



HORNSBY
SHIRE COUNCIL



HORNSBY SHIRE COUNCIL
OPERATIONAL
PLAN
2014/15

ADOPTED 11 JUNE 2014

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ABOUT THIS PLAN

This Operational Plan supports our 4 year Delivery Program to 2017. It outlines in more detail the Actions that Council will undertake in the 2014/15 financial year to address the Delivery Program and allocates the resources necessary to achieve the Actions.

The Operational Plan format is based on the branches delivering the services of Council, and includes a service profile for each Branch as well as Indicators for the services delivered.

The structure mirrors the layout of Your Community Plan 2013-2023 across the four themes. Each of the four Themes is colour coded across the documents and each Branch is represented under the primary matching theme:

- my environment
- my lifestyle
- my community
- my council

Also included is Council's annual budget, capital works program and the Fees and Charges, as well as other financial details including Council's resourcing information, information on rating and domestic waste management.

The draft Operational Plan 2014/15 was placed on exhibition at Council's customer service counter, libraries and on our website between 10 April and 9 May 2014.

How to read this Plan

Each Outcome within Your Community Plan (eg. Outcome 1 = Protect and enhance biodiversity) has Strategies identified by a code (Strategy = 1A).



These integrate into the Delivery Program, with each 4 Year Project then having a code subset of the Strategy it is delivering (Project = 1A.1).

A coding table is provided at the beginning of each Theme in the Operational Plan to identify the source Delivery Program 4 Year Project.

This table simplifies the hierarchy:

Descriptor	Implementation timeframe (years)	Level	Label	Source		
				Community Strategic Plan	Delivery Program	Operational Plan
Outcome	10	1	1	✓	✗	✗
Strategy	10	2	1A	✓	✗	✗
Project	4	3	1A.1	✗	✓	✗
Action	1	4	1A.1.1	✗	✓	✓
Service indicator	1	4	1A.1.1	✗	✗	✓
Service profile	1	-	-	✗	✗	✓
<i>Community indicator</i>	10	1	P1.1	✓	✗	✗
<i>Performance measure</i>	10	1	P1.1	✗	✓	✗

OUR LONG TERM PLANNING GOALS

what you want

YOUR COMMUNITY PLAN

- A 10 year vision of where the people of Hornsby Shire want to be in 2023
- Developed in accord with Community Engagement Strategy
- Outlines the key Outcomes and Strategies which form the basis of our planning
- Reviewed at start of new Council term
- 4 year reporting – end of term report

How we will deliver what you want

DELIVERY PROGRAM

- A 4 year outlook (length of Council's term)
- Establishes rolling major Projects and Performances Measures outlining how Council will address and measure progress towards the Strategies contained within Your Community Plan
- Includes 4 year capital works program
- Allocates high level resources to achieve the Projects over a 4 year period
- Six-monthly reporting plus Annual Report

what we will do this year

OPERATIONAL PLAN

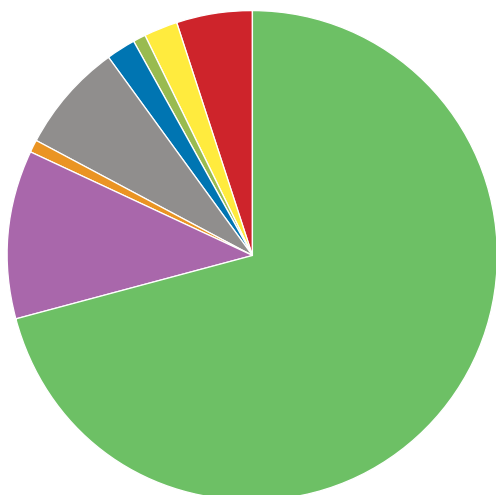
- A 1 year outlook
- Contains Actions Council will undertake in the financial year to address the Delivery Program Projects
- Includes 1 year capital works program
- Allocates resources necessary to achieve the Actions in the financial year
- Quarterly reporting

RESOURCING STRATEGY

- Includes:
 - Long Term Financial Plan
 - Workforce Plan
 - Asset Management Framework
- Contains information on the time, money, assets and people required by Council to progress the Projects within the Delivery Program and move towards achieving our community outcomes
- Reviewed at start of new Council term

FINANCIAL OVERVIEW

Council's budget for 2014/15 has been prepared after taking into account community demands for services, obligations to present and future generations, statutory income constraints and expenditure commitments. With Hornsby Shire's high expectation of the many different services to be provided, council's income is not able to realise all services and expectations. The budget therefore represents council's best efforts to meet community priorities after recognising these constraints.

