



OUR COMMUNITY. OUR COMMITMENT.

**STATE OF THE ENVIRONMENT REPORT 2013 - 2017
ANNUAL REPORT 2016 - 2017: PART 3**

NOVEMBER 2017



Blue Gum High Forest, D Wilks

Acknowledgment of traditional owners

Council acknowledges the Guringai peoples as the Traditional Owners of the land of which the Ku-ring-gai local government area is a part, and pays respect to their Elders, past and present.

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This report

The Annual Report¹ in the year in which an ordinary election of councillors is held must also include a State of the Environment Report for the previous four years 2013 – 2017.

Ku-ring-gai Council's State of the Environment Report 2013 – 2017 has been prepared in accordance with Section 428A of the *Local Government Act, 1993* and the Office of Local Government's Integrated Planning and Reporting Guidelines (2013).

The report relates principally to the Ku-ring-gai local government area and reviews progress on achievement of the environmental objectives established in the Ku-ring-gai Community Strategic Plan 2030, adopted in 2013.

Previous regional reports

Council's previous State of the Environment Reports were prepared as part of regional reports for the area encompassed by the Northern Sydney Regional Organisation of Councils (NSROC) which included Hunter's Hill, Hornsby Shire, Ku-ring-gai, Lane Cove, North Sydney, City of Ryde and Willoughby City Councils.

Preparation of a regional report for the 2013 – 2017 period was not practical for NSROC councils due to the uncertainty associated with the NSW government's merger proposals, which affected all member councils. A copy of the NSROC State of the Environment Report for the period 2008 – 2012 can be found on Council's website.

Integration with the Community Strategic Plan

Information on the progress of long term objectives and performance targets that contribute to environmental outcomes for the Ku-ring-gai LGA was utilised in the preparation of Council's End of Term Report 2013 – 2017. This is a key accountability requirement for councils under the Local Government Act and the Office of Local Government's Integrated Planning and Reporting Guidelines. The End of Term Report was presented to the previous Council in August 2017.

The State of the Environment Report will also inform preparation of Council's next Community Strategic Plan, to be adopted in June 2018.

Community consultation

Extensive community consultation has been undertaken with environmental groups and individual residents over the four year period on Council's environmental programs and initiatives, particularly in relation to community needs and priorities. Council has ongoing involvement with the community in monitoring the environment and issues and challenges affecting Ku-ring-gai. More information on our consultation can be found in the section Community Consultation on pages 14-18.

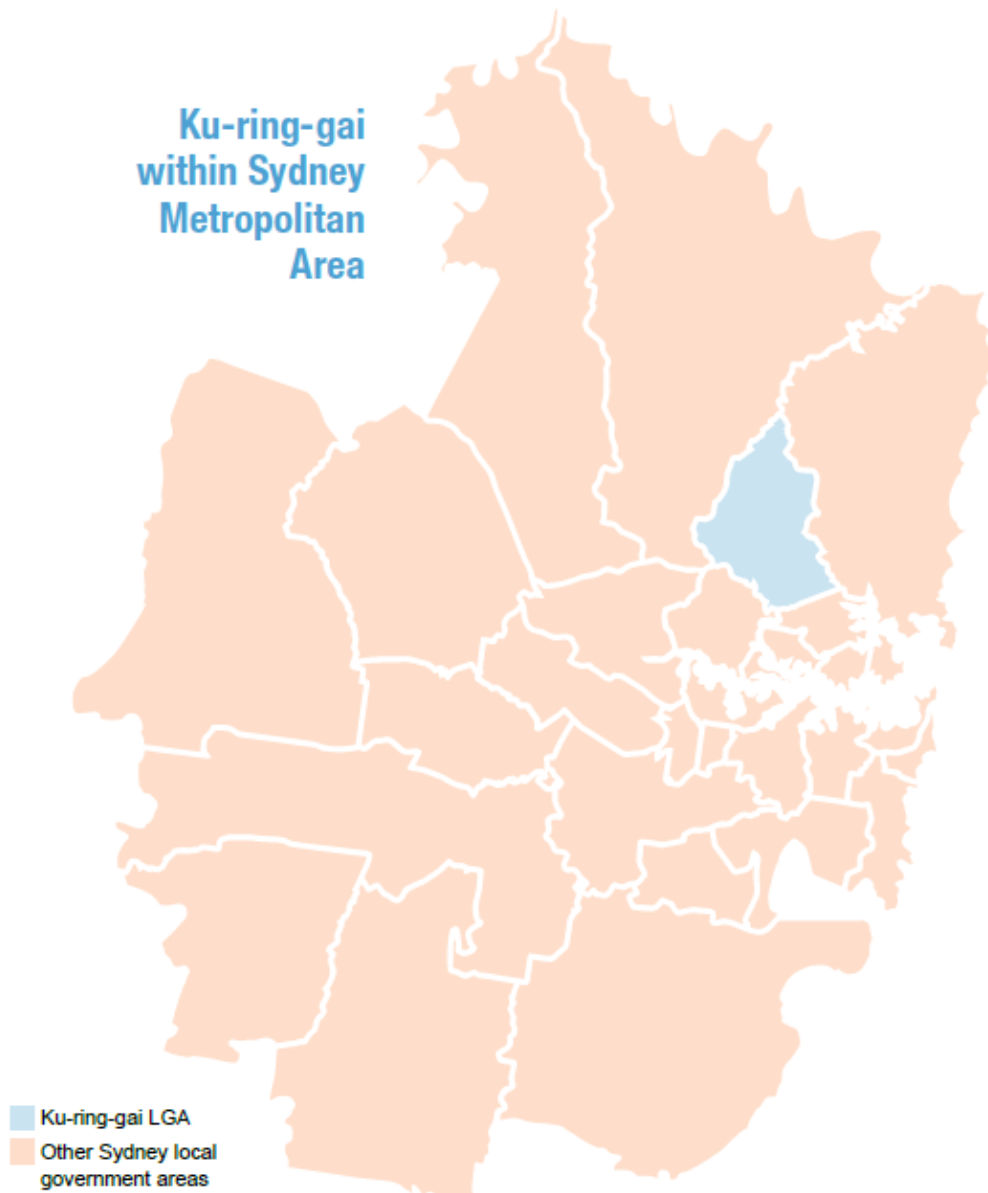
¹ Ku-ring-gai Council's Annual Reports. [accessed 30 November 2017] www.kmc.nsw.gov.au/annualreport

Reporting on progress

Progress towards achievement of long term objectives that contribute to environmental outcomes is measured by:

- Identified trends for performance indicators that the community and Council set for the long term objectives.
- The completion of relevant Term Achievements, contained in Council's Delivery Program, which detailed how far the long term objectives would be progressed during Council's four year term.
- key achievements in relation to environmental projects, programs and initiatives
- challenges and issues which affected the progress of the long term objectives and performance indicators.

Reporting on progress is presented under the key strategic Themes contained in the Community Strategic Plan 2030 (see page 13).



Ku-ring-gai – Our Place

Where We Are

The Ku-ring-gai local government area (LGA) covers about 85 km² and is located in Sydney's northern suburbs, 16 kilometres north of the Sydney CBD. The LGA includes 17 suburbs, 6 local centres and one town centre. Each suburb has its own unique character reflecting the local natural bushland, heritage conservation areas or more recent post war development.

Our Name

The name 'Ku-ring-gai' is a derivation of the name of the Guringai people, the traditional owners of the land of which the Ku-ring-gai local government area is a part.

The 'Green Heart' of Sydney

Known as the 'Green Heart' of Sydney, we are unique for a local government area situated so close to the centre of Sydney's CBD with:

- more than 150 bushland reserves covering 1,150 hectares
- nationally significant ecological communities – includes remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest
- over 800 recorded native plant species and more than 400 species of native animals
- three adjoining National Parks (Ku-ring-gai Chase, Garigal and Lane Cove)
- a visually significant tree canopy.

Aboriginal Heritage

The original inhabitants of Ku-ring-gai– the Guringai people - have left behind many traces including middens, petroglyphs (rock drawings or carvings) and remains of shelters. As many as 650 sites of Aboriginal heritage may have existed within the Ku-ring-gai LGA. While 101 recorded sites exist in the LGA, at least double that number are believed to remain.

European History

European settlement in Ku-ring-gai began in 1814. Ku-ring-gai was established as a represented Municipal Council in 1906. Larger-than average suburban allotments, building covenants, fine gardens, retention of native flora and restriction of industrial and commercial development are indicative of Ku-ring-gai's heritage. Today Ku-ring-gai is renowned for its architectural heritage, particularly those homes built during the Federation and interwar periods.

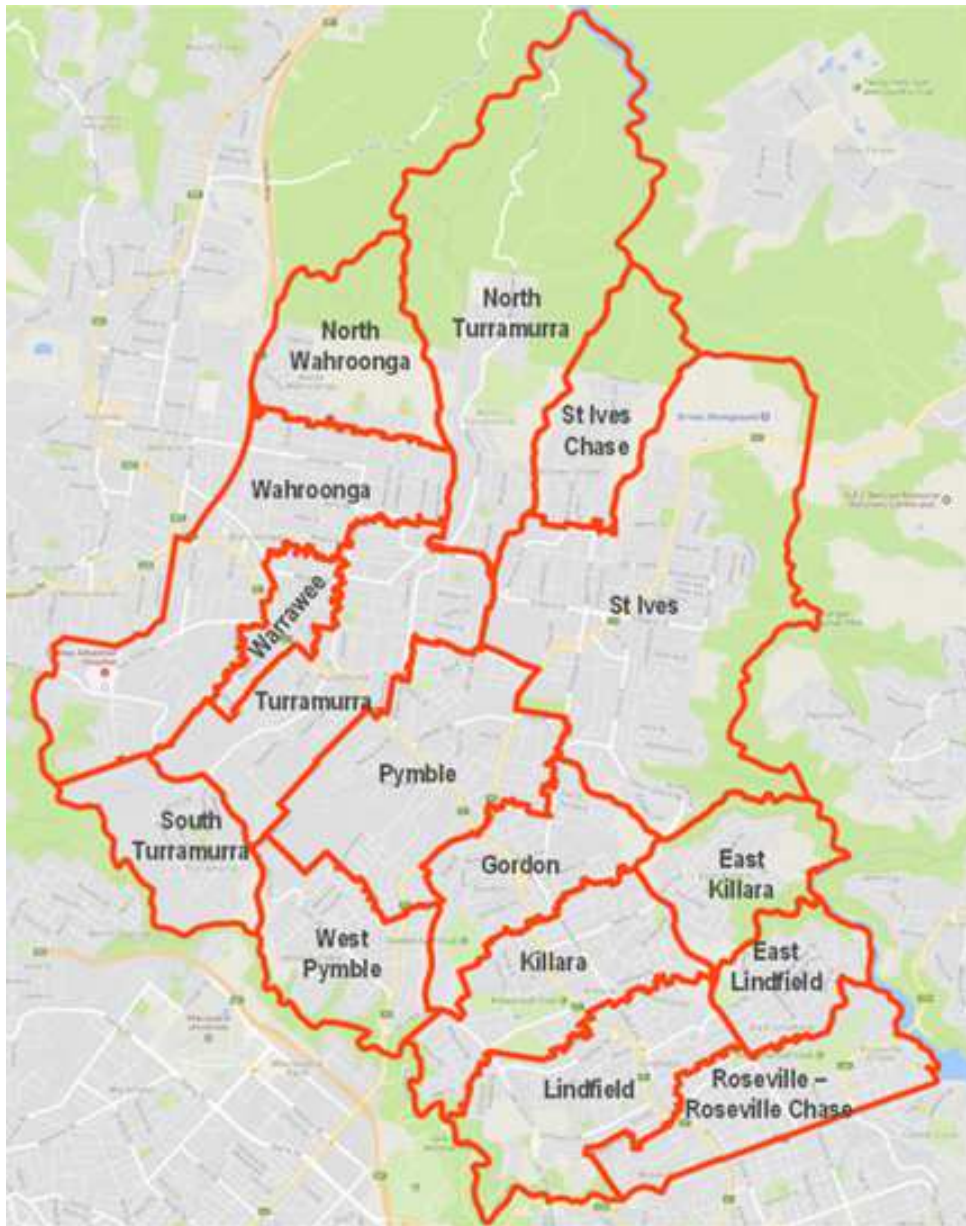
Connected Urban Villages

Historically, Ku-ring-gai's urban areas developed as a series of villages along the main ridgelines, each with their own identity, and always bounded by or close to large tracts of natural bushland and national parks. While subdivision and residential development have connected the villages into larger suburbs over time, their distinct characteristics still largely remain.

Our Supportive Community

The village nature of our suburbs created close knit and self-sufficient communities with a strong connection to the area. Over time this has evolved into strong resident participation in local organisations, sporting clubs and events as well as a desire to preserve the area's unique natural and historical assets.

Suburbs of Ku-ring-gai



Ku-ring-gai – Our People

Ku-ring-gai has a vibrant and increasingly diverse population spanning all generations. It is a popular area for families with school aged children attracted to the area for its open spaces, range of sporting facilities, access to schools and health services and close proximity to major employment areas.

The Estimated Resident Population of Ku-ring-gai for 2016 is 123,143. From 2011² to 2016, Ku-ring-gai Council area’s population increased by 8,771 people (+8.0%). This represents an average annual change of 1.56% per year over the period (ABS 2016³).

Ku-ring-gai’s population is projected to increase to 144,085 by 2038.⁴

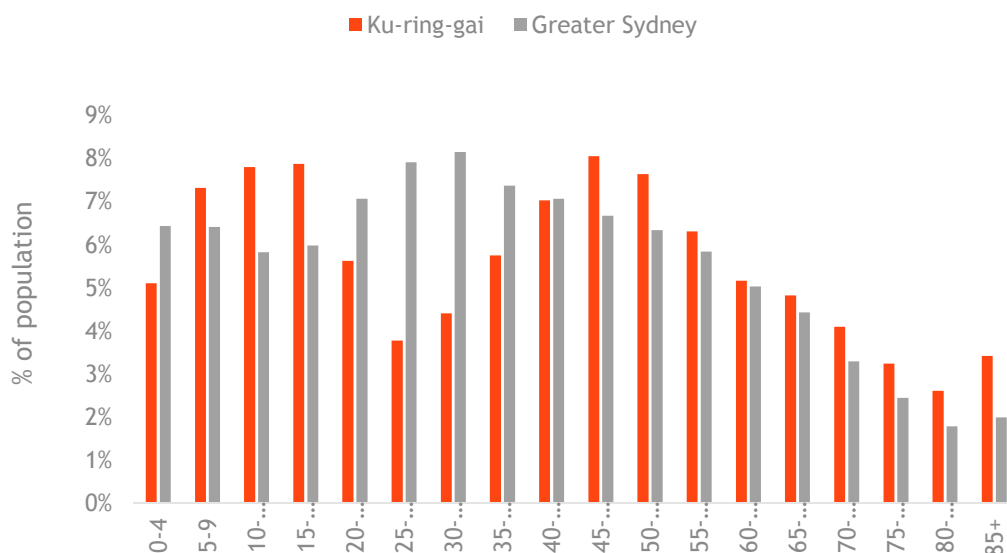
Unless otherwise stated, the demographic information on these pages is derived from the 2016 ABS Census.

Multi-generational and growing

Ku-ring-gai’s demographic profile is characterised by two distinct peaks in age structure groupings. The first peak includes children aged 0-14 years, which account for 20.2% of the population, higher than the Greater Sydney average of 18.7%. The second peak includes seniors aged 65 years and older, who accounted for 18.2% of the population, which is considerably higher than the Greater Sydney average of 13.9%.

There has been significant population growth in the area, when compared to historical growth (+18,684 people since 2006). However, growth in Ku-ring-gai has been moderate in comparison to the Greater Sydney rate.

Age structure, 5-year age groups, 2016 (Source: id, 2017)



² Australian Bureau of Statistics (ABS), Census, 2011. [accessed 11 August 2017] <http://www.abs.gov.au/>

³ Australian Bureau of Statistics (ABS), Census, 2016. [accessed 11 August 2017] <http://www.abs.gov.au/>

⁴ .id, Ku-ring-gai population profile, 2017. [accessed 29 November 2017] www.profile.id.com.au/ku-ring-gai

In 2016 there were 21,559 young people aged 12-24 years living Ku-ring-gai, accounting for 18.2% of the population. This proportion is higher than the Greater Sydney average of 16.5%. Ku-ring-gai has a slightly lower proportion of young adults (18-24 years) but a higher proportion of secondary school aged young people than Greater Sydney overall.

People of working ages (15-64 years) account for 61.6% of the population, which is a little lower than the Greater Sydney average of 67.4%.

- **Family friendly**

Close to half of all households were couples with children. This is the second highest rate across Greater Sydney LGAs, much higher than the Greater Sydney average of 35.6% and reflects the age structure of the area – significant middle aged adults and school aged children. Between 2006 and 2016 there was an increase of 2,639 two parent families in Ku-ring-gai. There is a small number of one parent families (3,207 in 2016).

- **A prosperous area**

Ku-ring-gai is a wealthy area. In 2016, the median weekly household income was \$2,635, higher than the Greater Sydney median of \$1,250.

- **Housing choice is increasing**

Almost three quarters of all dwellings in Ku-ring-gai are separate houses. This is much higher than the Greater Sydney average of 55%. Over the past decade, there has been a large increase in high density dwellings in Ku-ring-gai, an additional 5,758 dwellings. Ku-ring-gai has the highest rate of fully owned homes in NSW at 41.1%.

- **Cultural diversity**

At the time of the 2016 Census, 38.9% of Ku-ring-gai residents were born overseas. This is slightly above the Greater Sydney share of 36.7%. Ku-ring-gai has become more diverse over the past 10 years with a large increase in people born in non-English speaking countries – 12,411 people between 2006 and 2016. Of the residents born overseas in Ku-ring-gai, just over two thirds were born in non-English speaking countries.

- **Many residents do voluntary work**

The voluntary work sector is an important part of Australia's economy. The level of volunteering can indicate the cohesiveness of the community and how readily individuals are able to contribute to that community. In Ku-ring-gai Council area 28% of the population reported doing some form of voluntary work in 2016, much higher than Greater Sydney (16.7%). The number of volunteers in Ku-ring-gai Council area increased by 4,774 people between 2006 and 2016.

- **Employment**

Our residents are generally employed as professionals in the health, social assistance, education and finance sectors. There are 14,004 local businesses in Ku-ring-gai generating 37,595 local jobs. (NIEIR 2016)

Our community's vision

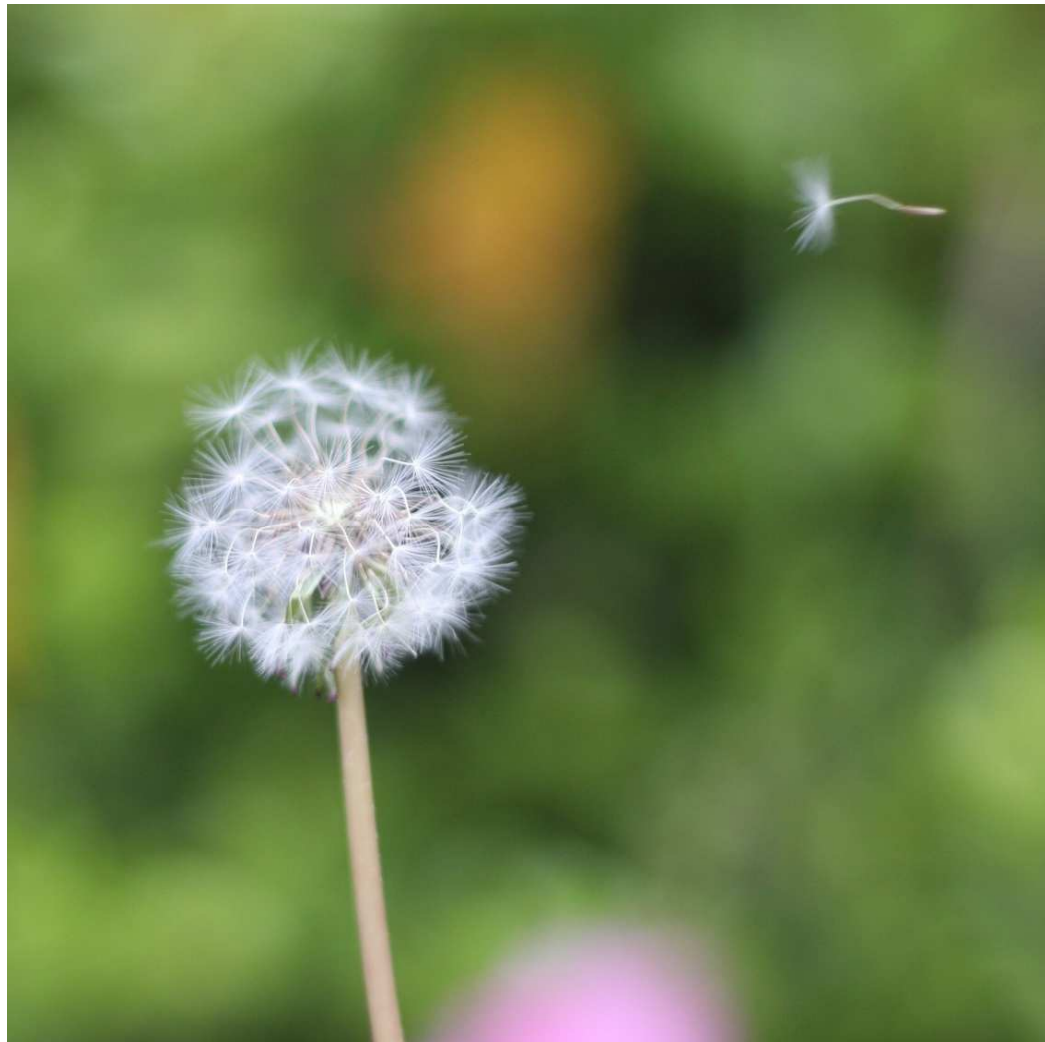
In 2008 the Ku-ring-gai community and Council together developed a vision and set of principles to guide future strategic planning and directions for Ku-ring-gai. The vision and principles formed the basis of Ku-ring-gai's first Community Strategic Plan.

