









REVISED DELIVERY PROGRAM 2022 – 2026 AND OPERATIONAL PLAN 2023 – 2024

JUNE 2024 BI-ANNUAL REPORT

1 JANUARY – 30 JUNE 2024

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About this report






Ku-ring-gai Council's Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 were adopted in June 2023. The combined document includes:

- Four-year Term Achievements, outlining what Council intends to do during its term of office to progress the Community Strategic Plan 'Ku-ring-gai 2032'.
- One-year Operational Plan Tasks that detail the projects, programs and services that will be undertaken during 2023-2024.
- Performance Indicators that are reported annually as part of the June biannual reporting.

This report is presented under the following six themes:

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

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

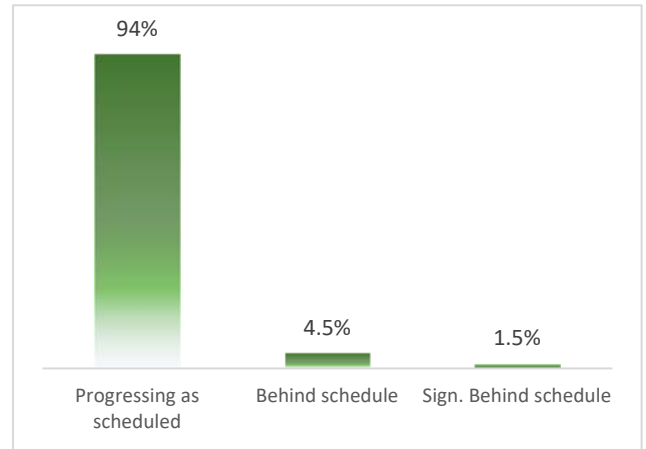
	Status	Description
	Completed	Operational plan task has been completed.
	Progressing as scheduled OR Substantially completed	Term achievement/task progress on track or substantially completed.
	Behind schedule	Delayed performance progress with remedial action required.
	Significantly behind schedule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

Performance summary snapshot

Revised Delivery Program 2022 - 2026

94%

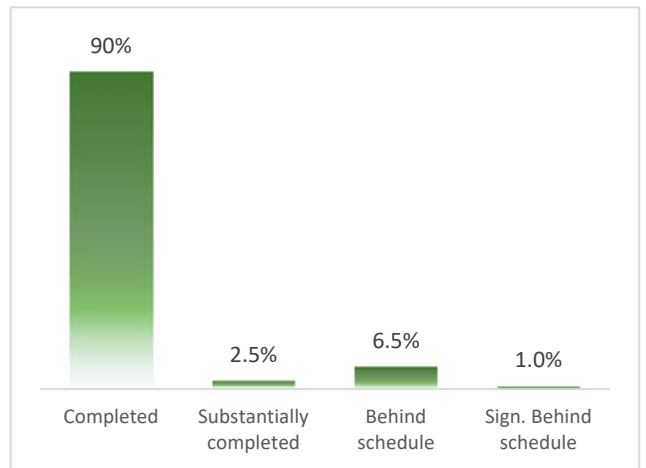
TERM ACHIEVEMENTS PROGRESSING AS SCHEDULED



Operational Plan 2023 - 2024

92.5%

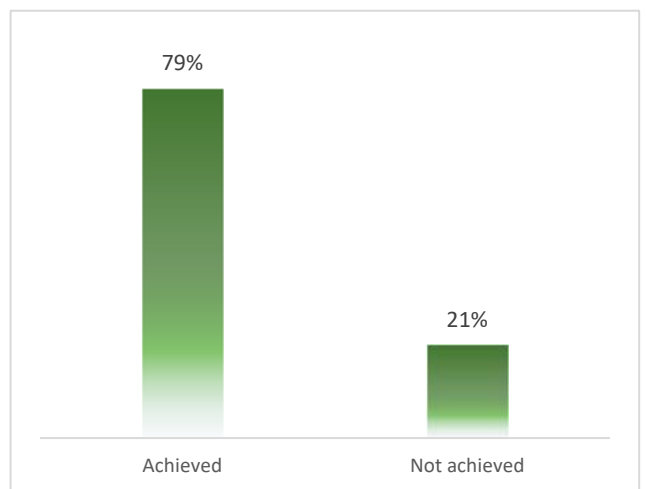
TASKS COMPLETED OR SUBSTANTIALLY COMPLETED



Performance Indicators 2023 - 2024

79%





INDICATORS ACHIEVED



Performance summary by theme

All departments have provided status updates on the progress of Delivery Program term achievements and operational plan tasks. Commentary is provided for those not progressing as scheduled including the reasons for delays and proposed remedial actions. Tasks and term achievements indicated as 'on hold' are not included in overall performance calculations. Results are good for the majority of term achievements and tasks across all themes. Commentary on achievements and challenges during the reporting period is provided within each theme. The June biannual report includes annual reporting on adopted performance indicators. This report is available at www.krg.nsw.gov.au/performance-reporting






Delivery Program term achievement performance by theme

Theme	Term Achievements				
	 Progressing as scheduled	 Behind schedule	 Significantly behind schedule	 On hold	Total no.
Community, People and Culture	10	0	0	0	10
Natural Environment	10	0	0	0	10
Places, Spaces and Infrastructure	15	0	0	1	16
Access, Traffic and Transport	7	0	0	0	7
Local Economy	4	1	1	0	6
Leadership	13	2	0	0	15
Total no.	59	3	1	1*	64
Performance: 59/63*=94% progressing as scheduled					

* P7.1.2: The renewal of Marian Street Theatre is substantially completed.

Note that this term achievement and further action are on hold while funding strategies are being explored and in accordance with resolutions of Council. This is excluded from overall performance calculations.




Operational Plan task performance by theme

Theme	Tasks					
	 Completed	 Substantially completed	 Behind schedule	 Significantly behind schedule	 On hold	Total no.
Community, People and Culture	33	0	0	0	0	33
Natural Environment	26	0	3	0	0	29
Places, Spaces and Infrastructure	54	5	5	0	1	65
Access, Traffic and Transport	13	0	0	0	0	13
Local Economy	9	0	2	1	0	12
Leadership	46	0	3	1	0	50
Total no.	181	5	13	2	1*	202
Performance: 186/201*=92.5% completed or substantially completed						

* Operational Plan Task placed 'on hold' by Council resolution:

P7.1.2.1: Progress of the Marian Street Theatre renewal project is on hold due to Council resolution. This task has been excluded from overall performance calculations.

Delivery Program performance indicator achievements by theme

Theme	 Achieved	 Not achieved	 On hold	Results not available*	Total
Community, People and Culture	11	6	-	-	17
Natural Environment	6	4	-	-	10
Places, Spaces and Infrastructure	17	1	1 ¹	-	19
Access, Traffic and Transport	8	1	-	-	9
Local Economy	5	1	-	-	6
Leadership	14	3	-	5	22
Total no.	61	16	1**	5**	83
Performance: 79% (61/77) achieved					

* Results for five (5) financial performance indicators will not be available until Council's 2023-24 Financial Statements have been completed and adopted by Council.

** These indicators are excluded from overall performance calculations.




¹ P7.1.2: The renewal of Marian Street Theatre is substantially completed - placed on hold by Council resolution.

Exception report

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

THEME 2: NATURAL ENVIRONMENT

Operational Plan Task Exceptions

Code	Description	Progress	Comments
N1.1.2.4	Tender and commence construction of the Cultural and Environmental Education Centre. Signoff Authority: Director Strategy & Environment	 75%	Handover of the Cultural and Environmental Education Centre (CEEC) project from Strategy & Environment to Operations has been completed. A Project Control Group has been established and meets fortnightly and the Major Project Steering Committee is kept updated on progress. Council held a workshop into the project's Living Building Challenge progress and the findings will help guide Council through the tender and construction phase. Reason The design timeline was impacted by the necessary additional due diligence associated with achieving Living Building Challenge requirements. Remedial Action A Project Control Group has been established and meets regularly. The project has been officially handed to Projects team. A task is included in Council's adopted Operational Plan 2024/25 to progress this project.
N4.1.1.1	Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events. Signoff Authority: Manager Environment & Sustainability	 90%	Council's new Resilience Officer has commenced duties filling a vacancy. The new Resilience Officer has conducted two (2) Simtable presentations to school students at the Wildflower Gardens and given presentations to Customer Service staff. Council signed an MoU with Sydney North Health Network to deliver street expos over the next 2 years to increase community preparedness and resilience. Reason Delays were experienced in appointing a new Resilience Officer. Remedial Action The vacancy has been filled so programs will now continue to get back track. A task is included in Council's adopted Operational Plan 2024/25 to progress this program.
N4.1.2.1	Implement priority actions in the Climate Change Adaptation Strategy. Signoff Authority: Manager Environment & Sustainability	 90%	Council has appointed a new Resilience Officer. This position will be the Resilient Sydney Ambassador for Ku-ring-gai with responsibility for implementing the Sydney Resilient Strategy in Ku-ring-gai. Reason Delays were experienced in appointing a new Resilience Officer. Remedial Action Council's Resilience Officer has now commenced. A task is included in Council's adopted Operational Plan 2024/25 to progress the actions.

THEME 3: PLACES, SPACES AND INFRASTRUCTURE





Term Achievement Exceptions

Code	Description	Progress	Comments
P7.1.2	<p>The renewal of Marian Street Theatre is substantially completed. ##</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>This Term Achievement is currently on hold.</p> <p>Reason</p> <p>This term achievement is on hold while funding strategies are being explored consistent with Council resolutions.</p> <p>Remedial Action</p> <p>There is no current remedial action.</p> <p>The project is not included in the 2023/2024 budget.</p>

Operational Plan Task Exceptions



Theme 3: Places, Spaces and Infrastructure Operational Plan Task Exceptions

Code	Description	Progress	Comments
P4.1.1.3	<p>Oversee and monitor the implementation of Council's Open Space Acquisitions Program.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 85%	<p>Negotiations with land owners are progressing however there have been no further acquisitions during the reporting period.</p> <p>Reason</p> <p>Significant uncertainty has been created by the new TOD SEPP which came into force on the 13th May 2024. The resultant increase in land values is likely to significantly affect Council's acquisition program.</p> <p>Remedial Action</p> <p>Monitor the situation and provide updates to Council.</p>
P4.1.1.7	<p>Continue to facilitate disposal of the Lindfield Library site.</p> <p>Signoff Authority: Director Strategy & Environment</p>	 75%	<p>Since the last update, the majority of information required by Sydney Trains has been collated by the external consultant team. This will be submitted, to Sydney Trains as one complete package addressing the outstanding deferred commencement conditions. External consultant engineers will be meeting with Council's engineers in Development and Regulation, to get clarity on some outstanding engineering conditions, before the package can be sent to Sydney Trains for final close out.</p> <p>Reason</p> <p>The volume of information required by Sydney Trains has been time consuming to collate during this period.</p> <p>Remedial Action</p> <p>In addition to the lead external consultant, additional sub consultants have been re-engaged to ensure the necessary information is obtained and collated, for submission to Sydney Trains.</p>



Code	Description	Progress	Comments
P6.1.1.5	Implement improvements to carparking at St Ives Showgrounds. Signoff Authority: Acting Manager Technical Services		Project documentation and approval process is ongoing and being refined to address identified design shortfalls and roadblocks to completion. There have been numerous environmental considerations which have proven difficult for Council's engaged consultants to achieve, however works are now nearing completion to allow for construction to commence early in the new financial year. Reason The design timeline was impacted by the necessary additional due diligence environmental investigations and reports required to guide the design and facilitate the Review of Environmental Factors (REF) approval. Remedial Action Ongoing discussions and collaboration with the primary consultants for increased staff resourcing and the appointment of specialist subconsultants to facilitate the project is now allowing completion in a timely manner. A task is included in Council's adopted Operational Plan 2024/25 to progress the project.
		75%	
P6.1.1.10	Continue to progress preparation of a Green Grid Strategy for Ku-ring-gai to align with the Local Strategic Planning Statement (LSPS). Signoff Authority: Manager Urban & Heritage Planning		The project is progressing well. A Councillor briefing was held on the 5 June 2024, and the next steps for the project are being determined. Reason Initial delays due to competing program priorities. Remedial Action A task is included in Council's adopted Operational Plan 2024/25 to progress the strategy.
		80%	
P6.1.1.14	Construct synthetic field at Norman Griffiths Oval, West Pymble. Signoff Authority: Acting Manager Technical Services		Further delays have been experienced with the project, following additional exposure of contaminated soils and extremely significant weather events. Works have progressed to allow the majority of the construction of the concrete plinth edge which will enable the internal field works to take shape. Reason The project has encountered significant impacts from adverse weather conditions. The clean-up actions from the weather events have led to increases to budgets required. Contaminated soil has also been identified and remediation works are affecting the project budget and program. Remedial Action All available resources are being provided from Council to work with the appointed contractor to enable mitigation of impacts to project program wherever feasible. The project will be completed in 2024/25.
		75%	
P7.1.2.1	Progress of the Marian Street Theatre renewal project is subject to Council decisions in line with resolution of 28 June, 2022 (GB.23: Min 141).## Signoff Authority: Director Strategy & Environment		The project remains on hold. Reason This task has been placed on hold consistent with Council resolutions. Remedial Action There is no current remedial action. The project is not included in the 2023/2024 budget.
		0%	


THEME 5: LOCAL ECONOMY

Term Achievement Exceptions

Code	Description	Progress	Comments
E1.1.2	Strategies and plans are in place that support business growth. Signoff Authority: Director Strategy & Environment		This Term achievement has been delayed. Reason Preparation of an Employment Lands Strategy has been delayed as a result of the NSW Government housing announcements and uncertainty about future population growth. Remedial Action A task to progress the strategy is included in Council's adopted Operational Plan 2024/25.
E1.1.3	Secure a development partner for Lindfield Village Hub. Signoff Authority: General Manager		Progress is behind schedule. The confidential action plan items were progressed in accordance with the November 2023 resolution of Council. At the May 2024 meeting of Council it was resolved that the exclusive negotiations with the Lindfield Village Hub preferred proponent be concluded and that Council commence negotiations with other provider. Reason The withdrawal of Transport for NSW commuter car park funding for the project disrupted the orderly procurement process with the preferred proponent. Remedial Action Recommence negotiations with other proponents.



Operational Plan Task Exceptions

Code	Description	Progress	Comments
E1.1.1.1	Establish new group of engagement champions and deliver community engagement training where appropriate. Signoff Authority: Manager Corporate Communications		Relevant departments have been identified for the Engagement Champions Group. The final structure of the engagement champions groups is set for finalisation by late June 2024 with training rolled out in Q1 2024/25. Reason Delays due to competing work program priorities with available resources. Remedial Action The issue is resolved with the project progressing in the coming three months. A task is included in Council's adopted Operational Plan 2024/25 to progress these actions.
		90%	
E1.1.2.1	Undertake the Employment Lands Study and Strategy in accordance with Department of Planning, Industry and Environment (DPIE) guidelines. Signoff Authority: Manager Urban & Heritage Planning		There has been no progress on this project during the reporting period. Reason The project has been delayed as a result of the NSW Government housing announcements and uncertainty about future population growth. Remedial Action The project will be progressed following the NSW Government release of future long term housing targets and its employment lands policies and strategies in the further delayed Cities Plans. There are currently no scheduled release dates for the Cities Plans. A task is included in Council's adopted Operational Plan 2024/25 to progress this project.
		50%	




Code	Description	Progress	Comments
E1.1.3.1	<p>Execute and commence Project Delivery Agreement with the developer for the Lindfield Village Hub.</p> <p>Signoff Authority: <i>General Manager</i></p>	<p style="text-align: center;"></p> <p style="text-align: center;">75%</p>	<p>Progress is behind schedule.</p> <p>The confidential action plan items were progressed in accordance with the November 2023 resolution of Council. At the May 2024 meeting of Council it was resolved that the exclusive negotiations with the Lindfield Village Hub preferred proponent be concluded and that Council commence negotiations with other provider.</p> <p>Reason</p> <p>The withdrawal of Transport for NSW commuter car park funding for the project disrupted the orderly procurement process with the preferred proponent.</p> <p>Remedial Action</p> <p>Council resolved at its May 2024 meeting to conclude the exclusive negotiation arrangements with the preferred proponent and to approach the remaining bidders from the procurement process to determine their interest to recommencing negotiations.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress these actions.</p>


THEME 6: LEADERSHIP

Term Achievement Exceptions

Code	Description	Progress	Comments
L1.1.1	<p>The priorities of our community, as reflected in the Community Strategic Plan, inform Council's policy development, decision-making and program delivery.</p> <p>Signoff Authority: Acting Director Corporate</p>		<p>Progress is behind schedule.</p> <p>Council is developing a Community Engagement Strategy to guide engagement with the community in the development of its plans and activities. Completion of the strategy was delayed due to the NSW government's proposed housing policies, but is being progressed for Council's consideration. Regular performance reports show that Council remains on track to deliver most of its term achievements and annual tasks. Council has endorsed its revised Delivery Program and Operational Plan, Resourcing Strategy and Fees & Charges for 2024/25.</p> <p>Reason</p> <p>Completion of the strategy was delayed due to the NSW government's proposed housing policies and potential impacts on the Community Participation Plan (required under the Environmental Planning and Assessment Act).</p> <p>Remedial Action</p> <p>Complete the community engagement strategy and present it to Council for endorsement before engagement with the community on the next Community Strategic Plan.</p>
L5.1.2	<p>Council services are progressively reviewed to determine service level expectations and agreed service levels within available resources.</p> <p>Signoff Authority: Acting Director Corporate</p>		<p>Progress is behind schedule.</p> <p>A draft service improvement policy and guidelines have been developed in partnership with independent consultancy services. Work has commenced on a review of communications and community engagement and a review of the management and maintenance of sporting fields has been deferred to 2024/25. Both reviews are planned to be finalized in the first half of the financial year.</p> <p>Considering the organisation's priorities and recent housing policy reforms, a separate review of development application processes was conducted and is expected to be completed in the first quarter of 2024/25.</p> <p>Reason</p> <p>The proposed commencement of two service reviews was delayed due to competing priorities and to allow for the completion of the draft policy and guidelines.</p> <p>Remedial Action</p> <p>Two pilot reviews to be completed by the end of 2024.</p>

Operational Plan Task Exceptions

Code	Description	Progress	Comments
L1.1.1.1	<p>Adopt and implement a Community Engagement Strategy that supports Council's engagement with the Kuring-gai community in developing and communicating strategic plans, priorities and programs.</p> <p>Signoff Authority: Manager Governance & Corporate Strategy</p>	 60%	<p>Council must prepare, adopt and implement a Community Engagement Strategy, for engagement with the local community in developing its plans and determining key activities. This includes development of the upcoming Community Strategic Plan and other plans under the IP&R framework as well as other relevant council plans, policies and programs. Consistent with IP&R guidelines a draft strategy was prepared incorporating Council's adopted community participation plan. Completion of the strategy was delayed due to the NSW government's proposed housing policies that may require a review of the Council's Community Participation Plan (CPP).</p> <p>Reason</p> <p>The draft strategy was originally prepared to incorporate Council's Community Participation Plan (CPP). Finalisation of the strategy has been delayed due to the NSW government's proposed housing policies that may require a review of the CPP.</p> <p>Remedial Action</p> <p>Complete the community engagement strategy and present it to Council for endorsement before engagement with the community on the next Community Strategic Plan.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to complete the strategy.</p>
L4.1.2.8	<p>Improve opportunities for local businesses to work with Council through education and review of procurement information on Council's website.</p> <p>Signoff Authority: Manager Procurement & Contracts</p>	 80%	<p>The Procurement Team have prepared a presentation for local business as part of a working with Council evening. In partnership with Media and Communications Team a session will be scheduled in the first quarter of 2024/25.</p> <p>Reason</p> <p>Delays due to competing work program priorities within available resources.</p> <p>Remedial Action</p> <p>The rescheduled event will take place in the second quarter of 2024/25.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress this initiative.</p>
L4.1.3.3	<p>Review and implement policies, strategies and plans to advance sustainability and environmental management.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	 75%	<p>The review and implementation of policies, strategies and plans to advance sustainability and environmental management continued. During the period work focussed on preparation of a draft Contaminated Land Policy and the Bushland Dumping and Encroachment Policy which will go to Council in July 2024. The Drone Policy has been considered internally and will be presented to Council likely after elections.</p> <p>Reason</p> <p>Draft policies have been prepared and circulated internally for comment. The Contaminated Land Policy and Bushland Dumping and Encroachment Policy will go to Council in July for endorsement of public exhibition.</p> <p>Remedial Action</p> <p>Policies will be prioritised for first meeting post Council elections.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress the policies.</p>

Code	Description	Progress	Comments
L5.1.2.1	<p>Conduct two service reviews (communications services and management and maintenance of sports fields) in line with Council's targeted service review program, including engagement with the community on expected levels of service and measures of performance.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	<p style="text-align: center;"> 73%</p>	<p>A draft service improvement policy and guidelines have been developed in partnership with independent consultancy services. Work has commenced on a review of communications and community engagement and a review of the management and maintenance of sporting fields has been deferred to 2024/25. A separate review of development application processes is underway.</p> <p>Reason</p> <p>The proposed commencement of two service reviews was delayed due to competing priorities and to allow for the completion of the draft policy and guidelines.</p> <p>Remedial Action</p> <p>Two pilot reviews to be completed by the end of 2024.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to complete the reviews.</p>

Full reporting by Theme

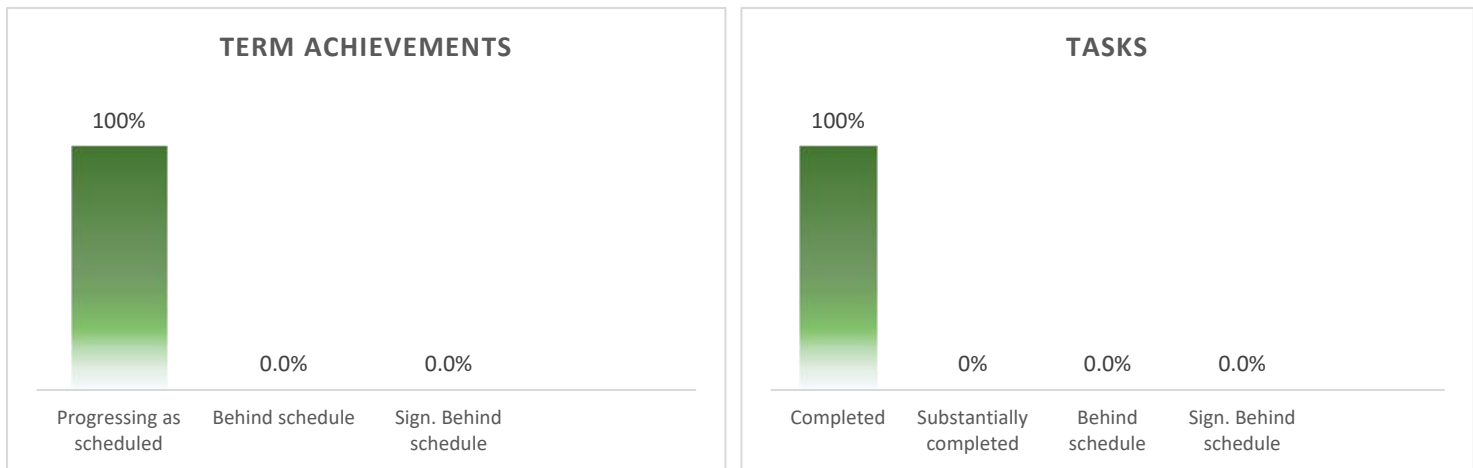


THEME 1

COMMUNITY, PEOPLE AND CULTURE

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

Performance summary



PERFORMANCE INDICATOR ACHIEVEMENTS





ACHIEVED 65%








NOT ACHIEVED 35%







Key achievements

- Awarded Australia Day Council Grant \$15,000.
- Awarded Multicultural NSW Grant \$10,000.
- Awarded Aboriginal Affairs NSW Grant \$3,000.
- Planned and delivered highly successful NSROC Gai-Mariagal Festival Launch.
- Delivered expanded events program for Australia Day, Lunar New Year Festival, Heritage Festival and Gai-Mariagal Festival.
- Establishment of Financial Hardship Grants Program and Violence Against Women Grants Program.
- The Volunteer Expo attracted around 80 potential volunteers in all age groups. The Seniors Expo provided a showcase and participation opportunity to 36 local community organisations and groups which attracted around 90 visitors to their stalls.
- Senior's programs are reaching more older people, with new attendees making up around 15% of attendees at each activity.
- Weekly attendance at the St Ives Youth Hub has increased by 15% since last reporting period.
- The International Women's Day Forum featured over 20 representatives from local high schools. These students participated in a pre-forum workshop, advocating for local initiatives to improve gender equity and inclusion.
- Appointment of a new Nursery Officer and improvements made to the community nursery grounds and facilities.
- Council was awarded \$312,315 from State Library New South Wales under the 2023/24 Public Library Infrastructure Grant scheme. The funding is for the second stage of refurbishment works of Gordon Library.
- Refugee Week Celebration held in partnership with the Hornsby Ku-ring-gai Multicultural Network.
- Access improvements were carried out on facilities including Lindfield Seniors Centre, Lindfield Resource Centre and Roseville Park Tennis Courts.
- Commenced work on the development of Violence Against Women Action Plan in cooperation with service providers, professional networks, government departments and police.
- Successful certification and implementation of revised Bushfire Prone Land mapping which was well accepted by the community.

Performance indicators

Code	Description	Target	Achieved Amount	Performance	Commentary
C1.1.1	<p>Number of submissions and responses received through community engagement activities delivered by Council. Baseline: New measure (from Council's surveys, social media, website and other written submissions) per financial year. Source: Council</p>	Monitor	6,450		
	<p>Number of followers of Council's social media accounts. Baseline: There are 14,250 followers of Council's social media accounts (Facebook, Twitter, Instagram, Nextdoor and LinkedIn). Source: Council</p>	Increasing	63,159		<p>Council significantly increased the number of followers of Council's social media accounts during the period through:</p> <ul style="list-style-type: none"> - Paid FB ads - Boosting posts - Posting engaging content - Frequently posting - Cross promoting by sharing content across different FB pages - Promoting on different digital channels such as enews, website, YouTube - Promoting Fb page on print such as brochures and posters.
C1.1.2	<p>Number of enrolments for Council's art centre courses. Baseline: There are 2,000 enrolments for art centre courses per financial year. Source: Council</p>	Maintain	1,837		<p>This target was not met due to the following:</p> <ul style="list-style-type: none"> - Customers report cost of living pressures. - Creative Kids vouchers are now means tested, so they are not widely available to all families for arts based activities. - Our older demographic is reducing day time art program attendees and we are looking at ways to engage other segments of the population at more suitable times. - Repair and maintenance issues on Studio 3 impacted our ability to use the space for programs. - Our children/teens programming is in the process of being updated and we are currently addressing this issue by looking at community engagement strategies to determine how we best serve the community interests.
	<p>Number of visits to Council libraries. Baseline: There are 350,000 visits to the libraries per financial year. Source: Council</p>	Increasing	419,606		

Code	Description	Target	Achieved Amount	Performance	Commentary
	<p>Number of environmental volunteers in Council programs. Baseline: There are over 700 environmental volunteers in Council programs (Bushcare, Streetcare, Parkcare, Trailcare, Native Bee Program, Propagating Shed, Streamwatch, EPP monitoring) during the financial year. Source: Council.</p>	Maintain	957		
C2.1.1	<p>Number of additional new dwellings approved in Ku-ring-gai. Includes for example, multi-unit, secondary dwellings, seniors housing and other per financial year. Source: Council</p>	Monitor	116		
C3.1.1	<p>Utilisation rate for Council's children's services. Baseline: 87% utilisation of children's services (Thomas Carlyle Children's Centre, Family Day Care and Vacation Care programs) per financial year. Source: Council</p>	Increasing	83.34%		The variance in overall utilisation levels in Council's Children's Services is due to staff shortages in Vacation Care. This has resulted in the closure of one Vacation Care Centre and a limitation on the number of children who can attend.
	<p>Number of participants in programs delivered by Council's youth services. Baseline: 5,000 participants in youth service programs. Source: Council</p>	Maintain	7,500		
	<p>Number of participants in programs delivered by Council's aged and disability services. Baseline: 2,800 participants in aged and disability programs. Source: Council</p>	Increasing	3,171		
	<p>Number of residents in Ku-ring-gai hospitalised due to falls. Baseline: 725 people per 100,000 of the population are hospitalised due to falls (spatially adjusted) per year. Source: Centre for Epidemiology and Evidence, NSW Ministry of Health.</p>	Decreasing	753 (with injury)		Fall-related injury hospitalisations occur more frequently in older adults and occur more frequently in women than men. Council continues to run senior's exercise classes and programs focused on falls prevention, strength and mobility training, balance and coordination.
C3.1.2	<p>Number of registrations in active recreation programs supported by Council. Baseline: 700 registrations in active recreation programs supported by Council. Source: Council</p>	Increasing	687		There has been a drop in participant numbers in Council's Junior Golf programs. This has occurred in line with the reduction of the discount allowed via Active Kids Vouchers.


Code	Description	Target	Achieved Amount	Performance	Commentary
C4.1.1	<p>Number of accessibility and inclusion improvements delivered through Council's Access, Disability and Inclusion Plan and other strategic documents. Baseline: New measure per financial year Source: Council</p>	Monitor	5		<p>Improvements delivered through Council's Access, Disability and Inclusion Plan included:</p> <ul style="list-style-type: none"> - More than 1,000 Sunflower Lanyards have been handed out to residents. Additionally, all customer service staff have received training, and general education has been provided through the Council rates newsletter. - Access improvements have been made to the bathrooms at the Lindfield and Turramurra seniors centres. - Access improvements have been made at the Roseville Tennis Courts. - Service Provider Expo – 100 participants
C4.1.2	<p>Number of Council's community education programs and events that support Ku-ring-gai's diversity. Baseline: New measure (delivered through Council's community, event and library services) per financial year. Source: Council</p>	Increasing	45		
C5.1.1	<p>Number of participants in Council's events and programs. Baseline: 60,000 participants attended Council's events and programs (includes community, environmental, cultural and civic events and programs) per financial year. Source: Council's records</p>	Increasing	78,698		
C6.1.1	<p>Percentage registration of companion animals within Ku-ring-gai. Baseline: 95% of companion animals in Ku-ring-gai are registered. Source: Council</p>	Maintain or increasing	93%		Performance was impacted mainly by increasing animal ownership rates in the local government area and educating new pet owners of lifetime registration.
C6.1.2	<p>Percentage completion of Council's fire trail improvement program. Baseline: 100% of the fire trail improvement program is completed. Source: Council</p>	Maintain	100%		100% of the fire trail network was inspected and was trafficable for emergency services. 21km or 45% of the fire trail network received civil maintenance works improving its condition.
	<p>Percentage completion of Council's hazard reduction program. Baseline: 45% of the hazard reduction program is completed. Source: Council</p>	Increasing	41.5%		Unsuitable weather conditions were experienced during the 23/24 hazard reduction season which limited hazard reduction burning activities.

Key:  Achieved  Not achieved




Focus area: C1: Engagement and connectedness.