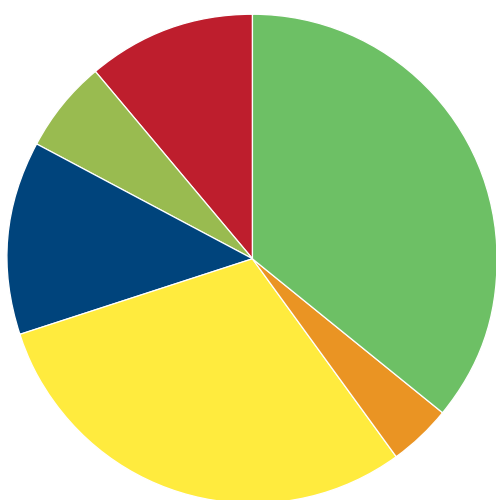


2014/15 Budget Summary

Source of funds	%	2014/15 \$
Rates and charges ¹	69	94,870,320
Fees and charges ²	13	18,098,225
Interest ³	1	1,964,000
Grants and Contributions – operating purposes ⁴	8	11,822,304
Grants and Contributions – capital purposes ⁵	4	4,907,982
Asset sales ⁶	1	735,000
Other ⁷	4	5,940,397
Total Income⁸	100	138,338,228

- 1 Rates and Charges includes all ordinary rates, the Catchments Remediation Rate, Hornsby Quarry loan rate and garbage charges
- 2 Fees and Charges includes fees from Development Applications and revenue earned from aquatic centres, nurseries and preschools, commercial waste services, park and oval hire
- 3 Interest - Investment income received from Council's investment portfolio, overdue rates and annual charges interest
- 4 Grants and Contributions - operating purposes includes development contributions, the Federal Government's Financial Assistance Grant and numerous smaller amounts from governments for services including preschools, bushfire mitigation, children's services, various community services, libraries, roads, various environmental grants and pensioner rate subsidy
- 5 Grants and Contributions - capital purposes includes new facilities and upgrades to footpaths, local roads, leisure and foreshore facilities, parks, playgrounds, sportsgrounds, stormwater drainage and Council buildings
- 6 Asset Sales - proceeds from the sale of property, plant or equipment
- 7 Other includes many revenue sources such as fines, rental income, insurance claim recovery, legal fee recovery and general sales
- 8 Based on Council's original budget for 2014/15 as at March 2014

FINANCIAL OVERVIEW



Use of funds	%	2014/15 \$
Employee costs ¹	36	49,350,141
Borrowing repayments ²	4	5,542,519
Materials and contracts ³	30	41,583,570
Capital expenditure ⁴	13	18,271,760
Restricted assets ⁵	6	8,000,000
Other ⁶	11	15,447,138
Total Expenses⁷	100	138,195,128

Net Budget Surplus⁷	143,100
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- 1 Employee Costs includes salaries and wages, leave entitlements, travel expenses, superannuation, workers compensation insurance, fringe benefits tax and training
- 2 Borrowing Repayments includes principal and interest repayments required from external loan borrowing
- 3 Materials and Contracts includes all costs, other than employee costs, associated with the maintenance of parks, roads, buildings, nurseries and preschools, aquatic centres, drainage and the cost of waste services. Also included are environmental protection and plant operating expenditure
- 4 Capital Expenditure includes new facilities and upgrades to footpaths, local roads, leisure and foreshore facilities, parks, playgrounds, sportsgrounds, stormwater drainage, Council buildings and fleet
- 5 Transfers to restricted assets
- 6 Other reflects Council's diverse operations and includes such items as statutory levies, street lighting, office equipment, legals, insurance, advertising and utility costs
- 7 Based on Council's original budget for 2014/15 as at March 2014

WHAT'S IN OUR POCKET

INCOME

So what's in our pocket to get things done...