The vision and principles continued to be relevant to Ku-ring-gai and its community beyond that first plan and formed the basis for Ku-ring-gai's second *Community Strategic Plan 2030 – Our Community. Our Future*, which was adopted in June 2013.

VISION STATEMENT

Our community vision is a Ku-ring-gai that is a creative, healthy and liveable place where people respect each other, conserve the magnificent environment and society for the children and grandchildren of the future. This will be achieved by:

- Behaving ethically
- Leading in sustainability
- Learning and sharing knowledge
- Taking responsibility for our actions
- Respecting the needs of future generations
- Caring for the local environment and people.

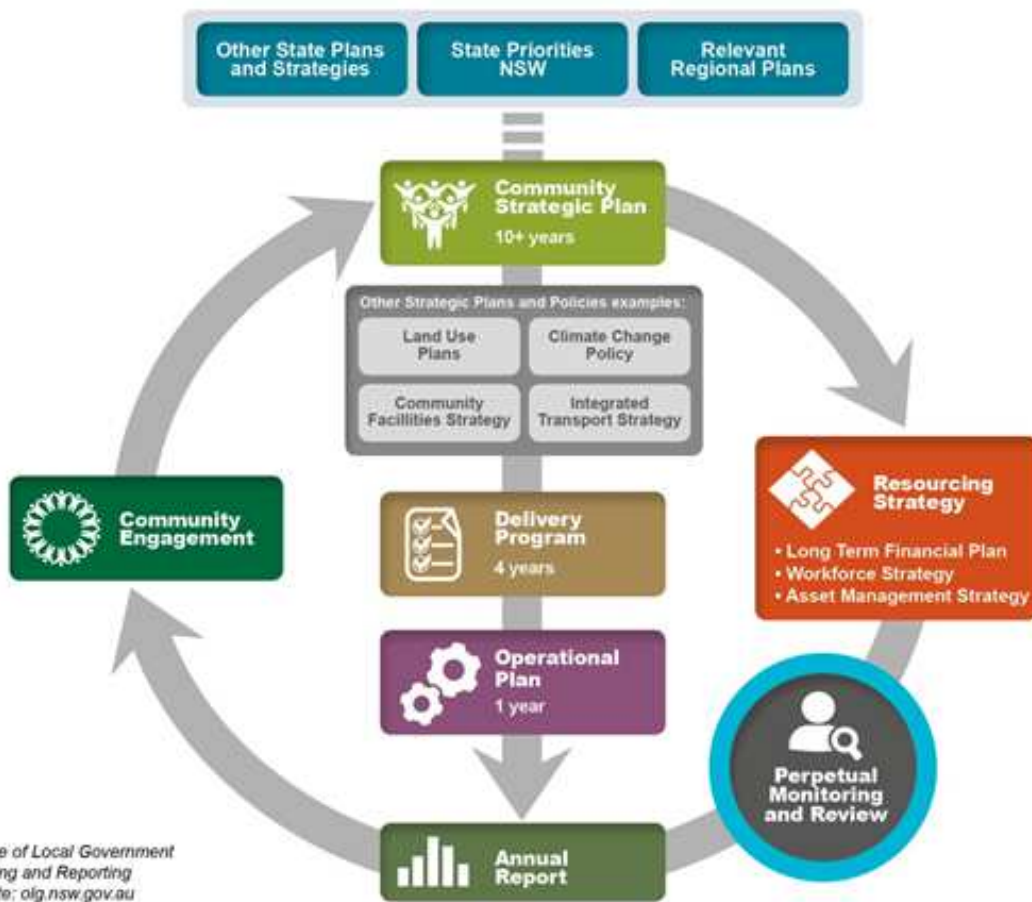


43 Kokoda Avenue
Wahroonga
Leaving Home
Natalie Martinez

DELIVERING THE VISION

INTEGRATED PLANNING AND REPORTING FRAMEWORK

In 2009, the NSW Government introduced the integrated planning and reporting framework to assist local councils to deliver their community vision and long term objectives through long, medium and short term plans and regular reporting on performance. The purpose of the framework was to formalise best practice strategic planning across NSW councils to ensure a more sustainable local government sector. The diagram below illustrates the hierarchy of plans within the framework and their relationship to state and regional planning.



Source: NSW Office of Local Government
 -- Integrated Planning and Reporting
 Framework. Website: olig.nsw.gov.au

The Community Strategic Plan

In September 2009, Council adopted its first Community Strategic Plan. The plan was a 20-year blueprint for the future of the Ku-ring-gai local government area (LGA).

During 2012 – 2013 Council, in consultation with the community, reviewed the Community Strategic Plan (CSP) to more clearly reflect the changes that had taken place in community thinking, needs and expectations over the previous years and to provide a vehicle for our community to express its long term aspirations.

The revised Community Strategic Plan 'Our Community – Our Future 2030', adopted by Council in June 2013⁵, provides Council with the strategic direction to align its policies, programs and services. It also acts as a guide for other organisations and individuals in planning and delivering services for the area. The plan addresses the community's issues through prioritised long term objectives grouped under like themes as follows:

- 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.

The Plan is the Community's Plan

The Community Strategic Plan is the community's plan, prepared by council on behalf of the community it represents. Development of the current plan was informed by the results of consultation and engagement with the community and other stakeholders (including organisations, businesses and government agencies) to identify issues, challenges and opportunities impacting on the local area over the long term and how they might be addressed.

RELATIONSHIP WITH OTHER PLANS

The Community Strategic Plan is at the top of Council's planning framework and provides long term direction for the organisation to align its delivery of the community's policies, programs and services. The plan also takes into consideration government priorities for NSW, State plans and policies as well as relevant regional plans.

State of the Environment Report 2013-2017

The State of the Environment Report is a reporting requirement of Council every four years, integrated with the Community Strategic Plan. Its purpose is to report on Council's progress in implementing long term objectives that have environmental outcomes in the Community Strategic Plan as well as informing preparation of the next Community Strategic Plan. Council's previous Report, prepared in 2012, was a joint report prepared by NSROC member councils for the northern Sydney Region, which included Ku-ring-gai, Hornsby, Willoughby, North Sydney, Ryde, Lane Cove and Hunters Hill Councils.

⁵ Ku-ring-gai Council's Integrated Planning and Reporting documents. [accessed 11 August 2017]
www.kmc.nsw.gov.au/integratedplanning

Consulting with our community

Council undertakes innovative and effective consultation across all community outcome areas of the organisation.

During the four year period we undertook extensive community engagement and consultation for a number of major projects and issues facing Ku-ring-gai. All consultation included a multimodal approach to communications and engagement including special events, have your say pages on the website, forums or workshops, telephone surveys, stakeholder meetings, online and hard copy surveys and face to face availability of staff. Examples of community engagement included:

- Activate Lindfield and Turramurra local centre Programs.⁶
- Business engagement program.
- Ku-ring-gai sports forums.
- Revitalisation of neighbourhood centres.
- Regional Playground at St Ives Showground.
- The Ku-ring-gai Development Control Plan (DCP) and Local Centres DCP.
- Access and Disability Inclusion program.
- Community feedback on programs.

Environmental and sustainability programs

Council's engagement with the Ku-ring-gai community on environmental and sustainability continued to grow in strength, and attract community members to a broad range of initiatives. The success of these initiatives is evident in the significant growth in participant numbers and the age groups involved.

Council's engagement was assisted through the innovative utilisation of electronic and social media. This included:

- Council's Loving Living Ku-ring-gai Facebook page.
- The Loving Living Ku-ring-gai Twitter account.
- The Envirotube channel on YouTube with over 600 subscribers and the videos on the channel with well over 200,000 registered views.
- The monthly sustainability enews from Council with over 2000 subscribers.

Environmental Levy

Community consultation and engagement has been undertaken over the period of the current Environmental Levy (2012-present), to determine community satisfaction with current Levy programs and Levy program outcomes and to demonstrate ongoing support for programs funded through the Environmental Levy.

⁶ Ku-ring-gai Council's activate program. [accessed 30 November 2017] www.kmc.nsw.gov.au/activate

Annual 'Loving Living Ku-ring-gai' community survey

An annual survey is undertaken for residents who participate in Council's Loving Living Ku-ring-gai program, funded through the Environmental Levy. Key results for the 2015-16 survey (259 respondents) are as follows:

Awareness and knowledge of sustainability issues

- 77% of respondents experienced a moderate or significant change in their knowledge of environmental or sustainability issues as a result of attending an event.
- 63% of respondents experienced a moderate or significant increase in the awareness of the impacts of their actions as a result of attending an event.
- 68% of respondents experienced a moderate or significant increase in the way they talk to other people about sustainability issues as a result of attending an event.
- The most popular event themes were around bushland and biodiversity - e.g. bees, fauna, pool to pond, native plants, bush regeneration and bushwalks.

Actions taken

- The top three actions taken by respondents to improve biodiversity, as a result of attending an event, were adding more native plants to my garden (45%), adding a native beehive (28%) and reducing the use of chemicals in my garden (26%).
- The top three actions taken by respondents to reduce energy use, as a result of attending an event, changing behaviour to use less energy (timers etc) (31%), changing light bulbs to LED (24%) and installed a solar power system (8%).
- The top three actions taken by respondents to reduce water use, as a result of attending an event, were changing behaviour to use less water (29%), switching to more efficient appliances and installing a rainwater tank (7%).
- The top three actions taken by respondents as a result of attending a Smart Homes event or an event on bushfire or extreme weather were preparing my home for bushfires (14%), completing a bushfire survival plan (8%) and adding more sustainable features to my home (6%).
- The top three actions taken by respondents as a result of attending one of our lifestyle or general sustainability events were recycling more (26%), repairing and reusing things (22%) and reducing food waste (19%).

In total, residents who participate in Council's Loving Living Ku-ring-gai program completed 1, 202 different actions to benefit the local environment, as a result of attending one or more events, specifically:

- 500 biodiversity related actions;
- 181 energy related actions;
- 130 water related actions;
- 92 home sustainability/ bushfire related actions; and
- 299 general lifestyle related actions.

Community satisfaction survey

In February 2017, a community satisfaction survey was conducted to examine community attitudes and perceptions towards current and future services and facilities provided by Council.

Some key findings are as follows:

- Almost two-thirds (65%) of residents believe the 'natural environment and open spaces' are a strength of the local area. Residents rated the importance of the protection of natural areas and bushland, initiatives to reduce waste and improve recycling and the condition of waterways and creeks as very high and initiatives to reduce energy use and to reduce water use as high.
- Residents rated their satisfaction with Council's efforts to protect natural areas and bushland and reduce waste and improve recycling as moderately high and initiatives to reduce water use and energy use as moderate.
- Compared to the previous research conducted in 2014, there were significant increases in residents' levels of importance for 15 of the comparable 44 services and facilities provided by Council, including some 'environmental' services that are delivered by the Environmental Levy:

	2017	2014
Protection of natural areas and bushland	4.49	4.34
Initiatives to reduce energy use	4.09	3.84
Initiatives to reduce water use	4.04	3.81
Access to cycle ways, footpaths, walking tracks	3.94	3.77
Festivals and major events	3.37	3.13

Scale: 1 = not at all important, 5 = very important

- Over the same period there were increases in residents' levels of satisfaction across 29 of the comparable 44 services and facilities provided by Council, including some 'environmental' services that are delivered by the Environmental Levy:

	2017	2014
Protection of natural areas and bushland	3.84	3.59
Initiatives to reduce waste and improve recycling	3.70	3.52
Condition of waterways and creeks	3.62	3.44
Initiatives to reduce energy use	3.10	2.88

Scale: 1 = not at all satisfied, 5 = very satisfied

- The survey's quadrant analysis plotted initiatives to reduce waste and improve recycling, protection of natural areas and bushland and condition of waterways and creeks as services to maintain (higher importance and higher satisfaction), all initiatives delivered by the Environmental Levy.

Importantly, these results demonstrate strong community support for programs funded through the Environmental Levy and the importance placed on the protection of the natural environment by the community.

Evaluation of Environmental Levy 2012-2015

In 2016, Inca Consulting was commissioned to conduct an evaluation of the Environmental Levy program, specifically an evaluation of: (i) the degree to which initiatives funded by the Levy aligns with Council's broader environmental objectives; (ii) the contribution of the Environmental Levy towards achieving these objectives? (iii); the degree to which Council's role in the administration and governance of the Environmental levy is effective; and (iv) the degree of transparency around the administration and achievements of the Levy and the initiatives funded. The evaluation was undertaken through a desk top review, staff interviews, interviews with and written feedback from community members who have participated in a Levy program.

Key findings were:

- There is a high level of alignment of Environmental Levy activities and projects with Council's broader environmental and sustainability goals.
- The Levy has facilitated a range of environmental achievements in its second phase, including regeneration of nearly 60 hectares of bushland each year, permanent preservation of 99 hectares of bushland containing threatened species, funding of 58 community projects, support of more than 700 Bushcare/Parkcare/Streetcare volunteers, installation of 112 kilowatts of solar PV and 150 LED lights in Council facilities, installation of close to 6km kilometres of bike paths and maintenance of 17 biofilter gardens and 15 stormwater water harvesting sites.

- The Levy is helping Council to meet its environmental targets and obligations, such as its targets for reducing greenhouse gas emissions and obligations to protect threatened species.
- The Levy funds a wide range of programs and projects that not only help, but in some areas solely facilitate, Council's progress towards meeting its environmental targets. The Levy has funded environmental projects that would otherwise not have been funded or might have been funded at a significantly lower level. The use of Levy funds for some projects has also avoided the need to divert general Council funds from other projects and program areas.
- The Levy has enabled Council to secure significant external funding from the NSW Government and other funding sources. The Levy raises about \$2.5 million per year, but has leveraged over \$3.2 million in grant funding in 2012-15, and over \$9.4 million since 2005. This has enabled Council to fund significant projects that have long term sustainability benefits.
- The Levy has enabled Council to effectively project manage and resource programs through the employment of staff to focus on these programs. Levy 2 has provided funding for 6 full time staff, 9 part-time staff and 2 casual staff to manage and deliver programs.
- Many key environmental outcomes are down to the financial boost provided by the Levy. The Levy has enabled Council to make improvements more sustainable, by funding the cost difference between standard upgrades and more efficient and sustainable upgrades (eg in air conditioning systems).
- There is good evidence of Levy administration and governance being both effective and transparent and there are clear processes for decision making, budgeting, management, reporting and accountability.



East Lindfield Two Creeks Track Oysters by Adam Klusman

Reporting and measuring progress

The Integrated Planning and Reporting Framework requires Council to report regularly on its progress towards achievement of the community's long term objectives through progress reports on Council's four year Delivery Program and one year Operational Plans.

The State of the Environment Report, prepared in the year of an ordinary election of councillors, provides information on Council's progress in implementing long term objectives that contribute to the achievement of environmental outcomes for Ku-ring-gai. These long term objectives can be found across all strategic themes in the Ku-ring-gai Community Strategic Plan 2030.

Summary of findings 2013 – 2017

Progress results and commentary in the following sections of this report are provided under the six strategic themes contained in the Community Strategic Plan. See pages 20-68.

Community's long term objectives - progress

All 26 long term objectives that contribute to environmental outcomes for Ku-ring-gai were assessed as 'on track' for the period 2013 – 2017 across the six strategic themes in the Community Strategic Plan.

Performance indicators – trend analysis

34 (89%) of the 38 related performance indicators achieved their target trend for the period 2013 – 2017 across the six strategic themes in the Community Strategic Plan. Of the four indicators not on target, two could not be measured due to data limitations.

Achievements

Council delivered highly successful outcomes from environmental and sustainability programs and initiatives across the key areas of biodiversity, energy, water, sustainable transport, community recreation and community engagement and environmental education during the four year period.

Details of environmental achievements are provided in the following sections by Theme.

Issues and challenges

There were significant issues and challenges that impacted on the progress of some environmental programs and initiatives over the period. Details of these and Council's responses are provided in the section 'Issues and Challenges' on page 69.

Theme 1: Community, People and Culture

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

Community Strategic Plan 2030

Progress of Long term objectives - Performance Indicators

This theme includes seven long term objectives and eight performance indicators that contribute to environmental outcomes for Ku-ring-gai. Progress of long term objectives is measured by achievement of the targets for each indicator. The achievement of each indicator has been derived from data obtained from the stated baseline source.

Long term objective	Performance Indicator	Target	Achieved
An equitable and inclusive community that cares and provides for its members.	Resident satisfaction with community services and programs (including people with disabilities, older people, children and young people and people with culturally and linguistically diverse backgrounds).	Increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.	Resident satisfaction with Council's cultural programs and special events.	Increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
A community where opportunities are provided for all voices to be heard and where community stewardship participation and engagement is supported and promoted.	Proportion of residents who agree that living in Ku-ring-gai gives them a sense of community.	Increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
	Number of volunteers in the community.	Increasing trend	✓
<i>Comments: Volunteers increased from 26.5 % to 28.2% of the population. Source: 2011 and 2016 ABS Census results.</i>			
A community that embraces healthier lifestyle choices and practices.	Resident satisfaction with sporting and recreation facilities and programs, parks and playgrounds.	Increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
A community where residents feel safe and enjoy good health.	Proportion of residents who feel safe in our community.	Increasing trend	✓
<i>Comments: Increased proportion of residents. Source: 2014 and 2017 Community Research results.</i>			
Housing diversity, adaptability and affordability is increased to support the needs of a changing community.	Range of housing options and mix of dwellings better suit a range of household types and changing demographic profile.	Improving trend	✓
<i>Comments: Flats/apartments increased from 16.3% to 22.2% of occupied private dwellings; separate houses decreased from 79.3% to 73.5%. Source: 2011 and 2016 ABS Census results.</i>			
An aware community able to respond to the risk to life and property from emergency events	Proportion of residents who feel adequately informed to prepare and respond during emergency events.	Increasing trend	✗
<i>Comments: Resident awareness level remained stable. Source: 2014 and 2017 Community Research results.</i>			

Delivery Program 2013-2017

Progress of Long term objectives – Term Achievements

Progress of the Long Term Objectives is also measured by completion of Term Achievements set by Council in its Delivery Program for the period 2013 – 2017. The Term Achievements express how far Council will progress the Long Term Objectives contained in the Ku-ring-gai Community Strategic Plan 2030 during its term. The table below provides commentary for each Term Achievement that contributes to environmental outcomes.

Legend:



Completed







Substantially completed




Not completed

Achieved	Term achievement	Comments 2013-2017
	Council's policies, programs and advocacy address the social and health needs of all age groups, reduce disadvantage and address gaps in service provision.	Council's policies and programs are developed to address social and health needs across all population segments and target groups. Over the four year period priority recommendations have been implemented from Council's Ageing Strategy, Youth Strategy and Children's Services Needs Plan, and related services and programs have been successfully delivered to support these strategies.
	Access has increased for communities that face barriers to using social services and facilities.	Council was one of the first local government authorities to develop and commence the implementation of an Access and Disability Inclusion Plan in 2014. The plan addresses a number of priority areas including services, planning and communication and awareness raising within the community.
	Our community facilities are accessible and function as cultural hubs to attract a range of users.	<p>This four year Term Achievement has been substantially completed with regard to the accessibility and functionality of community facilities.</p> <p>Key achievements include the construction and opening of the Ku-ring-gai Fitness and Aquatic Centre in 2014/15. Improvements to the centre include a new heater for the outdoor pool which has provided year round accessibility and planning for an accessible hoist for the adult change rooms.</p> <p>Delays in the progression of this Term Achievement were due to bush fire risk management issues affecting the suitability of the proposed location for Council's new cultural and environmental education centre at the Wildflower Garden site.</p> <p>Continuing investigations into an alternative site within the Precinct is included in Council's adopted 2017–2018 Operational Plan.</p>

✓	Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.	<p>Ku-ring-gai's rich cultural diversity and creativity was celebrated through a range of programs and events. Of note were the events and programs related to Council's friendship relationship with Pozieres, the Centenary of the First World War and the internationally recognised St Ives Medieval Faire which has increased in popularity over the past three years. Council also presents the popular Festival on the Green and Twilight Concerts along with other events to mark cultural and nationally significant dates such as the Australia Day events, Guringai festival and International Women's Day.</p> <p>Council's library services provided free access to information and material across a range of cultural groups and visitor numbers indicate high usage of this popular service.</p>
✓	Our community is engaged in shaping the identity of their local areas and feel secure and socially connected.	The community was kept well informed about civic matters through extensive communications programs, expanded use of social media and displays in the libraries and customer service centre. Community safety and social initiatives were promoted through relevant community groups and regular workshops and expos.
✓	Volunteers are valued, recognised and supported in providing services to the community.	Volunteer programs are developed and implemented to support the many valuable volunteers in the community. Opportunities for volunteering are vast and strategies are implemented to encourage and promote volunteers throughout the community. Council continued to work in partnership with the Commonwealth Home Support Program Services to place volunteers according to their age, availability and interest. Council's environmental volunteering program also supported 628 bushcare, streetcare and park care volunteers across 148 sites across the LGA. Training and support was provided for volunteers who are recognised in many ways for their valuable contribution to the community.
✓	A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.	<p>Health and well-being was promoted in the community through a range of programs and activities including the well patronised Active Ku-ring-gai Program which offers many exciting and challenging activities. Priorities from Council's Unstructured Recreation in Natural Areas strategy have progressed and a number of key sports venues have been upgraded.</p> <p>The completion and opening of the Ku-ring-gai Fitness and Aquatic Centre enabled the introduction of a range of healthy lifestyle programs that continue to be very popular across all age groups within the community.</p>
✓	New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment.	Council's Open Space Strategy and Program continued to be implemented through a number of new and improved parks and playgrounds across the Ku-ring-gai local government area.

