analysis is being prepared to determine appropriate housing types for the forecasted future population. In addition, the desires of the local community have been noted through a focus group and survey/forum as part of the community engagement. These two aspects have influenced the housing typologies that will be proposed in the community workshops.




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. Responsible Officer: <i>Director Operations</i>	
Comments		
Local Emergency Management Plans have been reviewed for the report period in consultation with the LEMC after the opening of the Emergency Operations Centre for the catastrophic fire danger rating day in November. Improvements to the plans have been scheduled for implementation over coming months. Ku-ring-gai continues to be actively involved in Emergency Management for the region		

Operational Plan Tasks


Code	Description	Progress	Comments
C7.1.1.1	<p>Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 50%	<p>The Local Emergency Management Committee met in November following the activation of the Emergency Operations Centre (EOC) on the catastrophic fire day on 12 November 2019. A debrief of the EOC operation was also held in November and a number of action items were discussed and will be implemented through documentation.</p>
Key Achievements			
The successful opening and operation of the Emergency Operations Centre for the fire emergency on 12 November.			
C7.1.1.2	<p>Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.</p> <p>Responsible Officer: <i>Manager Infrastructure Services</i></p>	 50%	<p>Council has attended all Bushfire Management Committee and Fuel Management meetings and participated in a number of hazard reduction burns as outlined in the Bushfire Risk Management Plan. On 12 November 2019, a bushfire broke out in South Turramurra and Council assisted in the management and cleanup of this operation through involvement in the Emergency Operations Centre and liaison with the community and Rural Fire Service.</p>
C7.1.1.3	<p>Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	 50%	<p>The Middle Harbour - Southern Catchments flood study is progressing as required with community consultation planned to start in January 2020.</p> <p>Ku-ring-gai has also been successful in receiving funding from the state government for the Middle Harbour - Northern Catchments flood study which will be commenced in 2020.</p>

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) social media and electronic communications platforms and increases in community participation in the LLK program is facilitating improved community understanding of the value of the natural environment and local environmental issues and impacts.		



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 broad range of programs and community rebates continue to engage the Ku-ring-gai community on environmental and sustainability issues. Particularly through our use of social media and electronic platforms. Council's Loving Living Ku-ring-gai Facebook page now has 4,288 followers and in the last six months posts on this page registered a total of 511,504 impressions in the feeds of its followers and were engaged with (shared, clicked, commented) 32,397 times. The Loving Living Ku-ring-gai Twitter account has 638 followers. The Envirotube channel on YouTube now has 2,410 subscribers and the videos on the channel have registered 571,709 views. Our WildThings website recorded 6,350 unique views and Bushcare website 3,999 unique views over the past six months. Our Environment and Sustainability pages on Council's website recorded 19,883 visits. We have 2078 subscribers to receive our six monthly What's on Calendar of events and the monthly sustainability e-news now has 3,499 subscribers, who clicked on articles 1,792 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		
<p>Progressing as scheduled.</p> <p>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, the installation of 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 which awarded \$59,999 in 2019/20.</p> <p>Environmental education programs continued to be delivered, with an increased focus on local schools, offering support and educational material through the smart schools program.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
N1.1.2.1	Deliver environmental resources and programs for residents. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	<p>Council's Loving Living Ku-ring-gai events program delivered a range of community engagement events with many booked out. These included a Plastic Free July book launch with celebrity and waste advocate Erin Rhoades as well as workshops covering waste-free cosmetics, water surveying and keeping chickens. A total of 646 people attended these events. WildThings had a busy period with presentations and workshops covering native bees, nature photography, local birds and an introduction to Bushcare volunteers. These events attracted a total of 170 residents.</p> <p>The program also distributed 21 beehives to residents within the LGA and successfully sold 86 outside the LGA. The Bushcare, Streetcare and Parkcare programs engaged with 788 volunteers, supporting our work here and also with the WildThings programs. Our Climate Wise Communities, severe weather preparedness program was extremely well received with the severe weather conditions in November onwards. It held 10 events attracting 592 attendees. The bushfire preparedness website attracted 3568 unique views, with 1110 of these on one day, immediately prior to the catastrophic fire danger day in November. Through the Greenstyle program, 11 home sustainability advice visits and 27 home garden visits were carried out at the homes of Ku-ring-gai residents. Compost Revolution saw the sale and delivery of 129 compost bins and 37 worm farms to residents. We held a flying-fox educational event night with Sydney Bats which attracted 60 attendees.</p>
Key Achievements			
Climate Wise communities and in particular the Sim Table proved a very effective communication tool and received national media attention.			
N1.1.2.2	Deliver environmental resources and programs for businesses. <i>Responsible Officer: Manager Environment & Sustainability</i>	 50%	The Better Business Program (BBP) moved host council to Ku-ring-gai Council in August 2019. A new BBP team was recruited with decentralised Program Managers dedicated to each council hired by each council. BBP business sustainability diagnostic redesigned and released online in September 2019. BBP database cleaned and all businesses assessed for baseline with new assessment for accreditations.

N1.1.2.3	Deliver environmental resources and programs for schools, children and young people. Responsible Officer: <i>Manager Visitor Experience & Events</i>	 50%	Council continue to deliver weekly programming. Staff commenced a review of program structures with the aim of increasing delivery efficiency with stronger program outcomes from 2020/21.
N1.1.2.4	Develop a detailed design for a Cultural and Environmental Education Centre and secure funding for its construction. Responsible Officer: <i>Director Strategy & Environment</i>	 50%	Funding has been approved from Environmental Levy funds and Section 94A for the facility. The secured funding will allow for the design with additional funds being sought for construction. An inception meeting between Environment and Sustainability staff and Council's Project Manager to define the scope of the project was held in late 2019. Progress towards a more integrated design incorporating aspects of the St Ives Master Plan continue to be worked into the design brief.



Issue: N2: Natural areas





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

Term Achievement


Code	Description	Progress
N2.1.1	The condition of bushland and the conservation of native flora and fauna have improved. Responsible Officer: <i>Director Strategy & Environment</i>	
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 in the condition of bushland and the conservation of native flora and fauna. 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> <p>Extreme temperature days, intense storms and smoke impacted wildlife populations across NSW. Vulnerable populations such as the Grey-headed Flying-fox in Gordon continue to be closely monitored.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
N2.1.1.1	Implement priority actions in the Ku-ring-gai Bushland Reserves Plan of Management. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Council continued to implement priority actions in the Ku-ring-gai Bushland Reserves Plan of Management including: bushfire hazard reduction works; the onground management of built assets (fire trails, walking tracks, sediment basins) and natural assets (through bush regeneration), ecological burns; creek restoration works; a fauna monitoring program and the management of recreation areas in natural areas. Site Management Plans continue to be developed for priority sites and include Specific Objective Monitoring.
N2.1.1.2	Implement priority actions in the Biodiversity Policy and implement a biodiversity monitoring program. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Council is continuing to implement key actions within the Biodiversity Policy, including the Biodiversity Score card, fauna monitoring program and reporting.

N2.1.1.3	<p>Implement priority actions in the Fauna Management Policy and implement the fauna monitoring program.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	 50%	<p>Council's fauna monitoring programs continued to provide valuable data on threatened species populations and engage the community on biodiversity conservation. Eastern Pygmy Possum monitoring indicates the persistence of a healthy population which continues to be monitored with the assistance of community volunteers.</p> <p>Monthly counts and extent mapping at the Grey-headed Flying-fox camp in Gordon continued to inform management and planning. Impacts associated with extreme heat days, damaging storms and catastrophic fire days have impacted the bat camp and population. Appropriate management responses to these events will be considered through the technical advisory group for the 10 year Ku-ring-gai Flying-fox habitat management plan.</p>
N2.1.1.4	<p>Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules.</p> <p>Responsible Officer: Manager Infrastructure Services</p>	 50%	<p>Work is underway on a review of current maintenance programs/schedules to incorporate into work orders with agreed performance targets. This has been predominantly completed for fire trails and breaks and all regeneration sites have been through a prioritisation matrix.</p>
N2.1.1.5	<p>Implement site management plans for priority bushland reserves and implement a monitoring program.</p> <p>Responsible Officer: Manager Infrastructure Services</p>	 50%	<p>Bushland priority reserves plans and monitoring: There are currently 35 prioritised reserves. Site management plans have been finalised for 21 of these. The 14 reserves maintained by Council's regeneration team have draft site management plans developed but are yet to be finalised.</p> <p>Monitoring strategies have been developed for all prioritised reserves. The first round of monitoring will commence in a couple of months and will be completed by approximately September 2020.</p>
N2.1.1.6	<p>Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land.</p> <p>Responsible Officer: Manager Environment & Sustainability</p>	 25%	<p>Council continues to implement the Biodiversity Offsetting Code of Practice. However further work on this Code is required regarding alignment with changes to the Biodiversity Conservation Act (offset scheme) as well as further internal consultation.</p> <p>Reason</p> <p>Due to high work loads resultant from the Crown Lands reform, this action has been delayed.</p> <p>Remedial Action</p> <p>Additional resources are currently being sought (in the form of requested additional staffing) to reduce high workloads resultant from the Crown Lands reform.</p>

Term Achievement

Code	Description	Progress
N2.1.2	<p>Ecological protection and understanding is integrated into land use planning.</p> <p>Responsible Officer: Director Strategy & Environment</p>	
Comments		
<p>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. A draft Urban Forest Policy will be presented to Council for adoption in February 2020 and further integrate ecological protection into land use planning.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1	Continually review and implement guidelines, processes and templates for environmental assessments. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Council is continuing to implement and improve procedures and templates for environmental assessments for Council works. Council is looking at ways to improve interdepartmental communication and efficiency moving forward.
N2.1.2.2	Apply development assessment conditions to ensure new development reflects government legislation and Council's adopted Local Environment Plans and Development Control Plans with regards to riparian and biodiversity provisions. Responsible Officer: <i>Manager Development Assessment Services</i>	 50%	Development assessment conditions continue to be applied as required under Council and State Government planning policies and other relevant legislation.



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. Responsible Officer: <i>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. Council has also commenced microplastic monitoring in streams as part of the AusMAP (Australian Microplastic Assessment Project) program.		

Operational Plan Tasks


Code	Description	Progress	Comments
N3.1.1.1	Participate in research programs and partnerships to advance water management. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Ku-ring-gai continues involvement with the Co-operative Research Centre for water sensitive cities and is investigating options for further research partnerships with Macquarie University.
N3.1.1.2	Implement priority actions in the Water Sensitive City Policy and Water Sensitive City Strategy. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Actions from the water sensitive city policy, such as the implementation of water sensitive urban design (WSUD) and riparian controls in development activities continue to be implemented and a revised Water Sensitive City Strategy is on track for completion by the end of the 2019/20 financial year. Council appointed an Environmental Engineer during the reporting period.

N3.1.1.3	Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels. Responsible Officer: <i>Manager Waste & Cleaning Services</i>	 50%	The cleaning of WSUD devices continued under the current service contract for pit inserts, sediment basins and gross pollutant traps removing litter and silt from the water ways. Street sweeping services also continued for the scheduled removal of materials in the street gutters before they are captured by the down stream WSUD devices.
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Term Achievement

Code	Description	Progress
N3.1.2	Utilisation of water harvesting and reuse has increased at Council owned facilities. Responsible Officer: <i>Director Operations</i>	
Comments		
<p>The utilisation of water harvesting and reuse has increased at Council owned facilities and all systems are being managed according to Water Reuse Management Plans.</p> <p>Sites across the local government area (LGA) are being irrigated with harvested water with 89% of all water used at these sites is harvested/treated.</p> <p>This has become a very important issue with the implementation of water restrictions.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1	Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy. Responsible Officer: <i>Manager Infrastructure Services</i>	 50%	Utilisation of water harvesting and reuse has increased at Council owned facilities. All systems are being managed according to Water Reuse Management Plans. 18 sites are being irrigated with harvested water and as Council moves into water restrictions these sites will show the benefits. Currently 89% of all water used at these sites is harvested/treated.
Key Achievements			
Koola Park, East Killara highlights Council's water savings with 9,125kl of harvested water used since July and only 547kl of town water top up used in this period. This equates to 94% of all water used at this site being harvested.			


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. Responsible Officer: <i>Director Strategy & Environment</i>	
Comments		
Council's Climate Wise communities program and SimTable (simulation table) have continued to engage and inform the community around extreme weather event preparedness. The 2019 NSW bushfire season raised the profile of Ku-ring-gai Council's program and Council was acknowledged as a leader in this area of community engagement.		



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:</i> <i>Manager Environment & Sustainability</i>	 80%	The Climate Wise Communities (CWC) project is currently exceeding its key performance indicator (KPI) of 200 new user to the CWC webpage each month. The Catastrophic fire warning day on 7 November 2019 saw 1,100 new users to the site in one night.
Key Achievements			
High number of new users going to the CWC webpage for guidance on how to become more resilient to bushfires. The Simtable is generating a high level of community participation in workshops with a substantial increase in the numbers of people attending workshops to see first hand how the Simtable works.			

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. Council continues to work closely with state emergency services and learn from the extreme events that took place in 2019 including catastrophic fire danger days and an extreme storm event.		


Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.2.1	Implement priority actions in the Climate Change Adaptation Strategy. <i>Responsible Officer:</i> <i>Manager Environment & Sustainability</i>	 60%	Several managers have made substantial progress in achieving the goals they set for themselves around climate adaptation. The Greater Sydney Planning Commission protocols brought adaptation into focus for the planning department where adaptation has been integrated into land use planning for the future. Community services have also taken advantage of Climate Wise Communities with workshops being conducted for early childhood staff and seniors in the community. Risk staff are developing some of the key risk protocols for facilities and once complete they will be reviewed for their adaptation capacity.
N4.1.2.2	Review the Climate Change Policy and implement priority actions. <i>Responsible Officer:</i> <i>Manager Environment & Sustainability</i>	 50%	Review of the Climate Change Policy has progressed with draft reports completed for renewable energy procurement feasibility, fleet transition pathways, community greenhouse gas emissions inventory, and pathways for community emissions. These reports will inform the updated policy and action plan to be submitted to Council in March 2020.
Key Achievements			
Achievements this reporting period, include completion of the Gordon Golf Course Solar PV system and a draft feasibility report for a battery system at the Suakin Street, Pymble depot.			