¹ Other = inter alia, parking fines, rental income, interest, asset sales

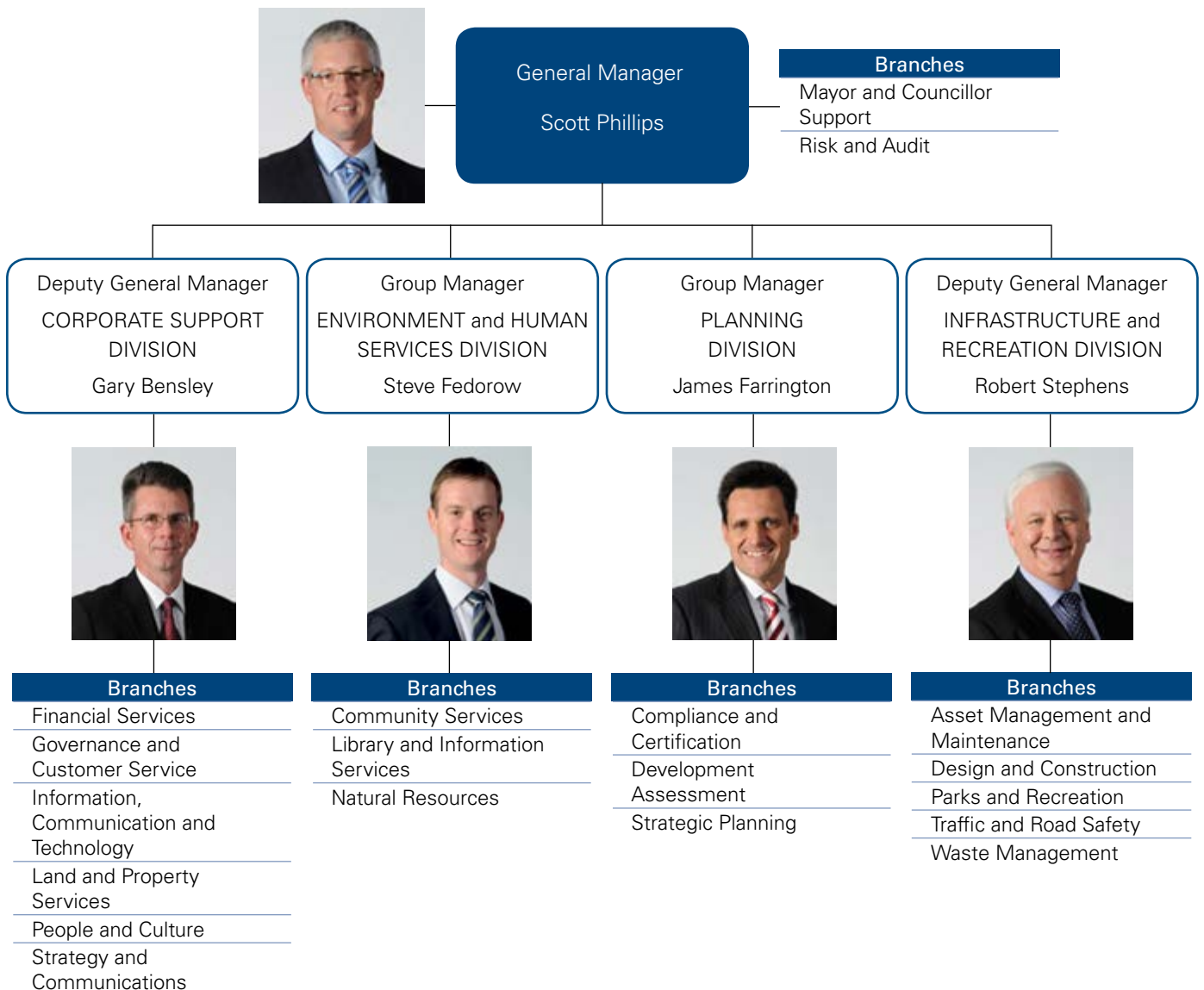
EXPENDITURE

Yearly shopping list for Hornsby Shire Council

\$22	Waste management and property cleansing	\$8	Planning and Development
\$21	Improvements to local facilities	\$6	Bushland, trees, waterways, environmental sustainability
\$13	Library, Community Services and Culture	\$6	Governance
\$11	Parks and recreation	\$3	Contribution to State emergency management agencies
\$10	Maintaining roads, footpaths and drains		

Based on budget estimates per \$100 with funding adjustments for the 2014/15 financial year.

