









REVISED DELIVERY PROGRAM 2022 – 2026 AND OPERATIONAL PLAN 2024 – 2025

DECEMBER 2024 BI-ANNUAL REPORT

1 JULY – 31 DECEMBER 2024

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About this report






Ku-ring-gai Council's Delivery Program 2022-2026 and Operational Plan 2024-2025 were adopted in June 2024. 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 2024-2025.
- Performance Indicators that are reported annually as part of the June bi-annual 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:

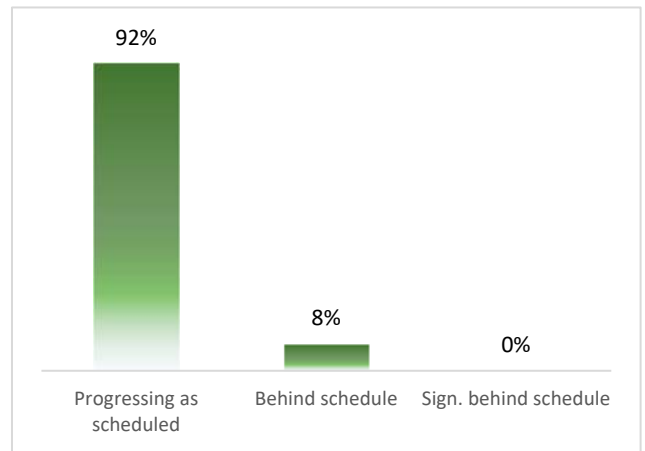
	Status	Description
	Completed	Term achievement/task has been completed.
	Progressing as scheduled	Term achievement/task progressed as scheduled.
	Behind schedule	Delayed performance progress with remedial action required.
	Significantly behind schedule	Performance issues resulting in major delays. Actions 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

Delivery Program 2022 - 2026

92%

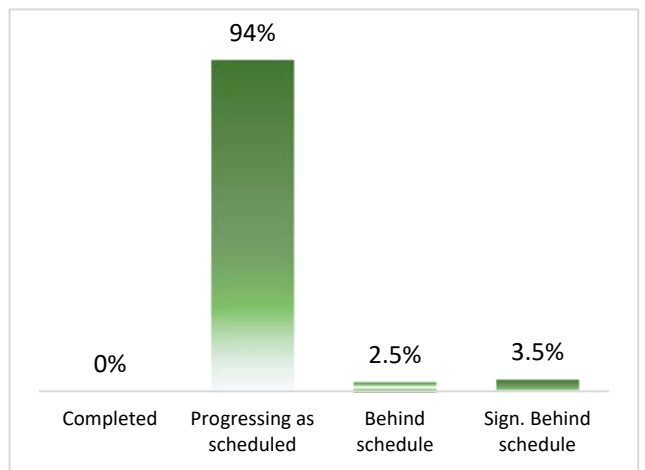
TERM ACHIEVEMENTS PROGRESSING AS SCHEDULED



Operational Plan 2024 - 2025

94%






TASKS COMPLETED OR PROGRESSING AS SCHEDULED








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.

Delivery Program term achievement performance by theme

Theme	Term Achievements					Total no.
	 Completed	 Progressing as scheduled	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	0	9	1	0	0	10
Natural Environment	0	10	0	0	0	10
Places, Spaces and Infrastructure	0	14	2	0	0	16
Access, Traffic and Transport	0	6	1	0	0	7
Local Economy	0	5	1	0	0	6
Leadership	0	15	0	0	0	15
Total no.	0	59	5	0	0	64
Performance: 92% progressing as scheduled (59/64).						

Operational Plan task performance by theme


Theme	Tasks					Total no.
	 Completed	 Progressing as scheduled	 Behind schedule	 Significantly behind schedule	 On hold	
Community, People and Culture	0	34	1	1	0	36
Natural Environment	0	29	0	0	0	29
Places, Spaces and Infrastructure	0	60	3	5	0	68
Access, Traffic and Transport	0	12	1	0	0	13
Local Economy	0	11	0	1	0	12
Leadership	0	50	0	0	0	50
Total no.	0	196	5	7	0	208
Performance: 94% completed or progressing as scheduled (196/208).						

Exception report



The Exception Report highlights term achievements and 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 1: COMMUNITY, PEOPLE AND CULTURE

Term Achievement Exceptions



Code	Description	Progress	Comments
C1.1.1	<p>Innovative and effective community engagement that increases opportunities for participation by all members of the community.</p> <p>Signoff Authority: Director Community</p>		<p>Progress is behind schedule.</p> <p>Council has engaged with the community on key matters including the NSW Government Housing Policy and Council's draft Community Strategic Plan. Council continued to support committees and the Community Engagement Champions group was established. Regular progress on Council's community engagement activities is now reported to the General Manager and Directors Group.</p> <p>Reason</p> <p>While significant community engagement projects were advanced or completed during the reporting period overall progress of the Term Achievement was impacted by delayed preparation of the draft Ku-ring-gai Reconciliation Action Plan. This was due to complex higher priority planning investigations required in response to the State Government's Transport Oriented Development (TOD) and Dual Occupancy policies.</p> <p>Remedial Action</p> <p>The Ku-ring-gai Council Reconciliation Action Plan will be progressed in the following reporting periods.</p>

Operational Plan Task Exceptions



Code	Description	Progress	Comments
C1.1.1.6	<p>Prepare a draft Ku-ring-gai Council Reconciliation Action Plan.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 10%	<p>Completion of the consultant brief was delayed during the reporting period due to complex and higher priority land-use planning investigations required in response to the State Government's Transport Oriented Development (TOD) and Dual Occupancy policies.</p> <p>Reason</p> <p>Higher priority planning investigations and responses required to State Government policy changes.</p> <p>Remedial Action</p> <p>The work will be continued as soon as the immediate deadlines on the TOD and Dual Occupancy policies are achieved.</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: Manager Environment & Sustainability</p>	 40%	<p>The Middle Harbour Northern Catchments Flood Study finalisation was delayed by the consultant and following delivery of the final report in November issues were identified with the data hand-over. A request to clarify the data and address issues with the hand-over was sent to the consultant in December. The Lane Cove Northern Catchments Flood Study final draft delivery has been pushed back due to a delay in finalising the Norman Griffiths field upgrade design levels. The Lane Cove Southern Catchments Flood Study is progressing as much as possible noting the delays to the other studies currently being undertaken.</p> <p>Reason</p> <p>The Middle Harbour Northern Catchments Flood Study finalisation was delayed by the consultant and following delivery of the final report in November issues were identified with the data hand-over.</p> <p>Remedial Action</p> <p>A request to clarify the data and address issues with the hand-over was sent to the consultant in December.</p>







THEME 3: PLACES, SPACES AND INFRASTRUCTURE

Term Achievement Exceptions

Code	Description	Progress	Comments
P2.1.1	<p>Land use strategies, plans and processes are in place to protect existing character and effectively manage the impact of new development.</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>Progress is behind schedule.</p> <p>The implementation of the Local Strategic Planning Statement (LSPS) has continued but limited progress on the local character controls has been made due to staff from Urban Planning focussing on the development of the alternative Transport Oriented Development (TOD) plans.</p> <p>Reason During the reporting period, Urban Planning staff have focussed on the development of the alternative TOD plans.</p> <p>Remedial Action Following the finalisation of the TOD alternatives, work can commence on the local character controls in the Development Control Plan (DCP).</p>
P7.1.2	<p>The renewal of Marian Street Theatre is substantially completed.</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>Progress is behind schedule.</p> <p>A report was presented to Council in October which detailed the likely costs and timetable to redevelop the Marian Street Theatre in accordance with Development Application (DA0144/20) and the actions to be taken to achieve substantial commencement by 19 August 2026.</p> <p>Reason During the reporting period, planning and legal advice was sought in relation to the Development Application.</p> <p>Remedial Action Council is awaiting advice on opportunities for limited works to preserve the development consent for the theatre.</p>


Operational Plan Task Exceptions

Code	Description	Progress	Comments
P1.1.1.9	<p>Develop and implement a volunteer based Treecare program to assist in the protection, enhancement and monitoring of selected indigenous canopy trees in key locations.</p> <p>Signoff Authority: Manager Environment & Sustainability</p>	 45%	<p>Progress on development of the Treecare Program included:</p> <ul style="list-style-type: none"> * a 6-week block planned for each school term delivered by a volunteer and nursery officer. Gordon Recreation Grounds is the first site proposed with a different park to be utilised each term. * development of a brochure for the Duke of Edinburgh Treecare Program, promoted to schools and parents, and planned to commence in February. * promotion of the program to retirees as part of a Senior Citizen Science project suggested by the University of 3rd Age. The project to be presented during the Seniors Festival in March. <p>Reason A Council working group continued to build consensus around parameters and use of volunteers. Marketing and advertising of treecare in parks has not as yet gained sufficient awareness amongst target audiences.</p> <p>Remedial Action An advertising/promotion plan has been agreed and will start in January - specifically aimed at schools and senior citizens.</p>
P2.1.1.3	<p>Investigate the inclusion of Local Character Controls within the Ku-ring-gai Development Control Plan.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 25%	<p>Limited progress has been made on the development of local character controls to be included in the Ku-ring-gai Development Control Plan (DCP).</p> <p>Reason Staff from Urban Planning have been focussed on the development of the alternative TOD plans.</p> <p>Remedial Action The development of local character controls for inclusion in the DCP will progress following the finalisation of the TOD scenarios.</p>


Code	Description	Progress	Comments
P4.1.1.1	Oversee and monitor the implementation of the Ku-ring-gai Public Domain Plan. Signoff Authority: <i>Manager Urban & Heritage Planning</i>		Bi-monthly meetings have been set up between Strategy and Environment and Operations teams to monitor progress of projects.
		30%	Detail design and construction of a number of key public domain projects has been considerably delayed, including: * Bedes Forest park expansion * Lindfield streetscape improvements * Gordon north streetscape (including Fitzsimons Lane and Pacific Highway). Reason Detail design and construction of key public domain projects has been delayed due to the preparation of alternative TOD scenarios. Remedial Action A new permanent position for a Public Domain Coordinator has been established and will be advertised in first half of 2025.
P4.1.1.5	Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the streetscape projects. Signoff Authority: <i>Manager Urban & Heritage Planning</i>		No progress on this task during reporting period. A new permanent position for a Public Domain Coordinator has been created to manage this task.
		35%	Reason Staff have been focused on preparing alternative TOD scenarios during the reporting period. Remedial Action A new permanent position for a Public Domain Coordinator has been created.
P4.1.1.6	Prepare detail design plans for priority streetscapes in Pymble, Roseville, St Ives and Turramurra. Signoff Authority: <i>Manager Urban & Heritage Planning</i>		No progress on this task during the reporting period.
		35%	Reason Staff resources have been focused on preparing alternative TOD scenarios. Remedial Action A new permanent position for a Public Domain Coordinator has been created.
P4.1.1.10	Progress delivery of works for Fitzsimons Lane/ Merriwa Street (east)/Pacific Highway (north), Gordon. Signoff Authority: <i>Head Project Design</i>		The 90% detail design package was expected to be received in late November and should include arborist recommendations and utility reports provided by the sub consultant. However, the final package has not yet been delivered by the consultant, who have advised issues with staffing have led to further delays.
		30%	Reason The Lead Consultant has repeatedly failed to meet the program's documentation standards. Remedial Action Council is currently in negotiations to address this non-compliance and ensure project progress.
P6.1.1.14	Prepare a masterplan for the former Gordon Bowling Club site (4 Pennant Avenue Gordon) for public open space uses. Signoff Authority: <i>Manager Urban & Heritage Planning</i>		Work has commenced including: * establishing project working group * preparation of site survey * preparation of arborists report.
		40%	Stage 1 community engagement has been delayed due to staff being allocated to alternative projects. Reason Work involved on the preparation of alternative TOD scenarios has impacted the delivery of this task during the reporting period. Remedial Action A new permanent position for a Public Domain Coordinator has been established. The position will be advertised in the first half of 2025.
P7.1.2.1	Progress of the Marian Street Theatre renewal project is subject to Council resolutions. Signoff Authority: <i>Director Strategy & Environment</i>		In line with resolutions of Council (July: Min 153, and October: Min 207), staff have investigated options to preserve the development consent for the theatre, however construction works continue to be unfunded.
		40%	Reason Council is investigating an appropriate package of works that if implemented could preserve the existing development consent. Remedial Action Council will continue to review options whilst awaiting advice on the matter.

THEME 4: ACCESS, TRAFFIC AND TRANSPORT

Term Achievement Exceptions


Code	Description	Progress	Comments
T1.1.4	<p>The community is informed and educated about transport options and encouraged to use active and alternative forms of transport.</p> <p>Signoff Authority: Director Strategy & Environment</p>		<p>Progress is behind schedule.</p> <p>The annual Ride2Work day was due to be held in October 2024 but unfortunately Council was not able to participate due to competing priorities.</p> <p>Reason Key strategic transport planning staff were focussed on the Transport Oriented Development (TOD) alternatives which has impacted progress during the period.</p> <p>Remedial Action Staff may be able to promote/ deliver the 2025 Ride2School event in March following progress of work undertaken on the NSW Government's TOD SEPP and Council's alternative scenarios.</p>

Operational Plan Task Exceptions


Code	Description	Progress	Comments
T1.1.4.1	<p>Deliver education and awareness programs focused on alternatives to private car use, including walking and cycling.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 45%	<p>The annual Ride2Work day was held in mid-October 2024, but it was not possible to plan for this event.</p> <p>Reason Planning work and other commitments around the NSW Government's TOD SEPP and Council's alternative scenarios meant that it was not possible to commit to this event.</p> <p>Remedial Action There may be an opportunity to promote the Ride2School event in 2025, which normally occurs in March. If workloads around NSW Government's TOD SEPP and Council's alternative scenarios ease in the first quarter of 2025, and frees up resources, this is an event that staff may be able to promote/deliver.</p>

THEME 5: LOCAL ECONOMY

Term Achievement Exceptions

Code	Description	Progress	Comments
E1.1.2	<p>Strategies and plans are in place that support business growth.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>		<p>Progress is behind schedule.</p> <p>A feasibility of Gordon hub was prepared and a briefing to Councillors held.</p> <p>No progress was made on the new Employment Lands Strategy as the implications of the NSW Government imposed Transport Oriented Development (TOD) program need to be taken into consideration.</p> <p>Reason</p> <p>The TOD program employment lands (commercial development) implications need to be taken into consideration for the new Employment Lands Strategy.</p> <p>Remedial Action</p> <p>The new strategy will be deferred until updated employment lands information can be sourced from the final TOD alternative scenario.</p>

Operational Plan Task Exceptions

Code	Description	Progress	Comments
E1.1.2.2	<p>Prepare a new Employment Lands Strategy in accordance with Department of Planning, Housing and Infrastructure (DPHI) guidelines.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 0%	<p>No progress has been made this reporting period due to the implications of the NSW Government imposed TOD program.</p> <p>Reason</p> <p>Council is awaiting revised population projections once the TOD alternatives are finalised.</p> <p>Remedial Action</p> <p>The project will be revisited once the TOD alternatives are finalised.</p>

Full reporting by theme

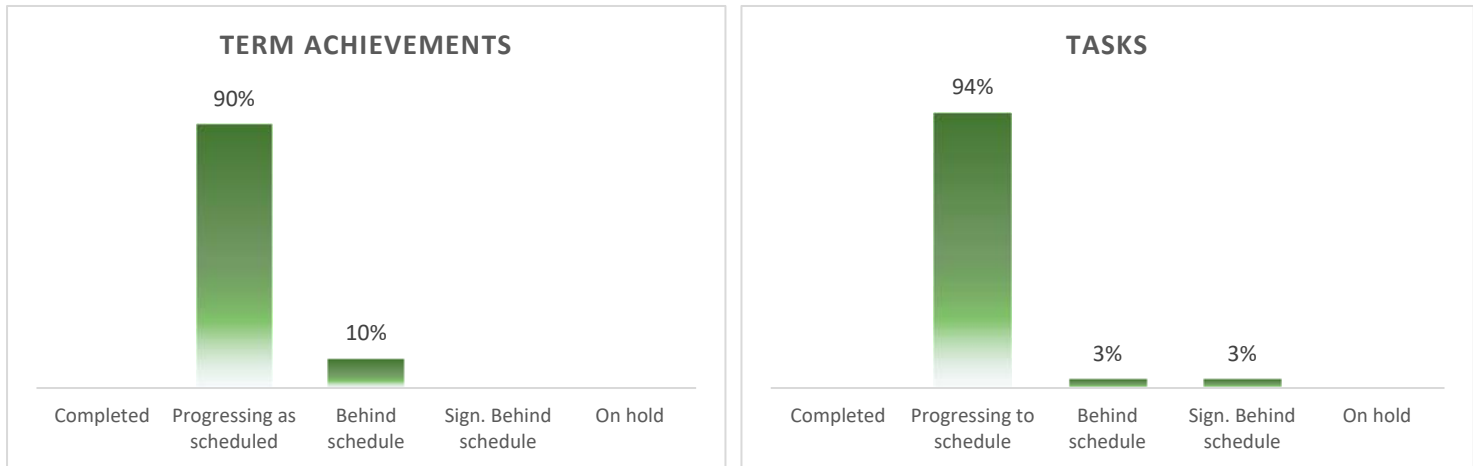


THEME 1

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



Key achievements

- Community engagement completed in areas including Transport Oriented Development Scenarios, the Community Strategic Plan, centre upgrades, streetscape and traffic works, surveys of youth and art centre and library users, and policy updates.
- Established a group of staff community engagement champions who are trained in community engagement and meet to discuss projects and areas for improvement.
- Established a Youth Advisory Committee. This Committee will improve youth participation and engagement in future service provision, offering young people a vital platform for civic involvement.
- Thomas Carlyle Children's Centre has partnered with The George Institute for Global Health at University of NSW for their Intergenerational Program in which older adults will connect with our preschool children once per week for a two-hour session. The Program will monitor the relationship between the older adults' health and the development of the pre-school children's skills.
- Ku-ring-gai young people won the 19-24 age category and the People's Choice category in a regional youth photography competition "Need A Lift" that celebrates positive mental health.
- Held the inaugural meeting of the Status of Women Advisory Committee.
- Completed a youth survey and held a workshop at Lindfield Learning Village to contribute to the development of the Community Strategic Plan and for discussions at the youth forum in February 2025.
- Worked with the CALD community to assist in planning the Multicultural Festival to be held in March 2025.
- Established the Community Engagement and Notification Register.
- Completed the 2024 Ku-ring-gai Community Grants Program with funds distributed to community groups to support a range of programs and activities aimed at improving the wellbeing of local residents.
- Increase of 17.2 % in customers visiting Council libraries and 24% in eResource usage (compared to the same time last year).
- Programs are reaching more older people, with new attendees making up around 15% at each activity, with senior's exercise classes consistently over-subscribed.
- Developed a booklet for seniors, with the support of a physiotherapist, on exercises at home aimed at improving their physical and mental health.
- Received official endorsement for the Ku-ring-gai Dementia Friendly Community Action Plan by Dementia Australia.
- Held successful events on Dementia Awareness, Duty of Care, in-home support, rights and advocacy, Body Image and Eating Disorder Awareness and a Brain Health Summit.

- Established a new partnership with Aboriginal Affairs NSW receiving a \$3,000 grant for the NAIDOC Week program.
- Delivered a diverse events program in Ku-ring-gai including the popular Spring Twilight Concert in the Park, Arts & Culture Festival, the Eco Festival, and The Ku-ring-gai Sculpture Trail.
- Delivered Australian Citizenship Ceremonies welcoming 156 new citizens.
- 88 volunteers were referred to local organisations for suitable volunteer roles.
- Implemented new safety culture software to improve risk management and reporting processes for environmental volunteers.
- Implemented new safety and security measures in the St Ives Village Green area in response to anti-social behaviour.
- Held a Bushfire Expo at West Pymble, supported by the Sydney North Health Network, where community members were able to speak to experts about how to protect their homes and family.


Challenges

- Delays to the Middle Harbour Northern Catchments Flood Study finalisation due to issues with the data hand-over.