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

Term Achievement


Code	Description	Progress
C1.1.1	Innovative and effective community engagement that increases opportunities for participation by all members of the community. Signoff Authority: Director Community	
Comments		
<p>Progressing as scheduled.</p> <p>Work in this area is progressing well, with more departments actively seeking support and advice to ensure Council's engagement is connecting more effectively with the whole community, especially harder to reach groups like CALD groups and young people. Communication and community engagement centred around the NSW Government's planning policy changes resulted in some of the highest levels of community interest in recent years.</p>		

Operational Plan Tasks




Code	Description	Progress	Comments
C1.1.1.1	Liaise with staff to ensure the Community Engagement Policy is understood and provide support as needed. Signoff Authority: Manager Corporate Communications	 100%	Staff are regularly supported with engagement in line with Council's Engagement Policy. During the period, help and advice was provided to Traffic and Transport, Design, Tree Management, Urban Planning and Heritage, Corporate Planning and Governance, Community Development, Library Services and Environment and Sustainability.
C1.1.1.2	Enhance engagement with people with disabilities, culturally and linguistically diverse groups and young people. Signoff Authority: Manager Corporate Communications	 100%	In May, a workshop was held with the Multicultural Advisory Committee, seeking their feedback on matters affecting their quality of life in Ku-ring-gai and requesting their input on how CALD communities can be engaged in the upcoming review of the Community Strategic Plan. Staff are also actively preparing for the engagement requirements for the review of the Disability Inclusion Plan that will be revised later in 2024. In addition, the youth team have been working with engagement staff to plan for the Youth Advisory Committee which is being established later in 2024.
C1.1.1.3	Monitor and report on the outcomes of community engagement and consultation. Signoff Authority: Manager Corporate Communications	 100%	<p>During this period, Council undertook a range of engagement activities relating to the NSW Government Planning regulation changes. Council ran a survey which had over 5300 responses (the highest participation in a Council survey for over a decade). This was followed by a community forum held at Council Chambers in January with nearly 500 attending in person and online. In June, Low and Midrise SEPP Community Forums were held in each ward (five in total) with over 400 registrations to attend.</p> <p>Trees have also been a focus in this period with a tree forum held in March with 80 people attending in person. This was followed by a tree planting community event aimed at promoting benefits of trees and educating the community about supporting tree health.</p> <p>Other projects undertaken in the period include park upgrades at Dumaresq Street and Comenarra Playing Fields, and the commencement of Council's biennial Community Satisfaction survey.</p> <p>Council staff have also been working with students at Warrawee to develop plans for a nature play space at Duff Street reserve Turramurra. This has involved</p>


			<p>school and site visits to educate and engage students from year 2 - 6.</p> <p>Public exhibitions have occurred for Council's Delivery Program and Operational Plan and budget, Plans of Management for Canoon Road netball facilities, and various planning proposals and licences.</p>
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Term Achievement

Code	Description	Progress
C1.1.2	<p>Increase opportunities for community connectedness, inclusiveness and a sense of belonging.</p> <p>Signoff Authority: Director Community</p>	
Comments		
<p>Progressing as scheduled.</p> <p>A range of opportunities were provided to increase community connectedness and a sense of belonging including supporting local initiatives through community grants, services and programs for seniors and young people, volunteering programs and training, cross-cultural collaboration and understanding activities.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C1.1.2.1	<p>Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants Program.</p> <p>Signoff Authority: Director Community</p>	 100%	<p>The 2023/24 Community Grants Program has been completed and the assessments of applications nearly finalised for the 2024/25 Programs. This is scheduled to be reported to Council for approval in August. The Financial Hardship Grants applications are currently under assessment and scheduled to be reported to Council for approval in August. Planning has commenced for the Violence Against Women Grants.</p>
Key Achievements			
Establishment of Financial Hardship Grants Program and Violence Against Women Grants Program.			
C1.1.2.2	<p>Coordinate the Ku-ring-gai Hornsby Volunteer Coordination Service to enhance the capacity of local organisations to deliver services to older and frail aged residents.</p> <p>Signoff Authority: Manager Community Development</p>	 100%	<p>Local community organisations were supported through extensive promotion of their volunteer opportunities. From January to June, as requested by local community organisations, 15 volunteer roles were advertised through the Hornsby/Ku-ring-gai Volunteer Referral Services; 127 volunteers were referred to local organisations for suitable volunteer roles based on their interests, skills, availability and age. The Volunteer Hub continues to bring new volunteer-involving organisations on board. New members' information was added to the second edition of the booklet 'Navigating Volunteering in the Upper North Shore' in February.</p>
Key Achievements			
Volunteer positions, such as Group Assistant for Parkinson's Association, were filled by high quality volunteers.			
C1.1.2.3	<p>Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community.</p> <p>Signoff Authority: Manager Community Development</p>	 100%	<p>A number of events were held in March to encourage potential volunteers to become involved in their community. The Volunteer Expo was held in Gordon Library with 22 volunteer-hosting organisations. Community organisations participated in the Seniors Expo in Turrumurra to promote their activities, services and volunteer needs. A webinar on Setting Boundaries was provided to 33 volunteers to improve their understanding of professional boundaries in their volunteering roles. The Volunteer Hub information packs were presented and distributed at the Hornsby Community Information Expo, and 100 hard copies of the volunteer booklet were distributed to library branches. During the National Volunteer Week in</p>

			May, two movie sessions were organised to thank 250 volunteers for their contribution. A short presentation about volunteering was presented to around 100 residents and their family members during the Citizenship Ceremony on 22 May 2024.
Key Achievements			
The Volunteer Expo attracted around 80 potential volunteers in all age groups. They took home the latest edition of the volunteer booklet. The Seniors Expo provided a showcase and participation opportunity to 36 local community organisations and groups which attracted around 90 visitors to their stalls.			
C1.1.2.4	Deliver environmental volunteering programs. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	Bushcare/Streetcare/Parkcare programs continue to see a stable number of sites and level of participation. The Streamwatch program is well established now with all groups working more independently. The Propagation Shed continues to be very popular and productive, and there is currently a waiting list. It continues to produce a large amount of plants for various programs, citizenship awards and other sustainability events. Numbers in the community gardens, native bee, TrailCare programs also remain stable. There has been an Introduction to Bushcare workshop, two Plant Identification Workshops as well as Streamwatch training. Two events were held during National Volunteer Week to celebrate and recognise the contributions made by volunteers.
Key Achievements			
Appointment of a new Nursery Officer and improvements made to the community nursery grounds and facilities.			



Focus area: C2: Housing choice.

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

Term Achievement

Code	Description	Progress
C2.1.1	Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Assessment has progressed on 5 private planning proposals.</p> <p>* A planning proposal for 345 Pacific Highway, Lindfield was considered by the KLPP in May, by Council in June and by the SNPP on 14 June 2024.</p> <p>* Planning proposals for 1364-1392 Pacific Highway, Turramurra and 31-51 Rohini St, Turramurra (Anglicare) are scheduled for consideration by the KLPP in July 2024.</p> <p>* Planning proposals for 40 Dumaresq St, Gordon and 47 Highfield Rd, Lindfield are currently under assessment.</p> <p>In April 2024 Council resolved to prepare an affordable housing policy. Consultants have been engaged to undertake this work.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1	<p>Monitor and process proponent led and Council's planning proposals for additional housing.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>Assessment has progressed on 5 private planning proposals.</p> <p>- A planning proposal for 345 Pacific Highway, Lindfield was considered by the KLPP on 20 May 2024 and by Council on 18 June 2024. This planning proposal was also subject to a rezoning review which was considered by the SNPP on 14 June 2024.</p> <p>- Planning proposals for 1364-1392 Pacific Highway and 1-3 Kissing Point Road, Turramurra and 31-51 Rohini St, Turramurra (Anglicare) are scheduled for consideration by the KLPP in July 2024.</p> <p>- Planning proposals for 40 Dumaresq St, Gordon and 47 Highfield Rd, Lindfield are currently under assessment.</p>
C2.1.1.2	<p>Investigate strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>Council resolved to prepare an affordable housing background study and draft affordable housing policy at the April OMC. Consultants have been engaged to undertake this work.</p>


Focus area: C3: Health and wellbeing.

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


Term Achievement

Code	Description	Progress
C3.1.1	<p>Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Council initiated a number of programs and services towards creating a more equitable, inclusive and resilient community including comprehensive library services, information to raise awareness and educate the community, children services supporting working families and aged services aimed at improving the mental wellbeing of seniors.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.1.1	<p>Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	<p> 100%</p>	<p>Children Services:</p> <p>Children with additional needs are supported at all services with assistance from KU inclusion support services. Lunar New Year and Easter were celebrated across the services and families participated in the festivities. The Early Years Services continue to implement the NSW Health initiative which supports the healthy development of children aged birth to 5 years by promoting physical activity, healthy eating and reduced screen time. Thomas Carlyle Children's Service completed Assessment and Ratings implemented by the Department of Education. The service was found to be meeting all seven quality areas of the National Quality Framework.</p>


		<p>Youth Services:</p> <p>During this reporting period, Youth Services provided a range of programs and workshops to meet the changing needs of young people. In-Centre programs at Gordon and St Ives Youth Hubs prioritised community service engagement and well-being support. Drop-in workshops were facilitated by NSW Health, Headspace, Sydney Drug Education Counselling Centre (SDECC) and PCYC Hornsby, as well as weekly engagement with Streetwork and Ku-ring-gai Youth Development Service (KYDS). Youth Week in April celebrated community participation, with a band night, urban art exhibition and Northern Sydney colour run with over 800 local attendees in total. Lunar New Year, Harmony Week and Pride festivities promoted further inclusion and education in the Youth Hubs, with these special events connecting new young people to the service. Partnerships with local high schools and community groups provided additional support to parents and families during this period, including a sold out Mental Health Youth First Aid Course at St Ives Youth Hub, in partnership with Empowering Parents in Crisis (EPIC).</p> <p>Aged Services:</p> <p>Aged Services continued to provide social activities, relevant information seminars and workshops, and exercise classes designed to prevent social isolation of older people, and to improve their mental and physical well-being. A booklet was compiled and distributed of events provided by Council and local community organisations during the Seniors Festival in March. Outings to places of interest followed by a group lunch included visits to the Museum and Art Galley, La Perouse, Camden, Mt Wilson, Edogawa Japanese Garden, Ebenezer and an early evening Vivid Cruise. Workshops included Safe Driving for Seniors and Practical Garden Tips for Autumn. From January to June, around 600 seniors attended Aged Services activities. 50 seniors each week participate in 3 exercise classes, and the fortnightly chess club attracted 10 to 12 players to each session.</p>
Key Achievements		
<p>Children Services: Vacation Care had a high number of children participating in events for the Summer and Autumn program.</p> <p>Youth Services: Weekly attendees at St Ives Youth Hub have increased by 15% since last period.</p> <p>Aged Services: Programs are reaching more older people, with new attendees making up around 15% of attendees at each activity.</p>		

C3.1.1.2	<p>Partner with key stakeholders to deliver community programs in response to identified community needs.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	<p> 100%</p>	<p>Aged Services partnered with Macquarie University Lifespan Health and Wellbeing Research Centre and Dementia Australia in May to deliver information to older people on reducing the risk of dementia and living well after a dementia diagnosis. Over 30 local organisations participated in the Seniors' Expo in March, showcasing the activities and services available to seniors in Ku-ring-gai. A movie screened at Roseville Cinema in collaboration with the National Film and Sound Archive attracted over 50 attendees. The Aged Services Coordinator attended a Men's Health Day at The Community Shed in June to provide information on Council's programs that help older people to remain active and engaged with their community.</p> <p>For Youth Week in April, the Northern Sydney Community Drug Action Team's (CDAT) partnered to host the Colour Flix Festival. Over 700 people attended, enjoying free youth band performances, a colour run, an expo of community services and an open air cinema. As Chair of the Hornsby-Ku-ring-gai CDAT, Council played a leading role in celebrating youth participation and the coordination of important community services. The Youth Services team also partnered with seven neighbouring Northern Sydney Councils to deliver a Youth Strategic Planning Day.</p> <p>Children's Services: Children with additional needs are supported at all services with assistance from KU inclusion support services. Lunar New Year and Easter were celebrated across the services and families participated in the festivities. The Early Years Services continue to implement the NSW Health initiative which supports the healthy development of children aged birth to 5 years by promoting physical activity, healthy eating and reduced screen time. Thomas Carlyle Children's Centre completed Assessment and Ratings implemented by the Department of Education. The service was found to be meeting all seven quality areas of the National Quality Framework.</p>
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Key Achievements

Some comments from Aged Services' events feedback: "So wonderful to escape from home and enjoy good company and have a change of scenery." "Visiting places you know you wouldn't see keeps you looking forward."

The International Women's Day Forum featured over 20 representatives from local high schools. These students participated in a pre-forum workshop, advocating for local initiatives to improve gender equity and inclusion.

C3.1.1.3	<p>Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	<p> 100%</p>	<p>This period saw an increase in visitations of 17% compared to the same period last financial year. Physical loans from branches was similar to the same period last year, while digital loans increased by 37%. The Library App improved online membership, improvements in the collection and promotion for the e-library have encouraged customers to access online resources.</p> <p>4 new clubs have begun - chess for adults (Gordon), scrabble for adults (Gordon), coding for children (Gordon) and book club for children (Lindfield).</p> <p>Gordon Library roof works are nearing completion with the refurbishment of the library internal space now beginning. Gentrification and the re-balancing of the collection to better meet the current community needs was undertaken with new shelving installed in May. A water fountain was installed based on feedback from recent customer survey.</p>
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Key Achievements

* Council was awarded \$312,315 from State Library New South Wales under the 2023/24 Public Library Infrastructure Grant scheme. The funding is for the second stage of refurbishment works of Gordon Library, which will include extended hours library foyer access, a dedicated quiet space, public internet relocation, Local History area upgrade and additional seating/furniture.



* Increase of loans compared to the same period last year of 10%

* Increase of visitations compared to the same period last year of 17%

Term Achievement

Code	Description	Progress
C3.1.2	Recreational and leisure opportunities are increased to promote wellbeing. Signoff Authority: Director Community	
Comments		
<p>Progressing as scheduled.</p> <p>To enhance recreational and leisure opportunities and promote wellbeing, Council undertook a range of initiatives such as providing recreational facilities and programs targeting seniors, young people, parents with young children and activities encouraging social interaction and community involvement.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.1	<p>Deliver healthy and active lifestyle programs and activities in collaboration with agencies and partners.</p> <p>Signoff Authority: Manager Community Development</p>	 100%	<p>The three Seniors' Functional Fitness classes remain popular with all classes fully booked, and current class members continuing in each subsequent term. A Chair Yoga for Seniors class began in February 2024, with 20 booked in Term 2. Active Ku-ring-gai classes and other local and online seniors' exercise groups were promoted to seniors.</p> <p>Active Ku-ring-gai facilitated the following programs from January June: Mums and Bubs, Introduction to Tai-Chi, Tai-Chi (Intermediate), Yoga, Social Tennis, Junior Tennis, Junior Golf and Intermediate Golf. A new BandFit program was introduced aimed at increasing functional strength, mobility, and improving overall body tone. This program is available for all ages and abilities but has been advertised mainly to seniors in Ku-ring-gai due to its potential benefits of increasing balance and coordination. BandFit is located at Roseville Park Pavilion, increasing the reach of Active Ku-ring-gai across the LGA. An increased interest in the Tai-Chi class has led to the introduction of a second session, Introduction to Tai-Chi. The Junior Golf program was run during Term 1 and Term 2, and the Intermediate Golf and Junior Tennis clinics ran during school holidays. Active Ku-ring-gai have also been able to organise three children's holiday clinics free of charge as part of Ku-ring-gai Events Kids Olympics promotion. The Kids Olympics promotion offers school holiday programs free-of-charge in an effort to get the community active in the lead up to the 2024 Paris Summer Olympics. The clinics offered include a two-day Junior Tennis Tournament, two day Table Tennis Workshop and a two-day Teen Golf Clinic. These events will be running in the July school holidays.</p>
C3.1.2.2	<p>Ensure facilities are of a standard to support programs and events that improve the wellbeing of the community.</p> <p>Signoff Authority: Acting Manager Technical Services</p>	 100%	<p>The Open Space Assets team continue to work diligently to ensure facilities are of a standard to support programs and events for the community. Emergency Maintenance work has been recommended and approved to ensure the HVAC system at KFAC remains operational whilst a design for a new system can be undertaken. Works continue on the 25m pool whilst funds are sourced to redo the failing tiling - these works will be undertaken in the next financial year.</p>
Challenges			
Emergency maintenance works confirmed and approved for the continued operation of the KFAC HVAC system.			



Focus area: C4: Diversity and inclusiveness.

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

Term Achievement


Code	Description	Progress
C4.1.1	Barriers to social inclusion and participation, and access to social services and community facilities are reduced. Signoff Authority: Director Community	
Comments		
<p>Progressing as scheduled.</p> <p>To reduce barriers to social inclusion, Council undertook a range of actions during the period including continuing to implement the Access, Disability and Inclusion Plan, establishment of a Dementia Friendly Alliance with a view to obtaining formal recognition of Ku-ring-gai as a Dementia Friendly Community, and obtaining a grant to run workshops for people with complex health care needs during disasters.</p> <p>The Multicultural Advisory Committee continued to meet during the period and some of the work undertaken included a social cohesion grant, Refugee Week Celebration, an engaging multicultural communities session held for Korean speakers, and obtaining feedback on the Multicultural Festival and Multicultural Inclusion Plan.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C4.1.1.1	Implement Council's Access, Disability and Inclusion Plan. Signoff Authority: Manager Community Development	 100%	<p>During the period, the following activities were completed consistent with the Dementia Friendly Communities Action Plan including:</p> <ul style="list-style-type: none"> * Dementia education sessions x 3 (English, Korean and Hindi) * Dementia friends training sessions * Dementia Expo * Surveys on dementia, Chronic Traumatic Encephalopathy and early onset dementia have been distributed widely to determine the level of community understanding and needs * An Information booklet on dementia and relevant support services in Ku-ring-gai is in the design phase * A Ku-ring-gai Dementia Friendly Communities web page was created on Council's website containing events, services and information for a range of dementias.
C4.1.1.2	Implement programs in response to identified community needs that promote social inclusion. Signoff Authority: Manager Community Development	 100%	<p>The Multicultural Advisory Committee continued to meet during period and work undertaken included:</p> <ul style="list-style-type: none"> * Social cohesion grant submitted to NSW Department of Premiers * Refugee Week Celebration in partnership with the Hornsby Ku-ring-gai Multicultural Network * Second engaging multicultural communities session held for Korean speakers * Briefing and feedback session on the State of Ku-ring-gai Report * Feedback on the Multicultural Festival and Multicultural Inclusion Plan <p>Access improvements were carried out on a number of facilities including Lindfield Seniors Centre, Lindfield Resource Centre and Roseville Park Tennis Courts.</p> <p>Access audits were conducted at polling places following discussions with Electoral Commission.</p>


Key Achievements
<p>* Refugee Week Celebration held in partnership with the Hornsby Ku-ring-gai Multicultural Network</p> <p>* Access improvements were carried out on a number of facilities including Lindfield Seniors Centre, Lindfield Resource Centre and Roseville Park Tennis Courts</p>

Term Achievement

Code	Description	Progress
C4.1.2	<p>Expanded programs and events support our diversity.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Council continues to expand programs and events to support diversity with delivery of an expanded Lunar New Year program in partnership with Multicultural NSW and an expanded Gai-Mariagal Festival in partnership with Aboriginal Affairs NSW.</p>		
Key Achievements		
<p>Awarded Australia Day Council Grant \$15,000</p> <p>Awarded Multicultural NSW Grant \$10,000</p> <p>Awarded Aboriginal Affairs NSW Grant \$3,000</p> <p>Planned and delivered NSROC Gai-Mariagal Festival Launch</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
C4.1.2.1	<p>Deliver community education programs and events that celebrate our diversity.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 100%	<p>From 1 January through to 30 June Ku-ring-gai events attracted 32,627 visitors across the region, which included the following events.</p> <p>* Australia Day Events took place on 26 January with the Citizenship Ceremony & Australia Day Awards held at Knox Grammar School Wahroonga where 520 people gathered to celebrate the award winners and the 245 new Australian citizens. The Ku-ring-gai Pool Party was held at the Ku-ring-gai Fitness & Aquatic Centre with over 1550 people attending the event.</p> <p>* The Ku-ring-gai Lunar New Year Festival, Year of the Dragon was celebrated from 10 February through to 24 February which included an array of cultural activities at Ku-ring-gai Wildflower Garden, Gordon Library and the Ku-ring-gai Art Centre with the signature event Lunar New Year food market at St Ives Village Green attracting over 5000 visitors enjoying cultural entertainment and food.</p> <p>* Citizenship ceremonies were delivered in February through to June with 608 new Australian citizens.</p> <p>* Anzac Day was commemorated with approx 2900 people attending 5 services organised by The Roseville Club, St Ives Lions Club and Sydney North Scouts.</p> <p>* Council's Annual Heritage Festival was delivered from 18 April to 19 May with over 1100 people attending 22 events with internal and external partners.</p>
Key Achievements			
The increased event attendance and cultural entertainment for the Ku-ring-gai Lunar New Year Festival.			

C4.1.2.2	<p>Develop and deliver information collections, including local studies and electronic resources, that reflect cultural diversity and pride in local community.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	<p> 100%</p>	<p>The Library Resource Project (Collections budget) will be fully expended by June 30, 2024, once pre-orders for material available from 1 July 2024 are reconciled. Through this project, the library has added 15,407 items for the period January to June. This has comprised of 12,100 physical items and 3,307 digital items. Year to date 42,463 for have been added to the collections. Circulation statistics demonstrate the collections are well utilised by the Ku-ring-gai community, with loan figures increasing year on year. As part of the Gordon Library Refurbishment Project, new shelving units with an increased volume of display shelves have been installed, making the collection more accessible and visually appealing to browse and included moving the Adult Non-Fiction Collection into genres. A year-on-year use analysis since the new shelving installation shows an increase in loans as compared to the same time last year.</p> <p>Usage of Council's new Library App has had a strong start since implementation in October 2023. For the period from January to June 2024 2,019 new devices have downloaded the library app, totalling 3,487 for the year. This represents 10.5% of the library's active membership, the initial key performance indicator for 2023/24. The overall take-up of the app as a tool for engagement with members has been positive, with the app being launched 50,215 times.</p> <p>387 items in Chinese were added to the collection (87 physical and 98 digital) between January and June. The library will continue to develop this collection in 2024/25 to accommodate the 20% of Ku-ring-gai residents that are Chinese (Census 2021). This will involve increasing the amount of purchasing of new stock to ensure the collection remains contemporary and relevant.</p> <p>Multicultural box service provision (in conjunction with State Library of NSW) continues to be a highly sought after service for community members. For the period January to June, there have been 68 box requests, which totalled 1341 titles. In 2023/24 this has totalled 128 multicultural boxes supplied with 2,701 titles for community members. This is a 15% increase in usage of the service on the previous year, demonstrating that demand in Ku-ring-gai for culturally diverse material is growing and that the library's role in meeting this community need is vital.</p>
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Key Achievements

Year to date, 42,463 items have been added to the library collections. Circulation statistics demonstrate the collections are well utilised by the Ku-ring-gai community, with loan figures increasing year on year.

3,487 new devices downloaded the library app this year. This represents 10.5% of the library's active membership, the initial key performance indicator for 2023/24.

15% increase in usage of the Multicultural box service on the previous year, demonstrating that demand in Ku-ring-gai for culturally diverse material is growing and that the library's role in meeting this community need is vital.

Touchscreen library catalogues have been added to improve accessibility of library collections with a contemporary look and feel.



Focus area: C5: Creativity.

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

Term Achievement

Code	Description	Progress
C5.1.1	Creativity and cultures are expressed through expanded programs and events. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. Council has increased destination engagement with expanded events program delivered in partnership with the Australia Day Council, Multicultural NSW, the National Trust, Aboriginal Affairs NSW and Destination NSW.		
Key Achievements		
Hosted the NSROC Gai-Mariagal Festival Launch Delivered expanded events program for Australia Day, Lunar New Year Festival, Heritage Festival and Gai-Mariagal Festival Increased visitation.		


Operational Plan Tasks

Code	Description	Progress	Comments
C5.1.1.1	Promote a range of events using Council channels including social media. <i>Signoff Authority: Manager Corporate Communications</i>	 100%	Council's program of events was promoted on Council's social media channels such as Facebook, Instagram and Nextdoor. Key events that were effectively promoted during this period include: * Gai-Mariagal Festival * Australia Day * Lunar New Year * Heritage Festival
Key Achievements			
Social media posts helped boost attendance to events.			
C5.1.1.2	Promote opportunities for Indigenous and cultural groups to stage events consistent with Council's destination events program, including opportunities to partner with destination assets and other local government areas. <i>Signoff Authority: Manager Visitor Experience & Events</i>	 100%	Ku-ring-gai's Australia Day Citizenship and Local Citizen of the year awards were held on 26 January in Wahroonga. The ceremony commenced with an Indigenous welcome to country by Uncle Brendan from the Metropolitan Local Aboriginal Land Council and also featured a Coroboree performance by Koomurri indigenous dance group during the ceremony. The Ku-ring-gai Lunar New Year Festival was delivered in partnership with Multicultural NSW and Chinese Australian Services Society (CASS) which included cultural entertainment at the Lunar New Year Food Market and several cultural workshops including calligraphy and dance performances at the Gordon Library. The Ku-ring-gai Heritage Festival was delivered to the community from 18 April through to 19 May working with local groups to promote the Heritage of the area. Highlighted events included the open days at Rose Seidler House, Mahratta House, Eryldene Garden & Woodlands House the birthplace of "Seven Little Australians, Fashion presentations partnering with Cavalcade of History and Fashion and a new partner Australian Heritage Films delivering two silent films. The festival partners included Museums of Heritage NSW, Aboriginal Heritage Office, Eryldene Historic House, Ku-ring-gai Historical Society, Cavalcade of

			<p>History & Fashion, Friends of Swain Gardens, Friends of Mahratta, Ku-ring-gai Wildflower Garden and Gordon Library.</p> <p>The Gai-Mariagal Festival commenced on 26 May with delivery through to 13 July. Key events already delivered include Walangari Sand Painting at Lindfield Village Green, Warakirri Dining Experience at the Ku-ring-gai Wildflower Garden, and the Country Connections Art Exhibition and Dot Painting workshops with Judith Franklin at the Ku-ring-gai Art Centre.</p>
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Key Achievements

Increased events and new partners for the Gai-Mariagal festival

C5.1.1.3	<p>Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.</p> <p>Signoff Authority: <i>Manager Library Services</i></p>	<p> 100%</p>	<p>* The Library hosted 41 adult events, welcoming 2074 attendees for an average attendance rate of 50 attendees per event during the period. Highlights of the period include Heather Ewart visiting on a Saturday morning to discuss Back Roads, two booked out sessions on outwitting dementia, tech savvy seniors events in English, Mandarin and Korean, Jelena Dokic, Robyn Davidson, various classes for Summer School and a slate of Lunar New Year activities. We continued to engage both regular and non-user library groups to support the consistent growth in our audience.</p> <p>* Childrens' and young adult programs at the library saw an average attendance of 16. The uptake of regular Friday night special Storytimes welcomed many children into the library after-hours for a program of stories, crafts and fun literary activities.</p> <p>* At the Art Centre 1st Semester (Terms 1 & 2) classes welcomed a total of 597 student enrolments in courses running 6 days per week.</p> <p>* The Summer and Autumn School Holiday programs saw a combined enrolment of 385 children accessing the centre and learning enriching art skills across ceramics, painting, drawing, crafting and creative writing.</p> <p>* The Art Centre has also staged 5 exhibitions appealing to a broad range of creative and cultural tastes. The exhibitions continue to attract increasing numbers of applications with the largest show this semester displaying 75 works.</p>
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Key Achievements

The Library hosted 41 adult events, welcoming 2074 attendees for an average attendance rate of 50 attendees per event during the period.


1st Semester (Terms 1 & 2), classes at Ku-ring-gai Art Centre welcomed a total of 1020 regular student enrolments in courses running 6 days per week.

The Summer and Autumn School Holiday programs saw a combined enrolment of 291 children accessing the centre and learning enriching art skills across ceramics, painting, drawing, crafting and creative writing. Across the two programs the art centre saw a 32% increase in enrolment numbers with an improvement of 140% from Spring 2023 to Summer 2024.


Focus area: C6: Safety and emergency management.


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

Term Achievement

Code	Description	Progress
C6.1.1	<p>Programs are implemented to manage risks and impacts on public safety.</p> <p>Signoff Authority: Director Development & Regulation</p>	
Comments		
<p>Progressing as scheduled.</p> <p>All programs were completed in accord with the forward plan. Swimming pool barrier inspections and food inspections were completed in accordance with targets and consumed a large sector of resources. The Fire Safety Register continued to grow and Council's Water Cooling Plant Register was relied on twice due to local outbreaks of Legionella, but not attributed to local sources.</p>		
Key Achievements		
<ul style="list-style-type: none"> * Council representatives attended Police Community Safety Meetings to ensure Council was well represented and across local issues. * Private Swimming Pool Barrier Inspections continued to uncover issues and resulted in follow up Orders on land owners to improve site safety. * The Annual Fire Safety Statement Register has grown to over 1300 property listings. * All food shops were inspected in accord with the NSW Food Authority and Council partnership agreement. 		


Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	<p>Facilitate, resource and promote collaborative approaches to community safety that prevent anti-social behaviour and support local crime prevention initiatives.</p> <p>Signoff Authority: Director Community</p>	 100%	<p>During the period the following activities were undertaken:</p> <ul style="list-style-type: none"> * Council attended regular Police Community Safety meetings in Hornsby and Chatswood. * Council held regular St Ives Youth Hub stakeholder meetings involving Police, St Ives Shopping Centre, Ku-ring-gai Neighbourhood Centre, St Ives High School, KYDS, StreetWorks and EPIC, to develop strategies for supporting young people at risk and reducing anti-social behaviour. * Council carried out a range of security improvements in a number of Council facilities to deter vandalism including installation of CCTV cameras. * Council commenced work on the development of Violence Against Women Action Plan in cooperation with service providers, professional networks, government departments and police.
Key Achievements			
Commenced work on the development of Violence Against Women Action Plan in cooperation with service providers, professional networks, government departments and police.			

C6.1.1.2	<p>Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Council's Capital Works.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 100%	<p>CPTED considerations are integral to all of Council's Capital Works projects including designs for buildings, parks, playgrounds sportsfields and local shopping centre streetscapes.</p>
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Key Achievements

- *The Glade Amenities: new building installed
- * Bannockburn Oval clubhouse: concept design progressing with input from various stakeholders.
- * Auluba Oval clubhouse: Stage 1 awning replacement works complete; Stage 2 design for amenities upgrade completed for procurement
- * Gordon Recreation Ground: Stage 1 pedestrian lighting upgrade well advanced.
- * Eldinhope Reserves playspace: construction well advanced

C6.1.1.3	<p>Implement the Companion Animals Management Plan 2020-2025, having due regard for any new controls imposed via amended relevant legislation.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 100%	<p>The Regulation team has provided compliance services consistent with state and local controls, policies and procedures which includes the Companion Animals Management Plan 2020-2025.</p> <p>For the quarter ending June 2024; (figures based on current statistics) Council received a total of 106 companion animal requests. Council received 15 dog attack requests, 46 barking dog requests, 9 dog pick-up requests and 23 roaming dog requests, There was no (0) Dangerous Dog Order issued in this quarter. No (1) Menacing Dog Orders was issued. No (3) Notice of intentions for Nuisance Dog, No (4) Nuisance Dog orders served, No (2) Notice of Intention to serve Menacing Order. Enforcement of non-registered dogs/cats audit for the St Ives area was started during this quarter.</p> <p>For the 6 months reporting period ending June 2024; (figures based on current statistics) Council received a total of 266 companion animal requests. Council received 39 dog attack requests, 113 barking dog requests, 13 dog pick-up requests and 49 roaming dog requests, There was 1 Dangerous Dog Order issued in this period. 1 Menacing Dog Order, 3 Notice of intentions for Nuisance Dog, and 6 Nuisance Dog orders served, 2 Notice of Intention to serve Menacing Order were issued.</p>
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Challenges

Companion Animal Management activities had continued high resource demands for the group, with over 260 complaints received, From this total, 39 dog attack reports were received, 13 dog pick-up requests and 49 roaming dog requests reported. with one (1) Dangerous Dog Order and declaration made in the reporting period. Nuisance & Menacing dog activity was also high with, one Menacing Dog Order issued, three Notice of intentions for Nuisance Dogs and six Nuisance Dog orders served and a further two Notice of Intention to serve Menacing Orders issued. .

C6.1.1.4	<p>Ensure all buildings and multioccupancy residential buildings are compliant with Council's Annual Fire Safety Program.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 100%	<ul style="list-style-type: none"> * There are currently 1,310 Essential Service Licenses registered with Council. This is 2 more than the previous reporting period. * The Essential Services Register (ESR) is updated and maintained daily to ensure new essential licenses are captured and old licenses are removed from the register. * Reminder letters and fire safety Schedules are sent out monthly to property owners to check the fire safety measures installed within their building/s and to submit the Annual Fire Safety Statement and Fire Safety Schedule to Council on time. * Council actively engage with building owners/managing agents on the importance in meeting their obligations required by legislation and to submit their Annual Fire Safety Statement and Fire Safety Schedules on time. * Eighteen (18) Fire Safety audits of large buildings have been undertaken to ensure the fire safety measures installed within each building are consistent with the fire safety measures listed on the Annual Fire Safety Statement and Fire Safety Schedule for the building.
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Key Achievements

- * Aligned fire safety measures installed on site with the measures listed on the Fire Safety Schedule.
- * Improvements in the quality of the Annual Fire Statements and Fire Safety Schedules submitted to Council for sites with multiple buildings.

C6.1.1.5	<p>Undertake mandatory inspections of swimming pools as prescribed under legislation.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 100%	<p>The swimming pool register is diligently updated on a regular basis as new information is received, reflecting the high volume of compliance inspection requests from pool owners. This proactive approach ensures the accuracy and currency of the register, which is essential for maintaining safety standards. From January to June 2024, a total of 157 new swimming pools were registered within the Ku-ring-gai local government area, bringing the overall number of registered swimming pools to approximately 18,215. This demonstrates the community's commitment to adhering to safety regulations and the effectiveness of the Council's registration system.</p> <p>During the same period, 203 swimming pool inspections were conducted, showcasing the Council's dedication to ensuring compliance with safety standards. These inspections play a critical role in identifying and addressing potential safety hazards, thereby protecting residents. Additionally, 229 swimming pool directions were issued between January and June 2024. These directions often include required actions for pool owners to meet safety standards, such as installing proper barriers or maintaining clear signage. This proactive enforcement highlights the Council's commitment to public safety.</p>
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Key Achievements

Key achievements during this period include the substantial number of inspections and the effective management of compliance requests which have significantly contributed to enhancing swimming pool safety in the community. The Council's continuous efforts in updating the register and conducting thorough inspections underscore its dedication to maintaining a safe environment for all residents.

C6.1.1.6	<p>Implement the Food Safety Protection Program in accordance with the NSW Food Authority Agreement.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	<p> 100%</p>	<p>Council's Food and Safety Protection Program oversees a diverse range of regulated premises within the Local Government Area. This program currently includes 418 registered food premises, 49 outdoor dining areas, 24 skin penetration premises, 31 cooling towers and warm water systems, 29 public swimming pools, 20 underground Petroleum Storage System and 22 septic/grey water systems.</p> <p>A significant component of the program is the regular distribution of educational materials on food safety hygiene and updates on legislative changes. These resources are provided to shop owners and operators in alignment with the annual program, ensuring that businesses remain informed and compliant with current regulations.</p> <p>Specifically, Council received 141 customer requests, of which 132 were successfully completed, demonstrating a high level of responsiveness and efficiency.</p> <p>Additionally, 253 inspections of food premises were conducted between January and June 2024, underscoring the Council's commitment to maintaining high health and safety standards. These inspections are vital in ensuring that food establishments adhere to regulatory requirements, thereby protecting public health and enhancing community well-being.</p>
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Key Achievements


Key achievements during the reporting period include the effective management of community concerns related to food and public health. Council responded to these issues in accordance with Council policy and NSW Food Authority and government guidelines.

C6.1.1.7	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	<p> 100%</p>	<p>Council maintains and updates its Regulated Premises Register daily to ensure that all information is current and accurate. This comprehensive register includes a variety of premises such as food establishments, outdoor dining areas, skin penetration premises, cooling towers, public swimming pools, and grey and warm water systems. As part of our commitment to public safety and awareness, educational and informational materials are meticulously prepared and distributed in accordance with our annual program. Recent initiatives included a workshop on food safety training including the distribution of updated guidelines on skin penetration safety protocols.</p> <p>The register for cooling towers is particularly prioritised, with continuous updates as new information is received.</p> <p>Council ensures that all related customer requests are addressed promptly and efficiently, adhering strictly to established policies. A notable achievement in this regard.</p>
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Key Achievements


The ongoing effort in updating of the regulated premises register including the Cooling Towers register has led to significant achievements, such as the early detection and mitigation of potential health risks, thereby preventing outbreaks of food poisoning and diseases like Legionnaires' disease.