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	The community is effectively engaged in improved waste reduction, reuse and recycling. <i>Responsible Officer: Director Operations</i>	
Comments		
Waste recovery services continue with the service contract with Veolia Environmental Service. Draft Waste Strategy is 95% complete. Waste Less and Recycle More projects are continuing for litter reduction and residential waste education. Council continues to participate in the regional disposal contract. A new Contract for recycling and green waste processing entered into in December 2019.		

Operational Plan Tasks


Code	Description	Progress	Comments
N5.1.1.1	Deliver effective and efficient waste management services. <i>Responsible Officer: Manager Waste & Cleaning Services</i>	 50%	Waste recovery services continued under the service contract with Veolia Environmental Services for the collection of general waste, clean up and white goods. A new two year contract for the collection of mixed recyclables and paper was entered into with IQrenew. A new ten year contract for greenwaste recycling has been entered into with Suez. Green waste recovery continued with the continuation of the Mobile Chipping service and the community using the new green waste vouchers for bushfire prone land.
Key Achievements			
A draft Waste Strategy for next 10 years is on public exhibition until the end of January 2020.			
N5.1.1.2	Finalise and adopt a Waste Strategy for Ku-ring-gai local government area. <i>Responsible Officer: Manager Waste & Cleaning Services</i>	 95%	The draft Waste Strategy was presented to Councillors at a briefing in November 2019. The draft Strategy was recommended and placed on public exhibition for community feedback.
N5.1.1.3	Deliver community waste education programs. <i>Responsible Officer: Manager Waste & Cleaning Services</i>	 50%	An E-waste collection took place 10-11 August 2019 with 20.32 tonnes of material delivered by 721 participants for recycling. The biannual Chemical Collection was held 26-27 October 2019 with 50.07 tonnes of material delivered by 1,354 cars. For recycling week a 'Recycling Your food waste' workshop took place at Kimbriki Eco House and Garden with 15 residents attending. There was a recycling display in Gordon Library along with banners displayed at key locations inviting residents to test their recycling knowledge by taking the 'Recycling Quiz'. Ongoing work is continuing with unit properties to enhance recycling signage in order to reduce recycling contamination.

N5.1.1.4	Deliver grant funded Waste Less Recycle More projects. Responsible Officer: <i>Manager Waste & Cleaning Services</i>	 50%	Projects progressing as per project plan. The multi unit dwellings education project is currently in the planning stage. A clothing swap to reuse textiles is scheduled for March 2020. A park and sportsground litter bin audit was completed. The first e-waste collection of CD's and DVD's was also completed with 87 boxes diverted from landfill.
N5.1.1.5	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract. Responsible Officer: <i>Manager Waste & Cleaning Services</i>	 50%	A new Principal Representative contract was negotiated during September to manage the regional waste disposal contract. HKA were the successful tenderer. Waste disposal tonnages will continue to be monitored and contractual issues managed.
N5.1.1.6	Implement Regional Waste Plan Actions. Responsible Officer: <i>Manager Waste & Cleaning Services</i>	 100%	Container deposit scheme/ litter prevention project was completed at Lindfield Oval with new litter bins installed with litter prevention messaging placed within the grandstand to encourage proper disposal of litter.

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 facilitated a reduction in community energy use through a rebate scheme, for energy efficient pool pumps and other home energy solutions. Additionally, Council commissioned a report on Community Inventory, which will support the review of Council's Climate Change Strategy and community programs.		

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 has disbursed over \$2,856 in rebates through our Water smart program. This has resulted in community investments of over \$13,751 for installation of two (2) raingardens and three (3) rainwater tanks totalling 11,000 litres of storage capacity. Energy Smart program has disbursed \$21,750 in rebates resulting in over \$229,103 in community investments for installations of 45 swimming pool pumps, one (1) window retrofit, 16 solar PV, one (1) battery storage, two (2) insulation and two (2) hot water systems. Council has also engaged three (3) apartment blocks representing 276 apartments for energy efficiency retrofits in common areas through our Smart Units program.

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		
Ku-ring-gai's unique visual and landscape character have been further strengthened with the adoption of Council's local strategic planning statement and the preparation of the Visual and Local Character Statement and an Urban Forest Policy. Local and state planning objectives and controls are being applied at the DA process and Council's Tree preservation policies and procedures are being applied.		

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%	The finalised Local Strategic Planning Statement (LSPS) was endorsed by Council on 19 November 2019. The LSPS includes a Planning Priority regarding conserving Ku-ring-gai's unique visual and landscape character. It also includes action to implement the planning priority including the preparation of a Local Character Study and implementing local character mapping for LEP overlays and local character statements to incorporate into the DCP.
P1.1.1.2	Commence preparation of a Visual and Local Character Study and Strategy for the local government area consistent with the Local Character Guidelines and the North District Plan. <i>Responsible Officer: Manager Urban Planning</i>	 50%	This task is progressing well. During the reporting period work commenced on scoping the project, This included researching best practice studies undertaken by other Councils, discussions with representatives from the Department of Planning, Infrastructure and Environment (DPIE), and becoming familiar with the Local Character Guidelines prepared by the DPIE and Council's Local Strategic Planning Statement (LSPS).
P1.1.1.3	Development is assessed against local government and state planning objectives and controls to protect and enhance the unique visual and landscape character of Ku-ring-gai. <i>Responsible Officer: Manager Development Assessment Services</i>	 50%	The landscape and ecology team continues to assess development applications with the goal of protecting and enhancing the visual and landscape character of Ku-ring-gai.
P1.1.1.4	Administer and implement Council's tree preservation policies and procedures. <i>Responsible Officer: Manager Technical Services</i>	 80%	A total of 362 new private tree applications were received during this period. 301 private tree applications were completed with 140 outstanding for the reporting period. Response times have increased to 6-8 weeks. A total of \$ 27,956 was collected in Penalty Infringement Notices to date.
Challenges			
The storm event in late November required resources to be diverted to the assessment of Council trees. This has resulted in increased response times for tree applications. Resources will be diverted to address these response times in the next quarter.			

P1.1.1.5	Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities. Responsible Officer: <i>Manager Technical Services</i>	 70%	Stage one of the planting program has been completed with a total of 313 trees planted. Stage 2 has been scoped and notified with final planting numbers and locations determined. The project is on target
P1.1.1.6	Develop an Urban Forest Policy. Responsible Officer: <i>Manager Technical Services</i>	 95%	The Urban Forest Policy was placed on public exhibition. Comments have been received and reviewed and relevant amendments were made to the draft. The project is on target for submission to Council for adoption in the February Council meeting.
P1.1.1.7	Deliver programs to reduce litter and graffiti and improve the appearance of Ku-ring-gai. Responsible Officer: <i>Manager Waste & Cleaning Services</i>	 50%	Removal is continuing for reported incidents of graffiti and removal of bill posters on public land and buildings. The graffiti team is also assisting with removal on private land where the graffiti is able to be seen from a public place.
P1.1.1.8	Develop an urban forest monitoring program. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Council has developed a draft Urban Forest Policy which will be presented for adoption in February 2020. The Urban Forest monitoring program is progressing with an RFQ for a mapping project to be sent out in December 2019. This should include capture of relevant data in early 2020, facilitating completion and implementation of the urban forest monitoring program by the end of the financial year.
Key Achievements			
Completion of the Urban Forest Policy ready for adoption in 2020.			

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		
Design for Babbage Road almost complete.		


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>Manager Technical Services</i>	 50%	A concept plan for Babbage Road was distributed for community consultation. Fox Valley Road community consultation is to be undertaken following the completion of the topographical survey due early February 2020.
P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation. Responsible Officer: <i>Manager Technical Services</i>	 50%	The detailed documentation for Babbage Road Shops is ready. A final round of community consultation was undertaken due to the length of the project period (prior community consultation took place in 2016). Once the community consultation has been finalised in February 2020 the project is to be delivered.
Key Achievements			
Final round of consultation underway for Babbage Road. Survey works being undertaken for Fox Valley Road.			



Issue: P2: Managing urban change

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

Term Achievement

Code	Description	Progress
P2.1.1	Land use strategies, plans and processes are in place to effectively manage the impact of new development. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai with the preparation and adoption of the Local Strategic Planning Statement and the continuing update and implementation of Council's LEPs and DCPs.		


Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1	Prepare plans and strategies as required by the Greater Sydney Commission's North District Plan. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The draft Local Strategic Planning Statement was placed on public exhibition for six weeks from 1 July 2019. 78 written submissions were received and there were 67 responses to the online survey, The final LSPS was reported to, and endorsed by, Council on 19 November 2019. The LSPS is now with the Greater Sydney Committee awaiting final assurance. Consultants were engaged and work commenced on the Housing Strategy community engagement process, the Housing Needs Study and the Retail and Commercial Centres study.
P2.1.1.2	Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The planning proposal for the consolidation of the KLEP 2015 and KLEP Local centres 2012 received a gateway determination in May 2019. The required amendments to the planning proposal were made and approved by the Department of Planning, Industry and Environment so it was placed on formal public exhibition from 25 October to 22 November 2019.


Issue: P3: Quality urban design and development

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


Term Achievement

Code	Description	Progress
P3.1.1	A high standard of design quality and building environmental performance is achieved in new and existing development. <i>Responsible Officer: Director Strategy & Environment</i>	
Comments		
A high standard of design quality and building environmental performance is being achieved in new and existing developments through the promotion of design quality and sustainability via updates to the Development Control Plan, heritage planning, public domain planning, assessment of planning proposals, sustainable design monitoring and feedback to development assessment team and community stakeholders.		




Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1	Promote Council's design quality and building sustainability standards to industry and community stakeholders. Responsible Officer: <i>Manager Urban Planning</i>	 50%	A high standard of design quality and building environmental performance in new and existing development has been achieved through the promotion of design quality and sustainability through an update to Council's Development Control Plan, heritage planning, public domain planning, assessment of planning proposals, sustainable design monitoring and feedback to development assessment teams and community stakeholders.

Term Achievement

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

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>Manager Development Assessment Services</i>	 50%	Applications are assessed against all relevant provisions prescribed under the Environmental Planning and Assessment Act and other relevant legislation. The assessment reports provide a detailed assessment as to the merits of an application. These reports are peer reviewed to ensure that all matters are appropriately considered in determining an application in order to achieve the quality outcomes, as prescribed under the various planning provisions/legislation which include but are not limited to sustainability and quality urban design controls.
P3.1.2.2	Facilitate community participation through the Ku-ring-gai Local Planning Panel (KLPP) 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 monthly with extensive community participation. Submitters to applications are advised of the meeting dates and are able to present to the KLPP in the public meeting held. Public consultation is consistent with the relevant legislative requirements including Council's Community Participation Plan.
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%	The regulatory team is providing compliance service consistent with state legislation and Council policies. The regulatory team have been very active during the reporting period. Council's education and enforcement continues in relation to parking. For the reporting period, Council received 838 requests for varying parking matters. The regulatory team issued 3014 penalty notices for off-street carpark offences and 3715 for on-street offences, totalling an amount of \$1,136,081.00.

			<p>In relation to building compliance, the regulatory team have also proactive in the monitoring and education of building sites. Each new development is issued with a builder's kit which provides relevant information on Ku-ring-gai Council's expectations and requirements, such as application forms. Council received 126 requests for out of hours non-compliance. The regulatory team issued 25 penalty notices for varying offences, totalling an amount of \$138,000.00. The regulatory team received 32 requests on overgrown properties and 25 requests in relation to biosecurity matters.</p> <p>The regulatory team have also been active in regards to waste. Council received and investigated 505 illegal dumping requests. 332 of those requests were for dumping on Council's nature strip. Council's Waste Investigation Officer issued 2 penalty notices, 6 clean up notices and 2 prevention notices.</p>
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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	<p>Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.</p> <p>Responsible Officer: Director Strategy & Environment</p>	
Comments		
<p>Plans to revitalise local centres are being progressively implemented to achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community including the Local Centres Public Domain plan and technical manual upgrades, master planning for Gordon, creative arts facilities strategy, open space planning for new parks and local centres transport planning.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
P4.1.1.1	<p>Prepare a final draft and adopt a Local Centres Public Domain Plan and Technical Manual including outdoor dining and activities.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>During the reporting period significant progress has been made on this task through consultation and collaboration between internal stakeholders from Strategy and Operations Departments and external stakeholders from Transport for NSW:</p> <ul style="list-style-type: none"> * selection of paving, seating and bin enclosure standards * preparation of a draft Technical Manual for internal stakeholder review * preparation of the draft Turramurra Local Centre Public Domain for public consultation in the first half of 2020 * Council adoption of concept plan for St Johns Avenue, Gordon which will create an "Eat Street" in the heart of Gordon * engagement of traffic, transport and active transport consultants to advise on the draft Turramurra Local Centre Public Domain

			* working with Transport for NSW on the High Pedestrian Activity Area program to prepare a draft concept for approval and potential funding for improvements to Wade Lane, Gordon.
Key Achievements			
Council adoption of a concept plan for St Johns Avenue, Gordon which will create an "Eat Street" in the heart of Gordon.			
P4.1.1.2	Commence preparation of Public Domain Masterplans for Turramurra, Lindfield and Gordon local centres and concept plans for key precincts. Responsible Officer: <i>Manager Urban Planning</i>	 50%	During the reporting period Council adopted a final Local Strategic Planning Statement which includes public domain structure plans for Turramurra, Lindfield and Gordon Local Centres. The draft plans have been publicly exhibited and been subject to health checks and assurance by the Greater Sydney Commission. Also during the reporting period a draft Turramurra Local Centre Public Domain Master Plan has been prepared. Specialist consultants have been engaged to advise on traffic, transport and active transport matters to support the plan. It is anticipated the draft plan will be reported to Council in early 2020 and be publicly exhibited in the first half of 2020.
Key Achievements			
During the reporting period Council adopted a final Local Strategic Planning Statement which includes public domain structure plans for Turramurra, Lindfield and Gordon Local Centres. The draft plans have been publicly exhibited and been subject to health checks and assurance by the Greater Sydney Commission.			
P4.1.1.3	Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the Activate Ku-ring-gai Program. Responsible Officer: <i>Manager Urban Planning</i>	 50%	During the reporting two key engagement events were held: 1. St Johns Avenue "pop-up" - Council exhibited draft concept designs for the St Johns Avenue Upgrade between 16 August and 13 September, 2019. The exhibition included two on-site drop-in sessions in St Johns Ave, Gordon. The "pop-up" park involved the removal of a parking lane on the south side of St Johns Avenue and laying artificial turf carpet. Outdoor dining "booths" were provided along with deckchairs and bean bags for casual seating. Potted plants from the Council nursery added greenery. Local musicians were enlisted to provide entertainment and attract public participation Survey forms were provided to gather feedback and Council officers were on hand to answer community questions about the proposal. Strong community support for the program was received. 2. Robert Pymble Park - Council exhibited a draft concept plan for this park in November 2019 and as part of the exhibition Council staff held a community event in the park to encourage people to get involved. The event included a sausage sizzle with free food and drink and an animal petting farm. Staff were present to talk with residents and help them complete a survey. Strong support for the proposals was received
Key Achievements			
Council held two innovative community engagement activities in St Johns Avenue, Gordon and Robert Pymble Park, Pymble. The events were designed to actively engage and encourage residents to get involved with the exhibition of plans. Both events were successful and well supported by the community.			