	<p>Our residents and visitors enjoy clean, safe, friendly and vibrant neighbourhoods.</p>	<p>All established public health and safety programs and regulatory services provided by Council achieved agreed outcomes for the community over the four year period.</p> <p>Achievements included adoption and implementation of the Companion Animals Management Plan including owner education programs and the successful 'Dogs Day Out' event and implementation of swimming pool safety regulations.</p>
	<p>Council's planning approach to the provision of housing across Ku-ring-gai addresses the supply, choice and affordability needs of the community.</p>	<p>The planning for housing across Ku-ring-gai has addressed the supply, choice and affordability needs of the community. This has involved analysis and monitoring of Council land holdings and the master planning for new housing opportunities within the key local centres of under the award winning Activate Ku-ring-gai local centres program.</p> <p>Council's key Local Environmental Plans, gazetted within the four year period, have provided for the supply and choice of housing. The issue of housing affordability is a key policy objective of the Greater Sydney Commission and will be addressed in the North District Planning process.</p>
	<p>Diversity and supply of new housing has been investigated to provide safe and responsive housing that addresses the changing population.</p>	<p>This four year Term Achievement has been substantially completed with regard to Council's investigation into the diversity and supply of new housing that addresses Ku-ring-gai's changing population.</p> <p>Achievements over the four year period include investigation into potential opportunities to develop partnerships with stakeholders to provide affordable housing choices.</p> <p>Council has also contributed to the ongoing policy debate on affordable housing through representations and collaboration with the NSW Department of Planning and Environment and the Greater Sydney Commission.</p> <p>Further progression of this Term Achievement is dependent on the Greater Sydney Commission's development of a broader policy framework for the provision of affordable housing, as part of the Plan for Growing Sydney and associated District Plans. This should provide clearer direction with Council's future policy responses to the issue of affordable housing.</p>
	<p>Plans encourage enhanced adaptability to allow for ageing in place, accessibility and sustainable housing.</p>	<p>Over the four year period Council's new local environmental plans and development control plans were finalised to provide policy and regulatory directions for adaptability to allow for ageing in place, accessibility and sustainable housing. Key achievements were the major review of Council's Development Control Plans (DCPs) finalised in June 2016, which included a review of adaptability provisions.</p>

	Plans are developed in partnership with emergency service agencies and key stakeholders and implemented.	<p>Projects and operational programs were satisfactorily progressed or completed over the four year period. This included annual fire trail, firebreak and hazard reduction maintenance programs.</p> <p>Key achievements included completion of the Hornsby Ku-ring-gai Emergency Management Plan (EMPLAN) for public comment and completion of the Hornsby/Ku-ring-gai Bushfire Risk Management Plan for 2017-2020, with significant Council contributions made to both plans. Flood risk studies for both Lovers Jump Creek and Blackbutt Creek were also completed, with the next stage of Flood Risk Management Studies and Plans now underway.</p>
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Delivery Program – Performance Indicators

These indicators measure Council's performance across a range of activities and are measured annually as part of the June bi-annual reporting process. Explanations are provided for indicators not achieved.

Performance Indicator	Baseline	Achieved			
		13/14	14/15	15/16	16/17
Community participation at major supported community events.	Annual target of 30,000 participants at major local events supported by Council. <i>(Data source: Council)</i>	51,121	24,000	35,000	45,000
Participation in leisure and cultural activities supported by Council.	During 2012/2013 over 100,000 people participated in selected leisure and cultural activities supported by Council. <i>(Data source: Council)</i>	66,000	225,000	100,000+	100,000+
Fire trails improvements and hazard reduction.	Annual target of 80% completion for both fire trail improvement program and hazard reduction program. <i>(Data source: Council)</i>	87	63	100% of fire trails and walking tracks. 43% hazard reduction burn program.	100% of fire trail works completed. 100% of fire breaks and asset protection zones maintained. 45% of hazard reduction burn program completed. ⁷

⁷ While 100% of fire trails completed which included annual maintenance program and grant funded improvement works at Koombalah Fire Trail, the hazard reduction burn program was impeded due to unfavourable weather conditions that were not conducive to completing hazard reduction burns. Four burns out of nine were completed.

Achievements

Comprehensive community engagement programs were delivered over the four year period with a focus on fostering our community and cultural vitality. The programs and initiatives discussed below were funded by Council's Environmental Levy:

Council's environmental volunteering program, including Bushcare, Streetcare and Parkcare, whereby over 628 volunteers dedicate over 12,000 volunteer hours per year at over 169 sites within Ku-ring-gai on bush regeneration activities.



Bushcare volunteers undertaking bush regeneration activities

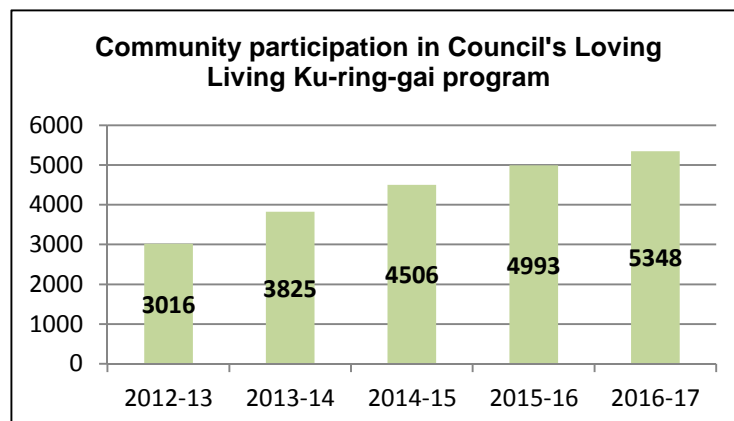
Council's Loving Living Ku-ring-gai community engagement program, including:

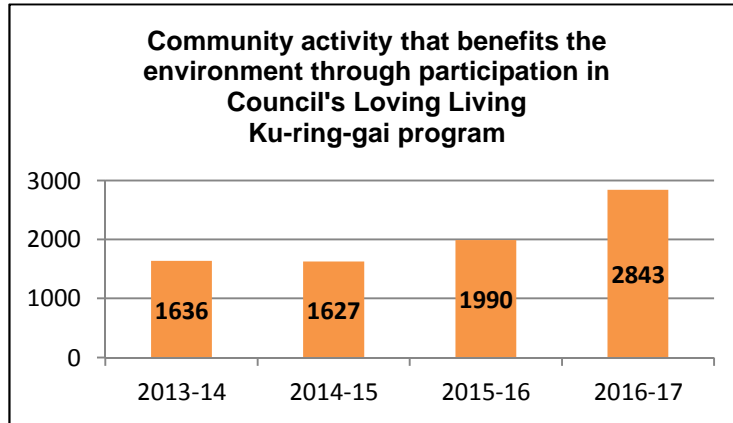
- **Water Smart**, offering water rebates on raingarden and rainwater tanks to all Ku-ring-gai residents. A total of \$39,000 in community rebates has been awarded to facilitate stormwater management investment on private properties, which has resulted in the installation of 63 rainwater tanks with a collective capacity of 300 kilolitres capacity and matched community investment of \$169,000.
- **Energy Smart Savers**, providing rebates for energy efficient pool pumps and regular information sessions on energy efficiency and solar power. A total of \$80,000 in community rebates has been awarded for the installation of 267 energy-efficient pool pumps, leading to annual savings of \$111,955 and energy savings of 490MW and matched community investment of \$278,000.
- **Smart Units**, providing Ku-ring-gai unit blocks with energy, water and waste audits and tailored action plans. Tailored sustainability action plans have been developed for 20 unit blocks in Ku-ring-gai, with over \$600,000 of annual savings identified in common areas of apartment blocks for energy management measures, such as replacing lights (emergency lights, lights in car parks, foyers, passages, gardens and garbage rooms); carbon monoxide sensors in car parks; solar installations to offset energy use in common areas and a review of tariffs.
- **Smart Homes**, an online web resources for incorporating sustainability into house renovations, retrofits or rebuilds and a sustainable building design event series.

- **Compost Revolution**, offering subsidised compost bin or worm farms and online tutorials. A total of 52 worm farms and 195 compost bins have been distributed to Ku-ring-gai households, diverting 31 tonnes of waste from land fill
- **Climate Wise Communities**, designed to improve community resilience to the impacts of severe weather events as a result of a changing climate at a personal, property and neighbourhood level; and our sustainability event series. This includes events for the culturally and linguistically diverse (CALD) community. Council has assisted over 740 members of the Ku-ring-gai community to prepare for more extreme bushfire, storm / flood and heatwaves events. A total of 392 members of the Chinese / Korean community have participated in sustainability workshops and / or bushwalks
- **Greenstyle**, providing home sustainability and garden advice to Ku-ring-gai residents. Council has provided tailored sustainability advice and action plans for 143 households on reducing energy, water and waste and saving money; and garden advice for 171 households.

Council's Community Small Grants Program, assisting the Ku-ring-gai community to deliver small, community based, environmental projects at a neighbourhood level. A total of \$739,665 has been distributed to community groups for 203 local environmental projects.

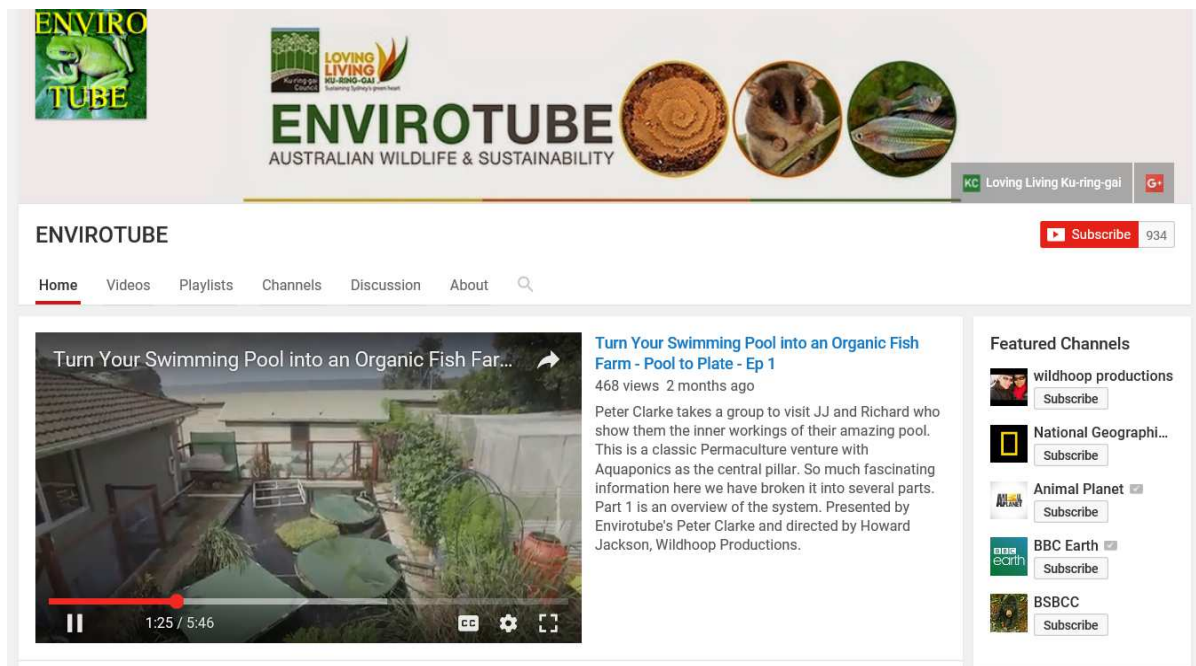
Small grants program recipient receiving award from Councillor Jennifer Anderson





Participation in Council’s Loving Living Ku-ring-gai program

There has been over 21,600 participants in Council’s Loving Living Ku-ring-gai program and over 8,000 actions taken by residents to benefit the local Ku-ring-gai environment.



Social Media

Council continues to broaden its community outreach, through social media. Council’s Loving Living Ku-ring-gai Facebook page now has 2,635 followers; the Loving Living Ku-ring-gai Twitter account has 525 followers; the YouTube Envirotube channel now has 1,083 subscribers and the 40 videos on the channel have registered over 300,000 views; and the monthly sustainability e-news has 2,309 subscribers.

Theme 2: Natural Environment

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

Community Strategic Plan 2030

Progress of Long term objectives - Performance Indicators

This theme includes five long term objectives and ten performance indicators that contribute to environmental outcomes for Ku-ring-gai. Progress of long term objectives is measured by achievement of the targets for each indicator. The achievement of each indicator has been derived from data obtained from the stated baseline source.

Long term objective	Performance Indicator	Target	Achieved
A community empowered with knowledge, learning and information that benefits the environment.	Residents involved in community environmental programs per year.	Increasing trend	✓
	<i>Comments: Increased participation rates. Source: 2014 and 2017 Council participation records.</i>		
	Community activity that benefits the environment.	Increasing trend	✓
	<i>Comments: Increased activity levels. Source: 2013/14 and 2016/17 Council participation records.</i>		
Our bushland is rich with native flora and fauna.	Condition of bushland managed by Council.	Improving trend	✓
	<i>Comments: The condition of bushland managed by Council as determined by resilience, threats and weed ratings was maintained. Source: 2014/15 and 2016/17 Council data results.</i>		
	Area of bushland/habitat regenerated.	Hectares per year	✓
	<i>Comments: Baseline of 20.5 hectares was achieved each year. Source: 2013/14 and 2016/17 Council data results.</i>		
Our natural waterways and riparian areas are enhanced and protected.	Physical creek remediation projects completed.	Number completed per year	✓
	<i>Comments: Baseline of 1 creek remediation project was achieved each year. Source: 2013/14 and 2016/17 Council data results.</i>		
	Stream health through diversity of macros invertebrates.	Maintain or improving trend	✓
	<i>Comments: Baseline of 100% of tested creeks was achieved each year. Source: 2013/14 and 2016/17 Council data results.</i>		

Long term objective	Performance Indicator	Target	Achieved
A community addressing and responding to the impacts of climate change and extreme weather events.	Household electricity consumption per capita.	Decreasing trend	✓
<i>Comments: Decreased consumption per capita. Source: 2014 and 2017 Ausgrid and RAPP2.0 data results.</i>			
	Number of residents involved in climate change adaptation activities per year.	Increasing trend	✓
<i>Comments: Increased participation rates. Source: 2014 and 2017 Council participation records.</i>			
A community progressively reducing its consumption of resources and leading in recycling and reuse.	Potable water consumption per capita.	Decreasing trend	✓
<i>Comments: Decreased consumption per capita. Source: 2014 and 2017 Sydney Water data results.</i>			
	% household waste diverted from landfill.	Maintain/Increasing Trend	✗
<i>Comments: 55.32% total household waste was diverted from landfill in 2016/17 compared to the baseline of 60%. This is due to continued reduction in paper tonnages and reduced demand for newspapers and magazines. Source: 2013/14 and 2016/17 Council data results.</i>			



Hazard reduction burn

Delivery Program 2013-2017

Progress of Long term objectives – Term Achievements

Progress of the Long Term Objectives is also measured by completion of Term Achievements set by Council in its Delivery Program for the period 2013 – 2017. The Term Achievements express how far Council will progress the Long Term Objectives contained in the Ku-ring-gai Community Strategic Plan 2030 during its term. The table below provides commentary for each Term Achievement that contributes to environmental outcomes.

Legend:



Completed




Substantially completed



Not completed

Achieved	Term achievement	Comments 2013-2017
	Increased community understanding of the value of the natural environment and local environmental issues and impacts.	<p>Annual increases over the four year period in subscriptions to the suite of Council's Loving Living Ku-ring-gai program's social media and electronic communications and annual increases in community participation is facilitating improved community understanding of environmental issues relevant to Ku-ring-gai.</p> <p>A 2016 community survey of Loving Living Ku-ring-gai program participants revealed that 77% of respondents increased their knowledge of environmental or sustainability issues and 63% of respondents had increased awareness of their environmental impact as a result of participating in the program.</p>
	Increased community action that benefits the environment.	<p>Council's 'Loving Living Ku-ring-gai' program continues to lead to increasing numbers of residents taking action to improve the environment, whether it be through a native bee hive or Pool to Pond conversion, the installation of energy efficient pool pumps, rainwater tanks and raingardens, sustainable building design, bush regeneration volunteering, compost bins and worm farms, or the delivery of an environmental project through the Environmental Levy small grants scheme. Program evaluation over the four year period demonstrated 7,691 reported actions by the local community to benefit the environment.</p>
	Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna.	<p>This four year Term Achievement has been substantially completed with regard to the development and revision of policies and plans to improve the conservation and recovery of flora and fauna.</p> <p>During the four year period Council adopted a revised Biodiversity Policy, Water Sensitive City Policy, Dumping and Encroachment in Bushland Policy, Fauna</p>

		<p>Management Policy and Climate Change Adaptation Strategy, that all include objectives and management actions to improve the conservation and recovery of flora and fauna within Ku-ring-gai.</p> <p>Delays in the progression of this Term Achievement were due to rescheduling of the review of the Natural Areas (Bushland Reserves) Plan of Management, which is included for preparation in Council's adopted 2017 – 2018 Operational Plan.</p>
✓	Ecological protection and understanding is integrated within land use planning.	Over the four year period ecological provisions were incorporated into Ku-ring-gai's new Local Environmental Plans and Development Control Plans as well as Council's environmental assessment procedures. These provisions are regularly monitored and support training provided to staff.
✓	The condition of natural waterways and riparian areas have improved and water harvesting and reuse has significantly increased.	Over the four year period Council's stream health monitoring program demonstrated that 100% of the creeks tested have maintained or improved their stream health score. Council also brought more stormwater harvesting systems on line, facilitating increased water harvesting and reuse. In the 2016-2017 year 86% of total demand across Council's reuse/harvesting sites was being met by reused/harvested water.
✓	Ecological protection of our waterways is integrated within land use planning.	Riparian provisions were incorporated into Ku-ring-gai's new Local Environmental Plans and Development Control Plans and Council's environmental assessment procedures. These provisions are regularly monitored and support training provided to staff.
✓	The community is effectively informed and engaged on climate change issues.	Council's Climate Wise Communities (CWC) program has assisted the Ku-ring-gai community to build resilience to extreme weather events, as a result of a changing climate. During the four year period a total of 746 participants attended a CWC program workshop.
✓	Council's vulnerability to climate change is reduced.	In 2016 Council adopted a revised Climate Change Adaptation Strategy which provided a management framework for Council to reduce its vulnerability and improve its resilience to the impacts of climate change, in relation to service delivery, operations and people.
✓	The community is responsible and engaged in improved recycling and reduction in resource use.	Over the four year period Council finalised a regional waste disposal contract to enable Council's participation in a regional waste program. All programs for waste and recycling education, special waste collection events and projects funded by the Waste Less Recycle More program were also successfully delivered. Waste recycling trends over the period reflect the continued decrease in newspaper usage and increased community awareness for mixed recycling.

	<p>The community is responsible and engaged in energy and water conservation and efficiency programs.</p>	<p>Over the period Council’s Energy Smart Savers program has provided the community with an opportunity to reduce their energy use and carbon footprint through an annual rebate scheme (currently for energy efficient pool pumps) and workshop series. Similarly Council’s Water Smart program also provided the community with an opportunity to reduce their water use through an annual rebate scheme (for rainwater tanks and rain gardens) and workshop series.</p> <p>The results of these programs continue to be monitored.</p>
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Bats in Ku-ring-gai area

Delivery Program – Performance Indicators

These indicators measure Council's performance across a range of activities and are measured annually as part of the June bi-annual reporting process. Explanations are provided for indicators not achieved.

Performance Indicator	Baseline	Achieved			
		13/14	14/15	15/16	16/17
Residents involved in community environmental programs.	Number (2,479) of residents at a household or individual level who participated in community environmental programs in 2012/13. <i>(Data source: Council)</i>	3,348	4,257	4,531	5,348
Community activity that benefits the environment.	Number (1,565) of residents at a household or individual level who carried out actions to benefit the environment as a result of participation in Council programs in 2013/14. <i>(Data source: Council)</i>	1,565	1,298	1,826	2,843
Area of bushland/habitat regenerated.	In 2012/2013 bush regeneration works were conducted on 20.5 hectares of bushland. <i>(Data source: Council)</i>	20.5	51	61	60
Condition of bushland managed by Council (resilience rating).	Bushland condition rating (>76%) determined for sample bushland reserve site in 2014/15. <i>(Data source: Council)</i>	79.9	89	76	76
Condition of bushland managed by Council (weeds rating). <i>Lesser is better.</i>	Bushland condition rating (<30%) determined for sample bushland reserve site in 2014/15. <i>(Data source: Council)</i>	13.5	24	30	30
Condition of bushland managed by Council (threats rating). <i>Lesser is better.</i>	Bushland condition rating (<39%) determined for sample bushland reserve site in 2014/15. <i>(Data source: Council)</i>	72.5	76	38	38
Creeks tested that maintain or improve their stream health score.	In 2012/2013 100% of tested creeks maintained or improved their stream health score. <i>(Data source: Council)</i>	100	100	100	100
Physical creek remediation projects completed.	Number (1) projects completed per year.	2	1	1	1
Rubbish diverted from our waterways (tonnes)	1,887 tonnes (volume) diverted per year. <i>(Data source: Council)</i>	2,141	2,496. 50	2,043	2,295
Percentage household waste diverted from landfill.	In 2012/2013 60% of total household waste was diverted from landfill. <i>(Data source: Council)</i>	56.2	57	57	55.32 ⁸
Residents involved in climate change adaptation activities per year.	In 2012/2013 there were 106 participants in climate change adaptation activities. <i>(Data source: Council)</i>	248	275	278	294
Household potable water consumption per capita. <i>Lesser is better.</i>	In 2012/2013 there was 83.02 kL/capita water consumption (based on Estimated Residential Population (ERP) of 116,527). <i>(Data source: Sydney Water)</i>	83	87.36	79.89	79.38

⁸ Paper tonnages continue to drop due to a downturn in the newspaper industry. This figure does not include e-waste.