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: <i>Director Community</i>	
Comments		
<p>Progress is behind schedule.</p> <p>Council has engaged with the community on key matters including the NSW Government Housing Policy and Council's draft Community Strategic Plan. Council continued to support committees and the Community Engagement Champions group was established. Regular progress on Council's community engagement activities is now reported to the General Manager and Directors Group.</p> <p>Reason</p> <p>While significant community engagement projects were advanced or completed during the reporting period overall progress of the Term Achievement was impacted by delayed preparation of the draft Ku-ring-gai Reconciliation Action Plan. This was due to complex higher priority planning investigations required in response to the State Government's Transport Oriented Development (TOD) and Dual Occupancy policies.</p> <p>Remedial Action</p> <p>The Ku-ring-gai Council Reconciliation Action Plan will be progressed in the following reporting periods.</p>		

Operational Plan Tasks



Code	Description	Progress	Comments
C1.1.1.1	Liaise with staff to ensure the Community Engagement Policy and Community Engagement Strategy is understood and provide support as needed. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Staff are regularly supported with engagement in line with Council's Engagement Policy. In addition, the Community Engagement Strategy (CES) is now in final draft and will shortly be presented to Council for consideration prior to formal public exhibition and adoption. A Community Engagement Matrix has also been developed to support the Strategy. The Matrix outlines minimum standards for engagement on common council projects. The document is in draft until the CES is adopted. During the period many engagement projects were completed in areas including centre upgrades, streetscape and traffic works, surveys of youth and art centre and library users, and policy updates. The two largest projects related to the Transport Oriented Development Scenarios and the first phase of engagement for the new Community Strategic Plan.
C1.1.1.2	Establish a new group of engagement champions and deliver community engagement training where appropriate. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	The Engagement Champions group is established and has had its first meeting. A full day's training with an external consultant is scheduled for late January 2025. The group will then meet quarterly to discuss community engagement matters including project overviews, lessons learnt and areas for improvement and support.
C1.1.1.3	Continue to enhance engagement with people with disabilities, culturally and linguistically diverse groups, LGBTQI+ and young people. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	During the period a 15-member Youth Advisory Committee was established. This group will have its first meeting in February 2025. In addition, a youth survey was undertaken with almost 500 responses received from local young people. The results are being used to guide the development of the new Community Strategic Plan (CSP) and as a basis for discussions at the youth forum taking place in February 2025. The forum aims to examine a range of issues for young people which may include social and mental health issues, support for LGBTQI+ communities and other programs and facilities for youth. Staff also worked with Lindfield Learning Village and ran a half day presentation and workshop session with



			<p>approx. 180 year 7 and 8 students discussing youth engagement, facilities for young people and opportunities for the future. As with the Youth Survey outputs of this process will be used to inform CSP development.</p> <p>As part of planning for the Multicultural Festival taking place in March a survey was undertaken to capture feedback from the CALD community to assist in shaping the festival.</p> <p>Staff are also preparing for the review of the Disability Inclusion Plan that will be revised in the coming months.</p>
C1.1.1.4	<p>Monitor and report on the outcomes of community engagement and consultation.</p> <p>Signoff Authority: <i>Manager Corporate Communications</i></p>	 50%	<p>The process of monitoring engagement has been formalised during the period with the establishment of the Community Engagement and Notification Register. Every month the register is updated to reflect all upcoming, active and recently completed community engagement and notification projects and reported to senior management.</p> <p>During the period many engagement projects were completed in areas including centre upgrades streetscape and traffic works, surveys of youth and art centre and library users, and policy updates. The two largest projects related to the Transport Oriented Development Scenarios and the first phase of engagement for the new Community Strategic Plan.</p>
C1.1.1.5	<p>Support and implement Council adopted actions arising from the Multicultural Advisory Committee, Arts and Culture Advisory Committee and Status of Women's Advisory Committee.</p> <p>Signoff Authority: <i>Director Community</i></p>	 50%	<p>The Multicultural Advisory Committee, The Status of Women Advisory Committee and the Arts Culture Committee have met during this period and recommendations implemented. The Youth Advisory Committee was also established by Council and is scheduled to meet in early 2025.</p>
C1.1.1.6	<p>Prepare a draft Ku-ring-gai Council Reconciliation Action Plan.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 10%	<p>Completion of the consultant brief was delayed during the reporting period due to complex and higher priority land-use planning investigations required in response to the State Government's Transport Oriented Development (TOD) and Dual Occupancy policies.</p> <p>Reason Higher priority planning investigations and responses required to State Government policy changes.</p> <p>Remedial Action The work will be continued as soon as the immediate deadlines on the TOD and Dual Occupancy policies are achieved.</p>

Term Achievement

Code	Description	Progress
C1.1.2	<p>Increase opportunities for community connectedness, inclusiveness and a sense of belonging.</p> <p>Signoff Authority: <i>Director Community</i></p>	
Comments		
<p>Progressing as schedule. Council has made progress in strengthening community connectedness and inclusiveness through a range of programs, grants, training, and targeted initiatives for identified groups. Ongoing investments in these areas continue to empower residents, fostering participation, engagement, and a sense of belonging across all demographics.</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: <i>Director Community</i></p>	 75%	<p>The 2024 Ku-ring-gai Community Grants Program was completed, and funds distributed to community groups to support a range of programs and activities aimed at improving the wellbeing of local residents. Planning for the 2025 Ku-ring-gai Community Grants Program has commenced and due to begin in March 2025.</p>
C1.1.2.2	<p>Coordinate the Ku-ring-gai Volunteer Coordination Service to enhance the</p>		<p>Local volunteer organisations were supported through dissemination of updated policy information and</p>


	capacity of local organisations to deliver services to older and frail aged residents. Signoff Authority: <i>Manager Community Development</i>	50%	extensive promotion of their volunteer opportunities. From July to December 20 volunteer roles were advertised through the Ku-ring-gai Volunteer Referral Services; 88 volunteers were referred to local organisations for suitable volunteer roles based on their interests, skills and age. Four new organisations joined the Volunteer Hub. A Volunteer Hub Workshop was held with participating organisations in December to review its operation over the past 12 months and identify priority areas for 2025. The feedback was very positive, and organisations also had an opportunity to update their information in the 2025 Volunteer Booklet.
C1.1.2.3	Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community through the Ku-ring-gai Volunteer Hub. Signoff Authority: <i>Manager Community Development</i>	 50%	A training workshop on Dementia Awareness and Duty of Care was delivered to 33 volunteers in mid-November. Volunteer appreciation gifts were distributed to local organisations operating under the Commonwealth Home Support Program to support their end-of-year celebrations and assist with volunteer retention. Local volunteer organisations were resourced and supported during this period including volunteer recruitment, induction and management for a large-scale fun run in St Ives.
C1.1.2.4	Deliver environmental volunteering programs. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Over 700 environmental volunteers are involved in the following: * 98 Bushcare sites - 4 Parkcare sites, Streetcare sites - group and individual. Reduced from 28 to 10 as some recategorised as verge gardens, 2 closed due to safety issues and some became inactive. * 1 x propagation shed, 2 community gardens, 3 Trailcare sites, 5 Streamwatch sites - new one started at Rocky Creek - Terrumbine Reserve, Eastern Pygmy Possum monitoring, Native Bee Program. * Volunteer hours 1 July - 31 December approx. 9,000 with Spring being a very active time for programs. * Native bee splitting season end September to mid-November: 300 residents visited, 52 hives converted to honey collectors and retired from program allowing them to continue enjoy hobby of stingless bee keeping. 135 hives created from splits for foster program and sales. 13 volunteers contributed 210 hours helping with splitting and over 100 hours painting the hive boxes. 25 hives were distributed to residents. * Pool to Pond - collated biodiversity data ie a bat survey of micro bat activity, macro invertebrate sampling, water quality testing and sent reports to 18 P2P residents. * Key environmental staff presented at Wildthings Forum over 60 attendees. * 90 volunteers attended the end of year Thank You lunch at the Wildflower Garden. * National Tree Day - 80 volunteers planted 700 Tubestock St Ives Showgrounds. Assisted students at 4 local Schools to plant over 200 tubestock. * A how to collect honey from Native bees workshop was held with 20 attending. * 20 volunteers attended weeding and planting corporate days at Rushall Street Reserve and Bicentennial Park. * 30 Bushcare Convenors attended a forum to hear about the future of community nursery, Citizen Science engagement (using iNaturalist to record biodiversity on their site), survey results from Bushcare Site Management Plan survey - feedback on the process. * 15 volunteers who won Bushcare quiz were taken on guided walk Muogamarra Nature Reserve. * 2 environmental educational walks to highlight native fauna and flora, geology, aboriginal heritage attracted 30 residents. This was very popular with new residents with 4 organised during 2025. * 15 New volunteers attended Introduction to Bushcare, WH&S and native plant identification workshops. 6

			volunteers attended Streamwatch training. 25 attendees at Great Southern Bioblitz – a new species of millipede discovered at the Wildflower Garden!
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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. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as schedule. A draft Affordable Housing Options Paper and draft Affordable Housing Policy were prepared along with a Councillor Workshop. At the December 2024 Ordinary Meeting of Council, Council adopted the draft policy for public exhibition, and this will take place in early 2025.		


Operational Plan Tasks

Code	Description	Progress	Comments
C2.1.1.1	Monitor and process proponent led and Council's planning proposals for additional housing. <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 50%	During the reporting period, Council has considered and resolved to submit the following proponent led planning proposals to the Department of Planning, Housing and Industry for gateway determinations: * 51-53 Rohini Street Turramurra (Anglicare Rohini Village) - Submitted for gateway December 2024 * 1364-1392 Pacific Highway, 1, 3, 1A Kissing Point Road, Turramurra (Turramurra Plaza) - Waiting for amended planning proposal from proponent prior to submitting for gateway.
C2.1.1.2	Prepare Housing Affordability Policy and Strategy consistent with the Local Strategic Planning Statement (LSPS). <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 60%	Consultants Hill PDA were engaged to prepare an Affordable Housing Options Paper and draft Affordable Housing Policy. As part of the preparation of the draft policy, workshops were held with Councillors on 25 July and 7 November 2024. At the Council meeting of 17 December 2024, Council adopted the draft policy for exhibition. Exhibition will take place in early 2025.



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	Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. Council continues to make progress in addressing the social needs of various population segments through targeted policies, programs, and advocacy that reduce disadvantage and address service gaps. Ongoing efforts are fostering an equitable, inclusive, and resilient community, with a strong focus on supporting healthier lifestyles and ensuring that residents have access to the resources and services they need.		

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>	 50%	<p>Children Services: Children Services continued to work with the KU Inclusion Support Service to assist children with additional needs. Excursions within Vacation Care programs have engaged children in real-world learning experiences, including activities in creative arts, outdoor education, environmental sustainability, STEM and cultural exploration. These programs foster children's curiosity and cultivate a deeper understanding of the world around them. Vacation Care will be delivered across three locations during the summer period, providing local families and children with valuable support and learning experiences.</p> <p>Youth Services: Youth Services prioritised culturally inclusive programming to address the diverse needs of young people at St Ives and Gordon Youth Hubs. Initiatives have included Aunty Time for NAIDOC Week, ping pong competitions and social tennis for Cultural and Linguistically Diverse (CALD) young people, Christmas baking workshops and celebrations for local young people. During this reporting period, the Youth Advisory Committee was established, with 15 members appointed. This Committee will improve youth participation and engagement in future service provision, offering young people a vital platform for civic involvement. St Ives Youth Hub stakeholder engagement meetings were held to address the increased vulnerabilities of young people in St Ives and further engage them with local support services. Partnerships with Hornsby Police, Ku-ring-gai Youth Development Service (KYDS), St Ives High School, Ku-ring-gai Neighbourhood Centre and Streetwork have enhanced the St Ives Youth Hub model and co-ordinated community responses. The Youth Advisory Committee Engagement Plan received 445 responses to assist in the future work of the Committee and preparation of a Youth Plan, and the development of Council's Community Strategic Plan.</p> <p>Aged Services: Senior's social outings to places of interest with a group lunch, seniors' weekly 'balance and fitness' classes, back-care class and chair yoga, and the fortnightly chess club continued in July to December with many activities fully booked. Seminars on topics of interest to older people were provided, including information on accessing in-home services, and Rights and Advocacy. Approximately 50 people attended each seminar, including opportunities to connect with fellow attendees. End-of-Year celebrations included excursions and Chess Christmas Party aimed at preventing social isolation of older people in Ku-ring-gai and to improve their mental and physical health.</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>	 50%	<p>Aged and disability Services provided seminars including a Brain Health Summit attended by 180 people with speakers from University of NSW, Macquarie University and University of Sydney. The Rights and Advocacy Workshop presented with the support of Action for People with Disability and was attended by 30 people, many of whom were caring for a family member living with dementia or looking for avenues to resolve other issues.</p> <p>The Seniors Rights Service presented a seminar on In-home Support, with Commonwealth Home Support Program providers also in attendance to promote their services and talk to attendees during morning tea break. 48 seniors attended.</p>

			<p>A Carers' Pamper Day was run during National Carers Week in partnership with Gordon Uniting Church. All sessions of massage, facial, manicure, reflexology and meditation were fully booked, and participants could also speak to support services, and socialise over morning tea and lunch.</p> <p>Aged Services with the support of a physiotherapist developed a booklet for seniors on exercises that they can do at home aimed at improving their physical and mental health.</p> <p>Youth Services: St Ives and Gordon Youth Hub maintained outreach partnerships with services including Headspace, Sydney Drug Education Counselling Centre (SDECC), PCYC Hornsby, Raise Mentoring, KYDS and Streetwork. Over 150 young people engaged with these services across this reporting period. Outreach partnerships provide additional referral information and resources.</p> <p>During Body Image and Eating Disorder Awareness Week in September, Youth Services partnered with Empowering Parents in Crisis to run a program that included a documentary screening at Roseville Cinema for families and online webinar for young people. 97 people participated across these two activities. Partnerships also included Batyr, Butterfly Foundation and DDD Recovery.</p> <p>The NextGen Forum provided an opportunity for high school students to learn about healthy relationships, consent and setting boundaries online. 88 young people from Killara High School, Lindfield Learning Village, Pymble Ladies College and Knox Grammar participated. Partnerships also included education provider, Elephant Ed, KYDS, and Headspace.</p> <p>As part of the Need A Lift Youth Photography Competition, a regional project that celebrates positive mental health, young people were invited to submit an original photograph of the people, places or things that 'lift' their mood. Ku-ring-gai young people won the 19-24 and the People's Choice category. Partnerships included Community Drug Action Team (CDAT), Northern Sydney Local Health District (NSLHD), Headspace, Macquarie University, Willoughby, Lane Cove, Northern Beaches, Mosman, City of Ryde and North Sydney Councils.</p> <p>Children's Services: Thomas Carlyle Children's Centre has partnered with The George Institute for Global Health at University of NSW for their Intergenerational Program in which older adults will connect with our preschool children once per week for a two-hour session. There will be supervised activities and the Program will monitor the relationship between the older adults' health and the development of the pre-school children's skills. The program will run for 10 consecutive weeks commencing January 2025.</p>
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: Manager Library Services</p>	 50%	<p>The first phase of Gordon refurbishment completion has resulted in a new service desk specially designed to invite customers to seek assistance from staff. The service desk facilitates staff to move around the library to provide more proactive customer service.</p> <p>A cumulative total of 237,079 customers visited the four library branches. Compared to last in the same period there was an increase of 17.2% in visitations. There was a slight reduction in total loans which was 300,895 compared to the same period for 2023-2024. The percentage of self-loans remained consistent.</p> <p>The clubs at various branches are well attended. Customers enjoy connecting with others through these clubs.</p> <p>Libraries were part of the Youth Services from the Council and welcomed Year 10 students for a voluntary placement. The students gained experience about work environments, how libraries function and enthusiastically participated the tasks given.</p>

Term Achievement

Code	Description	Progress
C3.1.2	Recreational and leisure opportunities are increased to promote wellbeing. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. Council continues to expand the range of recreational and leisure opportunities to promote community wellbeing and support healthier lifestyles. These efforts contribute to building an equitable, inclusive, and resilient community where residents are empowered to lead active and fulfilling lives.		


Operational Plan Tasks

Code	Description	Progress	Comments
C3.1.2.1	Deliver healthy and active lifestyle programs and activities in collaboration with agencies and partners. <i>Signoff Authority: Manager Community Development</i>	 50%	The three Seniors' Functional Fitness classes remain popular with all classes fully booked, and an additional balance and strength class for seniors is planned for Term 1 2025. The Chair Yoga for Seniors class is fully booked and may require a second class in 2025. Active Ku-ring-gai classes as well as other local and online seniors' exercise groups were promoted to seniors. The Active Ku-ring-gai Program continues to successfully provide affordable exercises and activities, such as Tai Chi, yoga, band fit, social tennis, junior tennis and junior and intermediate golf, for all Ku-ring-gai residents. September school holiday activities included a new junior table tennis class, and the usual junior golf and tennis days.
C3.1.2.2	Ensure facilities are of a standard to support programs and events that improve the wellbeing of the community. <i>Signoff Authority: Head Project Design</i>	 50%	This year's program of works is tracking well. The Tender was completed for the 25m pool upgrade at the Ku-ring-gai Fitness and Aquatic Centre (KFAC) with works anticipated to begin in April 2025.


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. <i>Signoff Authority: Director Community</i>	
Comments		
Progressing as scheduled. Council is actively working to reduce barriers to social inclusion, participation, and access to essential services and community facilities. These efforts contribute to building harmonious communities that value diversity, foster understanding, and embrace our evolving cultural identities.		

Operational Plan Tasks


Code	Description	Progress	Comments
C4.1.1.1	Implement Council's Access, Disability and Inclusion Plan. <i>Signoff Authority: Manager Community Development</i>	 50%	Dementia Friendly Communities: * A Brain Health Summit was held with experts on Dementia and Chronic Traumatic Encephalopathy attended by approximately 180 people. * An Understanding Dementia booklet was produced and translated into simplified Chinese, Korean and Farsi. It was distributed to GP's and memory clinics, and is available to download from Council's website. The feedback from geriatricians, hospitals and memory clinics has been very positive and is proving to be a vital


			<p>resource for people living with dementia and their carers when newly diagnosed.</p> <p>* A trifold brochure on Chronic Traumatic Encephalopathy was produced and distributed to GP's. This brochure educates the public about the dangers of head trauma and provides information to people who may have symptoms regarding diagnosis and support services.</p> <p>* The Ku-ring-gai Dementia Friendly Community Action Plan was officially endorsed by Dementia Australia and Ku-ring-gai recognised as a Dementia Friendly Community.</p>
C4.1.1.2	<p>Implement programs in response to identified community needs that promote social inclusion.</p> <p>Signoff Authority: <i>Manager Community Development</i></p>	<p> 50%</p>	<p>Refugee Week: * Council in partnership with the Hornsby Ku-ring-gai Multicultural Network organised a Refugee Week celebration at the Gordon Baptist Church Community Centre. The event was attended by approximately 110 people representing various local organisations, community groups and residents.</p> <p>Multicultural Advisory Committee: * The Multicultural Advisory Committee endorsed Council's decision to provide \$50,000 for a Multicultural Festival and to promote social inclusion for all culturally and linguistically diverse communities living in Ku-ring-gai. To assist in the planning and design of the festival, a survey was administered seeking input from the public and local community groups on important features of the festival and encouraging broader participation. Additionally, a Multicultural NSW Stronger Together Festival grant was submitted in partnership with KNC Care.</p> <p>Toy Library: * Council in partnership with Early Ed and Playgroups NSW continued to operate a supported playgroup for children with additional needs or health care concerns. To further enhance the support to local families and children a toy library was added at the St Ives facility. The toy library is open to all families and children requiring additional developmental support and advice.</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 continued to deliver Australian Citizenship Ceremonies with 156 new citizens.</p> <p>A record 10 NAIDOC Week experience programs were delivered in a new partnership with Aboriginal Affairs NSW, Freshwater Education, Deadly Ed, Gawura Cultural Immersions which attracted 231 visitors.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C4.1.2.1	<p>Deliver cultural and community programs and events that celebrate our diversity.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	<p> 50%</p>	<p>During the reporting period over 42,000 people attended events in Ku-ring-gai. This included the popular Spring Twilight Concert in the Park attracting over 2,800 visitors to Wahroonga Park.</p> <p>Australian Citizenship Ceremonies were delivered in July, August and November with 156 new citizens.</p> <p>The Arts & Culture Festival continued through to 24 July seeing 2,324 people attend events delivered by Council and partner organisations.</p> <p>The Eco Festival attracted 8,423 people attending 26 events.</p> <p>The Ku-ring-gai Sculpture Trail returned for its third year at the Wildflower Garden with professional and emerging artists submitting 39 sculptures for display. The trail ran through the month of September and attracted over 6,000 visitors.</p>

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: Manager Library Services</p>	 50%	<p>The Library Resource Project (Collections budget) is on track which included the addition of 26,893 items year to date (13,619 physical and 13,274 digital), ensuring all members of Ku-ring-gai have access to contemporary collections in branch and remotely for all ages and stages of life.</p> <p>The Library App increases community access of the collection 24/7. In the first half of 2024/25, 1,603 new devices have downloaded the app.</p> <p>A new Local History landing page has received 1,561 unique page views since the public launch in September 2024. This page been added to the library catalogue, highlighting local history collections and especially Ku-ring-gai's photograph collections. This functionality improves access to these collections by making them easier and intuitive to search for specific items.</p> <p>303 items in Chinese were added to the collection between July and September 2024 to accommodate the 20% of Ku-ring-gai residents that are Chinese (Census 2021).</p> <p>Multicultural box service provision (in conjunction with State Library of NSW) is a vital service that allows the library to supply material in a range of different languages to any community member who needs it. In the first half of 2024/25, 53 boxes have already been supplied for a total of 1,140 titles. The most popular languages requested through the service have been Dutch, French, German, Hebrew, Hindi, Hungarian, Italian, Japanese, Korean, Persian, Portuguese, Russian, Sinhalese, Spanish and Ukrainian.</p>
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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	<p>Creativity and cultures are expressed through expanded programs and events.</p> <p>Signoff Authority: Director Community</p>	
<p>Comments</p> <p>Progressing as scheduled. Council continued its cultural connection and education with the delivery of the Gai-mariagal Festival. Creativity was celebrated with the delivery of the Arts & Cultural Festival with 2,324 visitors attending.</p>		

Operational Plan Tasks


Code	Description	Progress	Comments
C5.1.1.1	<p>Promote a range of events using Council channels including social media.</p> <p>Signoff Authority: Manager Corporate Communications</p>	 50%	<p>Council continued to effectively promote Council's range of events through social media. Examples of key events promoted during this period include Twilight, Remembrance Day, Sustainable Futures Day, Sculpture Trail and Ku-ring-gai Arts and Cultural Festival.</p>
C5.1.1.2	<p>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.</p> <p>Signoff Authority: Manager Visitor Experience & Events</p>	 50%	<p>The Gai-mariagal Festival continued within the period with the delivery of 10 NAIDOC week events supporting 3 Indigenous organisations including Freshwater Education, Deadly Ed, Gawura Cultural Immersions delivering a successful program of workshops attracting 231 visitors.</p> <p>The NAIDOC week events were funded by a successful grant from Aboriginal Affairs NSW of \$3,000.</p> <p>Chanukah on the Green was held on 25 December with over 2,500 people celebrating at St Ives Village Green.</p> <p>The Jewish community also held the Lighting of the Menorah on 18 December at Council Chambers with community and staff coming together for the ceremony.</p> <p>The Ku-ring-gai community groups held successful Christmas carol events at Cameron Park Turramurra, Bannockburn Oval Pymble and Roseville Park</p>

			throughout December with approximately 1,300 people in attendance.
C5.1.1.3	Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs. Signoff Authority: <i>Manager Library Services</i>	 50%	Library: * Adults & All Ages Programming In this period, we hosted 12 popular Tech Savvy Seniors sessions in Mandarin, Korean and English, helping more seniors gain essential tech skills. The success of this program means additional sessions have been supported in 2025 via funding from the State Library of New South Wales. We proudly launched the Welcome Here Project with Benjamin Law, fostering inclusivity within our community. Additionally, we participated in the World Health Organisation's 16 Days of Activism against Gender-Based Violence with a special event featuring Jess Hill, bringing attention to this critical issue. Adult programming averaged a robust attendance of 36.9 participants per session. * Children and Young Adults Programming Children's and young adults' programming continues to grow its engagement. This period saw record-breaking attendance at our HSC Lock-ins, where students used library spaces for focused study and had dinner provided in partnership with Youth Services. Evening Pyjama Storytimes have also become a hit, drawing families for engaging and cozy reading sessions. Overall, average attendance has increased to 16.91, a testament to the growing connection with our younger patrons and their families. Art Centre: The Art Centre made significant progress in community engagement this period, conducting detailed surveys that are already shaping the 2025 program offerings. This feedback-driven approach ensures the Centre continues to meet community needs and interests.



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	Programs are implemented to manage risks and impacts on public safety. Signoff Authority: <i>Director Development & Regulation</i>	
Comments		
Progressing as scheduled. The Compliance and Regulatory group continue to proactively monitor and respond to customer enquiries regarding a variety of issues. Some matters are very routine such as parking control, many others are concerned with land use, compliance with development controls, companion animals' management, dumping investigation and road related restrictions.		


Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.1.1	Facilitate, resource and promote collaborative approaches to community safety that prevent anti-social behaviour and support local crime prevention initiatives. Signoff Authority: <i>Director Community</i>	 50%	A number of new safety and security measures have been implemented in the St Ives Village Green area in response to anti-social behaviour. This has included enhanced security camera coverage around the facilities, review of hub programming and policies and working in partnership with a range of stakeholders to provide additional programs and support to local young people. Regular attendance at Police Community Safety Meetings to address ongoing community safety issues and concerns continued. G2
C6.1.1.2	Crime Prevention Through Environmental Design (CPTED) principles are incorporated		Concept plans commenced or were completed for upgrades at Turramurra Eastern Road Shops, Ibbitson



	<p>into the design and construction of Council's Capital Works.</p> <p>Signoff Authority: <i>Head Project Design</i></p>	50%	<p>Park, Bannockburn Oval amenities, Mimosa Oval Playspace and Heritage Park.</p> <p>Detailed designs commenced or were completed for upgrades at St Ives Showground carpark, Auluba Oval amenities, Hassall Park stage 2 works, Lorraine Taylor Playspace, Wildflower Garden Natureplay Area, Bedes Forest Park, Gordon North Town Centre, Lindfield Town Centre, Caley's Pavilion Boardwalk, Comenarra Oval Playspace, Dumaresq St Greenspace and Sequoia Close Playspace. Construction completed for upgrades at Eldinhope Green playspace, Hassall Park stage 1 works and Roseville Arts Centre.</p>
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>	 50%	<p>Council has received a total of 366 companion animal requests for the reporting period 1 July to 31 December 2024. The majority of these requests relate to barking dog and roaming dog complaints. Council received 131 barking dog matters and 53 complaints concerning roaming dogs. Barking dog complaints are generally very resource consuming with Officers spending time establishing the basis of the complaint and assisting with appropriate outcomes.</p> <p>45 dog attacks were reported, generally the attacks were between dogs, with no reports of human injuries reported. Ku-ring-gai currently has 7 dogs with Menacing Orders and 6 dogs with Nuisance Orders residing in the area. Owners of these dogs must take special precautions when taking their dogs in public areas. Our lifetime registration rate currently is 93.4%, which is very encouraging and assists greatly in Council being able to return lost pets home to their owners directly. 23 animals were impounded.</p> <p>On 30 November 2024, The Mayor, Cr Kay, was invited to attend the Northern Suburbs Dog Training Club, at St Ives Show ground to present Dogs and their Owners with Ku-ring-gai Canine Good Citizen Awards. These awards are designed to encourage responsible pet ownership. This partnership has been in existence for many years and has dual benefit.</p>
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>	 50%	<p>The Essential Services Register (ES) is updated and maintained daily to reflect new Essential Services Licenses for properties captured, added and/or removed from the ES Register. An additional 6 properties were added, and 2 applications removed. Currently, there are 1,320 active essential services licences on Council's ES Register.</p> <p>* Seventeen on-site inspections were undertaken by Council's fire safety officer on existing large developments/buildings to address non-compliances.</p> <p>* Education and assistance are provided to building owners and managing agents regarding their responsibilities/obligations to maintain their building and to submit the Annual Fire Safety Statement and Fire safety Schedule to Council within their due date.</p>
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>	 50%	<p>The swimming pool register is regularly updated as new information becomes available.</p> <p>* An additional 206 swimming pools were added onto the NSW Swimming Pool register within the Ku-ring-gai local government area (LGA) during the reporting period.</p> <p>* One hundred and seventy-one (171) initial swimming pool barrier inspections were carried out and 315 re-inspections were undertaken as requests for swimming pool inspections remain high.</p> <p>* Two hundred and fifty-four (254) Swimming Pool Directions were served.</p> <p>* Currently, there are 18,207 Swimming Pools registered within the Ku-ring-gai LGA.</p>




C6.1.1.6	<p>Implement the Food Safety Protection Program in accordance with the NSW Food Authority Agreement.</p> <p>Signoff Authority: Manager Compliance & Regulation</p>	 50%	<p>Council's regulated premises register consists of 406 registered food premises. The register is regularly updated and maintained with new information. One hundred and seventy three (173) food shop inspections have been undertaken between July and December 2024.</p> <p>Education materials on food safety hygiene practices and updates on relevant changes to legislation are regularly reviewed, updated and distributed to shop owners and operators in accordance with Councils annual program.</p> <p>Food and/or public health related concerns raised by members of the community were actioned and responded to in accordance with NSW Food Authority and NSW Government guidelines.</p> <p>One hundred and seventy-one (171) customer requests were received and one hundred and seventy nine (179) customer requests were completed.</p>
C6.1.1.7	<p>Maintain Council's register and responsibilities for managing regulated premises.</p> <p>Signoff Authority: Manager Compliance & Regulation</p>	 50%	<p>Councils regulated premises register comprises of 406 food premises, 46 outdoor dining premises, 28 skin penetration premises, 31 cooling towers, 29 public swimming pools, 22 grey water and warm water systems, 27 underground petroleum storage (UPS) tanks and 13 mobile food premises.</p> <p>Council's regulated premises register is regularly maintained and updated as new information is received and/or becomes available.</p> <p>Educational materials are prepared quarterly and distributed in accordance with annual programs.</p> <p>All food or public health related concerns raised were responded to and actioned as appropriate.</p>

Term Achievement

Code	Description	Progress
C6.1.2	<p>Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders.</p> <p>Signoff Authority: Director Operations</p>	
<p>Comments</p> <p>Progressing as schedule.</p> <p>Council is the chair of the Hornsby Ku-ring-gai Local Emergency Management Committee and an active member of the Hornsby Ku-ring-gai Bush Fire Management Committee. These committees are tasked with the preparation, review and implementation of emergency management plans for the area as well as training and undertaking exercises to ensure readiness for major emergencies.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
C6.1.2.1	<p>Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee.</p> <p>Signoff Authority: Director Operations</p>	 50%	<p>Council has continued to chair the Hornsby Ku-ring-gai Local Emergency Management Committee with a meeting held in November. The Charter was reviewed which included an update of voting committee members.</p>
C6.1.2.2	<p>Communicate emergency management plans to residents and the community to improve their preparedness for emergency events.</p> <p>Signoff Authority: Director Operations</p>	 50%	<p>Council continues to engage with the community to improve emergency preparedness through its Climate Wise Communities program. Street meetings, engagement with community groups and education programs with the Rural Fire Service are regularly undertaken.</p>

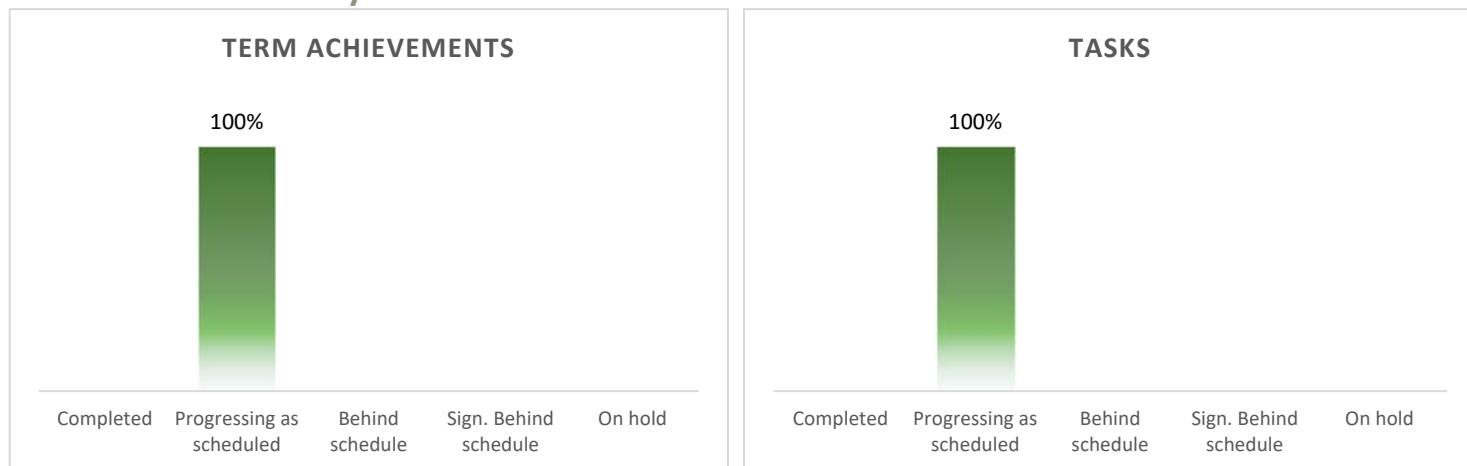
C6.1.2.3	<p>Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.</p> <p>Signoff Authority: <i>Manager Infrastructure Services</i></p>	 50%	<p>Council continues to implement the scheduled bushfire hazard reduction activities 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.</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>	 40%	<p>The Middle Harbour Northern Catchments Flood Study finalisation was delayed by the consultant and following delivery of the final report in November issues were identified with the data hand-over. A request to clarify the data and address issues with the hand-over was sent to the consultant in December.</p> <p>The Lane Cove Northern Catchments Flood Study final draft delivery has been pushed back due to a delay in finalising the Norman Griffiths field upgrade design levels.</p> <p>The Lane Cove Southern Catchments Flood Study is progressing as much as possible noting the delays to the other studies currently being undertaken.</p> <p>Reason The Middle Harbour Northern Catchments Flood Study finalisation was delayed by the consultant and following delivery of the final report in November issues were identified with the data hand-over.</p> <p>Remedial Action A request to clarify the data and address issues with the hand-over was sent to the consultant in December.</p>
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>	 50%	<p>Project fully on-track with results successfully being used by Council and public, including for fire and development assessment queries.</p>



THEME 2 NATURAL ENVIRONMENT

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

Performance summary



Key achievements

- Continued growth in online community engagement with Council's environmental programs and information.
- Improved the Better Business Partnership website and increased engagement with the business sector.
- High utilisation of Council's public EV chargers with each charger being used around 8 hours every day indicating strong community uptake and support.
- Installation of new public electric vehicle chargers at the Ku-ring-gai Fitness & Aquatic Centre (KFAC), Turramurra Library, and the North Turramurra Recreation Area. A solar shade was also installed at KFAC to demonstrate the pairing of solar and electric vehicle charging technology.
- Decreased community emissions from electricity, gas and transport.
- Continued success in using recycled water on Council's sporting facilities and full reliance on sewer mining plants at both golf courses.
- Continued involvement in several catchment management and water quality projects including Caring for the Durumbura (Lane Cove River); Hawkesbury Nepean Coastal Management Program; and the Outer Sydney Harbour Coastal Management Program, that will help identify some key swimming areas in our catchments.
- Soil moisture is being measured in 12 Stratavault tree pits in St Johns Avenue to monitor soil moisture compared to tree growth.
- Held the Earthwatch Biodiversity Monitoring Day.
- Shared resources and advice on building successful Net Zero community strategies across the local government sector.
- Held a series of street meetings for the local community to speak with Council and other agencies about bushfire resilience their own property and within their neighbourhood to become more resilient to a wide range of natural disasters.


Challenges

- Building capacity at the community nursery to provide sufficiently mature trees for planting for the Treecare Program.


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		
Progressing as scheduled. Council's engagement with the Ku-ring-gai community has continued to grow strongly online.		





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>	 50%	Council's engagement with the Ku-ring-gai community has continued to grow strongly online. Between July-December 2024, the Loving Living Ku-ring-gai Facebook page has 5,877 followers and in the last six months posts on this page reached 124,700 people. This includes people reached through posts, stories and ads. The Net Zero Champions private Facebook pages have 173 followers in the Net Zero Collective group and the Waste Less Compost More group has 127 followers. Our Council Environment pages recorded 57,254 views with the most popular pages being Trees, Local Environment Plan, Noise and Native Bees. Our Net Zero Ku-ring-gai website has received 12,087 views, with the most popular pages being Get Energy Smart, electric vehicles and the kids clothing swap. Our Ku-ring-gai Envirotube channels and recorded sustainability webinars have reached 4,309 subscribers and views have reached 892,632. The monthly sustainability e-news has 5,516 subscribers, the quarterly Smart Schools e-news has 285 subscribers, Volunteer for Nature e-news has 866 subscribers, Composting Network mailing list has 280 subscribers, and the Net Zero Ku-ring-gai e-news has 864 subscribers. *Please note a jump in the environment website numbers as Google analytics is no longer collecting unique views.

Term Achievement

Code	Description	Progress
N1.1.2	Increased community activity that benefits the natural environment. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council continues to build a broad range of programs to drive participation in activities that benefit the environment. This includes Environment and Sustainability programming, programs provided through the Wildflower Garden and online. Additionally, Council has progressed the tender documentation for the Cultural Education and Environment Centre which will become a hub for the community.		


Operational Plan Tasks

Code	Description	Progress	Comments
N1.1.2.1	<p>Deliver environmental resources and programs for residents.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Council's Loving Living Ku-ring-gai events program delivered a range of community engagement and volunteer events including a Crop Swap, Schools solar car race, Bushfire Ready webinar and a School Nest Box workshop. We also collaborated with the Ku-ring-gai Wildflower Garden to host sustainable living events including cheese-making, organic skincare and frog habitat workshops. A total of 1,979 attended these events.</p> <p>8 Greenstyle home sustainability advice visits were carried out at Ku-ring-gai homes. In terms of rebates, 1 smart unit and 109 energy smart rebates were processed. Compost Revolution online saw the sale and delivery of 51 compost bins and 10 worm farms to residents.</p>
N1.1.2.2	<p>Deliver environmental resources and programs for businesses.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>The new Better Business Partnership (BBP) website went live 5 July 2024.</p> <p>The BBP Program was independently reviewed by David Meiklejohn July-Aug 2024.</p> <p>There were departures of BBP Program Managers from North Sydney and Ku-ring-gai at the end of September 2024.</p> <p>Recruitment for a Business Sustainability Officer (BSO) at Ku-ring-gai was conducted in December with a candidate selected for start date in January 2025.</p> <p>Recruitment of North Sydney Council BSO delayed until January 2025.</p> <p>Ku-ring-gai Council:</p> <ul style="list-style-type: none"> * New business accreditations – 9 * Reaccreditations – 2 <p>Willoughby City Council:</p> <ul style="list-style-type: none"> * New business accreditations – 6 * Reaccreditations – 6 <p>North Sydney Council:</p> <ul style="list-style-type: none"> * New business accreditations – 6 * Reaccreditations – 2.
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>	 50%	<p>The half year was highlighted by strong winter and spring school holiday periods which included NAIDOC Week activities and additional short-day programming. Special events in the period included annual Open Day, Halloween in the garden, environmental levy supported lifestyle programs including cheesemaking, frog hotels, organic gardening and natural skincare and Christmas themed workshops including native wreath making and quilling.</p> <p>Attendance for programs:</p> <ul style="list-style-type: none"> Nature Play - 1,504 Excursions/ Incursions - 2,284 Nature School - 60 Junior Rangers - 132 School Holidays - 888 Special Events/Workshops - 535.
N1.1.2.4	<p>Engage lead contractor for design and construction tender and commence works at the Cultural and Environmental Education Centre.</p> <p>Signoff Authority: <i>Director Operations</i></p>	 50%	<p>Quotes have been obtained and procurement being finalised to re-engage with the lead architect and the environmental consultant to finalise the documentation package to tender readiness.</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		
Progressing as scheduled. Council's key strategies for bushland management including Plans of Management, Biodiversity and Fauna Management and Policies continue to be integrated. Additionally, Council completed its first round of "Specific Objective Monitoring" which will help inform bushland management and ensure we are heading in the right direction.		



Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.1.1	Implement the Natural Areas Plan of Management. Signoff Authority: Manager Environment & Sustainability	 50%	Actions identified in the Plan of Management (PoM) continued to be implemented. The first round of specific objective monitoring of bush regeneration sites has been completed.
N2.1.1.2	Implement the Biodiversity Policy and priority actions including the biodiversity monitoring program. Signoff Authority: Manager Environment & Sustainability	 50%	Priority actions continue to be implemented. The first year of specific objective monitoring of bush regeneration sites has been completed. Citizen science programs aiming to improve biodiversity data are in development.
N2.1.1.3	Implement the Fauna Management Policy and priority actions including the fauna monitoring program. Signoff Authority: Manager Environment & Sustainability	 50%	Council is continuing to implement key actions within the Fauna Management Policy, including management of key databases (biobase and habitat assets), research partnerships and delivery of the fauna monitoring program. 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.
N2.1.1.4	Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules. Signoff Authority: Manager Infrastructure Services	 50%	Bushland services continue to review service level agreements and deliver works in accordance with agreed time frames.
N2.1.1.5	Review site management plans for priority bushland reserves and report on monitoring program. Signoff Authority: Manager Infrastructure Services	 50%	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: Manager Environment & Sustainability	 50%	Offsetting requirements are a standard consideration in Ku-ring-gai's Environmental Impact Assessment Guidelines and are conditioned appropriately.

Term Achievement

Code	Description	Progress
N2.1.2	Ecological protection is integrated into land use planning and projects. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Council focuses on continuous improvement of the Environmental Assessment process and ensures projects assessed under both Part 4 and 5 of the Environmental Planning and Assessment Act are robustly assessed.</p> <p>Development applications have been reviewed by Council's Ecological Assessment Officer to ensure areas of ecological sensitivity are protected and enhanced in accordance with relevant provisions of federal and state legislation including Council's Local Environmental Plan and Development Control Plan.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
N2.1.2.1	Continually review and implement guidelines, processes and templates for environmental assessments. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Continual review of the environmental assessment process is undertaken through Environmental Impact Assessment Group meetings which are held quarterly. A major update to the internal guidelines is being prepared for internal review by March.
N2.1.2.2	Development applications are assessed in accordance with relevant legislation to protect and enhance ecologically sensitive areas within Ku-ring-gai. <i>Signoff Authority: Manager Development Assessment Services</i>	 50%	Development applications have been reviewed by Council's Ecological Assessment Officer to ensure areas of ecological sensitivity are protected and enhanced in accordance with relevant provisions of federal and state legislation including Council's Local Environmental Plan and Development Control Plan. Where impacts may occur, detailed assessments have been undertaken.



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	The condition and quality of natural waterways and riparian areas have improved. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
<p>Progressing as scheduled.</p> <p>Council continues to monitor numerous creeks and riparian areas to better understand the state and health of our natural waterways. Monitoring includes:</p> <ul style="list-style-type: none"> * Water quality monitoring through the Streamwatch volunteer program * Council's internal Water Quality monitoring program * Council's Stormwater Harvesting water quality monitoring * Biannual monitoring of the Tiny Forest at West Pymble Village Green * Soil moisture is being measured in 12 Stratavault tree pits in St Johns Avenue to monitor soil moisture compared to tree growth. 		

Operational Plan Tasks


Code	Description	Progress	Comments
N3.1.1.1	Participate in research programs and partnerships to advance water management. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Water quality and soil moisture monitoring are ongoing. Engagement on the Tiny Forest project with local residents who signed up as volunteer 'Tree Keepers' is ongoing.
N3.1.1.2	Implement priority actions from the Water Sensitive City Strategy. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	The internal review of the Water Sensitive City Strategy's targets has commenced.

N3.1.1.3	Investigate opportunities for swimming in natural places in Ku-ring-gai in line with Sydney Water's Urban Plunge initiative. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	There are a number of catchment management and water quality projects including Caring for the Durumbura (Lane Cove River); Hawkesbury Nepean Coastal Management Program; and the Outer Sydney Harbour Coastal Management Program, that will help identify some key swimming areas in our catchments. Ku-ring-gai staff will continue to actively participate in these programs and utilise information in the identification of natural swimming areas.
N3.1.1.4	Maintain cleaning of water sensitive urban design (WSUD) devices in accordance with asset management plan service levels. Signoff Authority: <i>Waste Contract Coordinator</i>	 50%	Water sensitive urban design devices have been cleaned according to the asset management plan and available budget.

Term Achievement

Code	Description	Progress
N3.1.2	Water harvesting and reuse has increased at Council owned facilities and projects. Signoff Authority: <i>Director Operations</i>	
Comments		
Progressing as scheduled. All water harvesting and reuse sites are being maintained in accordance with Water Reuse Management Plans. Sportsfields are predominately using recycled water for watering.		


Operational Plan Tasks

Code	Description	Progress	Comments
N3.1.2.1	Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	All 16 water harvesting and reuse sites are being maintained in accordance with Water Reuse Management Plans. Sportsfields are predominately using recycled water for irrigation. This has resulted in less potable water being used on sportsfields meaning that this precious resource is not wasted on watering sporting fields. Our two sewer mining facilities successfully produced 100% of the water required for their respective sites.



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: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Councils Net Zero Website continues to educate, engage and inspire the community around the impacts of climate change and what they can do to be part of the solution. The Resilient Sydney platform continues to keep track of emissions across the local government area and is accessible by all teams within Council.		


Operational Plan Tasks

Code	Description	Progress	Comments
N4.1.1.1	<p>Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Further community engagement events have taken place since last reported in early November. Council in conjunction with Rural Fire Service, State Emergency Service, NSW Fire and Rescue, NSW Police, NSW National Parks and Neighbourhood Watch staged a bushfire Expo in a park in West Pymble. Approximately 250 attended on the day despite the wet weather. On December 18 Council ran the first of 20 street meetings where the local community was invited to talk with Council and other agency staff about bushfire resilience in both their own property and within their neighbourhood to become more resilient to a wide range of natural disasters.</p>
Key Achievements			
A successful bushfire Expo was held in a park in West Pymble.			
N4.1.1.2	<p>Collate relevant data on CO2 emissions and sustainability and use this to inform Council's ongoing net zero program.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>The Resilient Sydney platform continues to keep track of emissions across the local government area and is accessible by all teams within Council. Emissions in the latest reporting period (2022-23) changed by the following amounts relative to the previous period.</p> <p>Electricity: decreased by 10% Gas: decreased by 7% Transport: decreased by 19% Waste: no change Total emissions: decreased by 1%.</p> <p>For progress metrics related to specific Net Zero Communities initiatives, refer to N5.1.2.1.</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 has partnered with the Sydney North Health Network to deliver a series of street meets throughout 2025. These meetings will help engage residents on the impacts of extreme weather and promote readiness.</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>	 60%	<p>Council's Simtable is continuing to expand in use. For some time, we have been trying to get a conversation going with CSIRO about making use of the SPARK bushfire modelling. Reconstruction NSW is acting on behalf of the Australian Simtable Working Group to liaise with CSIRO to gain access to the data we need to estimate ember attack distances and coverage.</p>






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: Director Operations</i>	
Comments		
Progressing as scheduled. Council continued to deliver waste management programs and services to the community during the reporting period.		




Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.1.1	Deliver effective and efficient waste management services. <i>Signoff Authority: Director Operations</i>	 50%	All waste management and recycling services are being provided as per our contracts and service specifications.
N5.1.1.2	Deliver community waste education programs. <i>Signoff Authority: Waste Contract Coordinator</i>	 50%	A second chemical cleanout event took place in November with 70.5 tonne of material delivered and diverted from waterways. For recycling week, a workshop for residents on 'recycling your food waste' took place at Kimbriki along with a recycling display at Gordon library. A waste app has been developed which will be available from December for residents to quickly access waste information like when to put bins out, set bin reminder notifications and the acceptable items in each bin including an A-Z waste disposal guide. The units clothing collection program continued along with the school uniform landfill diversion program.
N5.1.1.3	Deliver additional waste reduction programs as processes and markets develop. <i>Signoff Authority: Waste Contract Coordinator</i>	 50%	We are continuing our arrangement with Recycle Smart to recycle and to dispose of items. There have been no additional markets to develop over the last 6 months to deliver additional waste reduction programs over what we currently offer.
N5.1.1.4	Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract. <i>Signoff Authority: Waste Contract Coordinator</i>	 50%	Ku-ring-gai is an active participant in the regional waste disposal contract and group. The contract extension for 5 years has been finalised.
N5.1.1.5	Implement Agreed Regional Waste Plan Actions. <i>Signoff Authority: Director Operations</i>	 50%	Ku-ring-gai Council's waste section actively supports and implements all Northern Sydney Regional Organisation of Councils (NSROC) waste action plans. The NSROC Alliance Contract has recently been renegotiated and extended.

Term Achievement

Code	Description	Progress
N5.1.2	The community is effectively engaged in energy and water conservation and efficiency programs. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council continues to offer it's Greenstyle home advisory visits and Energy Smart rebates. The range of rebates has been expanded to include additional energy saving appliances and activities. Councils Net Zero Champion volunteers, Compost Network and events series for resource reuse, recycling and reuse continue to be very well attended and supported. Public electric vehicle (EV) chargers have been installed at the Ku-ring-gai Fitness & Aquatic Centre (60kW DC dual port), Turrumurra Library (40kW DC dual port) and the North Turrumurra Recreation Area (22kW AC dual port). These new public EV chargers and the five 7kW AC chargers at the Lindfield Village Green have been integrated into the Exploren management and monitoring system. At the aquatic centre a solar shade was also installed to demonstrate the pairing of solar and electric vehicle charging technology.		