ORGANISATION STRUCTURE



Theme	Branches	Branch code	
 my environment	Natural Resources (6NR)	6NR	
	Waste Management, including:	5WM	
	Property Cleansing		
	Commercial Waste (Business Activity)		
 my community	Community Services, including	6CS	
	Education and Care Services (Business Activity)		
	Fire Control	5FC	
	Library and Information Services	6LI	
 my lifestyle	Asset Management and Maintenance	5AMM	
	Design and Construction	5DC	
	Development Assessment (7DA), Compliance (including Building Certificates Business Activity) and Strategic Planning	7DA 7CC 7SP	
	Land and Property Services	3LPS	
	Parks and Recreation (5PR), including:	5PR	
	Aquatic and Leisure Centres (Business Activity)		
	Traffic and Road Safety	5TRS	
	 my council	Financial Services	3FS
		Governance and Customer Service	3GCS
Information, Communication and Technology		3ICT	
Leadership – Office of the General Manager		1ES	
People and Culture		3PC	
Risk and Audit		1RA	
Strategy and Communications		3SC	

Some Branches touch on several themes. They are represented here under the primary theme.

THEMES, OUTCOMES AND SERVICE PROFILES

what we will do this year



With almost two thirds of the Shire consisting of native bushland, it is not surprising that our community appreciates the natural beauty of the area and wants the natural environment protected and cared for.

Outcome 1: 'Protect and enhance biodiversity'

1A: Protect and preserve existing bushland and natural areas

1A.1 Deliver projects which work towards protecting biodiversity and regenerating bushland

1B: Ensure planning and management of future land use enhances and protects biodiversity and natural heritage

1B.1 Include biodiversity and heritage as key components in strategic planning processes and documents

1B.2 Manage trees in streets, parks and public lands administered by Council, and implement Tree Preservation Order

1C: Provide opportunities for community involvement in projects to regenerate the bushland and develop a more environmentally sustainable Shire

1C.1 Manage our community nursery, bushcare program, environmental education and community partnerships

Outcome 2: 'Maintain healthy waterways and catchments'

2A: Identify and implement innovative water conservation and sustainable water cycle management practices

2A.1 Protect, improve and support the water catchments and estuary management programs

2A.2 Provide a reliable, professional and contemporary water quality monitoring service

2B: Work with our community to care for, protect, enjoy and enhance the health of waterways

2B.1 Provide education to our community on the importance of waterways and estuaries

Outcome 3: 'Reduce our ecological footprint'

3A: Implement technologies to reduce Council's resource consumption

3A.1 Work towards achieving Council's carbon reduction targets

3A.2 Work towards an increasingly cost effective and environmentally responsible light vehicles fleet

3A.3 Protect, improve and support the Revolving Efficiency Fund

3A.4 Implement Council's Sustainable Energy Code for new Council assets

Outcome 4: 'Respond to climate change'

4A: Educate, promote and support our community on best practice in environmental sustainability, including implementing waste minimisation strategies

4A.1 Deliver waste education initiatives

4A.2 Identify and plan new waste disposal strategies

4A.3 Provide a recycling and waste service for all residents

4A.4 Provide an effective and efficient commercial waste and recycling service

4A.5 Assist local communities to improve resilience to climate related vulnerability

4A.6 Deliver environmental sustainability initiatives

NATURAL RESOURCES

RESPONSIBILITY: MANAGER NATURAL RESOURCES

Service profile

To protect and conserve our bushland and biodiversity by:

- Undertaking biodiversity conservation planning
- Preparing and implementing Plans of Management for natural areas under the Local Government Act 1993
- Environmental assessment of development applications
- Noxious weed and feral animal management
- Managing and restoring bushland reserves and recreational tracks
- Managing bushfire risk of Council reserves and maintaining bushfire trails
- Designing and implementing operational and capital projects in natural areas

To improve Council's sustainability:

- Preparing and implementing sustainability programs within Council and the community
- Ensuring sustainability principles are integrated into Council policies, strategies and operational plans
- Implementing resource conservation programs and providing innovative technical solutions

To improve the health of our waterways and catchments by:

- Providing support and direction to policy and management issues relating to Council's waterways
- Constructing water quality improvement devices and creek rehabilitation works
- Implementing the Total Water Cycle Management Strategy including water conservation and reuse projects
- Undertaking maintenance, repair and renewal of existing catchment remediation assets
- Undertaking the Estuary Management program
- Monitoring and reporting environmental conditions including water quality for creeks and estuaries

To support, partner and educate our community by:

- Providing opportunities for community involvement in sustainability, conservation and restoration initiatives
- Managing the Bushcare Program, community nursery and Earthwise cottage
- Educating and working with the community to care for, protect and enjoy our natural environment

NATURAL RESOURCES

RESPONSIBILITY: MANAGER NATURAL RESOURCES

Action code	Actions	2014/15	2015/16	2016/17	Source document
Bushland and Biodiversity Planning					
1A.1.1	Implement significant actions in Biodiversity Conservation Strategy and Action Plan subject to funding	✓	✓	✓	Biodiversity Conservation Strategy
1A.1.2	Environmental assessment of Development Applications	✓	✓	✓	EP&A Act Threatened Species Conservation Act
Bushland Operations					
1A.1.3	Provide education to our community on the impact of noxious weeds on bushland	✓	✓	✓	Biodiversity Conservation Strategy Noxious Weeds Act
1A.1.4	Undertake bushland restoration, projects, track and asset maintenance	✓	✓	✓	Biodiversity Conservation Strategy Green Offsets Code
1A.1.5	Continue Hornsby Heritage Steps restoration project	✓	✓	✓	Biodiversity Conservation Strategy Plan of Management
9A.1.1	Upgrade Ray Park bridge and other tracks	✓	✓	✓	
Bushfire Management					
1A.1.6 7C.2.1	Undertake bushfire interface mitigation work, fire trail works and community education in accordance with the Bush Fire Risk Management Plan as it relates to Council owned and managed bushland	✓	✓	✓	Bush Fire Risk Management Plan Interface Control Line Strategy Rural Fires Act
1A.1.7	Allow for burning on private land	✓	✓	✓	Protection of the Environment Operations Act
Bushland Community Programs					
1C.1.1	Manage and support the bushcare volunteer program, nursery, guided bushwalks and community workshops	✓	✓	✓	Biodiversity Conservation Strategy
Catchments Remediation					
2A.1.1	Construct water quality improvement devices and monitor effectiveness as per the Catchments Remediation Rate 10 year capital works program	✓	✓	✓	Catchment Remediation Plan Sustainable Water Cycle Management Strategy
2A.1.2	Maintain water quality improvement devices	✓	✓	✓	
2B.1.1	Deliver water catchments education and promotion projects	✓	✓	✓	
Water Cycle Management					
2A.1.3	Implement and maintain stormwater capture and reuse projects	✓	✓	✓	Sustainable Water Cycle Management Strategy