P4.1.1.4	Complete a Creative Arts Facility Strategy to guide the delivery of creative arts and cultural facilities across the local government area. Responsible Officer: <i>Manager Urban Planning</i>	 50%	In October 2019, Council adopted a Creative Arts Options Paper and resolved to move forward with preparation of a final strategy. Since that time internal stakeholder meetings have been held with staff from the Ku-ring-gai Arts Centre to further define and clarify the scope of the study. A draft project brief is under preparation and will be issued to selected consultants early in 2020.
P4.1.1.5	Identify locations for new parks in priority areas identified in Council's adopted Open Space Acquisition Strategy. Responsible Officer: <i>Manager Urban Planning</i>	 50%	Sites have been identified in Pymble and Roseville for further investigation into acquisition. A report was presented to Council in December in which the preferred sites were endorsed. A report will be presented to Council in February in relation to potential sites in Gordon.
Key Achievements			
Endorsement received from Council to proceed with further investigation of prioritised sites in Pymble and Roseville.			
P4.1.1.6	Commence preparation of strategies and plans for Gordon Local Centre and surrounds. Responsible Officer: <i>Manager Urban Planning</i>	 50%	Specialist consultants have completed a built form and capacity study for Gordon Local Centre. The study provides background information for preparation of Council's Housing Strategy. Councillors will be briefed on the study early in 2020. Work is progressing on the preparation of housing scenarios for Gordon Local Centre. The scenarios will form part of the package of information presented to community workshops in early 2020 as part of community engagement for the Housing Strategy.
P4.1.1.7	Finalise strategies and plans for Turramurra Local Centre and surrounds. Responsible Officer: <i>Manager Urban Planning</i>	 50%	Work is progressing on the preparation of housing scenarios for Turramurra Local Centre. The scenarios will form part of the package of information presented to community workshops in early 2020 as part of community engagement for the Housing Strategy. Council's Local Strategic Planning Statement (LSPS) also includes an updated structure plan for Turramurra. The draft plans have been publicly exhibited and been subject to health checks and assurance by the Greater Sydney Commission. Also during the reporting period, a draft Turramurra Local Centre Public Domain Master Plan has been prepared. Specialist consultants have been engaged to advise on traffic, transport and active transport matters to support the plan.
P4.1.1.8	Finalise strategies and plans for Lindfield Local Centre and surrounds. Responsible Officer: <i>Manager Urban Planning</i>	 50%	Work is progressing on the preparation of housing scenarios for Lindfield Local Centre. The scenarios will form part of the package of information presented to community workshops in early 2020 as part of community engagement for the Housing Strategy. Council's Local Strategic Planning Statement (LSPS) also includes an updated structure plan for Lindfield. The draft plans have been publicly exhibited and been subject to health checks and assurance by the Greater Sydney Commission.

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%	Pre-planning proposal meetings were held with the Major Projects Team and independent urban design advice was provided into the amendments to the master plan being sought by the planning proposal. The final planning proposal was submitted in October 2019. An independent planning consultant has been engaged to oversee the assessment of the proposal. The Local Strategic Planning Statement endorsed by Council in November 2019 includes up to date planning principles and a structure plan based on Council policies. previous studies and consultation.
P4.1.1.10	Gain development consent and continue to facilitate disposal of the Lindfield Library site. Responsible Officer: <i>Director Strategy & Environment</i>	 90%	New comments from the DA assessment team were received in November 2019. These comments are currently being addressed and are due to be completed early 2020 (February).
P4.1.1.11	Develop an integrated approach to people and vehicle movement for the primary local centres in collaboration with Transport for NSW. Responsible Officer: <i>Manager Urban Planning</i>	 50%	There has been initial engagement with Transport for NSW on the development of the Turrumurra Public Domain Plan, which seeks to integrate people and vehicle movement, and in particular, aspects of proposed improvements to the bus interchange. Other upcoming projects in the primary local centres, such as the Lindfield Avenue Streetscape project, will require collaboration with Transport for NSW, including where it relates to adjustments to bus stops and overall people movement/access to the railway station.


Term Achievement

Code	Description	Progress
P4.1.2	Commence construction of Lindfield Village Green. Responsible Officer: <i>Director Strategy & Environment</i>	
Comments		
The contractor selection process is underway to commence construction of Lindfield Village Green.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.2.1	Select a contractor and commence construction of Lindfield Village Green. Responsible Officer: <i>Director Operations</i>	 50%	Tender submissions have been assessed for the Lindfield Village Green construction and a recommendation will go to the February Council Meeting.


Term Achievement

Code	Description	Progress
P4.1.3	Secure a development partner for Lindfield Village Hub. <i>Responsible Officer: Group Lead Major Projects</i>	
Comments		
The second stage of selective tender for the Lindfield Village Hub commenced in December 2019.		
Key Achievements		
Tender commenced December 2019, due to close April 2020.		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.3.1	Progress and award tender for the Lindfield Village Hub. <i>Responsible Officer: Group Lead Major Projects</i>	 75%	A tender was issued to five select Tenderers following the Council resolution on 19 November 2019 and final sign off on 28 November 2019. Tenderlink issue took place on 4 December 2019, The tender closes 3 April 2020. An initial briefing was held on 9th December 2019.

Term Achievement

Code	Description	Progress
P4.1.4	Secure a development partner for Turramurra Community Hub. <i>Responsible Officer: General Manager</i>	
Comments		
A detailed Business Case was produced for the Turramurra Community Hub during 2019 and presented to the Major Projects Steering Committee in November 2019. Once the comprehensive LEP has progressed to the point that the likely height and density framework of the site can be confirmed further analysis on the financial feasibility can be undertaken.		
Key Achievements		
Completion of Detailed Business Case		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.4.1	Examine planning options within feasibility parameters for the Turramurra Community Hub. <i>Responsible Officer: Group Lead Major Projects</i>	 75%	<p>Planning options for the Turramurra Community Hub masterplan have been identified and financially appraised. This process has identified planning options which can meet the financial feasibility parameters for the project but would present other significant risks to Council.</p> <p>Council may consider it prudent to wait until the outcomes of the current LEP review are completed, before undertaking further feasibility modelling.</p> <p>The results of the financial modelling are due to be discussed with Council in February 2020.</p>





Issue: P5: Heritage that is protected and responsibly managed




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

Term Achievement

Code	Description	Progress
P5.1.1	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets. <i>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 including the Heritage Home Grants ,preparation of draft heritage strategy, heritage policies and controls applied at DA stage and undertaking heritage works at Tulkiyan and Pymble Presbytery. Council is also actively working with the Aboriginal Heritage Office.		

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning controls including the development of a heritage strategy. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The draft heritage strategy is being revised to include Aboriginal Cultural Heritage (ACH). In particular to include the ACH actions in Council's Local Strategic Planning Statement.
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%	Council have continued to work with Aboriginal Heritage Office (AHO) to manage Ku-ring-gai's Aboriginal Heritage through staff training, site monitoring and DA advice. During this period the AHO continued monitoring in Ku-ring-gai through the Coastal Erosion and Rock Art/Engraving projects under the NSW Government's 'Heritage Near Me' program. Council sought advice from AHO regarding issues such as track upgrades for recreational use and the management of Aboriginal heritage on private property.
Key Achievements			
An updated Memorandum of Understanding was signed by the Northern Beaches Council (who administer the Aboriginal Heritage Office [AHO] and Ku-ring-gai Council.			
P5.1.1.3	Promote local heritage in consultation with key stakeholders. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The Heritage Home Grants are progressing, Several claims have been lodged and payments have already been made. A series of recent case studies on conserving heritage properties are currently in final drafting phase and are with the Communications design team.
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 as listed on heritage listed properties are assessed by skilled and qualified professionals to ensure development is consistent with Council's controls and any adverse heritage impacts are minimised.

P5.1.1.5	Complete the heritage conservation refurbishment for Tulkiyan House that preserves the heritage structure and internal fabric. Responsible Officer: <i>Director Operations</i>	 50%	The Tulkiyan House roof repairs have been completed, external carpentry works are ongoing, and the final interior clean up is approaching completion.
P5.1.1.6	Cultural and heritage assets in open space areas are protected, preserved, restored and maintained. Responsible Officer: <i>Manager Technical Services</i>	 50%	Council is working closely with heritage contractors on heritage works at Tulkiyan House and Pymble Presbytery.
P5.1.1.7	Deliver Aboriginal cultural activities at the St Ives Precinct. Responsible Officer: <i>Manager Visitor Experience & Events</i>	 50%	The Visitors Experience and Events team delivered three activities during the 2019 Gai-mariagal Festival, with two activities held at the Ku-ring-gai Wildflower Garden. The Venues Team is reviewing its 2020 program delivery and will investigate inclusion of Aboriginal cultural activities as well as working with the Events Team for activity opportunities during the 2020 Gai-mariagal Festival.



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		
Improvement of existing sporting and leisure facilities including the establishment of new facilities is progressing well. This work includes the delivery of the Capital Works Program, District Park Masterplanning, accessible and inclusive playground designs for future works, commencement of the Regional Playground at St Ives Showground, an amenities improvement program and the progression of an agreement with the Department of Education with regard to facility development and management. In addition, Council's maintenance programs for Parks, Sportsfields and Playgrounds continues to be undertaken to agreed service levels.		

Operational Plan Tasks


Code	Description	Progress	Comments
P6.1.1.1	Deliver Council's adopted Open Space Capital Works Program. Responsible Officer: <i>Director Operations</i>	 50%	Design and construction in Council's Open Space Capital Works Program is moving towards completion as per budget.
P6.1.1.2	District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program. Responsible Officer: <i>Manager Urban Planning</i>	 50%	Internal consultation with relevant Council staff has been completed for the Robert Pymble Park Landscape Masterplan. Council completed community feedback on the draft Landscape Masterplan between 28 October to 29 November 2019. A further review is underway with the final report to Council to adopt the plan scheduled for March 2020.

			<p>North Pymble Park (Bannockburn Oval) Landscape Masterplan is currently being assessed by the environment team prior to finalising and commencing public consultation.</p> <p>Implementation of the Hassell Park Landscape Masterplan scheduled for 2019/2020 is yet to commence.</p>
P6.1.1.3	<p>Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities.</p> <p>Responsible Officer: <i>Manager Technical Services</i></p>	 50%	<p>Internal consultation for Kissing Point Village Green and Abingdon Concepts is complete. Community consultation on the concepts closes on 17 January 2020 with detailed design work to be undertaken following.</p>
P6.1.1.4	<p>Construct parks which incorporate accessible and inclusive passive recreation facilities.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 50%	<p>Accessibility is considered and included in all parks projects.</p>
P6.1.1.5	<p>Complete construction of a Regional Inclusive Playground at St Ives Showground.</p> <p>Responsible Officer: <i>Director Operations</i></p>	 50%	<p>Construction of the regional playground at St Ives Showground is underway and is earmarked for completion in the current financial year</p>
P6.1.1.6	<p>Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds.</p> <p>Responsible Officer: <i>Manager Technical Services</i></p>	 40%	<p>Improvements to carparking at Wahroonga Park and St Ives Showground were delayed although further concept development was completed for Wahroonga Park.</p> <p>Reason</p> <p>Staff resources were reallocated to higher priority projects under construction - St Ives Regional Playground and the new park on Allan Ave.</p> <p>Remedial Action</p> <p>As resources become available work will further progress the carparking projects.</p>
P6.1.1.7	<p>Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code.</p> <p>Responsible Officer: <i>Manager Technical Services</i></p>	 50%	<p>A number of upgrades to amenities buildings at sporting fields are being undertaken this year including:</p> <ul style="list-style-type: none"> * Acron Oval, new ambulant toilets x 2 * Canoon Rd Netball Courts, South Turramurra, upgrade to male and female toilets * Karuah Oval, Turramurra, upgrade to male and female toilets * Roseville Chase Oval, Roseville, upgrade to toilets and change room facilities. * New Tennis Pavilion and amenities for Roseville Tennis Courts.