Term Achievement

Code	Description	Progress
C6.1.2	Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders. Signoff Authority: <i>Acting Director Operations</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Council continued to be an active member of both the Hornsby Ku-ring-gai Local Emergency Management Committee (LEMC) and the Hornsby Ku-ring-gai Bush Fire Management Committee (BFMC). The LEMC met four times during the period and has participated in emergency management exercises and inspections of vulnerable facilities to improve evacuation and emergency response knowledge. The BFMC has begun the implementation of the five-year Bush Fire Risk Management Plan and continues to meet on a quarterly basis with sub committees meeting more regularly. Council continued to engage the community in emergency management through education programs and promotion of the Climate Wise Communities website and program.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.2.1	Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee. Signoff Authority: <i>Acting Director Operations</i>	 100%	Two meetings of the Hornsby Ku-ring-gai Local Emergency Management Committee (LEMC) have been held in the first half of 2024. Members of the LEMC have also been involved in a forum to discuss the requirements for a Schools for Specific Purposes (SSP) in conjunction with the Department of Education for a school located in the Ku-ring-gai LGA. The LEMC continues to work on keeping the EMPLAN up to date and this includes the inclusion of an update of Evacuation Centres and Consequence Management Guides. Work on improvements to the Emergency Operations Centre at Cowan are continuing and it is due to be tested in early July for a NSW Rural Fire Service exercise.
C6.1.2.2	Communicate emergency management plans to residents and the community to improve their preparedness for emergency events. Signoff Authority: <i>Acting Director Operations</i>	 100%	Council is an active participant of the Hornsby Ku-ring-gai Bush Fire Management Committee and the Local Emergency Management Committee. Outcomes of these committee meetings are implemented through Council's policies and procedures. Council's ClimateWise Communities website and associated education and awareness programs provide information to, and interaction with the community in relation to emergency preparedness and Council's roles and responsibilities in this area.
C6.1.2.3	Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee. Signoff Authority: <i>Manager Infrastructure Services</i>	 100%	Council has implemented the scheduled hazard reduction burning in accordance with the Hornsby Ku-ring-gai Bushfire Risk Management Plan 2022-26 and fulfilled its commitments through its participation in the Hornsby Ku-ring-gai Bushfire Risk Management Committee and associated subcommittees.
Key Achievements			
<p>* A total of 20 hazard reduction burns have been completed to date totalling 198.5ha bushland being treated to reduce bushfire risk.</p> <p>* All 44 Bushfire Asset Protection Zones (APZ) totalling 29ha or 5.5km of bushland interface has been treated to reduce the risk of bushfire and improving access for emergency services to undertake bushfire suppression and property protection in the event of a bushfire.</p> <p>* Maintenance works were completed on 21km of fire trails providing safe access for emergency service vehicles for both bushfire suppression actions and recovery of injured park users.</p>			

C6.1.2.4	<p>Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>Flood Study Projects are progressing with a Flood Risk Management Committee meeting scheduled in July. The Lane Cove Southern Catchments Flood Study was commenced with targeted community consultation, including a mail-out to relevant residents and online community questionnaire during May - June.</p>
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Key Achievements

A Flood Risk Management Committee meeting was held in February and the Lane Cove Southern Catchments Flood Study was commenced with targeted community consultation during May - June.

C6.1.2.5	<p>Integrate Ku-ring-gai's Bushfire Prone Land Map into Council systems.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>The Bushfire Prone Land process, map revision, update, RFS certification and Council approval are complete. The Bushfire Strategic Officer answers all public queries on Bushfire Prone Land changes. The process is working well with updates well accepted by the community. Public liaison is ongoing.</p>
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Key Achievements

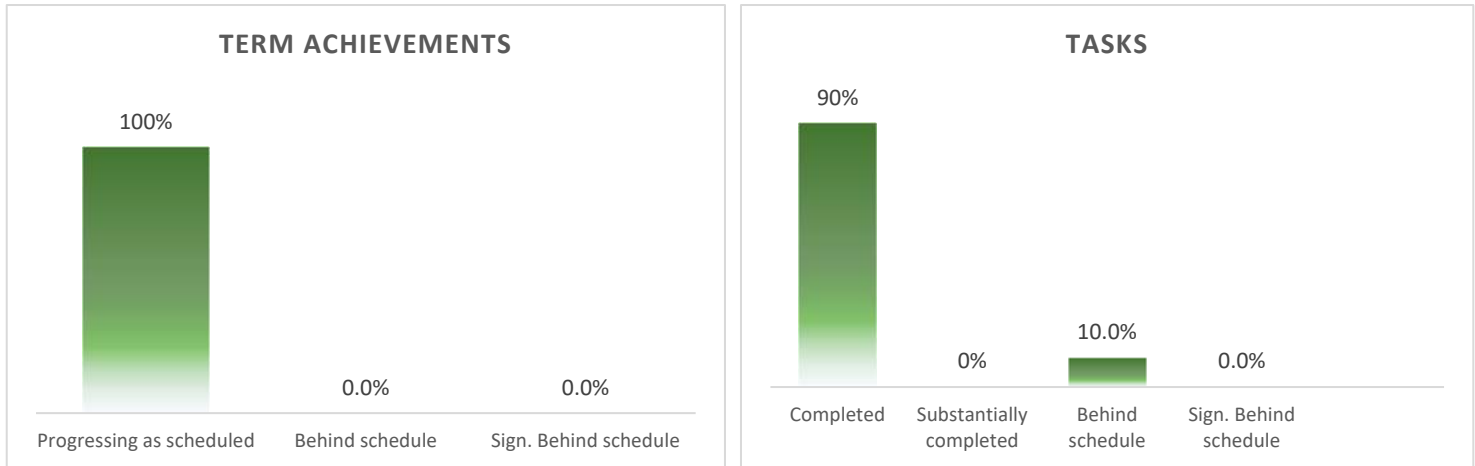
Successful certification and implementation of revised Bushfire Prone Land mapping. Well accepted by community.



THEME 2 NATURAL ENVIRONMENT

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

Performance summary



PERFORMANCE INDICATOR ACHIEVEMENTS






ACHIEVED 60%






NOT ACHIEVED 40%

Key achievements

- Council received funding from the Environmental Protection Authority (\$197,000) for a food waste grant.
- Presentation with AUSMAP on microplastic management of synthetic sports fields at the 2024 Stormwater NSW conference in April.
- \$47,000 in Energy Smart rebates delivered to the community.
- Estimated reduction in annual electricity consumption of 179.51 megawatt hours, through community actions.
- Water Smart rebates provided to residents resulting in the installation of 4 rainwater tanks with a total capacity of 18,000 litres.
- Council hosted a stall at the NRMA Electric Vehicle Drive Day. Staff and members from the Ku-ring-gai's Net Zero Champions engaged with local residents.
- Collaborated with several neighbouring and wider state Councils to share resources and advice on building successful Net Zero community strategies.
- Council signed a Memorandum of Understanding (MoU) with Sydney North Health Network to deliver street expos over the next two (2) years to increase community preparedness and resilience.
- The threatened Eastern Pygmy-Possum was recorded at four of 10 reserves monitored by staff and volunteers in the north and east of the Ku-ring-gai LGA, including evidence of breeding within one reserve.
- Successful delivery of a diverse waste education programs including a chemical collection event (76.05 tonnes diverted from landfill), the textiles collection program (over 15 tonnes of clothing diverted from landfill), a resident composting workshop, a teacher's professional development day on composting in schools, and roll out of the Veolia 'The Recoverables' Program to schools K-12.

Performance indicators

Code	Description	Target	Achieved Amount	Performance	Commentary
N1.1.1	<p>Number of residents involved in Council's community environmental programs and events.</p> <p>Baseline: 5,500 residents are involved in Council's community environmental programs per financial year. Source: Council</p>	Increasing	5,418		This result is marginally below the baseline.
N1.1.2	<p>Community actions at a household or individual level, carried out to benefit the environment through participation in Council's environmental programs.</p> <p>Baseline: 2,430 actions occurred to benefit the environment per financial year. Source: Council</p>	Increasing	2,638		
N2.1.1	<p>Number of hectares of bushland/habitat regenerated.</p> <p>Baseline: Bush regeneration works are conducted on 250 hectares of bushland per financial year. Source: Council</p>	Maintain	303		
N2.1.2	<p>Number of ecological assessments completed by Council's ecological assessment officer each financial year.</p> <p>Baseline: New measure. Source: Council</p>	Monitor	218		
N3.1.1	<p>Overall health grade of waterway sites sampled in Ku-ring-gai per year.</p> <p>Baseline: In Spring 2021, sites sampled in Ku-ring-gai had an average health grade of "B" (physical and chemical condition, bacterial contamination and the presence of water bugs). Source: Council's Water Quality Report Card</p>	Maintain	In spring 23, the average creek health grade was 'C' (Physical and chemical condition grade 'C', Bacterial Contaminati on Grade 'B' and Water bugs grade 'D').		10 urban creeks were sampled in the spring and autumn of 2023/2024. During the spring season there was 7 creeks graded 'B' and 3 creeks graded for 'C'. Some outliers, such as poor water bug diversity at Bannock burn may have kept the overall average low. During the Autumn season there was 1 creek graded 'A', 4 creeks graded 'B' and 5 creeks graded 'C'. Outliers at Blackbutt, with an extremely large faecal coliforms at 250,000 CFU, may have kept the overall average lower.


Code	Description	Target	Achieved Amount	Performance	Commentary
N3.1.2	Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites. Baseline: 89% of harvested/reused water was utilised at harvested/reuse sites per financial year. Source: Council	Monitor	74%		
N4.1.1	Number of residents involved in climate change adaptation activities per year through participation in Council's Climate Wise Communities. Baseline: 570 participants in climate change adaptation activities per financial year. Source: Council	Increasing	566		A key staff vacancy impacted delivery times for the program. The position has now been filled.
N4.1.2	Greenhouse gas emissions (tonnes CO2-e) from Council operations. Baseline: 9,930 tonnes of CO2-e greenhouse gas emissions are from Council operations (electricity, gas, fleet, street lighting) per financial year. Source: Council	Decreasing	1,541		This figure is 90% below the baseline as Council's electricity supply now comes from the 100% renewable energy PPA (electricity contract) with ZEN Energy.
N5.1.1	Kilograms of waste generated per resident in Ku-ring-gai. Baseline: 194kg of waste is generated per resident per financial year. Source: Council	Decreasing	164.3		
N5.1.2	The number of smart energy and water rebates provided by Council to the community. Baseline: 180 smart energy and water rebates are provided by Council per financial year. Source: Council	Maintain	146		While the result has not met the target baseline, it is an improvement on previous results.

Key:  Achieved  Not achieved


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

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


Term Achievement

Code	Description	Progress
N1.1.1	The community has an enhanced appreciation of the value of the natural environment, local environmental issues and impacts. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressing as scheduled.</p> <p>The recent NSW planning reform has generated significant interest across the community and Council forums and information sessions were very well attended. The community continues to place a high value on the local environment and actively seek information and engagement. All communication channels continue to increase in engagement. The Net Zero Ku-ring-gai website has reached over 21,000 views since its launch last May.</p>		



Operational Plan Tasks



Code	Description	Progress	Comments
N1.1.1.1	Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information. <i>Signoff Authority: Manager Environment & Sustainability</i>	 100%	<p>Council's online engagement with the Ku-ring-gai community continues to show strong growth.</p> <p>The Loving Living Ku-ring-gai Facebook page now has 5,731 followers and in the last six months posts on this page reached 108,500 people (includes people reached through posts, stories and advertisements). The Net Zero Champions private Facebook pages have 157 followers and the Waste Less Compost More Private Facebook group has 113 followers.</p> <p>Council website environment pages recorded 22,992 unique views with the most popular pages being trees, local environment plan, noise and native bees.</p> <p>The Net Zero Ku-ring-gai website has received 11,017 unique views, with the most popular pages being housing development changes, Get Energy Smart, Net Zero Champions and Electric Transport.</p> <p>Ku-ring-gai Envirotube channels and recorded sustainability webinars have reached 4,294 subscribers and views have reached 880,323 (this includes original Envirotube, Ku-ring-gai Council sustainability webinar/Envirotube views and Envirotube Ku-ring-gai page).</p> <p>The monthly sustainability e-news has 5,523 subscribers, the quarterly Smart Schools e-news has 239 subscribers, Volunteer for Nature e-news has 792 subscribers, Composting Network mailing list has 280 subscribers and the Net Zero Ku-ring-gai e-news has 809 subscribers.</p>

Term Achievement

Code	Description	Progress
N1.1.2	Increased community activity that benefits the natural environment. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>Council continues to see very strong engagement with a range of programming that seeks to empower the community with knowledge, learning and information and which aims to drive participation in activities that benefit the environment. This includes engagement across social media and online as well as a programs run through Loving Living Ku-ring-gai and volunteers. The Ku-ring-gai Wildflower Garden hosted numerous events including Crop Swaps, Indigenous weaving, Food Preserving & fermenting and soap making and also experienced growth of school excursions and school holiday programs. Increased program engagement across the Better Business Partnership with scheduled coffee meet ups and trail expansion to Bayside local government area was experienced.</p> <p>This increased program engagement is encouraging as we move into the tender and construction phase of the Cultural Education and Environment Centre.</p>		
Key Achievements		
Handover of the Cultural Education and Environment Centre (CEEC) project from Strategy & Environment to Operations has been completed and a Project Control Group established.		

Operational Plan Tasks


Code	Description	Progress	Comments
N1.1.2.1	Deliver environmental resources and programs for residents. Signoff Authority: Manager Environment & Sustainability	 100%	<p>Council's Loving Living Ku-ring-gai events program delivered a range of community engagement and volunteer events including a bushfire ready webinar, possum homes workshop, composting workshop, sustainable building and establishing Council's first Tiny Forest in West Pymble.</p> <p>Staff collaborated with the Ku-ring-gai Wildflower Garden to host a sustainable living event series including crop swaps, Indigenous weaving, food preserving and fermenting and soap making. A total of 1,833 attended these events.</p> <p>Through the Greenstyle program, seven (7) home sustainability advice visits were carried out for Ku-ring-gai residents. Compost revolution online saw the sale and delivery of 31 compost bins and 10 worm farms to residents.</p>
N1.1.2.2	Deliver environmental resources and programs for businesses. Signoff Authority: Manager Environment & Sustainability	 100%	<p>Statistics for the period January to June are:</p> <p>Ku-ring-gai Council * new business accreditation – 12 * reaccreditation - 3</p> <p>North Sydney Council * new business accreditation - 6 * reaccreditation - 10</p> <p>Willoughby City Council * new business accreditation - 3 * reaccreditation - 20.</p> <p>Other activities included the following: A BBP Pilot program with Bayside Council was undertaken and completed on 30 June 2024. Implemented new CRM and website transition. Regular weekly coffee meet-ups were implemented in BBP cafes. Webinar on grants and rebates for small business was held.</p>

Key Achievements			
Council received funding from the Environmental Protection Authority (\$197,000) for a food waste grant. The project deed was signed for the three (3) year term until 31 May 2027.			
N1.1.2.3	<p>Deliver environmental education resources, programs and events through a lifelong learning pathway.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 100%	<p>Summer and Autumn School Holiday period with 871 children attending programs over the two periods was completed.</p> <p>Nature School has continued to grow with attendance from greater Sydney. Nature journaling and a fauna bushfoods experience was held as part of Seniors Festival and the monthly Environmental Levy supported lifestyle classes have been well attended including soap making, possum drey and preserving within this period.</p> <p>Attendance for the period (as of 1st June):</p> <ul style="list-style-type: none"> * Nature Play - 1,014 * Excursions/ Incursion - 1,250 * Nature School - 89 * Junior Rangers - 105 * School Holidays - 871 * Wild Birthdays - 953 * Seniors in Nature - 24 * Special Events/ Workshops – 353.
Key Achievements			
Growth of school excursions and school holiday programs.			
N1.1.2.4	<p>Tender and commence construction of the Cultural and Environmental Education Centre.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 75%	<p>Handover of the Cultural and Environmental Education Centre (CEEC) project from Strategy & Environment to Operations has been completed. A Project Control Group has been established and meets fortnightly and the Major Project Steering Committee is kept updated on progress. Council held a workshop into the project's Living Building Challenge progress and the findings will help guide Council through the tender and construction phase.</p> <p>Reason</p> <p>The design timeline was impacted by the necessary additional due diligence associated with achieving Living Building Challenge requirements.</p> <p>Remedial Action</p> <p>A Project Control Group has been established and meets regularly. The project has been officially handed to Projects team.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress this project.</p>




Focus area: N2: Natural areas.




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

Term Achievement


Code	Description	Progress
N2.1.1	The condition of bushland and the conservation of native flora and fauna have improved. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>The Biodiversity Policy, Fauna Management Policy, Urban Forest Strategy continue to guide Councils investment and activities to improve bushland, flora and fauna. Council's fauna monitoring program continues to track the distribution and abundance of key species. Council will be progressing Specific Objective Monitoring of bush regeneration projects to improve understanding and effectiveness. Site management plans continued to be reviewed to ensure the effective delivery of bushland maintenance activities. Council continued to implement Biodiversity Offsetting following the key principles of avoid, mitigate, offset throughout Council's projects. In regard to our current sites and created credits, Council has not been able to find further buyers and will be investigating all options of how to get the best conservation outcomes at the sites.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
N2.1.1.1	Implement the Natural Areas Plan of Management. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	The Natural Areas Plan of Management (POM) has been adopted and management actions are being implemented.
N2.1.1.2	Implement the Biodiversity Policy and priority actions including the biodiversity monitoring program. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	The Biodiversity Policy and priority actions continue to be implemented. A consultant has been engaged to complete Specific Objective Monitoring of bush regeneration projects in Spring 2024. The Biodiversity Policy will be reviewed during 2024/25.
Key Achievements			
A consultant has been engaged to complete Specific Objective Monitoring.			
N2.1.1.3	Implement the Fauna Management Policy and priority actions including the fauna monitoring program. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	<p>Council is continuing to implement key actions within the Fauna Management Policy, including the management of key databases (biobase and habitat features), research partnerships and delivery of the fauna monitoring program.</p> <p>Council's fauna monitoring program continues to track the distribution and abundance of key species benefiting from conservation management and planning decisions, while effectively engaging the community. Council participated in an expert elicitation for the Eastern Pygmy Possum survey guidelines to help inform NSW requirements.</p> <p>Council's Natural Areas team completed the annual autumn microbat monitoring program in April, which tracks microbat activity across 58 sites throughout the LGA. The results will be published on Council's website in the coming months.</p>
Key Achievements			
<p>During this reporting period, the threatened Eastern Pygmy-possum was recorded at four of 10 reserves monitored by staff and volunteers in the north and east of the Ku-ring-gai LGA, including evidence of breeding within one reserve.</p> <p>Council has continued monitoring possum activity on the Lady Game Drive fauna rope bridges, with two species of possums frequently recorded as well as one glider species.</p>			


N2.1.1.4	Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules. Signoff Authority: <i>Manager Infrastructure Services</i>	 100%	Customer enquiries continued to be managed in accordance with service level agreements.
Key Achievements			
Bushland Services responded to approximately 120 customer requests during the January to June 2024 reporting period.			
N2.1.1.5	Review site management plans for priority bushland reserves and report on monitoring program. Signoff Authority: <i>Manager Infrastructure Services</i>	 100%	Site management plans continued to be reviewed to ensure effective delivery of bushland maintenance activities.
N2.1.1.6	Ensure Biodiversity Offsetting requirements are considered in Environmental Impact Assessments for activities on Council owned or care, control and managed land. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	Council continued to implement Biodiversity Offsetting following the key principles of avoid, mitigate, offset throughout Council's projects. In regard to our current sites and created credits, Council has not been able to find further buyers and will be investigating all options of how to get the best conservation outcomes at the sites.

Term Achievement

Code	Description	Progress
N2.1.2	Ecological protection is integrated into land use planning and projects. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Specialist ecological assessments are undertaken for development applications on sites mapped as being within areas of Terrestrial Biodiversity under the Ku-ring-gai Local Environmental Plan 2015 (KLEDP 2015) and lands mapped under Ku-ring-gai Development Control Plan (KDCP) Green web mapping. In addition, assessments are undertaken for sites containing Biodiversity Values mapping or other potentially impacted biodiversity. Council's internal environmental assessment procedure documentation continues to be refined. Regular meetings of the Environmental Assessment group help guide focus areas for review. Council is improving many monitoring capabilities particularly those related to the Urban Forest Strategy and aerial mapping, seeking to further integrate this technology into our monitoring suite.</p>		
Key Achievements		
Further refinement and integration of tree inventory and urban forest monitoring.		

Operational Plan Tasks


Code	Description	Progress	Comments
N2.1.2.1	Continually review and implement guidelines, processes and templates for environmental assessments. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	Council's internal environmental assessment procedure documentation continues to be refined with a formal update ongoing. Regular meetings of the Environmental Assessment group, with staff from Strategy & Environment, Operations and Development and Regulation, have helped guide focus areas for review.

N2.1.2.2	<p>Development applications are assessed in accordance with relevant legislation to protect and enhance ecologically sensitive areas within Ku-ring-gai.</p> <p>Signoff Authority: Manager Development Assessment Services</p>	<p> 100%</p>	<p>Specialist ecological assessments are undertaken for development applications on sites mapped as being within areas of Terrestrial Biodiversity under the KLEP 2015 and lands mapped under KDCP Green web mapping. In addition, assessments are undertaken for sites which are mapped under State Government Biodiversity Values mapping. Ecological assessments are also undertaken where there are potential impacts from development to unmapped natural vegetation from indirect impacts such as for bushfire management.</p>
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Focus area: N3: Natural waterways.

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

Term Achievement


Code	Description	Progress
N3.1.1	<p>The condition and quality of natural waterways and riparian areas have improved.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled</p> <p>Council continued to partner with key industry and community leaders and citizen science programs to assist in monitoring and to facilitate improvement of riparian zones. Three new gross pollutant traps (GPTs) are being installed in Gordon (Blackbutt Creek catchment), West Pymble (Lofberg Quarry Catchment), and Pymble (Branch Cowan Creek catchment). A new service contract has been established via a schedule of rate contract to service the cleaning of GPT devices.</p>		
Key Achievements		
<p>Council sponsored AUSMAP microplastic training and accreditation for 26 participants helping to promote Council's Environmental advocacy and programs.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.1.1	<p>Participate in research programs and partnerships to advance water management.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	<p> 100%</p>	<p>Participation in research programs such as AUSMAP is ongoing with Council hosting an AUSMAP training day in June which aimed at Council staff and interested volunteers.</p> <p>Ongoing participation and collaboration also continues through the coastal management program projects and student research partnership through the Macquarie University PACE program.</p>
Key Achievements			
<p>Presentation with AUSMAP on microplastic management of synthetic sports fields at the 2024 Stormwater NSW conference in April.</p>			
N3.1.1.2	<p>Implement priority actions from the Water Sensitive City Strategy.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	<p> 100%</p>	<p>Gross Pollutant Traps (GPT):</p> <ol style="list-style-type: none"> 1. Major new GPT has been installed at Quarry Creek, Norman Griffiths Road, West Pymble. commissioning expected later half 2024. 2. Design completed at culverts in Pentecost Avenue, Pymble, for debris bollards and bank stabilisation. Construction expected to be completed by December 2024. 3. Design 75% complete for major new GPT at Amaroo Gully, Vale Street, Gordon to replace approximately 14 roadside pit litter baskets in the upstream Blackbutt Creek catchment.

			<p>AUSMAP presented results to Council staff in May 2024 for study into rubber crumb and synthetic grass loss at Charles Bean Sportsfield. Project completed.</p> <p>Council sponsored AUSMAP microplastic training on 28 June 2024 for staff and Streamwatch/Bushcare volunteers, including other interested Councils; Northern Beaches and Randwick City Council, and a number of environmental academics and school educators. Total 26 people attended.</p> <p>Council's Water Sensitive City webpage updated.</p> <p>Consultant's condition report of four (4) Council water sensitive urban design (wsud) assets completed.</p> <ul style="list-style-type: none"> * Allan Small raingarden - good * Acron Oval raingarden - good * Comenarra raingarden - fair (needs maintenance) * Edenborough raingarden and pit baskets; fair (needs maintenance).
N3.1.1.3	<p>Maintain cleaning of water sensitive urban design (WSUD) devices in accordance with asset management plan service levels.</p> <p>Signoff Authority: Manager Waste & Cleaning Services</p>	<p style="text-align: center;"> <input checked="" type="checkbox"/> 100% </p>	<p>A new service contract has been established via a schedule of rate contract to service the cleaning of these devices. Active inspection is carried out to record and activate the cleaning works.</p>

Term Achievement

Code	Description	Progress
N3.1.2	<p>Water harvesting and reuse has increased at Council owned facilities and projects.</p> <p>Signoff Authority: Acting Director Operations</p>	
Comments		
<p>Progressing as scheduled.</p> <p>The number of water harvesting devices at sportsfields has increased by two with the installation of tanks and irrigation systems at Roseville Park and Primula Oval. Our monitoring systems and provider has also been updated at each location.</p> <p>Council continues to increase use of recycled water and is also improving monitoring systems.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1	<p>Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy.</p> <p>Signoff Authority: Manager Infrastructure Services</p>	<p style="text-align: center;"> <input checked="" type="checkbox"/> 100% </p>	<p>All water harvesting sites have been utilised according to Water Reuse Management Plans. As this reporting period has coincided with a drier summer period all sites have been working to capacity.</p>
Key Achievements			
<p>The ability to minimise potable water use at a number of locations due to the recycled water plants.</p>			



Focus area: N4: Climate change.



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

Term Achievement


Code	Description	Progress
N4.1.1	Our community is effectively informed and engaged on climate change impacts and responses. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>Council has 275 registered Net Zero Champion volunteers and a core group of 90 who support community outreach by attending bi-monthly meetings with Council, coordinating/hosting events and sharing advice with fellow residents. There are 121 members of our volunteer-led Ku-ring-gai Composting Network.</p> <p>Council's contractor has commenced installation works for public electric vehicle chargers at the Ku-ring-gai Fitness and Aquatic Centre (2 DC charge points, total 60kW), Turrumurra Library (2 DC charge points, total 60kW), North Turrumurra Recreation Area (2 AC charge points, 22kW each).</p> <p>Council continues to progress proposals from third party Charge Point Operators supported by the NSW Governments Kerbside Charging grants. Council is continuing to work on expanding the rebate program to promote positive decisions towards low and no emission alternatives for our community.</p> <p>Climate Wise Communities continue to educate residents utilising the award winning simtable and seeking to further develop the Climate Wise Community program and website.</p>		
Key Achievements		
<p>Council hosted a stall at the NRMA Electric Vehicle Drive Day. Staff and members from the Ku-ring-gai's Net Zero Champions engaged with local residents.</p> <p>Collaborating with a number of neighbouring and wider state Councils to share resources and advice on building successful Net Zero community strategies.</p> <p>Council signed a Memorandum of Understanding (MoU) with Sydney North Health Network to deliver street expos over the next two (2) years to increase community preparedness and resilience.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
N4.1.1.1	Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events. Signoff Authority: Manager Environment & Sustainability	 90%	<p>Council's new Resilience Officer has commenced duties filling a vacancy. The new Resilience Officer has conducted two (2) Simtable presentations to school students at the Wildflower Gardens and given presentations to Customer Service staff. Council signed an MoU with Sydney North Health Network to deliver street expos over the next 2 years to increase community preparedness and resilience.</p> <p>Reason</p> <p>Delays were experienced in appointing a new Resilience Officer.</p> <p>Remedial Action</p> <p>The vacancy has been filled so programs will now continue to get back track.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress this.</p>
N4.1.1.2	Collate relevant data on CO2 emissions and sustainability and use this to inform Council's ongoing net zero program. Signoff Authority: Manager Environment & Sustainability	 100%	The Resilient Sydney platform continues to keep track of emissions across the local government area and is accessible by all teams within Council. For progress metrics related to Net Zero Communities, refer to N5.1.2.1.

N4.1.1.3	<p>Support the community in reaching net zero emissions by 2040 or earlier.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>Council has 275 registered Net Zero Champion volunteers and a core group of 90 who support community outreach by attending bi-monthly meetings with Council, coordinating/hosting events and sharing advice with fellow residents. There are 121 members of our volunteer-led Ku-ring-gai Composting Network. Council worked with these volunteers to run a number of events during the period including a Solar Talk Series with Electrifying Bradfield, a carbon reduction/bill savings evening with Energyze, kids clothing, toy and book swap and we hosted stalls at the Council Volunteer Expo and NRMA EV Drive Day. Council has also been collaborating with a number of neighbouring and wider state Councils to share resources and advice on building successful Net Zero community strategies.</p>
N4.1.1.4	<p>Identify opportunities to support the uptake of low and zero emission vehicles within the community.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>Council's contractor has commenced installation works for public electric vehicle chargers at the Ku-ring-gai Fitness and Aquatic Centre (2 DC charge points, total 60kW), Turramurra Library (2 DC charge points, total 60kW), North Turramurra Recreation Area (2 AC charge points, 22kW each).</p> <p>Council continues to progress the assessment of proposals received by EVIE Networks and JOLT for kerbside charger installations at up to nine (9) Council locations. These proposals are supported by the NSW Governments Kerbside Charging grants.</p> <p>Council hosted a stall at the NRMA Electric Vehicle Drive Day. Staff and members from the Ku-ring-gai's Net Zero Champions engaged with local residents who had attended the drive day.</p>

Term Achievement

Code	Description	Progress
N4.1.2	<p>Council's vulnerability to climate change is reduced.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Council continues to contribute towards resilient Sydney and utilise their platform for reporting and monitoring pathways towards net zero emissions. Additionally, Council is working towards the development of an electric vehicle (EV) charging network, expanding the rebate options for residents to uptake low and no emission alternatives to heating, cooling, driving and promote better waste practices.</p> <p>Simultaneously, Council works to educate and prepare the community for the occurrence of more frequent and extreme weather events through Climate Wise Communities.</p>		
Challenges		
<p>A review of the Cultural and Environment Education Centre (CEEC) design has been undertaken to understand perceived gaps in the existing design with regards to the Living Building Challenge certification requirements. The review involved stakeholders from Operations, Strategy & Environment, consultant's design team and a Living Building Challenge subject matter expert. Operations staff will carry the project forward including remaining design items under the guidance of a cross directorate project control group.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
N4.1.2.1	<p>Implement priority actions in the Climate Change Adaptation Strategy.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 90%</p>	<p>Council has appointed a new Resilience Officer. This position will be the Resilient Sydney Ambassador for Ku-ring-gai with responsibility for implementing the Sydney Resilient Strategy in Ku-ring-gai.</p> <p>Reason</p> <p>Delays were experienced in appointing a new Resilience Officer.</p> <p>Remedial Action</p> <p>Council's Resilience Officer has now commenced.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress this.</p>
N4.1.2.2	<p>Implement the Climate Change Policy and integrate across Council operations and community objectives.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>Council currently has 275 registered Net Zero Champion volunteers and a core group of 90 who support community outreach by attending bi-monthly meetings with Council, coordinating/hosting events and sharing advice with fellow residents. We also have 121 members of our volunteer-led Ku-ring-gai Composting Network.</p> <p>Council worked with the volunteers to run a number of events during the period including a Solar Talk Series with Electrifying Bradfield, a carbon reduction/bill savings evening with Energyze, Kids Clothing, Toy and Book Swap and we hosted stalls at the Council Volunteer Expo and NRMA EV Drive Day.</p> <p>Council have also been collaborating with a number of neighbouring and wider state Councils to share resources and advice on building successful Net Zero community strategies.</p> <p>Council's Better Business Partnership Program (BBP) was successful in applying for a grant from the NSW Environmental Protection Authority to partner with business to reduce food and organic waste going to landfill. The grant program commences in July 2024 until March 2027 and Council was given \$197,000 to target 300 businesses to reduce food waste by 40% to reduce methane green house gas emissions from landfill caused by food waste.</p> <p>In partnership with Greener for Business, 12 BBP businesses have switched to GreenPower energy for 12 months with estimated 232 tCO2 savings in greenhouse gas emissions.</p> <p>In FY24 no BBP sustainable rebates were issued but a BBP webinar in May 2024 focused on preparing small business for rebates and grants using the BBP assessment service so we hope to increase take up in 2024/25.</p> <p>Council's contractor has commenced installation works for public electric vehicle chargers at the Ku-ring-gai Fitness and Aquatic Centre (2 DC charge points, total 60kW), Turramurra Library (2 DC charge points, total 60kW), North Turramurra Recreation Area (2 AC charge points, 22kW each).</p> <p>Council is continues to progress the assessment of proposals received by EVIE Networks and JOLT for kerbside charger installations at up to 9 Council locations. These proposals are supported by the NSW Governments Kerbside Charging grants.</p> <p>Council hosted a stall at the NRMA Electric Vehicle Drive Day. Staff and members from the Ku-ring-gai's Net Zero Champions engaged with local residents who had attended the drive day.</p>

			<p>Four electric vehicle charge points have been installed at 828 Pacific Highway, Gordon to provide charging for four new operational electric vehicles.</p> <p>Council has issued a brief for consultants to undertake detailed designs and master planning of mechanical services at the Ku-ring-gai Fitness and Aquatic Centre (KFAC). Detailed design for electrification of the 50m pool gas boiler and pool hall HVAC are included in the consultant scope of works. Additionally, Council has applied for grant funding from the Community Energy Upgrade Fund to support the boiler electrification capital upgrade works.</p> <p>As an emergency contingency, Council is engaging a contractor to install temporary electric duct heating into the pool hall HVAC to ensure the centre can remain operational prior to the upgrade works which are expected to occur in late 2024/25.</p> <p>Council has also issued contractor or consultant briefs for the following work – Fleet EV Infrastructure Capability Study; Rooftop Solar Maintenance. Council has evaluated supplier expressions of interest for an LED lighting upgrade at the Depot with installation works expected to place in late 2024/25.</p> <p>A design review of the Cultural and Environment Education Centre (CEEC) design was undertaken to understand perceived gaps in the existing design with regards to the Living Building Challenge certification requirements. The review involved stakeholders from Operations, Strategy, consultant's design team and a Living Building Challenge subject matter expert. Operations will carry the project forward including remaining design items under the guidance of a cross directorate project control group.</p>
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Focus area: N5: Sustainable resource management.