Operational Plan Tasks

Code	Description	Progress	Comments
N5.1.2.1	<p>Implement programs to assist the community to reduce energy and water use.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>Eight face-to-face Greenstyle home advisory visits were conducted. One Smart Units application and 109 Energy Smart applications for rebates ranging from solar PV and batteries, heat pump hot water systems, insulation and window retrofits were approved.</p>
N5.1.2.2	<p>Support the community in reaching net zero emissions by 2040 or earlier.</p> <p>Signoff Authority: <i>Manager Environment & Sustainability</i></p>	 50%	<p>We currently have 290 registered Net Zero Champion volunteers and a core group of 109 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. We worked with these volunteers to run a number of events during the period including our annual Sustainable Futures Day, a Solar Talk Series with Electrifying Bradfield and the Kids Clothing, Toy and Book Swap.</p> <p>We 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>
N5.1.2.3	<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>	 50%	<p>Public electric vehicle (EV) chargers have been installed at the Ku-ring-gai Fitness & Aquatic Centre (60kW DC dual port), Turramurra Library (40kW DC dual port) and the North Turramurra Recreation Area (22kW AC dual port). These new public EV chargers and the five 7kW AC chargers at the Lindfield Village Green have been integrated into the Exploren management and monitoring system. At the aquatic centre a solar shade was also installed to demonstrate the pairing of solar and electric vehicle charging technology.</p> <p>Council has provided in-principle support to third party infrastructure provider, EVIE Networks, to install EV chargers in four Council carparks, pending environmental assessment and agreement of commercial terms. The four proposed locations are 9 Coonanbarra Road, Wahroonga; 2-8 Turramurra Avenue and Gilroy Lane, Turramurra; 1 Reading Avenue, East Killara; 2 Lord Street, Roseville. Each site would host 4 charging bays with a total charging capacity of 150kW DC per site. Installation and operation of the EV chargers are funded by EVIE Networks and funding from Round 1 NSW Kerbside Charging grants.</p> <p>Council has assessed responses to a Request for Proposal for third party public EV chargers partially funded by Round 2 of the NSW Kerbside Charging grants. Short listed proposals include up to 47 on-street 22kW AC, pole mounted charge ports and up to four off-street, 75kW DC chargers. Letters of support have been issued to charge point operators with short listed proposals. Further assessment of the proposals will be undertaken for proposed sites where charge point operators are successful in securing grant funding.</p>

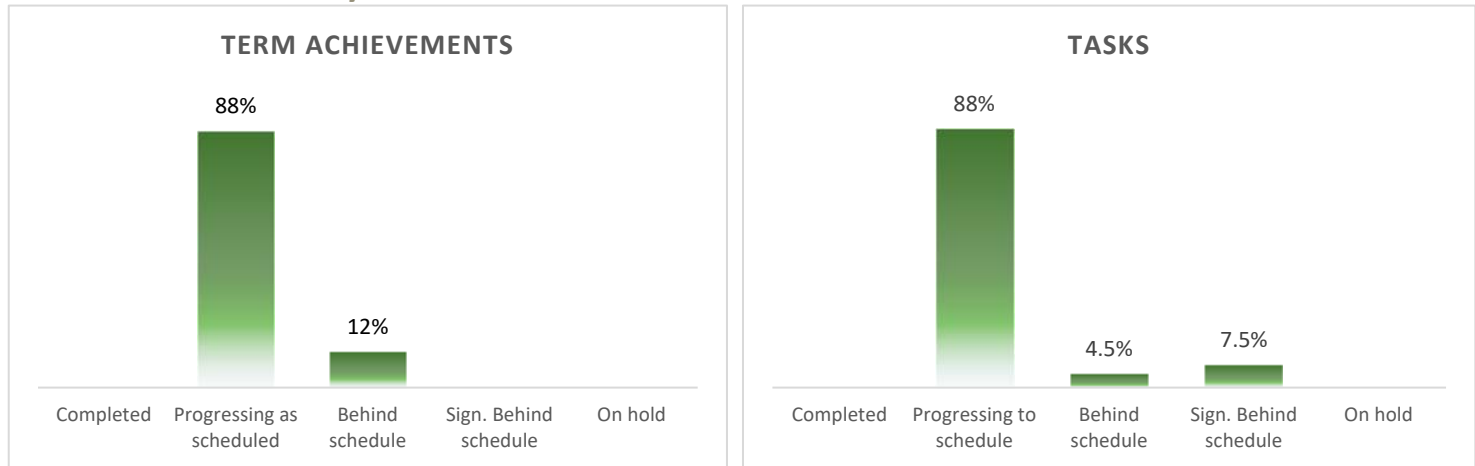


THEME 3

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



Key achievements

- Delivered a comprehensive community engagement program on alternative plans to the State Government's Transport Oriented Development (TOD) program.
- Significant work was undertaken on the development of land use strategies and plans in response to the TOD program. This has included the development and public exhibition of alternative TOD land use options around Roseville, Lindfield, Killara and Gordon stations.
- Completed two heritage studies to inform alternative scenarios for housing density increases. These studies independently checked the area listings and boundaries and found new evidence for the relative rareness of Ku-ring-gai's areas compared to others in Sydney.
- Commenced a new 7.11 Contributions Plan which provides funds towards the cost of providing local public infrastructure and facilities.
- Developed a draft Affordable Housing Policy.
- Adoption of the Environment Advisory Committee Terms of Reference.
- Completed works at Pymble Town Hall.
- Completed major upgrades at Eldinhope Green (Wahroonga) and Hassall Park (St Ives) including construction of accessible and inclusive facilities.
- Achieved a reduction of weed species on Council's sports fields through various preventative strategies allowing growth without competition from weeds.
- Expanded delivery of Indigenous programs and events at Ku-ring-gai Wildflower Garden and St Ives Showground including Season of Ngoonungi Nature Play, Aunty Time, School Holiday Aboriginal Bush Skills, a Children's Fauna and Bushfoods Experience, children's sand stories, Deadly Ed traditional indigenous games, children's weaving, a Bushfoods Experience and a traditional dance workshop.


Challenges

- The implementation of the Local Strategic Planning Statement has continued but limited progress on the local character controls has been made due to resources focussing on the development of the alternative Transport Oriented Development (TOD) plans.

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: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Strategies, plans and processes have been reviewed to enhance Ku-ring-gai's unique visual and landscape character - including policy development of the Urban Forest Strategy, urban forest replenishment, development application assessments, tree care and administration of Council's tree preservation policies and processes.		

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: <i>Manager Urban & Heritage Planning</i>	 50%	The effectiveness of existing strategies and plans to protect and enhance the visual and landscape character of Ku-ring-gai continue to be reviewed. This has included further development of local character controls to be incorporated into the Development Control Plan (DCP) and preliminary work on potential dual occupancy controls including minimum lot size standards for inclusion in the Ku-ring-gai Local Environmental Plan (KLEP).
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: <i>Manager Development Assessment Services</i>	 50%	Development applications continue to be assessed against relevant legislation to protect and enhance the unique visual and landscape character of Ku-ring-gai. This has been achieved through Council's strategies, plans and assessment processes including consideration of the KLEP and associated DCP, which are in place to protect and enhance Ku-ring-gai's unique visual and landscape character.
P1.1.1.3	Continue implementation of tree replacement orders and investigation of illegal tree works. Signoff Authority: <i>Manager Compliance & Regulation</i>	 50%	A policy framework is in place outlining the circumstances under which a tree replacement order (TRO) is issued. A spreadsheet is in place tracking compliance with tree replacement orders issued and is regularly updated as new information is received. Twelve TRO's were issued in total. Five (5) have been replanted and four (4) were completed. There are two (2) court appeals and one (1) awaiting further information from owners.
P1.1.1.4	Administer and implement Council's tree preservation policies and procedures including community education initiatives. Signoff Authority: <i>Head Project Design</i>	 50%	A total of 2,233 tree applications/Council tree requests were received during the reporting period. A total of 1,350 were closed. 396 requests referred to Infrastructure Services for action on Council trees. 152 applications were outstanding at the close of the reporting period. A total of \$119,913 was received in Penalty Infringement Notices associated with unauthorised tree works.
P1.1.1.5	Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities. Signoff Authority: <i>Head Project Design</i>	 50%	Scoping and confirmation of tree planting locations is continuing.
P1.1.1.6	Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai. Signoff Authority: <i>Waste Contract Coordinator</i>	 50%	The street sweeping program is on schedule. The town centres and litter graffiti and cleaning operations have been completed within acceptable timeframes.

P1.1.1.7	Implement priority monitoring from the Urban Forest Strategy. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Initial Priority Area monitoring has been completed and options for continued data collection is ongoing. An analysis of canopy loss on private land across the LGA has been undertaken, with the report due to be finalised in the new year.
P1.1.1.8	Oversee and monitor the implementation of the Urban Forest Strategy. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	A third working group meeting was held in July, fourth working group meeting held in September, and smaller internal stakeholder meetings held for advancing high priority actions from the strategy. Street trees planted in May all successful after 6 months of maintenance, and progress made on continuation of pilot project in 2025.
P1.1.1.9	Develop and implement a volunteer based Treecare program to assist in the protection, enhancement and monitoring of selected indigenous canopy trees in key locations. Signoff Authority: <i>Manager Environment & Sustainability</i>	 45%	Progress on development of the Treecare Program included: * a 6-week block planned for each school term delivered by a volunteer and nursery officer. Gordon Recreation Grounds is the first site proposed with a different park to be utilised each term. * development of a brochure for the Duke of Edinburgh Treecare Program, promoted to schools and parents, and planned to commence in February. * promotion of the program to retirees as part of a Senior Citizen Science project suggested by the University of 3rd Age. The project to be presented during the Seniors Festival in March. Reason A Council working group continued to build consensus around parameters and use of volunteers. Marketing and advertising of treecare in parks has not as yet gained sufficient awareness amongst target audiences. Remedial Action An advertising/promotion plan has been agreed and will start in January - specifically aimed at schools and senior citizens.

Term Achievement

Code	Description	Progress
P1.1.2	Place making programs are implemented for selected neighbourhood centres. Signoff Authority: <i>Director Operations</i>	
Comments		
Progressing as scheduled. Revised concept plan for the Eastern Road Neighbourhood Centre was released for community consultation in the second quarter.		


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. Signoff Authority: <i>Head Project Design</i>	 50%	A revised concept plan was prepared for Eastern Road Neighbourhood Centre Shops incorporating community feedback and proposed 40km/hr High Pedestrian Activity Area principles funded by TfNSW.
P1.1.2.2	Undertake a coordinated program of neighbourhood centres revitalisation. Signoff Authority: <i>Head Project Design</i>	 50%	A revised concept plan was prepared for Eastern Road Neighbourhood Centre Shops incorporating community feedback and principles of a TfNSW 40km/hr High Pedestrian Activity Area promoting a safer pedestrian environment. Future construction to be coordinated with TfNSW funding timeframe.




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>Progress is behind schedule.</p> <p>The implementation of the Local Strategic Planning Statement (LSPS) has continued but limited progress on the local character controls has been made due to staff from Urban Planning focussing on the development of the alternative Transport Oriented Development (TOD) plans.</p> <p>Reason During the reporting period, Urban Planning staff have focussed on the development of the alternative TOD plans.</p> <p>Remedial Action Following the finalisation of the TOD alternatives, work can commence on the local character controls in 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: Manager Urban & Heritage Planning	 50%	The implementation of the Local Strategic Planning Statement (LSPS) continues to be monitored. Progress has been made on a number of LSPS actions including: * development of a draft Affordable Housing Policy * progressing the Green Grid Strategy * commencement of a new 7.11 contributions plan * continued implementation of Urban Forrest Strategy.
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: Manager Urban & Heritage Planning	 50%	Significant work has been undertaken on the development of land use strategies and plans in response to the State Government's Transport Oriented Development (TOD) program. This has included the development and public exhibition of alternative TOD land use option around Roseville, Lindfield, Killara and Gordon stations.
P2.1.1.3	Investigate the inclusion of Local Character Controls within the Ku-ring-gai Development Control Plan. Signoff Authority: Manager Urban & Heritage Planning	 25%	Limited progress has been made on the development of local character controls to be included in the Ku-ring-gai Development Control Plan (DCP). Reason Staff from Urban Planning have been focussed on the development of the alternative TOD plans. Remedial Action The development of local character controls for inclusion in the DCP will progress following the finalisation of the TOD scenarios.


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. Signoff Authority: Director Strategy & Environment	
Comments		
<p>Progressing as scheduled.</p> <p>Continued monitoring of Council's green building and sustainability controls in the Ku-ring-gai Development Control Plan including preparation to investigate additional sections regarding gas usage.</p>		




Operational Plan Tasks


Code	Description	Progress	Comments
P3.1.1.1	Review and monitor Council's design quality and building sustainability standards. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Continued monitoring of Council's green building and sustainability controls in the Ku-ring-gai DCP including preparation to investigate additional sections regarding gas usage. Monitoring is internal and does not involve any community interface. Consultation will occur when new changes are proposed.

Term Achievement

Code	Description	Progress
P3.1.2	Community confidence has continued in our assessment, regulatory and environmental processes. Signoff Authority: <i>Director Development & Regulation</i>	
Comments		
Progressing as scheduled. Community confidence has continued in our assessment, regulatory and environmental process. All development and related applications are considered against relevant planning provisions including public consultation. Processes continue to be reviewed and improved and the Regulation Team continue to monitor and manage all activities they are responsible for including but not limited to managing parking controls, dog related complaints, unauthorised works, building works outside approved hours and the like.		

Operational Plan Tasks


Code	Description	Progress	Comments
P3.1.2.1	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. Signoff Authority: <i>Manager Development Assessment Services</i>	 50%	Assessment processes continue to be reviewed and improved to reduce assessment timeframes, including measures such as refined report templates, critical review of applications when lodged and returning those where there is insufficient information and providing one opportunity to an applicant strict adherence to the maximum 2-week timeframe to respond to Council's issues letter.
P3.1.2.2	Review and improve development assessment processes to increase efficiency, improve decision times and deliver outcomes consistent with Council's policies. Signoff Authority: <i>Director Development & Regulation</i>	 50%	Assessment processes continue to be reviewed and improved to reduce assessment timeframes, including measures such as refined report templates, critical review of applications when lodged and returning those where there is insufficient information and providing one opportunity to an applicant strict adherence to the maximum 2-week timeframe to respond to Council's issues letter.
P3.1.2.3	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. Signoff Authority: <i>Manager Development Assessment Services</i>	 50%	Applications are notified in accordance with Council's Community Participation Plan and statutory requirements of the EP&A Act and associated Regulation. Community participation in the KLPP meetings includes public meetings, where required, which are held in accordance with the functions of the Panel including the Code of Meeting Practice with an opportunity for the community to directly address the Panel.

P3.1.2.4	<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>	 50%	<p>The Regulation Team provided a wide range of services in the reporting period. The main activities include monitoring general parking controls, traffic around major transport hubs and school zones, monitoring compliance of Traffic Management Plans near development sites, activities in public areas and general use of public areas.</p> <p>In excess of \$1,555,000 being realised in fine income as a result of more than 5,743 fines being issued. Much activity was seen in regard to weight of road restriction monitoring, with over 50 offences detected. 102 fines were issued in regard to Breach of Development Consent conditions.</p> <p>Council was advised that our current system of Print and Post for Parking related fines was soon to change due to NSW law amendments. Council awaits the release of the Regulations associated with this law so as to determine our future service delivery arrangement.</p>
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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	<p>Plans to revitalise local centres are progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	
<p>Comments</p> <p>Progressing as scheduled. Council undertook a series of streetscape upgrades, park upgrades and continued to implement the Open Space Acquisition Strategy.</p>		

Operational Plan Tasks

Code	Description	Progress	Comments
P4.1.1.1	<p>Oversee and monitor the implementation of the Ku-ring-gai Public Domain Plan.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 30%	<p>Bi-monthly meetings have been set up between Strategy and Environment and Operations teams to monitor progress of projects.</p> <p>Detail design and construction of a number of key public domain projects has been considerably delayed, including:</p> <ul style="list-style-type: none"> * Bedes Forest park expansion * Lindfield streetscape improvements * Gordon north streetscape (including Fitzsimons Lane and Pacific Highway). <p>Reason Detail design and construction of key public domain projects has been delayed due to the preparation of alternative TOD scenarios.</p> <p>Remedial Action A new permanent position for a Public Domain Coordinator has been established and will be advertised in first half of 2025.</p>
P4.1.1.2	<p>Oversee and monitor the implementation of Council's Open Space Acquisitions Program.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 50%	<p>Acquisition of properties is progressing, consistent with Council resolutions, including two new properties in Gordon and negotiations for a third property are underway.</p>


P4.1.1.3	<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>	 50%	<p>In late 2023, the Gordon Local Centre Transport Study was submitted to Transport for NSW (TfNSW) for review. It incorporated improvements at various locations to facilitate and improve the movement of people in the centre, including walking, cycling and access to public transport. TfNSW's response in late July 2024 noted that since receipt of the Gordon Local Centre Transport Report, Gordon Town Centre has been identified as a Tier 2 Transport Orientated Development (TOD) precinct and hence some of the land use assumptions will likely need to be reviewed. There was preliminary and high-level support for the majority of upgrades and improvements but suggested re-routing buses from St Johns Avenue to Ravenswood Avenue would not appear to be feasible. It was recommended that the issues raised by TfNSW be addressed in the next stage of planning. A consultant brief is being engaged to assess the impacts of the NSW Government's TOD Precinct at Gordon as well as any alternative scenario that Council may develop. TfNSW's response to the Gordon Local Centre Transport Study will be included as background material in the brief, and the scope of works will include a requirement for TfNSW's comments to be considered/addressed. In response to the NSW Government's TOD SEPP and Council's alternative scenarios, consultants have been also engaged to develop a multi-modal transport network model as part of Transport Impact Assessments (TIA) for the Roseville and Killara TOD precincts, to inform and guide future transport infrastructure planning. TfNSW is being engaged as a stakeholder, since new or upgraded transport infrastructure may include new or modified traffic signals, new pedestrian and cycling facilities, traffic calming and a review of speed limits, car share vehicles and changes to traffic flows/road network layout.</p>
P4.1.1.4	<p>Continue to facilitate disposal of the Lindfield Library site.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 50%	<p>During this reporting period a S4.55 (1A) application to modify DA 0570/18 (dated 26 August 2020) which applies to the approved development at 259 and 265-271 Pacific Highway, Lindfield (also known as 'Lindfield Village Living') was lodged on behalf of Council by external consultants Olsson Associates (the applicant) on 8 November 2024 via the NSW Planning Portal. The modification application seeks to amend the proposed stormwater management strategy in order to address the 'deferred commencement' conditions imposed on the original consent by Sydney Trains. Official notification has been received via the Planning Portal, to advise that the S 4.55 (1A) application has been received and registered and will progress through the relevant assessment process. We are now awaiting any additional information requests that may be issued to the applicant. Based on current timelines, it is not anticipated that the S 4.55 application will be presented to Ku-ring-gai Local Planning Panel (KLPP) before March 2025.</p>
P4.1.1.5	<p>Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the streetscape projects.</p> <p>Signoff Authority: <i>Manager Urban & Heritage Planning</i></p>	 35%	<p>No progress on this task during reporting period. A new permanent position for a Public Domain Coordinator has been created to manage this task.</p> <p>Reason Staff have been focused on preparing alternative TOD scenarios during the reporting period.</p> <p>Remedial Action A new permanent position for a Public Domain Coordinator has been created.</p>

P4.1.1.6	Prepare detail design plans for priority streetscapes in Pymble, Roseville, St Ives and Turramurra. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 35%	No progress on this task during the reporting period. Reason Staff resources have been focused on preparing alternative TOD scenarios. Remedial Action A new permanent position for a Public Domain Coordinator has been created.
P4.1.1.7	Progress delivery of Bedes Forest upgrade. Signoff Authority: <i>Head Project Design</i>	 75%	An internal review has been conducted. The planting plan is currently under development and awaiting review and approval from the environmental team. Considering project management fees and contingency (totalling 20% of the estimated cost), there is a difference of \$653,676.75 between the estimated cost and available funds. We aim to finalise the tender by early to mid-February.
P4.1.1.8	Commence stage 3 construction of streetscape improvement works incorporating Heritage Park and Werona Avenue, Gordon. Signoff Authority: <i>Head Project Design</i>	 50%	Documentation package is now largely complete.
P4.1.1.9	Progress delivery of Lindfield Avenue and Tryon Road streetscape upgrade. Signoff Authority: <i>Head Project Design</i>	 50%	Council have been continuing to work with the external consultant to resolve the stormwater design including the missing stormwater catchments areas while also minimising impacts on existing services and trees. Once stormwater design has been resolved potholing for existing services will be carried out.
P4.1.1.10	Progress delivery of works for Fitzsimons Lane/ Merriwa Street (east)/Pacific Highway (north), Gordon. Signoff Authority: <i>Head Project Design</i>	 30%	The 90% detail design package was expected to be received in late November and should include arborist recommendations and utility reports provided by the sub consultant. However, the final package has not yet been delivered by the consultant, who have advised issues with staffing have led to further delays. Reason The Lead Consultant has repeatedly failed to meet the program's documentation standards. Remedial Action Council is currently in negotiations to address this non-compliance and ensure project progress.







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	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets – including Aboriginal Heritage, Council's Heritage Home Grants Program and heritage planning including research aligned to the NSW Governments TOD program.		


Operational Plan Tasks

Code	Description	Progress	Comments
P5.1.1.1	Implement, monitor and review Ku-ring-gai's heritage planning controls and Heritage Strategy. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	The review of the Southern Heritage Conservation Areas around Roseville, Lindfield, Killara and Gordon TOD precincts was completed by TKD Architects and exhibited with the TOD alternatives plans. The Modern Buildings Heritage Study has progressed with consultant's Robertson and Hindmarsh submitting their draft report on Wahroonga, Warrawee and Turramurra. Minor amendments to Schedule 5 and Heritage Maps of the KLEP have been finalised with the Department of Planning, Housing and Infrastructure.
P5.1.1.2	Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Council continued to work with the Aboriginal Heritage Office (AHO) on the protection of Aboriginal Heritage items and sites within Ku-ring-gai. The next phase of the AHO Memorandum of Understanding is under development.
P5.1.1.3	Promote local heritage in consultation with key stakeholders. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	The 2024/25 Heritage Home Grants program is being rolled out for 11 approved grants. 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. Two studies for the Southern Heritage Conservation Area Review and Comparative Study were completed in October to inform proposed alternative scenarios to the NSW Transport Oriented Development SEPP (TOD). Heritage Reference Committee meetings were suspended for the caretaker period and recommenced in November, providing updates on heritage initiatives for the area and items in response to TOD and receiving guidance from the members. Modern heritage study is also progressing.
P5.1.1.4	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. Signoff Authority: <i>Manager Development Assessment Services</i>	 50%	Heritage continues to be protected and conserved through the assessment process by ensuring applications that potentially impact heritage significance, are assessed against all relevant state, regional and local plans and policies, including the KLEP and DCP. This is to ensure compliance with the aims and objectives of these policies.
P5.1.1.5	Cultural and heritage assets in open space areas are protected, preserved, restored and maintained. Signoff Authority: <i>Head Project Design</i>	 50%	All current documentation packages for works in Open Space have, that were needed, been reviewed by Council Heritage officers. Any works likely to impact on Cultural/Heritage assets are undertaken in line with requirements as stipulated during the design refinement and outlined during the Part Five Assessment Process.
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>	 50%	As part of NAIDOC week, multiple indigenous programs were held across the two venues including Season of Ngunnigi Nature Play, Aunty Time, School Holiday Aboriginal Bush Skills, a Children's Fauna and Bushfoods Experience and a Bushfoods Experience at Ku-ring-gai Wildflower Garden. Through the events team, St Ives Showground held children's sand stories, Deadly Ed traditional indigenous games, children's weaving introduction, and traditional dance workshop. There was a total of 218 participants across these programs. Monthly activities have been scheduled for second half of 2024/25.