<p>P6.1.1.8</p>	<p>Progressively review and update Community Plans of Management.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	<p> 40%</p>	<p>Council has prioritised the review and updating of Community Plans of Management.</p> <p>The Sports Facilities Plan of Management is currently under review and Otium Planning Group are assisting with this process. Community and stakeholder engagement was completed in October to November 2019. The draft plan was provided by Otium Planning Group in December 2019. An internal review is currently underway to modify changes as required with a draft plan to be presented to Council in early 2020.</p> <p>The St Ives Showground and Precincts Plan of Management will commence in early 2020 and this will be followed by the Parks Plan of Management.</p> <p>Reason</p> <p>The original timeframe did not allow for an adequate internal review period especially over the Christmas break with key staff on leave.</p> <p>Remedial Action</p> <p>Council will conduct an internal review workshop in January with the focus on recommending changes for the Otium Planning Group to update prior to the draft being approved for public exhibition.</p>
<p>P6.1.1.9</p>	<p>Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans.</p> <p>Responsible Officer: <i>Manager Infrastructure Services</i></p>	<p> 50%</p>	<p>All existing sporting and recreational facilities are being maintained in accordance with maintenance plans. Renovation plans have been completed during the reporting period in addition to re-turfing works at a number of locations at the end of winter season.</p>
<p>P6.1.1.10</p>	<p>Implement priority actions from the Recreation in Natural Areas Strategy.</p> <p>Responsible Officer: <i>Manager Environment & Sustainability</i></p>	<p> 50%</p>	<p>Following extensive community consultation Council held a community forum to bring together all contributors and stakeholders in the development of the Recreation in Natural Areas Strategy. The draft document was then placed on public exhibition. Integrating and responding to submissions is now under way with a final strategy to be presented to Council for adoption in March 2020.</p> <p>A track builder completed the works at the Warrimoo down hill mountain bike track. Direction and emergency signage was installed and local riders have been enjoying this challenging track. The TrailCare group has been very active, ensuring riders stick to the provided trails and respect other users and the environment. Council will now commence working on a series of interpretive signage to compliment the downhill track in a series called 'Beyond the Bike'. A formal opening of the site, including a promotional video will be organised once the signage is completed.</p>
<p>Key Achievements</p>			
<p>A community forum on the Draft Recreation in Natural Areas Strategy was held at Council Chambers and a draft strategy was placed on public exhibition.</p> <p>The construction works for the Warrimoo downhill mountain bike track were completed and directional and emergency signage was installed.</p> <p>Council hosted another Regional Land Managers Group Meeting focusing on the opportunities and challenges of recreation in the Northern Sydney Region.</p>			

P6.1.1.11	<p>Approve a Heads of Agreement with the Department of Education confirming key elements of the proposal to construct and jointly use an indoor sports facility at St Ives High School prior to committing to a Development Application.</p> <p>Responsible Officer: <i>Director Strategy & Environment</i></p>	 50%	<p>Council is in the process of finalising a Heads of Agreement (HoA) with the Department of Education. The aim is to agree to terms as soon as possible so Council has the opportunity to deliver the additional two courts.</p> <p>The draft HoA has received a sequence of reviews and changes by both parties including sourcing legal advice.</p>
P6.1.1.12	<p>Investigate the creation of a Green Grid Strategy for Ku-ring-gai.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>This task is progressing well. A number of preliminary meetings have been held with internal stakeholders from Strategy and Environment and Operations Departments to commence project scoping and identify best practice examples from other Councils for research. Council will also be preparing an Urban Forest Strategy and the relationship between the two projects requires further discussion.</p>

Term Achievement

Code	Description	Progress
P6.1.2	<p>Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.</p> <p>Responsible Officer: <i>Director Community</i></p>	
<p>Comments</p> <p>Council is partnered with a number of community sporting clubs to deliver improved sporting facilities, most of which have secured grant and/or external funding opportunities. These projects include:</p> <p>The inclusion of a synthetic hockey field and clubhouse upgrade with Northern Sydney and Beaches Hockey Association. \$2.25 million has been secured from the Greater Sydney Sports Facility Fund and an additional \$500,000 from Sport Australia. Four court indoor sports centre at St Ives High School with Department of Education. \$3.5 million has been secured from the Greater Sydney Sports Facility Fund.</p> <p>Sports court lighting (9 courts) and new physio shelter at Canoon Road Recreation Area with Ku-ring-gai Netball Association. \$200,000 provided by the My Community Projects grant.</p> <p>New sportsground lighting at Warrimoo Oval with St Ives Football Club. \$30,000 provided by the My Community Projects grant.</p> <p>New baseball/softball batting cage at Auluba 3 with Kissing Point Baseball Club. \$50,000 provided by the Community Building Partnership grant.</p> <p>New cricket nets (2 nets) at Roseville Park with Roseville Junior Cricket Club. Co-funded by the Club, Association, Cricket NSW and Council.</p> <p>Proposed synthetic upgrade at Rofe Park (Mimosa Sportsground) with West Pymble Football Club and Northern Suburbs Football Association. \$950,000 co-funded by the club, association and grants. The Council resolution in December 2019 was to not proceed with the synthetic field at Rofe Park and another report will be prepared for February 2020 to revisit the possibility of Norman Griffiths Oval for a synthetic conversion.</p> <p>Sporting clubs are updated regularly in relation to information that may effect their bookings or playability of fields.</p> <p>Sporting Forum for this year was held on Monday 15th July 2019 and planning is already underway for next Sporting Forum in 2020.</p>		


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>Manager Urban Planning</i></p>	 50%	<p>Council is partnered with a number of community sporting clubs to deliver improved sporting facilities, most of which have secured grant and/or external funding opportunities. These projects include:</p> <ul style="list-style-type: none"> * The inclusion of a synthetic hockey field and clubhouse upgrade with Northern Sydney and Beaches Hockey Association. \$2.25 million has been secured from the Greater Sydney Sports Facility Fund and an additional \$500,000 from Sport Australia * Four court indoor sports centre at St Ives High School with Department of Education. \$3.5 million has been secured from the Greater Sydney Sports Facility Fund * Sports court lighting (9 courts) and new physio shelter at Canoon Road Recreation Area with Ku-ring-gai Netball Association. \$200,000 provided by the My Community Projects grant * New sportsground lighting at Warrimoo Oval with St Ives Football Club. \$30,000 provided by the My Community Projects grant * New baseball/softball batting cage at Auluba 3 with Kissing Point Baseball Club. \$50,000 provided by the Community Building Partnership grant * New cricket nets (2 nets) at Roseville Park with Roseville Junior Cricket Club. Co-funded by the club, association, Cricket NSW and Council * Proposed synthetic upgrade at Rofe Park (Mimosa Sportsground) with West Pymble Football Club and Northern Suburbs Football Association. \$950,000 co-funded by the club, association and grants. The Council resolution in December 2019 was to not proceed with the synthetic field at Rofe Park and another report will be tabled for February 2020 to revisit the possibility of Norman Griffiths Oval for a synthetic conversion.
P6.1.2.2	<p>Facilitate a regular sporting forum and ongoing communication with sporting users.</p> <p>Responsible Officer: <i>Manager Infrastructure Services</i></p>	 50%	<p>Sporting clubs are updated regularly in relation to information that may effect their bookings or playability of fields. Content is currently being considered for the 2020 sporting forum which will be held in June or July.</p>




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		
Works progressing on target for completion this financial year		





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: Manager Technical Services</i>	 50%	A priority list for improvements to our community buildings has been established and is currently being worked through, with major work already undertaken on a number of Council community buildings.
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%	A consultant has been engaged to develop building performance standards for building management and control systems (BMCS). This work is expected to be completed in the third quarter on 2020.
P7.1.1.3	Undertake building and stormwater infrastructure repairs to the East Lindfield Community Centre. <i>Responsible Officer: Director Operations</i>	 50%	Quotations received for building and stormwater infrastructure repairs to the East Lindfield Community Centre with commencement expected in February 2020.

Term Achievement

Code	Description	Progress
P7.1.2	Usage of existing community buildings and facilities is optimised. <i>Responsible Officer: Director Community</i>	
Comments		
<p>Staff are conducting a review of Council's Community facilities to assess their condition, usage and tenure.</p> <p>The Venues Team continued working on the Zipporah Booking Review, and is on track for basic bookings being online in March 2020. The Venues Team was able to secure two major events in early 2020 and will continue to seeking community and commercial opportunities.</p> <p>New tender awarded to Elite Golf N.S.W to manage North Turramurra Golf Course for the next 4 years. Twilight Golf numbers remain high at both courses and junior golf programs are also filling up quickly.</p> <p>We are working with the property team to ensure our buildings meet all criteria for ongoing leasing. We have a number of different sites that have been refurbished and currently ready to be leased out.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.2.1	Provide accommodation for identified community services in line with Council's Management of Community and Recreation Facilities Policy. Responsible Officer: <i>Manager Property</i>	 50%	Staff are in the process of conducting a review of Council's community facilities to assess their condition, usage and tenure.
P7.1.2.2	Continue to promote and develop the St Ives Precinct diverse facilities to host community and commercial usage. Responsible Officer: <i>Manager Visitor Experience & Events</i>	 50%	The Venues Team continued working on the Zipporah Booking Review, and is on track for basic bookings being online in Q1 2020. The Venues Team was able to secure two major events for Q1 2020 and will continue seeking community and commercial opportunities.
P7.1.2.3	Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards. Responsible Officer: <i>Manager Technical Services</i>	 50%	A new tender was awarded to Elite Golf NSW to manage North Turramurra Golf Course for the next 4 years. Twilight Golf numbers remain high at both courses. Junior golf programs are also filling up quickly.
P7.1.2.4	Council's recreation services meet customer needs. Responsible Officer: <i>Manager Technical Services</i>	 50%	Council is working with the property team to ensure our buildings meet all criteria for ongoing leasing. We have a number of different sites which have been refurbished and currently ready to be leased out.


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. Responsible Officer: <i>Director Operations</i>	
Comments		
Management of Council's infrastructure assets are progressing well with the revision of several key asset management plans, asset management strategy and capital works plans with delivery on track.		

Operational Plan Tasks





Code	Description	Progress	Comments
P8.1.1.1	Initiate a review of the Contributions Plan to align with the Local Strategic Planning Statement. Responsible Officer: <i>Manager Urban Planning</i>	 50%	The review of the indirect s94A/s7.12 CP has commenced. Preliminary work for the main, direct, CP (s94/s7.11) is underway as it draws on a large suite of strategic planning documents.

P8.1.1.2	Asset Management Plans are revised to align with the Resourcing Strategy. Responsible Officer: <i>Manager Technical Services</i>	 50%	Revision of Asset Management Plans are progressing on track, concurrent with asset revaluations.
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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. Responsible Officer: <i>Director Operations</i>	
Comments		
All areas on track for completion within target dates		

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 works are being undertaken on all asset classes in accordance with Asset Management Plans and this is recorded and documented through Council's systems.
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>Manager Technical Services</i>	 50%	Draft capital works and renewal programs for Council's infrastructure assets are at final revision stages and will be reviewed for inclusion in Council's Delivery Program. They have been updated with the latest data from asset revaluations.
P8.1.2.3	Deliver Road, Footpath and Carparks Capital Works Programs on time and within budget. Responsible Officer: <i>Manager Technical Services</i>	 50%	Delivery of Council's road, footpath and carpark capital works programs are being delivered on time and within budget as of December 2019.
P8.1.2.4	Deliver Drainage Capital Works Programs on time and within budget. Responsible Officer: <i>Manager Technical Services</i>	 50%	Delivery of Council's drainage capital works program is progressing on time and within budget as of December 2019.

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		
A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai and are being implemented through the update of the local centre public domain plans for pedestrian access and mobility planning and bus stop upgrades.		

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's Transport Planning and Urban Design teams collaborated in the development of the Turramurra Public Domain Plan, which incorporates provision for improved pedestrian and cycling facilities. Work also commenced during the period on the Lindfield Avenue streetscape project, which will also incorporate provision for new traffic signals at the intersection of Lindfield Avenue and Tryon Road (with pedestrian crossing facilities), and separated cycling facilities on Lindfield Avenue. The following tasks were progressed or were completed during the period: - Detail survey of the project area - Utility identification - Development of a high level concept plan of proposed improvements, for initial consultation with transport agencies and other stakeholders.
T1.1.1.2	Finalise for adoption the Pedestrian Access and Mobility Plan (PAMP) recommendations. <i>Responsible Officer: Manager Urban Planning</i>	 50%	The principles and priorities in the draft 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. This included: * Footpath resurfacing along northern and southern sides of St Johns Avenue (improvements planned as part of St Johns Avenue Streetscape project) * New pedestrian refuge on Rohini Street at Pacific Highway (being incorporated into Turramurra Public Domain Plan) * Provision of pedestrian refuges and kerb ramps, or zebra crossing at the intersection of Lindfield Avenue/Havilah Road/Balfour Street (being considered as part of Lindfield Avenue Streetscape and cycleway project)

			* Investigate options for widening footpaths on Havilah Road (underpass) between Pacific Highway and Lindfield Avenue (this is being considered in ongoing discussions with Transport for NSW/Roads and Maritime Services regarding the transport scheme for the Lindfield local centre).
T1.1.1.3	Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget). Responsible Officer: <i>Manager Technical Services</i>	 50%	Bus stop implementation continued during the reporting period in conjunction with the footpath program. Six (6) bus stops along Ryde Road were completed as well as stops that tie in with works being undertaken under the footpath program.

Term Achievement


Code	Description	Progress
T1.1.2	A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented. Responsible Officer: <i>Director Strategy & Environment</i>	
Comments		
* Action E3 - implement road network improvements from the Ku-ring-gai Contributions Plan 2010 Council's integrated transport strategy continued to be implemented with road network upgrades to capacity at critical intersections and pinch points, upgrades at key bus/train interchanges and traffic calming measures at appropriate locations.		