Performance Indicator	Baseline	Achieved			
		13/14	14/15	15/16	16/17
Household electricity consumption per capita. <i>Lesser is better.</i>	In 2012/ 2013 there was 3,187kWh household energy consumption per capita. <i>(Data source: Ausgrid and RAPP2.0)</i>	3,187	2,891	2,975	2,980

Achievements

Long term environmental initiatives, funded through Council's Environmental Levy, continued to improve Ku-ring-gai's native bushland and waterways, protect our biodiversity and reduce energy and water usage. Achievements included the following:

Biodiversity and bushland management

Through the NSW Government's Linking Landscapes program, Council created a 119 hectare BioBanking site at Rofe Park, Sheldon Forest and Comenarra Creek Reserve, with over \$2 million dollars (including a \$1.6 million grant) secured in funding for the management of the three reserves for the purpose of biodiversity conservation.

Council manages 1,152 hectares of bushland, with 24 vegetation communities (7 listed under *NSW Biodiversity Conservation Act, 2016* and 4 listed under *Environment Protection and Biodiversity Conservation Act, 1999*), 10 threatened flora species and 23 threatened fauna species. Council's annual bush regeneration program is conducted in 37 priority reserves, covering 60 hectares. A total of 20 ecological burns were conducted covering 12 hectares, to control weeds, improve native plant diversity and stimulate new growth.

Council developed a bushland prioritisation matrix to guide investment in Council's bush regeneration program. Ku-ring-gai's bushland reserves are rated based on (i) the significance of the vegetation community/ species within the reserve; (ii) the resilience of the reserve; and (iii) the site impacts (or threats) occurring within the reserve. Those reserves that received the highest ranking (highest value/ lowest threats) are prioritised for funding.

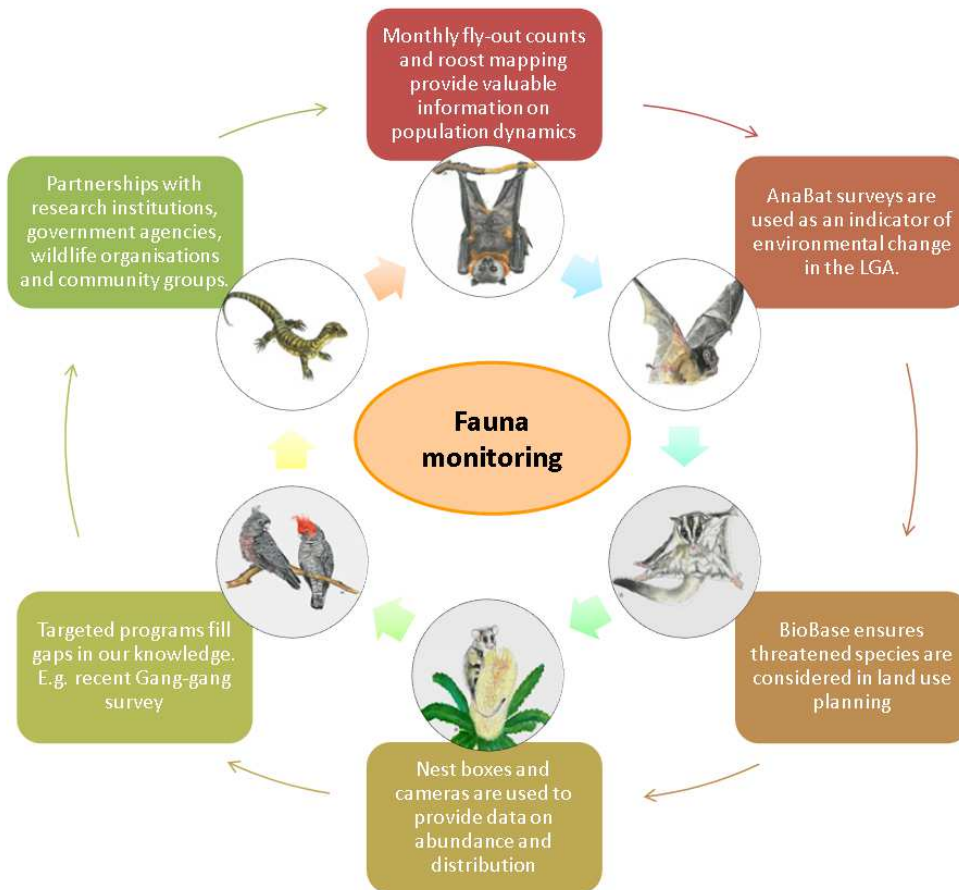
Council also developed a bushland condition rating, used to measure the outcomes of Council's bush regeneration program. This includes a resilience (the capacity of the site to recover from a disturbance event), weed (the total weed severity and density occurring on site) and threats (site impacts occurring) rating for each reserve. The aim is for the resilience rating to increase and the weeds and threats rating to decrease over time, hence demonstrating an improved condition in Council's bush regeneration sites.

Over 600 dumping and encroachment issues in bushland were resolved and 33 bushland reserves proactively monitored for dumping and encroachment, representing 35 linear kilometres and 3,694 dumping / encroachment educational letters delivered to residents.

The delivery of a fauna monitoring program has provided Council with an overview of fauna biodiversity in the LGA, including:

- Grey-headed Flying Fox counts and extent mapping, to determine population trends and feeds for the National Flying Fox census run by the CSIRO.
- Eastern Pygmy Possum monitoring, in collaboration with community volunteers, where 24 nest boxes are monitored monthly, providing data on abundance and distribution.

- Microbats monitoring, where 30 sites around the Ku-ring-gai LGA are surveyed for microbats, providing insights into abundance, assemblage and distribution.
- Large reserve based fauna surveys. The most recent was a fauna survey in Sheldon Forest and Rofe Park, which will contribute to the development of a monitoring program to better understand the impacts to fauna associated with fire.



Council's Wild Things Program distributes stingless native beehives to Ku-ring-gai residents and assists local residents to convert their unwanted pools into easy-to-maintain ponds rich in biodiversity. Over 1,000 native bee hives have been distributed (645 in Ku-ring-gai and 359 across Sydney and surrounds) and 72 Pool to Pond conversions completed to date. See map opposite.



Newly split native beehives



Pool to pond conversion



Bush fire management

Council’s bush fire management program has involved the completion of 7 kilometres of major fire trail upgrades and a review and certification of a revised Bush Fire Prone Land Map for the Ku-ring-gai LGA.



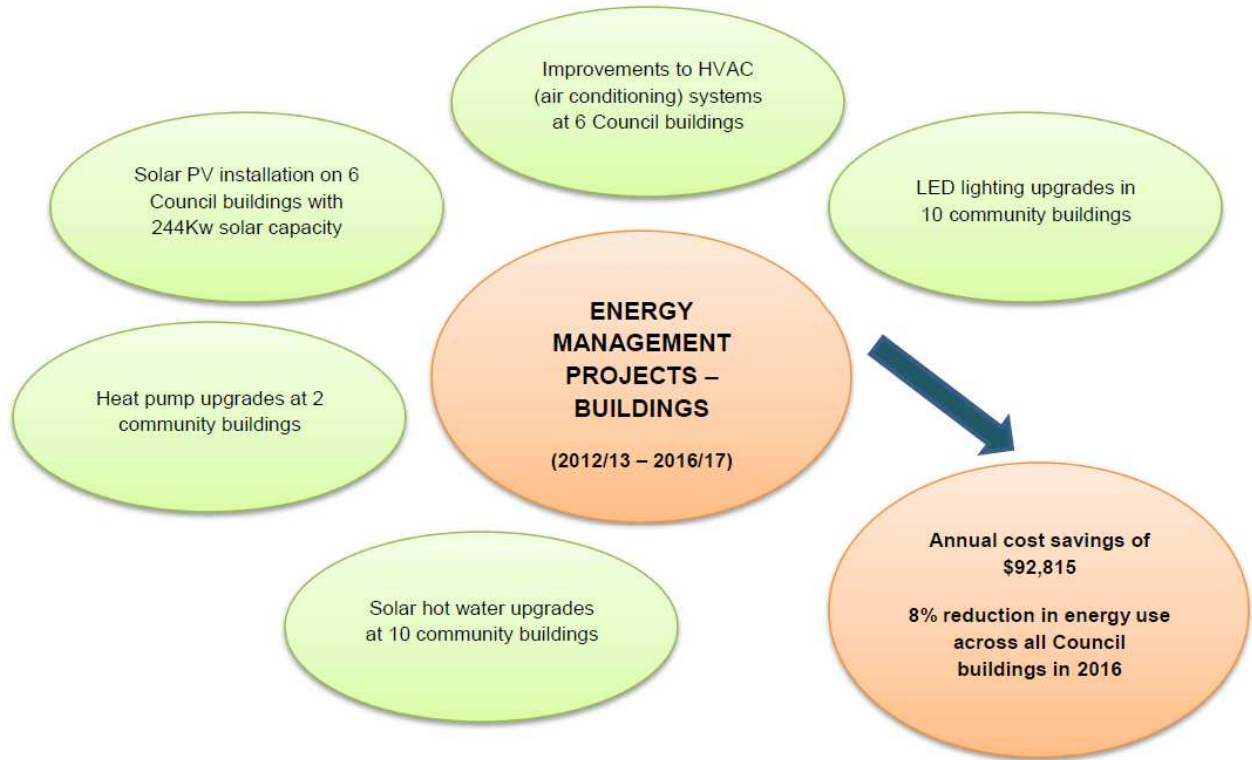
Fire trail upgrade – before



Fire trail upgrade – after

Energy management

Council's energy management program involves the delivery of a range of renewable energy and energy efficiency projects such as HVAC upgrades, LED lighting upgrades and intelligent lighting control upgrades, the installation of solar PV, solar hot water upgrades and the installation of energy management tools such as Building Management System (BMS) controls and sub-metering.



Lighting upgrade



Solar panel installation

Water and catchment management

Council's urban water management program involves the installation of stormwater harvesting systems, sediment and filter basins, biofilter systems, gross pollutant traps, creek stabilisation works and water quality and macroinvertebrate sampling across the Local Government Area (LGA). Achievements include:

- A total of 10,845 tonnes of rubbish has been diverted from our waterways (from our Water Sensitive Urban Design (WSUD) devices, Gross Pollutant Traps (GPTs) and street sweeping).
- In 2016/17, 86% of total demand across Council's reuse/harvesting sites was being met by reused/harvested water.
- Council manages 14 stormwater harvesting systems; 1 creek harvesting system; 1 roof top filter garden; 2 leachate recycling systems; 2 sewer mining systems; 45 bio filter gardens; 77 stormwater quality improvement devices; and 140 pit litter traps.
- A total of 11 creek restoration projects have been delivered to date.



Water sensitive urban design systems across LGA

Partnerships

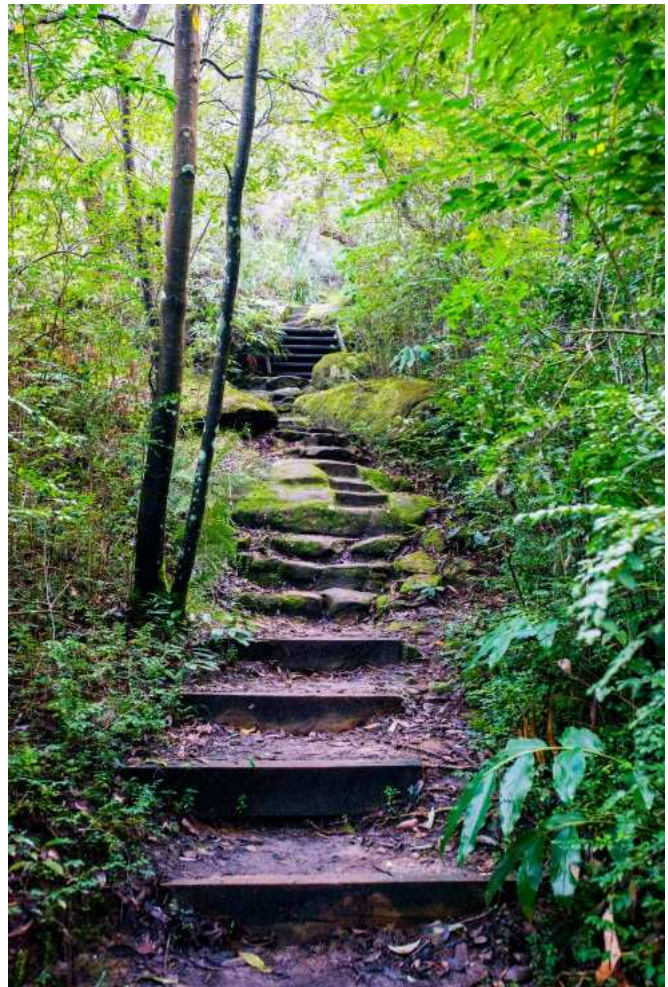
Council participates in research partnerships, such as the Cooperative Research Centre (CRC) for Water Sensitive Cities and the University of Technology (UTS) on water management research projects, including investigations into the quality of Council's harvested stormwater.

Community recreation

Council has constructed and maintained the Jubes Mountain Bike Park and maintains walking tracks across the LGA. Council has maintained 27.8km of walking tracks and renewed 2.3km of walking tracks.



Jubes mountain bike park



Walking track upgrade

Theme 3: Places, Spaces and Infrastructure

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

Community Strategic Plan 2030

Progress of Long term objectives - Performance Indicators

This theme includes seven long term objectives and eight performance indicators that contribute to environmental outcomes for Ku-ring-gai. Progress of long term objectives is measured by achievement of the targets for each indicator. The achievement of each indicator has been derived from data obtained from the stated baseline source.

Long term objective	Performance Indicator	Target	Achieved
Ku-ring-gai's unique visual character and identity is maintained.	Level of importance of Ku-ring-gai's unique visual character and identity to the community.	Steady or increasing trend	✓
<i>Comments: Increased resident satisfaction with survey benchmark services. Source: 2014 and 2017 Community Research results.</i>			
A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.	Resident satisfaction with the visual quality of design in the Ku-ring-gai area.	Steady or increasing trend	✓
<i>Comments: Increased resident satisfaction with survey benchmark services. Source: 2014 and 2017 Community Research results.</i>			
The built environment delivers attractive, interactive and sustainable living and working environments.	Resident satisfaction with the attractiveness (visual amenity) of our local centres.	Steady or increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
	Resident satisfaction with Council's regulatory services.	Steady or increasing trend	✓
<i>Comments: Increased resident satisfaction with survey benchmark services. Source: 2014 and 2017 Community Research results.</i>			
Ku-ring-gai's heritage is protected, promoted and responsibly managed.	Resident satisfaction with protection of heritage.	Steady or increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.	Resident satisfaction with recreation, sporting and leisure facilities.	Steady or increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.	Resident satisfaction with Council's community facilities.	Steady or increasing trend	✓
<i>Comments: Increased resident satisfaction with survey benchmark services. Source: 2014 and 2017 Community Research results.</i>			
An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.	Resident satisfaction with roads, footpaths, drainage and parking.	Steady or increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			

Delivery Program 2013-2017

Progress of Long term objectives – Term Achievements

Progress of the Long Term Objectives is also measured by completion of Term Achievements set by Council in its Delivery Program for the period 2013 – 2017. The Term Achievements express how far Council will progress the Long Term Objectives contained in the Ku-ring-gai Community Strategic Plan 2030 during its term. The table below provides commentary for each Term Achievement that contributes to environmental outcomes.

Legend:



Completed











Substantially completed





Not completed

Achieved	Term achievement	Comments 2013-2017
	Opportunities are provided to our community to contribute to plans for enhancing the local area and visual amenity of our centres.	Design concepts have been prepared in consultation with the community for Council's neighbourhood centre projects. This included the previous Princes Street shops upgrade in Turramurra, the current Mall Shops upgrade at Warrimoo Avenue, St Ives and proposed upgrade works at Wellington Road Shops, East Lindfield. Council's program of improvements to neighbourhood and local centres, supplemented with graffiti removal, cleaning of civic areas, parks maintenance and tree management services continue to contribute to the improvement and maintenance of the Ku-ring-gai area.
	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character.	This four year Term Achievement has been substantially completed with regard to the development and implementation of strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character. Key achievements are the contemporary controls contained in Council's new Development Control Plans which are monitored for consistency with Council's policies and planning documents to protect and enhance Ku-ring-gai's unique landscape character. Delays in the progression of this Term Achievement were due to the postponement of Council's No Net Loss Policy as a result of the current NSW land management and biodiversity conservation reforms. Development of the No Net Loss Policy has been rescheduled and included in Council's adopted 2017 – 2018 Operational Plan.
	Land use strategies, plans and processes are in place to effectively manage the impact of new development.	Contemporary land use strategies, plans and processes were put in place to effectively manage the impact of new development in Ku-ring-gai. Key achievements include the new principal Local Environmental Plan and

		Development Control Plan, Local Centres Development Control Plan, new heritage provisions in the LEP's and DCP's incorporating new heritage controls and guidelines, heritage conservation areas as well as biodiversity and riparian area controls. Council also provided comprehensive submissions on the recently exhibited Draft North District Plan and Greater Sydney Plan, consistent with Ku-ring-gai's objectives for managing new development.
	Community confidence has continued in our assessment, regulatory and environmental processes.	Council's assessment, regulatory and environmental processes were reviewed against Council's adopted policies and plans to ensure they are consistent with the outcomes that Council's plans seek to achieve. All assessment, regulatory and environmental processes achieved set statutory and community outcomes during the period.
	A high standard of design quality and building environmental performance is achieved in new development.	Council continued to promote a high standard of design quality and building environmental performance in new development through planning controls and guidelines in LEP's and DCP's. Other innovative initiatives include Council's Smart Homes program which aims to encourage a greater uptake of sustainability design principles into residential development applications and The Ku-ring-gai Architecture and Urban Design Awards also provided a mechanism for Council to celebrate excellence in architecture and urban design and promote the professionals responsible for its delivery.
	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.	Over the four year period new heritage controls and provisions were included in Council's major local environmental plans and development control plans. Planning proposals were also completed for new heritage conservation areas and heritage items. Submissions were made on several NSW Planning Reforms and the Draft North District Plan, including the need to further recognise and strengthen the role of Ku-ring-gai's unique heritage in the region. Consideration of Aboriginal heritage sites continued and are part of Council's standard environmental assessment process.
	Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.	This four year Term Achievement has only been partially completed with progress affected by limited potential funding and staff resources. Suitable external funding remains unavailable for this project. Options for prioritising Conservation Management Plans for Council owned heritage places are currently being considered and availability of funding internally. A revised priority list of Council owned buildings that require a Conservation Management Plan will be prepared along with options for internal funding as part of Council's adopted 2017 - 2018 Operational Plan.