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: Director Strategy & Environment	
Comments		
Progressing as scheduled. Improvements to a range of recreation, sporting and leisure facilities were undertaken during the reporting period, including nature play projects and the ongoing implementation of the Open Space and Recreation Strategy. Engagement with sporting groups on grants and projects continued.		

Operational Plan Tasks



Code	Description	Progress	Comments
P6.1.1.1	Deliver Council's adopted Open Space Capital Works Program. Signoff Authority: Head Project Design	 50%	This year's Capital Works Program is tracking well. Lorraine Taylor Reserve Playground tender was awarded with construction to commence February/March 2025. Dumaresq Street Park, Gordon - construction commenced with works to be completed in January 2025. Progression has been made on the delivery of the Synthetic Playing Field at Norman Griffiths. Current programme has anticipated completion date at the end of July 2025.
P6.1.1.2	Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities. Signoff Authority: Head Project Design	 50%	The principles of accessibility and inclusion are integral to the design of all passive recreation facilities and are incorporated wherever feasible. Concept designs commenced or completed for upgrades at Ibbitson Park, Mimosa Oval Playspace and Heritage Park. Detailed designs commenced or completed for upgrades at St Ives Showground carpark, Auluba Oval amenities, Hassall Park stage 2 works, Lorraine Taylor Playspace, Wildflower Garden Natureplay Area, Bedes Forest new parkland, Caleys Pavilion Boardwalk, Comenarra Oval Playspace, Dumaresq Street Greenspace and Sequoia Close Playspace.
P6.1.1.3	Construct parks which incorporate accessible and inclusive passive recreation facilities. Signoff Authority: Head Project Design	 50%	Wherever possible the principles of accessibility and inclusion are incorporated into the design of passive recreation facilities for implementation during construction. Detailed designs completed for upgrades at St Ives Showground carpark, Auluba Oval amenities, Hassall Park stage 2 works, Lorraine Taylor Playspace, Caleys Pavilion Boardwalk & Dumaresq St Greenspace. Accessible & inclusive upgrades completed at Eldinhope Green Playspace and Hassall Park stage 1 works.
P6.1.1.4	Implement improvements to carparking at St Ives Showgrounds. Signoff Authority: Head Project Design	 50%	The carpark design has been documented and Review of Environmental Factors (REF) approval has been received. The tendering of works is underway.
P6.1.1.5	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: Head Project Design	 50%	Procurement phase for Auluba Oval amenities has been extended to 28/1/25 following contractor requests. Currently finalising components of the Bannockburn Oval amenities/clubhouse upgrade.

P6.1.1.6	Progressively review Plans of Management for Community land in consultation with Crown Lands. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Progressively reviewing the plans of management to streamline documents to ensure consistent application of the Local Government Act to Council lands. Updating the mapping to comply with Crown Lands and Council requirements, and addressing issues as they arise, is ongoing.
P6.1.1.7	Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	All recreation and sporting facilities are being maintained in accordance with Asset Management Strategies. This year we have incorporated a rolling program of cleaning tennis courts. This may require some amendments to maintenance schedules moving forward as we currently service 71 tennis courts. We have also implemented different strategies to control the number of weeds in our sporting facilities. This involved the implementation of a preventative spray prior to reduce the seed bank in the soil.
P6.1.1.8	Implement priority actions from the Recreation in Natural Areas Strategy. Signoff Authority: <i>Manager Environment & Sustainability</i>	 50%	Priority actions continue to be implemented. The Sustainability Reference Advisory Committee is now referred to as the new Environment Advisory Committee which will assist Council in the implementation of the Strategy.
P6.1.1.9	Progress preparation of Green Grid Strategy consistent with Council's Local Strategic Planning Statement (LSPS). Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	A third working group meeting was held in August, and a draft strategy document was prepared for public exhibition.
P6.1.1.10	Actively engage with sporting organisations and clubs, user groups and residents during the preparation of plans, policies and strategies for sport and recreation. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Engaging with sporting groups in relation to grants, project planning and strategic planning of sites to ensure best outcome for clubs and community continued. Council is engaging with Netball association, and archery to progress amenities improvements.
P6.1.1.11	Progress preparation of recreation and open space strategies, plans and policies identified as priorities in the Recreation Needs Study. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Progress with the development of the Open Space and Recreation Strategy, to include components relating to sports, companion animals and synthetic turf in open space continued. Including a Facilities Demand Analysis to drive the future works.
P6.1.1.12	Implement the Ku-ring-gai Play Space Strategy and monitor and review the program as required. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	A third working group meeting was held in August. Two play spaces completed construction - Eldinhope Green and Hassall Park. Finalisation of concept for nature play pilot project. Duff Street Reserve, development of Nature Play web page, and handover completed for The Glade Reserve Landscape Masterplan (including play space brief). Funding secured for Roseville Park play space upgrade.
P6.1.1.13	Finalise design and commence Stage 2 construction upgrade works to park and surrounding streets at Robert Pymble Park. Signoff Authority: <i>Head Project Design</i>	 50%	Request for Quotation package under development for engagement of a lead consultant for project works. Construction budget has been phased to next Financial Year.
P6.1.1.14	Prepare a masterplan for the former Gordon Bowling Club site (4 Pennant Avenue Gordon) for public open space uses. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 40%	Work has commenced including: * establishing project working group * preparation of site survey * preparation of arborists report. Stage 1 community engagement has been delayed due to staff being allocated to alternative projects. Reason Work involved on the preparation of alternative TOD scenarios has impacted the delivery of this task during the reporting period. Remedial Action A new permanent position for a Public Domain Coordinator has been established. The position will be advertised in the first half of 2025.


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: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council engaged with sporting groups in relation to grants, project planning and strategic planning of sites to ensure best outcome for clubs and community. Staff engaged with netball and archery groups on amenities improvements and cricket at Lindfield for small infrastructure improvement. Planning for the 2025 Sports Forum underway.		


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: <i>Manager Urban & Heritage Planning</i>	 50%	Engaging with sporting groups in relation to grants, project planning and strategic planning of sites to ensure best outcome for clubs and community continued. Council is engaging with netball and archery on amenities improvements and cricket at Lindfield for small infrastructure improvement.
P6.1.2.2	Facilitate a regular sporting forum and ongoing communication with sporting users. Signoff Authority: <i>Manager Infrastructure Services</i>	 50%	Currently in planning phase for next sporting forum that will be held in May 2025.

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: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. Council continued to monitor and report on the progress, including any variations, to the Major Projects Steering Committee monthly. Issues with Asbestos Contaminated Material (ACM) have been resolved to date. Major piling works are completed, and the ground floor carpark concrete pours have commenced, additional preparation work is continuing to the rest of the site for future pours. Structural scaffolding and formwork are being installed for preparation for main floor building.		


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: <i>Director Strategy & Environment</i>	 50%	Council continued with monitoring of the project and reporting to the Major Projects Steering Committee monthly on the progress and any variation to the project. Issues with Asbestos Contaminated Material (ACM) have been resolved to date and works are progressing with piling completed and ground floor car park concrete pours commencing.



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. <i>Signoff Authority: Director Operations</i>	
Comments		
Progressing as scheduled. All works at Pymble Town Hall are now complete and the Gordon Library lift replacement is under procurement. Electric vehicle (EV) chargers have been rolled out in four locations across the local government area (LGA).		


Operational Plan Tasks

Code	Description	Progress	Comments
P7.1.1.1	Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities. <i>Signoff Authority: Head Project Design</i>	 50%	All works at Pymble Town Hall now complete. Procurement underway for the lift replacement at Gordon Library.
P7.1.1.2	Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program. <i>Signoff Authority: Manager Environment & Sustainability</i>	 50%	Council has progressed its electric vehicle (EV) infrastructure capability study for the corporate fleet. Task completed by the consultant included fleet data analysis, initial stakeholder workshops and a draft fleet transition plan. Tasks to be undertaken in early 2025, include site surveys, detailed stakeholder workshops and preliminary designs. A draft report has been completed and is being reviewed by Council staff for the first stage of the Ku-ring-gai Fitness and Aquatic Centre (KFAC) Master Planning and Detailed Design project. Once finalised, the project will progress to the detailed design phase in early 2025. In late 2024, corrective works were undertaken to address hardware faults in multiple rooftop solar systems. All systems are now performing as expected. Council is reviewing procurement and contracting options for outstanding design tasks and construction works for the Cultural and Environment Education Centre (CEEC).


Term Achievement

Code	Description	Progress
P7.1.2	The renewal of Marian Street Theatre is substantially completed. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progress is behind schedule. A report was presented to Council in October which detailed the likely costs and timetable to redevelop the Marian Street Theatre in accordance with Development Application (DA0144/20) and the actions to be taken to achieve substantial commencement by 19 August 2026. Reason During the reporting period, planning and legal advice was sought in relation to the Development Application. Remedial Action Council is awaiting advice on opportunities for limited works to preserve the development consent for the theatre.		



Operational Plan Tasks



Code	Description	Progress	Comments
P7.1.2.1	<p>Progress of the Marian Street Theatre renewal project is subject to Council resolutions.</p> <p>Signoff Authority: <i>Director Strategy & Environment</i></p>	 40%	<p>In line with resolutions of Council (July: Min 153, and October: Min 207), staff have investigated options to preserve the development consent for the theatre, however construction works continue to be unfunded.</p> <p>Reason Council is investigating an appropriate package of works that if implemented could preserve the existing development consent.</p> <p>Remedial Action Council will continue to review options whilst awaiting advice on the matter.</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>	
Comments		
<p>Progressing as scheduled.</p> <p>During the period Council continued to implement its strategic renewal of agreements on holdover to facilitate improved community access to Council facilities including:</p> <ul style="list-style-type: none"> * entering into a 5-year licence with Turramurra United Football Club for its occupancy of Karuah Oval consistent with Council policy and subsidy matrix. * finalised the relocation and set up of a new agreement with Metropolitan Mid Week Dog Club from Queen Elizabeth Reserve to Primula Oval following oval upgrade. * public notification to renew multiple tenancies on ground floor St Ives Community Groups Building. 		

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>	 50%	<p>During the period, Council continued to implement strategic renewal of agreements on holdover to facilitate improved community access to Council facilities including:</p> <ul style="list-style-type: none"> * Entering into a 5-year licence with Turramurra United Football Club for its occupancy of Karuah Oval consistent with Council policy and subsidy matrix. * Finalised the relocation and set up of a new agreement with Metropolitan Mid Week Dog Club from Queen Elizabeth Reserve to Primula Oval following the oval upgrade. * Public notification to renew multiple tenancies on ground floor St Ives Community Groups Building 177 Rosedale Road, St Ives.
P7.1.3.2	<p>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.</p> <p>Signoff Authority: <i>Manager Visitor Experience & Events</i></p>	 50%	<p>Both venues have seen a variety of usages during the first period including hosting events as part of the Gai-mariagal Festival and Eco Festival, Wildflower Garden Open Day (Teddy Bears Picnic), multiple weekend commercial ski gear and rug sales, annual 3-day St Ives Orchid Fair and the new trail running event - Sydney Ultra Marathon. The second period was busy for St Ives Showground with the Sydney Backyard Ultra, Tuffnutterz inflatable obstacle course, Sydney Trail Series, \$2 ride amusement fair, St Ives Christmas Market and an outdoor production called the Snow Queen. Three weddings were held at Caleys Pavilion and general hire of picnic areas has been strong across both venues.</p> <p>Visitation for financial year to date: St Ives Showground - vehicles: 111,810 Wildflower Garden main gate - Vehicles: 20,714 Wildflower Garden trails: 58,329 Visitors Centre: 23,544.</p>

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>Head Project Design</i>	 50%	Gordon Golf club has continued to see increased patronage, with players reporting a high level of satisfaction with the course, services and programs on offer.
P7.1.3.4	Council's recreation services meet customer needs. Signoff Authority: <i>Head Project Design</i>	 50%	Council continued to work hard to ensure recreation services are fit for the community's needs. Council has recently released the procurement package for Hassall Park Stage 2 - amenities upgrade and finalised the documentation package for Stage 3 - cricket net refurbishment. Documentation packages are also nearing finalisation for the Wildflower Garden District Park Nature Playspace upgrade and the provision of a new Urban Park at Bedes Forest in St Ives. The park in Bedes Forest will include a half-court basketball court. Further, all works funded by the Sports Court Development Program have now been procured and works progressing - i.e. Warrimoo Tennis Courts, Loyal Henry Tennis Courts and Turramurra Cricket Nets.




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>Director Operations</i>	
Comments		
Progressing as scheduled. Works have progressed on the detailed re-evaluation of Council's road, kerb and gutter, carparks, bridges and footpath infrastructure.		






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>	 50%	Both documents continue alongside preparation work for a prospective IPART review and in parallel to the TOD alternatives planning.
P8.1.1.2	Oversee the implementation of the s7.12 Contributions Plan. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Management continues. The need for cost declarations was, again, emphasised. Monitoring of receipts suggests fewer overall applications for alterations and additions and knockdown rebuilds but higher value works leading to sustained income at present. Monitoring must continue however as there is financial exposure in relying on fewer high value works going forwards.
P8.1.1.3	Asset Management Plans are reviewed to align with the Resourcing Strategy. Signoff Authority: <i>Head Project Design</i>	 50%	Works are currently underway for a detailed revaluation of Council's road, kerb and gutter, carparks, bridges and footpath assets.


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: Director Operations	
Comments		
Progressing as scheduled. All roads for this year's program have been programmed for delivery, the Drainage Capital Works Programme is tracking well, and all Asset Management Plans are currently up to date.		


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: Head Project Design	 50%	Asset Management Plans are up to date.
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: Head Project Design	 50%	New Footpath program will be near completion by end of January 2025 with roads and other assets on track.
P8.1.2.3	Deliver Road and Carparks Capital Works Programs on time and within budget. Signoff Authority: Head Project Design	 50%	All projects for this year's Roads and Carparks program have been progressed and are on track for delivery.
P8.1.2.4	Deliver Drainage Capital Works Programs on time and within budget. Signoff Authority: Head Project Design	 50%	This year's drainage capital works program has been progressed and tracking well.
P8.1.2.5	Implement stormwater relining program to increase the useful life of pipes and reduce future maintenance costs. Signoff Authority: Head Project Design	 50%	Program on track with all identified works for this financial year to be completed by end of June.

Term Achievement

Code	Description	Progress
P8.1.3	The footpath network is expanded to provide improved connectivity, safety and accessibility. Signoff Authority: Director Operations	
Comments		
Progressing as scheduled. The footpath programme for the year is largely complete.		

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: Head Project Design	 50%	All footpaths within this year's program have been scheduled for delivery and are projected to be completed by March 2025.

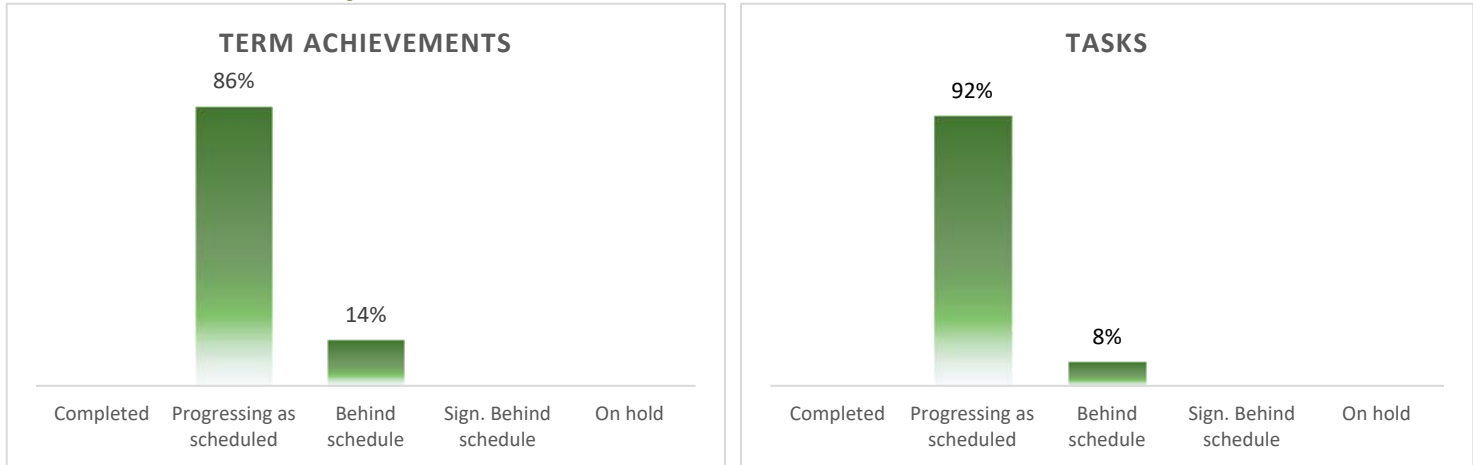


THEME 4

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

- Secured additional funding of \$815K from Transport for NSW (TfNSW) towards the Eastern Road HPAA project.
- Completed three wombat crossings Lady Game Drive (Lindfield), Bangalla Street (Warrawee) and Rosedale Road (St Ives) and received additional funding of \$76,000 to upgrade street lighting.
- Received \$2.33 million funding to complete pedestrian crossing facilities at several locations through The Federal Road Safety Program.
- Secured \$470,000 in funding to complete several Black Spot projects during the financial years 2024/25 and 2025/26.
- The TfNSW counting station on Pacific Highway at Warrawee indicates that average daily southbound traffic volumes on Pacific Highway in quarter 3, 2024 are still approximately 10% lower than they were pre-COVID and before the opening of the NorthConnex tunnel in October 2020.


Challenges

- Planning for the Lindfield Village Hub, Turramurra Community Hub and other major projects with the introduction of the NSW Government's TOD SEPP and Council's alternative scenarios being developed.


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> <p>An improvement plan for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community continued to be implemented.</p> <p>Numerous upgrades to bus stop upgrades have taken place and implementation of the Get NSW Active is underway in Ku-ring-gai.</p>		

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	 50%	<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 was completed for the fence along Anglicare Rohini boundary. An Arboriculture Impact Assessment (AIA) was completed. The advice from the AIA and geotechnical investigations necessitated amendments to the 90% design to minimise impacts, and the updated design is under review. * Bobbin Head Road, North Turramurra - 2-way separated cycleway: a final concept plan was submitted in late November. * Kissing Point Road, Turramurra shared user path on eastern side, between Pacific Highway and Catalpa Crescent: design consultants SMM were appointed in late September and a Feasibility Assessment was submitted in November. The development of a concept design commenced. <p>Other updates during the period include:</p> <ul style="list-style-type: none"> * The Active Transport Reference Committee did not meet during the period due to Council elections in September and the caretaker period which commenced in August. In October, the new Council resolved to extend the scope of the committee and in December Council resolved to form a Smart Transport Committee and that membership of both committees will be reviewed and recommendations brought back to Council by 8 April 2025. * Rehabilitation of Killeaton Street (between Warrimoo Avenue and Carbeen Road). During the period, a concept design option was developed which incorporates a shared user path (instead of a 2-way separated cycleway). Grant funding applications have been submitted for the cycleway component of the project. * Council's Black Spot funding application for the 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. During the period, Council received an Australian Government Black Spot Program funding offer of \$275,000 for this project. Consultants have been engaged by Operations to undertake the traffic signal modelling and TCS Plan update.

T1.1.1.2	Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements to allocated budget. Signoff Authority: <i>Head Project Design</i>	 48%	Numerous bus stop upgrades have taken place in line with the roll out of the footpath programme.
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Term Achievement


Code	Description	Progress
T1.1.2	A network of safe and convenient links to local centres, major land uses and recreation opportunities is progressively implemented. Signoff Authority: <i>Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. The Ku-ring-gai Integrated Transport Strategy was further implemented including Action B3 - Implement measures to increase the level of student travel to school by non-car modes. Action E3 - Implement road network improvements from the Ku-ring-gai Contributions Plan 2010, Action E5 - Implement road safety measures on local and regional roads and Action F3 - Provide dedicated parking spaces for car share vehicles.		

Operational Plan Tasks



Code	Description	Progress	Comments
T1.1.2.1	Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport Strategy. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	During the period, the following recommendations from the Ku-ring-gai Integrated Transport Strategy were implemented or were in the planning/design phase: Action B3 - Implement measures to increase the level of student travel to school by non-car modes. Council accepted an offer of \$470,000 from TfNSW for a new raised pedestrian crossing and new footpaths near St Ives Primary/High School, to encourage walking to school. Pedestrian counts have been undertaken and confirmed the location of the new raised pedestrian crossing in Torokina Avenue at Yarrabung Road. Consultation was undertaken with directly affected residents, and the raised pedestrian crossing was approved by the Ku-ring-gai Traffic Committee. Due to internal resourcing, design work is expected to commence in second half of 2025. Action E3 - Implement road network improvements from the Ku-ring-gai Contributions Plan 2010. * Intersection of Pacific Highway and Strickland Avenue. Contractual matters were resolved in December and the 50% detailed design was lodged with TfNSW for review. Utility investigations are expected to commence in early 2025. * Intersection of Pacific Highway and Balfour Street/Havilah Road. A Request for Quotation (RFQ) was issued to suitably qualified consultants for detailed design/documentation services for the modification of traffic signals. A preferred consultant has been identified and design work is expected to start in first quarter of 2025. * Intersection of Lindfield Avenue and Tryon Road - new traffic signals. The integration of the traffic signals has been incorporated into the design documentation, which is currently under internal review. Action E5 - Implement road safety measures on local and regional roads. The following nominations made to the 2024/25 Australian Government Black Spot Program were successful: * intersection of Killeaton Street and Memorial Avenue, St Ives: provide pedestrian protection and install missing pedestrian crossing at the traffic signals. Consultants have been engaged by Operations to undertake the traffic signal modelling and TCS Plan update, with detailed design work to commence in 2025. * The Comenarra Parkway, Turramurra: install skid resistant pavement at curve between Parkinson Avenue


			<p>and Gipps Close. This work was completed in December.</p> <p>Nominations for the 2025/26 Australian Government Black Spot Program closed during the period. Urban Planning submitted an application for resurfacing on Bobbin Head Road at North Turrumurra, and Operations submitted two applications - Lady Game Drive, West Pymble (construct median around bend) and Clanville Road at Trafalgar Road, Roseville (new roundabout).</p> <p>Action F3 - Provide dedicated parking spaces for car share vehicles.</p> <p>An inception meeting was held with Council's legal team to develop a licence agreement to accompany a future Expression of Interest/ Request for Proposal for fixed space car share operators. It is envisaged it would be issued in the first half of 2025.</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: Director Strategy & Environment</p>	
Comments		
<p>Progressing as scheduled.</p> <p>Advocacy and liaison with Transport for NSW for public transport upgrades continued during the reporting period.</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 Kuring-gai.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 50%	<p>Through Council's submission to the NSW Government's Urban Development Program (UDP), Council will be advocating for the inclusion of an upgrade to the Turrumurra Bus Interchange; and Strategic Cycleway Corridor - Gordon to Chatswood, as part of regionally significant public transport infrastructure that would support housing supply and improve access to rail stations, to attract funding from funds being collected through the Housing and Productivity Contribution.</p> <p>Further to this, consultants have been engaged to develop a multi-modal transport network model as part of a Transport Impact Assessments (TIA) for the Roseville and Killara Transport Oriented Development (TOD) precincts, to inform and guide future transport infrastructure planning. TfNSW is being engaged as a stakeholder, particularly in relation to new or modified traffic signals, new pedestrian and cycling facilities, traffic calming and a review of speed limits, car share vehicles and changes to traffic flows/road network layout which would improve access to the stations in the TOD precincts.</p>
T1.1.3.2	<p>Advocate to Transport for NSW and bus operators to target improvements to bus services connecting nearby centres with Kuring-gai including Mona Vale-Macquarie Park route, and Chatswood-Dee Why/Northern Beaches route.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 50%	<p>Through Council's submission to the NSW Government's Urban Development Program (UDP) in October, Council has advocated for the inclusion of an All-Day Frequent Network (express services) and Rapid Bus Lines between Mona Vale and Macquarie Park, and between Chatswood-Dee Why and Northern Beaches, as part of regionally significant public transport infrastructure that would support housing supply and attract funding from funds being collected through the Housing and Productivity Contribution.</p>

T1.1.3.3	Collaborate with Transport for NSW to co-ordinate and implement connections and upgrades to bus interchanges. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Through Council's submission to the NSW Government's Urban Development Program (UDP) in October, Council has advocated for the inclusion of the upgrade to the Turrumurra Bus Interchange as part of regionally significant public transport infrastructure that would support housing supply and attract funding from funds being collected through the Housing and Productivity Contribution. This builds on previous discussions with TfNSW regarding the upgrade.
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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: <i>Director Strategy & Environment</i>	
Comments Progress is behind schedule. The annual Ride2Work day was due to be held in October 2024 but unfortunately Council was not able to participate due to competing priorities. Reason Key strategic transport planning staff were focussed on the Transport Oriented Development (TOD) alternatives which has impacted progress during the period. Remedial Action Staff may be able to promote/ deliver the 2025 Ride2School event in March following progress of work undertaken on the NSW Government's TOD SEPP and Council's alternative scenarios.		