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

Term Achievement


Code	Description	Progress
N5.1.1	The community is effectively engaged in improved waste reduction, reuse and recycling. <i>Signoff Authority: Acting Director Operations</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Council continues to provide waste recovery and reduction education programs including recycling of domestic goods, textiles, chemical disposal, home composting and green waste. Contracts for recycling processing and green waste processing are continuing and research and development is progressing with the FOGO waste stream.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
N5.1.1.1	Deliver effective and efficient waste management services. <i>Signoff Authority: Manager Waste & Cleaning Services</i>	 100%	<p>All waste and recycling services are being delivered as per the waste contract.</p> <p>Negotiations for extending the regional waste disposal contract through NSROC have commenced.</p>

N5.1.1.2	<p>Deliver community waste education programs.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	<p> 100%</p>	<p>A chemical collection event was held 25 & 26 May with 76.05 tonnes diverted from landfill.</p> <p>A resident composting workshop was held on 8 May for National Composting Awareness Week with 23 attendees.</p> <p>A Teachers Professional Development Day on composting in schools was completed at Kimbriki 22 May and received very positive feedback from all attendees.</p> <p>Veolia 'The Recoverables' Program has been rolled out to schools K-12.</p> <p>Councils waste programs were promoted to schools via the smart schools webinar.</p> <p>The textiles collection program has diverted over 15 tonnes of clothing from landfill for 2023/24.</p>
N5.1.1.3	<p>Deliver additional waste reduction programs as processes and markets develop.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	<p> 100%</p>	<p>The RecycleSmart service has increased from 640 bags collected each month to 1,000.</p>
N5.1.1.4	<p>Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	<p> 100%</p>	<p>Council continued to participate in the regional waste contract.</p> <p>Negotiations are currently taking place for the optional 5-year contract extension past 2025.</p>
N5.1.1.5	<p>Implement Agreed Regional Waste Plan Actions.</p> <p>Signoff Authority: <i>Acting Director Operations</i></p>	<p> 100%</p>	<p>Council continues to have ongoing engagement with Northern Sydney Regional Organisation of Councils (NSROC) and with the Northern Sydney Waste Alliance for regional projects reviews of future services including FOGO and textile recovery via the waste managers group and GMAC working group.</p>

Term Achievement

Code	Description	Progress
N5.1.2	The community is effectively engaged in energy and water conservation and efficiency programs. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. Council continued to effectively engage with the Ku-ring-gai community on energy and water programs. These programs effectively promote positive behavioural changes for the community to reduce energy and water consumption.		

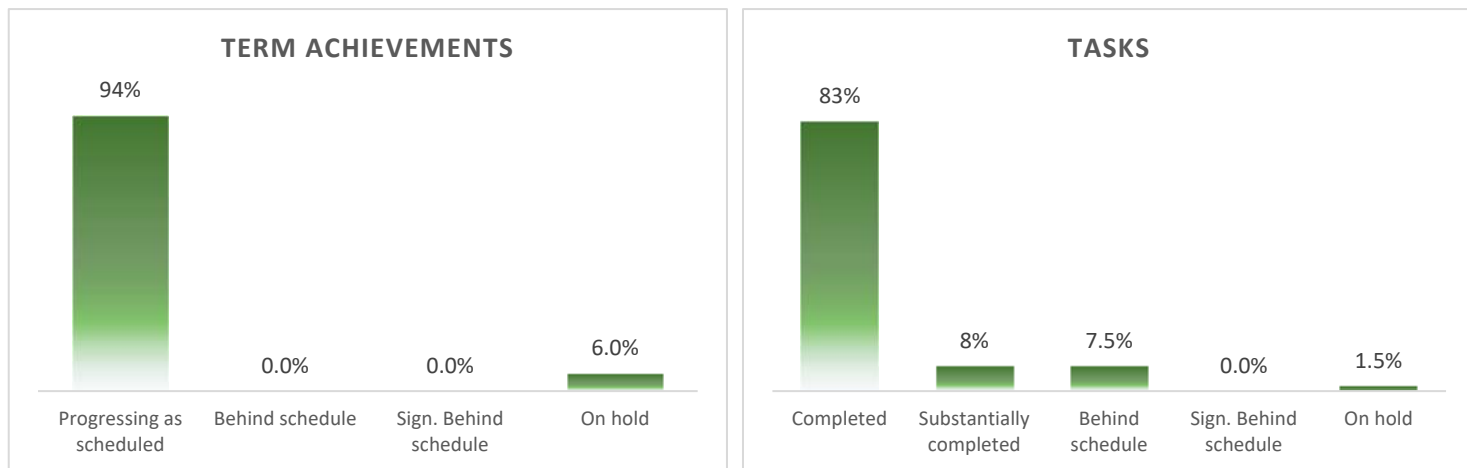
Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1	Implement programs to assist the community to reduce energy and water use. Signoff Authority: Manager Environment & Sustainability	 100%	Council's Energy and Water Smart programs continued to prompt sustainable action in our residents with 144 Energy Smart Rebates (including 27 Pool Pump rebates) paid to residents totalling \$47,000. Community actions from these rebates will result in an estimated annual reduction of electricity consumption of 179.51 megawatt-hours (MWh) and CO2 reduction of around 203.63 tonnes. Rebates from Council through its Water Smart program also supported the installation of 4 rainwater tanks in the community which has a total capacity of 18,000 litres and will reduce stormwater impacts on local waterways.
Key Achievements			
<ul style="list-style-type: none"> * \$47,000 in Energy Smart rebates delivered to the community. * Estimated reduction in annual electricity consumption of 179.51 megawatt hours, through community actions. * Water Smart rebates provided to residents resulting in the installation of 4 rainwater tanks with a total capacity of 18,000 litres. 			

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.

Performance summary



PERFORMANCE INDICATOR ACHIEVEMENTS

ACHIEVED 89%








NOT ACH 5%








ON HOLD 5%






Key achievements

- Development of a new street tree planting program involving engagement with residents and strategic selection of locations for trees. Pilot program successfully completed with 47 new trees planted in selected streets in Roseville.
- Provision of accurate and timely information on the TOD and Low & Mid-Rise SEPPs to Councillors and the community.
- A total of 31 Council staff completed the Aboriginal Site Awareness training with the Aboriginal Heritage Office.
- Council's new heritage colours guide received positive feedback from the community and professionals.
- Completed - Primula Oval and Roseville Oval Sportsfield upgrades.
- Completion of the District Park Landscape Masterplan Program.
- Progressed design and construction of improvements to parks which incorporate accessible and inclusive passive recreation facilities.
- Opening of the Glade Oval amenities block.
- Completed upgrades to the Gordon Pro Shop.
- Increased visitation to the St Ives Showground & Ku-ring-gai Wildflower Garden.
- Drainage Asset Management Plan and Open Space Asset Management Plan updates completed.
- Council's Development Control Plan (DCP) was updated and adopted by Council. The amendments include several new provisions to improve the design quality and environmental performance of buildings.
- The priority area tree inventory data capture project was completed and provides data on over 6,000 trees on Council land in key areas of the LGA including local centres and parks.
- The Tiny Forest planting day was undertaken in partnership with Earthwatch. Approximately 1,300 plants were put in by the community and local schools.
- Significant progress has been made in implementing the Urban Forest Strategy including a Tree Forum to inform residents of Council's activities to protect and increase the tree canopy and a community tree planting event aimed at promoting benefits of trees and educating the community about supporting tree health.
- The Ku-ring-gai Open Space and Recreation Needs Study was adopted by Council. The study will inform long term planning for services and facilities to support community recreation.

Performance indicators

Code	Description	Target	Achieved Amount	Performance	Commentary
P1.1.1	<p>Percentage of tree management requests actioned within agreed service delivery standards.</p> <p>Baseline: 80% of tree management requests were actioned within agreed service delivery standards per financial year. Source: Council</p>	Increasing	8%		
	<p>Number of trees planted by Council across Ku-ring-gai to support the establishment of green corridors.</p> <p>Baseline: 400 trees were planted across Ku-ring-gai per financial year. Source: Council</p>	Increasing	982		The number of trees was sourced from cross organisational programs including Bushcare and Community planting, the Roseville Pilot Street Tree program, the Tiny Forest project as well as tree management, design and operations services.
P1.1.2	<p>Percentage of Council's neighbourhood centre revitalisation program in progress or completed.</p> <p>Baseline: 100% of Council's neighbourhood centre revitalisation program for this financial year is in progress or completed. Source: Council</p>	Maintain	100%		
P2.1.1	<p>Number of actions as required by the Ku-ring-gai Local Strategic Planning Statement completed.</p> <p>Baseline: New measure (per financial year). Source: Council</p>	Monitor	Completed - 7 Progressed - 36 Ongoing - 54		The Ku-ring-gai Local Strategic Planning Statement includes 125 actions with 54 actions identified as 'Ongoing'.
P3.1.1	<p>Percentage of Land and Environment Court matters that result in improved environmental outcomes.</p> <p>Baseline: 95% of matters result in improved environmental outcomes per financial year. Source: Council, Land & Environment Court</p>	Maintain	100%		
P3.1.2	<p>Median processing time for development application determination times.</p> <p>Baseline: Annual target for net median processing times for all applications is less than 90 days. Source: Council</p>	Decreasing	133		Due to resourcing issues, as experienced across many councils, the ability to meet this target has been impacted. Pro-active recruitment has resulted in most of the positions being filled. However, recovery may take time.
P4.1.1	<p>Percentage completion of the development of Council's streetscape and park concept plans for identified precincts in local centres.</p> <p>Baseline: New measure (per financial year). Source Council</p>	Monitor	64%		<p>The current program has 11 projects all of which have been completed or are in progress:</p> <ul style="list-style-type: none"> - 9 streetscape projects - 1 park project - 1 transport project.

Code	Description	Target	Achieved Amount	Performance	Commentary
P5.1.1	<p>Number of actions commenced or completed in the Ku-ring-gai Heritage Strategy.</p> <p>Baseline: New measure. Source: Council</p>	Monitor	7		Actions completed include the online conservation area inventories, colours guideline, and draft St Ives Conservation Management Plan. Actions commenced include the modern heritage study, listing a Gordon property, annual heritage home grants program, and Heritage Reference Committee.
P6.1.1	<p>Percentage completion of the open space capital works program.</p> <p>Baseline: 80% of the open space capital works program is completed within set timeframes. Source: Council</p>	Increasing	80%		
P6.1.2	<p>Number of community groups and organisations participating in Council's annual Sporting Forum.</p> <p>Baseline: There are 19 community groups and organisations at Council's annual Sporting Forum. Source: Council</p>	Maintain	23		
P6.1.3	<p>Percentage completion of progress payments to the Department of Education based on the agreed project plan for the indoor sports centre at St Ives High School.</p> <p>Baseline: New measure. Source: Council</p>	Monitor	15%		Construction works have commenced and remediation works are underway.
P7.1.1	<p>Potable water consumption (kL) from Council operations.</p> <p>Baseline: Potable water consumption from Council operations is 149,290kL per financial year. Source: Council</p>	Decreasing	93,000		.
	<p>Electricity consumption (MWh) of Council's fixed assets.</p> <p>Baseline: 4,700 MWh of electricity is consumed by Council's fixed assets per financial year. Source: Council</p>	Decreasing	4,582.971		
	<p>Water reuse/recycling (kL) used by Council operations.</p> <p>Baseline: Council reused/recycled 134,562kL of water from Council operations (leachate re-use, sewer mining and stormwater harvesting systems). Source: Water Conservation Group</p>	Monitor	97,574		The wet year has contributed to a reduced result compared to the baseline as the established fields did not need as much watering in general.


Code	Description	Target	Achieved Amount	Performance	Commentary
P7.1.2	Percentage progress towards the renewal of Marian Street Theatre Baseline: New measure. Source: Council	Monitor	0%		Progress of the Marian Street Theatre renewal project is on hold due to Council resolution.
P7.1.3	Utilisation rate of community halls and meeting rooms. Baseline: There is 40% utilisation of community halls and meeting rooms during core hours (9am to 8pm) Monday to Sunday. Source: Council	Increasing	45%		The utilisation levels of community halls and meeting rooms have increased despite the seven-month closure of the Ku-ring-gai Town Hall for renovations.
P8.1.1	Percentage completion of the Asset Management Improvement Plan within set timeframes. Baseline: New measure. Source: Council	Monitor	100%		
P8.1.2	Percentage completion of capital works programs for roads, footpaths and drains. Baseline: 95% of capital works programs for roads, footpaths and drains were completed within timeframes and budgets. Source: Council	Maintain	95%		
P8.1.3	Kilometres of additional footpath network constructed in Ku-ring-gai. Baseline: There is 0.9km of additional footpath network constructed per financial year. Source: Council	Maintain	3.6 kms		

Key:  Achieved  Not achieved  On hold



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






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

Term Achievement

Code	Description	Progress
P1.1.1	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>The housekeeping review of the Ku-ring-gai Development Control Plan was finalised and adopted by Council 19 March 2024. The review included several amendments to protect and enhance visual and landscape character.</p> <p>Development applications continue to be assessed against relevant legislation to protect and enhance the unique visual and landscape character of Ku-ring-gai LGA.</p> <p>Implementation of the Urban Forest Strategy continued with a number of significant tasks underway or complete:</p> <ul style="list-style-type: none"> * The priority area tree inventory data capture project was completed in May 2024 providing data on over 6,000 trees on Council land in local centres and parks. * Tiny Forest planting day was held in partnership with Earth Watch with around 1,300 plants planted by the community and local schools. * Tree Trail community consultation was undertaken in June with a mail-out to residents along the proposed Killior'ra Tree trail in Killara/Gordon. * A street tree pilot program has been completed with the planting of 47 new trees. A twelve-month establishment period has commenced to ensure the trees thrive. * Staff undertook assessments of potential impacts on canopy cover resulting from Transport Orientated Development (TOD) SEPP and Low and Mid Rise Housing SEPP. * Monitoring of planting of locally native trees by Council on public land is ongoing. 		
Key Achievements		
<p>A new street tree planting program involving engagement with residents and strategic selection of locations for trees was undertaken. The pilot program was successfully completed with 47 new trees planted in selected streets in Roseville.</p> <p>The housekeeping review of the Ku-ring-gai Development Control Plan was finalised and adopted by Council on 19 March 2024.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.1.1	Continue to review the effectiveness of existing strategies, plans and processes across all programs. Signoff Authority: Manager Urban & Heritage Planning	 100%	The housekeeping review of the Ku-ring-gai Development Control Plan was finalised and adopted by Council on 19 March 2024. The implementation of Actions from the Urban Forest Strategy will also identify, protect and enhance visual and landscape character.
P1.1.1.2	Development applications are assessed against relevant legislation to protect and enhance the unique visual and landscape character of Ku-ring-gai. Signoff Authority: Manager Development Assessment Services	 100%	Development applications continue to be assessed against relevant legislation prescribed under s4.15 of the Environmental Planning and Assessment Act, including but not limited to the Ku-ring-gai Local Environmental Plan (LEP), associated Development Control Plan (DCP) to protect and enhance the unique visual and landscape character of Ku-ring-gai local government area (LGA).



P1.1.1.3	<p>Administer and implement Council's tree preservation policies and procedures.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 100%	<p>1,381 tree requests were received during the reporting period with 1,525 completed and 86 outstanding. Applications continue to be processed within agreed timeframes. A total of \$346,221 in penalty infringement notices were received at the close of the reporting period.</p>
P1.1.1.4	<p>Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 91%	<p>Planting has now been completed for pilot planting program. There is a twelve month establishment associated with this project.</p>
P1.1.1.5	<p>Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Waste & Cleaning Services</i></p>	 100%	<p>Council has continued to provide contracted street sweeping and cleaning of town centres under a service contract. Graffiti removal is a responsive service and incidents are responded to when reported or observed. Litter and bin cleaning has been carried under day labour.</p>
P1.1.1.6	<p>Implement priority monitoring from the Urban Forest Strategy.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 100%	<p>The priority area tree inventory data capture project was completed in May 2024. This provides data on over 6,000 trees on Council land in key areas of the LGA including local centres and parks. Council will continue to collect data on trees and add to the database created via this project.</p> <p>Other key projects contributing to Urban forest actions include:</p> <ul style="list-style-type: none"> * Tiny Forest planting day was undertaken in June in partnership with Earthwatch. Approximately 1,300 plants were put in by the community and local schools. * Tree Trail community consultation was undertaken in June with a mail-out to residents along the proposed Killior'ra Tree trail in Killara/Gordon. * The Street Tree Pilot program in Roseville was undertaken.
P1.1.1.7	<p>Oversee and monitor the implementation of the Urban Forest Strategy.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Significant progress has been made in terms of implementing the Urban Forest Strategy:</p> <ul style="list-style-type: none"> * Urban Forest Working Group meetings held 7 February 2024 and 15 April 2024. * Street tree pilot program was completed including identification of 42 locations for new trees. * Community engagement held to notify residents of the project and to seek residents willing to host a new tree outside their house in verge. * Each tree location has been verified through engagement with residents and an underground services searches. * Trees have been purchased and held by nursery. * A strategic project brief has been prepared and project handed over to Operations for delivery. * A community event was held on 25 May in Bancroft Park, Roseville marking the completion of tree planting. <p>Other activities undertaken:</p> <ul style="list-style-type: none"> * Presentation on Urban Forest Strategy to Wild Things Forum. * Presentation to Tree Forum informing residents of what Council is doing in relation to protecting and increasing tree canopy.

			<ul style="list-style-type: none"> * Collaboration with Rewilding Sydney (Greening Australia) to identify locations for projects in Ku-ring-gai. * Assessment of potential impacts on canopy cover resulting from Transport Orientated Development SEPP and Low and Mid Rise Housing Explanation of Intended Effect. * Attendance at Greener Neighbourhoods workshop run by Department of Planning, Housing and Infrastructure. * Creation of Urban Forest webpage called 'Our Urban Forest'. * Ongoing monitoring of planting of locally native trees by Council on public land. * Ongoing liaison with Ausgrid regarding bundling overhead powerlines.
Key Achievements			
Development of a new street tree planting program involving engagement with residents and strategic selection of locations for trees. Pilot program successfully completed with 47 new trees planted in selected streets in Roseville			

Term Achievement

Code	Description	Progress
P1.1.2	Place making programs are implemented for selected neighbourhood centres. <i>Signoff Authority: Acting Director Operations</i>	
Comments		
Progressing as scheduled. The revised concept plan for Eastern Road, Turramurra incorporating recently awarded TfNSW funded projects in the area is ready and will be released in the first quarter of the next financial year.		
Key Achievements		
Revised concept for East Turramurra Neighbourhood Centre was completed.		


Operational Plan Tasks

Code	Description	Progress	Comments
P1.1.2.1	Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement. <i>Signoff Authority: Acting Manager Technical Services</i>	 100%	The East Turramurra Neighbourhood Centre revised concept has now been completed. The concept was revised following initial negative feedback received from business owners with Council's proposal to modify the parking arrangements in the area, and will be released for public comment in July. The plans now include aspects of the recently confirmed TfNSW grant funded High Pedestrian Activity Area (HPAA).
P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation. <i>Signoff Authority: Acting Manager Technical Services</i>	 100%	A revised concept design for East Turramurra Shops has now been developed for internal and community consultation in response to the negative feedback received following initial proposals to change parking arrangements. It also includes an opportunity for extra funding through the TfNSW High Pedestrian Activity Area program.
Key Achievements			
East Turramurra Neighbourhood Centre revised concept developed.			




Focus area: P2: Managing urban change.

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

Term Achievement

Code	Description	Progress
P2.1.1	Land use strategies, plans and processes are in place to protect existing character and effectively manage the impact of new development. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>Work on this objective is progressing well.</p> <p>The implementation of Council's Local Strategic Planning Statement (LSPS) is being implemented across a wide range of actions including transport planning, open space acquisition, recreation planning, implementation of Council's Urban Forest Strategy, preparation of a Heritage Strategy, Reconciliation Action Plan and Affordable Housing Study.</p> <p>A review of the LSPS implementation was recently completed and it found that of 125 actions 36 are progressing and 54 on-going. The housekeeping review of the Development Control Plan was finalised and adopted by Council on 19 March and came into effect on 25 March 2024. Work is progressing on including local character controls within the Development Control Plan (DCP).</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P2.1.1.1	Commence review of the implementation of the Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	The Local Strategic Planning Statement (LSPS) is being implemented across a wide range of actions including transport planning, open space acquisition, Recreation Needs Study, Urban Forest Strategy, Heritage Strategy, Reconciliation Action Plan and Affordable Housing Study.
P2.1.1.2	Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	The housekeeping review of the Development Control Plan was finalised and adopted by Council on 19 March and came into effect on 25 March 2024. Work is progressing on including local character controls within the DCP.
P2.1.1.3	Investigate the inclusion of Local Character Controls within the Ku-ring-gai Development Control Plan. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	Research and local character mapping has progressed. Consolidated planning controls in Part 14 of the Development Control Plan were finalised as part of the Housekeeping amendments. Further local character controls for the DCP are currently being investigated. The State governments Transport Orientated Development (TOD) and Low and Mid-rise planning controls will have an impact on the implementation of local character planning.


Focus area: P3: Quality urban design and development.

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


Term Achievement

Code	Description	Progress
P3.1.1	A high standard of design quality sympathetic to local character and building environmental performance is achieved in new and existing development. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Councils Development Control Plan (DCP) has been updated and adopted by Council. The amendments include:</p> <ul style="list-style-type: none"> * Green building certification to align with the new Sustainability SEPP. * New guidelines for building materials and finishes to ensure new buildings better suit local character. * New facade design controls to improve mixed use building design. 		
Key Achievements		
Councils Development Control Plan (DCP) has been updated and adopted by Council. The amendments include a number of new provisions to improve the design quality and environmental performance of buildings.		




Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.1.1	Review and monitor Council's design quality and building sustainability standards. <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 100%	Part 23 of the Ku-ring-gai Development Control Plan (KDCP) has been amended to align with the new provisions in the SEPP Sustainable Buildings 2022. The SEPP now covers some non-residential buildings; therefore, those categories have been removed from the KDCP. Amendments have also been made to the Materials and Finishes section to improve on built form outcomes. The KDCP Issues Tracker will continue to record any further issues noted by staff.

Term Achievement

Code	Description	Progress
P3.1.2	Community confidence has continued in our assessment, regulatory and environmental processes. <i>Signoff Authority: Director Development & Regulation</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Community confidence continues in our assessment of all applications given the consistent and continued assessment of development and related applications against all relevant requirement of s4.15 of the Environmental Planning and Assessment Act to protect environmental processes. Appropriate regulatory action is taken in order to maintain community confidence.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P3.1.2.1	<p>Development is assessed against all relevant state and local planning controls and their objectives to ensure consistent quality urban design outcomes for the natural and built environment.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 100%	<p>Development continues to be assessed against all relevant state and local planning controls and their objectives to ensure consistent quality urban design outcomes for the natural and built environment.</p>
P3.1.2.2	<p>Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 100%	<p>The development assessment team has applied the requirements of the Community Participation Plan in a consistent fashion to facilitate community participation. Team Leaders are responsible for determining the appropriate notification process at the lodgement of application. Applications are notified and the issues raised in submissions are considered in assessment reports. Where concerns have been raised regarding notification processes these have been investigated and where necessary rectified in a timely manner. Community participation is a key aspect of Ku-ring-gai Local Planning Panel meetings with the public being able to address the panel during online meetings which are live-streamed.</p>
P3.1.2.3	<p>Provide regulatory compliance services consistent with state and local controls which include education of the community and their involvement in local policy reviews.</p> <p>Signoff Authority: <i>Manager Compliance & Regulation</i></p>	 100%	<p>The Regulation team provided compliance services consistent with state and local controls which includes education.</p> <p>For the 6 months reporting period ending June 2024, the Regulation team monitored and enforced all relevant designated on-street and off-street parking areas. There were 4,889 parking infringements issued during the reporting period, equating to \$854,424 (1,740 for off-street offences and 3,149 on-street offences).</p> <p>The team were also proactive in monitoring and enforcing relevant road offences, such as non-registered vehicles, unauthorised skip bins on public land and goods in general unattended on public land. The team issued 52 penalty notices for varying road offences which equated to \$20,307. The team was also proactive in the monitoring and enforcing of Council's load limited roads. 12 penalty notices were issued for varying weight breach equating to \$15,621.00.</p> <p>The team proactively and reactively patrolled building sites within the LGA to ensure compliance with their approved consent. There were 27 penalty notices issued for varying breach of consent equating to \$121,000.</p> <p>The Regulation team was also proactive in monitoring building sites for water pollution offences with four (4) penalty notices issued equating to \$28,000.</p>
Challenges			
<p>Major activity included issuing of 4,489 parking infringements, proactive monitoring of weight restricted road and monitoring of development sites to ensure compliance with conditions of consent relating to traffic management plans and hours of operation.</p>			



Focus area: P4: Revitalising our centres.




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



Term Achievement




Code	Description	Progress
P4.1.1	Plans to revitalise local centres are progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>This period has been dominated by the NSW government's Transport Orientated Development (TOD) and Low and Mid-Rise SEPPs. Significant staff resources have gone towards understanding the implications of the SEPPs, making submissions on the SEPP and communicating the potential impacts to residents.</p> <p>Streetscape and park projects have progressed through the detail design phase with most nearing completion. Work has now been completed on St Johns Avenue, Gordon with the installation of a new toilet facility on Wade Lane, Gordon.</p> <p>Community engagement has been extensive particularly in relation to the Housing SEPPs. A successful engagement program was undertaken with residents in Roseville as part of a street tree pilot program. A transport study was completed for St Ives local centre.</p>		
Key Achievements		
<p>Provision of accurate and timely information on the TOD and Low & Mid-Rise SEPPs to Councillors and the community.</p> <p>High levels of support from residents for tree planting in street verges in Roseville with 47 semi-mature trees planted.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1	Oversee and monitor the implementation of the Ku-ring-gai Public Domain Plan. Signoff Authority: Manager Urban & Heritage Planning	 95%	<p>To assist monitoring of the delivery of streetscape projects a quarterly meeting has been set up between the Strategy and Operations departments.</p> <p>Monitoring of streetscape projects:</p> <ul style="list-style-type: none"> * Lindfield streetscape upgrade has progressed with consultants delivering the 60% design documentation package incorporating civil engineering, electrical engineering and landscape drawing sets. Internal consultation complete. * Gordon streetscape upgrade has progressed with consultants delivering the 60% design documentation package incorporating civil engineering, electrical engineering and landscape drawing sets. Internal consultation commenced. * Ongoing monitoring and provision of advice in relation to Development Applications and Planning Proposals ensuring consistency with Public Domain Plan. * Engagement with local businesses in Gordon and West Pymble regarding outdoor dining.
P4.1.1.2	Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the streetscape projects. Signoff Authority: Manager Urban & Heritage Planning	 100%	<p>During the period, community engagement with residents for the Roseville Street Tree Pilot Project included:</p> <p>Round 1 engagement:</p> <ul style="list-style-type: none"> * Mail out and survey of 500 residents in Roseville seeking their opinion on street tree planting * 170 responses were received in digital or hardcopy form

			<p>* Overall 75% of respondents supported the program and approximately 50% of respondents supported planting a tree in front of their house.</p> <p>Round 2 engagement:</p> <p>* A community event was held on 25 May 2024 in Bancroft Park, Roseville to celebrate the tree planting program.</p>
Key Achievements			
Received high levels of support from residents for tree planting in street verges in Roseville.			
P4.1.1.3	<p>Oversee and monitor the implementation of Council's Open Space Acquisitions Program.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 85%	<p>Negotiations with land owners are progressing however there have been no further acquisitions during the reporting period.</p> <p>Reason</p> <p>Significant uncertainty has been created by the new TOD SEPP which came into force on the 13th May 2024. The resultant increase in land values is likely to significantly affect Council's acquisition program.</p> <p>Remedial Action</p> <p>Monitor the situation and provide updates to Council.</p>
Challenges			
Significant uncertainty has been created by the new TOD SEPP which came into force on the 13th May 2024.			
P4.1.1.4	<p>Prepare streetscape and park concept plans for key local centre precincts in Pymble, Roseville, St Ives and Turramurra.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Design development and final concept plans have been prepared for key local centre precincts in Pymble, Roseville and St Ives. These projects will be progressively handed over to Operations, during the next reporting period, for preparation of tender documentation and management of construction.</p> <p>Design development of Turramurra streetscape is on hold pending discussions with TfNSW.</p>
P4.1.1.5	<p>Integrate all transport modes for the primary local centres through the traffic and transport studies in collaboration with Transport for NSW.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>The St Ives Local Centre Transport Study was completed in late March 2024 and incorporates the following improvements as part of the future scenario analysis:</p> <ul style="list-style-type: none"> * new/additional pedestrian crossing facilities, including provision of missing crossing facilities at existing traffic signal intersection * upgrade of existing traffic signals to provide pedestrian protection * integration of shared/pedestrian/bicycle crossings and lanterns as part of new traffic signal installations or upgrade of existing traffic signals, where these occur on existing or future cycleways identified in the Public Domain Plan for St Ives <p>It is anticipated that the study will be submitted to Transport for NSW for review and feedback in the second half of 2024.</p> <p>In late 2023, the Gordon Local Centre Transport Study was submitted to Transport for NSW for review. It incorporates the following improvements:</p> <ul style="list-style-type: none"> * new traffic signals on Pacific Highway at Ravenswood Avenue with full pedestrian provision * integration of shared/pedestrian/bicycle crossings and lanterns as part of new or upgraded traffic signals, where these occur on existing or future

			<p>cycleways identified in the Public Domain Plan for Gordon</p> <p>* reduction in traffic in Wade Lane, to promote place making and active transport (particularly walking)</p> <p>The study is the subject of ongoing discussions between Council and Transport for NSW and a response is expected in the second half of 2024. The Gordon Public Domain Plan also foreshadows a mid-block signalised pedestrian crossing on Pacific Highway just south of Merriwa Street.</p>
P4.1.1.6	<p>Undertake research and prepare studies to support implementation of Council's Housing Strategy.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>This reporting period has focused on understanding the potential impacts of the proposed TOD SEPP and Low and Mid-Rise SEPP which were placed on exhibition in December 2023 by the NSW Government. The TOD SEPP came into force on the 13th May 2024.</p> <p>Tasks undertaken include:</p> <ul style="list-style-type: none"> * attendance at briefings and information sessions held by DPHI. * review and interpretation of exhibition material and preparation of summary documents for public and Councillors. * detailed investigations to calculate estimated dwelling yield of TOD SEPP. * preparation of mapping in liaison with GIS staff for community newsletter. * preparation and presentation at Councillor briefing on impacts of TOD SEPP 29 January 2024. * preparation and submission to DPHI on impacts of TOD SEPP. * preparation of material for public forum on impacts of SEPPs. * preparation and submission to DPHI on impacts of Low and Mid-Rise SEPP. * preparation of report to Ordinary Meeting of Council February 2024. * preparation of report to Extraordinary Meeting of Council March 2024. * preparation and submission to Parliamentary Enquiry into TOD SEPP. * preparation of material for presentation to Ward Forums in June 2024 on impacts of Low and Mid-Rise SEPP. <p>At an Extraordinary Meeting of Council in May 2024 Council resolved to commence studies around the four Transport Oriented Development precincts of Gordon, Killara, Lindfield and Roseville to explore better resident outcomes than what is currently in place (under the TOD SEPP). Work has commenced on the studies including dwelling yield calculations and constraints mapping.</p>
Key Achievements			
Provision of accurate and timely information on the TOD and Low & Mid-Rise SEPPs to Councillors and the community.			
P4.1.1.7	<p>Continue to facilitate disposal of the Lindfield Library site.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	<p> 75%</p>	<p>Since the last update, the majority of information required by Sydney Trains has been collated by the external consultant team. This will be submitted, to Sydney Trains as one complete package addressing the outstanding deferred commencement conditions. External consultant engineers will be meeting with Council's engineers in Development and Regulation, to get clarity on some outstanding engineering</p>


			<p>conditions, before the package can be sent to Sydney Trains for final close out.</p> <p>Reason</p> <p>The volume of information required by Sydney Trains has been time consuming to collate during this period.</p> <p>Remedial Action</p> <p>In addition to the lead external consultant, additional sub consultants have been re-engaged to ensure the necessary information is obtained and collated, for submission to Sydney Trains.</p>
Challenges			
<p>The volume of information required by Sydney Trains has been time consuming to re-collate during this reporting period. Noting, that despite previously granting approval for some aspects of the deferred commencement conditions, Sydney Trains has re-requested the same information to be re-submitted for their review, causing untimely delays.</p>			
P4.1.1.8	<p>Progress delivery of Bedes Forest upgrade.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	<p> 100%</p>	<p>Significant progress has been made on outstanding issues:</p> <ul style="list-style-type: none"> • site levels and accessibility - the parking location has been adjusted from the concept plan to meet Australian standards for accessibility. • amenities and shelter - design discussions are ongoing with the chosen supplier for the amenity block and shelter. • playground layout - has been revised to incorporate feedback from internal stakeholders. • community garden - following consultations with the community regarding their needs through Council staff, the community garden concept plan has been integrated into the overall park design. • project status - Council is currently at approximately 75% completion for the detailed design phase, as per the project schedule.
Key Achievements			
<p>Advancing the concept design to detailed design by integrating identified site constraints and feedback from the consultation process.</p>			
P4.1.1.9	<p>Construct St Johns Avenue, Gordon streetscape improvements.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	<p> 100%</p>	<p>The main project for the St Johns Avenue, inclusive of the provision of an amenities block at Wade Lane, has been completed. Stage 3 works are programmed with the revitalisation of Heritage Park. These works were placed on hold awaiting information from Ausgrid who had planned to demolish their building asset within the park. Stage 3 works will now progress next financial year.</p>
P4.1.1.10	<p>Progress delivery of Lindfield Avenue and Tryon Road streetscape upgrade.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	<p> 91%</p>	<p>The project has been delayed slightly due to the requirement to engage an arborist to complete an impact assessment. This resulted in additional time needed for the design consultants to progress the drawings from 60% to 90% package. The arborist assessment has now been completed. On review of the 60% cost estimate, the consultants have also been reviewing the proposed staging of works to fit within Council's budget. Further investigations of existing services are required before drawings can be finalised, The new proposed timeline for the tender package is early September 2024.</p>

P4.1.1.11	<p>Progress delivery of works for Fitzsimons Lane/ Merriwa Street (east)/Pacific Highway (north), Gordon.</p> <p>Signoff Authority: Acting Manager Technical Services</p>	 91%	<p>The in-house design team has thoroughly reviewed the 60% package to ensure all elements meet the project's requirements. Additionally, a site inspection was conducted with the consultant to verify the design's alignment with real-world conditions. Any necessary changes identified during the inspection will be integrated into the package, which is expected to be completed by Mid-July.</p>
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Focus area: P5: Heritage that is protected and responsibly managed.