NATURAL RESOURCES

RESPONSIBILITY: MANAGER NATURAL RESOURCES

Action code	Actions	2014/15	2015/16	2016/17	Source document
Estuary Management					
2A.1.4	Implement Lower Hawkesbury Estuary Management Plan projects	✓	✓	✓	Lower Hawkesbury Estuary Management Plan
2A.2.1	Undertake remote monitoring of the estuary to monitor estuarine health	✓	✓	✓	
2A.1.5	Assist with cleanup operations of the estuary and manage Kangaroo Point pumpout facilities	✓	✓	✓	
2B.1.2	Display real time outputs of swimming conditions within the estuary on Council's website	✓	✓	✓	
Environmental Sustainability					
3A.1.1	Implement sustainability initiatives within Council, including cost effective projects to reduce Council's resource consumption	✓	✓	✓	
3A.1.2	Implement and manage a data management tool for capturing Council's utility data and associated costs and develop appropriate performance indicators	✓	✓	✓	
3A.1.3	Implement Environmental Sustainability Education Strategy	✓	✓	✓	Environmental Sustainability Education Strategy
3A.3.1	Administer the Revolving Efficiency Fund	✓	✓	✓	
3A.4.1	Finalise and implement the Sustainable Energy Masterplan	✓	✓	✓	Sustainable Energy Masterplan
4A.5.1	Continue implementation of priority actions in Council's Climate Change Adaptation Plan	✓	✓	✓	Climate Change Adaptation Strategic Plan
4A.6.1	Implement the Sustainable Business Strategy	✓	✓	✓	Sustainable Business Strategy
4A.6.2	Implement and deliver education programs for our local businesses and the community on how they can be more sustainable in their businesses and homes	✓	✓	✓	

NATURAL RESOURCES

RESPONSIBILITY: MANAGER NATURAL RESOURCES

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
6NR	Telephone call abandonment rate	5%	Quarterly
6NR	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
6NR	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
6NR	Lost hours through sick leave	< 5%	Quarterly
6NR	Number of grant applications submitted and % successful	50%	Quarterly
6NR	Number of award applications submitted and % successful	30%	Quarterly
6NR	Number of community members participating in Council's sustainability initiatives	2,500	Quarterly
Bushland and Biodiversity Planning			
1A.1.2	Number of Development Applications assessed	150	Quarterly
Bushland Operations			
1A.1.3	Average time (days) for response to noxious weed complaints	15 days	Quarterly
1A.1.4	Area of bushland actively managed to restore native vegetation	12%	Quarterly
1A.1.4	Number of dangerous trees assessed in bushland reserves	50	Quarterly
1A.1.4	Number of recreational bushland trails constructed, maintained and restored	5	Quarterly
Bushfire Management			
1A.1.6 7C.2.1	Number of hazard reduction burns undertaken on Council land	3	Quarterly
1A.1.6 7C.2.1	Number of asset protection zones maintained	43	Quarterly
1A.1.6 7C.2.1	Number of fire trails upgraded and maintained	16	Quarterly
1A.1.6 7C.2.1	Number of bushfire education events undertaken	3	Quarterly
1A.1.7 7C.2.1	Number of private property fire permits issued	800	Quarterly
Bushland Community Programs			
1C.1.1	Number of guided bushwalks and people participating	30 350	Quarterly
1C.1.1	Number of bushcare volunteers	700	Quarterly
1C.1.1	Number of workshops (Bushcare and other), including plant giveaway days	10	Quarterly
1C.1.1	Number of nursery volunteers and plants propagated	40 44,000	Quarterly
Catchments Remediation			
2A.1.1	Volume of gross pollutants captured and removed from the Shire's waterways	1,000 tn	Quarterly

NATURAL RESOURCES

RESPONSIBILITY: MANAGER NATURAL RESOURCES

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
Estuary Management			
2A.1.4	Number of Lower Hawkesbury Estuary Management Plan projects implemented	3	Quarterly
Environmental Sustainability			
3A.1.1	Number of programs/projects implemented to progress sustainability within the Shire	15	Quarterly
4A.5.1	Climate Change Adaptation Strategy actions implemented within timeframe	100%	Quarterly

Linking code	CAPITAL WORKS	2014/15 (\$)
7C.2.1	Bushfire interface mitigation works	60,000
9A.1.2	Bushland recreational improvements (section 94)	220,000
2A.1.6	Catchments Remediation Rate capital works projects <ul style="list-style-type: none"> ■ large end-of-pipe biofilters at Berowra Waters Road, Berowra Heights; Pennant Hills Park; Nirimba Avenue, Epping and Stanley Road, Epping ■ bank stabilisation works Terrys Creek, Essex Street, Epping ■ stormwater harvesting for irrigation of sportsfields 	1,109,000
9A.3.2	Hornsby Aquatic Centre cogeneration plant	24,750
Total		1,413,750