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: <i>Manager Urban & Heritage Planning</i>	 45%	The annual Ride2Work day was held in mid-October 2024, but it was not possible to plan for this event. Reason Planning work and other commitments around the NSW Government's TOD SEPP and Council's alternative scenarios meant that it was not possible to commit to this event. Remedial Action There may be an opportunity to promote the Ride2School event in 2025, which normally occurs in March. If workloads around NSW Government's TOD SEPP and Council's alternative scenarios ease in the first quarter of 2025, and frees up resources, this is an event that staff may be able to promote/deliver.

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	Safety and efficiency of the local road and parking network have improved and traffic congestion is reduced. Signoff Authority: Director Operations	
Comments		
<p>Transport for NSW (TfNSW) funded the following projects under its Black Spot Program during FY24 - 26:</p> <p>1. Werona Avenue and Stanhope Road, Killara – upgrade traffic control signals with pedestrian phase: This project was originally funded over FY 22/23 and FY23/24, the total grant offered to Council was \$442,000. Detailed design/documentation stage commenced in early 2024 due to delays with funding and timelines rolled over into FY24/25. In December 2024, Council has submitted 80% design package to TfNSW and circulated internally for comment. The consultant is expected to deliver a complete 100% design package for construction before June 2025, therefore Council will need to seek approval from TfNSW to roll over the project into FY25/26.</p> <p>2. Telegraph Road, Pymble – upgrade road surface to high-level non-skid and improve super elevation on bend near Ganmain Road: This project was originally funded in FY 22/23 and FY 23/24, with a total revised funding received of \$479,000. Timeline has been pushed back due to an additional scope of works associated with increased funding and other issues. In March 2024 TfNSW approved the time variation for the Black Spot Program projects to FY25, noting the project must be completed before June 2025. In January 2025, Council under community consultation and the consultant is expected to submit 100% detailed design package for construction before June 2025.</p> <p>3. The Comenarra Parkway, Turramurra – upgrade road surface to high-level non-skid surface: TfNSW allocated \$137,000 in funding for the FY 24/25 and the project was successfully completed in December 2024 at a cost of \$173,000. A variation request was submitted to TfNSW in January 2025, however if unsuccessful, Council will need to cover the shortfall from the roads budget.</p> <p>4. Killeaton Street & Memorial Avenue, St Ives – upgrade traffic signals with introducing missing pedestrian crossing facility and providing fully controlled right-turn red arrow to provide pedestrian protection for crossing the western leg of Killeaton street: TfNSW offered \$275,000 in funding across FY 24/25 and FY 25/26 (\$50,000 for design in FY 24/25 and remaining for construction in FY 25/26). In November 2024, Council engaged a consultant to undertake traffic signal modelling, civil design, and the preparation of detailed construction drawings and documentation. They submitted a draft Design Modelling Report, which Council forwarded to TfNSW on 23 January 2025 for review and in-principle approval. The 100% detailed design package expected completion is before June 2025, with construction scheduled for completion in FY 25/26.</p> <p>TfNSW funded projects under the Safer Speeds in High Pedestrian Activity Areas (HPAA) during FY24, FY25 and FY26 include:</p> <p>1. Lindfield CBD and Railway Station Locale - HPAA This project was originally funded across the FY 23/24 and FY 24/25, the total grant funding of \$361,600 awarded to Council. The objective is to establish a 40 km/h HPAA near Lindfield Station and surrounding streets. Proposed works include raised wombat crossings on Lindfield Avenue and on Milray Street at Tryon Road, speed cushions on Milray Street, and associated signage and line marking. Works are being integrated into the Lindfield Avenue and Tryon Road streetscape upgrade project, with their delivery dependent on progress of that project. The streetscape upgrade has now reached 90% detailed design and documentation completion. Due to its scale and complexity, the TfNSW-funded HPAA works are now anticipated to be completed by June 2026, following approval from TfNSW to roll the funding into FY 25/26.</p> <p>2. Eastern Road, Turramurra - HPAA In July 2024, TfNSW allocated \$735,000 in funding for the FY 24/25 to deliver a 40 km/h HPAA on Eastern Road near the Eastern Road Shops. The project scope includes the construction of roundabouts at Chilton Parade and Worchester Place, a raised intersection at Tennyson Avenue, as well as associated signage and line markings. Due significant increases in project costs, Council sought additional funding and an extended timeframe for completion. In January 2025, TfNSW approved an extension to the FY 25/26 and increased the funding to a total of \$1.55 million. Council aims to complete the detailed design and documentation by June 2025, with construction scheduled for completion before June 2026.</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 \$1.6 million. In April 2024, Council constructed wombat crossings in Bangalla Street and Rosedale Road, but the street lighting upgrade at Rosedale Road crossing is still due, with the upgrade expected to be completed by March 2025. Council is expecting to complete a wombat crossing in Culworth Avenue by February 2025. 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.



In June 2024, TfNSW advised Council was successful in securing \$470,000 in funding under the Get NSW Active FY 24/25 Program to enhance pedestrian access on Torokina Avenue, St Ives, benefiting students of St Ives Primary School. The project includes constructing a footpath along Torokina Avenue and constructing a wombat crossing at Yarrabung Road. Due to resource constraints, Council expects to complete the design by June 2025. Consequently, the street lighting design cannot be finalised in time, delaying construction to the second half of 2026. Council will therefore seek TfNSW's approval to extend the project timeframe and roll over funding into the FY 25/26. The design of all these projects will be carried out in-house during the FY 24/25, with construction expected to be completed before June 2026. However, the pedestrian crossing on Turramurra Avenue is scheduled for construction January/ February 2025.

In November, TfNSW allocated 100% funding for the following seven pedestrian crossing facilities under its Federal Road Safety Program for the FY 24/25 and FY 25/26 with Council receiving \$2.33 million:

1. Bobbin Head Road, North Turramurra – wombat crossing outside Ku-ring-gai High School
2. Margaret Street, Roseville – wombat crossing at Archbold Road intersection
3. Eastern Road, Turramurra – wombat crossing at Hastings Road
4. Turramurra Avenue, Turramurra – at-grade pedestrian crossing at Nulla Nulla Street
5. Mudies Road, St Ives – at-grade pedestrian crossing at Memorial Avenue roundabout
6. Robert Street, Gordon – wombat crossing at Werona Avenue (outside Gordon Railway Station)
7. Nambucca Street, Turramurra – pedestrian refuge island at The Chase Road intersection

Staff contacted TfNSW seeking a briefing to Councillors on the post-opening effects of NorthConnex and associated heavy vehicle traffic volumes on Pacific Highway.

Operational Plan Tasks


Code	Description	Progress	Comments
T2.1.1.1	Facilitate the implementation of paid parking in major project car parks. Signoff Authority: <i>Manager Urban & Heritage Planning</i>	 50%	Staff from the Regulatory team are continuing their investigations into the replacement of the existing parking meters in the Lindfield Village Green with a ticketless/number plate recognition solution. There is still ongoing uncertainty around the future of the Lindfield Village Hub, Turramurra Community Hub and other major projects especially given the introduction of the NSW Government's TOD SEPP and Council's alternative scenarios being developed. Given this, the Request for Quotation (RFQ) to provide Council with advice on the wider implementation of the paid parking strategy may still no longer be an immediate priority and could be resumed once there is more certainty around any of the major projects.
T2.1.1.2	Continue to implement the 10-year Traffic and Transport Program. Signoff Authority: <i>Manager Traffic & Transport</i>	 50%	Update on projects identified in the 10-year Traffic and Transport Program: * Werona Avenue and Stanhope Road, Killara (upgrade intersection to provide pedestrian crossings and associated facilities) - detailed design and documentation for the intersection continued during the period, with a Road Safety Audit completed, and an assessment of trees impacted by its recommendations. An assessment of the existing lighting conditions has also been undertaken and following this, the 80% design package was submitted to TfNSW, for review. * Lady Game Drive/Fiddens Wharf Road roundabout - speed cushions have been installed on the southern approach (Lady Game Drive) to reduce approach speeds. The splitter island on the southern approach has also been modified to provide a gap for pedestrians. * Archbold Road at Middle Harbour Road - No Right Turn installed from Archbold Road into Middle Harbour Road (buses excepted).

			<p>* Archbold Road at Chelmsford Avenue - weekday AM peak No Right Turn installed, from Chelmsford Avenue into Archbold Road.</p> <p>* Eastern Road at Kintore Street - new roundabout constructed.</p> <p>* Eastern Arterial Road at Springdale Road - Left Turn Only from Springdale Road into Eastern Arterial Road implemented.</p> <p>Nominations for the 2025/26 Australian Government Black Spot Program opened in the period. Relevant projects in the 10-year Traffic and Transport Program were checked for eligibility which resulted in the majority of sites being ineligible.</p>
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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. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. A strategic access, traffic and transport plan is being implemented for the Northern Sydney region.		

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. <i>Signoff Authority: Manager Traffic & Transport</i>	 50%	There has been no follow-up from TfNSW regarding the briefing to Councillors originally scheduled for early 2024 which was cancelled by TfNSW. In the meantime, data for TfNSW counting station on Pacific Highway at Warrabee indicates that average daily southbound traffic volumes on Pacific Highway in quarter 3, 2024 are still approximately 10% lower than they were pre-COVID and before the opening of the NorthConnex tunnel in October 2020.
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. <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 50%	During the period, two Northern Sydney Regional Organisation of Councils (NSROC) Northern Sydney Transport Leadership Group meetings were held, in August and November 2024. Matters discussed during the meetings relevant to Ku-ring-gai included: * Facilitating EV charging infrastructure: Council policies and controls – this report was finalised in October 2024. * NSROC Council representatives contributed towards the development of an Infrastructure Priority Statement (2024-2028), with the inclusion of regional public transport and active transport (cycling/walking) projects. For Ku-ring-gai, key regional missing links/upgrades that have been identified for prioritisation include: * Roseville to Pymble active transport missing link (via Hill Street, Strickland Avenue, Lindfield Avenue, Werona Avenue, Pacific Highway) * Bus rapid transit link between Chatswood interchange Dee Why/Frenchs Forest) * Mona Vale to Macquarie Park bus rapid transit * Transport network upgrades around Lindfield town centre.

T3.1.1.3	<p>Plan for works in response to development in local centres.</p> <p>Signoff Authority: Manager Urban & Heritage Planning</p>	 50%	<p>Progress on Lindfield Local Centre transport works during the period included:</p> <ul style="list-style-type: none"> * Intersection of Pacific Highway and Strickland Avenue. Contractual matters were resolved in December and the 50% detailed design was lodged with Transport for NSW for review. Utility investigations are expected to commence in early 2025. * Intersection of Pacific Highway and Balfour Street/Havilah Road. An RFQ was issued to suitably qualified consultants for detailed design/documentation services for the modification of traffic signals. A preferred consultant has been identified and design work is expected to start in the first quarter of 2025. * 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 design documentation, which is currently under internal review. <p>Progress on Roseville Local Centre transport works during the period included development of a multi-modal transport network model as part of a Transport Impact Assessments (TIA) for the TOD precinct, to inform and guide future transport infrastructure planning. In the TIA, works from the Ku-ring-gai Contributions Plan 2010 are being considered and tested, such as:</p> <ul style="list-style-type: none"> * road widening on the western side of Pacific Highway to accommodate three northbound lanes and dedicated right turn lane into Maclaurin Parade * cycleways - other transport infrastructure upgrades such as bus stop upgrades, Kiss and Ride facilities and widening/realignment of existing laneways and general streetscape upgrades will be guided by recommendations from the TIA and the Roseville Public Domain Plan.
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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: Director Strategy & Environment</p>	
Comments		
<p>Operations and Strategy staff have made the following submissions:</p> <ul style="list-style-type: none"> * Bobbin Head Road, North Turrumurra – resurfacing through roundabout at Curagul Road. * Lady Game Drive, on bend near Ryde Road – concrete median. * Clanville Road at Trafalgar Avenue – roundabout. <p>Successful nominations are expected to be announced in April-June 2025.</p> <p>The following nominations made to the 2024/25 Australian Government Black Spot Program were successful:</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 		

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: Manager Urban & Heritage Planning</p>	 50%	<p>Nominations for the 2025/26 Australian Government Black Spot Program opened during the period. All relevant projects in the 10-year Traffic and Transport Program were checked for eligibility, which resulted in the majority of sites being ineligible. Operations and Strategy staff have made the following submissions:</p> <ul style="list-style-type: none"> * Bobbin Head Road, North Turrumurra – resurfacing through roundabout at Curagul Road. * Lady Game Drive, on bend near Ryde Road – concrete median. * Clanville Road at Trafalgar Avenue – roundabout. <p>Successful nominations are expected to be announced in April-June 2025.</p>

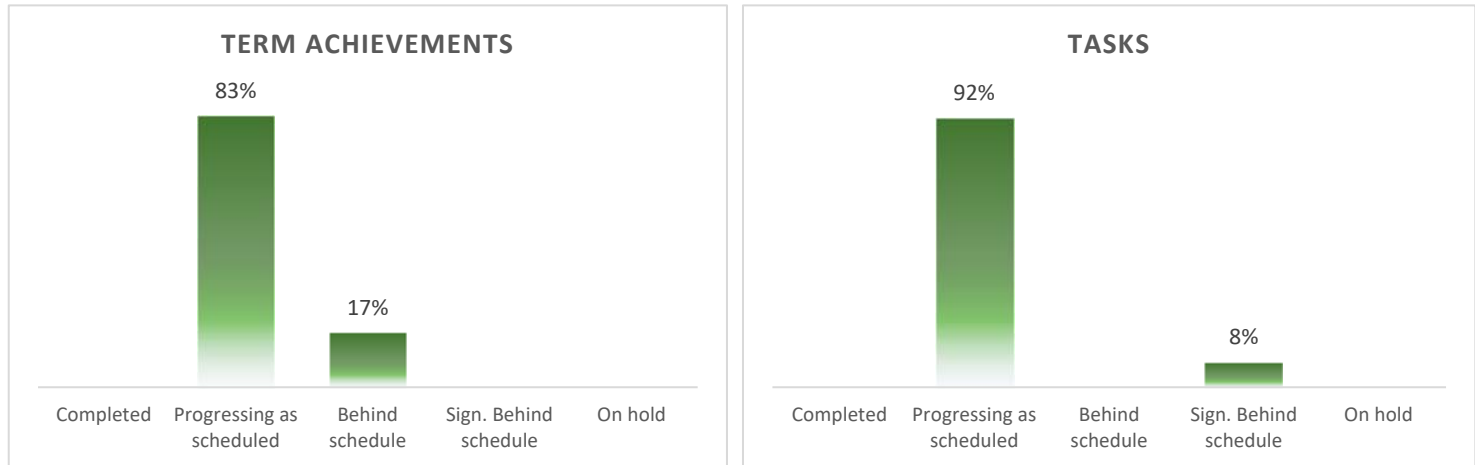
			<p>The following nominations made to the 2024/25 Australian Government Black Spot Program were successful:</p> <ul style="list-style-type: none">* intersection of Killeaton Street and Memorial Avenue, St Ives: provide pedestrian protection and install missing pedestrian crossing at the traffic signals.* The Comenarra Parkway, Turramurra: install skid resistant pavement at curve between Parkinson Avenue and Gipps Close.
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THEME 5 LOCAL ECONOMY

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

Performance summary



Key achievements

- Launch of the 2030 Visitor Economy Strategy.
- Over 42,000 people attended events in Ku-ring-gai including community run events the St Ives Food & Wine Fair, and Wahroonga Village Fair. Other major events held in Ku-ring-gai were the Wahroonga Food & Wine Festival and the popular trail running event Bare Creek Trail Run.
- A variety of events were held at the St Ives Showground and Ku-ring-gai Wildflower Garden including the Gai-mariagal Festival, Eco Festival, Wildflower Garden Open Day (Teddy Bears Picnic), multiple weekend commercial ski gear and rug sales, annual 3-day St Ives Orchid Fair, the new trail running event Sydney Ultra Marathon, the Sydney Backyard UltraTuffnutterz inflatable obstacle course, Sydney Trail Series, \$2 ride amusement fair, St Ives Christmas Market and an outdoor production called the Snow Queen. Three weddings were held at Caleys Pavilion and general hire of picnic areas was strong across both venues.
- Engaged with the business community on various Council projects and identified collaborative opportunities that would allow local businesses to provide input on centre upgrades and improvements. Specifically, this included works at Eastern Road, Turramurra and works associated with new electric vehicle charging infrastructure.
- Completed engagement with the business community for the Community Strategic Plan about current and future challenges and opportunities for the future.
- Delivered four face-to-face and nine virtual business sessions including three half day marketing training sessions, and the 'Mental Health and Financial Wealth' program delivered with the MAP Institute, which looked at wellbeing, cash flow and costs management.


Challenges

- No progress was made on the new Employment Lands Strategy as the implications of the NSW Government Transport Oriented Development (TOD) program need to be taken into consideration.


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		
Progressing as scheduled. Progress on this term achievement is ongoing, and generally on track. Council continued to provide assistance, and used a variety of communication methods to support the business community during the reporting period.		



Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.1.1	Provide education and support for local businesses to navigate Council regulations/red tape. <i>Signoff Authority: Manager Corporate Communications</i>	 50%	Council provides guidance on navigating local and government regulations through its monthly Business Connections E-newsletter. Additionally, a quarterly e-newsletter specifically targets newly registered Ku-ring-gai businesses (listed on the Australian Business Register), highlighting available support services including the Service NSW Business Bureau, which specialises in helping businesses navigate regulatory requirements. Local businesses can also receive in-person support from Council staff across various departments, including Development and Regulation and Corporate Communications teams, to help them understand and comply with Council regulations.


Term Achievement

Code	Description	Progress
E1.1.2	Strategies and plans are in place that support business growth. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progress is behind schedule. A feasibility of Gordon hub was prepared and a briefing to Councillors held. No progress was made on the new Employment Lands Strategy as the implications of the NSW Government imposed Transport Oriented Development (TOD) program need to be taken into consideration. Reason The TOD program employment lands (commercial development) implications need to be taken into consideration for the new Employment Lands Strategy. Remedial Action The new strategy will be deferred until updated employment lands information can be sourced from the final TOD alternative scenario.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.2.1	Review the feasibility of the Gordon Hub. <i>Signoff Authority: General Manager</i>	 75%	A feasibility of the Gordon Civic Hub site was prepared and a briefing provided to Councillors.
E1.1.2.2	Prepare a new Employment Lands Strategy in accordance with Department of Planning, Housing and Infrastructure (DPHI) guidelines. <i>Signoff Authority: Manager Urban & Heritage Planning</i>	 0%	No progress has been made this reporting period due to the implications of the NSW Government imposed TOD program. Reason Council is awaiting revised population projections once the TOD alternatives are finalised. Remedial Action The project will be revisited once the TOD alternatives are finalised.


Term Achievement

Code	Description	Progress
E1.1.3	Secure a development partner for Lindfield Village Hub. <i>Signoff Authority: General Manager</i>	
Comments		
Progressing as scheduled. Negotiations with proponents continued during the period, and the feasibility of the project has been reviewed with a briefing provided to Councillors.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.3.1	Conclude exclusive negotiations with previous preferred proponents, recommence negotiations with other providers and review the feasibility of the Lindfield Hub. <i>Signoff Authority: General Manager</i>	 50%	Negotiations with proponents continued during the period, and the feasibility of the project has been reviewed with a briefing provided to Councillors.

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. Progress of the adjoining landowner's development proposal for their land and the Turramurra Community Hub masterplan has been slowed by uncertainty arising from new State Government's yet to be finalised planning control for the land. A feasibility study of the site was prepared by Council's commercial adviser and the outcomes were presented to Councillors at a briefing.		


Operational Plan Tasks

Code	Description	Progress	Comments
E1.1.4.1	Progress project development in line with the October 2022 Council resolution and review the feasibility of the Turramurra Hub. <i>Signoff Authority: General Manager</i>	 50%	Discussions with adjoining landowner have not progressed meaningfully during the period. A feasibility study of the site was prepared by Council's commercial adviser and the outcomes were presented to Councillors at a briefing.




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. Signoff Authority: <i>Director Community</i>	
Comments		
Progressing as scheduled. Council continued to deliver its successful business engagement program. Collaboration with local councils and government agencies is ongoing to promote and support business initiatives.		

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. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	During the period 4 face to face and 9 virtual sessions were delivered. These included 3 half day marketing training sessions, and a future planning session as part of Council's Community Strategic Plan engagement. 9 online sessions were delivered with the MAP institute, as part of the 'Mental Health and Financial Wealth' program, looking at wellbeing, cash flow and costs management. Approx. 100 people attended the face to face and online sessions. A further larger event was planned in collaboration with Willoughby City Council titled 'Retail Therapy', scheduled to occur as part of NSW Small Business Month (October 2024), however, due to low registrations the event was cancelled.
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. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	During this period, Council staff engaged with various businesses, including local retailers to discuss Council projects and identify collaborative opportunities that would allow local businesses to provide input on centre upgrades and improvements. Specifically, this included works at Eastern Road Turrumurra and works associated with new Electric Vehicle Charging infrastructure. A business specific survey and engagement event was undertaken as part of community engagement for Council's new Community Strategic Plan. Approx. 50 local businesspeople participated and contributed to discussions around current and future challenges and opportunities for the future. Additionally, local businesses were invited to participate in community surveys and forums regarding the Transport Oriented Development scenarios, as these modifications will affect commercial centres in the Southern part of the Local Government Area.
E2.1.1.3	Work with Service NSW Business Bureau to promote and improve access to local Business Concierge Services. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Council staff actively engage with Service NSW staff to ensure any activities are widely promoted through Council's Business Connections E-newsletter. In addition, the 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.