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.2.1	Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with Future Transport 2056. Responsible Officer: <i>Manager Urban Planning</i>	 50%	During the reporting period, the following recommendations from the Ku-ring-gai Integrated Transport Strategy were implemented: * Action E3 - implement road network improvements from the Ku-ring-gai Contributions Plan 2010. The Dumaresq Street to Moree Street Road link in Gordon (formally known as Hanson Way) is now complete and is providing full vehicular, pedestrian and bicycle access between Moree Street and Dumaresq Street, as well as access to other adjoining residential developments. The development of a concept plan commenced for the signalised intersection of Lindfield Avenue and Tryon Road and other streetscape improvements in Lindfield Avenue and streets surrounding the Lindfield Village Green. This will also include a separated/off-road cycling facility in Lindfield Avenue. A concept plan was developed for reconstruction of Wade Lane Gordon, including new/widened footpaths. This plan is will be considered by Roads and Maritime Services as part of the High Pedestrian Activity Area around Gordon railway station. With the imminent commencement of construction of the Bunnings Pymble site (corner Pacific Highway and Mona Vale Road), planning can commence for the provision of pedestrian facilities across Pacific Highway and the Bridge Street traffic signals. * Action E2 - upgrade capacity at critical intersections and pinch points. Council staff continued to work with the Roads and Maritime Services (RMS) in investigating pinch point



		<p>improvements on Pacific Highway between Turramurra and Wahroonga, and continue to work with RMS to investigate and implement appropriate solutions to pinch point projects on arterial roads in Ku-ring-gai.</p> <p>* Action D8 - upgrade key bus/train interchanges.</p> <p>Through the preparation of the Public Domain Plan for Turramurra, staff (in conjunction with transport consultants) have been developing high level options for the upgrade of the Turramurra bus interchange (Rohini Street). Once finalised, the concept design will be used as the basis for discussions with Transport for NSW.</p> <p>* Action E6 - implement traffic calming measures at appropriate locations.</p> <p>Operations staff were successful in attracting funding from the RMS to prepare a High Pedestrian Activity Area scheme for the area around Gordon station. This involves the installation of traffic calming measures in streets such as St Johns Avenue and Wade Lane. Operations staff were also successful with funding from the RMS to implement a High Pedestrian Activity Area scheme on local roads in St Ives, around the St Ives Shopping Village, and concept plans have been prepared for treatments in Cowan Road and Memorial Avenue (which will be referred to RMS for approval).</p>
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Term Achievement


Code	Description	Progress
T1.1.3	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p>Responsible Officer: Director Strategy & Environment</p>	
Comments		
Council has continued to work with the key State Agencies to improve commuter parking, improve regional bus networks and public domain planning for integrated public transport facilities.		
Key Achievements		
The construction tender for the Lindfield Village Green project, including commuter parking, was issued during the reporting period.		

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.3.1	<p>Continue to lobby Transport for NSW (TfNSW) 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 Green (LVG) major project.</p> <p>During the period, the funding deed was executed and a lease agreement was reached between Council and TfNSW for the commuter parking component of the underground car park. This now gives certainty to the commuter parking component of the project, which is expected to commence in the first half of 2020.</p> <p>Staff continue to pursue opportunities with TfNSW to provide commuter parking at Turramurra and other railway stations in the LGA.</p>

T1.1.3.2	<p>Advocate to Transport for NSW (TfNSW) and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale - Macquarie Park route/Chatswood-Dee Why/ Northern Beaches.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>As part of advocating to relevant government agencies on the need to improve bus services, one of the local Planning Priorities in the draft Ku-ring-gai Local Strategic Planning Statement (LSPS) contains an action to advocate to TfNSW to increase priority and accelerate the delivery of infrastructure improvements identified in Future Transport 2056 that connects Ku-ring-gai internally and with nearby centres. This includes improvements to bus connections from Mona Vale to Macquarie Park, and Dee Why to Chatswood (followed by Bus Rapid Transit). In its response to the draft LSPS, Transport for NSW noted that it will continue to work with Councils to identify optimum transport solutions for the Lane Cove/Mona Vale Road Corridor.</p>
T1.1.3.3	<p>Liaise with Transport for NSW (TfNSW) to co-ordinate and implement connections and upgrades to railway stations.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>As noted in T1.1.2.1, through the preparation of the draft Public Domain Plan for Turramurra, staff (in conjunction with transport consultants) have been developing high level options for the upgrade of the Turramurra bus interchange (Rohini Street). Once finalised, the concept design will be used as the basis for discussions with TfNSW.</p> <p>The concept design for the Wahroonga station upgrade was finalised and TfNSW placed the project on public exhibition in December 2019. TfNSW advised that work on the Warrawee station upgrade was expected to commence towards the end of 2019 and there was some early discussion with Council staff on the complexities of the Roseville station upgrade project. During the period, there were no further discussions with TfNSW on the delivery of the Pymble station upgrade.</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>The community is informed, educated and encouraged to use alternative forms of transport through Council organised programs such as the Ride2Work initiative, which was successfully held in October 2019.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1	<p>Deliver education and awareness programs focused on alternatives to private car use.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>During the period, Council continued to deliver education and awareness programs focused on alternatives to private car use.</p> <p>Ride2Work Day is Council's annual cycling promotion event, which was held on Wednesday 16 October 2019. In Ku-ring-gai, most people who ride to work travel to other employment areas (typically North Sydney/City). This year, to target employment trips into the LGA, staff collaborated with Council's Communications team to trial social media tools in an attempt to engage with local employers/employees and increase local awareness of the option to cycle to work, rather than use private vehicles. The attendance to the event was good with attendees rating it highly and were thankful of Council's support towards cycling through this event.</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	Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced. <i>Responsible Officer: Director Operations</i>	
Comments		
<p>The revised 10 Year Traffic and Transport Plan 2019-28 was adopted by Council on 26 March 2019. Projects identified in the 10 Year Plan have progressively been implemented subject to funding availability, and the facilities implemented are contributing to reduced traffic congestion in the local network.</p> <p>The progression of major projects, particularly the Lindfield Village Green project, has reached a point where specialist advice will be obtained to guide the implementation of the Parking Management Strategy generally, as well as guidance on the preferred ownership/operator model for the Council-managed basement car park levels of the Lindfield Village Green project, other major project car parks and potentially the off-street car parks.</p> <p>A pedestrian refuge island on Eastern Arterial Road near Barra Brui Crescent that was identified in the 10 Year Traffic and Transport Plan 2011-21 did not proceed due to residents' objection and the removal of several protected trees in the vicinity. However, a pedestrian refuge island was constructed on Eastern Arterial Road at the bottom end of Nicholson Avenue, and this facility now provides a safer location for pedestrian to cross the busy road.</p> <p>In May 2019, Council received 100% funding from Roads and Maritime Services (presently known as TfNSW) for implementing 40 km/h speed limit in the vicinity of St Ives Shopping Village precinct. Council received this funding through the NSW Safe Speeds in High Pedestrian Activity and Local Areas for the 2019-20 financial year. Facilities approved under this program will reduce traffic speeding along Cowan Road & Memorial Avenue and provide safety for pedestrians crossing Memorial Avenue. Approved facilities will be constructed by end of June 2020.</p> <p>In July 2019, Council was also successful in gaining funding (50/50) from Roads and Maritime Services (presently known as TfNSW) for constructing pedestrian facilities in the vicinity of schools in Ku-ring-gai through the NSW Government's Active Transport Program for the 2019-20 financial year. The approved facilities shall be constructed by end of June 2020, and Council is progressively implementing them. These facilities will improve safety for children in the vicinity of primary schools and reduce traffic congestion on local roads.</p>		
Key Achievements		
<p>Council received 100% funding from TfNSW for implementing High Pedestrian Activity Area in the St Ives Shopping Village precinct.</p> <p>Council also received 50/50 funding from TfNSW for constructing pedestrian facilities at primary schools under its Active Transport Program.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.1	Prepare a staged implementation plan for paid parking including community engagement addressing location, financial and timing aspects of implementation. <i>Responsible Officer: Manager Urban Planning</i>	 50%	To assist with the development of paid parking, specialist consultants will be engaged to advise on a the staged implementation and fee structure of the Parking Management Strategy generally, but also to advise on the preferred ownership/operator model for the Council-managed basement car park levels of the Lindfield Village Green project, which could flow on to the other major project car parks and potentially the off-street car parks. This is expected to commence in early 2020. Engagement with experienced car park operators and car park technology providers, to inform contracting and engagement aspects and revenue collection, operating efficiencies and design, will need to take place and is expected to commence in the first half of 2020.

T2.1.1.2	<p>Implement the 10 year Traffic and Transport Program.</p> <p>Responsible Officer: <i>Manager Traffic & Transport</i></p>	 50%	<p>In February 2019, Council adopted turning movement restrictions in Chelmsford Avenue at the intersection of Archbold Road in East Lindfield. When considering this location, conditions at the intersection of Archbold Road and Middle Harbour Road were also considered. These two (2) locations are in the 10 year Traffic and Transport Plan for the 2019/20 year.</p> <p>Council applied, but was unfortunately unsuccessful, for funding of the protected right turn bay at the intersection of Burns Road and Ellalong Road, North Turramurra in the 2019/20 Black Spot Program. This location is in the 10 year Traffic and Transport Plan and was re-nominated in the 2020/21 Black Spot Program.</p> <p>No work has been done during the period on the site at Lady Game Drive, where further investigation is being undertaken into possibly modifying the splitter islands and entry kerbs at roundabout with Fiddens Wharf Road, to increase deflection. This location is also in the 10 year Traffic and Transport Plan for the 2019/20 year.</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: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region including monitoring the implementation of the NorthConnex Project, NSROC regional transport planning and funding for works under Council's Contribution 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: <i>Manager Traffic & Transport</i></p>	 50%	<p>The works status of NorthConnex project was as follows:</p> <ul style="list-style-type: none"> * Commissioning of the electrical supply inside the tunnel, which includes switching on the first permanent lights * Ongoing fit-out of the ventilation facilities * Completion of the Motorway Control Centre and removal of the large crane at the southern compound * Construction of noise walls near the M1 and future NorthConnex tunnel portals * Ongoing installation of high flow sprinklers inside the tunnel, as part of the emergency management system * Completion of the westbound cycleway surface over M2 on ramp and tunnel exit, and installation of all eight tolling gantries at the southern section * Construction of a water treatment plant at the southern compound, which will treat water from the tunnel before draining into Sydney Water's stormwater network


			<p>* Eight electrical substations are being built across the length of the project (five inside the tunnel and three aboveground)</p> <p>A recent construction update noted that the opening of NorthConnex is expected to be in 'mid 2020'.</p>
T3.1.1.2	<p>Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with North District Plan and Future Transport 2056.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>Work by consultants continued on the development of the NSROC-led Northern Sydney Regional Transport Infrastructure Strategy and Plan. During the period, the draft strategic directions report and the background review summary were prepared. A formal workshop was held in late August 2019 involving all council transport (and related technical) officers, to consider the two documents prior to presentation to the Steering Group and to NSROC GMAC. Infrastructure case study projects in the North District were also scoped out during the period, which are to be tested against the Measures of Success framework. The nominated projects were:</p> <ul style="list-style-type: none"> * Northern Beaches B-Line, * Sydney Metro NW (transport and traffic planning around Cherrybrook Station) * Pennant Hills to Epping Cycleway * Macquarie Park (including the East West corridor: Mona Vale – Macquarie Park – Rhodes) <p>A project steering group was formed late in the period (which would include Transport for NSW and Greater Sydney Commission representatives, as well Council representatives), to oversee the development of the Strategy, and the first meeting of the steering group is expected to be held in early 2020.</p>
T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	 50%	<p>Works in the Ku-ring-gai Contributions Plan 2010 (in response to developments in local centres) have been included in the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will depend on development occurring in the local centres.</p> <p>Progress on Gordon Local Centre transport works during the period included:</p> <ul style="list-style-type: none"> * The Dumaresq Street to Moree Street Road link in Gordon (formally known as Hanson Way) was completed and is providing full vehicular, pedestrian and bicycle access between Moree Street and Dumaresq Street, as well as access to other adjoining residential developments. * A concept plan was developed for reconstruction of Wade Lane Gordon, including new/widened footpaths (which integrates with the station area and proposed works as part of the St Johns Avenue Streetscape project). This concept plan will be considered by the RMS as part of the High Pedestrian Activity Area around Gordon railway station.