	<p>Local, Aboriginal and cultural history is recognised and promoted.</p>	<p>Local Aboriginal culture and history continued to be recognised and protected through Council's continued participation in the regional Aboriginal Heritage Office initiative. The AHO provides comprehensive programs that are presented regularly at festivals and events, in particular those associated with the Guringai Festival and Reconciliation Week. Aboriginal bush skills, art and culture and Dreamtime programs were presented at the St Ives Precinct, along with Aboriginal bush walks.</p>
	<p>A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.</p>	<p>This four year Term Achievement has been substantially completed with regard to the delivery of Council's program of improvements to existing recreation, sporting and leisure facilities and the establishment of new facilities.</p> <p>Key achievements include completion and operation of major components of the North Turramurra Recreation area, completion and opening of the Ku-ring-gai Fitness and Aquatic Centre, and completion of significant new and improved sporting and recreation facilities for Ku-ring-gai.</p> <p>Delays in the progression of this Term Achievement were due to limited work completed on a number of plan of management and master planning projects.</p> <p>These projects have been rescheduled for progression or completion in Council's adopted 2017 – 2018 Operational Plan.</p>
	<p>Standards are developed to improve the condition and functionality of existing and new assets.</p>	<p>This four year Term Achievement has been substantially completed with the majority of planned programs and projects successfully completed during the four year period for the maintenance and refurbishment of Council's buildings and facilities.</p> <p>Key achievements include completion of building upgrades to the Roseville Chase Community Hall and the Roseville Art Centre.</p> <p>Delays in the progression of this Term Achievement were due to the development of sustainability performance standards for Council buildings and facilities not being completed. Finalising development of these standards has been included in Council's adopted 2017 – 2018 Operational Plan.</p>
	<p>Usage of existing community buildings and facilities is optimised.</p>	<p>Council provides a range of buildings and facilities that are available for the community for long term lease or for casual or permanent hire. Halls and meeting rooms in particular have been in high demand with high utilisation rates across the entire reporting period. Visitor numbers at the St Ives Precinct continued to increase as a result of a comprehensive marketing program.</p> <p>In particular Caley's pavilion for wedding and function hire, picnic grounds for birthday parties and the show ground for events and markets. The High Ropes and the</p>

		regional playground projects at the show ground have progressed, and tennis and court facilities across the LGA have been upgraded and marketed to the sporting community. Golf courses are professionally managed with a significant increase in player numbers at the North Turramurra course.
	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity.	Over the four year period Council completed major capital works programs across all themes in the Community Strategic Plan in response to current and projected community needs and defined levels of service. This included a significantly expanded program of new and upgraded roads, footpaths, drainage and traffic facilities; new and upgraded parks and sporting facilities; improvements to community buildings and facilities and planning for revitalisation works to the main centres. Key achievements include progression of planning for the Activate Ku-ring-gai program including the largest projects currently planned for Ku-ring-gai – Activate Lindfield, Activate Turramurra and Activate Gordon projects, which are integrated multi-million dollar capital works of which contributions will be a key contributing factor to their planning and delivery.
	Programs for infrastructure and asset maintenance management are delivered in accordance with the adopted Asset Management Strategy and Plans.	<p>This four year Term Achievement has been substantially completed with the majority of Council's capital works program for roads, drainage and footpaths completed. Key achievements over the four year period include the delivery of Council's capital works program and improvement programs for footpaths, roads and drainage substantially in accordance with agreed timetables and budgets. Substantial parks development and sportsfields programs were completed and maintenance programs for parks, sportsfields and open space areas completed to schedule.</p> <p>The funding available from Council's approved infrastructure levy and other operational improvements also allowed Council to expand its asset renewal programs and continue to 'close the gap' on the infrastructure renewal backlog over the past four years. A review of asset information and the infrastructure backlog during the period also resulted in improved prioritisation of asset renewal programs.</p> <p>Council now has a complete suite of Asset Management Plans for all infrastructure assets. The review of these plans is ongoing as part of continuous improvement and to reflect data accuracy.</p> <p>There were some delays in drainage works over the period. These works and some roadworks were rescheduled for completion in Council's adopted 2017 – 2018 Operational Plan.</p>

Delivery Program – Performance Indicators

These indicators measure Council's performance across a range of activities and are measured annually as part of the June bi-annual reporting process. Explanations are provided for indicators not achieved.

Performance Indicator	Baseline	Achieved			
		13/14	14/15	15/16	16/17
Tree Management requests actioned within agreed service delivery standards.	In 2012/2013 90% of the 5,000 tree management requests received were actioned within agreed service delivery standards. <i>(Data source: Council)</i>	85	94	75	70 ⁹
Potable water consumption (kL) in Council facilities. Lesser is better.	In 2012/2013 potable water consumption in Council facilities was 98,282kL. <i>(Data source: Council)</i>	96,543	101,481	101,555	183,573 ¹⁰
Water reuse / recycling (kL) from Council operations.	In 2012/2013 Council reused/ recycled 22,879kL of water from Council operations (leachate re-use and stormwater harvesting systems). <i>(Data source: Water Conservation Group)</i>	13,286	74,593	132,725	134,562
Electricity consumption (MWh) of Council's fixed assets.	In 2012/2013 there was 3,273MWh electricity consumption of Council's infrastructure assets. <i>(Data source: Utilities, Council)</i>	3,767	3,767	5,581	5,124 ¹¹
Greenhouse gas emissions (tonnes CO₂-e) from Council operations.	In 2012/2013 there was 9,527 tonnes CO ₂ -e greenhouse gas emissions from Council's infrastructure assets (electricity, gas, fleet, street lighting). <i>(Data source: Council)</i>	10,068	10,645	11,258	10,589 ¹²

⁹ Budget constraints affected ability to achieve service levels for Council tree works.

¹⁰ While total potable water consumption is similar in 2016/17 relative to 2015/16, consumption has been consistently higher since 2012/13 due to the recharge of the pools when the Ku-ring-gai Fitness and Aquatic Centre opened and the irrigation load from the establishment of turf at the new/ upgraded fields North Turramurra Recreation Area, Koola Park, Howson Oval, Acron Oval and Allan Small Oval.

¹¹ Total Council electricity consumption has decreased by 8% between the 2015/16 and 2016/17 reporting periods due to improved energy efficiency within Council buildings. However, Council electricity consumption increased significantly in 2014 as a number of new assets came online and electricity accounts were transferred from contractors to Council, including 828 Pacific Highway, Ku-ring-gai Fitness and Aquatic Centre, the North Turramurra Sewer Treatment Plant and the Gordon golf Course Sewer Treatment Plan.

¹² Council emissions decreased by 6% between the 2015/16 and 2016/17 reporting period. This is due to improved energy efficiency within Council fixed assets (8% reduction in consumption), improved energy efficiency of Ausgrid street lighting (4% reduction in consumption) and lower fuel consumption by Council's fleet (3% less emissions). However, Council emissions increased significantly in 2014 as a number of new assets came online and electricity accounts were transferred from contractors to Council, including 828 Pacific Highway, Ku-ring-gai Fitness and Aquatic Centre, the North Turramurra Sewer Treatment Plant and the Gordon golf Course Sewer Treatment Plan.

Achievements

This theme is about creating a range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place and to high sustainability standards. Over the four year period council continued to progress a diverse range of projects and initiatives designed to expand and improve facilities within Ku-ring-gai for the enjoyment of our community. Achievements over the period included the following:

Sporting Facilities, Parks and Playgrounds

Council continued to work closely with sporting organisations and clubs, user groups and residents to upgrade and build sustainable sports grounds, netball, tennis and multi-sport courts, clubhouse facilities and other recreational facilities and amenities to provide for the needs of the population into the future. Many of these works require staged planning and construction over years to utilise available funding and maximize availability of the facility to users.

Council also facilitated improvements through direct funding and construction or funding through a combination of government grants and/or contributions from local organisations. Examples include completion of Ku-ring-gai's first all-weather synthetic playing field, the Charles Bean Sportsfield, and new community centre at the former UTS site, Lindfield. These were facilitated through an earlier Voluntary Planning Agreement between Council and the developer of the site, Defence Housing Australia (DHA).

More recently Council has collaborated with the Department of Education to identify partnership opportunities within existing Department of Education sites which could improve facilities for both students and community access.

SPORTING FACILITIES

North Turramurra Recreation Area

This nearly completed multipurpose facility includes a championship grade 18 hole golf course, floodlit synthetic and turf multipurpose sportsfields and practice netball courts.

Golden Jubilee Field, North Turramurra

A major upgrade of this popular baseball ground included two senior and six junior baseball diamonds, floodlights to allow night time training and competition games, practice batting cages, installation of dugouts and scorers' shelters, perimeter exercise path, playground and car park upgrade with more spaces.

Koola Park, East Killara (stages 1-3)

Stages 1 to 3 of this major upgrade of facilities at Koola Park, East Killara included off field improvements, playing surface reconstruction and extension to create an extra playing field (now 4 in total), new turf and synthetic cricket wickets, field drainage and stormwater control measures, field irrigation, fencing and sports field lighting.

Charles Bean Sportsfield, Lindfield (formerly UTS Lindfield site)

During 2013/14 Ku-ring-gai's first all-weather synthetic playing field and a new community centre were completed at the former University of Technology Sydney (UTS), Lindfield oval site and dedicated to Council as part of a voluntary planning agreement between Council and the developer of the site, Defence Housing Australia (DHA).

Howson Oval, South Turramurra

This park upgrade included the reconstruction of the sports field playing surface including new turf, a new synthetic cricket wicket, new fencing, storm water harvesting tank and system and field irrigation and drainage.

Allan Small Park, East Killara

This sport and recreation precinct at East Killara was upgraded to include a multi sports court, reconstructed sportsfield, floodlights, upgraded tennis pavilion, playground and amenities block.

Jubes Mountain Bike Park, Wahroonga

A \$20,000 upgrade to the bike park was completed in September 2014. This involved resurfacing of all three tracks to prevent erosion during wet weather, weed removal alongside the tracks and installation of signage.

Other improvements

Improvements were also implemented at the following sporting facilities:

- Cliff Oval, North Wahroonga.
- Cliff Oval No.2, North Wahroonga.
- Kent Road Oval, Turramurra.
- Warrimoo Oval, St Ives.
- Tennis court upgrades (Robert Pymble Park, Pymble; Richmond Park Tennis Courts, Gordon; Canoon Road Recreation Area, South Turramurra; Allan Small Park, East Killara; Bancroft Park, Roseville; St Ives Village Green, St Ives; Kent Road, Turramurra; Roseville Park, Roseville).

NEW PARKS AND PLAYGROUNDS COMPLETED

Through land acquisition and innovative designs Council increased capacity at existing parks and playgrounds and created new and improved places for play and leisure activities. Key achievements included the following:

Cameron Park, Turramurra extension

The upgrade and extension to Cameron Park in Turramurra was officially opened in March 2017. As part of its adopted Open Space Acquisition Strategy, Council purchased four residential properties in Gilroy Road, Turramurra adjacent to Cameron Park. This effectively doubled the size of Cameron Park providing over 5,500sqm of public parkland. The park is located near Turramurra Station and the Rohini Street shopping strip, to serve local residents as well as those in nearby suburbs.

Carcoola Reserve (Lapwing), St Ives

This park, opened in December 2016, provides a playground that accommodates a range of ages and abilities whilst also providing a natural feel and retaining the character of the current site.

Mahratta Curtilage Park, Wahroonga

Following a subdivision of the Mahratta property in the 1990's approximately 2,000m² of land was given to Council. Due to funding priorities in other suburbs of Ku-ring-gai the land remained undeveloped for some time. After completion of a Conservation Management Plan, Council's park design was approved by Heritage NSW and construction was completed in February 2014. The park retains the existing open lawns, perimeter gardens and front fence and gates of the original property with added seats, playground, paths, fences, bubbler and interpretative signage.

Greengate Park, Killara (formerly Bruce Avenue)

Council identified a need for a new local park in Killara to support new residents of medium-density residential apartments. The park provides a range of accessible and visible spaces for activities such as free running play, an amphitheatre embankment for informal community events and gatherings, a picnic shelter and barbecue, a children's playground, and a quiet contemplative space, all within a landscape setting that complements the character of the neighbourhood. The park was completed and opened to the public in December 2013.

Refurbished parks and playgrounds

Refurbished parks and playgrounds were also completed at the following locations:

- Wahroonga Park, Wahroonga.
- Bancroft Park, Roseville.
- Turramurra Memorial Park & Karuah Park, Turramurra.
- Loyal Henry, Roseville.
- McKenzie Park, Wahroonga.
- Bert Oldfield/Killara Park Playground, Killara.
- Warrimoo Avenue Shops Playground, St Ives Chase.
- Lofberg Road Oval Playground, West Pymble.
- Turramurra Memorial Park Playground, Turramurra.

Land Use Planning and Assessment

Since 2013 Council has put in place a full suite of land use plans and planning controls encompassing urban, biodiversity, heritage and natural areas. These include:

NEW PRINCIPAL LEP AND DCP

The Ku-ring-gai Local Environmental Plan 2015 was gazetted and came into effect in 2015. The LEP provides the framework by which local land use planning can be undertaken in a more integrated and strategic manner. It addresses planning issues such as sustainability, physical and social Infrastructure, natural and built environment, heritage, housing and employment. It also provides greater environmental protection through the introduction of new environmental zones, as well as map overlays linked to local biodiversity areas and riparian lands.

The Ku-ring-gai Development Control Plan (DCP) also came into effect in 2015 to set out detailed guidelines for the location and design of future development and help ensure new development is consistent with the local character, that development retains valuable elements of the site and its surroundings, that the amenity of neighbouring properties is not compromised by development and any development is of a high design standard.

Significant amendments to both the Ku-ring-gai Development Control Plan and the Ku-ring-gai Local Centres Development Control Plan were adopted by Council and came into effect in June 2016. The changes to the planning controls were aimed at improving outcomes for medium and high density development in Ku-ring-gai, such as townhouses, residential apartment buildings and mixed use buildings. This includes ensuring buildings are well designed, relate positively to the natural and built landscape of Ku-ring-gai, take account of neighbouring buildings and maintain coherent streetscapes. The revised controls are in line with state government planning legislation.

HERITAGE CONTROLS

Other significant inclusions in the plans are heritage conservation areas and additional items of heritage significance which may include architectural buildings, trees and gardens. This follows a comprehensive review of Ku-ring-gai's heritage items and controls as part of the preparation of the new LEP and DCPs.

RIPARIAN AND BIODIVERSITY CONTROLS AND GUIDELINES

Ku-ring-gai's new Local Environmental Plan also includes planning provisions to protect biodiversity and riparian lands. The biodiversity provisions in the plan seek to protect, maintain and enhance biodiversity in Ku-ring-gai. This includes the protection and recovery of native flora and fauna, (including species and ecological communities listed as threatened in State or Federal legislation), their habitat and linkages between habitat areas. The riparian provisions seek to protect or enhance waterways and riparian land in Ku-ring-gai and its downstream catchments.


Theme 4: Access, Traffic and Transport

Access and connection to, from and within Ku-ring-gai is safe, reliable and affordable.

Community Strategic Plan 2030

Progress of Long term objectives - Performance Indicators

This theme includes one long term objectives and three performance indicators that contribute to environmental outcomes for Ku-ring-gai. Progress of long term objectives is measured by achievement of the targets for each indicator. The achievement of each indicator has been derived from data obtained from the stated baseline source.

Long term objective	Performance Indicator	Target	Achieved
A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.	Mode split for journey to work trips showing increased public transport usage.	Increasing trend	No data available
<i>Comments: ABS Census results for this indicator will be available in October 2017. Results will be incorporated into Council's Annual Report. Anecdotal evidence is showing an increase in use of alternative modes of transport in the LGA. Source: 2011 and 2016 ABS Census results.</i>			
	Rail patronage, by station.	Increasing trend	No data available
<i>Comments: ABS Census and other results for this indicator will be available later in 2017. Results will be incorporated into Council's Annual Report. Source: Bureau of Transport Statistics.</i>			
	Bicycle count data.	Increasing trend	
<i>Comments: Baseline of 5% increase in bicycle count data was achieved each year. Source: 2013/14 and 2016/17 Council data results</i>			

Delivery Program 2013-2017

Progress of Long term objectives – Term Achievements

Progress of the Long Term Objectives is also measured by completion of Term Achievements set by Council in its Delivery Program for the period 2013 – 2017. The Term Achievements express how far Council will progress the Long Term Objectives contained in the Ku-ring-gai Community Strategic Plan 2030 during its term. The table below provides commentary for each Term Achievement that contributes to environmental outcomes.

Legend:





Completed



Substantially completed



Not completed

Achieved	Term achievement	Comments 2013-2017
	<p>Public transport connections are accessible to all age groups and match the travel needs of the community.</p>	<p>This four year Term Achievement has been substantially completed over the four year period with implementation of Council's Bike Plan well progressed, development of a draft Pedestrian Access and Mobility Plan (PAMP) and incremental progress made on upgrading bus shelters.</p> <p>Key achievements over the four year period included collaboration with Transport for NSW on the design and construction of the new Gordon bus/rail interchange including new commuter parking, planning for long term parking needs in other Ku-ring-gai centres, 9km of new and upgraded cycle paths and pedestrian improvement works implemented or being incorporated into Council's Major Projects and associated upgrade works. Council staff also continued to consult with Transport for NSW on key projects within the local centres and broader local government area to improve public transport access and connections.</p> <p>Delays in the progression of this Term Achievement were due to delays in the upgrade of bus stops, finalisation of the PAMP and continuation of the next stage of the Bike Plan which all require input or approvals from various responsible agencies and stakeholders.</p> <p>The upgrade of identified bus stops, in accordance with the <i>Disability Discrimination Act, 1992</i> was also delayed due to other high priority capital works.</p> <p>Delayed projects have been included in Council's adopted 2017 – 2018 Operational Plan.</p>
	<p>A network of safe and convenient links to local centres, major land uses and recreation opportunities is in place.</p>	<p>A comprehensive program of works was completed over the four year period to provide new and improved networks of safe and convenient walking paths, bikeway links and support facilities for recreational facilities, major land uses and local centres in Ku-ring-gai. These</p>

		<p>improvements were implemented as part of annual capital works programs for new and improved footpaths, new and improved parks, playgrounds, sporting and recreational facilities or as part of conditions of VPA's and development consents. Opportunities to provide new and enhanced pedestrian and bike linkages and facilities are also being incorporated into the master planning for Council's Activate program for Lindfield, Turramurra and Gordon centres, consistent with the Ku-ring-gai Integrated Transport Strategy recommendations. Community Research surveys conducted in 2014 and 2017 showed improved resident satisfaction with access to cycleways, footpaths and walking tracks in Ku-ring-gai over that time period. While significant and satisfactory work has been completed over the four year period it is recognised that delivery of outcomes from this Term Achievement extend well beyond the current Delivery Program.</p>
✓	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p>	<p>Over the four year period Council continued to liaise with Transport for NSW to secure further additional commuter parking, associated infrastructure and bus interchange upgrades at the key local centres of Gordon, Lindfield and Turramurra, as part of the Activate Ku-ring-gai local centres program. Key achievements included Council's contribution and assistance to the design and construction program for the Gordon bus/rail interchange and associated commuter parking, formalising commuter parking at Killara Railway station with Transport for NSW, submission of the Lindfield Village Green Development Application which provides for additional commuter parking, progression of the Lindfield Village Hub Expression of Interest to secure further additional commuter parking, and associated integrated public transport infrastructure. Community Research surveys conducted in 2014 and 2017 showed improved resident satisfaction with access to public transport in Ku-ring-gai over that time period.</p>
✓	<p>The community is informed, educated and encouraged to use alternative forms of transport.</p>	<p>Cycling, walking and sustainable transport have been actively promoted to the community through Council's adopted Bike Plan, popular bike map that charts all cycling routes through Ku-ring-gai, planning and implementation of new bike routes and facilities, promotion activities such as the Ride2Work day events and development of an interactive Transport Access Guide for schools, to encourage alternative modes of transport. The promotion of these programs has been through Council's website, various forms of social media and through schools and interest groups.</p>

Delivery Program – Performance Indicators

These indicators measure Council's performance across a range of activities and are measured annually as part of the June bi-annual reporting process. Explanations are provided for indicators not achieved.

Performance Indicator	Baseline	Achieved			
		13/14	14/15	15/16	16/17
Additional footpath network.	Annual target of 0.9km. (Data source: Council)	2.6	2.3	0.93	0.9
Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).	Annual target of 10 new or upgraded pedestrian facilities. (Data source: Council)	11	11	5	8 ¹³
Additional cycleway network.	Annual target of 2.5km of additional cycleway network. (Data source: Council)	6.7	0	0	0.06 ¹⁴
Number of new and upgraded bicycle facilities.	Annual target of 5 new or upgraded bicycle facilities. (Data source: Council)	4	6	1	2 ¹⁵
Use of alternative modes of transport: Bicycle count data.	Annual target of 5% average increase in bicycle trips. (Data source: Council)	9	0	0	50



Crossing ahead by Lucinda Donnelley

¹³ Council is currently further considering a new draft Pedestrian Access and Mobility Plan which has delayed progress. Limited resources also impacted progress in the first six months of 16/17.

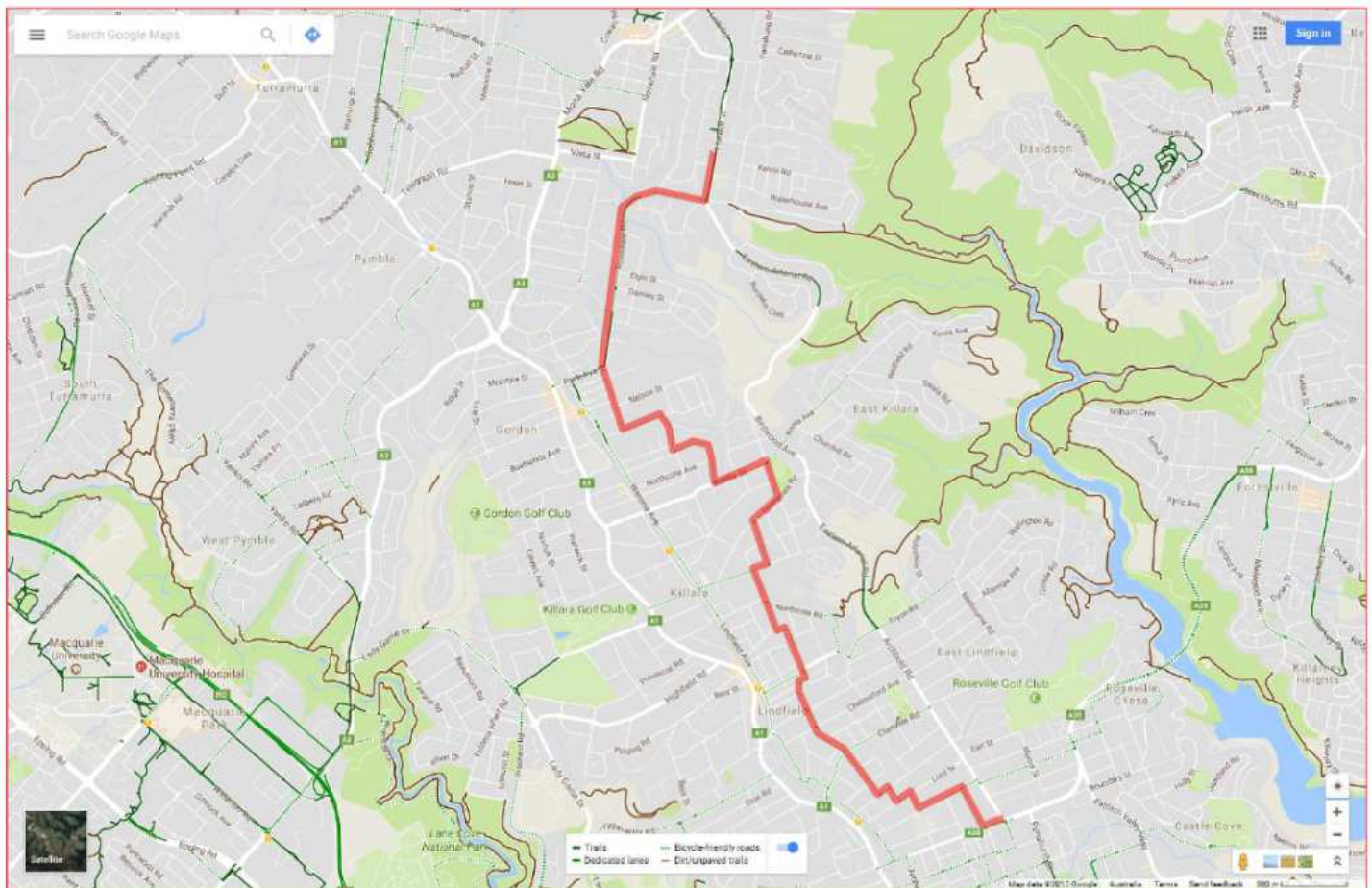
¹⁴ A length of 2.25km was targeted for delivery in 2016/17, however updated project estimates resulted in the project scope being scaled back substantially to work within the available budget.