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: Manager Corporate Communications</p>	 50%	<p>Council staff are in regular contact with other local council economic development staff. During the period an event was organised in partnership with Willoughby City Council title 'Retail Therapy'. The session was planned to be held at Zenith Theatre Chatswood as part of NSW Small Business Month. However, due to low registrations the event was cancelled.</p> <p>Council is also active in collaboration with other organisations to promote support programs aimed at small business. This includes the federal Digital Solutions Program, Business Breakthrough Experience (BBX) and the federal Cyberwardens Program.</p> <p>During the period the annual Hornsby Ku-ring-gai Local Business Awards took place. This initiative is sponsored by Council and in 2024, Ku-ring-gai businesses won 10 awards including Business of the Year.</p>
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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: Director Community</p>	
Comments		
<p>Progressing as scheduled. Over 42,000 people attended destination regional events in Ku-ring-gai. New event partners were secured for the Gai-mariagal Festival, Arts & Cultural Festival and Eco Festival including the Sustainable Futures Day.</p>		

Operational Plan Tasks

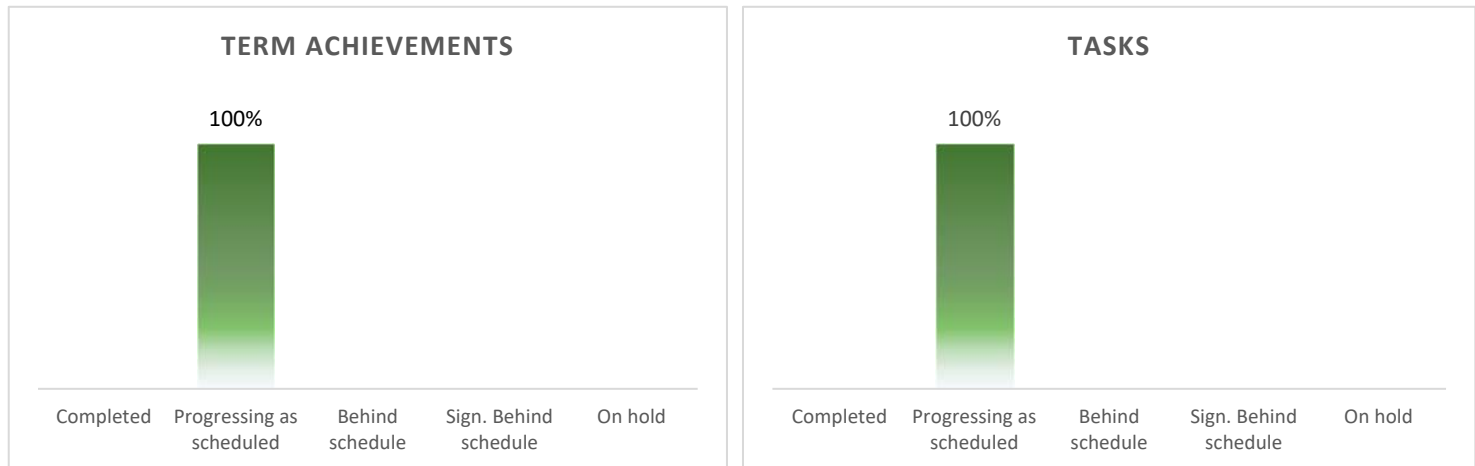
Code	Description	Progress	Comments
E3.1.1.1	<p>Implement an annual program of destination festivals and events, including key destination partners in events programs.</p> <p>Signoff Authority: Manager Visitor Experience & Events</p>	 50%	<p>During July to December over 42,000 people attended events in Ku-ring-gai including community run events St Ives Food & Wine Fair, and Wahroonga Village Fair. Other major events held in Ku-ring-gai during the reporting period were the Wahroonga Food & Wine Festival and the popular trail running event Bare Creek Trail run and a brand-new event for St Ives - the Sydney Ultra Marathon.</p>
E3.1.1.2	<p>Promote destination-related facilities and events using Council channels including social media.</p> <p>Signoff Authority: Manager Corporate Communications</p>	 50%	<p>Staff continued to effectively promote Council's range of facilities and events across our multiple digital channels including social media.</p> <p>Communications and Operations have been meeting monthly and working collaboratively to highlight different parks, sportsgrounds and bushwalking tracks in Ku-ring-gai. Examples of recent digital content and social media videos created include Sheldon Forest Track, St Ives Village Green, the Wildflower Gardens sculpture Trail and Swain Gardens.</p>
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: Director Community</p>	 50%	<p>Over 42,000 attended destination events in Ku-ring-gai in the period.</p> <p>The partnership with Destination NSW and the Sydney and Surround Network North Region continued. Represented at NSW Government Visitor Economy Strategy 2030 launch.</p>



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




Key achievements

- Developed and implemented a comprehensive communications campaign on housing and NSW Government's Transport Oriented Development (TOD) alternatives.
- Completed engagement with the community on alternative scenarios to the NSW Government's TOD policy.
- Accepted an agreement with the NSW Government through the Land and Environment Court regarding the development of alternative locally responsive planning controls in the TOD precincts at Roseville, Lindfield, Killara and Gordon.
- Completed the first phase of community engagement with community members and local businesses for the Community Strategic Plan.
- Completed service reviews of development assessment processes and communications/community engagement.
- Completed internal audits on property management and records management.
- Completed independent survey research into community priorities and views on longer term strategic planning issues as well as satisfaction with Council services.
- Supported the successful delivery of the 2024 Local Government Elections.
- Improved accessibility and transparency through publishing the video of Council forums to the website and allowing speakers to address Council via Zoom.
- Completed Council's Annual Report 2023-2024 and State of Our Ku-ring-gai Report 2021-2024.
- Established the Early Career Program, policy and procedure. This program aims to provide career and professional development opportunities for graduates, undergraduates, trainees and apprenticeships.
- Delivered a tailored organisational wide risk training program to enhance risk awareness and risk management capabilities.
- Launch of the Greenstyle@home program to staff, an extension of Council's successful resident home assessment program.
- Deployed new printers and Multi-functional Devices at Council offices.
- Upgraded the Infringement Management System.
- Integrated the Exploren platform for monitoring and managing Council's public EV chargers which measures utilisation, assists to identify commissioning problems and troubleshoot user problems.
- Completed the acquisition of three properties for future open space and roads.
- Finalised two short term leases with the NSW Electoral Commission, a new lease for suite 5.04, 828 Pacific Highway Gordon and agreed terms for multiple lease renewals and relocations at 828 Pacific Highway, Gordon.
- Finalised a new commercial lease of Firs Cottage and a new licence at Rosedale Road St Ives for a commercial art studio.



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: <i>Director Corporate</i>	
Comments		
Progressing as scheduled. Ku-ring-gai Council is developing a new Community Strategic Plan (CSP). Extensive community engagement, including surveys and forums, has revealed key concerns including housing, infrastructure needs, environmental protection and transparency. The CSP will be informed by this feedback, housing options engagement and the State of Ku-ring-gai report. A draft CSP will be publicly exhibited for community input in early-mid 2025, with the final plan to be adopted by end June. Meanwhile, Council's recent performance reports indicate satisfactory progress on existing plans, and new performance measures will be developed to align with the new Integrated Planning & Reporting (IP&R) documents.		

Operational Plan Tasks



Code	Description	Progress	Comments
L1.1.1.1	Engage with the community to develop a new Community Strategic Plan, and supporting plans detailing how Council will deliver the community's long term objectives (including the Resourcing Strategy, Delivery Program and Operational Plan). Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 50%	Independent survey research was completed into community priorities and views on longer term strategic planning issues as well as satisfaction with Council services. Results will inform the development of the new CSP and DP&OP. Results were provided to senior management and Councillors and published on Council's website. An external consultant was engaged by Council to develop and deliver the first phase of community engagement for the new CSP. This included engaging with community members and local businesses between November and early December 2024. The work included community forums attended by 99 participants; an online survey with 170 responses; interactive sessions at local events and locations and an online platform which attracted over 3,000 visits, indicating a high level of awareness of the project as well as effective promotion of the engagement program. Community participants identified a strong appreciation for Ku-ring-gai's environment, coupled with concerns about housing affordability, improved infrastructure and more transparent governance. Engagement with local businesses identified the challenges of operational costs and the need for additional marketing support, with suggestions for better networking opportunities and infrastructure improvements. Council will use the extensive feedback provided to shape the Community Strategic Plan (CSP) 2025 - 2035. The draft CSP will be placed on public exhibition for review and comment in early-mid 2025, with a view to the final CSP being adopted by Council by the 30 June 2025. The new plans will also be informed by Council's comprehensive engagement program undertaken on housing options and the results of planned service reviews.
L1.1.1.2	Establish robust measures of performance and provide regular reporting to the community on progress of the Community Strategic Plan and delivery of Council's Delivery Program and Operational Plan. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 50%	The six-month progress review of the Revised Delivery Program 2022-2026 and Operational Plan 2023-2024, for the period January to June 2024, was reported to and noted by Council in August 2024, and published on Council's website. Results indicated a satisfactory 94% of Council's term achievements had been progressed to schedule. 92.5% of 2023-24 tasks had been completed or substantially completed and 80% of performance indicators were achieved.

			<p>Council's Annual Report 2023-2024 was presented to Council in November 2024. The Annual Report provides details of Council's performance during the year and includes Council's annual Audited Financial Statements, achievements and challenges. A State of our Ku-ring-gai Report 2021-2024 was also presented to Council in November. The report details progress made during the previous term of Council in implementing and achieving the long-term objectives contained in the Community Strategic Plan. The report was appended to the Annual Report 2023-2024 and published on the website. New and revised performance measures will be prepared as part of the development of the new CSP and supporting plans.</p>
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Term Achievement

Code	Description	Progress
L1.1.2	<p>Council leads the community by advocating, influencing, collaborating and partnering to the benefit of the local area.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	
Comments		
<p>Progressing as scheduled.</p> <p>Ku-ring-gai Council continued to advocate for the local community by lobbying the NSW government and engaging with residents on key issues. This included the NSW Government's Transport Oriented Development (TOD) policy through community engagement, legal action and submissions to parliamentary inquiries. Council also initiated engagement on alternative housing options, including the NSW Government's Low and Mid-Rise Housing policy. A new community engagement strategy is being developed to guide future interactions with residents on Council plans and projects.</p>		


Operational Plan Tasks

Code	Description	Progress	Comments
L1.1.2.1	<p>Proactively influence and respond to Commonwealth and NSW policy development and reforms affecting Ku-ring-gai, including the NSW Government's proposed housing policies, in line with the objectives in the Community Strategic Plan.</p> <p>Signoff Authority: <i>Director Corporate</i></p>	 50%	<p>Council continued to lobby the NSW and Federal governments on matters of importance to the local area and local government generally. Council commenced engagement with the community on alternative scenarios to the NSW Government's Transport Oriented Development (TOD) policy, and an agreement with the NSW Government was mediated through the Land and Environment Court. Council also resolved to meet with the NSW DPHI on options relating to the NSW Government's Low and Mid-Rise Housing policy and commence public exhibition on these options. Council made representations to the NSW Parliamentary Inquiry into the Transport Oriented Development (TOD) program, and the Committee released its report and recommendations in September. Council also resolved to seek an interim heritage order (IHO) around TOD locations. Council also prepared a submission to the NSW OLG's review of the Councillor conduct framework (lodged in October).</p>
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>	 50%	<p>Key community engagement activities undertaken during the reporting period included Phase 1 of engagement on a new CSP and supporting plans and engagement on planning options for addressing the provision of additional housing in the Ku-ring-gai local government area.</p> <p>A new community engagement strategy has been drafted outlining Council's commitment and proposed approach to engagement on plans, policies, programs and projects. The draft strategy will be presented to Council in 2025 for endorsement to enable public exhibition.</p>




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	Council takes action towards financial sustainability. <i>Signoff Authority: Director Corporate</i>	
Comments		
Progressing as scheduled. In December 2024, Council initiated the annual budgeting process for 2025/26 and commenced a review of the Long Term Financial Plan (LTFP). The draft Budget and LTFP will be shared and consulted with the Executive team and Councillors before being placed on public exhibition for community consultation.		



Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.1.1	Review the Long Term Financial Plan in consultation with Councillors each year. <i>Signoff Authority: Director Corporate</i>	 50%	The review of the 2025/26 recurrent budget and project bids has been completed by budget managers. The analysis of budget data is in progress with a first draft due to be presented to the Executive team and Councillors in February 2025. The Long Term Financial Plan (LTFP) will be reviewed and scheduled for adoption in line with the Resourcing Strategy later in 2025.
L2.1.1.2	Review Council rates with a view to seeking special rates variations. <i>Signoff Authority: Strategic Management Accountant</i>	 50%	A task force has been set up to present the special rate variation (SRV) options at a high level to Councillors in February 2025.
L2.1.1.3	Ensure Council meets planned budget performance objectives. <i>Signoff Authority: Director Corporate</i>	 50%	The overall budget performance is regularly monitored with a detailed review and reporting to Council on a quarterly basis. The December quarterly budget review commenced early January 2025 and will be reported to Council on 18 February 2025. The December quarterly review will analyse the budget performance against actuals year to date and highlight any budgetary issues arising from the review. While the quarterly review analysis is still in progress, no major unfavourable budget variations are expected.


Term Achievement

Code	Description	Progress
L2.1.2	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. <i>Signoff Authority: Director Strategy & Environment</i>	
Comments		
Progressing as scheduled. During the period 1 July to 31 December 2024 Council completed the acquisition of the following properties: * 7 Livingstone Avenue Pymble for future open space. * 23 St Johns Avenue Gordon for future road. * Two properties on Dumaresq Street Gordon for open space purposes. Negotiations also concluded for the divestment of Council's residual land portion at part 12 Bent Street Lindfield. Council entered into two leases with NSW Electoral Commission for short term leases within 828 Pacific Highway Gordon on commercial terms, entered into a new lease for suite 5.04, 828 Pacific Highway Gordon and agreed terms for multiple lease renewals and relocations within the premises at 828 Pacific Highway Gordon. Council finalised a new commercial lease of Firs Cottage and new licence at Rosedale Road St Ives for a commercial art studio finalised. Additionally, Council commenced tender documentation for a new bus shelter contract and investigations of TOMRA potential sites and telecommunication facility at Mimosa continued.		



Operational Plan Tasks

Code	Description	Progress	Comments
L2.1.2.1	<p>Progress Council approved property acquisitions and divestments.</p> <p>Signoff Authority: <i>Manager Property</i></p>	 50%	<p>During the period 1 July to 31 December 2024 Council completed the acquisition of the following properties:</p> <ul style="list-style-type: none"> * 7 Livingstone Avenue, Pymble for future open space. Completes acquisition program for local parks in Pymble following earlier acquisitions of 3 and 5 Livingstone Avenue. * 23 St Johns Avenue, Gordon for future road. * Two properties on Dumaresq Street, Gordon for open space purposes, with negotiations progressing for additional adjoining properties. <p>During the period, negotiations concluded for the divestment of Council's residual land portion as part 12 Bent Street, Lindfield.</p> <p>Council progressed the development application for the subdivision of Council land at 56-58 Koola Avenue, East Killara.</p>
L2.1.2.2	<p>Optimise financial returns from Council's existing property portfolio, given the prevailing market conditions.</p> <p>Signoff Authority: <i>Manager Property</i></p>	 50%	<p>During the period 1 July to 31 December 2024, Council entered into two leases with the NSW Electoral Commission for short term leases within suites 1.04 and 5.01, 828 Pacific Highway, Gordon on commercial terms, entered into a new lease for suite 5.04, 828 Pacific Highway, Gordon and agreed terms for multiple lease renewals and relocations within the premises at 828 Pacific Highway, Gordon.</p> <p>During the period Council finalised a new commercial lease of Firs Cottage and new licence of level 1, 177 Rosedale Road, St Ives for commercial art studio finalised.</p> <p>Additionally, Council commenced tender documentation for new bus shelter contract and ongoing investigations of TOMRA potential sites and communication facility at Mimosa.</p>


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>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 all identified assets and financial performance benchmarks. As part of the 2025/26 annual budget process and LTFP review which commenced in early December 2024, priority projects and new budget requirements will be reviewed, and funds allocated as required. Both expenditure and income will be reviewed in line with the latest assumptions and forecasts to ensure adequate funding is allocated to current services and future project initiatives. Council's fees and charges will be reviewed as part of the current budgeting process.</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>Director Corporate</i></p>	 50%	<p>Annual income and expenditure budgets are monitored on a monthly basis and reported to Council as part of Quarterly Budget Reviews (QBR). Monthly reports are provided to GMD for review. Material budget adjustments are recommended to Council as part of QBR. The December QBR will be tabled at the February Ordinary Meeting of Council.</p>
L2.1.3.2	<p>Review fees to identify sustainable increases to Council's income.</p> <p>Signoff Authority: <i>Strategic Management Accountant</i></p>	 50%	<p>Draft Fees issued for update and review by stakeholders.</p>

Term Achievement

Code	Description	Progress
L2.1.4	Council maintains its commitment to infrastructure asset management priorities. <i>Signoff Authority: Director Corporate</i>	
Comments		
Progressing as scheduled. All asset improvement programmes are scheduled and works will be completed across all classes by end of the current financial year. Future asset management requirements will be considered and addressed as part of the Annual Budget and long term financial planning.		


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. <i>Signoff Authority: Director Corporate</i>	 50%	The current Long Term Financial Plan (LTFP) allocates funding to priority projects and infrastructure assets to meet all identified assets and financial performance benchmarks. As part of the annual budget process and LTFP review, priority projects and new budget requirements will be reviewed and funds allocated as required. Council continued to maintain its commitment to infrastructure assets and decreasing the current infrastructure backlog. This is reflected in the current funding strategy forming part of the LTFP. The current LTFP along with the Asset Management Strategy are being reviewed in light of the planned SRV application to IPART.
L2.1.4.2	Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy. <i>Signoff Authority: Head Project Design</i>	 50%	The asset priority list is being updated to manage the budget more efficiently and effectively.
L2.1.4.3	Achieve asset management targets identified in the Resourcing Strategy. <i>Signoff Authority: Head Project Design</i>	 48%	All commitments are on track for delivery within FY24/25.




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		
Progressing as scheduled. During the reporting period Council continued to communicate key strategic issues with the community through the website, bus shelters, newsletters, digital air bridge, translated brochures and social media.		


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. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Council continues to use a number of different communication channels to reach our different audiences in Ku-ring-gai. These include e-newsletters, social media, media releases, adverts in local publications, brochures, flyers etc. For key Council issues, including its recent consultation on TOD housing scenarios, Council also promoted through letter box drop, bus shelters, digital air bridge, translated brochures and social media community group pages.
L3.1.1.2	Apply innovative ways to promoting services, programs, policies and achievements across all media and monitor outcomes. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Effectively promoted Council's services, programs, policies and achievements using communications channels most effective at reaching the required audience. A recent example of an 'innovative' campaign launched during this period includes the design and website team working with sustainability to launch its Killior'ra tree trail - which included eye catching permanent signage that points to an interactive tree education page on our website. Another example of innovation is working with senior services on the creation of the 'Understanding dementia guide', a digital and hard copy brochure which outlines local resources and services in the area.
L3.1.1.3	Monitor Council's website and report on usage. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Council's website had a total of 1,517,816 page views during the reporting period. The top ten pages were: 1. Homepage - 153,782 2. Ku-ring-gai Library - 47,733 3. Clean up collections - 43,793 4. What's On - 36,333 5. Closures and wet weather - 35,502 6. Waste and recycling - 33,470 7. DA tracking - 29,226 8. My Area - 26,078 9. Bins and collection - 24,443 10. Jobs current vacancies - 21,164

Term Achievement

Code	Description	Progress
L3.1.2	Contribute to enhancing and protecting Council's reputation and public image. Signoff Authority: <i>Director Community</i>	
Comments		
Progressing as scheduled. During the reporting period, Council continued to manage its reputation and public image through various media mechanisms focused mainly around the NSW Governments Transport Oriented Development policy changes		


Operational Plan Tasks

Code	Description	Progress	Comments
L3.1.2.1	Proactively manage the Council's reputation through the media and other channels. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	During this period the KPI of 2-3 media releases was maintained. The main focus for communications was on the housing issue, with a major campaign on Council's alternatives to the TOD. Proactive communications were also implemented to ensure the smooth transition of the new Council elected members in September 2024. Discussions were had with a new online media outlet in the area called The Gazette. A review is ongoing of advertising expenditure with local media outlets to ensure the Council's messaging is being distributed in the most cost-effective way. Work also commenced on another communications campaign on the state government's changes to dual occupancy planning rules.