		<p>Progress on Lindfield Local Centre transport works during the period included:</p> <p>* A detail survey of Lindfield Avenue Lindfield, Milray Street, Havilah Lane and part of Tryon Road was completed, which underpins the concept plan for the signalised intersection of Lindfield Avenue and Tryon Road, and other pedestrian and streetscape improvements. This also includes a separated/off-road cycling facility in Lindfield Avenue and adjustments/improvements to bus stops within the project extents.</p> <p>Progress on Turramurra Local Centre transport works during the period included:</p> <p>* The development of the Public Domain Plan for Turramurra, staff (in conjunction with transport consultants) is incorporating a number of works identified in the Ku-ring-gai Contributions Plan 2010, including pedestrian/cycling facilities as well as other infrastructure improvements such as roundabouts and bus interchange upgrade.</p>
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Term Achievement

Code	Description	Progress
T3.1.2	<p>Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p> <p>Responsible Officer: Director Strategy & Environment</p>	
Comments		
<p>Council continues to pursue funding under the Australian Government Black Spot program and NSW Safer Roads Program. Funds have been sought for Eastern Road Wahroonga, Burns Road Turramurra and The Comenarra Parkway, Turramurra for traffic improvements.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
T3.1.2.1	<p>Pursue funding opportunities with Roads and Maritime Services (RMS) for improvement works on regional roads and at blackspot locations.</p> <p>Responsible Officer: Manager Urban Planning</p>	 50%	<p>For the 2020/21 Australian Government Black Spot and NSW Safer Roads Program (100% funded), the following projects were nominated and submitted during the period:</p> <p>* Eastern Road, Wahroonga - install seagull island at Kintore Street (funding requested: \$18,700)</p> <p>* Burns Road, Turramurra - construct protected right turn bay and lay skid resistant pavement at Ellalong Road - (estimated project cost: \$548,000, across 2 financial years)</p> <p>* The Comenarra Parkway, Turramurra - lay skid resistant pavement at Howson Avenue (estimated project cost: \$185,000).</p> <p>The RMS manages the program in NSW on behalf of the Federal Government and typically notifies successful nominations in the quarter prior to the commencement of 2020/21.</p> <p>It is noted that the 3 nominated projects have been identified in the 10 Year Traffic and Transport Plan.</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		
<p>Work continued with the business community via the Business Engagement Program during the period however delays were experienced with the development of an Employment Lands Study and Strategy and Retail and Commercial Centres Strategy.</p> <p>Reason</p> <p>The Employment Lands Study and Strategy project has been delayed this period as staff are focusing on the finalisation of the Retail and Commercial Centres Strategy. The Retail and Commercial Centres Strategy for Ku-ring-gai has been delayed due to resourcing with consultants with a two month project delay anticipated.</p> <p>Remedial Action</p> <p>Work will commence on the Employment Lands Study and Strategy once the Retail and Commercial Centres Strategy is finalised. Staff will continue to work with consultants to prepare the Retail and Commercial Centres Strategy.</p>		

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%	<p>Council continued to keep local business informed about major centre upgrades via a range of communication channels. It also actively engages with local business potentially impacted by major centre upgrades.</p> <p>Since November 2019, Council has been working with a business advisory service to liaise and provide support to businesses impacted by the Lindfield Village Green project. This process is ongoing and will be further expanded in early 2020 once final construction dates are finalised.</p> <p>Council staff have also been liaising with businesses impacted by the Village Green project to ensure arrangements up to and during construction are in place to minimise impacts of the project on local business performance.</p>
E1.1.1.2	Commence the Employment Lands Study and Strategy as part of the implementation of the North District Plan. <i>Responsible Officer: Manager Urban Planning</i>	 0%	<p>Work is yet to commence on the Employment Lands Strategy.</p> <p>Reason</p> <p>Work has been focused on finalising the Retail and Commercial Centres Study. Which will provide base data that can be used in the Employment Lands Study. To avoid duplication and ensure consistency between the two studies, the development of the Employment Lands Study will commence at the completion of the Retail and Commercial Centres Study.</p>

			<p>Remedial Action</p> <p>Work on the Employment Lands Study will commence at the completion of the Retail and Commercial Centres Study.</p>
E1.1.1.3	<p>Continue to engage and collaborate with the local business community on economic development priorities, actions and relevant issues.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p> 50%</p>	<p>Council has ongoing discussions with local businesses about a range of issues affecting the local economy and business performance. This is done via the business events, Business Connections E-news, one off projects like the Wahroonga Spring Flowers festival and other face to face meetings. Council actively seeks feedback from other agencies (eg Service NSW) to get a clearer understanding of the needs and expectations of local businesses.</p>
E1.1.1.4	<p>Continue Councils comprehensive business engagement events program.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	<p> 50%</p>	<p>From July to December 2019 six events were delivered for local business. 409 local business people registered for the events and 232 attended. Topics covered included running a home based business, social media, business pitching and brainstorming.</p> <p>In October, as part of NSW Small Business Month, Council collaborated with City of Ryde Council and the CSIRO to deliver a home based business themed event. The half-day session, sponsored by Service NSW, included leading small business speakers, a presentation from the NSW Small Business Commission, break-out workshop sessions as well as the NSW Minister for Finance and Small Business in attendance officially closing the event.</p>
E1.1.1.5	<p>Prepare a Retail and Commercial Centres Strategy for Ku-ring-gai.</p> <p>Responsible Officer: <i>Manager Urban Planning</i></p>	<p> 40%</p>	<p>Consultants have been engaged and preliminary work has commenced on the Retail and Commercial Centres Strategy.</p> <p>Reason</p> <p>The consultancy firm undertaking the study had a turnover of key personnel which has resulted in a delay in key project milestones.</p> <p>Remedial Action</p> <p>A new project time frame and project milestones have been negotiated with the consultants. This will result in an approximate two (2) month delay in the project</p>

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		
<p>Council staff continue to liaise with neighbouring councils including Willoughby, City of Ryde, North Sydney, Northern Beaches and Hornsby, seeking partnership and collaboration opportunities. In October 2019, Ku-ring-gai collaborated with City of Ryde Council to deliver the Home Based Business Events.</p> <p>Council continues to liaise closely with Service NSW in support of the Easy to do Business Program. The initiative is actively promoted via the monthly Business Connections E-news and at business events. Council staff attended the Service NSW Metro Council Engagement Day in August and also met with Service NSW management in December 2019 to discuss further opportunities to collaborate.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
E2.1.1.1	Liaise with neighbouring councils and Northern Sydney Regional Organisation of Councils (NSROC) to explore opportunities to encourage a regional approach to economic development and business engagement. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council staff continued to liaise with neighbouring Councils including Willoughby, City of Ryde, North Sydney, Northern Beaches and Hornsby, seeking partnership and collaboration opportunities. In October 2019, Ku-ring-gai collaborated with City of Ryde Council to deliver the Home Based Business Events. Ku-ring-gai also supports, through its promotional activities, the City of Ryde Women in Business Community of Practice as well as other events staged by City of Ryde's economic development team.
E2.1.1.2	Support the Easy to do Business Program including its expansion into new industry sectors as identified by Service NSW. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Council continued to liaise closely with Service NSW in support of the Easy to do Business Program. The initiative is actively promoted via the monthly Business Connections E-news and at business events. Council staff attended the Service NSW Metro Council Engagement Day in August and also met with Service NSW management in December 2019 to discuss further opportunities to collaborate.



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. <i>Responsible Officer: Director Community</i>	
Comments		
<p>During the period, Council consulted with key tourism partners across events, venues, retail, natural areas and wellness to strengthen Ku-ring-gai's appeal.</p> <p>Council staff collated all the key assets in the Ku-ring-gai Destination Management Plan to commence a branding and activation strategy and focused on high level engagement with external event operators to secure a new international event and national event for Ku-ring-gai.</p>		

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%	During this reporting period major events were promoted via video/animations, e-news, media releases and social media. Events included Macbeth, The Big Bounce, Medieval Faire, Lunar New Year, Australia Day and various library and community events.
E3.1.1.2	Commence key actions identified in the Ku-ring-gai Destination Management Plan. Responsible Officer: <i>Director Community</i>	 50%	During the reporting period, the following was undertaken: * secured International Big Bounce Event for St Ives Showground * secured National Tiny Homes Event for St Ives Showground * St Ives Showground recommendation initial support by NSROC as major regional outdoor events destination * collation of all key tourism destination assets into portfolio categorisation * ongoing meetings with tourism and events tourism partners * ongoing positive outcomes with the tourism and events internship * Improved financial outcomes with the St Ives Medieval Faire.

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		
Progressing generally as scheduled. The community's long term objectives contained in the Community Strategic Plan 'Our Ku-ring-gai 2038' continued to inform and guide Council's decision-making and the delivery of services and projects through the Delivery Program and Operational Plan.		

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 Governance & Corporate Strategy</i>	 50%	Council's achievements, as well as challenges and issues affecting outcomes, were extensively communicated to external stakeholders through: * Weekly media releases on Council's website and subscriber e-news * Regular mayoral messages * Summary of Council meeting decisions and bi-annual summaries of achievements on Council's website * Results of the June Biannual review of the 2018/19 Operational Plan, which was presented to Council in September * Awareness and communication campaigns related to public exhibition of new policies and plans. This included public exhibition of the draft Local Strategic Planning Statement, Community Participation Plan, revised Access and Disability Inclusion Plan, new Waste Strategy, new Traffic and Transport Policy, audited Financial Statements, new playgrounds and major projects.
L1.1.1.2	Prepare Integrated Planning and Reporting documents including the Delivery Program, Operational Plan and Resourcing Strategy. <i>Responsible Officer: Manager Governance & Corporate Strategy</i>	 50%	Preparation of the next Operational Plan 2020-2021 commenced in the second quarter and will be completed before June 30, 2020. This will include a review of the current Delivery Program and Resourcing Strategy.
L1.1.1.3	Complete all statutory reporting required under the Local Government Act, 1993 and Integrated Planning and Reporting Framework. <i>Responsible Officer:</i>	 50%	All required statutory reporting was completed for the period. This included reporting to Council on the six month June bi-annual review of the Operational Plan 2018/19 and preparation of the Annual Report 2018/19. Results of the June Bi-annual review included:

	<i>Manager Governance & Corporate Strategy</i>		<p>* 89% of one year tasks were achieved and 11% not achieved</p> <p>* 93% of term achievements were progressed to schedule with 7% behind schedule.</p> <p>The results of the bi-annual review for individual term achievements and tasks were analysed to identify opportunities to improve performance and bring tasks/ term achievements back on schedule. An internal review of the current Operational Plan 2019/20 for the September Quarter was completed and approved by senior management.</p>
L1.1.1.4	<p>Report on the progress of the adopted Community Strategic Plan and Council's Delivery Program 2018 - 2021 through the Annual Report.</p> <p>Responsible Officer: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>Preparation of Council's Annual Report 2018/19, including Council's audited financial statements, was completed and published on Council's website. The report provides details of Council's performance during the 2018/19 year including achievements, issues and challenges.</p>
Key Achievements			
Preparation of the 2018/19 Annual Report to the community, including audited Financial Statements, was completed and published on Council's website.			
L1.1.1.5	<p>Prepare an End of Term Report under the Local Government Act, 1993 and Integrated Planning and Reporting Framework.</p> <p>Responsible Officer: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>An End of Term Report is required to be prepared for the outgoing Council, in the year of a Council election. The report presents Council's progress and achievements in implementing its Community Strategic Plan. Preparation of the End of Term Report is planned to commence in the third quarter of 2019/20.</p>


Term Achievement

Code	Description	Progress
L1.1.2	<p>Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.</p> <p>Responsible Officer: <i>General Manager</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Council continued to proactively advocate for the community and address policy matters at state and regional levels through participation on representative groups, committees and staff working groups. This particularly included land use policy responses to the NSW Greater Sydney Regional Plan and North District Plan and preparation of a housing strategy.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1	<p>Proactively participate in and respond to Government policy development and reforms affecting Ku-ring-gai at state and regional levels aligned with the adopted Community Strategic Plan.</p> <p>Responsible Officer: Manager Governance & Corporate Strategy</p>	 50%	<p>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. Key responses included:</p> <ul style="list-style-type: none"> * Implementing a new Code of Conduct for staff and Councillors and Code of Meeting Practice with changes to Council meetings * Exhibition and community engagement for the new Local Strategic Planning Statement (LSPS) * Community engagement for a new Housing Strategy for Ku-ring-gai * Preparation of a new Community Participation Plan (CPP) * Exhibiting a proposed consolidation of Ku-ring-gai's major land-use planning instruments * Exhibiting a new waste strategy * Additional governance reporting for the Annual Report * Reviewing Council's Sports Facilities Plan of Management * Participation by staff on local government working groups * Representation on NSROC regional groups * Councillor representation on external committees.

Term Achievement

Code	Description	Progress
L1.1.3	<p>Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.</p> <p>Responsible Officer: General Manager</p>	
Comments		
<p>Council continued pursuing new and supporting existing partnership arrangements with agencies, organisations and community groups for the benefit of the Ku-ring-gai community. This particularly included partnerships with sporting organisations and clubs for the delivery of improvements to sporting facilities and grounds.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.3.1	<p>Pursue opportunities for partnership arrangements with other agencies, organisations and community groups that provide tangible benefits to the local area.</p> <p>Responsible Officer: Manager Governance & Corporate Strategy</p>	 50%	<p>Council continued pursuing new and supporting existing partnership arrangements with agencies, organisations and community groups for the benefit of the Ku-ring-gai community. This particularly included partnerships with sporting organisations and clubs for the delivery of improvements to sporting facilities and grounds.</p>





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 2020/21 annual budgeting process commenced in December 2019. 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. The current strategy will continue to focus on appropriate assets standards and prioritise renewal capital works programs. 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 2020. Consultation with senior management and Councillors will be undertaken as part of this review.		

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: Manager Finance</i>	 50%	Review of 2020-21 recurrent budget and project bids have been completed by budget managers. Analysis of budget data is under way with first draft due to be presented to GMD and Councillors in February 2020. The Long Term Financial Plan (LTFP) will be reviewed and scheduled for adoption in line with the Resourcing Strategy.
L2.1.1.2	Achieve financial sustainability targets identified in the Long Term Financial Plan. <i>Responsible Officer: Manager Finance</i>	 50%	The LTFP will be reviewed as part of the annual budgeting process for 2020/21 and the Resourcing Strategy. As part of this review all financial indicators will be assessed to ensure they achieve set benchmarks and are part of Council's future funding strategy. A draft LTFP is expected to be finalised by mid 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: Manager Finance</i>	 50%	The overall budget performance is regularly monitored with a detailed review and reporting to Council on a quarterly basis. The December QBR will commence early January 2020 and will be reported to Council on 20 February 2020. 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	Progress Council approved property acquisitions and divestments. <i>Responsible Officer: Manager Property</i>	 50%	Formal offers to acquire approved properties for local open space purposes were made by Council with negotiations continuing with the parties.