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

Term Achievement

Code	Description	Progress
P5.1.1	<p>Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled.</p> <p>Staff continued to promote local heritage in consultation with key stakeholders:</p> <ul style="list-style-type: none"> *The Heritage Home Grants program has approved 13 grants which are currently being rolled-out *A new colours guideline has been completed and published online to encourage traditional colours and improve community access to this information. *Work is progressing to improve online information for heritage items and conservation areas on the Heritage NSW State Heritage Inventory. *A modern heritage study has commenced. *A preliminary heritage assessment of conservation areas affected by NSW Transport Oriented Development SEPP has been prepared. The study found the SEPP is likely to significantly impact on heritage values. <p>The protection and management of Ku-ring-gai's Aboriginal heritage assets continued:</p> <ul style="list-style-type: none"> *Council continued to implement Aboriginal Heritage training to staff through the Aboriginal Heritage Office (AHO) with a total of 31 Council staff completing Aboriginal Site Awareness training. *Aboriginal sites continue to be considered within the development assessment, Council work and hazard reduction assessments, with support from the AHO <p>Council continued to deliver Indigenous programs and events at Ku-ring-gai Wildflower Garden including:</p> <ul style="list-style-type: none"> *Indigenous Weaving Workshop and "Aunty Time" sessions. *The Gai-Mariagal Festival 2024 which included two sessions of weaving stories and a Warrikirri Dining Experience held at Caleys Pavilion, as well as AHO-led indigenous heritage guided bush tucker walk. *A full program activities has been planned for NAIDOC in the first week of next period. 		
Key Achievements		
<p>Staff undertook preliminary heritage assessment of conservation areas affected by the NSW Transport Oriented Development (TOD) SEPP. The study found the SEPP is likely to significantly impact on heritage values across the LGA.</p> <p>A new heritage colours guideline has been completed and published online to encourage traditional colours and improve community access to this information.</p> <p>A number of indigenous programs and events at Ku-ring-gai Wildflower Garden were held at the Ku-ring-gai Wildflower Garden and a full program of activities has been planned for NAIDOC in the first week of next period.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
P5.1.1.1	<p>Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Progress during the period included:</p> <ul style="list-style-type: none"> * the heritage listing of 17A Edwards Street, Gordon has been finalised with the listing being notified on 21 June 2024. * preparation of detailed inventories for Heritage items and HCAs has progressed. * applications for 2024-25 Heritage Home Grants closed on 13 May 2024. Grant recommendations were endorsed by the Heritage Reference Committee on 6 June 2024 and will be considered by Council at the July 2024 OMC.
P5.1.1.2	<p>Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council continued to implement Aboriginal Heritage training to staff through the Aboriginal Heritage Office (AHO). Aboriginal sites continue to be considered within the development assessment, Council work and hazard reduction assessments, with support from the AHO.</p>
Key Achievements			
A total of 31 Council staff completed the Aboriginal Site Awareness training with the Aboriginal Heritage Office during this period.			
P5.1.1.3	<p>Promote local heritage in consultation with key stakeholders.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>The 2023/24 Heritage Home Grants program is being rolled out for 13 approved grants, plus 12 further grants assessed and 11 grants recommended for approval for 2024/25. Heritage Reference Committee meetings were held to gain input into the heritage strategy work including recommendation of grants, listing, interim heritage orders and related matters. Council is progressing the 'her-story' project to improve online information for its heritage items and conservation areas on the Heritage NSW State Heritage Inventory. A modern heritage study is underway. A preliminary heritage assessment and brief to review the conservation areas affected by NSW Transport Oriented Development SEPP has been prepared.</p>
Key Achievements			
Council's new heritage colours guide received positive feedback from the community and professionals. Progressing further projects to pro-actively identify and conserve existing and potential heritage items and conservation areas, including conservation grants, modern heritage study, improving online State Heritage Inventory information about listed places, and commencing a conservation area review.			
P5.1.1.4	<p>Heritage is protected and conserved through the assessment of development against all relevant heritage provisions contained within State legislation, Local Environmental Plans and Development Control Plans.</p> <p>Signoff Authority: <i>Manager Development Assessment Services</i></p>	 100%	<p>Applications continue to be assessed under the relevant legislation with the aim of effectively protecting Ku-ring-gai's heritage. This will be a challenge given recent Transport Oriented Development (TOD) provisions now applying under the SEPP (Housing) 2021 and further changes flagged under the yet to be introduced low to mid rise housing SEPP. These provisions are likely to erode the high quality outcomes under current controls because they prevail over Council's controls.</p>
P5.1.1.5	<p>Cultural and heritage assets in open space areas are protected, preserved, restored and maintained.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 100%	<p>Ongoing protection and restoration of Council's heritage assets in open space continues for all projects.</p>

P5.1.1.6	Deliver Indigenous programs and events at Ku-ring-gai Wildflower Garden and St Ives Showground. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 100%	Aunty Vicki ran an Indigenous Weaving Workshop in January and Aunty Susan ran Aunty Time sessions as part of Nature Play, Junior Rangers and Nature School. The welcome function for 2024 Gai-Mariagal Festival, two sessions of weaving stories and the Warrikirri Dining Experience were held at Caleys Pavilion, and an AHO led indigenous heritage guided bush tucker walk was held within Ku-ring-gai Wildflower Garden. A full program of activities has been planned for NAIDOC in the first week of next period.
Key Achievements			
Hosted the NSROC regional Gai-Mariagal Launch at Ku-ring-gai Wildflower Garden.			


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





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





Term Achievement






Code	Description	Progress
P6.1.1	A program is implemented to improve existing recreation, sporting and leisure facilities and deliver new multi-use sporting facilities and opportunities. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Significant progress has been made across this program during the reporting period, including:</p> <ul style="list-style-type: none"> * The design and construction of parks, sportsgrounds and amenities has progressed well with a number of projects completed or well advanced. * The Glade Master Plan was adopted by Council in March 2024. * A new amenities building was completed for the Glade and opened to the public. * Generic Plans of Management for Natural Areas and General Community Use were completed and adopted by Council in March 2024. * The Green Grid Strategy has progressed and a draft was presented to Councillors in June 2024. <p>Delays have been experienced in the delivery of a new car park at St Ives Showground and construction of a new synthetic field at Norman Griffiths Oval due to factors such as rain and environmental constraints.</p>		
Key Achievements		
Completed the review of Council's Plans of Management for recreation areas. The process took over 3 years and involved all departments of Council.		

Operational Plan Tasks


Code	Description	Progress	Comments
P6.1.1.1	Deliver Council's adopted Open Space Capital Works Program. Signoff Authority: <i>Acting Manager Technical Services</i>	 100%	A number of significant projects have been completed or well advanced in the second half of the year. Norman Griffiths Oval works are ongoing, as is works at Eldinhope playground. A number of sportsfield projects complete in line with key achievements for the period.
Key Achievements			
Completed - Primula Oval and Roseville Oval Sportsfield upgrades.			

P6.1.1.2	<p>Landscape masterplans are prepared to inform the forward Open Space Capital Works Program.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>A handover to Operations staff was undertaken for the final District Park Landscape Masterplan at The Glade, Wahroonga, occurred in June.</p> <p>Council resolved to end the district parks masterplan program and commence a new program with a focus on planning for recreation facilities within Council's larger and more complex sporting and recreation spaces.</p> <p>The new program will prepare 'recreation facilities plans' rather than masterplans. Facility plans will provide high-level strategic guidance allowing plans to be prepared with greater efficiency and frequency.</p>
Key Achievements			
Completion of the District Park Landscape Masterplan Program.			
P6.1.1.3	<p>Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 100%	<p>Access and inclusion principles are integral to the design of all Council open space recreation facilities. Numerous designs have been completed for Council's recreational facilities as identified in the key achievements for the period.</p>
Key Achievements			
<ul style="list-style-type: none"> * Lorraine Taylor playspace - review of Environmental Factors (REF) and tender package completed * Hassall Park Masterplan Implementation - stage 2 detailed design nearing completion. * Wildflower Garden - designs well advanced for new playspace and accessible boardwalk upgrades. * Bedes Forest new park - detailed design package underway. * Comenarra Oval and Mimosa Oval Playspaces - concept designs well advanced. * Sequoia Close playspace - revised design awaiting REF advice. * Bannockburn Oval clubhouse - concept design for accessible building progressing with input from various stakeholders. * Auluba Oval clubhouse - stage 2 design for accessible amenities completed for procurement. 			
P6.1.1.4	<p>Construct parks which incorporate accessible and inclusive passive recreation facilities.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 100%	<p>The principles of access and inclusion have been incorporated within the construction of all Council open space recreation facilities, wherever possible. A number of facilities have been completed this Financial year as identified in this quarters key achievements.</p>
Key Achievements			
<ul style="list-style-type: none"> * The Glade amenities - new accessible toilets installed. * Auluba Oval clubhouse - stage 1 construction of replacement awning completed. * Gordon Recreation Ground - stage 1 lighting of pedestrian access paths well advanced. * Eldinhope Reserve playspace - construction work well advanced. * Hassall Park masterplan implementation - stage 1 construction of access upgrades well advanced. * Roseville Oval - improvements including new accessible paths are near complete. 			
P6.1.1.5	<p>Implement improvements to carparking at St Ives Showgrounds.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 75%	<p>Project documentation and approval process is ongoing and being refined to address identified design shortfalls and roadblocks to completion. There have been numerous environmental considerations which have proven difficult for Council's engaged consultants to achieve, however works are now nearing completion to allow for construction to commence early in the new financial year.</p> <p>Reason</p> <p>The design timeline was impacted by the necessary additional due diligence environmental investigations and reports required to guide the design and facilitate the Review of Environmental Factors (REF) approval.</p> <p>Remedial Action</p>



			Ongoing discussions and collaboration with the primary consultants for increased staff resourcing and the appointment of specialist subconsultants to facilitate the project is now allowing completion in a timely manner. A task is included in Council's adopted Operational Plan 2024/25 to progress the project.
Challenges			
The design timeline was impacted by the necessary additional due diligence environmental investigations and reports required to guide the design and facilitate the Review of Environmental Factors (REF) approval			
P6.1.1.6	Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code and consider grant opportunities to fully fund an amenity building in Irish Town Grove. Signoff Authority: <i>Acting Manager Technical Services</i>	 100%	The Glade oval amenities block has been completed and opened to the public. Design works are ongoing for the Bannockburn Oval clubhouse with delivery expected next financial year. No relevant grant opportunities have been identified to enable funding of a toilet block at Irish Town Grove.
Key Achievements			
Opening of the Glade Oval amenities block.			
P6.1.1.7	Progressively review Plans of Management for Community land in consultation with Crown Lands. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	All Generic Plans of Management are completed, adopted by Council and now on Council's website. Canoon Road Recreation Area Plan of Management - review undertaken and amended to meet current demands. Staff are working to progress the Site Specific Plans of Management, and any amendments to existing plans.
P6.1.1.8	Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans. Signoff Authority: <i>Manager Infrastructure Services</i>	 100%	All recreation facilities have been maintained in accordance to site maintenance plans. The team have been undertaking maintenance schedules for all sites under their jurisdiction.
Key Achievements			
New line marking has been installed on netball courts at Canoon Road to allow a change in scoring rules within netball. Sporting changeover was completed on time in March 2024.			
P6.1.1.9	Implement priority actions from the Recreation in Natural Areas Strategy. Signoff Authority: <i>Manager Environment & Sustainability</i>	 100%	The implementation of the Recreation in Natural Areas Strategy continued alongside the Sustainable Recreation Advisory Group. Council investigated build-and-ride options across the local government area and continue to try and find solutions to issues related to recreation and natural areas.

P6.1.1.10	<p>Continue to progress preparation of a Green Grid Strategy for Ku-ring-gai to align with the Local Strategic Planning Statement (LSPS).</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 80%	<p>The project is progressing well. A Councillor briefing was held on the 5 June 2024, and the next steps for the project are being determined.</p> <p>Reason</p> <p>Initial delays due to competing program priorities.</p> <p>Remedial Action</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress the strategy.</p>
Challenges			
The project has made significant progress during this period.			
P6.1.1.11	<p>Actively engage with sporting organisations and clubs, user groups and residents during the preparation of master plans, policies and strategies for sport and recreation.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Council continued working with sporting groups to assist in the preparation and delivery of new facilities. Staff worked with Ku-ring-gai Netball to review the current long-term direction of the association and seek improvement in the facilities on site including a brief to look at renewal of the amenities building.</p>
P6.1.1.12	<p>Commence preparation of recreation and open space strategies, plans and policies identified as priorities in the Recreation Needs Study.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>The Recreation Needs Study was adopted in March 2024 and staff are now working to undertake the Recreation Strategy.</p> <p>Staff are reviewing of the off-leash dog policy, synthetic fields and emerging sports to be included. The development of a long term strategic program for the renewal of community facilities is to be included.</p>
P6.1.1.13	<p>Implement the Ku-ring-gai Play Space Strategy and monitor and review the program as required.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Two working group meetings were held and all play space projects are progressing well. Further collaboration with Warrawee Public School to finalise the concept plan for the Duff Street Reserve Nature Play pilot project. Councillor briefing on Nature Play re-purposing program was held on 5 June 2024.</p>
Key Achievements			
Continued collaboration within Council to work towards delivering new play spaces, and positive engagement with Warrawee Public School to support nature play.			
P6.1.1.14	<p>Construct synthetic field at Norman Griffiths Oval, West Pymble.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	 75%	<p>Further delays have been experienced with the project, following additional exposure of contaminated soils and extremely significant weather events. Works have progressed to allow the majority of the construction of the concrete plinth edge which will enable the internal field works to take shape.</p> <p>Reason</p> <p>The project has encountered significant impacts from adverse weather conditions. The clean up actions from the weather events have led to increases to budgets required. Contaminated soil has also been identified and remediation works are affecting the project budget and program.</p> <p>Remedial Action</p> <p>All available resources are being provided from Council to work with the appointed contractor to enable mitigation of impacts to project program wherever feasible.</p> <p>The project will be completed in 2024/25.</p>
Challenges			
Wet Weather and contaminated soils have delayed progress of the project. The project will be completed in 2024/25.			


Term Achievement

Code	Description	Progress
P6.1.2	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>The Ku-ring-gai Open Space and Recreation Needs Study was adopted by Council during the period. The study collected large amounts of data in the form of observations, surveys, research, and interviews with sporting groups and residents.</p> <p>During the reporting period there has been continual engagement with sporting organisations in relation to grant applications and facility upgrades. There has also been engagement with representatives on emerging sports such as paddle ball and pickle ball which represent changes in the sporting needs of the community.</p> <p>Engagement was undertaken with Ku-ring-gai Netball Association to assist in the potential renewal the amenities at Canon Road, South Turramurra.</p>		
Key Achievements		
The Ku-ring-gai Open Space and Recreation Needs Study was adopted by Council in March 2024. The study will inform long term planning for services and facilities to support community recreation.		


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.2.1	Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities. Signoff Authority: Manager Urban & Heritage Planning	 100%	Council continued to engage with sporting groups on the needs and community interest. Engaging with representatives on emerging sports and changes in the sporting needs of the community. Engaging with the Netball association to assist in the potential renewal of the amenities on site.
P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users. Signoff Authority: Manager Infrastructure Services	 100%	Completed previous reporting period.

Term Achievement

Code	Description	Progress
P6.1.3	Monitor and oversight delivery of the multi-use sports facility at St Ives High School to ensure it delivers agreed community outcomes. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. Construction works have commenced on the project and remediation works are continuing. Once remediation is completed building works will progress.		


Operational Plan Tasks

Code	Description	Progress	Comments
P6.1.3.1	Monitor and oversight the construction of the indoor sports facility at St Ives High School by School Infrastructure NSW. Signoff Authority: Director Strategy & Environment	 100%	Work is progressing slowly with contamination issues on site delaying construction of the building. The completion date has been extended to August 2025.


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


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

Term Achievement


Code	Description	Progress
P7.1.1	The condition, functionality and environmental performance of existing assets is improved and new assets achieve agreed standards. Signoff Authority: Acting Director Operations	
Comments		
Progressing as schedule. The Pymble Town Hall and Gordon Library projects are now largely complete, some final additional works at both sites will be completed by end of July 2024. Design works have significantly progressed for the redevelopment of the clubhouse/amenities block at Bannockburn Road and the Auluba Clubhouse/ amenities upgrade is scheduled for procurement.		
Key Achievements		
Completion of the majority of building works for both the Pymble Town Hall and the Gordon Library.		

Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.1.1	Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities. Signoff Authority: Acting Manager Technical Services	 100%	Significant weather events and additional works identified as required during construction have seen delays experienced for both the Gordon Library and Pymble Town Hall upgrades. However both projects are scheduled to be complete early July 2024. Approval has been received and reports obtained to allow advancement of the lift replacement at Gordon Library in the next financial year. The Marian Street Theatre report has been received and is under review as to next steps to advance making the facility operational in some capacity.

P7.1.1.2	<p>Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	<p> 100%</p>	<p>Four electric vehicle charge points have been installed at 828 Pacific Highway, Gordon to provide charging for four new operational electric vehicles.</p> <p>Council has issued a brief for consultants to undertake detailed designs and master planning of mechanical services at the Ku-ring-gai Fitness and Aquatic Centre (KFAC). Detailed design for electrification of the 50m pool gas boiler and pool hall HVAC are included in the consultant scope of works. Additionally, Council has applied for grant funding from the Community Energy Upgrade Fund to support the boiler electrification capital upgrade works.</p> <p>Council is engaging a contractor to install temporary electric duct heating into the pool hall HVAC to ensure the centre can remain operational prior to the upgrade works which are expected to occur in quarter 2 of CY25.</p> <p>Council also issued contractor or consultant briefs for the following work – Fleet EV Infrastructure Capability Study; Rooftop Solar Maintenance. Council has evaluated supplier expressions of interest for an LED lighting upgrade at the Depot with installation works expected to place in quarter 4 CY24.</p> <p>A design review of the Cultural and Environment Education Centre (CEEC) design has been undertaken to understand perceived gaps in the existing design with regards to the Living Building Challenge certification requirements. The review involved stakeholders from Operations, Strategy & Environment, consultant's design team and a Living Building Challenge subject matter expert. Operations will carry the project forward including remaining design items under the guidance of a cross directorate project control group.</p> <p>Five (5) staff have undertaken professional development to attain or retain Green Star Associate/Green Star Accredited Professional Accreditation this financial year. Additionally, three Council staff began the Living Future Accreditation course for built environment professionals. The course provides staff with the opportunity to develop proficiency in ambitious, regenerative and holistic design standards such as the Living Building Challenge. Council is currently incorporating the Living Building Challenge design standards into the design of the CEEC.</p>
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Term Achievement

Code	Description	Progress
P7.1.2	<p>The renewal of Marian Street Theatre is substantially completed.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>This Term Achievement is currently on hold.</p> <p>Reason</p> <p>This term achievement is on hold while funding strategies are being explored consistent with Council resolutions.</p> <p>Remedial Action</p> <p>There is no current remedial action. The project is not included in the 2023/2024 budget.</p>		


Operational Plan Tasks




Code	Description	Progress	Comments
P7.1.2.1	<p>Progress of the Marian Street Theatre renewal project is subject to Council decisions in line with resolution of 28 June, 2022 (GB.23: Min 141).##</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 0%	<p>The project remains on hold.</p> <p>Reason</p> <p>This task has been placed on hold consistent with Council resolutions.</p> <p>Remedial Action</p> <p>There is no current remedial action.</p> <p>The project is not included in the 2023/2024 budget.</p>

Term Achievement

Code	Description	Progress
P7.1.3	<p>Usage of existing community buildings and facilities is optimised.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>Progressing as scheduled.</p> <p>New licences have been finalised and others being negotiated during the period in accordance with Council's Management of Community and Recreation Land and Facilities Policy.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
P7.1.3.1	<p>Maximise the use and efficiency of the existing community property portfolio to facilitate greater public access, including multi-use, in line with Council's Management of Community and Recreation Land and Facilities Policy.</p> <p>Signoff Authority: <i>Manager Property</i></p>	 100%	<p>* A new 5 year licence agreement has been entered into with YMCA for their continued use of the Assembly Hall building on Rosedale Road, St Ives on improved terms and conditions and in accordance with Council's policy.</p> <p>* A new 5+5 year licence agreement has been entered into with Lifeline Harbour to Hawkesbury for their continued use of the Park Avenue premises in Gordon on improved terms and conditions and in accordance with Council's policy.</p> <p>* A new storage agreement has been entered into with Ku-ring-gai Netball Association for their continued use of the storage shed at Lofberg Road Netball Courts in West Pymble.</p> <p>* A new storage agreement has been entered into with the Metropolitan Midweek Dog Training Club for their continued use of Primula Oval amenities building. A temporary agreement for their use of Wellington Oval has also been agreed to while Primula Oval undergoes an upgrade.</p> <p>* Negotiations are underway with several other not-for-profit community and sporting organisations regarding the ongoing management of leases, licences and storage agreements to ensure equitable access for the community, including negotiations with not-for-profit community and sporting organisations who have informal arrangements in place.</p>

P7.1.3.2	Continue to develop and promote the Ku-ring-gai Wildflower Garden and St Ives Showground as multi-purpose venues to host community and commercial usage. Signoff Authority: <i>Manager Visitor Experience & Events</i>	 100%	There have been several events across the two venues in this period including 5k Foamfest, Australia Day Summer Fair, monthly North Shore Sporting Car Club, Dogs in the Park, S Ives Show, Tuffnutterz Inflatables and Vintage Car Club of Australia. The Events Area at the Showground was used for major filming and the Wildflower Garden held the Easter Bilby Trail with over 650 children attending over the 10-day period. Visitation numbers (as of 16 June): St Ives Showground vehicles - 79,470 Wildflower Garden vehicles - 13,593 Wildflower Garden trails - 44,452 Visitor Centre - 20,630.
Key Achievements			
Increased visitation to the St Ives Showground & Ku-ring-gai Wildflower Garden.			
P7.1.3.3	Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards. Signoff Authority: <i>Acting Manager Technical Services</i>	 100%	Both courses continue to track well in terms of patronage and revenue. The course upkeep is exemplary and perform to industry standards. Recent maintenance and upgrades to the Gordon Pro Shop have been well received by patrons.
Key Achievements			
Upgrades to the Gordon Pro Shop.			
P7.1.3.4	Council's recreation services meet customer needs. Signoff Authority: <i>Acting Manager Technical Services</i>	 100%	Council continues to track trends and forecast future needs to ensure recreation services meet customer needs. The Recreation Needs Strategy, which has now been adopted by Council, will be used to drive improvements into the future.




Focus area: P8: Improving the standard of our infrastructure.

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


Term Achievement

Code	Description	Progress
P8.1.1	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address intergenerational equity. Signoff Authority: <i>Acting Director Operations</i>	
Comments		
Progressing as scheduled. The Asset Management Strategy was publicly exhibited and adopted by Council in June 2024 as part of Council's revised Resourcing Strategy. The Open Space Asset Management Plan/Buildings Asset Management and Drainage Assets Management Plan are being finalised and to be presented to GMD for adoption early in the next financial year.		
Key Achievements		
Adoption of a revised Asset Management Strategy.		


Operational Plan Tasks




Code	Description	Progress	Comments
P8.1.1.1	Continue to progress the review of the s7.11 Contributions Plan. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	Focus has resumed on this matter (following the focus on State submissions) with reviewing the policy and procedures and demographics, however significant staff time is still being taken up by existing and proposed draft Planning Agreements (especially associated with new and large scale Planning Proposals). Additional staff resourcing may be required in 2024/2025 to ensure the s7.11 review remains on track.
P8.1.1.2	Continue to implement the review of the s7.12 Contributions Plan. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 100%	Completed previous reporting period.
P8.1.1.3	Asset Management Plans are prepared and revised to align with the Resourcing Strategy. Signoff Authority: <i>Acting Manager Technical Services</i>	 100%	Council continues to work through the adoption process for the recently updated/created Asset Management Plans for Buildings, Open Space and Drainage Assets. These plans will drive funding requirements and resourcing levels to Council assets to meet the expectations of the community.
Key Achievements			
Drainage Asset Management Plan and Open Space Asset Management Plan updates completed.			

Term Achievement


Code	Description	Progress
P8.1.2	Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans. Signoff Authority: <i>Acting Director Operations</i>	
Comments		
Progressing as scheduled. Asset Management Plans across all asset classes nearing completion or completed. Council's Capital Works Program defined and adopted by Council. Completion of the delivery of the Footpaths Program, Roads Program, Sports Court Development Program. Significant advancement/completion of numerous design projects to ensure readiness to deliver on next years programs.		
Key Achievements		
The 2023-24 Roads and Footpath Programs were completed.		

Operational Plan Tasks


Code	Description	Progress	Comments
P8.1.2.1	Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements. Signoff Authority: <i>Acting Manager Technical Services</i>	 100%	Continued work has been undertaken and Asset Management Plans revised for Open Space Assets, Building Assets and Drainage Assets. Both the Building and Open Space Assets Management Plans are now largely finalised and the Drainage Plan undergoing review.
Key Achievements			
Finalisation of Building and Open Space Assets Management Plans.			

P8.1.2.2	Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program. Signoff Authority: <i>Acting Manager Technical Services</i>	 100%	The Capital Works and renewal programs for footpaths, roads, drains, bridges and carparks have been completed and included in Council's Delivery Program and Operational Program (DPOP).
P8.1.2.3	Deliver Road and Carparks Capital Works Programs on time and within budget. Signoff Authority: <i>Acting Manager Technical Services</i>	 100%	The Roads program has been completed for the financial year. The works at Sixth Mile Lane, Roseville and Kissing Point Road, South Turrumurra were completed in mid-June are the final works within the capital works program for the year.
P8.1.2.4	Deliver Drainage Capital Works Programs on time and within budget. Signoff Authority: <i>Acting Manager Technical Services</i>	 91%	Design reaching finalisation for Vale Street, Gordon inclusive of a Gross Pollutant Trap not originally part of the project scope. Rifleway design is almost complete with works expected early in the first quarter next financial year.

Term Achievement

Code	Description	Progress
P8.1.3	The footpath network is expanded to provide improved connectivity, safety and accessibility. Signoff Authority: <i>Acting Director Operations</i>	
Comments		
Progressing as scheduled. All works completed in the footpath program with next year's program defined and adopted.		
Key Achievements		
Completion of Wambool Walkway, Turrumurra, Roseville Oval connecting footpaths and Eppelston Place, West Pymble.		

Operational Plan Tasks

Code	Description	Progress	Comments
P8.1.3.1	Deliver Council's annual Capital Works Program for new footpaths within the allocated Financial Year. Signoff Authority: <i>Acting Manager Technical Services</i>	 100%	Works completed at Wambool Walkway, Turrumurra and additional connecting footpaths at Roseville Park complete this year's Footpath program.

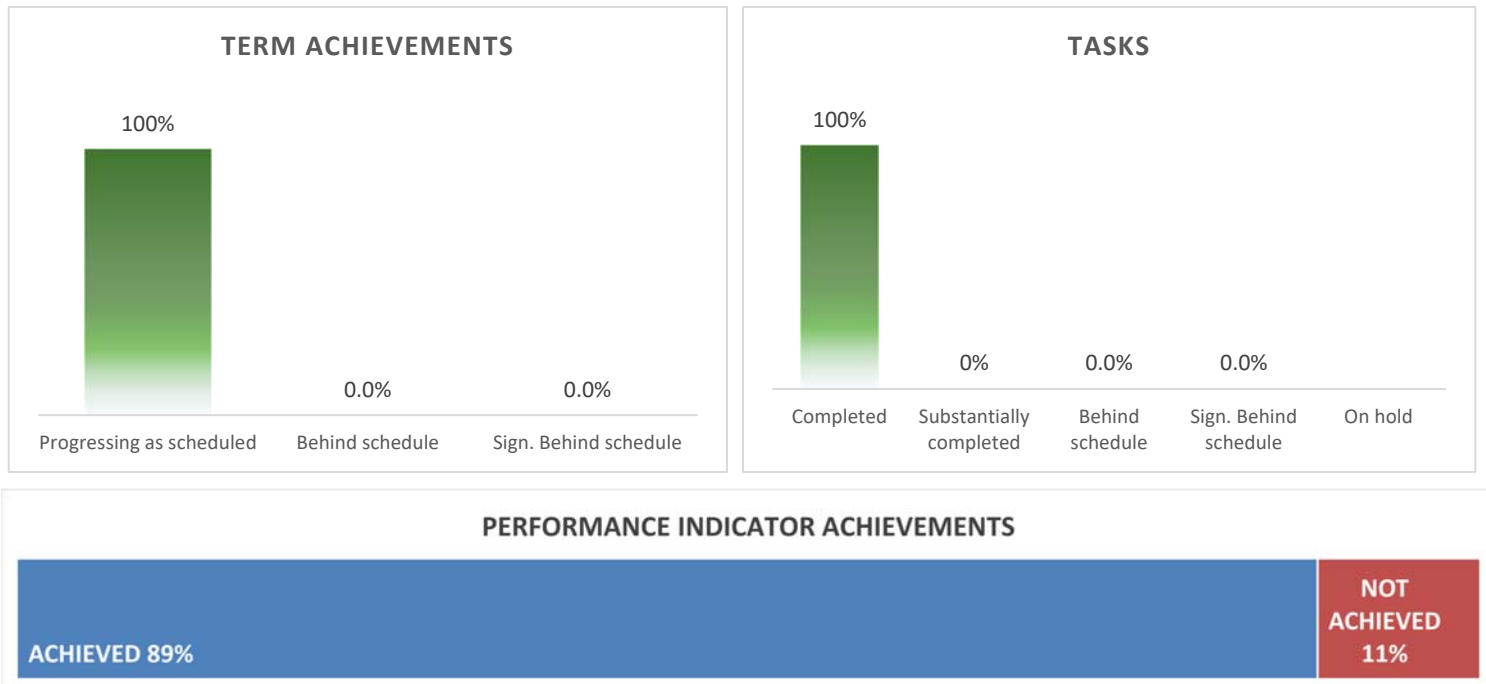


THEME 4

ACCESS, TRAFFIC AND TRANSPORT

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







Performance summary






Key achievements

- Council successfully secured additional funding of \$248,000 from TfNSW towards the Telegraph Road project (total funding received towards projects was \$533,000).
- Council received an offer of \$470,000 funding from TfNSW for a new raised pedestrian crossing and new footpaths near St Ives Primary/High School.
- Around 12 schools registered to the Ride2School Day. Council actively promoted the event and provided fresh fruit for participants, delivered free of charge to each school. Letters of appreciation and photos of the event were sent to Council by some of the schools.
- Council secured \$2.25M in funding from TfNSW to be utilised for the construction of footpaths and pedestrian facilities over three financial years, from 2022/23 to 2024/25.
- Council completed two traffic studies for a High Pedestrian Activity area in Grandview Street, Pymble and Stanley Lane in St Ives with funding received from TfNSW (\$30,000).
- Council completed a traffic study for a High Pedestrian Activity Area on Eastern Road, Turramurra with funding received from TfNSW (\$11,000).