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>ERM Council has delivered tailored organisational wide risk training program to enhance risk awareness and risk management capabilities. An independent ERM maturity assessment will take place in 2025 post ERM Framework establishment and the initial phase of implementation. The development of Business Continuity Sub Plans is currently under way for critical areas including Corporate Communications, Library Services, Information Management and People & Culture. A face-to-face BCP Exercise with InConsult is scheduled to occur in February 2025 and Council's H2 2024 organisation wide biannual risk review is being finalised.</p> <p>Internal Audit Three ARIC meetings were held during the period, one specifically focused on the review of the 2023/24 financial statements. The revised ARIC Terms of Reference and ARIC Workplan (annual & strategic) commenced operation from 1 July 2024 following adoption earlier in the year. Internal audits on property management and records management were completed during the period.</p> <p>Insurance Portfolio Six new injuries were reported (4 in Q4 and 2 in Q3) including two psychological and for physical. Significant time loss has occurred in Q4, primarily due to one reportable physical injury and two psychological injuries. The number of public liability claims received in H2 2024 has reduced from H1.</p> <p>WHS Council continues to enhance and provide ongoing Work Health and Safety (WHS) initiatives across the organisation. Key activities have included: WHS & Wellbeing Matters E-Newsletter, overall improvement in timely reporting, investigation, and follow-up corrective actions for WHS incidents noted, creating a revised WHS Risk Management Matrix aligned with appetite based ERM matrix to streamline Ku-ring-gai Council's Risk Management profile.</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	 50%	<p>Council has delivered a tailored organisational wide risk training program to enhance risk awareness and risk management capabilities. In particular, Risk Management Training for Leaders and Risk Management Essentials for staff were delivered in September and October 2024.</p> <p>Council is now in discussion with risk specialists from Statewide Mutual in preparation for an independent ERM maturity assessment in 2025 post ERM Framework establishment and the initial phase of implementation.</p> <p>In Q4 2024, InConsult commenced workshops with Business Unit Managers from the critical business areas to guide them through the process of developing/reviewing business unit specific Business Continuity Sub Plans. The following areas are involved in this process:</p> <ul style="list-style-type: none"> * Corporate Communications * Library Services * Information Management * People & Culture. <p>A face-to-face Business Continuity Plan exercise with InConsult is scheduled to occur in February 2025 targeting alternates to enhance Council's Business Continuity capability with extended work groups. Council's H2 2024 organisation wide biannual risk review is being finalised.</p>





L4.1.1.2	<p>Act as a central point of contact to the Internal Audit Shared Service (hosted by NSROC) to support and facilitate Councils Internal audit function.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>Three Audit, Risk and Improvement Committee (ARIC) meetings were held during the period, one specifically focused on the review of the 2023/24 financial statements.</p> <p>The revised ARIC Terms of Reference and ARIC Workplan (annual and strategic) commenced operation from 1 July 2024 following adoption earlier in the year. These documents were revised to ensure alignment with the OLG Guidelines for Risk Management and Internal Audit for Local Government in NSW.</p> <p>Internal audits on property management and records management were completed during the period.</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>	 50%	<p>Workers Compensation Portfolio:</p> <ul style="list-style-type: none"> * 6 new injuries were reported (4 in Q4 and 2 in Q3) including 2 psychological and 4 physical. * Significant time loss has occurred in Q4, primarily due to one reportable physical injury and two psychological injuries. * There was an increase in the number of time-lost claims for FY2023-24, now standing at 18, with the addition of the new injuries reported in Q4. <p>Public Liability Portfolio:</p> <ul style="list-style-type: none"> * Number of claims received in H2 2024 has reduced from H1. * Incidents involving fallen branches, root intrusions, and potholes remain the primary causes of public liability claims this quarter. * Council continues to work with insurers to improve public liability claims management and to achieve the best possible outcomes. In particular the Statewide Mutual tree management workshop is scheduled for early 2025 and will look to address the following key areas: optimal tree management practices, preferred species and tree selection criteria, the application of the "right tree, right place" principle, inspection and maintenance protocols, the legal distinction between nuisance and negligence, the impact of tree roots on pipe infrastructure, and a comprehensive analysis of historical claims and relevant case studies.
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>	 50%	<p>Council continues to enhance and provide ongoing Work Health and Safety (WHS) initiatives across the organisation for H2 2024. Key activities include:</p> <ul style="list-style-type: none"> - WHS & Wellbeing Matters E-Newsletter covering a range of topics such as building resilience in the workplace, emotional wellness, leadership and teamwork - The EAP service utilisation rate saw a slight decline in the H2 2024 - Overall improvement in timely reporting, investigation, and follow-up corrective actions for WHS incidents noted in the second half of 2024 <p>A list of priority tasks has been scheduled in Q4 2024 including:</p> <ul style="list-style-type: none"> - Biannual audiometric hearing tests to ensure compliance and prevent hearing loss in high-noise environments. - Reconvene departmental HSC meetings and relaunch Strategic HSC meeting, enhancing consultation and supporting WHS risk mitigation. - HSR training to be provided to new HSR representatives. - Fire Warden training, emergency evacuations and drills are arranged. - Draft WHS Risk Management Matrix aligned with appetite based ERM matrix to streamline Ku-ring-gai Council's Risk Management profile. - WHS controlled documents including policies and procedures to be reviewed and updated.

Term Achievement


Code	Description	Progress
L4.1.2	Council's Governance framework is developed to ensure probity and transparency. Signoff Authority: Director Corporate	
Comments		
Progressing as scheduled. Ku-ring-gai Council effectively managed its governance operations during the reporting period, including the 2024 Local Government Elections, support for Council meetings, and improved accessibility to public forums. The records team continued to support good recordkeeping practices, archival management and an internal audit recommended a number of improvements for implementation in 2025. Council also reviewed and updated key policies, enhanced information access and streamlined operations through initiatives like electronic business papers and investigating outsourcing of the outgoing mail service.		

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: Director Corporate	 50%	Council and Committee meetings were held in compliance with Council's Code of Meeting Practice. Seven Council meetings and five public forums were held during this reporting period. Council also prepared for the first meeting of the new council following the NSW Local Government elections and the election of the mayor and deputy mayor. 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. Council also improved the accessibility and transparency of its Public Forums by publishing the video of the forums to the website and allowing for speakers to address Council via Zoom. Council also commenced its transition to electronic business papers that will provide councillors and management with improved access to the information they need for Council meetings and reduce printing and distribution costs.
L4.1.2.2	Support the 2024 local government elections and deliver an induction, professional development and support program for councillors. Signoff Authority: Director Corporate	 80%	Council supported the successful delivery of the 2024 Local Government Elections. The election was administered on behalf of Council by the NSW Electoral Commission. Council provided information to sitting Councillors, residents / electors and prospective candidates in the lead-up to the election. A pre-election candidate information session was held before the election. Council hosted three sites for pre-polling and provided accommodation and support to the Returning Officer. The elections were held successfully on 14 September and results were declared in early October. New and returning councillors were supported by an induction program and access to information, training and support.
L4.1.2.3	Improve staff awareness and compliance with information access and privacy legislation, codes and guidelines. Signoff Authority: Director Corporate	 50%	Council responded to formal and informal requests for information under the GIPA Act and privacy complaints. During this reporting period, Council received 615 requests for property information and other informal information access requests, and 24 formal requests for access to information. No privacy complaints or GIPA internal review requests were received. Information and advice on matters relating to information access and GIPA was provided to staff / teams as required.
L4.1.2.4	Review policies, delegations and authorisations to support good decision-making and compliance with changing legislation and guidelines. Signoff Authority: Director Corporate	 50%	Council continued to review and update its policies in line with changes to legislation and Council's policy review cycle. There are currently 71 active external policies. 31 of these policies are due or overdue for review (as at end-December) and these are being progressed by policy owners. The following policies were reviewed / adopted by Council during this period: Related Party Disclosures Policy, Code Of Meeting Practice, Contaminated Land Policy, Bushland Illegal Dumping and Encroachment Policy, Drone (Remotely Piloted Aircraft) Policy and Planning Agreement Policy 2024. A review of Council's delegations has commenced.

L4.1.2.5	<p>Maintain effective records management and data governance systems and improve staff awareness and practices across the organisation.</p> <p>Signoff Authority: <i>Manager Governance & Corporate Strategy</i></p>	 50%	<p>The Internal Audit and Monitoring activities for Records Management have been successfully completed. An internal audit was conducted by Greg Martin, Senior Auditor from Centrium, with overall results deemed good. The audit report and recommendations have been accepted and will be implemented in 2025. The 2024 Records Keeping Monitoring Exercise survey was completed indicating a high level of organisational maturity in records management and recordkeeping. Council is currently in the process of gathering quotes from external companies for the outsourcing of the Council's outgoing mail service to reduce administrative costs and overheads. The Records Management team is maintaining an up-to-date status on all daily workloads. All end-of-year containers have been updated and maintained within the Content Manager system.</p>
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>	 50%	<p>The Archives team continued to provide professional archival management services to Council in accordance with established standards and procedures, adhering to best practices. Legacy records were securely stored and disposed of in compliance with the State Records Act and relevant guidelines. Key activities during this period included:</p> <ul style="list-style-type: none"> * 15 archive boxes containing Development Applications and Depot records were transferred to the Government Records Repository (GRR) for secure offsite storage. A review of records at the GRR identified 91 boxes of time-expired records eligible for destruction under GA39. Following approval from relevant record owners, the destruction process commenced in December 2024. 199 archive boxes of scanned Development Applications and legacy files were authorised for destruction under GA45, resulting in significant cost savings in offsite storage. 24-day boxes of scanned records were securely destroyed by approved provider. 466 property files were scanned, freeing up 57.3% of the revised target storage space (287.6 meters). * The Records Preservation and Disposal Program continues to effectively preserve, protect, and digitise Council's physical legacy records and archives. Key figures for this period include: 5-day boxes created, 27 archive boxes created, 15 boxes sent to offsite storage, 2,804 requests for electronic files, 14 requests for files/boxes from offsite, 15 requests for files stored onsite, 290 boxes in offsite storage destroyed, and 466 property files scanned.
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>	 50%	<p>Procurement continues to provide effective probity around procurement. Training has been provided for Contract Management.</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>	 50%	<p>We have reviewed our Council website to see where improvements can be made. Preparation for updating Council's website continues.</p>


Term Achievement

Code	Description	Progress
L4.1.3	Sustainability is integrated into Council's business framework. Signoff Authority: Director Strategy & Environment	
Comments		
Progressing as scheduled. Councils Corporate Sustainability Action Plan has been rebranded as Sustainability@Work and continues to improve how we deliver strategies to reduce energy, waste and water use within Council facilities. Updates to the Contaminated Land Policy and Bushland Illegal Dumping and Encroachment Policy were reported to Council and placed on public exhibition.		

Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.3.1	Implement the Corporate Sustainability Action Plan and corporate sustainability program. Signoff Authority: Manager Environment & Sustainability	 50%	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. 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. 43 staff have completed the quiz during this period and are on their way to a sustainable home.
L4.1.3.2	Utilise the sustainability data management and reporting system to inform investment, emission mitigation and management priorities. Signoff Authority: Manager Environment & Sustainability	 50%	The 12-month energy and emissions snapshot was presented for review in Q4 2024. Monthly energy and water snapshots for the Ku-ring-gai Fitness and Aquatic Centre have identified a number of issues with sensors and controls which are being rectified with the BMS and mechanical services contractors. The Diagno solar monitoring system has been used to rectify multiple issues with Council's fleet of rooftop solar systems. All rooftop solar systems are currently performing in line with expected performance. Council integrated the Exploren platform for monitoring and managing its public EV chargers. The platform has been used successfully to identify some commissioning problems and is being used to troubleshoot some user problems. The platform is also recording high levels of utilisation of the EV chargers by local users.
L4.1.3.3	Review and implement policies, strategies and plans to advance sustainability and environmental management. Signoff Authority: Manager Environment & Sustainability	 50%	Review of the Bushfire Management Policy has commenced, with review and reporting to Council in early 2025. Review of the Flood Prone Land Policy will commence in 2025, with the aim of being reported to Council by June 2025.

Term Achievement

Code	Description	Progress
L4.1.4	<p>The organisation is appropriately skilled and resourced.</p> <p>Signoff Authority: General Manager</p>	
Comments		
<p>Progressing as scheduled.</p> <p>Learning & Development:</p> <p>From 1 July to 31 December 2024, a total of 548 attendances were recorded across various training programs, encompassing induction, WHS compliance, leadership development, and external learning opportunities. There was strong participation in training programs, particularly in ERM and WHS compliance, reflecting the organisation's focus on risk management and workplace safety. Participation in external training and study assistance schemes further supported staff development beyond internal programs.</p> <p>Payroll:</p> <p>Council continues to deliver an effective, efficient timely and accurate payroll service.</p> <p>Workforce Management:</p> <p>Council continues to deliver effective operational and strategic services in recruitment, employee relations, and industrial relations. A steady increase in quality candidates have been observed entering the market, with conditions shifting from an employee's market to an employer's market. A draft revised Recruitment and Selection Policy was approved by the GMD. Employee relations matters have increased particularly towards the end of the second quarter; however, we've successfully resolved these issues locally without escalation.</p> <p>Workforce Strategy:</p> <p>An Employee Opinion Survey was rolled out, which aimed to measure engagement, performance, and well-being. The overall results suggest that Council is performing above the industry average in all three areas, which is a fantastic achievement. The development of the new Early Careers Program has recently been finalised. This program aims to provide career and professional development opportunities across four main streams: graduates, undergraduates, trainees, and apprenticeships. The Workforce Management Strategy continues to be implemented in line with agreed deadlines.</p> <p>People & Culture Services:</p> <p>The TechOne CiA Employee Self Service (ESS) platform was presented to the GMD in December 2024 at which time the Implementation and Stakeholder Engagement Plans were approved. Stage1 'Go Live' for the pilot group is currently scheduled for February 2025.</p> <p>Core Business Systems:</p> <p>Throughout the reporting period, the Business Systems team has consistently maintained, updated, and supported Council's core business systems through both proactive and reactive measures. Over 800 Helpdesk Requests and tasks were received, resulting in the completion of 805 actions and improvements. System enhancements continue to progress, including the development of reports, system automation, and general improvements across several core systems, like Purchasing, Creditors system and other Finance modules .</p> <p>ICT & Digital Strategy Action Plan:</p> <p>The Technology One CiA upgrade for the Employee Self Service (ESS) system is progressing well, with User Acceptance Testing (UAT) nearing completion. Following the approval of the deployment plan by the Executive team, final configuration changes are underway to prepare for the implementation phase over the coming months. This upgrade will significantly enhance the employee experience by introducing features such as streamlined login processes and automated workflows for leave requests and approvals. These improvements aim to reduce manual tasks, improve efficiency, and provide a more user-friendly interface for employees.</p> <p>In addition, the CiA upgrade for TechnologyOne Property & Rating has been scheduled to commence in January 2025. This upgrade represents a significant step towards enhancing system functionality, supporting the delivery of improved services and operational efficiency.</p> <p>GIS:</p> <p>All Geographical Information System (GIS) and TechOne Property & Rating (PnR) databases were updated this reporting period resulting in 5 new plans at NSW Land Registry Services and the creation of 9 new properties and 31 new residential units. A total of 2,276 Planning Certificates were issued in this period resulting in an income of \$245,618.00 for this part of the financial year.</p> <p>IT Infrastructure & Systems:</p> <p>Routine checks were undertaken during the period which included monthly physical inspections of all remote sites and the installation of Windows Security Patches on servers and PCs to maintain security and operational reliability. Key initiatives completed or progressed during this period:</p> <p>* New Printers Rollout: New printers were deployed across the organization, with the remaining library printers scheduled for installation in February.</p>		



* Ranger's Parking Software Migration: The parking software was successfully migrated to the Cloud, improving accessibility and performance.





* Document Scanner Deployment: A new document scanner was introduced to the Records team, enhancing document management capabilities.





* Disaster Recovery (DR) Testing: Comprehensive DR testing was completed, strengthening organizational resilience and threats.

Windows 11 Project: The transition to Windows 11 was initiated.


Operational Plan Tasks

Code	Description	Progress	Comments
L4.1.4.1	<p>Effectively deliver learning and development strategies and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>From 1 July to 31 December 2024, a total of 548 attendances were recorded across various training programs, encompassing induction, WHS compliance, leadership development, and external learning opportunities. Below is the detailed breakdown of participation:</p> <ol style="list-style-type: none"> 1. Induction and Code of Conduct: 24 attendees, including participation in the 7 Habits of Highly Effective People program. 2. Leadership and Enterprise Risk Management (ERM) Training: <ul style="list-style-type: none"> * ERM Leadership Training: 64 participants completed training focused on risk assessment, ERM responsibilities, and internal controls, enhancing their understanding of the Enterprise Risk Management Framework. * ERM General Awareness: 271 participants attended sessions introducing staff to the ERM Framework and providing refresher training in Business Continuity, Fraud & Corruption, and Work Health & Safety. * Unconscious Bias Leadership Training (Franklin Covey): 8 participants completed this specialised leadership program, supporting inclusive leadership practices. 3. Customer Service Training: 6 participants completed training to strengthen their customer service skills. 4. WHS Compliance Training: A total of 154 attendances were recorded across various WHS training programs, including SafeStart Program, First Aid/CPR Refresher, Confined Spaces Training, Safework Near Powerlines etc, ensuring compliance and workplace safety. 5. External Training and Study Assistance <ul style="list-style-type: none"> * 18 staff members participated in external training programs to further their professional development. * 3 staff members were approved under the Study Assistance Scheme, reflecting the organisation's support for higher education and skill enhancement. <p>During this period, there was strong participation in training programs, particularly in ERM and WHS compliance, reflecting the organisation's focus on risk management and workplace safety. Participation in external training and study assistance schemes further supported staff development beyond internal programs. The range of training opportunities provided supported workforce capability and compliance.</p>
L4.1.4.2	<p>Deliver an effective and efficient payroll service.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>(1) Regular Payroll Processing: successfully completed payroll processing for the current pay cycle on time, ensuring all employee payments and deductions were accurate.</p> <p>(2) Customer service progress: The payroll team actively assists employees with queries regarding payslips, tax forms, superannuation, and leave balances. Prompt responses are provided through email, phone, or in-person consultations to ensure clarity and satisfaction.</p> <p>Issue Resolution: a dedicated process is in place to address payroll discrepancies, such as incorrect payments or deductions, ensuring swift resolution within agreed timelines. Collaboration with other departments, is maintained to resolve complex issues.</p>


			<p>(3) Proactive communication: Regular updates are shared with employees regarding payroll deadlines, policy changes and legislative updates.</p> <p>(4) Project progress: We have completed the ETL award interpretation testing and resolved the complex timesheet formatting issues to align with the organisation's requirements.</p> <p>(5) Staff Support: Provided training sessions for new team members to familiarize them with payroll processing, policies and procedures.</p> <p>(6) Compliance and reporting: we ensure all our payroll compliance are align with company policies, award and ATO legislation.</p>
L4.1.4.3	<p>Effectively deliver services across all workforce management areas including recruitment, employee relations and industrial relations.</p> <p>Signoff Authority: <i>Manager People & Culture</i></p>	 50%	<p>Council continues to deliver effective operational and strategic services in recruitment, employee relations, and industrial relations. We've noted a steady increase in quality candidates entering the market, with conditions shifting from an employee's market to an employer's market. As a result, more candidates are applying for vacancies, leading to faster placements and a temporary decline in vacancies.</p> <p>The People & Culture team recently presented a draft revised Recruitment and Selection Policy, which includes provisions for internal recruitment, to the GMD, and this will be presented to the JCC in February. Employee relations matters have increased particularly towards the end of the second quarter; however, we've successfully resolved these issues locally without escalation.</p>
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>	 50%	<p>The first quarter saw the implementation of several key projects and initiatives, including the Employee Opinion Survey, which aimed to measure engagement, performance, and well-being. The overall results suggest that Council is performing above the industry average in all three areas, which is a fantastic achievement.</p> <p>The development of the new Early Careers Program has recently been finalised, and approval has been sought from the GMD. This program aims to provide career and professional development opportunities across four main streams: graduates, undergraduates, trainees, and apprenticeships.</p> <p>During the second quarter, the team achieved several notable milestones, including the delivery of EOS results to all key parties, the establishment of EOS Action Plan priority areas, the finalisation of the Early Career Program framework, policy, and procedures, the approval of the revised Recruitment & Selection Policy, and progress on the CiA project.</p>
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>	 50%	<p>The Workforce Management Strategy continues to be implemented in line with agreed deadlines.</p> <p>The next review of the strategy will take place in early 2025.</p>
L4.1.4.6	<p>Continuously improve People & Culture services, business processes and systems.</p> <p>Signoff Authority: <i>General Manager</i></p>	 50%	<p>The TechnologyOne CiA Employee Self Service (ESS) platform was presented to the General Manager and Directors Group (GMD) in December 2024 at which time the Implementation and Stakeholder Engagement Plans were approved.</p> <p>Work on the final system configuration is currently under way, which will be followed by UAT. Concurrent to this, the training program and materials are being developed.</p> <p>Stage1 'Go Live' for the pilot group is currently scheduled for February 2025.</p>



L4.1.4.7	Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements. Signoff Authority: <i>Manager Information Management</i>	 50%	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 800 IM Helpdesk Requests/Tasks received - resulting in 805 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.
L4.1.4.8	Coordinate and facilitate the implementation of the ICT and Digital Strategy action plan and initiatives and ensure appropriate funding is identified. Signoff Authority: <i>Director Corporate</i>	 50%	The CiA upgrade for HRP is continuing with the UAT mostly completed. The deployment plan has been approved by GMD and the final configuration changes are now being made ready for implementation in the next few months. The TechnologyOne Property & Rating CiA upgrade has been scheduled to commence January 2025. The project initiation meeting for this was recently conducted and Council is currently reviewing the project material in order to determine resource requirements, begin preparatory tasks and scheduling. Representatives from each department have been nominated for Stage 1 and will begin preparation for Stage 1 Request Management.
L4.1.4.9	Develop, maintain and deliver quality property and geographic information services including advice and training. Signoff Authority: <i>Manager Information Management</i>	 50%	All Geographical Information System (GIS) and TechnologyOne Property & Rating (PnR) databases were updated this reporting period resulting in 5 new plans at NSW Land Registry Services and the creation of 9 new properties and 31 new residential units. A total of 2,276 Planning Certificates were issued in this period resulting in an income of \$245,618 for this part of the financial year.
L4.1.4.10	Maintain, update and support Council's Information Technology infrastructure and systems. Signoff Authority: <i>Manager Information Management</i>	 50%	Routine checks during the period included monthly physical inspections of all remote sites. Windows Security Patches were installed on servers and PC's. Projects completed or progressed to schedule this period include New Printers Rolled out to Council, Remaining Library Printers to be deployed in February, Rangers Parking Software migrated to the Cloud, New Document Scanner deployed to Records, DR Testing Complete and Windows 11 project started.

Term Achievement

Code	Description	Progress
L4.1.5	Leading practice customer service is delivered to the community. Signoff Authority: <i>Director Community</i>	
Comments		
Progressing as scheduled. Customer service continued to be a focus this reporting period with external benchmarking undertaken to seek ways to improve customer service across the organisation. Reporting to the General Manager and Directors Group continued on a quarterly basis.		

Operational Plan Tasks


Code	Description	Progress	Comments
L4.1.5.1	Improve the delivery of customer service through regular training, benchmarking and feedback. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	Progressing as expected with external benchmarking slated for early third quarter.

L4.1.5.2	Continue to benchmark and improve customer service across the organisation. Signoff Authority: <i>Manager Corporate Communications</i>	 50%	External benchmarking through external company (CSBA) is continuing to look at ways to improve customer service through other departments is ongoing. A report is expected February/March once enough data has been collected.
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: <i>Manager Corporate Communications</i>	 50%	Report submitted quarterly to General Manager and Directors Group. 17 verified complaints received during this reporting period.


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: <i>Director Corporate</i>	
Comments Progressing as scheduled. All managers are encouraged to identify opportunities for innovation and service improvements within their service areas for regular reporting to senior management. A service improvement review policy has been drafted, and the first round of (pilot) service reviews are underway.		


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: <i>Manager Governance & Corporate Strategy</i>	 50%	All managers are encouraged to identify opportunities for innovation and service improvements within their service areas for regular reporting to senior management. A service improvement review policy has been drafted and will be updated based on learnings from the first round of service improvement reviews (pilots). Reviews of development assessment (DA) processes and communications/community engagement were completed, and reviews of compliance and maintenance of sportsfields are underway.

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: <i>Director Corporate</i>	
Comments Progressing as scheduled. All managers are encouraged to identify opportunities for innovation and service improvements within their service areas for regular reporting to senior management. A service improvement review policy has been drafted, and the first round of (pilot) service reviews are underway.		

Operational Plan Tasks

Code	Description	Progress	Comments
L5.1.2.1	Deliver Council's Service Improvement Review (SIP) program and conduct reviews including engagement with the community on expected levels of service and measures of performance. Signoff Authority: <i>Manager Governance & Corporate Strategy</i>	 50%	A service improvement review policy has been drafted and will be updated based on learnings from the first round of service improvement reviews (pilots). Reviews of development assessment (DA) processes and communications/community engagement were completed, and reviews of compliance and maintenance of sportsfields are underway.

L5.1.2.2	Finalise the communications and community engagement service improvement review and implement adopted recommendations. Signoff Authority: <i>Director Community</i>	 75%	Consultant's report requires final corrections.
L5.1.2.3	Finalise the management and maintenance of sports fields service improvement review and implement adopted recommendations. Signoff Authority: <i>Director Operations</i>	 50%	Comments received from internal review currently being considered before final documentation prepared.

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 2024-2025 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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