NATURAL RESOURCES

RESPONSIBILITY: MANAGER NATURAL RESOURCES

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	3,024,320
User charges and fees	0
Interest	5,000
Grants and Contributions – operating purposes	26,750
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	520,339
External loan proceeds	0
Other Income	9,100
Total Income	3,585,509
Outflows from Continuing Operations	
Employee benefits and on costs	(3,216,582)
Borrowing expense	0
Materials and contracts	(1,448,063)
Depreciation and amortisation	0
Internal Expenses	(667,995)
Capital investment	(1,413,646)
Other expenses	(456,547)
External loan principal repayments	0
Total Expenses	(7,202,833)
Inflow/(Outflow) from Continuing Operations (including Environment and Human Services Administration)	(3,617,324)

WASTE MANAGEMENT

RESPONSIBILITY: MANAGER WASTE MANAGEMENT

Service profile

Waste management involves the monitoring, collection, transport, processing and disposal of waste materials from private residences. The primary goal of effective waste management is prevention, followed by reuse and recycling and appropriate disposal. (CSIRO:2008)

The Waste Management service consists of:

- A domestic recycling and waste service for all residents. This is a three-bin system (red lid, green lid and yellow lid bins), depending on type of residence
- Active efforts to control illegal dumping
- The operation of chemical clean out days for the safe disposal of household chemicals
- The operation of an E-waste drop off centre
- A Waste education service, providing programs and events for residents, businesses and schools

Action code	Actions	2014/15	2015/16	2016/17	Source document
4A.1.1	Establish Waste Education and service centre	✓			Sustainable Waste & Resource Recovery Strategy 2010-2015
4A.1.2	Continue a waste education program	✓	✓	✓	
4A.1.3	Extensive customer survey and focus groups		✓		
4A.2.1	Investigate waste disposal options for the Shire	✓	✓	✓	
4A.2.2	Prepare new five year Shire Waste Strategy	✓			
4A.3.1	Review domestic waste service options	✓	✓	✓	
4A.3.2	Operate an E-waste service	✓			
4A.3.3	Operate chemical clean out days for the safe disposal of household chemicals	✓	✓	✓	
4A.3.4	Purchase small waste collection vehicle	✓			
4A.3.5	Prepare new waste collection tender		✓		

WASTE MANAGEMENT

RESPONSIBILITY: MANAGER WASTE MANAGEMENT

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
5WM	Telephone call abandonment rate	5%	Quarterly
5WM	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
5WM	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
5WM	Lost hours through sick leave	< 5%	Quarterly
5WM	Number of community members participating in Waste Management Branch sustainability initiatives	1,000	Quarterly
4A.3.1	Tonnes of green waste collected	20,000	Quarterly
4A.3.1	Tonnes of recycling including metal and e-waste collected	19,000	Quarterly
4A.3.1	Tonnes of domestic waste including kerbside collected	35,000	Quarterly
4A.3.1	Domestic service complaints per collection	4%	Quarterly
4A.3.3	Number of chemical clean out days held	1	Quarterly

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	22,586,000
User charges and fees	400
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	(456,475)
External loan proceeds	0
Other Income	1,017,000
Total Income	23,146,925
Outflows from Continuing Operations	
Employee benefits and on costs	(901,827)
Borrowing expense	0
Materials and contracts	(20,883,000)
Depreciation and amortisation	0
Internal Expenses	(1,305,798)
Capital investment	0
Other expenses	(56,300)
External loan principal repayments	0
Total Expenses	(23,146,925)
Inflow/(Outflow) from Continuing Operations	0

PROPERTY CLEANSING

RESPONSIBILITY: MANAGER WASTE MANAGEMENT

Service profile

The Property Cleansing service is responsible for monitoring and disposal of waste materials from public spaces:

- Amenities cleansing of:
 - ...Council's 54 public toilet blocks daily
 - ...145 Council owned bus shelters (inspected daily)
 - ...(Servicing of) street litter bins daily
 - ...Hornsby Mall daily
- The removal of litter from public areas in Hornsby Shire, such as public carparks, Hornsby Mall, public footpaths, pedestrian areas and local streets
- The sweeping of commercial and residential kerbs and gutters and the bus and train interchange