Performance indicators

Code	Description	Target	Achieved Amount	Performance	Commentary
T1.1.1	<p>Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed in Ku-ring-gai.</p> <p>Baseline: There are 10 new and upgraded pedestrian facilities constructed per financial year. Source: Council</p>	Maintain	3		The uncompleted pedestrian facilities as funded by TfNSW are in progress.
	<p>Kilometres of additional cycleway network established in Ku-ring-gai.</p> <p>Baseline: 0.06km of additional cycleway network is established per financial year. Source: Council</p>	Monitor	0		<p>Although no cycleway facilities were delivered during the period, planning is underway for 4 cycleway projects:</p> <ul style="list-style-type: none"> • Rohini Street-Cherry Street upgrade (approx. 0.15km) • Bobbin Head Road North Turramurra (approx. 1.3km) • Kissing Point Road (approx. 0.3km) • Killeaton Street (approx. 0.5km)
	<p>Number of new and upgraded bicycle facilities installed in Ku-ring-gai.</p> <p>Baseline: 2 new and upgraded bicycle facilities are installed per financial year. Source: Council</p>	Monitor	5		5 new bicycle racks were installed in the Basement Level 1 of the Lindfield Village Green car park.
T1.1.2	<p>Number of actions completed or in progress that contribute to effective movement to, from and within Ku-ring-gai (K.22) in the Ku-ring-gai Local Strategic Planning Statement.</p> <p>Baseline: New measure. Source: Council</p>	Monitor	1		Through a submission to TfNSW's Directions for On-Street Transit White Paper and via TfNSW's Northern Beaches Network Review, staff have advocated for the accelerated implementation of rapid bus lines identified in K.22 of the LSPS.
T1.1.3	<p>Number of improvements to railway stations and bus interchanges in Ku-ring-gai undertaken by Transport for NSW completed or in progress.</p> <p>Baseline: New measure (per financial year). Source: Council</p>	Monitor	1		The detailed design of the Lindfield Avenue and Tryon Road Streetscape Upgrade project is underway, and access (via all modes) to Lindfield station is being upgraded. Provision in the design is being made for buses, taxis, drop-off and pick-up as well as improved walking and cycling connections to the station entrances.
T1.1.4	<p>Number of education and awareness programs focused on alternatives to private car use facilitated by Council.</p> <p>Baseline: New measure (per financial year). Source: Council</p>	Maintain	1		


Code	Description	Target	Achieved Amount	Performance	Commentary
T2.1.1	<p>Number of projects progressed or completed in the 10 Year Traffic and Transport Plan</p> <p>Baseline: New measure (per financial year). Source: Council</p>	Monitor	1		<p>The traffic signal modelling and concept design for the intersection of Werona Avenue and Stanhope Road, Killara (upgrade intersection to provide pedestrian crossings and associated facilities) formally proceeded to detailed design and documentation following TfNSW's closing out of the comments. Detailed design and documentation is continuing.</p> <p>7 sites in the 10 Year Traffic and Transport Plan were assessed for eligibility in the 2024/25 Australian Government Black Spot Program but did not satisfy the minimum requirements.</p>
T3.1.1	<p>Number of improvements to regional traffic and transport facilities that benefit Ku-ring-gai.</p> <p>Baseline: New measure (per financial year). Source: Council</p>	Monitor	2		<p>The first phase of approvals have been received from TfNSW for new traffic signals at Pacific Hwy/Strickland Ave and modifications to Pacific Hwy/Balfour St/Havilah Rd. Detailed design is underway and tenders are expected towards end of FY24/25.</p>
T3.1.2	<p>Number of grant applications for blackspot or improvement works submitted by Council.</p> <p>Baseline: New measure (per financial year). Source: Council</p>	Monitor	3		<p>As of 30 June 2024, no announcement had been made from the Australian Government on successful Black Spot grant applications from NSW.</p>

Key:  Achieved  Not achieved


Focus area: T1: Integrated and accessible transport.


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

Term Achievement


Code	Description	Progress
T1.1.1	Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <ul style="list-style-type: none"> * A number of active transport projects co-funded by Transport for NSW (TfNSW) in the Get NSW Active program have been progressed during the reporting period. * Council's Active Transport Reference Committee continues to meet on a quarterly basis. * 5 bike racks were installed on Level B1 of the Lindfield Village Green car park in April 2024. Observations indicate they are being well used. * Council's bus stop audit is nearing completion. When finalised it will be used to prioritise bus stop upgrades. 		

Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.1.1	Implement the improvement plan for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community. Signoff Authority: Manager Urban & Heritage Planning	 100%	<p>Update on active transport projects co-funded by Transport for NSW (TfNSW) in the Get NSW Active program include:</p> <ul style="list-style-type: none"> * Cherry Street to Rohini Street, Turramurra - upgrade to a shared user path: the design has progressed to the 90% level of documentation. Geotechnical and minor structural design has commenced for the fence along Anglicare Rohini boundary. An Arboricultural Impact Assessment is being procured, to inform the design. At this stage, final design documentation is expected towards the end of July. * Bobbin Head Road, North Turramurra - 2-way separated cycleway: A draft concept plan is expected in September. * Kissing Point Road, Turramurra: shared user path on eastern side, between Pacific Highway and Catalpa Crescent. An RFQ for feasibility assessment and concept design was issued in May and submissions have been evaluated. A consultant is expected to be appointed by the end of June. <p>Other updates during the period include:</p> <ul style="list-style-type: none"> * In February 2024, the Active Transport Reference Committee considered 30km/h speed limit trial areas, and recommended that community consultation on 30km/h trial areas and the results brought back to the Active Transport Reference Committee. However, in March Council resolved to defer consideration of community consultation on 30km/h trial areas to allow preliminary consultation to be carried out with Transport for NSW on potential trial sites. Transport for NSW gave a preliminary response stating that at this stage, it could not determine whether or not it would support a 30km/h speed limit for the proposed areas. More information would be required before Transport for NSW is able to determine what speed limits would be appropriate. Based on this, the Committee suggested that consultation be undertaken with Inner West Council on its development of 40km/hr speed limits on local streets and that concept proposals be brought to the next meeting of the Active Transport Reference Committee.

			<p>* Rehabilitation of Killeaton Street (between Warrimoo Avenue and Carbeen Road). The preliminary estimate is higher than expected and staging of the project is being considered. Two objecting submissions were received in relation to the cycleway component, and site meetings were held with the objectors. Following this, an option is being developed which incorporates a shared user path (instead of a 2-way separated cycleway).</p> <p>* Council's Black Spot funding application for upgrade of the intersection of Killeaton Street and Memorial Avenue, St Ives to provide (amongst other things) shared bicycle/pedestrian lanterns across the northern approach. In late 2023 the project endorsed by the assessment committee, and although successful nominations are typically announced by June 2024, as of 30 June there has been no announcement by Australian Government of successful Black Spot projects in NSW.</p> <p>*5 bike racks were installed on Level B1 of the Lindfield Village Green car park in April 2024. Observations indicate they are being well used.</p>
T1.1.1.2	<p>Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements to allocated budget.</p> <p>Signoff Authority: <i>Acting Manager Technical Services</i></p>	<p> 100%</p>	<p>Upgrades to bus stops have been completed in line with Council's footpath program. Additionally Council's bus stop audit is nearing completion which will be used to drive and prioritise bus stop upgrades moving forward.</p>

Term Achievement


Code	Description	Progress
T1.1.2	<p>A network of safe and convenient links to local centres, major land uses and recreation opportunities is progressively implemented.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>During the period, a number of actions from the Ku-ring-gai Integrated Transport Strategy were progressed:</p> <p>Action B3 - Implement measures to increase the level of student travel to school by non-car modes.</p> <p>* Consideration of a 30km/h trial area in West Lindfield near Beaumont Road Public School by the Active Transport Reference Committee and Council.</p> <p>* Council received an offer of \$470,000 funding from Transport for NSW for a new raised pedestrian crossing and new footpaths near St Ives Primary/High School.</p> <p>Action E3 - Implement road network improvements from the Ku-ring-gai Contributions Plan 2010.</p> <p>* Detail design progressing for new traffic signals at the intersection of Pacific Highway and Strickland Avenue, Lindfield and modifications to signals at the intersection of Pacific Highway and Balfour Street/ Havilah Road, Lindfield and new traffic signals at the intersection of Lindfield Avenue and Tryon Road.</p> <p>Action E5 - Implement road safety measures on local and regional roads.</p> <p>* Nominations were made to the 2024/2025 Australian Government Black Spot Program for the intersection of Killeaton Street and Memorial Avenue, St Ives; the Comenarra Parkway, Turramurra; and Bobbin Head Road, North Turramurra.</p> <p>* modelling and concept design for new traffic signals at the intersection of Werona Avenue and Stanhope Road, Killara has progressed.</p>		
Key Achievements		
<p>Council received an offer of \$470,000 funding from Transport for NSW for a new raised pedestrian crossing and new footpaths near St Ives Primary/High School.</p> <p>Nominations were made to the 2024/2025 Australian Government Black Spot Program for several intersections.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
T1.1.2.1	<p>Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport Strategy.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>During the period, the following recommendations from the Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/design phase:</p> <p>Action B3 - Implement measures to increase the level of student travel to school by non-car modes.</p> <p>At the February meeting of the Active Transport Reference Committee a 30km/h trial area in West Lindfield was considered that included Beaumont Road Public School, and Council resolved to defer consideration of this to allow preliminary consultation to be carried out with Transport for NSW on potential trial sites. Transport for NSW gave a preliminary response stating that at this stage, it could not determine whether or not it would support a 30km/h speed limit for the proposed areas. More information would be required before Transport for NSW is able to determine what speed limits would be appropriate. Based on this, the Committee suggested that consultation be undertaken with Inner West Council on its development of 40km/hr speed limits on local streets and that concept proposals be brought to the next meeting of the Active Transport Reference Committee.</p> <p>Also, with support of School Infrastructure NSW and TfNSW, Council submitted a funding application to the Get NSW Active program for a new raised pedestrian crossing and new footpaths near St Ives Primary/High School, to encourage walking to school. In late June, Council received an offer of \$470,000 funding from Transport for NSW for these pedestrian facilities.</p> <p>Action E3 - Implement road network improvements from the Ku-ring-gai Contributions Plan 2010.</p> <p>* Intersection of Pacific Highway and Strickland Avenue, and intersection of Pacific Highway and Balfour Street/ Havilah Road. In late May 2024, the traffic signal modelling and concept design for the intersection of Pacific Highway and Strickland Avenue was given in-principle approval by TfNSW. The project is now proceeding to detailed design, and since they are linked, the detailed design for intersection for modifications to the Pacific Highway and Balfour Street/Havilah Road will proceed concurrently.</p> <p>* Intersection of Lindfield Avenue and Tryon Road - new traffic signals. Detailed design of the Lindfield Avenue and Tryon Road streetscape upgrade project commenced in July 2023, and the integration of the traffic signals has been incorporated into the 60% design documentation, which is currently under internal review.</p> <p>Action E5 - Implement road safety measures on local and regional roads.</p> <p>* Nominations were made to the 2024/2025 Australian Government Black Spot Program for:</p> <p>* intersection of Killeaton Street and Memorial Avenue, St Ives: provide pedestrian protection and install missing pedestrian crossing at the traffic signals.</p> <p>* The Comenarra Parkway, Turramurra: install skid resistant pavement at curve between Parkinson Avenue and Gipps Close.</p>


			<p>* Bobbin Head Road, North Turrumurra: upgrade surface to skid resistant pavement at Curagul Road roundabout.</p> <p>In late 2023 all three projects were endorsed by the assessment committee, and although successful nominations are typically announced by June 2024, as of 30 June there has been no announcement by Australian Government of successful projects in NSW.</p> <p>Updates on current Black Spot projects include:</p> <p>* Traffic signal modelling and concept design for the intersection of Werona Avenue and Stanhope Road, Killara (upgrade intersection to provide pedestrian crossings and associated facilities). In February 2024, the project formally proceeded to detailed design and documentation following TfNSW's closing out of the comments register. Woolacotts Engineers submitted the 50% design documentation towards the end of April 2024, and a Road Safety Audit has been completed. Further/upcoming work includes liaison with Sydney Trains for traffic signal infrastructure on the Stanhope Road bridge, Arboricultural Impact Assessment and Lighting Review.</p>
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Term Achievement


Code	Description	Progress
T1.1.3	<p>Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Advocacy for public transport facilities and service improvements is progressing well.</p> <p>The detailed design of the Lindfield Avenue and Tryon Road streetscape upgrade project will facilitate improved access (via all modes) to Lindfield station. Provision is being made for buses, taxis, drop-off and pick-up as well as improved walking and cycling connections to the station entrances.</p> <p>In late 2023 Council made a submission to TfNSW's Directions for On-Street Transit White Paper, advocating for the staged implementation of the Mona Vale to Macquarie Park rapid bus line as well as the implementation of the rapid bus line between Chatswood and Dee Why.</p> <p>In May 2024, Council staff met with TfNSW and representatives from other nearby councils to discuss the need for the accelerated implementation of a rapid bus route between Chatswood and Dee Why.</p> <p>Staff continue to advocate to TfNSW for the upgrade of the Turrumurra bus interchange and other bus interchanges when the opportunities arise.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T1.1.3.1	<p>Liaise with Transport for NSW to improve access (via all modes) to rail stations in Ku-ring-gai.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Through the detailed design of the Lindfield Avenue and Tryon Road streetscape upgrade project, access (via all modes) to Lindfield station is being upgraded. Provision in the design is being made for buses, taxis, drop-off and pick-up as well as improved walking and cycling connections to the station entrances. Once the detailed design progresses further, it will be referred to Transport for NSW (via the Ku-ring-gai Traffic Committee) for comment/review.</p>
T1.1.3.2	<p>Advocate to Transport for NSW and bus operators to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale-Macquarie Park route, and Chatswood-Dee Why/ Northern Beaches route.</p>	 100%	<p>Late last year, a submission was made to TfNSW's Directions for On-Street Transit White Paper, advocating for the staged implementation of the Mona Vale to Macquarie Park rapid bus line as well as the implementation of the rapid bus line between Chatswood and Dee Why.</p>

	<p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>		<p>Following this, in a Summary of Actions in response to the NSW Bus Industry Taskforce's second report, the NSW Government stated that TfNSW will develop a Medium-Term Bus Plan in response to the Taskforce's recommendation for a focus on 10 high-quality rapid routes, 27 frequent routes and other improvements to local services.</p> <p>In May 2024, TfNSW met with staff to discuss the Northern Beaches Network Review, which is being prepared by TfNSW in response to the cancellation of the Beaches Link motorway project. During this workshop, staff advised that Ku-ring-gai is in agreement with its neighbouring LGAs on the need for the accelerated implementation of rapid bus route between Chatswood and Dee Why, and it was highlighted this was a key priority for Ku-ring-gai Council and Willoughby City Council. The Review is expected to be submitted to the NSW Government by the end of 2024.</p> <p>Staff will continue to advocate to TfNSW for accelerated development of the All Day Frequent Network (express services) and the Rapid Bus Lines between Mona Vale and Macquarie Park, and between Chatswood-Dee Why and Northern Beaches when the opportunities arise.</p>
T1.1.3.3	<p>Collaborate with Transport for NSW to co-ordinate and implement connections and upgrades to bus interchanges.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>At an informal TfNSW and Ku-ring-gai Council Executive meeting in 2023, Council's concept plan for the renewal of the Turrumurra Bus Interchange was discussed, and a representative from TfNSW agreed to follow up on the status of Council's concept plan. The NSW Government's budget was handed down in mid-September but there has been no indication yet if funding has been allocated to this project.</p> <p>Following this, in a Summary of Actions response to the NSW Bus Industry Taskforce's second report, the NSW Government stated that Transport for NSW is working to improve staff facilities, with \$3.3 million to be invested into assessing and upgrading vital rest stops and layovers for bus drivers. However, it is unclear if this relates to the Turrumurra Bus Interchange (which is also lacking in driver amenities). The NSW Bus Industry Taskforce final report was due to the Minister on 1 May 2024, and this may contain more information on interchanges and driver amenities/facilities. However, as of mid-June, the report was not publicly available so it is unclear whether the final report was submitted to the Minister.</p> <p>Staff will continue to advocate to TfNSW for the upgrade of the Turrumurra Bus Interchange and other bus interchanges when the opportunities arise.</p>

Term Achievement

Code	Description	Progress
T1.1.4	The community is informed and educated about transport options and encouraged to use active and alternative forms of transport. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>Council's Active Transport Reference Committee considered a 30km/h trial area in West Lindfield. Council resolved to defer consideration of this to allow preliminary consultation to be carried out with TfNSW on potential trial sites. Consultation with TfNSW commenced in April 2024. Further studies are required.</p> <p>Council submitted a funding application to the Get NSW Active program for a new raised pedestrian crossing and new footpaths near St Ives Primary/High School, to encourage walking to school.</p> <p>Staff from Traffic Operations and Sustainability teams collaborated with schools to promote Ride2School Day 2024 on Friday 22 March. Around 12 schools registered this year, with Council providing each an assortment of fresh fruit for participants, delivered free of charge to the school. Letters of appreciation and photos of the event were sent to Council by some of the schools.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
T1.1.4.1	Deliver education and awareness programs focused on alternatives to private car use, including walking and cycling. Signoff Authority: Manager Urban & Heritage Planning	 100%	<p>At the February meeting of the Active Transport Reference Committee a 30km/h trial area in West Lindfield was considered, which included Beaumont Road Public School, and Council resolved to defer consideration of this to allow preliminary consultation to be carried out with TfNSW on potential trial sites. This occurred in mid April 2024, and TfNSW gave a preliminary response stating that at this stage, it could not determine whether or not it would support a 30km/h speed limit for the proposed areas. More information would be required (speed surveys, traffic counts, proposed traffic calming treatments and locations) before Transport for NSW is able to determine what speed limits would be appropriate. Also, with support of School Infrastructure NSW and TfNSW, Council submitted a funding application to the Get NSW Active program for a new raised pedestrian crossing and new footpaths near St Ives Primary/High School, to encourage walking to school. Successful applications are expected to be notified sometime between April and June.</p> <p>Staff from Traffic Operations and Sustainability teams collaborated with schools to promote Ride2School Day 2024 on Friday 22 March. Around 12 schools registered this year, with Council providing each an assortment of fresh fruit for participants, delivered free of charge to the school. Letters of appreciation and photos of the event were sent to Council by some of the schools.</p>



Focus area: T2: Road network.

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

Term Achievement

Code	Description	Progress
T2.1.1	<p>Safety and efficiency of the local road and parking network have improved and traffic congestion is reduced.</p> <p>Signoff Authority: Acting Director Operations</p>	
Comments		
<p>Progressing as scheduled.</p> <p>Transport for NSW (TfNSW) funded a project under its Black Spot Program to upgrade traffic control signals with pedestrian phase at the intersection of Werona Avenue and Stanhope Road, Killara. This project was originally funded over FY22/23 and FY23/24. Delayed approvals by TfNSW has resulted in the detailed design/documentation stage only able to commence in early 2024, so the project funding and timelines have been rolled over into FY24/25. With design work for the upgrade of the intersection of Werona Avenue and Stanhope Road continuing, Council continues its efforts to improve safety throughout the road network for all road users.</p> <p>Council received a significant funding from TfNSW under its Black Spot Program to upgrade the road surface to high-level non-skid and improve superelevation on the bend in Telegraph Road near Ganmain Road, Pymble (total funding for this project is now \$533,000). Additional scope of works associated with increased funding coupled with Council resourcing issues has pushed the project timeline back. On 13 March 2024, TfNSW approved the time variation for the Black Spot Program projects to FY25, and this project must be completed before June 2025. Detailed design of the project will be referred to TfNSW for its approval prior to construction.</p> <p>Council successfully secured 100% funding from TfNSW through its Get NSW Active Grant Program for various projects. These include the construction of new footpaths at multiple locations, with a total funding of \$650,000, the design of cycle paths at three locations, with funding of \$245,000, and the construction of traffic facilities, including several wombat crossings, with funding of \$1.6M. These projects are scheduled to be completed over three fiscal years and TfNSW has recently approved the rollover of the funding into FY24/25. The design of the Rohini Street to Cherry Street shared path upgrade is progressing well but will continue into early FY24/25. The design of the other two (2) cycle paths projects has been carried through to FY24/25. In January, Council constructed a wombat crossing on Lady Game Drive and the street lighting associated with the crossing was also upgraded simultaneously. In April 2024, wombat crossings in Bangalla Street and Rosedale Road were constructed, but the street lighting upgrade at these facilities are still due and they are expected to be completed by end of December 2024. The other projects funded through the Get NSW Active Program are currently in the design stage, and Council is expecting to complete all the funded projects by end of June 2025.</p> <p>Transport for NSW has not yet been able to brief Council on the post-opening effects of NorthConnex and associated heavy vehicle traffic volumes on Pacific Highway. Staff will continue to seek a briefing from Transport for NSW to Councillors on this matter.</p>		
Key Achievements		
<ul style="list-style-type: none"> * Council successfully secured additional funding of \$248,000 from TfNSW towards the Telegraph Road project (total funding received towards projects was \$533,000). * Council secured \$2.25M in funding from TfNSW to be utilised for the construction of footpaths and pedestrian facilities over three financial years, from 2022/23 to 2024/25. * Council completed two traffic studies for a High Pedestrian Activity area in Grandview Street, Pymble and Stanley Lane in St Ives with funding received from TfNSW (\$30,000). * Council completed a traffic study for a High Pedestrian Activity Area on Eastern Road, Turramurra with funding received from TfNSW (\$11,000). 		


Operational Plan Tasks

Code	Description	Progress	Comments
T2.1.1.1	<p>Collaborate with Major Projects Unit, Regulatory team and Operations to facilitate the implementation of paid parking in major project car parks.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 100%	<p>Staff from the Regulatory team are investigating the replacement of the existing parking meters in the Lindfield Village Green with a ticketless/number plate recognition solution.</p> <p>There is ongoing uncertainty around the future of the Lindfield Village Hub following Transport for NSW's withdrawal of the commuter car park funding component, as well as uncertainty around the Turrumurra Community Hub and other major projects. Given this, the Request for Quotation (RFQ) to provide Council with advice on the wider implementation of the paid parking strategy may no longer be an immediate priority and could be resumed once there is more certainty around any of the major projects.</p>
T2.1.1.2	<p>Continue to implement the 10-year Traffic and Transport Program.</p> <p>Signoff Authority: <i>Manager Traffic & Transport</i></p>	 100%	<p>Nominations to the 2024/25 Australian Government Black Spot and NSW Safer Roads Program closed on 8 September 2023, and sites in the 10 Year Traffic and Transport Plan were assessed for eligibility. These include the following sites:</p> <ul style="list-style-type: none"> * Junction Road at intersection with Grosvenor Street, Wahroonga - replace roundabout with traffic signals. * Lady Game Drive, Killara - upgrade roundabout at Highfield Road/Moore Avenue intersection. * Hill Street, Roseville - traffic signal control at intersection with Lord Street. * Link Road St Ives - realignment of intersection with Killeaton Street. * Burns Road, Turrumurra - median barrier between Warrimoo Avenue and Bedford Road. * The Comenarra Parkway, Wahroonga - treatments at curve east of Jordan Road. * Horace Street/Link Road, St Ives - new traffic signals to replace existing roundabout at Stanley Street intersection. <p>These sites did not meet the minimum benefit cost ratio (BCR) eligibility requirements for the funding program.</p> <p>In February 2024, the traffic signal modelling and concept design for the intersection of Werona Avenue and Stanhope Road, Killara (upgrade intersection to provide pedestrian crossings and associated facilities) formally proceeded to detailed design and documentation following TfNSW's closing out of the comments. Woolacotts Engineers are working towards 50% design documentation being submitted towards the end of April 2024.</p>



Focus area: T3: Regional transport network.


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

Term Achievement


Code	Description	Progress
T3.1.1	A strategic access, traffic and transport plan is being implemented for the Northern Sydney region. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>At the TfNSW/Ku-ring-gai Council Executive meeting in November 2023, it was agreed that TfNSW would provide a briefing to Councillors on the data/results relating to the impacts of North Connex. A date for the briefing has not been set.</p> <p>During the period, two NSROC Northern Sydney Transport Leadership Group meetings were held, in February and May. The groups discussed a NSROC submission to NSW Government/TfNSW on a regional active transport (cycling/walking) prioritisation program. Council staff identified a number of key links for Ku-ring-gai to be included in the submission.</p> <p>In-principle approval from TfNSW was given for the traffic signal modelling and concept designs for the intersection of Pacific Highway and Strickland Avenue, and intersection of Pacific Highway and Balfour Street/ Havilah Road. The project is now proceeding to detailed design.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
T3.1.1.1	Monitor and report traffic impacts on the arterial and regional road network in Ku-ring-gai after commencement of operation of NorthConnex. Signoff Authority: Manager Traffic & Transport	 100%	At the TfNSW/Ku-ring-gai Council Executive meeting in November 2023, it was agreed that a TfNSW briefing to Councillors on the data/results would be arranged for the first quarter of 2024. This had been subsequently arranged for early March 2024, however in late February TfNSW declined the briefing and advised it will contact Council when it is able to brief in the future. TfNSW was contacted in mid-May 2024 requesting an update on a potential Councillor briefing, but no response was received.
T3.1.1.2	Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport Strategy. Signoff Authority: Manager Urban & Heritage Planning	 100%	<p>During the period, two NSROC Northern Sydney Transport Leadership Group meetings were held, in February and May. Matters discussed during the meetings relevant to Ku-ring-gai included:</p> <ul style="list-style-type: none"> * active transport: NSROC Council representatives are developing a regional active transport (cycling/walking) prioritisation submission to NSW Government/TfNSW. For Ku-ring-gai, key regional missing links/upgrades that are being put forward for prioritisation include: * Roseville Bridge upgrade. * Pymble to Roseville (connecting to Willoughby network). * Gordon to St Ives to Davidson (across Middle Harbour). * Wahroonga to Hornsby (via Junction Road). * Macquarie Park to Gordon (via A3). * Kissing Point Road and Browns Waterhole (to Macquarie Park).

T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>Works in the Ku-ring-gai Contributions Plan 2010 (in response to developments in local centres) have been included in the Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven and will ultimately depend on the timing of development occurring in the local centres.</p> <p>Progress on Lindfield Local Centre transport works during the period included:</p> <p>* intersection of Pacific Highway and Strickland Avenue, and intersection of Pacific Highway and Balfour Street/ Havilah Road. In late May 2024, the traffic signal modelling and concept design for the intersection of Pacific Highway and Strickland Avenue was given in-principle approval by TfNSW. The project is now proceeding to detailed design, and since they are linked, the detailed design for intersection for modifications to the Pacific Highway and Balfour Street/ Havilah Road will proceed concurrently.</p> <p>* intersection of Lindfield Avenue and Tryon Road - new traffic signals. Detailed design of the Lindfield Avenue and Tryon Road streetscape upgrade project commenced in July 2023, and the integration of the traffic signals has been incorporated into the 60% design documentation, which is currently under internal review.</p>
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Term Achievement

Code	Description	Progress
T3.1.2	<p>Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Nominations to the 2024/2025 Australian Government Black Spot and NSW Safer Roads Program closed in September 2023, and 16 sites were assessed for eligibility. Of these, the following sites on regional roads and at black spot locations were nominated for improvement works:</p> <p>* intersection of Killeaton Street and Memorial Avenue, St Ives: provide pedestrian protection, and install missing pedestrian crossing at the traffic signals.</p> <p>* The Comenarra Parkway, Turrumurra: install skid resistant pavement at curve between Parkinson Avenue and Gipps Close.</p> <p>* Bobbin Head Road, North Turrumurra: upgrade surface to skid resistant pavement at Curagul Road roundabout.</p> <p>There were no updates during the period on successful nominations to the 2024/2025 Australian Government Black Spot Program. Successful nominations are usually announced by the Australian Government by June.</p>		

Operational Plan Tasks

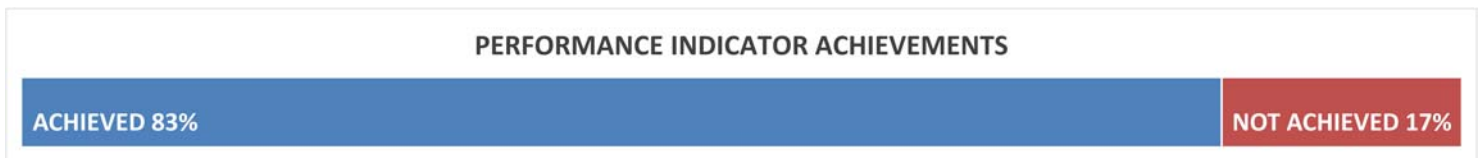
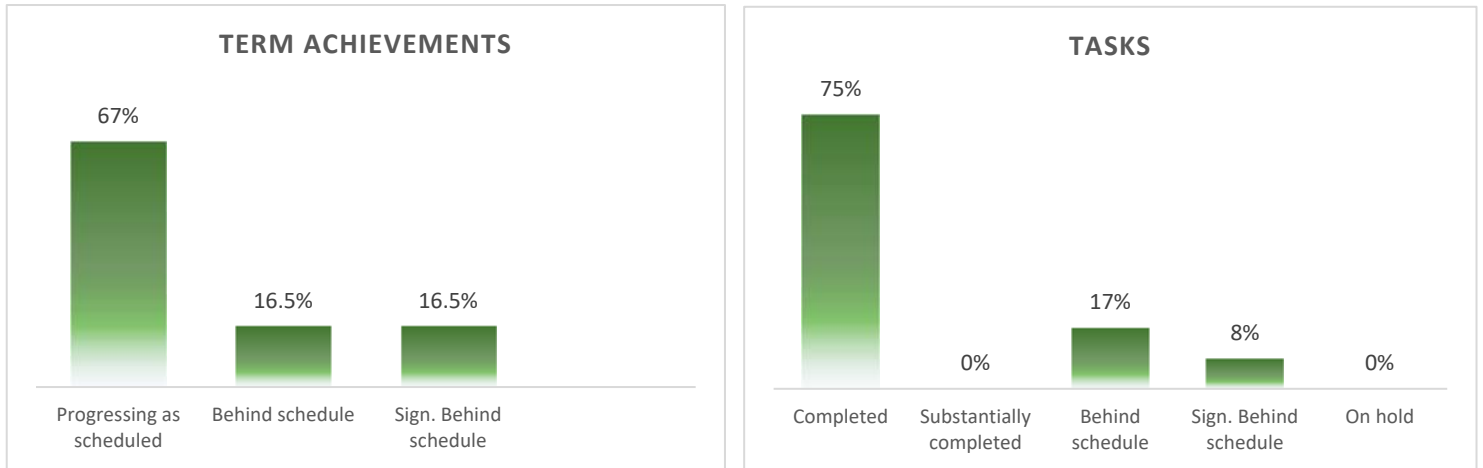
Code	Description	Progress	Comments
T3.1.2.1	<p>Pursue funding opportunities with Transport for NSW for improvement works on regional roads and at blackspot locations.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	<p> 100%</p>	<p>Nominations to the 2024/2025 Australian Government Black Spot and NSW Safer Roads Program closed in September 2023, and 16 sites were assessed for eligibility. Of these, the following sites on regional roads and at black spot locations were nominated for improvement works:</p> <ul style="list-style-type: none"> * intersection of Killeaton Street and Memorial Avenue, St Ives: provide pedestrian protection, and install missing pedestrian crossing at the traffic signals. * The Comenarra Parkway, Turrumurra: install skid resistant pavement at curve between Parkinson Avenue and Gipps Close. * Bobbin Head Road, North Turrumurra: upgrade surface to skid resistant pavement at Curagul Road roundabout. <p>There were no updates during the period on successful nominations to the 2024/2025 Australian Government Black Spot Program. Successful nominations are usually announced by the Australian Government by June.</p>



THEME 5 LOCAL ECONOMY

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






Performance summary




Key achievements

- Major events were delivered during the period at St Ives Showground including securing Foamfest for a second year.
- Destination NSW advised visitation numbers have increased in the Ku-ring-gai local government area from 2018, based on a four year average.

Performance indicators

Code	Description	Target	Achieved Amount	Performance	Commentary
E1.1.1	<p>Number of business engagement activities delivered and/or facilitated by Council.</p> <p>Baseline: Council delivers and/or facilitates 10 activities (includes sessions, forums, workshops and initiatives) per financial year. Source: Council</p>	Maintain	13		
E1.1.2	<p>Number of Council's plans and strategies completed or progressed that support business growth in Ku-ring-gai.</p> <p>Baseline: New measure. Source: Council</p>	Monitor	1		Work commenced on the Employment Lands Study. However, with the recent planning policy changes from the NSW Government, the project has been put on hold until future population growth projections for Ku-ring-gai are resolved.
E1.1.3	<p>Percentage progress towards securing a development partner for Lindfield Village Hub.</p> <p>Baseline: New measure. Source: Council</p>	Monitor	75%		
E1.1.4	<p>Percentage progress towards planning for Turramurra Community Hub.</p> <p>Baseline: New measure. Source: Council</p>	Monitor	100%		
E2.1.1	<p>Number of participants involved in business engagement activities facilitated by Council.</p> <p>Baseline: 500 participants are involved in business engagement activities (includes sessions, forums, workshops and other initiatives) facilitated by Council per financial year. Source: Council</p>	Increasing	410		In 2023/24, a range of events were held in small group learning formats to improve educational outcomes. The structure differed from previous years and resulted in slightly lower numbers. However, Council's Monthly Business Connections E-news (a key business engagement activity) now has 1,808 subscribers.


Code	Description	Target	Achieved Amount	Performance	Commentary
E3.1.1	<p>Number of participants in programs and events at the Ku-ring-gai Wildflower Garden and St Ives Showground.</p> <p>Baseline: 85,000 participants attended programs and events at the Ku-ring-gai Wildflower Garden and at St Ives Showground per financial year. Source: Council</p>	Increasing	139,985		<p>New systems have enabled improved counting of visitors at both St Ives Showground and the Wildflower Garden. The final result does not include 179,445 vehicle visitation at St Ives Showground, 36,670 vehicle visitation at the Wildflower Gardens main gate or visitation of 49,399 at the Visitor's Centre. This figure does include trail visitation on 3 of the main trails.</p> <p>The number of visitors over the year significantly exceeded the baseline target of 85,000 for 2023-24. Due to this increase there is a need to review the target with recommendations for any changes to be implemented in the new suite of plans in 2025/26.</p>

Key:  Achieved  Not achieved



Focus area: E1: Facilitating business growth.