L2.1.1.5	Improve financial returns from Council's property portfolio. Responsible Officer: <i>Manager Property</i>	 50%	Progressing on track. Tender process for Old Headmasters Cottage failed to secure a suitable tenderer and Council has approved direct negotiations utilising specialist agent's.
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Term Achievement

Code	Description	Progress
L2.1.2	Council's income and expenditure meets the needs of the community. Responsible Officer: <i>Director Corporate</i>	
Comments		
As at the latest adopted Quarterly Budget Review (QBR) - September 2019 the projected financial position for 30 June 2020 was satisfactory, taking into account the projected estimates of income and expenditure and the original budgeted income and expenditure. The December QBR will be reported to Council at the Ordinary Meeting of Council of 18 February 2020 and has been finalised and is due for adoption. All significant budget variations are reflected in the report including a major variation due to the November 2019 storm damage partly funded from various funding sources.		





Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1	Monitor expenditure to ensure it is in accordance with agreed priorities of the community. Responsible Officer: <i>Manager Finance</i>	 50%	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 2019 the projected financial position for 30 June 2020 was satisfactory, taking into account the projected estimates of income and expenditure and the original budgeted income and expenditure. Staff have finalised the December QBR with all significant budget variations reflected in the report.
L2.1.2.2	Continue to analyse opportunities for sustainable increases to Council's income. Responsible Officer: <i>Manager Property</i>	 50%	Four new leases have been entered into for office space in 828 Pacific Highway and additional car park agreements have been entered into. The building is at full capacity.

Term Achievement

Code	Description	Progress
L2.1.3	Council maintains its commitment to infrastructure asset management priorities. Responsible Officer: <i>Director Corporate</i>	
Comments		
Council's infrastructure asset management priorities are managed well with reviews of several key asset management plans and asset management strategy, along with reviews and updates to Council's current and future capital works plans to balance the management of financial resources with the delivery of key community services.		


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. Responsible Officer: <i>Manager Finance</i>	 50%	The current LTFP allocates sufficient funding to priority projects and infrastructure assets to meet all identified assets and financial performance benchmarks. As part of the annual budget process and LTFP review, priority projects and new budget requirements will be reviewed and funds allocated as required. Council continues to maintain its commitment to infrastructure assets and decreasing the current infrastructure backlog. This is reflected in the current funding strategy forming part of the LTFP.
L2.1.3.2	Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy. Responsible Officer: <i>Manager Technical Services</i>	 50%	Preliminary review of Council's Asset Management Strategy is complete, primary review stage is currently underway and well progressed.
L2.1.3.3	Achieve asset management targets identified in Resourcing Strategy. Responsible Officer: <i>Manager Technical Services</i>	 50%	Progress towards asset management targets identified in Council's Resourcing Strategy well progressed and on track as of December 2019.
L2.1.3.4	Oversee the delivery of the Asset Management Steering Group Program Plan. Responsible Officer: <i>Director Operations</i>	 50%	Progressing on track.



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. Responsible Officer: <i>Director Corporate</i>	
Comments		
Council continues to maintain compliant and effective systems to manage its responsibilities across the following areas; enterprise risk, internal audit, insurance and Workplace Health and Safety (WHS). The delivery of the Internal Audit Service and Project Management Framework are ongoing.		


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>	 50%	<p>Risk Management Strategy, Risk Management Policy, Risk Appetite Statement (RAS) and Operational Risk Registers were tabled at the Audit Risk and Improvement Committee (ARIC) meeting on 12 December 2019 with a brief walkthrough of Council's key risk management approach. Initial feedback was obtained from Councillors and senior management on:</p> <ul style="list-style-type: none"> * editorial changes required on Risk Management Policy, * further discussion required on calibration of risk appetite especially regarding the financial consequence. * testing and calibration of risk matrix in conjunction with risk registers. <p>The Strategic Risk Register is still being finalised by the General Manager and Directors.</p>
Key Achievements			
<p>Council has partnered with an experienced risk consultant, Inconsult, to train, upskill and engage Leadership Team through the following activities:</p> <ol style="list-style-type: none"> 1) Risk Appetite Group Training 2) RAS Development One-on-One Workshops 3) RAS Refinement Group Workshop 4) Risk Management Refresher Group Training 5) Operational Risk One-on-One Workshops 6) Strategic Risk Group Workshop 			
L3.1.1.2	<p>Manage, coordinate, support and facilitate the effective operation of Councils Internal Audit function.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 80%	<p>The 2019 Ku-ring-gai Council internal audit plan's final position was that four (4) internal audits were completed; accounts payable, fraud and corruption, facilities management and human resources were completed.</p> <p>Facilities management was outsourced to Grant Thornton due to a loss of 1 staff member in mid 2019. Human Resources was outsourced to Grant Thornton due to the reporting lines of internal audit being potentially compromised with respect to maintaining independence and upholding objectivity in line with International Professional Practises Framework were they to complete it.</p> <p>A council response to the Office of Local Government's (OLG) discussion paper of the proposed Risk management & Internal Audit Framework was completed and passed unanimously through Council in December 2019. Ku-ring-gai Council were also incorporated into the shared service response to the OLG that was prepared on behalf of the shared service.</p> <p>The 2020 internal audit plan developed in consultation with the General Manager and Directors.</p>



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>	 45%	<p>A backfill Insurance Officer has been contracted for a fixed-term of six (6) months to take over the existing insurance portfolio including workers compensation and public liability. The current Insurance Officer is in the process of setting up best practice in managing insurance claims going forward with the assistance of insurers.</p> <p>Initiatives on reporting of insurance portfolio are incorporated into the latest Risk Update Report which was tabled at the ARIC meeting on 12 December 2019.</p> <p>A scope letter on work required in TechnologyOne to automate reporting on insurance management has been sent out to an IT consultant for quotation.</p> <p>Reason</p> <p>Departure of the previous Insurance Officer over the Christmas period has created a backlog of claims. Some planned work activities and projects are likely to be delayed.</p> <p>Remedial Action</p> <p>A special arrangement will be made for the agency Insurance Officer to conduct a quick handover on critical items in January 2020. Interim public liability claim management arrangements have been made with the insurer, JLTA, to ensure continuity of the service to the community and our service standard is unaffected.</p>
L3.1.1.4	<p>Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 50%	<p>Communications and planning activities have kicked start in the new year for planned items according to the time schedule in WHS Strategic Plan.</p> <p>A scope letter on work required in TechOne to automate incident management and reporting has been sent out to an IT consultant for quotation.</p> <p>The two-year fixed term WHS Project Officer has been approved by the General Manager and Directors. The recruitment process of the position will start in 2020.</p>
L3.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Councils Internal Audit Service.</p> <p>Responsible Officer: <i>Manager People & Culture</i></p>	 80%	<p>In addition to the 2019 internal audit plan and attending 13 Audit Risk and Improvement Committee meetings (ARIC's), there has been ongoing communication with stakeholders to inform the 2020 internal audit plan for each council to be incorporated into the consolidated internal audit plan.</p> <p>The Office of Local Government (OLG) discussion paper of the proposed Risk Management and Internal Audit Framework was a big focus in the quarter that involved many meetings and discussions with council staff, councillors and ARIC members as well as NSROC to ensure there was a consistent approach put forward. A combined submission was made to the OLG in December 2019.</p> <p>Overall the position of the 2019 consolidated internal audit plan, comprising the completion of 34 audit as per the shared services agreement was:</p> <ul style="list-style-type: none"> 19 audits completed and reported to ARICs 2 completed but yet to be reported to ARICs 2 - planning commenced 2 were cancelled due to duplication by external audit and assurance providers.






			<p>8 were deferred and carried over to 2020 1 not completed Representing a 67% completion rate.</p> <p>2020 internal audit plan developed and endorsed at the respective ARICs.</p> <p>The compilation of shared service reports commenced for common auditable areas of fraud and complaints management.</p> <p>A combined Risk Managers/Internal Audit meeting for the shared service was held in November 2019 and hosted at Lane Cove Council.</p>
L3.1.1.6	<p>Facilitate the design, development and delivery of Council's Project Management Framework.</p> <p>Responsible Officer: Manager People & Culture</p>	 95%	<p>A consultation and communication process is ongoing for finalising outstanding items from Phase 1 of this project.</p>




Term Achievement

Code	Description	Progress
L3.1.2	<p>Council's Governance framework is developed to ensure probity and transparency.</p> <p>Responsible Officer: Director Corporate</p>	
Comments		
<p>Progressing as scheduled.</p> <p>Enhancements to Council's governance framework continued to be developed and implemented. This particularly included implementation of a new Code of Conduct for staff and Councillors and Code of Meeting Practice with changes to Council meetings, implementation of a revised charter for the Audit, Risk and Improvement Committee and continued implementation of recommendations arising from the shared internal audit service with other northern Sydney councils.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1	<p>Ensure that Council and Committee Meetings are managed effectively and in accordance with relevant legislation, codes and guidelines.</p> <p>Responsible Officer: Manager Governance & Corporate Strategy</p>	 50%	<p>During the reporting period there were 6 Ordinary Meetings of Council (OMC), 6 Public Forums and 2 Audit, Risk & Improvement Committee Meetings. Business Papers for all the meetings were produced and delivered on time. All OMC minutes were also published on the Council website the following day after the OMC.</p>
L3.1.2.2	<p>Facilitate training and professional development opportunities for councillors.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>Individual Professional Development Plans were prepared for councillors with four councillors taking advantage of the opportunity to acquire new skills and knowledge associated with their roles as elected representatives. Positive action was taken to increase the budget for 2019/20 to facilitate training and professional development opportunities for councillors. Council adopted an Annual Program of Conferences to streamline the administrative process when organising delegate attendance at local government sector run events.</p>


L3.1.2.3	<p>Ensure appropriate management of Council information to effectively comply with the Government Information (Public Access) Act, 2009, Privacy and Personal Information Protection, Act 1998 and Health Records and Information Privacy Act, 2002.</p> <p>Responsible Officer: Manager Governance & Corporate Strategy</p>	 50%	<p>During the reporting period, Council received 24 formal GIPA applications and 628 informal applications for access to Council information. No applications were subject to any internal or external reviews. Council did not receive any reviews under the Privacy and Personal Information Protection Act of the Health Records and Information Privacy Act for the reporting period.</p>
L3.1.2.4	<p>Monitor Council's compliance in regards to legislative changes and other relevant guidance.</p> <p>Responsible Officer: Director Corporate</p>	 50%	<p>Quarterly reports were presented to the December Audit, Risk and Improvement Committee to monitor compliance and assist the Committee in reviewing Council's performance in relation to external accountability and legislative compliance obligations. These included:</p> <ul style="list-style-type: none"> * Compliance and Reporting Requirements - a summary of actions taken against compliance and reporting requirements listed in the Calendar of Reporting and Compliance Obligations provided by the Office of Local Government. * Summary of Relevant Circulars, Legislative Updates and Matters Arising – a summary of actions taken by responsible managers in regard to relevant circulars, legislation and other matters arising that impact the local government sector. * Overview report 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. This is included as part of induction training for all new staff. * Activities relating to complaints and compliments received by Council.
L3.1.2.5	<p>Maintain a policy review program to ensure the currency of all policy documents.</p> <p>Responsible Officer: Manager Governance & Corporate Strategy</p>	 75%	<p>An organisation-wide review of council policies is ongoing to ensure policies are up to date and consistent with current legislative and regulatory requirements. Senior management receive regular reports outlining policies that are due to be reviewed. 14 policies were updated during the reporting period.</p>
L3.1.2.6	<p>Oversee the regular review and update of Council's public registers.</p> <p>Responsible Officer: Manager Governance & Corporate Strategy</p>	 75%	<p>Council's public registers continue to be maintained through the myCouncil system. A review of Council's requirements for managing various governance registers progressed during the period including assessment of alternative software solutions.</p>
L3.1.2.7	<p>Business and decision-making systems and processes continue to be aligned with the Integrated Planning Framework objectives.</p> <p>Responsible Officer: Manager Governance & Corporate Strategy</p>	 50%	<p>Reviews of the organisation's information systems, customer service experience and service/ resource planning processes were completed during the period, including their alignment to Council's long term planning objectives and integrated planning framework. The findings and recommendations of those reviews are being assessed for implementation through Council's future Delivery Program and Operational Plans.</p>



L3.1.2.8	Coordinate, support and facilitate effective probity around procurement, undertaking the Leap Program to enable process improvement. Responsible Officer: <i>Manager Procurement & Contracts</i>	 80%	During the period improvements were identified and developed for Council's Procurement Policies and procedures and Contract Management Framework including the establishment of a procurement application for internal users.
L3.1.2.9	Comply with the requirements of the Local Government Act and Regulations. Responsible Officer: <i>Director Corporate</i>	 50%	During the reporting period Council continued its compliance with the provisions of the Local Government Act and Regulations. Minor amendments to the Local Government Act and Regulations in respect to Surveying and Spatial Information did not affect Council's operations during the period. Any changes to the Act and Regulations are reported through the appropriate officer/s and to the Audit, Risk and Improvement Committee.
L3.1.2.10	Liase with the NSW Electoral Commission in regard to the conduct of the 2020 Ordinary Local Government Elections. Responsible Officer: <i>Director Corporate</i>	 50%	A contract with the NSW Electoral Commission to conduct the 2020 Ordinary Local Government Elections has been signed by both parties.

Term Achievement


Code	Description	Progress
L3.1.3	Sustainability is integrated into Council's business framework. Responsible Officer: <i>Director Strategy & Environment</i>	
Comments		
Sustainability continued to be integrated into Council's business framework through the implementation of environmental management training for staff; environmental plans, policies and strategies; environmental risk management processes; and Council's corporate sustainability program.		

Operational Plan Tasks





Code	Description	Progress	Comments
L3.1.3.1	Implement the Corporate Sustainability Action Plan and corporate sustainability program. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Council has recently adopted a Single Use Plastic Policy and developed a series of supporting documents to assist both internal and external event organisers to transition away from single use plastics. Supporting documents include a sustainable event management guide which is included with bookings for large events on Council owned or managed land. Council will be holding educational sessions with key staff and various teams across the organisation to promote the new policy and assist with implementation. Various staff events to encourage waste reduction and sustainability, such as crop swaps and soap making sessions were successfully delivered in the period.