¹⁵ Several open space projects that included new or upgraded bicycle facilities were delayed.

Achievements

This theme is about ensuring that access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure. Accessibility and transport connections were improved at various locations within the local government area with the completion of new and reconstructed footpaths, installation of new and upgraded pedestrian and bicycle facilities and upgraded bus shelters. Achievements over the period included the following:

- Alternative modes of sustainable transport is promoted by Council through events such as Ride to Work day and Festival of the Green.
- Council consistently upgrades and provides new bike paths and footpaths within the LGA.
- Council's major projects include provisions for bicycle parking, additional cycleway networks, car share parking (in Development Control Plan) and school education programs.
- Continuation of the Bike Plan implementation.
- Sustainable modes of transport are developed, through the creation of cycle ways across the LGA, for example, the creation of 8.9 km cycle way (see map below) from Roseville to St Ives, funded through the Environmental Levy.



Theme 5: Local Economy and Employment

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

Community Strategic Plan 2030

Progress of Long term objectives - Performance Indicators

This theme includes two long term objectives and two performance indicators that contribute to environmental outcomes for Ku-ring-gai. Progress of long term objectives is measured by achievement of the targets for each indicator. The achievement of each indicator has been derived from data obtained from the stated baseline source.

Long term objective	Performance Indicator	Target	Achieved
Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.	Business satisfaction with Council's initiatives to partner and support local business.	Increasing trend	✓
<i>Comments: Survey feedback from business program participants indicates increased satisfaction. Source: 2016/17 Council economic survey data.</i>			
Ku-ring-gai has a range of activities and experiences that attract visitors.	Visitor satisfaction with activities and experiences in Ku-ring-gai.	Increasing trend	✓
<i>Comments: Significantly increased visitation for survey benchmark location, Ku-ring-gai Wildflower Garden. Source: 2012/13 and 2016/17 Council visitation records.</i>			



Rohini Street Turramurra by Ashley King

Delivery Program 2013-2017

Progress of Long term objectives – Term Achievements

Progress of the Long Term Objectives is also measured by completion of Term Achievements set by Council in its Delivery Program for the period 2013 – 2017. The Term Achievements express how far Council will progress the Long Term Objectives contained in the Ku-ring-gai Community Strategic Plan 2030 during its term. The table below provides commentary for each Term Achievement that contributes to environmental outcomes.

Legend:



Completed



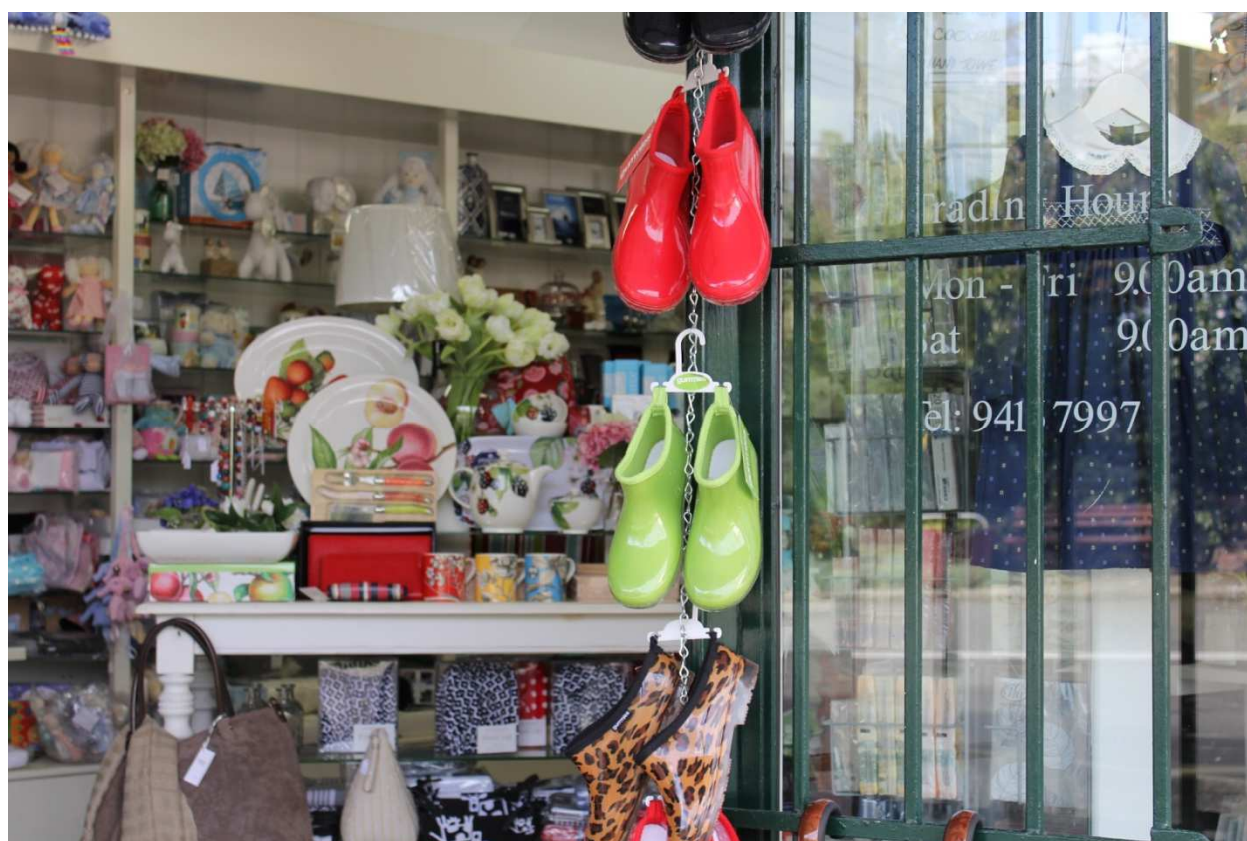
Not completed

Achieved	Term achievement	Comments 2013-2017
✓	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.	<p>Council engaged and supported the local business community through a program of events and functions covering a range of business and economic development topics. Communications were maintained with local and state Chambers of Commerce and other state agencies and regular business events were held.</p> <p>Communications occurred through the Business Connections Monthly, which has achieved a 43% increase in subscribers over the past 12 months.</p>
✓	Tourism business has been strengthened and expanded.	<p>Over the four year period tourism business was significantly expanded in Ku-ring-gai with an events program including new regionally significant events at the St Ives precinct, such as the Mediaeval Faire, new markets, Back to the 50's Festival, Polo Spectacular and Wildflower Garden Festival. A Destination Management Plan was completed in the period and subsequently adopted by Council in July 2017. The plan recommends the key areas for visitation in Ku-ring-gai as nature based tourism, Aboriginal heritage and major events at the St Ives Precinct. Strategies and actions from the Destination Management Plan will be actioned over the coming years.</p>
✓	Ku-ring-gai is marketed as a provider of a range of visitor activities and experiences.	<p>Council provided sponsorship and assisted in the promotion and marketing of numerous events and cultural groups during the four year period. This included the Wahroonga and St Ives Food and Wine Festivals, the Marian Street Theatre for Young People and the Ku-ring-gai Philharmonic Orchestra. Ku-ring-gai also continued to develop a reputation for well run and interesting events that attract the local community as well as visitors from outside the local government area.</p> <p>Successful events have included the Medieval Faire, Back to the 50's Festival, Polo Spectacular, Wildflower Garden Festival, Twilight concerts, Movies in the Park, Festival on the Green and Australia Day. Council events were well attended and continued to achieve high satisfaction ratings. Event guidelines and policies continued to be revised and updated to address changing needs and ensure they meet current standards.</p>

Delivery Program – Performance Indicators

These indicators measure Council's performance across a range of activities and are measured annually as part of the June bi-annual reporting process.

Performance Indicator	Baseline	Achieved			
		13/14	14/15	15/16	16/17
Businesses in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 13,499 local businesses in Ku-ring-gai Local Government Area (LGA). <i>(Data source: National Institute of Economic and Industry Research (NIEIR))</i>	13,173	13,478	13,572	14,004
Economic employment promotion initiatives delivered or facilitated by Council.	100% Completion of agreed annual program. <i>(Data source: Council)</i>	100	100	100	100
Local jobs in Ku-ring-gai Local Government Area (LGA).	In 2011/2012 there were an estimated 34,835 local jobs in Ku-ring-gai LGA, equivalent to 0.97% of total jobs in NSW. <i>(Data source: National Institute of Economic and Industry Research (NIEIR))</i>	34,369	35,413	37,447	37,595
Visitation promotion initiatives delivered or facilitated by Council.	100% Completion of agreed annual program. <i>(Data source: Council)</i>	100	100	100	100
Visits to selected Ku-ring-gai attractions.	In 2012/2013 there were 12,384 visits to the Ku-ring-gai Wildflower Garden. <i>(Data source: Council)</i>	17,900	20,500	30,764	54,880



Shop display by Lucinda Donnelley

Achievements

During 2013-2017 Council implemented programs and initiatives to support sustainable economic and employment development in Ku-ring-gai. This work focussed on small business support, long term planning for tourism, marketing and events coordination to attract business investment and employment to Ku-ring-gai.

Council's Better Business Partnership program provides a sustainability advice service to small and medium businesses in Ku-ring-gai. Tailored sustainability advice was provided to 263 active Better Business Partnership (BBP) members, including 167 waste audits, 13 energy audits and 2 water audits, leading to 507,825L of waste diverted from landfill, 30,349kWh of annual electricity savings and 2,030kL of potential annual water savings.



Council's Better Business Partnership award recipients

Business support

Over the four year period Council implemented a comprehensive business engagement program designed to provide top-quality learning and networking experiences and access to useful information about other government programs and local business groups. These events provided educational and networking opportunities for local businesses. Events also aimed to support micro and small businesses that often lack the time and resources to upskill or meet with groups of business peers. Attendees consistently scored the events highly across a number of measures including event relevance and usefulness, quality of speakers and organisation. Achievements included the following:

- Over 500 local business people attended business events to facilitate engagement of the business community and local chambers of commerce. Topics covered at the events included business planning, social media, human resources and recruitment, commercialising ideas and business administration.

- Larger events were supported by the NSW Department of Industry, NSW Government's Boosting Business Innovation Program, Better Business Partnership, CSIRO, Macquarie University/Macquarie Park Innovation District and the NSW Business Chamber
- Council's Business Connection e-news has increased by 106% to 604 local business people. This newsletter contains information about Council events and support.
- Council actively engaged with local, regional and state level business groups such as business advisors from the NSW Department of Industry's Business Connect Program who were involved in many business events. This has resulted in event attendees being made aware of professional business advisory sessions delivered by Realise Business.
- Council actively participated as a member of the Small Business Friendly Council's program, an initiative of the Office of the NSW Small Business Commissioner and NSW Business Chamber, to assist Councils to work with and support local businesses. Currently 70 metropolitan and rural Councils have joined the program, representing over 360,000 small businesses and more than 50 per cent of all small businesses in the state.

Regional economic co operation

Council continued working with neighbouring Councils to determine areas for economic growth. Partnerships are active with the Northern Beaches Council and Ku-ring-gai Council is working closely to complement the Better Business Partnership program in northern Sydney.

Council staff are now on the organising committee of Economic Development Australia NSW. This enables Council to better understand state and local economic development issues and contribute ideas from Ku-ring-gai to the NSW economic development sector.

Council maintains ongoing dialogue with local Chambers of Commerce and business groups to implement economic development priorities and actions. Ideas from these discussions are used to inform our plans for business engagement and other economic development activities.

We also facilitated discussions with the State Government Office of Small Business Commissioner and other regional bodies such as Business North Shore and NSW Business Chamber to develop regional partnerships and strengthen the local economy. The Activate Ku-ring-gai projects are important strategic employment opportunities which were progressed during the financial year.

Planning for sustainable tourism opportunities

Council's Destination Management Plan was completed in the period and subsequently adopted by Council in July 2017.

The plan was prepared by tourism expert Dr Meredith Wray, who specialises in preparing plans for managing and marketing sustainable tourism. Over 100 people attended workshops on the plan and 27 submissions were received during the public exhibition.

The plan focuses on five themes for developing sustainable tourism opportunities in Ku-ring-gai. These are nature-based tourism, major events, Aboriginal heritage, cultural and recreational experiences and architectural heritage.

The area known as the St Ives tourism precinct, which forms the main focus for the plan, includes the Wildflower Garden, Showground and the visitor centre. Other attractions nominated by Council include Marian Street Theatre and other areas with heritage and cultural interest.

Strategies and actions from the Destination Management Plan will help create new sustainable tourism activities and attractions in the future and will be actioned over the next four years.

Council will now assess specific tourism activities reflecting the plan's themes and reaffirming its commitment to sustainable tourism benefitting the local community and small business.

The plan will also facilitate potential grants for new activities to be investigated as well as support from organisations such as Destination NSW.

Promoted local activities and events

Events are an important factor in attracting visitors and feature prominently in the development and marketing plans of most destinations. These events, which have the potential to attract visitors from all over Sydney and beyond, were supported by Council over the four year period through innovative marketing campaigns. The events also provided opportunities for local businesses to promote their services, with the aim of strengthening local and neighbourhood business centres.

Council's support for local events included annual sponsorship funding of over \$50,000 per year. Events supported through sponsorship or other assistance over the four year period included the St Ives Food and Wine Festival, Wahroonga Food and Wine Festival, Ku-ring-gai Chase Fun Run Event, Bobbin Head Cycle Classic and Carols in the Park. Council also supports local organisations including the Ku-ring-gai Philharmonic Orchestra.

Increased visitors and tourism opportunities

Over the four years Council has developed a reputation for delivering interesting and successful events with regional and national prominence. Visitation numbers increased at the St Ives Precinct, including the Ku-ring-gai Wildflower Garden with a total of 124,044 people visiting the Garden's visitor centre, events and programs. Other highlights of these events included:

- the successful Medieval Faire, which is a major visitor experience for the area, and was held for the third consecutive year in September 2016. This event attracted 11,000 visitors in 2016/17.
- The Guringai Festival, which is an annual celebration of indigenous culture and heritage, starting in May with National Sorry Day and running until the end of NAIDOC Week in July. This festival is supported by Ku-ring-gai and other north shore councils, as well as numerous reconciliation and community groups. Events include workshops, art exhibitions, performances, films and talks. The festival raises awareness of Aboriginal and Torres Strait Islander people living in this region of northern Sydney, once inhabited by the Guringai tribe, and the need to close the gap in health and wellbeing between indigenous and non-indigenous Australians.

Theme 6: Leadership and Governance

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

Community Strategic Plan 2030

Progress of Long term objectives - Performance Indicators

This theme includes four long term objectives and seven performance indicators that contribute to environmental outcomes for Ku-ring-gai. Progress of long term objectives is measured by achievement of the targets for each indicator. The achievement of each indicator has been derived from data obtained from the stated baseline source.

Long term objective	Performance Indicator	Target	Achieved
A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.	Community awareness of the long term vision and objectives for Ku-ring-gai.	Increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
Council rigorously manages its financial resources and assets to maximise delivery of services.	Ongoing operating surpluses.	Maintain or increasing trend	✓
<i>Comments: Benchmark achieved 2013 – 2017. Source: Council's draft financial statements for 2016/17.</i>			
	Ability to increase commitment of general revenue towards asset refurbishment.	Increasing trend	✓
<i>Comments: Benchmark achieved 2013 – 2017. Source: Council's draft financial statements for 2016/17.</i>			
	Working capital.	Greater than or equal to \$4 million	✓
<i>Comments: Benchmark achieved 2013 – 2017. Source: Council's draft financial statements for 2016/17.</i>			
The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	Overall community satisfaction with Council services.	Increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
The community is informed and engaged in decision making processes for community outcomes.	Community satisfaction with Council's consultation and engagement.	Increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			
	Community satisfaction with Council's provision of information about events, services, programs and activities.	Increasing trend	✓
<i>Comments: Increased resident satisfaction. Source: 2014 and 2017 Community Research results.</i>			

Delivery Program 2013-2017

Progress of Long term objectives – Term Achievements

Progress of the Long Term Objectives is also measured by completion of Term Achievements set by Council in its Delivery Program for the period 2013 – 2017. The Term Achievements express how far Council will progress the Long Term Objectives contained in the Ku-ring-gai Community Strategic Plan 2030 during its term. The table below provides commentary for each Term Achievement that contributes to environmental outcomes.

Legend:






Completed



Not completed

Achieved	Term achievement	Comments 2013-2017
✓	The aspirations, objectives and priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan - 'Our Community Our Future 2030' and inform Council's policy development, decision-making and program delivery.	Council has implemented the community's long term objectives and priorities, as reflected in the Community Strategic Plan 2030, through its adopted four year Delivery Program. Program progress has been reported to Council bi-annually and to the community annually. The Delivery Program has also been reviewed annually as part of the preparation of the annual Operational Plan and to ensure that community objectives are being addressed. The End of Term report provides an overview of how Council has succeeded in progressing the community's long term objectives.
✓	Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.	Council continued to proactively advocate on behalf of the Ku-ring-gai community, through its participation in a range of State and regional policy development forums and responses to wide ranging policy and legislation. Council also continued to assist the local community and businesses to increase their capacity to advocate and seek funding from other government agencies and organisations.
✓	Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.	Ku-ring-gai's Community Strategic Plan 2030 identifies stakeholders, other than Council, who can play a role in delivering the community's desired outcomes stated in the Plan. Council continued to actively pursue and support numerous partnerships with government, business, community and not for profit groups to deliver those community outcomes across all themes in the Plan over the four year period.
✓	Council's responses to government policy and reforms are guided by and aligned with the adopted Community Strategic Plan 'Our Community Our Future 2030'.	Over the four year period Council provided responses to numerous proposed local government reforms, legislative and regulatory changes and new State Government plans. Council's responses were comprehensively researched and consistent with the long term objectives in the Community Strategic Plan 2030. This included recent submissions to the

		new <i>Biodiversity Conservation Act, 2016</i> and <i>Local Land Services Amendment Act, 2016</i> , Greater Sydney Regional Plan - Towards our Greater Sydney 2056 and draft North District Plan as well as Council's continued appeal actions against a forced merger with Hornsby Shire Council, which has since been abandoned by the State Government.
✓	Council's financial services provide accurate, timely, open and honest advice to the community.	Council has strong systems of internal control and reporting that enable robust information to be provided to elected members and the community on a timely basis. This has included budget reviews, financial statements, the operational plan, long term financial plan and the Annual Report.
✓	Council expenditure satisfies the needs of the community.	Council expenditure reflects the needs of the community as identified by the Community Strategic Plan and Delivery Program and incorporated into the Operational Plan. Completion of the works and delivery of services has been regularly reported to Council and the community via quarterly and annual reviews, along with the End of Term report.
✓	Council has increased its commitment to infrastructure asset management priorities.	In this four year term Council has increased asset management as a priority and identified a strategic approach to increasing funding for asset renewal. Council has further developed asset management plans and implemented new asset management information systems.
✓	Council's integrity and operating effectiveness is continually being improved through its leadership, decision-making and policies.	Over the four year period Council's sound accountability and decision making processes were supported by a comprehensive suite of Integrated Planning and Reporting documents. These documents clearly articulate the community's vision and priorities, how Council would progress towards their achievement, and importantly, how Council would monitor and measure its progress. The delivery of these plans and priorities have been substantially achieved with the support of an efficient and effective organisation.
✓	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.	Council continued to develop its risk management policies, systems and procedures to manage risks for the organisation over the four year period. Risk reviews were undertaken and Council continued to work closely with its insurer to improve risk management.
✓	Council's Governance framework is developed to ensure probity, transparency and the principles of sustainability are integrated and applied into our policies, plans, guidelines and decision-making processes.	Council maintained a strong governance framework underpinned by policies and procedures along with transparent decision making by Council based on publically available reports. Council is a member of an internal audit service shared with other north shore councils and governance is also overseen by the Audit and Risk Committee which has two independent members, one of whom is the Chair.
✓	The organisation is recognised as a leader in sustainability.	Over the four year period Council's leadership and innovation in delivering its sustainability programs continued to be recognised through multiple awards. Recent examples

		include two 'Resilience Australia' awards for the Climate Wise Communities program (2013 and 2016); a 'Sustainable Cities' award for the Loving Living Ku-ring-gai program (Community Actions and Partnerships) (2014); and two 'NSW Local Government Excellence in the Environment' awards for the Climate Wise Communities program (2013) and Council's bushland management program (2015).
	Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.	Council's services and programs are designed to meet the identified needs of the community in the most cost efficient and effective manner within available resources. The Integrated Planning and Reporting documents, including the Long Term Financial Plan, Asset Management Strategy and Workforce Strategy provide elected councillors with the required information to allocate Council's financial, physical and workforce resources in an equitable manner, given competing demands. During the four year period the organisation continued to review its internal systems, processes and work practices to realise service delivery efficiencies and improve work practices. Community satisfaction research undertaken in February 2017 indicated significant improvement in the level of community satisfaction with Council's delivery of its services and facilities over the four year period. The detailed results of that research are being used to inform the organisation's service delivery.
	Community engagement utilises effective and varied communication channels to reach all sections of the community.	Council maintained a high level of engagement with the community across all themes in the Community Strategic Plan. Of note were the planned engagement activities for the revitalisation of Lindfield and Turramurra local centres, local government amalgamations and community feedback obtained for new Council plans and policies. Council's Community Engagement Policy was revised and has been promoted across the organisation achieving best practice community consultation with our residents. A program of engagement to inform residents about Council's services programs and facilities was also implemented. This included varied communication channels to best reach all sectors within the community and publication of Council's vast range of services and achievements through a range of media while ensuring a high standard of visual design and quality content across all communications.
	Contribute to enhancing and protecting Council's reputation and public image.	Over the four year period staff continued to monitor media and public comment on a daily basis and co-ordinate appropriate responses in a timely manner to best ensure Council's reputation is protected and maintained.