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

Term Achievement

Code	Description	Progress
E1.1.1	Ku-ring-gai's economic strengths and opportunities are promoted. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Progress on this term achievement is ongoing, and generally on track to meet objectives. Maintaining active engagement with local businesses has been a focus through Council's growing range of e-newsletters with a quarterly bulletin to all new ABN registrants being the latest addition.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1	Establish new group of engagement champions and deliver community engagement training where appropriate. <i>Signoff Authority:</i> <i>Manager Corporate Communications</i>	 90%	<p>Relevant departments have been identified for the Engagement Champions Group. The final structure of the engagement champions groups is set for finalisation by late June 2024 with training rolled out in Q1 2024/25.</p> <p>Reason</p> <p>Delays due to competing work program priorities with available resources.</p> <p>Remedial Action</p> <p>The issue is resolved with the project progressing in the coming three months.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress these actions.</p>
E1.1.1.2	Provide education and support for local businesses to navigate Council regulations/red tape. <i>Signoff Authority:</i> <i>Manager Corporate Communications</i>	 100%	<p>Opportunities for education and support with Council and other government regulations are promoted through Council's monthly Business Connections E-news. To supplement this a new quarterly e-newsletter has been developed and is sent to new businesses registered in Ku-ring-gai (on the Australian Business register) which details a range of support services available including the Service NSW Business Bureau (that set up specifically to support businesses navigating red tape and regulations).</p> <p>Local business is also supported to navigate Council's regulatory regime through face-to-face interactions with staff in a range of developments including Development and Regulation and the Corporate Communications teams.</p> <p>A 'Working with Council' event has been organised and will take place in July 2024. The session is designed to help local business understand the type of work council seeks external support for, as well as outlining the tools council uses in tender bids and evaluation.</p>


Term Achievement

Code	Description	Progress
E1.1.2	Strategies and plans are in place that support business growth. Signoff Authority: Director Strategy & Environment	
Comments		
This Term achievement has been delayed. Reason Preparation of an Employment Lands Strategy has been delayed as a result of the NSW Government housing announcements and uncertainty about future population growth. Remedial Action A task to progress the strategy is included in Council's adopted Operational Plan 2024/25.		
Challenges		
NSW Governments Housing announcements and uncertainty about future population growth.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1	Undertake the Employment Lands Study and Strategy in accordance with Department of Planning, Industry and Environment (DPIE) guidelines. Signoff Authority: Manager Urban & Heritage Planning	 50%	There has been no progress on this project during the reporting period. Reason The project has been delayed as a result of the NSW Government housing announcements and uncertainty about future population growth. Remedial Action The project will be progressed following the NSW Government release of future long term housing targets and its employment lands policies and strategies in the further delayed Cities Plans. There are currently no scheduled release dates for the Cities Plans. A task is included in Council's adopted Operational Plan 2024/25 to progress this project.
Challenges			
NSW Governments Housing announcements and uncertainty about future population growth.			


Term Achievement

Code	Description	Progress
E1.1.3	Secure a development partner for Lindfield Village Hub. Signoff Authority: General Manager	
Comments		
<p>Progress is behind schedule.</p> <p>The confidential action plan items were progressed in accordance with the November 2023 resolution of Council. At the May 2024 meeting of Council it was resolved that the exclusive negotiations with the Lindfield Village Hub preferred proponent be concluded and that Council commence negotiations with other provider.</p> <p>Reason</p> <p>The withdrawal of Transport for NSW commuter car park funding for the project disrupted the orderly procurement process with the preferred proponent.</p> <p>Remedial Action</p> <p>Recommence negotiations with other proponents.</p>		
Challenges		
Council is in the process of seeking recovery of the withdrawn commuter car park funds.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.3.1	Execute and commence Project Delivery Agreement with the developer for the Lindfield Village Hub. Signoff Authority: General Manager	 75%	<p>Progress is behind schedule.</p> <p>The confidential action plan items were progressed in accordance with the November 2023 resolution of Council. At the May 2024 meeting of Council it was resolved that the exclusive negotiations with the Lindfield Village Hub preferred proponent be concluded and that Council commence negotiations with other provider.</p> <p>Reason</p> <p>The withdrawal of Transport for NSW commuter car park funding for the project disrupted the orderly procurement process with the preferred proponent.</p> <p>Remedial Action</p> <p>Council resolved at its May 2024 meeting to conclude the exclusive negotiation arrangements with the preferred proponent and to approach the remaining bidders from the procurement process to determine their interest to recommencing negotiations.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress these actions.</p>
Challenges			
The withdrawal of Transport for NSW commuter car park funding for the project disrupted the orderly procurement process, delaying appointing a developer.			

Term Achievement

Code	Description	Progress
E1.1.4	Examine options for the development of the Turramurra Community Hub. <i>Signoff Authority: General Manager</i>	
Comments		
Progressing as scheduled. Discussions with Coles remain ongoing.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.4.1	Progress project development in line with the October 2022 Council resolution. <i>Signoff Authority: General Manager</i>	 100%	Discussions continued with Coles during the period. Coles have not yet submitted a development proposal nor made any offer to purchase land, and have noted the challenging development environment.



Focus area: E2: Partnering for business growth.



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

Term Achievement

Code	Description	Progress
E2.1.1	Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen Ku-ring-gai's local economy. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. Council continues to work closely with the Service NSW Business Bureau, is working as a promotional partner for the Federal Government's Digital Solutions Program and regularly engages with other councils and the NSW State Government on economic development small business issues. Some business engagement events were delayed during the period due to logistical matters and are now on track for delivery in the coming months.		

Operational Plan Tasks


Code	Description	Progress	Comments
E2.1.1.1	Continue Council's comprehensive business engagement events program offering a range of in person and online events. <i>Signoff Authority: Manager Corporate Communications</i>	 100%	Council undertook an event looking at Business insurance in May 2024 with 30 people attending. Due to scheduling and venue problems four other events due to be held in the period were delayed and will take place in July and August 2024.
E2.1.1.2	Continue to engage and collaborate with the local business community on local centre upgrades, economic development priorities, actions and relevant issues. <i>Signoff Authority: Manager Corporate Communications</i>	 100%	During the period Council staff met with a range of businesses, including shopping centre management, to inform them of Council projects and explore opportunities for collaboration to ensure local business are best placed to influence local centre upgrades. Local businesses were also asked to attend NSW Planning Regulation changes community forums as these will impacts centres across the LGA.

E2.1.1.3	<p>Work with Service NSW to promote and improve access to local Service NSW Business Concierge Services.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>Council staff actively engage with Service NSW staff to ensure any activities are widely promoted through Council's Business Connections E-newsletter. In addition, a new quarterly e-newsletter has been developed and is sent to new businesses registering in Ku-ring-gai which details a range of support services available including the Service NSW Business Bureau.</p>
E2.1.1.4	<p>Collaborate with other local councils, NSW State Government and other stakeholders to identify and implement initiatives to support local businesses.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>During the period Council staff met with a range of businesses, including shopping centre management to inform them of Council projects and explore opportunities for collaboration to ensure local business are best placed to influence local centre upgrades.</p> <p>Local businesses were also asked to attend NSW Planning Regulation changes community forums as these will impacts centres across the LGA.</p> <p>Council staff actively engage with Service NSW staff to ensure any activities are widely promoted through Council's Business Connections E-newsletter. In addition, a new quarterly e-newsletter has been developed and is sent to new businesses registering in Ku-ring-gai which details a range of support services available including the Service NSW Business Bureau.</p> <p>Council staff are in regular contact with other local council economic development staff and have continued in an attempt to establish a Northern Sydney Economic Development group (in partnership with Willoughby City Council). However due to changing staff in local councils it has not been successful.</p> <p>Council staff are also in regular contact with the Service NSW Business Bureau, Office of the NSW Small Business Commissioner as well as local chambers of commerce (Ku-ring-gai and Hornsby).</p>




Focus area: E3: Destination opportunities.

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

Term Achievement

Code	Description	Progress
E3.1.1	<p>Destination business has been strengthened and expanded.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Council planned and delivered expanded programming for Australia Day, Lunar New Year, Heritage Festival and the Gai-Mariagal Festival.</p>		
Key Achievements		
<p>Destination NSW Ku-ring-gai visitation regionally increased by 6%.</p>		

Operational Plan Tasks

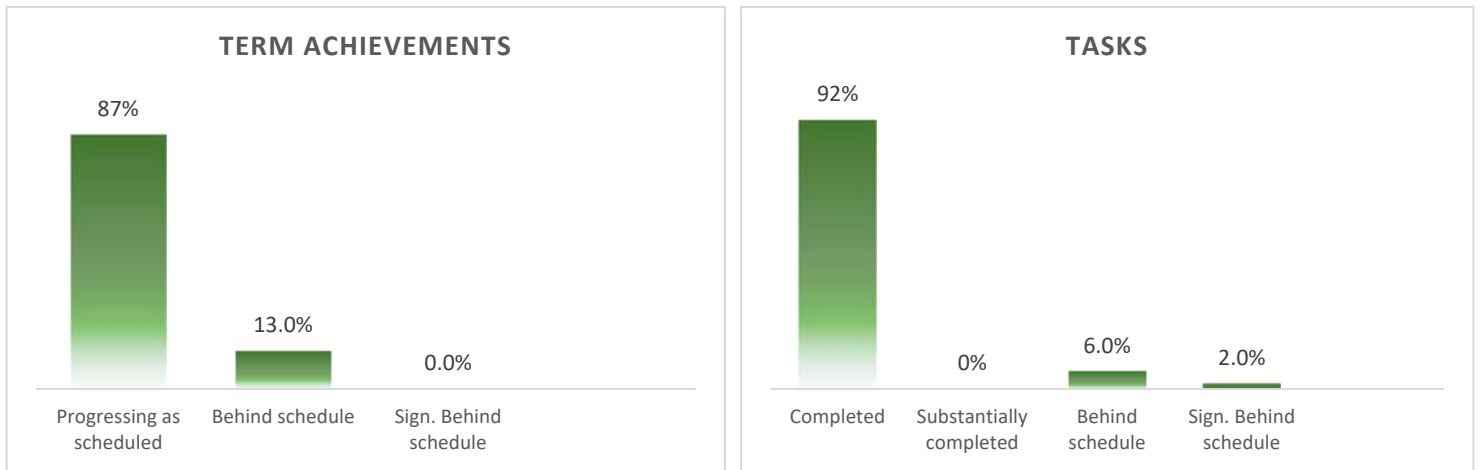
Code	Description	Progress	Comments
E3.1.1.1	<p>Implement an annual program of destination festivals and events, including key destination partners in events programs.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	<p> 100%</p>	<p>Council and partners saw 32,627 visitors to events held including the following destination partner events:</p> <ul style="list-style-type: none"> * St Ives Summer Fair held on 25 and 26 January 2024 at St Ives Showground - 4,000 attendees. * The return of Major event 5k Foam Fest held 3 February 2024 at St Ives Showground - 3,200 attendees. * Bobbin Head Cycle Classic held on Sunday 24 March with 1,592 riders, over 550 volunteers and more than 1,000 spectators. * Bare Creek trail Run 810. * St Ives Show - over 5,000 attendees. * Lindfield Fun Run had over 2,000 participants. * Ku-ring-gai Chase Fun Run had 630 participants.
Key Achievements			
Major events were delivered during the period at St Ives Showground including securing Foamfest for a second year.			
E3.1.1.2	<p>Promote destination-related facilities and events using Council channels including social media.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>Regular promotion of Council destination related facilities and events on social media continued. This included creating videos on social media promoting of parks, bushwalks, shops and other destinations, events and facilities in Ku-ring-gai.</p> <p>Examples of video content created include:</p> <ul style="list-style-type: none"> * Sculpture Walk * International Women's Day * Gordon Gold Course * Skate park, Jubes and other facilities for youth * Blackbutt Creek walk * Echo Point.
Key Achievements			
Engagement and views on our social media content have been consistently high.			
E3.1.1.3	<p>Activate key destination events, support Destination NSW strategies and co-ordinate the Ku-ring-gai destination management activation.</p> <p>Signoff Authority: <i>Director Community</i></p>	<p> 100%</p>	<p>Engaged with the Destination NSW Sydney Harbour and Surrounds North network forums for key region industry developments.</p> <p>Key region industry developments included:</p> <ul style="list-style-type: none"> * Delivered expanded Ku-ring-gai Heritage Festival in partnership with the National Trust. * Delivered expanded Gai-Mariagal Festival in partnership with the Gai-Mariagal Group. * Planned the delivery of the Ku-ring-gai Arts & Cultural Festival. * Hosted regional destination events including Gai-Mariagal Festival Northern Sydney Region of Council's and Event Partners launch at Ku-ring-gai Wildflower Garden.
Key Achievements			
Destination NSW advised domestic visitation numbers have increased in the Ku-ring-gai local government area from 2018.			



THEME 6 LEADERSHIP

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

Performance summary







PERFORMANCE INDICATOR ACHIEVEMENTS
















Key achievements

- A revised Resourcing Strategy, revised Delivery Program 2022-2026 and new Operational Plan 2024-2025 were adopted following public exhibition.
- Organisational wide customer service training was delivered to staff across Council.
- Increased audiences receiving our news on Facebook and e-newsletters: Facebook has increased to 16,792 (approx 4% growth in last 6 months); eNews has increased to 25,133 (39% growth in last 6 months).
- Effectively communicated the NSW Housing Policy changes on Council’s website which resulted in a high level of web traffic over the past 6 months.
- Successful implementation of the EEO Management Plan and Gender Equality Strategy along with other workforce related strategies and action plans.
- Expansion of the Total Rewards and Recognition Program.
- Implementation of the Succession Planning Strategy.
- Implementation of the Gender Equality Strategy.
- Planned roll-out of the 2024 Employee Opinion Survey on 1 July 2024.
- Council continued to lobby the NSW and Federal governments on matters of importance to the local area and local government generally, including housing policy changes, proposing motions to the ALGA National General Assembly and a submission to the Parliamentary Inquiry into local government funding.
- Fully executed variation of licences/leases to extend eight KU Children’s Services tenancies on improved commercial terms in accordance with updated valuation advice.
- Review and updates to various asset management plans and associated financial strategies were completed. A comprehensive review of Drainage Assets and Buildings was undertaken with positive financial outcomes.

Performance indicators

Code	Description	Target	Achieved Amount	Performance	Commentary
L1.1.1	<p>Percentage of Operational Plan tasks completed.</p> <p>Baseline: 89% of Operational Plan tasks are completed per financial year. Source: Council records</p>	Improving	90%		
L1.1.2	<p>Number of active partnerships/collaborations Council has with external stakeholders.</p> <p>Baseline: Council has 45 active partnerships and collaborations with external stakeholders. Source: Council records</p>	Maintain	45		
L2.1.1	<p>Debt Service Cover ratio (Council's availability of operating cash to service debt)</p> <p>Baseline: Council's Debt Service Cover ratio is > 2.00x. Source: Council's Financial Statements</p>	Maintain	Data not available		Results for five (5) financial performance indicators will not be available until Council's 2023-24 Financial Statements have been completed and adopted by Council in November.
	<p>Unrestricted Current Ratio (ability to meet short-term obligations as they fall due).</p> <p>Baseline: Council's unrestricted current ratio is > 1.5x. Source: Council's Financial Statements</p>	Maintain	Data not available		Results for five (5) financial performance indicators will not be available until Council's 2023-24 Financial Statements have been completed and adopted by Council in November.
L2.1.2	<p>Percentage of Council's commercial property portfolio leased in accordance with the Commercial Leasing Policy.</p> <p>Baseline: 100% of Council's commercial property portfolio is leased in accordance with the Commercial Leasing Policy. Source: Council</p>	Maintain	100%		
	<p>Number of Council's unauthorised non-commercial lease agreements formalised and consistent with Council policies.</p> <p>Baseline: New measure (for not-for-profit community and sporting groups). Source: Council</p>	Monitor	5		
L2.1.3	<p>Own Source Operating Revenue Ratio (degree of reliance on external funding ie grants).</p> <p>Baseline: Council's Own Source Operating Revenue Ratio benchmark is >60%. Source: Council's Financial Statements</p>	Maintain	Data not available		Results for five (5) financial performance indicators will not be available until Council's 2023-24 Financial Statements have been completed and adopted by Council in November.

Code	Description	Target	Achieved Amount	Performance	Commentary
	<p>Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity).</p> <p>Baseline: Council's Rates Outstanding Percentage is < 5%.</p> <p>Source: Council's Financial Statements</p>	Maintain	Data not available		Results for five (5) financial performance indicators will not be available until Council's 2023-24 Financial Statements have been completed and adopted by Council in November.
L2.1.4	<p>Building and Infrastructure Renewals Ratio.</p> <p>Baseline: Council reports a Building and Infrastructure Renewals Ratio greater or equal to 100%. Source: Council's Financial Statements</p>	Maintain	Data not available		Results for five (5) financial performance indicators will not be available until Council's 2023-24 Financial Statements have been completed and adopted by Council in November.
L3.1.1	<p>Number of people subscribed to Council newsletters.</p> <p>Baseline: There are 50,350 people subscribed to Council newsletters. Source: Council</p>	Increasing	71,279		Council has focused on growing subscribers which included adding an enews opt-in to event registrations, online forms and surveys (included the recent housing policy changes survey).
L3.1.2	<p>Number of positive messages published through external media channels about Ku-ring-gai Council.</p> <p>Baseline: New measure (includes print, social media and newsletters) per financial year. Source: Insentia and Council records</p>	Monitor	300		113 media releases and 30 ads were distributed. Positive mentions generated by media releases were 2-3 per week, which equates to around 300 positive stories for the biannual period. The stories appeared in Ku-ring-gai Living, The Post, Sydney Observer, Neighbourhood News and the Bush Telegraph.
L4.1.1	<p>Percentage of Risk Management Reports presented to quarterly Audit, Risk and improvement Committee meetings consistent with Council's Enterprise Risk Management Framework.</p> <p>Baseline: 100% of reports are presented to the Audit, Risk and Improvement Committee. Source: Council records</p>	Maintain	100%		
	<p>Lost Time Injury Frequency Rate</p> <p>Baseline: Lost time injury frequency rate of 12 per financial year (National industry average).</p> <p>Source: Council payroll data and Safe Work Australia</p>	Maintain or Decreasing	11.75		Note: Effective from 1 July 2023 the new industry benchmark was 13.2.
L4.1.2	<p>Percentage of requests for information applications completed within statutory timeframes.</p> <p>Baseline: 100% of requests for information applications are completed within statutory timeframes per financial year. Source: Council</p>	Maintain	93%		One application (of 15 processed during this reporting period) was decided one day late.


Code	Description	Target	Achieved Amount	Performance	Commentary
	<p>Percentage of policies reviewed by their due date.</p> <p>Baseline: 70% of policies are reviewed by their due date per financial year. Source: Council</p>	Increasing	51%		All of the policies due or overdue are currently under review by responsible departments with reports to be provided to senior management.
L4.1.3	<p>Number of initiatives held as part of Council's corporate sustainability program.</p> <p>Baseline: 5 corporate sustainability initiatives are held per financial year. Source: Council</p>	Maintain	7		
L4.1.4	<p>Percentage turnover rate for permanent employees.</p> <p>Baseline: 11% turnover rate for permanent employees per financial year. Source: Council</p>	Decreasing	12.1%		While turnover is slightly higher than the baseline this year it is continuing to decrease from previous years and moving towards Council's target range.
	<p>Percentage of staff participating in learning and development activities.</p> <p>Baseline: 50% of staff complete accredited training courses or attend approved learning and development sessions per financial year. Source: Council</p>	Increasing	90%		
L4.1.5	<p>Percentage of customer service enquiries responded to within agreed service delivery standards.</p> <p>Baseline: 85% of customer service enquiries are responded to within agreed service delivery standards. Source: Council</p>	Maintain	90%		
	<p>Percentage of customer service enquiries actioned within agreed service delivery standards.</p> <p>Baseline: 85% of customer service enquiries are actioned within agreed service delivery standards. Source: Council</p>	Maintain	87.5%		
L5.1.1	<p>Percentage completion of Council's continuous improvement framework.</p> <p>Baseline: New measure. Source: Council</p>	Monitor	100%		A service improvement policy and guidelines have been drafted.
L5.1.2	<p>Percentage completion of Council's service review program within set timeframes.</p> <p>Baseline: New measure. Source: Council</p>	Monitor	70%		A service improvement policy and guidelines have been drafted and work has commenced on 2 of 3 planned service reviews.

Key:  Achieved  Not achieved



Focus area: L1: Leadership.


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

Term Achievement


Code	Description	Progress
L1.1.1	The priorities of our community, as reflected in the Community Strategic Plan, inform Council's policy development, decision-making and program delivery. Signoff Authority: Acting Director Corporate	
Comments		
<p>Progress is behind schedule.</p> <p>Council is developing a Community Engagement Strategy to guide engagement with the community in the development of its plans and activities. Completion of the strategy was delayed due to the NSW government's proposed housing policies, but is being progressed for Council's consideration. Regular performance reports show that Council remains on track to deliver most of its term achievements and annual tasks. Council has endorsed its revised Delivery Program and Operational Plan, Resourcing Strategy and Fees & Charges for 2024/25.</p> <p>Reason</p> <p>Completion of the strategy was delayed due to the NSW government's proposed housing policies and potential impacts on the Community Participation Plan (required under the Environmental Planning and Assessment Act).</p> <p>Remedial Action</p> <p>Complete the community engagement strategy and present it to Council for endorsement before engagement with the community on the next Community Strategic Plan.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.1.1	Adopt and implement a Community Engagement Strategy that supports Council's engagement with the Ku-ring-gai community in developing and communicating strategic plans, priorities and programs. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 60%	<p>Council must prepare, adopt and implement a Community Engagement Strategy, for engagement with the local community in developing its plans and determining key activities. This includes development of the upcoming Community Strategic Plan and other plans under the IP&R framework as well as other relevant council plans, policies and programs. Consistent with IP&R guidelines a draft strategy was prepared incorporating Council's adopted community participation plan. Completion of the strategy was delayed due to the NSW government's proposed housing policies that may require a review of the Council's Community Participation Plan (CPP).</p> <p>Reason</p> <p>The draft strategy was originally prepared to incorporate Council's Community Participation Plan (CPP). Finalisation of the strategy has been delayed due to the NSW government's proposed housing policies that may require a review of the CPP.</p> <p>Remedial Action</p> <p>Complete the community engagement strategy and present it to Council for endorsement before engagement with the community on the next Community Strategic Plan.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to complete the strategy.</p>
L1.1.1.2	Develop and implement plans detailing how Council will deliver the Community Strategic Plan (including the Resourcing Strategy, Delivery Program and Operational Plan).	 100%	A revised Resourcing Strategy 2024-2034, revised Delivery Program 2022-2026, Operational Plan 2024-2025 and Fees and Charges for 2024-2025 were endorsed by Council at its Ordinary Meeting in April to publicly exhibit. Following consideration of


	Signoff Authority: <i>Manager Governance & Corporate Strategy</i>		submissions received during exhibition, Council adopted the plans at its Ordinary Meeting in June. The revised Delivery Program and Operational Plan provide the final year of activities and projects to progress delivery of Council's current Community Strategic Plan.
L1.1.1.3	Provide regular reporting to the community on performance and progress against Council's Delivery Program and Operational Plan. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 100%	The 6 month progress report for the period 1 July 2023 to 31 December 2023 was reported to Council's Ordinary Meeting on 19 March 2024. Progress results for the 6 month period were very satisfactory with 98.5% of one-year tasks completed or on target and 98% of term achievements progressing to schedule. Details of remedial actions for those tasks and term achievements not progressing to schedule were included in the report. The December 2023 Quarter budget review was also reported to Council's Ordinary Meeting in February 2024. A progress review of Operational Plan tasks was reported to senior management at the end of the March 2024 quarter. Results indicated that a satisfactory 96% of tasks were progressing to schedule or completed.

Term Achievement

Code	Description	Progress
L1.1.2	Council leads the community by advocating, influencing, collaborating and partnering to the benefit of the local area. Signoff Authority: <i>Acting Director Corporate</i>	
Comments		
Progressing as scheduled. Council continued to advocate on behalf of the community in relation to proposed NSW housing policy changes. Council also prepared submissions to the parliamentary inquiries into the development of the Transport Oriented Development (TOD) program, arrangements between the NSW Rural Fire Service and councils, and local government funding.		
Key Achievements		
Council continued to advocate on behalf of the community in relation to proposed NSW housing policy changes.		

Operational Plan Tasks


Code	Description	Progress	Comments
L1.1.2.1	Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Kuring-gai in line with the objectives in the Community Strategic Plan. Signoff Authority: <i>Acting Director Corporate</i>	 100%	Council continued to lobby the NSW and Federal governments on matters of importance to the local area and local government generally, including housing policy changes, proposing motions to the ALGA National General Assembly and submissions to the parliamentary inquiries into the development of the Transport Oriented Development (TOD) program, arrangements between the NSW Rural Fire Service and councils, and local government funding. Council continued to monitor for changes to state and Commonwealth policy and legislation affecting Kuring-gai Council. Actions undertaken in this reporting period included transitioning to arrangements under the new Guidelines for Risk Management and Internal Audit and compliance with obligations under the Modern Slavery Act 2018.
Key Achievements			
Council continued to lobby the NSW and Federal governments on matters of importance to the local area and local government generally, including housing policy changes, proposing motions to the ALGA National General Assembly and a submission to the Parliamentary Inquiry into local government funding.			

L1.1.2.2	<p>Engage with government agencies, community groups and organisations in the development and implementation of plans and policies.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	<p> 100%</p>	<p>Collaborations and partnerships continued to be supported with other agencies, organisations and community groups. Information on recent collaborations and partnerships were reported in Council's Annual Report 2022-2023, published in November 2023. Other stakeholders, such as state agencies, non-government organisations, businesses, community groups and individuals also have an important role to play in delivering the Community Strategic Plan outcomes. Engagement and collaboration opportunities with stakeholders, including residents, community groups, organisations and government agencies, are identified within Council's adopted Community Strategic Plan for each long-term objective. Further details are included under the relevant projects and initiatives elsewhere in this report.</p>
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Focus area: L2: Financial capacity and sustainability.

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

Term Achievement


Code	Description	Progress
L2.1.1	<p>Council takes action towards financial sustainability.</p> <p>Signoff Authority: <i>Acting Director Corporate</i></p>	
<p>Comments</p> <p>Progressing as scheduled.</p> <p>The Long Term Financial Plan (LTFP) was finalised as part of the revised Resourcing Strategy and draft Delivery Program 2022-2026 and Operational Plan 2024-2025 which were adopted by Council in June 2024. While Council is in a satisfactory financial position, it still faces potential challenges and risks which have been highlighted in the current LTFP. Council has insufficient funding in the LTFP to sustainably manage and improve its existing infrastructure and meet community expectations. To partly address this issue two scenarios have been recommended for a special rate variation in future years to provide additional revenue for the core infrastructure. The special rate variation is proposed to commence 2026/27.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.1	<p>Review the Long Term Financial Plan in consultation with Councillors each year.</p> <p>Signoff Authority: <i>Acting Director Corporate</i></p>	<p> 100%</p>	<p>Council's review of the Long Term Financial Plan (LTFP) for the period 2024-25 to 2033-34 has been completed. The Resourcing Strategy has been adopted in June 2024 as part of the IP&R suite of documents. The Long Term Financial Plan included two scenarios for increasing rates above the rate peg. Council resolved to postpone consultation on a special rates variation (SRV) by one year.</p>
L2.1.1.2	<p>Review Council rates with a view to seeking special rates variations.</p> <p>Signoff Authority: <i>Financial Accountant</i></p>	<p> 100%</p>	<p>Completed previous reporting period.</p>
L2.1.1.3	<p>Ensure Council meets planned budget performance objectives.</p> <p>Signoff Authority: <i>Acting Director Corporate</i></p>	<p> 100%</p>	<p>The overall budget performance is regularly monitored with a detailed review and reporting to Council on a quarterly basis.</p> <p>The June quarterly budget review will commence at the end of June 2024. It is expected that Council will finish the year with a satisfactory operating result and within allocated budgets. Council's final end of year</p>

			results are subject to external audit in the first half of August. A detailed report to Council on the Financial Statements and performance against budget is scheduled for September 2024.
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Term Achievement


Code	Description	Progress
L2.1.2	<p>Manage Council's property assets to achieve Ku-ring-gai's long term objectives and priority projects contained within Ku-ring-gai's Community Strategic Plan and Delivery Program.</p> <p>Signoff Authority: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled.</p> <p>During the period, variation of licences/leases to extend eight KU Children's Services tenancies on improved commercial terms were executed in accordance with updated valuation advice.</p> <p>An agreement for lease was entered into with a new commercial food and beverage tenant for FIRS Estate Cottage. The premises has been painted internally and externally, fit out works are underway and an application to transfer the liquor licence has been made. The restaurant is scheduled to be operational in the next quarter.</p> <p>A short-term lease was entered into with the Australian Electoral Commission for two suites within 828 Pacific Highway, Gordon to assist with the 2024 local government elections.</p> <p>Two commercial office tenants exercised their options to remain at 828 Pacific Highway, Gordon for a further five years.</p> <p>In addition, discussions have progressed with TOMRA for additional return and earn sites and discussions with EV charging providers and telecommunications providers have also progressed regarding the proposed installation of facilities on Council and Council-managed land.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
L2.1.2.1	<p>Progress Council approved property acquisitions and divestments.</p> <p>Signoff Authority: Manager Property</p>	<input checked="" type="checkbox"/> 100%	<p>Acquisitions:</p> <p>Progressed negotiations to finalise Council approved acquisitions a Pymble and Gordon for future open space and road purposes. Contracts are due to exchange for two properties in the next quarter.</p> <p>Divestments.</p> <p>56-58 Koola Avenue, Killara - development application lodged for subdivision of land.</p> <p>12 Bent, Lindfield - progressed negotiations to divest the site in accordance with updated valuation advice, which will consider the new planning reforms by NSW Government - TOD SEPP.</p> <p>Part 62 Pacific Highway, Roseville - put and call option deed was signed by all parties for the proposed divestment of Council land in accordance with Voluntary Planning Agreement.</p>
L2.1.2.2	<p>Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions.</p> <p>Signoff Authority: Manager Property</p>	<input checked="" type="checkbox"/> 100%	<p>Commercial leasing:</p> <p>* Fully executed variation of licences/leases to extend eight KU Children's Services tenancies on improved commercial terms in accordance with updated valuation advice.</p> <p>* Signed Agreement for Lease with new commercial tenant for FIRS Estate Cottage. The premises has been painted internally and externally and fit out works underway.</p> <p>828 Pacific Highway, Gordon:</p> <p>* Two tenants have exercised their options to remain at the premises for a further five years.</p> <p>* Signed short term lease for the Australian Electoral Commission for the vacant space on level 1 and level 5 to assist with local government elections.</p>

			<p>* Marketing of vacant floor space on level 1 and 5.</p> <p>* Heads of Agreement issued to two tenants to lease the vacant space on level 5.</p> <p>Commercial opportunities:</p> <p>* Continue to progress discussions with TOMRA for an additional site under a commercial licence.</p> <p>* Continue to progress discussions with EV charging providers to install facility on Council land/road reserve.</p> <p>* Negotiations with telecommunication providers - proposed telecommunication monopole installation and small cell installations.</p> <p>* Finalised REF with Treetops for the installation of poles to support their courses.</p>
Key Achievements			
Fully executed variation of licences/leases to extend eight KU Children's Services tenancies on improved commercial terms in accordance with updated valuation advice.			


Term Achievement

Code	Description	Progress
L2.1.3	<p>Council's income and expenditure meets the requirements of the adopted Delivery Program and Operational Plan and the Resourcing Strategy.</p> <p>Signoff Authority: <i>Acting Director Corporate</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Annual income and expenditure budgets are monitored monthly and reported to Council as part of Quarterly Budget reviews. The current Long Term Financial Plan (LTFP) allocates funding to current services, priority projects and infrastructure assets to meet identified assets and financial performance benchmarks. As part of the 2024/25 annual budget process and LTFP review which commenced in November 2023, priority projects and new budget requirements have been reviewed and funds allocated as required. Both expenditure and income have been reviewed in line with the projected assumptions and forecasts to ensure adequate funding is allocated to current services and future project initiatives. Council's fees and charges have been reviewed and adopted as part of the 2024/25 budgeting process.</p> <p>The end of 2023/24 financial year performance is being analysed and prepared for the upcoming external audit in August, with a final report to Council in October.</p>		




Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.3.1	<p>Monitor expenditure to ensure it is in accordance with adopted plans.</p> <p>Signoff Authority: <i>Acting Director Corporate</i></p>	 100%	<p>Annual income and expenditure budgets are monitored monthly and reported to Council as part of Quarterly Budget reviews.</p> <p>The June quarterly budget review, including detailed analyses of expenditure will commence at the end of June 2024. It is expected that actual expenditure at the end of financial year will be within allocated budgets and Council will finish the year with a satisfactory operating result. A detailed report to Council on the Financial Statements and performance against budget is scheduled for September 2024.</p>
L2.1.3.2	<p>Review fees to identify sustainable increases to Council's income.</p> <p>Signoff Authority: <i>Acting Manager Finance</i></p>	 100%	<p>The final draft 2024/2025 Fees and Charges were adopted by Council in June 2024.</p>
Key Achievements			
The review resulted in the creation of an additional 32 new fees.			

Term Achievement

Code	Description	Progress
L2.1.4	Council maintains its commitment to infrastructure asset management priorities. Signoff Authority: Acting Director Corporate	
Comments		
Progressing as scheduled. Asset Management Plans for various asset classes were reviewed and updated as well as to associated financial strategies. All identified asset programs were completed, including the footpath program, the roads program and the sports court development program. A comprehensive review of Drainage Assets and Buildings was performed with positive financial outcomes. Next years programs defined and adopted. Additionally significant design development for numerous projects across the asset classes in preparation for the roll out of next financial years programs.		
Key Achievements		
Review and updates to various asset management plans and associated financial strategies. A comprehensive review of Drainage Assets and Buildings was undertaken with positive financial outcomes.		


Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.4.1	Identify available funding sources in the Long Term Financial Plan and champion prioritisation for infrastructure renewal. Signoff Authority: Acting Director Corporate	 100%	The Long Term Financial Plan (LTFP) was finalised as part of the revised Resourcing Strategy and draft Delivery Program 2022-2026 and Operational Plan 2024-2025 which were adopted by Council in June 2024. While Council is in a satisfactory financial position, it still faces potential challenges and risks which have been highlighted in the current LTFP. Council has insufficient funding in the LTFP to sustainably manage and improve its existing infrastructure and meet community expectations. To partly address this issue two scenarios have been recommended for a special rate variation in future years to provide additional revenue for the core infrastructure. The special rate variation is proposed to commence in 2026/27.
L2.1.4.2	Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy. Signoff Authority: Acting Manager Technical Services	 100%	Following public exhibition, the Asset Management Strategy was adopted by Council in June 2024 and will be included in the resourcing.
L2.1.4.3	Achieve asset management targets identified in the Resourcing Strategy. Signoff Authority: Acting Manager Technical Services	 100%	All available asset program funding has been allocated or spent for the financial year. With continued design and construction works throughout the reporting period across all asset classes.