L3.1.3.2	Utilise the sustainability data management and reporting system to inform investment and management priorities. Responsible Officer: <i>Manager Environment & Sustainability</i>	 50%	Monitoring of Council's sustainability data management systems is ongoing, with reactive works undertaken to resolve problems picked up by Envizi, KFAC building management system, Gordon Library building management system, and the Sunny Portal Solar PV monitoring system. These systems continue to be used for evaluating the performance of recent project upgrades such as the installation of solar PV at Gordon Golf Course, and the upgrade of KFAC Filtration Plant.
Key Achievements			
In addition to identifying important reactive works, the Sunny Portal system is being utilised to validate the routine inspection works undertaken by maintenance contractors on Council's solar PV systems. This process has identified multiple issues with the maintenance contractor methodology, and is informing the development of a comprehensive Council maintenance specification for solar PV systems.			
L3.1.3.3	Review and implement policies, strategies and plans to advance sustainability and environmental management. Responsible Officer: <i>Director Strategy & Environment</i>	 50%	Council continued to work to improve environmental assessment procedures and processes and develop guidelines for the protection of fauna and consideration from impacts of light pollution. The Urban Forest Strategy was completed and will be presented in February 2020 for adoption. A draft Recreation in Natural Areas Strategy was publicly exhibited and will be finalised for adoption in March 2020. Council developed a Single Use Plastic Policy and revised Sustainable Event Management Policy and have worked collaboratively across the organisation to implement improved practices.





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

Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.4.1	<p>Implement recommended actions from Council's review of services against community needs, objectives and strategic outcomes.</p> <p>Responsible Officer: Manager Governance & Corporate Strategy</p>	 50%	<p>A review of the organisation's service/ resource planning processes was completed during the period, including their alignment to Council's long term planning objectives and integrated planning framework. Agreed outcomes from the review will be incorporated into processes for the preparation of future Resourcing Strategies, Delivery Programs and Operational Plans.</p> <p>To complement this work community satisfaction research was completed in late 2018/19 on the delivery of forty-six (46) external Council services and facilities. Overall the results show 90% of Ku-ring-gai Council residents are 'somewhat satisfied' to very 'satisfied' with the performance of Council. This indicates an overall positive trend since 2014. Comparisons of the results for specific services and facilities, with the previous 2014 and 2017 studies, were included in the Annual Report 2018/19 and showed positive trends for the majority of services and facilities.</p>
L3.1.4.2	<p>Report bi-annually to Council on achievement of adopted Customer Service Standards.</p> <p>Responsible Officer: Manager Corporate Communications</p>	 46%	<p>There were a number of challenges for customer service during the reporting period. This included a significant increase in call rates from the end of November to mid- December as a result of the storm damage in the Ku-ring-gai area. Customer service staffing levels were also reduced during the period due to unplanned leave. Trends during the period also showed increased community numbers in Live chat, e-Requests and through email correspondence with increased expectations for shorter Council response times. Opportunities to enhance cross organisational cooperation will continue to improve communication both internally and externally. Service standards (85% of customer service requests created/actioned) have been consistent through this time frame.</p>
L3.1.4.3	<p>Continue to benchmark and improve customer service standards across the organisation.</p> <p>Responsible Officer: Manager Corporate Communications</p>	 50%	<p>The draft Customer Experience (CX) Strategy report has been prepared with recommendations from the report being considered by the General Manager and Directors.</p>
Challenges			
<p>A big challenge for the customer service team during the period was providing assistance to residents in late 2019 when the extreme weather event occurred. The call centre received more than twice the number of calls regarding trees (November 960: December 940). Over 1,100 requests regarding trees were taken from customer service in the following days after the storm.</p>			
L3.1.4.4	<p>Monitor Council's website and report on usage.</p> <p>Responsible Officer: Manager Corporate Communications</p>	 50%	<p>For the period 1 July - 31 Dec 2019 Council received 1,061,227 unique page views on the Council website. This represents a 13% increase compared to the previous corresponding period (2018).</p> <p>Top 10 page statistics are as follows:</p> <ul style="list-style-type: none"> * Home page – 98,487 unique page views * Facilities and venues - Library - 36,617 * DA tracking - 28,637 * Contact us - 27,673 * Find out what's near you - 10,704 * Facilities and venues Gordon Library - 18,591

			<p>* Waste - 17,333</p> <p>* Waste house collection schedule - 12,865</p> <p>* Web online map viewer – 12, 123</p> <p>* Waste recycling houses - 11,972</p>
L3.1.4.5	<p>Implement upgrades to Council's website and internal intranet systems.</p> <p>Responsible Officer: <i>Manager Corporate Communications</i></p>	 50%	<p>Staff continued to update Council's website on a regular basis. The new website project has commenced during the reporting period.</p>
L3.1.4.6	<p>Provide services to ensure effective records management across the organisation, including maintenance of Council's record management system, records management training and associated advice.</p> <p>Responsible Officer: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>Council's records management program continued to be maintained and monitored to identify opportunities for improvement. Staff training in records management continued to be provided to both new and existing staff on a regular basis.</p> <p>Council's Scan on Demand facility has enabled a large volume of files (formally in the Government Records Repository) to now be available electronically, saving Council money on retrieval costs.</p> <p>Investigations continued into a major upgrade of Council's record system to improve management effectiveness.</p>
L3.1.4.7	<p>Audit and report on compliance with use of Council's record management system.</p> <p>Responsible Officer: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>A framework for reporting on reviews and audits of records management practices was developed, consistent with best practice standards within the industry.</p> <p>A records management framework was also created consistent with the National Archives of Australia guideline and council's Records Management Policy.</p>
L3.1.4.8	<p>Manage the ongoing preservation of Council's legacy records.</p> <p>Responsible Officer: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>The implementation of the Scan on Demand project continued to be an effective method of file digitisation of Council's legacy files.</p>
L3.1.4.9	<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>	 50%	<p>SafeStart, Human Error Reduction training for new Operations staff in 2018-2019 delivered in August 2019. Final session of Code of Conduct training in Council's updated Code of Conduct delivered in early July 2019.</p> <p>Two workshops of '7 Habits for Managers' delivered in July/August 2019 as part of the Leadership Development Program.</p> <p>'Leading at the Speed of Trust' delivered in August - November 2019 to the Senior Management Group and middle management team leaders.</p> <p>Health and Safety Representative training delivered to identified WHS Committee members in August/September 2019.</p> <p>Induction training for new employees (which includes 7 Habits for Highly Effective People) delivered in September and December 2019.</p> <p>Updated Code of Conduct eLearning module forwarded to all staff to complete online.</p> <p>WHS training calendar 2020 sent out for consultation and finalised for 2020 delivery.</p> <p>The Leadership Development Program 2020 - 2023 was approved by GMD for implementation.</p>


			Final Drafts of eLearning modules 'Performance Management for Managers' and 'Managing Under Performance' completed.
L3.1.4.10	Effectively deliver workforce support services including recruitment, payroll, employee relations and industrial relations. Responsible Officer: <i>Manager People & Culture</i>	 50%	During the reporting period the following were undertaken: * Delivery of recruitment service and processing of weekly payroll * Revision and development of work flows to ensure consistency, equity and fairness with processing of requests to hire and employee relations related queries * Delivery on recruitment of 35 positions * Delays experienced in recruitment services due to changes in staff in the employee relations/recruitment role * Delays in the delivery of project management of employee self-service and continuous improvements in payroll - employee self-service (ESS) business case and project plan is currently in draft format.
L3.1.4.11	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. Responsible Officer: <i>Manager People & Culture</i>	 50%	Progress has been made with the workforce management strategies identified for delivery in 2019/20. Approval has been sought for the 2020 Employee Opinion Survey, along with two new initiatives, Succession Planning and Reward and Recognition. In addition to this, project plans have been established, and agreements with the nominated vendors have been made. Communication and action plans have been drafted and implementation is due to take place in the third quarter. The remaining strategies will continue to be delivered throughout the year.
L3.1.4.12	Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy. Responsible Officer: <i>Director Corporate</i>	 50%	Councils Workforce Management Strategy is updated annually and actions are delivered in accordance with identified timeframes.
L3.1.4.13	Continuously improve People & Culture services, business processes and systems. Responsible Officer: <i>Manager People & Culture</i>	 50%	Due to ongoing configuration issues, which included the remapping of the Adapter feed, we have stopped our subscription with Navigo for the interim. Alternate arrangements have been made to explore system capabilities offered from other vendors, including TechnologyOne, and work will resume to ensure the effective delivery of organisational charts.

L3.1.4.14	<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 712 Information Management Helpdesk Requests/Tasks received resulting in 673 actions/improvements being completed.</p> <p>Regular systems training in specific applications have been scheduled and delivered to address organisational requirements.</p> <p>Enhancements continue to be made to a number of core systems by the way of various system upgrades and general system improvements.</p>
L3.1.4.15	<p>Coordinate and facilitate the implementation of Information Management Strategic Plan projects and ensure appropriate funding is identified.</p> <p>Responsible Officer: <i>Manager Information Management</i></p>	 50%	<p>Information Management projects managed by Business Systems are prioritised and delivered in a strategic manner with the development of project plans, establishment of work teams, regular key stakeholder meetings and constant monitoring.</p> <p>Projects are generally delivered in accordance with agreed deadlines and allocated budgets.</p>
L3.1.4.16	<p>Develop, maintain and deliver quality property and geographic information services including advice and training.</p> <p>Responsible Officer: <i>Manager Information Management</i></p>	 50%	<p>All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated this reporting period resulting in 31 new registered plans at NSW Land Registry Services and the creation of 40 new properties and 685 new residential units.</p> <p>A total of 1,986 Planning Certificates were issued this period resulting in an income of \$177,926 for this part of the financial year.</p>
L3.1.4.17	<p>Maintain, update and support Council's Information Technology infrastructure and systems.</p> <p>Responsible Officer: <i>Manager Information Management</i></p>	 50%	<p>Routine checks during the period included monthly physical inspections of all remote sites and Windows Security Patches were installed on servers and PC's. Project's completed or progressed to schedule this period include, migrating all staff to windows 10 with Ezone and Laptops being worked on in early 2020.</p>
L3.1.4.18	<p>Complete preparation of an Information Management Strategy and commence implementation.</p> <p>Responsible Officer: <i>Director Corporate</i></p>	 40%	<p>The draft Information Management Strategy has been received and reviewed internally, feedback and comments will need to go back to the consultant for the document to be finalised.</p> <p>Reason</p> <p>The consultant who conducted the review has left the consulting firm resulting in a slight delay in finalising it.</p> <p>Remedial Action</p> <p>Discussions have taken place with the consulting firm for alternate resources to complete the review and finalise the strategy documents.</p>





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. <i>Responsible Officer: Director Community</i>	
Comments		
Support for implementing best practice community engagement continues to be provided across the organisation on a variety of projects. In the July to December 2019 these included St Johns Avenue streetscape upgrades, Robert Pymble Park Landscape Masterplan, Housing Strategy, Recreation in Natural Areas Strategy, Lindfield Village Green, Lindfield Village Hub, Local Strategic Planning Statement and the creation of the first Ku-ring-gai Community Participation Plan.		

Operational Plan Tasks


Code	Description	Progress	Comments
L4.1.1.1	Provide support to deliver best practice community engagement across all divisions of Council. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Support for implementing best practice community engagement continues to be provided across the organisation on a variety of projects. In the period July to December 2019 these included St Johns Avenue streetscape upgrades, Robert Pymble Park Landscape Masterplan, Housing Strategy, Recreation in Natural Areas Strategy, Lindfield Village Green, Lindfield Village Hub, Local Strategic Planning Statement and the creation of the first Ku-ring-gai Community Participation Plan.
L4.1.1.2	Facilitate a program that enables staff to create and deliver engaging and accessible communication. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	Weekly editorial was submitted to the North Shore Times for inclusion in Council News segment. Upskilling of designers was conducted by the senior designer to enable extension of videos/animations through the design team. 22 videos/animations were delivered via the website and social media during this period.
L4.1.1.3	Continue to monitor and report on the outcomes of community engagement and consultation and identified policy related issues. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	As well as supporting ongoing community engagement activities, planning is now under way to review Council's Community Consultation Policy and supporting materials. In November 2019 senior management approved a proposal to undertake a Community Consultation Policy review in the first half of 2020 which will include staff training and briefings and the development of a new policy and associated materials.
L4.1.1.4	Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website. <i>Responsible Officer: Manager Corporate Communications</i>	 50%	The corporate standards manual was updated and distributed to all staff via the intranet. Corporate email signatures and outdoor staff uniforms were redesigned. The design team monitored all use of the corporate logo on an ongoing basis.

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%	Media monitoring was conducted and distributed to all relevant staff and Councillors on an as needs basis, including weekends. A significant amount of reporting and communication with the community was required on the storm and bushfire emergencies during this period. Social media comments were referred to customer service for action where appropriate and relevant staff.
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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		
An average of three media releases were issued weekly during this period. A significant amount of emergency communications on storms and bushfires was required during this period. Briefing notes and talking points were prepared for several radio, TV and print media interviews on these emergencies. The Council's design team continued to produce high-quality digital communications via the website and social media on a range of topics		

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1	Proactively manage media and public comment and develop and coordinate Council's actions in response. Responsible Officer: <i>Manager Corporate Communications</i>	 50%	An average of three media releases were issued weekly during this period. A significant amount of emergency communications on storms and bushfires was required during this period. Briefing notes and talking points were prepared for several radio, TV and print media interviews on these emergencies. The Council's design team continued to produce high-quality digital communications via the website and social media on a range of topics.