Delivery Program – Performance Indicators

These indicators measure Council's performance across a range of activities and are measured annually as part of the June bi-annual reporting process.

Performance Indicator	Baseline	Achieved			
		13/14	14/15	15/16	16/17
Statutory financial reports are prepared and reported to Council in compliance with Legislative requirements.	In 2012/2013 all (100%) statutory financial reports were reported to Council within statutory timeframes and to legislative standards. <i>(Data source: Council)</i>	100	100	100	100
Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.	In 2012/2013 all (100%) statutory governance and integrated planning reports were reported to Council within statutory timeframes and to legislative standards. <i>(Data source: Council)</i>	100	100	100	100
Risk management performance against Council's Enterprise Risk Management Framework.	Annual target of 100% of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework. <i>(Data source: Council)</i>	100	100	100	100
Council's policies are accessible via Council's website in a timely manner.	98% of Council policies are accessible via Council's website. <i>(Data source: Council)</i>	100	100	100	98
Staff participation in learning and development.	In 2012/13 over 40% of staff completed accredited training courses or attended approved learning and development sessions. <i>(Data source: Council)</i>	74	80.3	47	50
Community engagement activities facilitated by Council.	Completion (100%) of agreed community engagement program. <i>(Data source: Council)</i>	100	100	100	100
Increase in community access of information about local activities and services.	In 2012/2013 there were 468,840 visitors who accessed information via Council's website, Facebook, Twitter, Ku-ring-gai update newsletter and local newspapers (5% increase). <i>(Data source: Council)</i>	5	31	5	5

Achievements

This theme is about ensuring that Ku-ring-gai is well led, managed and supported by an ethical organisation which delivers projects and services to the community by listening, advocating and responding to their needs. Council maintained a sound financial result over the period and continued to strengthen its asset management to ensure service delivery is sustainable for the future. Consultation and engagement continued to be delivered in an innovative and open manner, tailored to reach a wide audience and meeting high industry standards. Council also continued to show its community leadership in sustainability through implementation of its own corporate sustainability action plan for its organisation, services, facilities and community assets. Achievements during the period included:

Sustainable Event Management Policy (2014)

Council adopted the policy in 2014 for Council events which promotes and encourages sustainable practices, such as reusable or biodegradable cups and crockery, promotional material made from recycled products, responsible waste disposal and recycling and public transport options to and from events.

Maintained our financial position

During 2013/17 Council continued its focus on maintaining a healthy financial position, underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure required by the community in an effective and efficient manner.

Environmental Levy – Special Rate Variation

Council's Environmental Levy is a 5% levy on rates used to fund a range of environmental programs and initiatives. The Environmental Levy commenced in 2005 and, with strong community support, will continue until 2019.

Council's Environmental Levy contributes approximately \$2.7 million annually to environmental programs and initiatives in the following key areas:

- Biodiversity
- Water
- Energy
- Community engagement and environmental education
- Sustainable transport and recreation.

Further information on the expenditure of environmental Levy funds for the period 2013 – 2017 can be found in Council's Annual Reports and Financial Statements.¹⁶

The Environmental Levy funds or partly funds staff with the technical knowledge and specialist skills in a range of disciplines, including bushfire management, catchment management, natural areas management, land use planning, community engagement, biodiversity and conservation management and environmental engineering.

¹⁶ Ku-ring-gai Council's Annual Reports. [accessed 30 November 2017] www.kmc.nsw.gov.au/annualreport

Environmental Levy funded staff develop and review a range of environmental policies and strategies, ensuring Council delivers best practice environmental management; respond to federal and state policy directions and legislative changes;

provide expert environmental guidance and advice for a number of sections across Council; and are responsible for ensuring environmental assessments are conducted for all Council projects and that all of Council's legislative requirements are met.

Sustaining our assets

Ku-ring-gai Council delivers a variety of services to the community and in doing so, must ensure that the assets supporting these services are managed sustainably. Managing our asset portfolio, which is valued at \$1.3 billion, is important in meeting the needs and expectations of our community.

Council's adopted Asset Management Strategy integrates with the Community Strategic Plan, Delivery Program, Operational Plan and Long Term Financial Plan. This ensures that adequate funding for maintenance and renewals is scheduled into annual work programs.

With population growth and cultural diversity there will be an increasing demand for new and enhanced assets, programs and services. Council spends approximately \$19 million per annum to fund new and upgraded assets which are predominantly funded through Development Contributions. These assets will also require maintenance and renewal in the future.

Funding shortfalls for infrastructure asset renewal is a well-documented problem facing local government. Through the improvement of technical and financial asset information the Council's Special Schedule 7 reported the infrastructure backlog for all assets classes at \$27,565,000 in 2016/2017.

Council staff continued to implement the recommendations from an independent review with newly formulated funding strategies for asset renewal and maintenance programs which will achieve further reductions in the infrastructure backlog. This is being achieved by implementing initiatives that redirect funding into priority assets.

Risk management

A review of Council's events management processes was undertaken in the period, with the redevelopment of the Events and Sustainability Risk Management Plan. This document has been successfully tested during the planning of a number of events and will be introduced across the organisation.

A comprehensive review of Council's management of its volunteer programs was completed. This included consultation with relevant managers, staff and volunteers in relation to the revised Volunteer Management Policy and procedures which will be referred to Council in the coming months.

A review and update of Council's emergency plans at Council sites and with fire wardens and first aiders was completed, as well as Council's consultation arrangements with staff on work health and safety matters.

Online services

We continue to expand our options to residents and applicants for easy to access online services. In particular Council's innovative mapping system is now being used by property consultants, the development industry, builders and local residents. Developed through the Geocortex system, the mapping tool provides a wealth of information about properties in Ku-ring-gai, including zoning, historical records and other property-based information. At present, the system can be accessed via a web browser but work is well underway to develop a smart device version.

Communication to stakeholders

A comprehensive communications strategy ensures that the Ku-ring-gai community and other stakeholders remain informed of the many activities, services, major projects, consultations and achievements of Council throughout the year.

Methods of community engagement include Council's website, e-newsletters and social media such as Facebook, Instagram, LinkedIn and Twitter. Council also uses hashtags to promote events. Council's Community Engagement Policy has been promoted across the organisation achieving best practice community consultation with our residents. Staff pro-actively publicise Council's vast range of services and achievements through a range of media ensuring a high standard of visual design and quality content across all communications.

Council is committed to engaging with its residents on new initiatives, public exhibitions, policies and plans to ensure the right decisions are being made for the whole community.

Implemented corporate sustainability initiatives

Ku-ring-gai Council is recognised as a leader in sustainability. Council's Corporate Sustainability Action Plan continued to drive corporate sustainability initiatives over the period across Council. Recent achievements included:

- Installation of new recycling stations that include organic waste and soft plastic recycling. Processing of the organic waste through composting and worm farming has resulted in an estimated 1.5 tonnes of organic waste being diverted from landfill since the start of source separation of organic waste in August 2016.
- Replacement of Council's old printers and copiers with new devices that have 'Follow Me Printing' resulting in paper and energy savings for Council.
- The transfer of performance management and payroll processes online, also resulting in paper savings.
- Ongoing monitoring using the Envizi platform to identify energy consumption anomalies at key Council facilities and to determine and review energy and water performance indicators for the Ku-ring-gai Fitness and Aquatic Centre. The Envizi platform also enables Council to monitor its performance against its 2020 Greenhouse Gas (GHG) emissions reduction target and to report on progress, and to adjust abatement activities and funding priorities accordingly.

Issues and Challenges

There were a number of issues and challenges that impacted on environmental outcomes for Ku-ring-gai over the four year period. This section provides an overview of key issues and challenges that Council responded to over the 2013 – 2017 period.

PROTECTING THE NATURAL ENVIRONMENT

Over the four year period Council adopted a comprehensive series of new and updated environmental policies and strategies to protect the natural environment, manage the impacts of development and regulate against damage from illegal activities. These policies and their implementation remain industry best practice.

Concurrent with this work, Council also played a lead advocacy role in responding to proposed government changes to environmental legislation and policies, including:

- 10/50 Vegetation Clearing Code of Practice (NSW Rural Fire Service)
- Renewable Energy Target Review (Federal Government)
- Draft Climate Change Fund Strategic Plan and Draft Plan to Save NSW Energy and Money (NSW Government)
- Review of Climate Change Policies - Discussion Paper (Federal Government)
- Draft North District Plan (Greater Sydney Commission)
- *Biodiversity Conservation Act, 2016* and *Local Land Services Amendment Act, 2016* and supporting regulations and documents (NSW Government)
- Revised Bush Fire Environmental Assessment Code and supporting documents (NSW Rural Fire Service)
- Inquiry into flying-fox management in the eastern states (House of Representatives Standing Committee on the Environment and Energy)
- Draft National Recovery Plan for the Grey-headed Flying-fox (Federal Government)

Staff are continuing to monitor and analyse the ongoing changes to environmental legislation and policies and their implications for Ku-ring-gai.

ILLEGAL DUMPING IN BUSHLAND WITHIN THE LGA

Although Council has a robust dumping and encroachment program (funded by the Environmental Levy) that includes an education component, this is an ongoing issue for Council in terms of protecting the bushland, the regulatory actions required and the removal of the waste and rubbish.



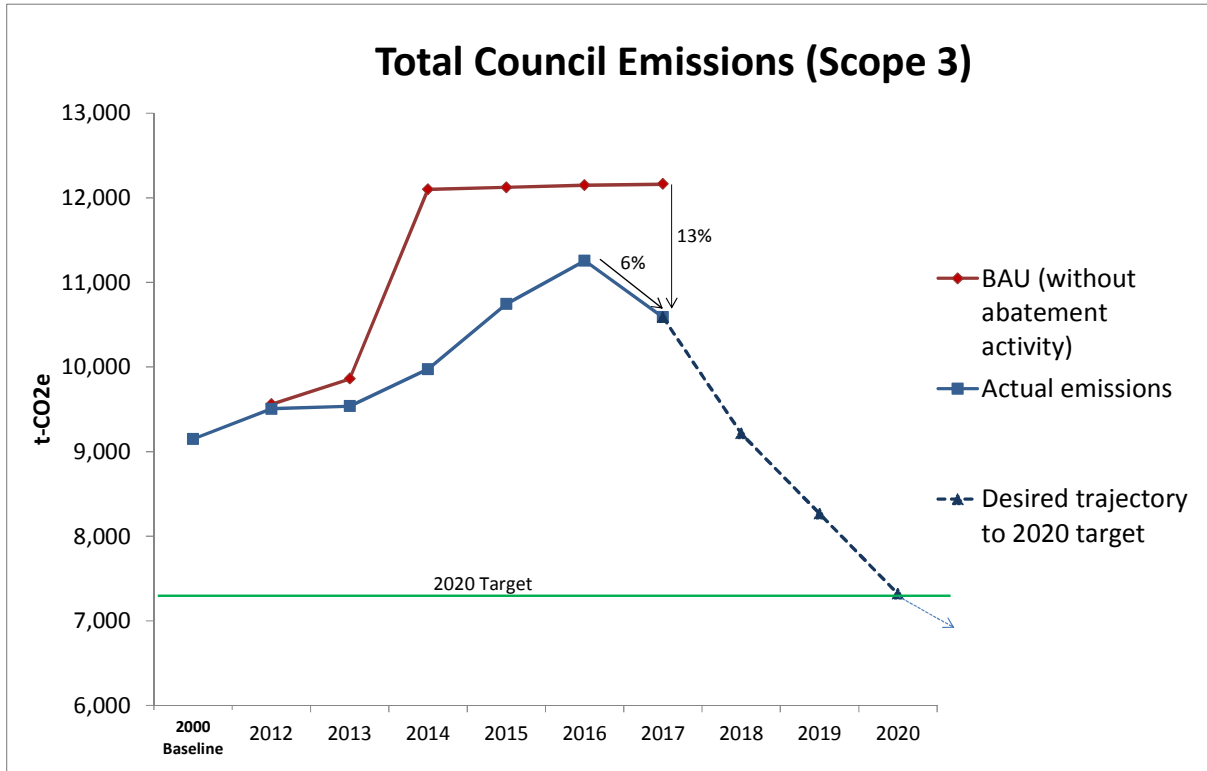
Examples of illegal dumping in the LGA

MEETING COUNCIL'S GREENHOUSE GAS EMISSION REDUCTION TARGETS

Council is working towards reducing its Greenhouse Gas (GHG) emissions (from fixed assets, street lighting and vehicles) to levels consistent with the international goal of limiting global warming to 2° C above pre-industrial levels, equating to a reduction in GHG emissions of 20% by 2020, 50% by 2030 and 100% by 2045, based on 2000 levels.

In recent years, despite Council's efforts to reduce emissions through a range of abatement activities primarily funded through the Environmental Levy, Council's emissions have continued to rise as a number of new assets come online and electricity accounts were transferred from contractors to Council. Council's emissions are currently 16% higher in 2016/17 than they were in 2000.

On the positive side consistent decreases in our street lighting and fleet emissions has offset rises in our fixed asset emissions and between 2015/16 and 2016/17 our overall emissions have now started declining. This is due to renewable energy and improved energy efficiency within Council fixed assets (8% reduction in consumption), improved energy efficiency of Ausgrid street lighting (4% reduction in consumption) and lower fuel consumption by Council's fleet (3% less emissions). Council's emissions would be a further 13% higher under a business as usual scenario.



The challenge Council now faces is to continue this downwards trend towards our ambitious emission reduction targets, which will involve prioritising bulk street lighting upgrades; the procurement of grid-sourced renewable energy; and building performance standards for Council buildings and facilities.

THE FINALISATION AND IMPLEMENTATION OF A NO NET LOSS POLICY

This policy has been postponed as a result of the current NSW land management and biodiversity conservation reforms. The NSW Biodiversity Conservation Act and Regulations (planned to come into effect on 25 August 2017), along with the Vegetation SEPP, will significantly modify protection and offsetting requirements under both the *Environmental Planning and Assessment, Act, 1979* as well as within Council's planning controls (Local Environmental Plans and Development Control Plans). Once the full impact of the proposed legislative changes are known, Council will be in a position to create an informed No Net Loss Policy that aligns with current legislative requirements.

MANAGING URBAN CHANGE

Managing urban change is a major challenge for all levels of government, and in particular local governments in the Sydney metropolitan area and their communities. Council now has in place a comprehensive suite of planning controls, guidelines and initiatives that address these challenges including responses to government priorities and population growth and change. Council's approach includes:

- Statutory controls to protect those features and attributes that are important to the community.
- Development controls and guidelines to encourage and guide appropriate development.
- Initiatives that promote and encourage sustainable development and quality urban design, for example, Smart Homes and the Urban Design Awards.
- Taking a lead role in establishing urban design standards as part of improvement programs and the revitalisation of Ku-ring-gai's local centres through the Activate Ku-ring-gai program.

Over the period Council continued to provide leadership to the local community and broader local government sector by consistently endorsing policy directions to achieve quality outcomes for living environments. These directions respond to this community's unique physical and natural environment and are fundamental to the long term objectives contained in the Community Strategic Plan.

The directions were informed by comprehensive research undertaken by Council's skilled professional staff, assessment of best practice, seeking opportunities for innovative and sustainable outcomes and in consultation with the community.

LOCAL GOVERNMENT REFORMS

Since 2012 the NSW Government has initiated a number of major reform proposals for consideration by local councils and their communities. These reform initiatives have presented significant challenges to Council, in evaluating the potential impacts for the Ku-ring-gai community, informing and consulting with stakeholders, and preparing comprehensive submissions for each of the proposed reforms.

For each of the reform initiatives Council has conscientiously advised the government of the changes it supported, and more particularly those changes that would have significant impacts on the Ku-ring-gai community. The most significant reform initiatives were the NSW Government's 'Fit for the Future' proposals, which included a merger between Ku-ring-gai and Hornsby Shire councils. Responding to this proposal required the significant reallocation of staff resources from other projects and has impacted on the delivery of some annual tasks and projects, mainly in the policy development areas.

Over the period, staff continued to monitor and analyse the ongoing changes to the local government sector as a result of the Government's reforms and legislative changes.

Awards

2013 Local Government Excellence in the Environment Awards

Division C and Overall Category Climate Action Award

Awarded to Council for its Climate Wise Communities Program.

2013 Local Government Excellence in the Environment Awards

Division C and Overall Category Climate Action Award

Awarded to Council for its Climate Wise Communities Program.

2013 Parks and Leisure Australia Awards

NSW Open Space Design and Management Award

Awarded to Council for its Open Space Acquisition Strategy.

NSW Open Space Planning Award

Awarded for Council's design and construction of Greengate Park, Bruce Avenue, Killara.

2013 Australian Institute of Landscape Architects (AILA) NSW Awards

AILA Excellence in Planning Award

Awarded to Council for its Open Space Acquisition Strategy.

AILA Research and Communication Award

Awarded to Council for its publication Thinking outside the Box: Key Design Elements for Apartments in Ku-ring-gai.

2014 AR Bluett Memorial Award – NSW Division of Local Government

Winner

Ku-ring-gai was the joint winner of the 2014 AR Bluett Memorial Award for being the highest achieving urban council in NSW. This award recognises NSW councils that are the most progressive across all aspects of their operations and services irrespective of size or resources.

2014 NSW Local Government Excellence Awards

Finalist

Excellence in Environmental Leadership and Sustainability

Awarded to Council in the Excellence in Environmental Leadership & Sustainability category for the Loving Living Ku-ring-gai brand which represents Council's comprehensive and integrated range of environmental and sustainability programs and initiatives which are being delivered in response to the community's aspirations in Council's Community Strategic Plan 2030.

2014 Sustainable Cities Awards*Highly Commended Community Actions and Partnerships NSW*

Council received this award for the Loving Living Ku-ring-gai program within the Community Actions and Partnerships Award New South Wales category.

2014 Planning Institute Australia (NSW) – Planning Excellence Awards*Commendation – Plan to Place*

From Plan to Place awarded to Council for the Ku-ring-gai Open Space Acquisition Strategy.

Council officially received this award in November 2014.

2014 Planning Institute Australia (Australia) – Australian Award for Urban Design – Policies, Programs and Concepts – Small Scale*Commendation – Urban Design Policies*

Awarded to Council for 'Thinking Outside the Box' – Key Design Elements for Apartments in Ku-ring-gai booklet.

2015 NSW Local Government Excellence in Environment Awards*Highly Commended**Excellence in Environmental Policies, Planning and Decision-Making*

Awarded to Council in the Excellence in Environmental Policies, Planning and Decision-Making category for our bushland management program which represents one component of Council's comprehensive and integrated range of environmental and sustainability programs and initiatives which are being delivered in response to the community's aspirations in Council's Community Strategic Plan 2030.

2015 Parks and Leisure Australia Awards NSW Event Award

Awarded to Council for the inaugural St Ives Medieval Faire, held in September 2014 over two days, with over 12,000 people attending. The St Ives Medieval Faire won the NSW event award for originality, community engagement and its focus on sustainability. The events award category recognises 'events and/or festivals which promote and enhance opportunities for the good use of leisure time and social, environmental and economic benefits to the community'.

2016 Australian Urban Design Awards Australia Award

Council jointly won this award for Urban Design, Policies, Programs and Concepts (Large Scale) for the Turramurra Community Hub Master Plan.

2016 NSW Government through the Resilient Australia Awards.

Climate Wise Communities program

Council won the award for the program, which has been running for the past five years, to help local residents self-assess their vulnerability to severe weather events and through workshops, prepare plans to reduce risk.