Focus area: L3: Communication.


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

Term Achievement

Code	Description	Progress
L3.1.1	Residents and ratepayers are more informed, involved and valued through expanded and innovative communications. <i>Signoff Authority: Director Community</i>	
Comments		
<p>Progressing as scheduled.</p> <p>During the reporting period there have been significant increases in e-news subscribers, as well as increases in the traction of social media. Much of this growth has been driven by the NSW Government's planning policy changes which have created significant community interest in the future of housing development Ku-ring-gai.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
L3.1.1.1	Use a wide range of channels to promote Council services to agreed corporate standards. <i>Signoff Authority: Manager Corporate Communications</i>	 100%	<p>The following channels have been used to Council services and programs.</p> <ul style="list-style-type: none"> * Social media, website and e-news * Digital marketing with local organisations and media * Adverts with local media * Editorial and paid advertorials * Print (posters, flyers and brochures) * Banner sites, bus shelters and air bridge * Events (increase in webinar options) * Partnering with community groups and community champions (e.g. NetZero champions) * Mayor spokesperson.
Key Achievements			
Increased our e-news database to 25,000 in the past 6 months (39.2% increase). This was done by increasing the number of e-news opt in options on our online forms and event bookings.			
L3.1.1.2	Apply innovative ways to promoting services, programs, policies and achievements across all media and monitor outcomes. <i>Signoff Authority: Manager Corporate Communications</i>	 100%	Council regularly promoted programs and key achievements through social media, newsletters, adverts and media releases. Key messages to different community groups are also translated into different languages. A hardcopy of the annual Ku-ring-gai Update outlining all Council's news achievements is also sent to all rate payers with their July rates notice.
Key Achievements			
<p>Council focused on increasing audiences receiving our news on Facebook and e-newsletters:</p> <ul style="list-style-type: none"> * Facebook: Grown to 16,792 (approx 4% growth in last 6 months) * Enews: Grown to 25,133 (39% growth in last 6 months) <p>There was also an increased focus also on highlighting operations works, upgrades and project updates on socials.</p>			

L3.1.1.3	<p>Monitor Council's website and report on usage.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>There were 1,585,014 total views in the six months ending 28 June 2024. The top ten pages were:</p> <ol style="list-style-type: none"> 1. Home Ku-ring-gai - 162,486 2. Closures and wet weather Ku-ring-gai - 78,292 3. Content search Ku-ring-gai - 57,378 4. Ku-ring-gai Library Ku-ring-gai - 54,289 5. Clean-up collections Ku-ring-gai 40,648 6. Proposed changes to NSW housing policy and its impacts on Ku-ring-gai - 35,794 7. What's on Ku-ring-gai - 35,322 8. Waste and recycling Ku-ring-gai - 32,387 9. DA tracking Ku-ring-gai - 29,335 10. My area Ku-ring-gai - 23,349.
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Key Achievements

Effectively communicated the NSW Housing Policy changes on Council's website which resulted in a high level of web traffic over the past 6 months.

Term Achievement


Code	Description	Progress
L3.1.2	<p>Contribute to enhancing and protecting Council's reputation and public image.</p> <p>Signoff Authority: <i>Director Community</i></p>	

Comments

Progressing as scheduled.

Progress has been steady with this term achievement. During the period, the NSW Government's planning policy changes have been a major focus, with significant media coverage of Ku-ring-gai local government area.


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1	<p>Proactively manage the Council's reputation through the media and other channels.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	<p> 100%</p>	<p>The communications team are continuing to issue an average of 2-3 media release each week and providing daily monitoring of media coverage, including outside business hours as required.</p> <p>A major focus in the last 6 months has been media and communications regarding the NSW Governments housing reforms. Significant media coverage has required responses from the Communications team in conjunction with the Mayor.</p> <p>A brochure on the housing policy changes was developed and sent to all Ku-ring-gai households as well as several e-news.</p>



Focus area: L4: Good governance and management.




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

Term Achievement


Code	Description	Progress
L4.1.1	Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation. Signoff Authority: General Manager	
Comments		
<p>Progressing as scheduled.</p> <p>A summary of key updates is provided below:</p> <p>* Enterprise Risk Management: The development, refinement, and approval of all ERM framework documents (including Enterprise Risk Management Policy, Enterprise Risk Management Strategy, Risk Appetite Statement and Risk Register) has been completed.</p> <p>* Internal Audit: Two Audit, Risk & Improvement Committee (ARIC) meetings were held during the period and five audits were completed; Customer Service, Tree Management, Fire Safety Compliance, Governance Framework, Expense Management and Legal Services. A second independent member was appointed to the ARIC.</p> <p>* Insurance Portfolio: The number of public liability claims received reduced in both Q1 (20) and Q2 (42) compared to Q4 2023 (50). The main causations for public liability claim lodgements was fallen tree branches/ tree roots and slip and fall and potholes. Council's general insurance for FY24/25 was successfully renewed. A total of 18 workers compensation claims were reported in the period. As a result of the effective return to work management, Council was eligible for the return-to-work incentive from StateCover.</p> <p>* Work, Health & Safety: WHS initiatives/actions during January-June 2024 included: annual Flu Vaccination and Skin Checks programs, Fire Warden, Fire Extinguisher and Emergency Evacuation training, Due Diligence & Psychosocial Awareness workshop for General Manager and Directors, WHS Responsibilities, Risk Management & Psychosocial Awareness workshops for Business Unit Managers, creation of a new Working with Volunteers Procedure.</p>		

Operational Plan Tasks




Code	Description	Progress	Comments
L4.1.1.1	Manage and coordinate a compliant and effective Enterprise Risk Management system. Signoff Authority: Manager People & Culture	 100%	<p>The development and refinement of all Enterprise Risk Management (ERM) framework documents (including Enterprise Risk Management Policy, Enterprise Risk Management Strategy, Risk Appetite Statement and Risk Register) has been completed.</p> <p>A comprehensive briefing session on the ERM framework was held with the GMD on 30 January 2024 to review the above documents. Enterprise Risk Management Policy, Enterprise Risk Management Strategy, Risk Appetite Statement were approved by GMD on 1 February 2024 with Enterprise Risk Management Policy and Risk Appetite Statement further referred to Council approval on 18 June 2024.</p> <p>Following the Audit, Risk & Improvement Committees (ARIC's) review of the ERM framework documents on 21 March 2024, a briefing session was held with Councillors on 5 June 2024 to facilitate adoption of the Enterprise Risk Management Policy and Risk Appetite Statement. Full implementation of the ERM framework will now occur including staff training and awareness.</p>
L4.1.1.2	Manage, coordinate, support and facilitate the effective operation of Council's Internal Audit function. Signoff Authority: General Manager	 100%	<p>Key highlights for this reporting period include:</p> <p>* Two ARIC meetings</p> <p>* Completion of five audits; Customer Service, Tree Management, Fire Safety Compliance, Governance Framework, Expense Management and Legal Services.</p> <p>* Appointment of a second independent member on the ARIC.</p>





L4.1.1.3	<p>Coordinate, support and facilitate the effective management of Council's Insurance portfolio.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	<p> 100%</p>	<p>Public Liability: * 3 claims were settled, and 28 claims were declined during the period January – June 2024. Number of claims received reduced in both Q1 (20) and Q2 (42) compared to Q4 2023 (50). The main causations for public liability claim lodgements are fallen tree branches/ tree roots and slip and fall and potholes. * Council's general insurance for FY24/25 was successfully renewed.</p> <p>Workers Compensation: * 18 physical injuries were reported during the reporting period. 1 psychological injury was denied in the same period. * As a result of the effective return to work management, Council was eligible for return-to-work incentive from StateCover. The Return-to-Work Incentive (RTWI) is a discount that is applied to a claim when an injured worker has returned to sustained suitable employment with no further weekly benefits being paid (sustained for at least 3 months).</p>
L4.1.1.4	<p>Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	<p> 100%</p>	<p>Council continues to enhance and provide ongoing Work Health and Safety activities in the organisation. During January – June 2024, key actions included:</p> <ul style="list-style-type: none"> * Annual Flu Vaccination program. * Annual Skin Checks program. * Fire Warden, Fire Extinguisher and Emergency Evacuation training. <p>In addition to the above we:</p> <ul style="list-style-type: none"> * Delivered a Due Diligence & Psychosocial Awareness workshop to General Manager and Directors. * Delivered two workshops to the Business Unit Managers on WHS Responsibilities, Risk Management & Psychosocial Awareness. * Collaborated with Fitness Passport to implement a new initiative to be delivered in Q3 2024, being a corporate health and fitness program. * Drafted a new Working with Volunteers Procedure to compliment the Volunteer Management Policy, pending approval and adoption in July 2024. * Developed a suite of proposed WHS initiatives to enhance the existing WHS functions and enable continuous improvement. * Held Council's Strategic Health & Safety Committee meeting in June 2024. * Actioned and progressed an approved Indoor Air Quality Monitoring program with a projected installation and completion time in July 2024. <p>In addition, continued to communicate Council's WHS priorities through WHS & Wellbeing e-newsletter and provided support, both work and non-work related support, to our staff and their family members through EAP program.</p>
L4.1.1.5	<p>Coordinate the efficient and effective delivery of the North Shore Council's Internal Audit Service.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	<p> 100%</p>	<p>Completed previous reporting period.</p>


Term Achievement

Code	Description	Progress
L4.1.2	Council's Governance framework is developed to ensure probity and transparency. Signoff Authority: Acting Director Corporate	
Comments		
<p>Progressing as scheduled.</p> <p>Council continued to hold its regular meetings and opportunities for the public to address council on the issues important to them. All meetings were live-streamed and recordings are available online. Councillors received ongoing training and development opportunities and detailed briefings on key issues. A pre-election candidate information session is planned.</p> <p>Council responded to over 750 information requests under GIPA and provided training to staff on their duties under privacy laws and policy. Council maintained its record keeping, digitisation and disposal program to ensure compliance with state record keeping requirements and the security and accessibility of council information. A comprehensive information asset register is under development.</p> <p>A review of the Contract Management Framework is being finalised and Council is planning to engage with local businesses on local government procurement and doing business with Council.</p>		
Key Achievements		
Council participated in the NSW Information and Privacy Commission's Privacy Awareness Week campaign and provided training and a webinar for staff.		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.2.1	Ensure that Council and Committee Meetings are managed effectively and in accordance with relevant legislation, codes and guidelines. Signoff Authority: Manager Governance & Corporate Strategy	 100%	Council and Committee meetings were held in compliance with Council's Code of Meeting Practice. Five ordinary Meetings of Council, five public forums and six extraordinary meetings of Council were held during this period. Ordinary Meetings of Council continued to be live streamed during the meeting with copies of all recordings available on Council's website after each meeting. Agendas and Minutes were published within agreed timeframes.
L4.1.2.2	Maintain a training, professional development and support program for councillors. Signoff Authority: Acting Director Corporate	 100%	Councillors are encouraged and supported to undertake training provided by the OLG and Local Government NSW. All Councillors receive an allowance to cover professional development and training and attendance at conferences and seminars. Regular reminders of upcoming courses, conferences and professional development opportunities is circulated to Councillors. A series of workshops and briefing sessions (including an offsite strategic planning workshop) have been held with Councillors on the NSW housing reforms, enterprise risk management and other matters. Cyber risk awareness training was provided to Councillors in February. Council is also hosting a pre-election candidate information session in July.
L4.1.2.3	Improve staff awareness and compliance with information access and privacy legislation, codes and guidelines. Signoff Authority: Manager Governance & Corporate Strategy	 100%	Council responded to formal and informal requests for information under the GIPA Act and privacy complaints. From January to June 2024, Council responded to 759 informal requests for information and 18 formal request for information under the GIPA Act 2005. Council participated in the NSW Information and Privacy Commission's Privacy Awareness Week campaign, including training and a webinar for staff.



L4.1.2.4	<p>Review policies, delegations and authorisations to support good decision-making and compliance with changing legislation and guidelines.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>An organisation-wide review of Council policies is ongoing to ensure policies are up-to-date and consistent with current legislative and regulatory requirements. A delegations renewal project has commenced, including new subscription service to provide a complete set of delegations under NSW and Commonwealth legislation and regular updates.</p>
L4.1.2.5	<p>Maintain effective records management systems and improve staff awareness and practices across the organisation.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>Council has successfully completed digitisation of all historical building application records. In compliance with state regulations, Council has completed the Annual Records Management Audit (RMAT 2024) exercise to evaluate Council's recordkeeping practices against state standards. All 2024 calendar year containers have been reviewed and consolidated to identify and remove obsolete containers and optimise Council's electronic records storage, maintenance and retrieval processes. Development of a comprehensive information asset register is ongoing. This will identify all of Council's information assets, clarify responsibility for the management of these assets and risks and controls that are (or need to be) in place.</p>
Key Achievements			
<p>The successful completion of these initiatives has yielded the following positive outcomes:</p> <ul style="list-style-type: none"> * Enhanced accessibility and preservation of vital building records through digitisation. * Compliance with state record keeping requirements demonstrated via RMAT 2024 submission. * Improved efficiency in records retrieval and records management processes. * Reclaimed physical storage space previously occupied by paper records. 			
L4.1.2.6	<p>Continue to preserve, protect and digitise Council's physical legacy records and archives.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 100%	<p>Council's archives team continued its commitment to delivering professional archival management services to Council, adhering to established standards and best practices to ensure the secure retention and disposal of Council's legacy records in compliance with the State Records Act and relevant guidelines. During this reporting period, six archive boxes were transferred to GRR. This initiative ensures that Council's legacy records are stored offsite under optimal conditions. As part of Council's records disposal program, 206 archive boxes of time-expired records were identified for destruction under GA39. An additional 124 boxes of DA and legacy files were scanned by GRR and authorised for destruction. Twenty-six day boxes of scanned records were securely disposed of by our approved provider. A total of 364 property files (24 boxes) were scanned and progressively destroyed, freeing up 141.96 shelf meters of space. Additionally, 464 time-expired property files and 1,457 inactive electronic property files were destroyed and recorded in Content Manager.</p>
L4.1.2.7	<p>Coordinate, support and facilitate effective probity around procurement and provide support for the Contract Management Framework.</p> <p>Signoff Authority: <i>Manager Procurement & Contracts</i></p>	 100%	<p>The Procurement Team has provided probity and guidance for all Tenders and sourcing activities. All contracts are centrally recorded in a Contract Management System for improved reporting and management. A final review of the Contract Management Framework is due to be completed in the coming days and a roll out of training and key stakeholder engagement will progress into FY 24/25.</p>


L4.1.2.8	<p>Improve opportunities for local businesses to work with Council through education and review of procurement information on Council's website.</p> <p>Signoff Authority: <i>Manager Procurement & Contracts</i></p>	 80%	<p>The Procurement Team have prepared a presentation for local business as part of a working with Council evening. In partnership with Media and Communications Team a session will be scheduled in the first quarter of 2024/25.</p> <p>Reason</p> <p>Delays due to competing work program priorities within available resources.</p> <p>Remedial Action</p> <p>The rescheduled event will take place in the second quarter of 2024/25.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress this initiative.</p>
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Term Achievement


Code	Description	Progress
L4.1.3	<p>Sustainability is integrated into Council's business framework.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Sustainability is integrated across Council through the Corporate Sustainability action Plan (CSAP) to deliver strategies to reduce energy, waste and water use within Council facilities. Council also monitors its emissions and energy use and completed the 12-month energy and emissions snapshot in the first quarter of 2024.</p> <p>The review and implementation of policies, strategies and plans to advance sustainability and environmental management continued. Draft policies have been prepared and circulated internally and to the General Manager and Directors group. The Contaminated Land Policy and the Bushland Dumping and Encroachment Policy will go to Council in July 2024 for endorsement of public exhibition.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.3.1	<p>Implement the Corporate Sustainability Action Plan and corporate sustainability program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 100%	<p>The Corporate Sustainability Action Plan (CSAP) continued to improve how we deliver strategies to reduce energy, waste and water use within Council facilities. We held our regular CSAP working group meetings where representatives across Council contributed actions for their teams.</p> <p>The Greenstyle@home program is an extension of our successful resident home assessment program and has been well received by staff. Staff now have access to information on how to create a low-cost, efficient home. There is a 3 monthly lucky draw for completing an online quiz and staff can book a face to face or teams chat with one of our experts. 44 staff have completed the quiz and are on their way to a sustainable home.</p>
L4.1.3.2	<p>Utilise the sustainability data management and reporting system to inform investment, emission mitigation and management priorities.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 100%	<p>Council completed the 12-month energy and emissions snapshot which was presented for review in Q1 CY24. Monthly energy and water snapshots have been compiled and reviewed for the Ku-ring-gai Fitness and Aquatic Centre.</p> <p>Work has begun to compile 12-month performance indicators for Council's Annual Report.</p>

L4.1.3.3	<p>Review and implement policies, strategies and plans to advance sustainability and environmental management.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 75%	<p>The review and implementation of policies, strategies and plans to advance sustainability and environmental management continued. During the period work focussed on preparation of a draft Contaminated Land Policy and the Bushland Dumping and Encroachment Policy which will go to Council in July 2024. The Drone Policy has been considered internally and will be presented to Council likely after elections.</p> <p>Reason</p> <p>Draft policies have been prepared and circulated internally for comment. The Contaminated Land Policy and Bushland Dumping and Encroachment Policy will go to Council in July for endorsement of public exhibition.</p> <p>Remedial Action</p> <p>Policies will be prioritised for first meeting post Council elections.</p> <p>A task is included in Council's adopted Operational Plan 2024/25 to progress the policies.</p>
Challenges			
Staff resources has impacted the delivery of the Task.			

Term Achievement

Code	Description	Progress
L4.1.4	<p>The organisation is appropriately skilled and resourced.</p> <p>Signoff Authority: <i>General Manager</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>A summary of key updates is provided below:</p> <ul style="list-style-type: none"> * Learning & Development: Induction training including 7 Habits of Highly Effective People was delivered to new employees in February and May 2024. 5 sessions of Leadership Development training in Unconscious Bias was delivered to the leadership cohort across March and April 2024. Organisation wide customer service training was organised and delivered for over 350 staff commencing March and continuing into April and May 2024. Study Assistance Scheme support has been approved for 5 employees. The annual WHS training calendar delivery has been scheduled for July and August 2024. * Payroll: Phase one of the CIA transition project for HRP modules has been completed, smoothly moving all processing (except time sheets) from CI to CIA. The team has quickly learned how to operate CiA and can now run the entire cycle in CIA without any issues. * Workforce Management Services: Effective and efficient services continued to be delivered in the recruitment, employee and industrial relations space while adhering to legislative and industrial instruments and maintaining best practice methodologies. The team have managed staff matters and grievances in accordance with the Award all of which have been successfully managed locally. The team recently reviewed several policies and procedures to formalise the custom and practice arrangements that have been in place for many years and to reflect the recent changes to the Award. * Workforce Policies and Strategies: The focus of the year has been to raise awareness and implement the actions that underpin the EEO Management Plan, and the Gender Equality Strategy. In addition, the team's priority has been to explore initiatives and programs that aim to broaden the suite of staff benefits as part of the Total Rewards & Recognition Program, some of which include the Novated Lease program and Fitness Passport. * Workforce Management Strategy (IP&R): The Workforce Management Strategy has been reviewed as part of Councils Resourcing Strategy and is being implemented in accordance with set timeframes. Highlights include: Participation in the inaugural Careers at Council Jobs Summit, implementation of the Market Review and Retention Payment policy, implementation of the Succession Planning Strategy, ongoing refinement of Councils WHS consultation arrangements, implementation of the Organisational EOS Action Plan, implementation of the Gender Equality Strategy, successful transition of HR and Payroll related modules from CI to CIA (Technology One) * Continuous Improvement of People & Culture Services: The transition of all HRP modules from CI to CIA has been successfully completed which has resulted in further integration and streamlining of P&C processes and increased efficiency in service delivery particularly with respect to payroll processing. <p>Work on the rollout of Employee Self Service is under way. The technical requirements have been scoped and tested by the internal project team and the development of electronic forms and workflows is underway.</p> <p>* Core Business Systems: Throughout the reporting period Business Systems have continued to maintain, update and support Council's core business systems in both a proactive and reactive manner; with over 750 IM Helpdesk Requests/Tasks received -</p>		




resulting in 694 actions/improvements being completed. System enhancements continue to be made by the of development of reports, system automation and general system improvements across several core systems.





* ICT and Digital Strategy Action Plan: The CiA upgrade for HRP is continuing with the configuration of Employee Self Service and the development of electronic forms and workflow. UAT will commence shortly. The CiA upgrade for Core Enterprise Suite (CES) is on track and Financials is now live. Supply Chain and EAM are now underway with scoping having been completed and end user training about to begin. The project is still on track for completion by November 2024. The final stage of the Planning Portal integration implementation is still being delayed by technical issue which need to be resolved by TechnologyOne. The TechnologyOne Property & Rating CiA upgrade has been scheduled to commence in February 2025. This project will also include several new modules to provide additional features and functionality to both staff and the public.




* GIS: All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated this reporting period resulting in 10 new plans at NSW Land Registry Services and the creation of 18 new properties and 61 new residential units. A total of 2,176 Planning Certificates were issued in this period resulting in an income of \$185,888.00 for this part of the financial year.

* IT infrastructure and Systems: Routine checks during the period included monthly physical inspections of all remote sites and windows security patching for servers and PCs. Projects scheduled this period included replacement of phone system with Microsoft Teams, replacement of Web Filtering Proxy with Zscaler Cloud which are all in progress. We implemented multiple changes to our Servers to improve our security posture as a result of our new Tenable vulnerability scanner. This will be an ongoing process as new advisory information is released on a daily basis.


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.4.1	Effectively deliver learning and development strategies and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy. Signoff Authority: <i>Manager People & Culture</i>	 100%	Induction training including 7 Habits of Highly Effective People delivered to new employees in February and May 2024. 5 sessions of Leadership Development training in Unconscious Bias delivered to the leadership cohort across March and April 2024. Organisation wide customer service training organised and delivered for over 350 staff commencing March and continuing into April and May 2024. Study Assistance Scheme support has been approved for 5 employees. The annual WHS training calendar delivery has been scheduled for July and August 2024 with participants advised of their training schedule and responsibilities and external facilitators booked.
L4.1.4.2	Deliver an effective and efficient payroll service. Signoff Authority: <i>Manager People & Culture</i>	 100%	We have completed phase one of the CIA transition project, smoothly moving all processing (except time sheets) from CI to CIA. The team has quickly learned how to operate CIA and can now run the entire cycle in CIA without any issues.
L4.1.4.3	Effectively deliver services across all workforce management areas including recruitment, employee relations and industrial relations. Signoff Authority: <i>Manager People & Culture</i>	 100%	The People & Culture team has continued to deliver effective and efficient services in the recruitment, employee and industrial relations space while adhering to legislative and industrial instruments and maintaining best practice methodologies. The team have managed staff matters and grievances in accordance with the Award all of which have been successfully managed locally. The team recently reviewed a number of policies and procedures to formalise the custom and practice arrangements that have been in place for many years and to reflect the recent changes to the Award.
Key Achievements			
* Reviewed several People & Culture related policies.			
* Completed first draft of revised Recruitment & Selection Policy.			
* Managed all Employee Relations cases internally with zero cases being heard before the Industrial Relations Commission.			




L4.1.4.4	<p>Design and deliver workforce policies and strategies to support the organisation's culture in line with the objectives of Council's adopted Workforce Management Strategy.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 100%	<p>The focus of the year for the People & Culture team has been to raise awareness and implement the action items that underpin the EEO Management Plan, and the Gender Equality Strategy. In addition, the team's priority has been to explore initiatives and programs that aim to broaden the suite of staff benefits as part of the Total Rewards & Recognition Program, some of which include the Novated Lease program and Fitness Passport. For the remainder of the year, the team will also focus on rolling out the 2024 Employee Opinion Survey which is due to launch on 1 July 2024, and will measure the main themes of staff engagement and organisational performance. Other areas such as the Working from home Policy, Diversity and Inclusion, and Ageing Workforce will also be measured based on the feedback received from staff.</p>
Key Achievements			
<ul style="list-style-type: none"> * Successful roll-out of the EEO Management Plan and Gender Equality Strategy. * Expansion of the Total Rewards and Recognition Program * Planned roll-out of the 2024 Employee Opinion Survey on 1 July 2024. 			
L4.1.4.5	<p>Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy.</p> <p>Signoff Authority: <i>General Manager</i></p>	 100%	<p>The Workforce Management Strategy has been reviewed as part of Councils Resourcing Strategy and was adopted by Council in June 2024. The Strategy is being implemented in accordance with set timeframes.</p>
Key Achievements			
<p>Highlights include:</p> <ul style="list-style-type: none"> * Participation in the inaugural Careers at Council Jobs Summit. * Implementation of the Market Review and Retention Payment policy. * Implementation of the Succession Planning Strategy. * Ongoing refinement of Councils WHS consultation arrangements. * Implementation of the Organisational Employee Opinion Survey Action Plan. * Implementation of the Gender Equality Strategy. * Successful transition of HR and Payroll related modules from CI to CIA (Technology One). 			
L4.1.4.6	<p>Continuously improve People & Culture services, business processes and systems.</p> <p>Signoff Authority: <i>General Manager</i></p>	 100%	<p>The transition of all HRP modules from CI to CIA has been successfully completed which has resulted in further integration and streamlining of People & Culture processes and increased efficiency in service delivery particularly with respect to payroll processing. Work on the rollout of Employee Self Service is under way. The technical requirements have been scoped and tested by the internal project team and the development of electronic forms and workflows is underway.</p>
L4.1.4.7	<p>Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	 100%	<p>Throughout the reporting period Business Systems have continued to maintain, update and support Council's core business systems in both a proactive and reactive manner; with over 750 IM Helpdesk Requests/Tasks received - resulting in 694 actions/improvements being completed. System enhancements continue to be made by the development of reports, system automation and general system improvements across several core systems. The TechnologyOne CES & HRP CiA upgrade projects are progressing well.</p>

L4.1.4.8	<p>Coordinate and facilitate the implementation of the ICT and Digital Strategy action plan and initiatives and ensure appropriate funding is identified.</p> <p>Signoff Authority: <i>Acting Director Corporate</i></p>	<p> 100%</p>	<p>The CiA upgrade for HRP is continuing with the configuration of Employee Self Service and the development of electronic forms and workflow. User Acceptance Training (UAT) will commence shortly.</p> <p>The CiA upgrade for Core Enterprise Suite (CES) is on track and Financials is now live. Supply Chain and EAM are now underway with scoping having been completed and end user training about to begin. The project is still on track for completion by November 2024.</p> <p>The final stage of the Planning Portal integration implementation is still being delayed by technical issue which need to be resolved by TechnologyOne.</p> <p>The TechnologyOne Property & Rating CiA upgrade has been scheduled to commence in February 2025. This project will also include several new modules to provide additional features and functionality to both staff and the public. One of these is the DxP for Local Government module which provide an online portal for customers and staff to improve the delivery of customer services.</p>
Key Achievements			
Transition of TechnologyOne Financials from CI to CiA.			
L4.1.4.9	<p>Develop, maintain and deliver quality property and geographic information services including advice and training.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	<p> 100%</p>	<p>All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated this reporting period resulting in 10 new plans at NSW Land Registry Services and the creation of 18 new properties and 61 new residential units.</p> <p>A total of 2,176 Planning Certificates were issued in this period resulting in an income of \$185,888.00 for this part of the financial year.</p>
Key Achievements			
<p>* Modelling/reporting potential dwelling changes from NSW Housing SEPP (TOD) changes.</p> <p>* Use and adoption of spatial-enabled dashboards to present maps/reports/charts.</p> <p>* Upgrades to back-end GIS infrastructure and database.</p>			
L4.1.4.10	<p>Maintain, update and support Council's Information Technology infrastructure and systems.</p> <p>Signoff Authority: <i>Manager Information Management</i></p>	<p> 100%</p>	<p>Routine checks during the period included monthly physical inspections of all remote sites and windows security patching for servers and PCs. Projects scheduled this period included the replacement of the phone system with Microsoft Teams, replacement of Web Filtering Proxy with Zscaler Cloud which are all in progress. Staff implemented multiple changes to Servers to improve our security posture as a result of our new Tenable vulnerability scanner. This will be an ongoing process as new advisory information is released on a daily basis.</p>
Key Achievements			
<p>* Microsoft Teams phone training delivered in preparation for the go-live.</p> <p>* Tenable vulnerability scanner implemented and being used to detect and address vulnerabilities in our IT environment.</p>			

Term Achievement

Code	Description	Progress
L4.1.5	Leading practice customer service is delivered to the community. Signoff Authority: Director Community	
Comments		
<p>Progressing as scheduled.</p> <p>There was an additional focus on customer service quality and performance during the 2023-2024 year. Key initiatives included introduction of a new weekly customer service report for senior management, a review of Council's complaint reporting processes and half day customer service training for staff across the organisation aimed at delineating staff responsibilities and enhancing awareness of delivering excellent customer service.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.5.1	Report annually on customer service standards. Signoff Authority: Manager Corporate Communications	 100%	Weekly requests continued to be reported to GMD. The formalisation of team and individual leading practice improvement reporting standards were submitted to the Audit, Risk & Improvement Committee.
L4.1.5.2	Continue to benchmark and improve customer service across the organisation. Signoff Authority: Manager Corporate Communications	 100%	External customer service specialists (CSBA) conducted individual groups of more than 12-15 people comprised of staff from different departments. Continued request numbers reported to GMD.
Key Achievements			
Organisational wide customer service training was delivered to staff across Council.			
L4.1.5.3	Report annually to the Audit, Risk and Improvement Committee (ARIC) on complaints as defined by Council's adopted Complaints Policy. Signoff Authority: Manager Corporate Communications	 100%	Complaints are reported quarterly to GMD. 15 verified complaints during the past 6 months. Total for the financial year equals 29.


Focus area: L5: Continuous improvement.

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


Term Achievement

Code	Description	Progress
L5.1.1	Promote best practice and continuous improvement across Council's operations. Signoff Authority: Acting Director Corporate	
Comments		
<p>Progressing as scheduled.</p> <p>Improvements to service and project delivery continued to be implemented. This included implementing actions from planned and completed internal audits of services (ie. legal services audit and management of expenses), improving work practices as well as reviewing and assessing priorities and expected levels of service expressed by the community during community engagement activities.</p>		
Key Achievements		
Engaging external provider to survey local residents on their satisfaction with Council and its services.		


Operational Plan Tasks

Code	Description	Progress	Comments
L5.1.1.1	Continue to review and improve the efficiency and effectiveness of service delivery. Signoff Authority: Manager Governance & Corporate Strategy	 100%	Improvements to service and project delivery continued to be implemented. This included implementing actions from planned and completed internal audits of services, improving work practices as well as reviewing and assessing priorities and expected levels of service expressed by the community during community engagement activities. Further information on innovations and improvements to Council's service delivery are detailed elsewhere in this report. Other actions that will assist in identifying areas for service delivery improvements included reviewing performance measures in Council's Delivery Program and Operational Plan, the development of a service improvement policy and guidelines, targeted service reviews and survey / research into community priorities and satisfaction.

Term Achievement

Code	Description	Progress
L5.1.2	Council services are progressively reviewed to determine service level expectations and agreed service levels within available resources. Signoff Authority: Acting Director Corporate	
Comments		
<p>Progress is behind schedule.</p> <p>A draft service improvement policy and guidelines have been developed in partnership with independent consultancy services. Work has commenced on a review of communications and community engagement and a review of the management and maintenance of sporting fields has been deferred to 2024/25. Both reviews are planned to be finalized in the first half of the financial year.</p> <p>Considering the organisation's priorities and recent housing policy reforms, a separate review of development application processes was conducted and is expected to be completed in the first quarter of 2024/25.</p> <p>Reason</p> <p>The proposed commencement of two service reviews was delayed due to competing priorities and to allow for the completion of the draft policy and guidelines.</p> <p>Remedial Action</p> <p>Two pilot reviews to be completed by the end of 2024.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
L5.1.2.1	<p>Conduct two service reviews (communications services and management and maintenance of sports fields) in line with Council's targeted service review program, including engagement with the community on expected levels of service and measures of performance.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	<p> 73%</p>	<p>A draft service improvement policy and guidelines have been developed in partnership with independent consultancy services. Work has commenced on a review of communications and community engagement and a review of the management and maintenance of sporting fields has been deferred to 2024/25. A separate review of development application processes is underway.</p> <p>Reason</p> <p>The proposed commencement of two service reviews was delayed due to competing priorities and to allow for the completion of the draft policy and guidelines.</p> <p>Remedial Action</p> <p>Two pilot reviews to be completed by the end of 2024. A task is included in Council's adopted Operational Plan 2024/25 to complete the reviews.</p>

Have your say

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

How to get involved

1. Visit Council's website www.krg.nsw.gov.au to:
 - Access the *Have My Say* community engagement portal to contribute your opinion on a range of issues, new initiatives, public exhibitions, policies and plans so Council can make the right decisions for the community.
 - Stay up to date with how Council is progressing the Community Strategic Plan: Ku-ring-gai 2032, Revised Delivery Program 2022-2026 and Operational Plan 2023-2024 by reading performance reports at www.krg.nsw.gov.au/performance-reports
 - Stay up to date with Council meetings and minutes at www.krg.nsw.gov.au/council-meetings
 - Subscribe to newsletters, updates and announcements at www.krg.nsw.gov.au/news-and-media
Contact your local Councillor at www.krg.nsw.gov.au/elected-council
2. Attend a Council meeting or contribute via a Public Forum www.krg.nsw.gov.au/meetings-and-forums
3. Stay connected through social media – Facebook, Twitter, Instagram, YouTube and LinkedIn.
4. Visit us at 818 Pacific Highway, Gordon
Email krg@krg.nsw.gov.au
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