Council officer Danielle Stocks, Mayor Jennifer Anderson receiving the 2016 NSW Government through the Resilient Australia Award



Council officers receiving the 2015 NSW Local Government Excellence in Environment Award

2017 Parks and Leisure Australia Awards of Excellence

Leisure and/or Open Space Planning Award

Awarded to Council for the Activate Ku-ring-gai strategy of urban renewal and transformation for the biggest urban development projects in the Councils' history. The aim is to revitalise the local centres of Turramurra, St Ives, Gordon, Pymble, Lindfield and Roseville. This is identified as a long term goal in the Council's Community Strategic Plan which sets out the community's vision.

There are currently a number of projects underway across three local centres Lindfield, Turramurra and Gordon.

2017 Greater Sydney Planning Awards – Greater Sydney Commission

Commendation Greater Integrated Planning Project category – Lindfield Hub masterplan

Commendation Great Plan category – Activate Ku-ring-gai program of urban renewal in retail centres.

These awards celebrate innovative projects that demonstrate high quality integration of social, economic and environmental considerations. The awards evening hosted by Lucy Turnbull, Chief Commissioner of the Greater Sydney Commission, were presented across six categories with a total of 47 nominations.

Glossary

Aboriginal Heritage Office (AHO)

Ku-ring-gai Council is a member of the Aboriginal Heritage Office, which preserves and protects over 1,000 Aboriginal heritage sites across Sydney's north shore. The eight partnering councils are North Sydney, Willoughby, Lane Cove, Warringah, Ku-ring-gai, Pittwater, Manly and Ryde.

The AHO also studies Aboriginal life before colonisation and runs a series of educational walks and talks for school groups and the general public. The AHO hosts the only Aboriginal Museum, Education Centre and Keeping Place in northern Sydney and supports local Aboriginal people. The office recently moved from its home in Northbridge to new premises in Manly.

Best Practice

A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark.

Catchment

Area of land that drains rainfall into a river or lake.

Community Engagement

Refers to Council's consultative practices that enable communities and individuals to participate in the development of Ku-ring-gai and build community capacity. It supports and informs all Council's decision-making processes.

AR Bluett Memorial Award

The AR Bluett Memorial Award has been awarded annually since 1945 in memory of Albert Robert Bluett. AR Bluett was an outstanding figure in local government, serving as the Secretary and Solicitor to the Local Government and Shires Associations of NSW for 30 years and one of the architects of the Local Government Act of 1919. The AR Bluett Memorial Award is keenly contested each year by councils in NSW who would like to be recognised as being the most progressive in the state in all aspects of their operations and services.

Community Strategic Plan

The Ku-ring-gai *Community Strategic Plan 2030 – Our Community Our Future* identifies the community's main priorities and aspirations for the future and sets out clear strategic directions to achieve them over the long term. While Council has the main role in progressing the plan on behalf of the community other partners such as government agencies, external organisations and community groups also play an important role in delivering the long term objectives of the plan.

Councillors

Elected representatives who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance.

Development Control Plan (DCP)

Provides policy statements and more detail beyond the provisions contained in a Local Environmental Plan and serves to further guide development decisions across the local government area.

Delivery Program

The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan's long term objectives and priorities during the 4 year term of the elected Council. This includes identifying who is responsible for achieving objectives in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of government and some will be community groups or individuals.

Demographic Statistics including ERP

Demographic statistics in this report are taken from Australian Bureau of Statistics Census figures for Ku-ring-gai and Greater Sydney. The statistics can be readily accessed through Council's website. ERP refers to the estimated resident population and is updated annually by the Australian Bureau of Statistics. The Census count is not the official population of an area. To provide a more accurate population figure which is updated more frequently than every five years, the Australian Bureau of Statistics also produces "Estimated Resident Population" (ERP) numbers.

Governance

Governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern.

Greater Sydney Commission

The role of the Commission is to coordinate and align planning that will shape the future of Greater Sydney.

Heritage

Refers to the extensive aboriginal, natural, social and built history of the Ku-ring-gai area. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy.

Indigenous

Refers to origination in a particular region or country, native to the area. The original inhabitants of the Ku-ring-gai area were the Guringai people. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people developed a rich and complex culture, including distinctive language, customs, spirituality and law, the heart of which was their connection to the land.

Infrastructure

Roads, buildings, bridges, pavements, cycleways and other constructions.

Integrated Planning and Reporting (IP&R)

In 2009 the NSW Division of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require:

- long term strategic planning with the community
- long term resourcing strategies for assets, finances and the workforce
- four year programs aligned to a council's term, detailing key actions, projects and resourcing
- one year plans of actions, projects and budgets
- quarterly, biannual and annual performance reporting schedule.

Leachate

Water carrying impurities that have percolated through the earth, primarily at rubbish tips.

Local Environmental Plan (LEP)

An environmental planning instrument that contains legally binding provisions relating to development.

Long Term Objective (LTO)

Describes the desired future state or outcome for each issue. 'Long Term' implies that it is beyond this Council's term and in some instances beyond a second term as well. It recognises that it may take some time to achieve the objective.

National Institute of Economic and Industry Research Pty Ltd (NIEIR)

National Institute of Economic and Industry Research Pty Ltd, is a private economic research and consulting group. It provides data on economic and social indicators for local government areas.

Northern Sydney Regional Organisation of Councils (NSROC)

Comprising the Councils of Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, North Sydney, Ryde, Mosman and Willoughby.

Objectives

An objective is a specific, measurable condition that must be attained in order to accomplish a particular program goal.

Operational Plan

An annual plan that provides details of projects and activities for one year of the Delivery Program with a detailed annual budget.

Partnering

A structured approach to working together with other parties to achieve a mutually beneficial outcome.

Performance Indicator (PI)

A measure that assists in the assessment of overall performance towards the community's long term achievements and objectives and also tells us whether we are heading in the right direction.

Plan of Management (PoM)

A document which regulates the use and management of community land.

Principal Activity

Key areas in which Council sets objectives, delivers tasks, projects, programs and services and utilises PIs in order to measure performance.

Quadruple Bottom Line (QBL)

The framework for measuring and reporting on the achievement of long term objectives in the Community Strategic Plan against governance, economic, social and environmental parameters.

Resourcing Strategy

The Resourcing Strategy details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy spans ten years. Its component parts include:

- 10-year Long Term Financial Plan
- 10-year Asset Management Strategy
- Four-year Workforce Strategy

The Resourcing Strategy is the link between the long term Community Strategic Plan and the medium-term Delivery Program. It is prepared every four years following each Council election. It is developed concurrently with the other plans in the IP&R framework. The Resourcing Strategy is designed to be a living document to reflect changing financial and asset information. Initiatives within the Resourcing Strategy will be reviewed annually to ensure relevance in the changing environment and to incorporate any community feedback.

Sustainability

Sensitive use of natural resources without harming the ecological balance of the region.

Target

A numerical goal against which performance is measured.

Term Achievement

The four year result that Council nominates as the achievement to be reached within its term. It also describes how far Council will progress each long term objective during its four year term.

Theme

A topic heading that groups issues, long term objectives and term achievements together. The six themes in the Community Strategic Plan are:

1. Community, people and culture
2. Natural environment
3. Places, spaces and infrastructure
4. Access, traffic and transport
5. Local economy and employment
6. Leadership and governance

Together the six themes, containing issues, objectives and term achievements, represent a comprehensive view of Ku-ring-gai's future directions.

Values

Underlying attitudes that influence decisions and actions to maximise an organisation's performance.

Vision

Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to it.

Acronyms

ABS	Australian Bureau of Statistics
AHO	Aboriginal Heritage Office
BBP	Better Business Partnership
BMS	Building Management Meetings
CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSP	Community Strategic Plan
CWC	Climate Wise Communities
DP	Delivery Program
DCP	Development Control Plan
EoT	End of Term report
ERP	Estimated Resident Population
FFTF	Fit for The Future
GHG	Greenhouse Gas
GPT	Gross Pollutant Trap
IP&R	Integrated Planning and Reporting
LGA	Local Government Area
LEP	Local Environmental Plan
LTO	Long Term Objective
NIEIR	National Institute of Economic and Industry Research
NSROC	Northern Sydney Regional Organisations of Councils
OEH	Office of Environment and Heritage
OP	Operational Plan
PI	Performance Indicator
WSUD	Water Sensitive Urban Design

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Appendices

Community Feedback

The following information provides further results of the research into the community’s priorities and satisfaction with Council and the local area.¹⁷

Strengths of Ku-ring-gai LGA

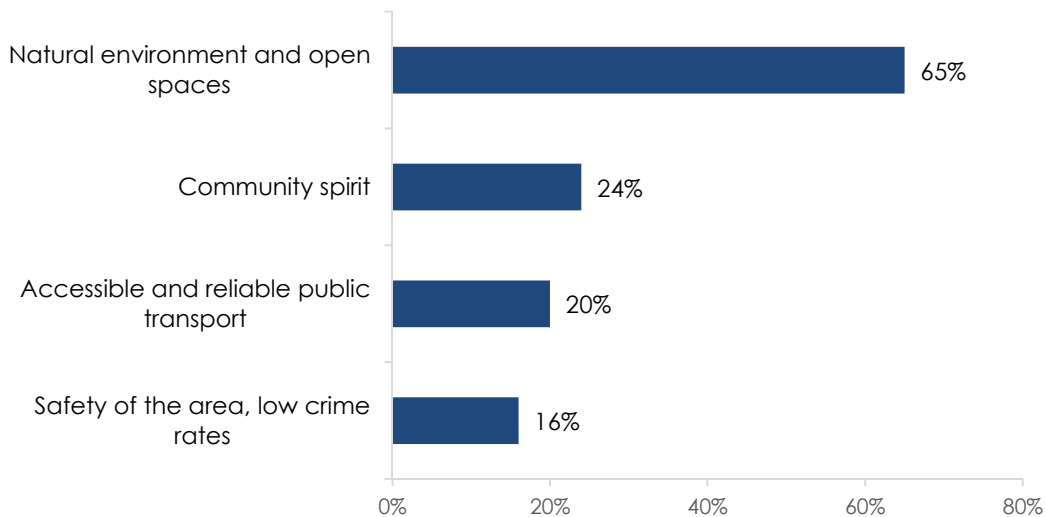
SUMMARY

Almost two-thirds (65%) of residents believe the ‘natural environment and open spaces’ are a strength of the local area. Other strengths included the ‘community spirit’, ‘accessible and reliable public transport’ and the ‘safety of the area, low crime rates’.

Q5a. Thinking generally about living in the Ku-ring-gai area, what do you feel are the strengths of the local area?

WORD FREQUENCY TAGGING

Verbatim responses for this question were collated and entered into analytical software. This analysis ‘counts’ the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 506
 Note: Only responses ≥ 16% are shown.

¹⁷ Micromex Research and Consulting, *Ku-ring-gai Council: Community Satisfaction Research*, March 2017.

Highest Priority Issues within Ku-ring-gai LGA

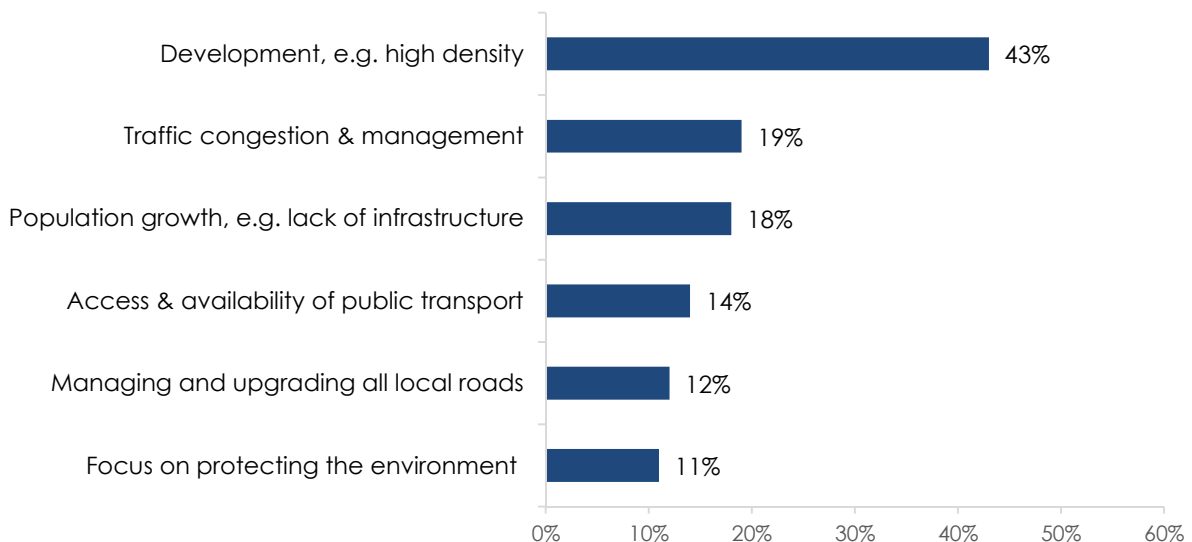
SUMMARY

Residents believe ‘development’ (43%) will be the highest priority issue within the Ku-ring-gai area in the next 10 years. Residents are also concerned about the flow-on effects of development, i.e. ‘traffic congestion & management’ (19%), ‘population growth’ (18%), ‘access & availability of public transport’ (14%), ‘managing and upgrading g all local roads’ (12%) and ‘focus on protecting the environment’ (11%).

Q5b. Thinking of the next 10 years, what do you believe will be the highest priority issues within the Ku-ring-gai area?

WORD FREQUENCY TAGGING

Verbatim responses for this question were collated and entered into analytical software. This analysis ‘counts’ the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 506
 Note: Only responses ≥ 11% are shown.

Importance of Maintaining Ku-ring-gai’s Unique Visual Character & Identity

SUMMARY

86% of residents believe it is important for Council to maintain Ku-ring-gai’s unique visual character and identity.

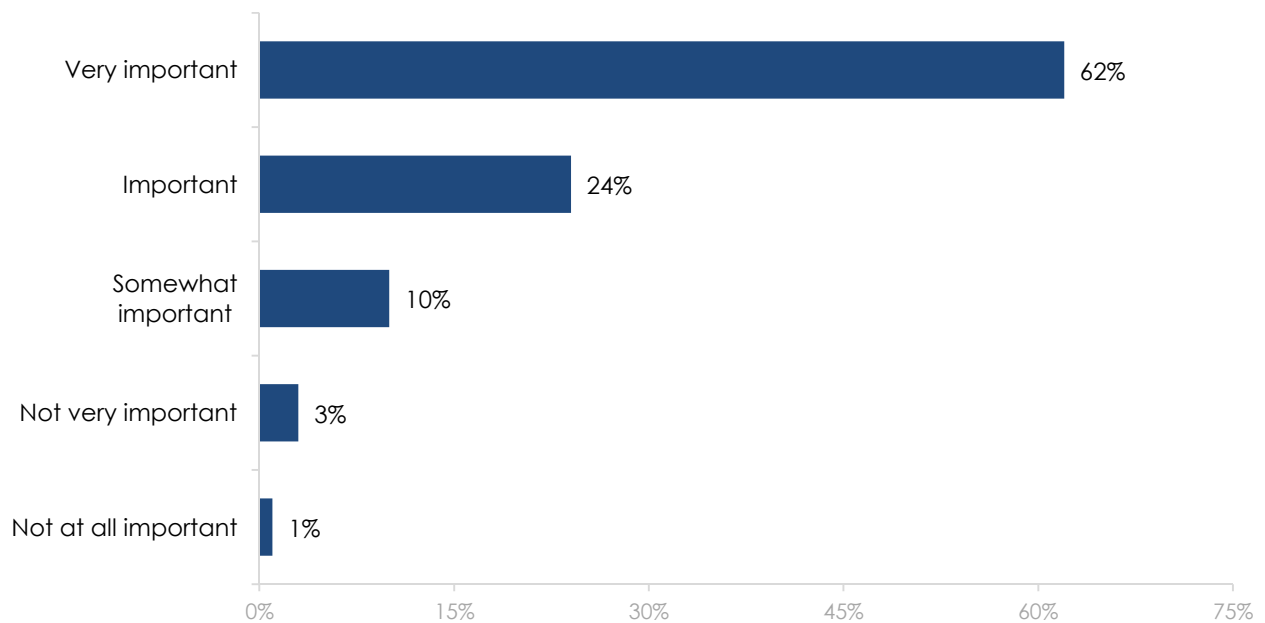
Residents aged 50+, and ratepayers were significantly more likely to place importance on this, whilst those aged 18-34 were significantly less likely.

Q5c. How important is it for Council to maintain Ku-ring-gai’s unique visual character and identity?

	Overall 2017	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non-ratepayer
Mean ratings	4.43	4.35	4.50	4.02▼	4.36	4.60▲	4.70▲	4.49▲	4.05

Scale: 1 = not at all important, 5 = very important

▲ ▼ = A significantly higher/lower level of satisfaction (in comparison to other mean ratings)



Base: N=506

Quality of Life

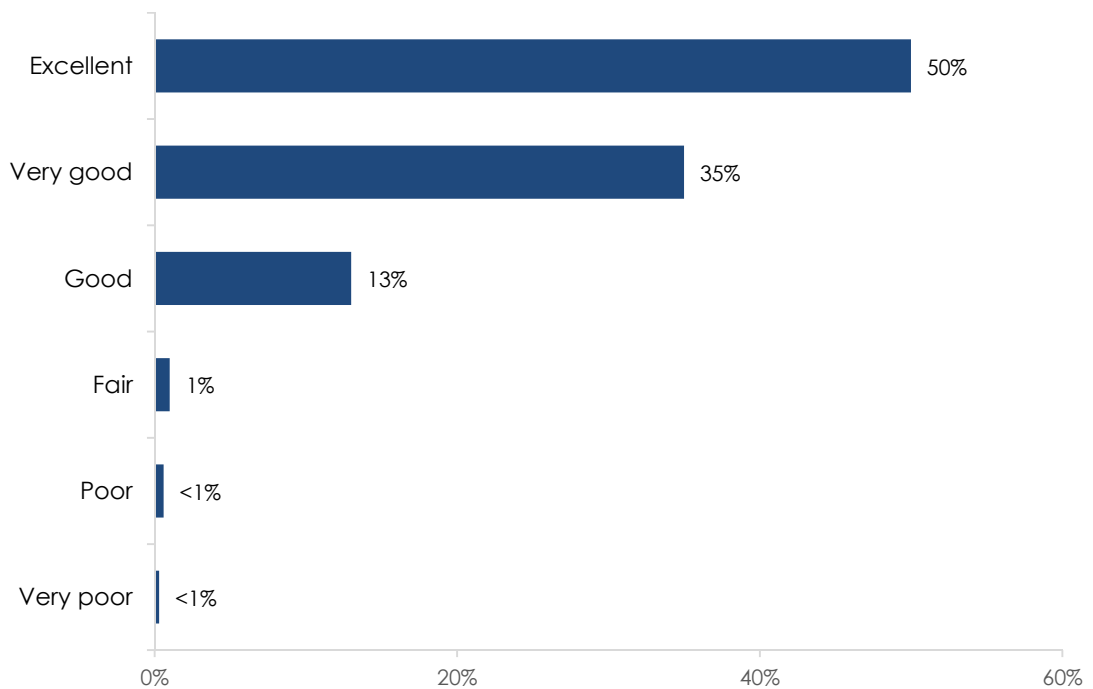
SUMMARY

Overall, 98% of residents rated their quality of life in the Ku-ring-gai area as 'good' to 'excellent', with half of the residents, (50%), giving the top rating of 'excellent'. This result was similar across the demographics.

Q5a. Overall, how would you rate the quality of life you have living in the Ku-ring-gai area?

	Overall 2017	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non-ratepayer
Mean ratings	5.32	5.37	5.28	5.26	5.33	5.39	5.29	5.31	5.38

Scale: 1 = very poor, 6 = excellent



Base: N=506

List of relevant Council Policies

Below is a list of key Council policies, relevant to environmental outcomes, that were adopted or revised by Council during the 2013-2017 period.

Community, People and Culture

- Access and Disability Inclusion Plan 2014-2018 (2015)
- Community Facilities Strategy (2014)
- Hornsby Ku-ring-gai Bushfire Risk Management Plan 2017 - 2020
- Social Impact Assessment Policy (2015)

Natural Environment

- Climate Change Policy (2015)
- Climate Change Adaptation Strategy (2016)
- Biodiversity Policy (2016)
- Bushland Reserves Plan of Management (2013)
- Bushland Dumping and Encroachment Policy (2016)
- Contaminated Land Policy (2016)
- Fauna Management Policy (2016)
- Water Sensitive City Policy (2016)
- Greenhouse Gas Reduction Action Plan 2015 - 2017
- Sustainable Event Management Policy 2014-2017

Places, Spaces and Infrastructure

- Compliance Policy (2016)
- Ku-ring-gai Local Approvals Policy (2015)
- Asset Management Plan – Stormwater Drainage (2014)
- Ku-ring-gai Local Environmental Plan (2015)
- Ku-ring-gai Local Centres Development Control Plan (2016)
- Ku-ring-gai Development Control Plan (2016)
- Covert Electronic Surveillance for Illegal Dumping Policy (2015)
- Drainage Works and Maintenance Policy and Procedures (2013)
- Pesticide Notification Plan for Outdoor Public Places (2016)
- Planning Agreement Policy (2016)

Access, Traffic and Transport

- Footpath Maintenance and Repairs Policy and Procedure (2013)
- Traffic and Transport Policy – Operations (2015)
- Road Maintenance and Repairs Policy and Procedure (2013)

Local Economy and Employment

- Ku-ring-gai Destination Management Plan (2017)

Leadership and governance

- Ku-ring-gai Community Strategic Plan 2030
- Resourcing Strategy (2013)
- Long Term Financial Plan (reviewed annually)
- Community Consultation Policy (2016)
- Media and Communications Policy (2016)