Action code	Actions	2014/15	2015/16	2016/17	Source document
7A.1.1	Provide cleaning of public toilet blocks, bus shelters, street litter bins and Hornsby Mall, and street sweeping of commercial and residential kerbs and gutters	✓	✓	✓	
4A.4.1	Review public place recycling	✓			

Linking code	Service Indicators	Annual forecast	Frequency of reporting
7A.1.1	Amenities cleansing completed as per program	100%	Quarterly
7A.1.1	Annual tonnes collected from street litter bins (average 8 tonnes per week)	416	Quarterly
7A.1.1	Annual tonnes of litter collected by residential street sweeper (35 tonnes per week)	1,820	Quarterly

PROPERTY CLEANSING

RESPONSIBILITY: MANAGER WASTE MANAGEMENT

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	0
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	300
Total Income	300
Outflows from Continuing Operations	
Employee benefits and on costs	(1,148,260)
Borrowing expense	0
Materials and contracts	(1,304,000)
Depreciation and amortisation	0
Internal Expenses	794,301
Capital investment	0
Other expenses	(15,210)
External loan principal repayments	0
Total Expenses	(1,673,169)
Inflow/(Outflow) from Continuing Operations	(1,672,869)

COMMERCIAL WASTE (Business Activity)

RESPONSIBILITY: MANAGER WASTE MANAGEMENT

Service profile

The Commercial Waste Business activity is a service for local businesses with a range of waste and recycling options.

Action code	Action	2014/15	2015/16	2016/17	Source document
4A.4.2	Continual review of service and pricing structure	✓	✓	✓	

Linking code	Service Indicator	Annual forecast	Frequency of reporting
4A.4.2	Net revenue to Council	\$240,000	Quarterly

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	1,383,000
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	488,000
Total Income	1,871,000
Outflows from Continuing Operations	
Employee benefits and on costs	(79,669)
Borrowing expense	0
Materials and contracts	(1,475,500)
Depreciation and amortisation	0
Internal Expenses	42,528
Capital investment	0
Other expenses	(22,300)
External loan principal repayments	0
Total Expenses	(1,534,941)
Inflow/(Outflow) from Continuing Operations	336,059



Many factors contribute to an individual and a community sense of wellbeing, including the feeling of being in a safe environment and feeling connected and part of a community.

Outcome 5: 'Meet our diverse community needs'

5A: Work with key partners and our community to improve health and health services in the Shire

5A.1 Deliver programs in partnership with NSW Health and community groups targeting healthy lifestyle

5B: Support local communities to attract additional resources

5B.1 Research and explore additional funding opportunities through grants and financial assistance programs

5C: Maintain the provision of high quality and accessible community services

5C.1 Provide comprehensive community support programs that promote social justice and embrace access and equity

Outcome 6: 'Create a strong sense of belonging'

6A: Explore ways to improve social connectedness and the inclusion of all persons in our community

6A.1 Provide customer focused library and information services at all libraries

6A.2 Deliver dignified citizenship ceremonies that adhere to the Australian Citizenship Ceremonies Guide

6B: Support and facilitate arts and cultural programs

6B.1 Provide a variety of interesting events for our community to participate in and enjoy

6B.2 Provide a contemporary arts and cultural centre

6C: Promote and celebrate the Shire's distinctiveness, diversity and sense of identity

6C.1 Provide targeted programs and collections at all libraries for community members

6C.2 Deliver events targeting social and cultural issues

Outcome 7: 'Support healthy interactive communities'

7A: Work with key partners and our community to reduce crime and improve perceptions of community safety

7A.1 Ensure Council's streets, parks and other infrastructure are maintained for amenity and safety

7A.2 Manage street lighting on local and regional road networks to provide safe thoroughfare

7B: Provide community access to a range of places and spaces

7B.1 Coordinate the provision of local community centres and halls for community use

7C: Promote the appropriate responses to disasters and serious incidents

7C.1 Provide out of hours response to emergencies

7C.2 In cooperation with the NSW Rural Fire Service and NSW Fire and Rescue design and implement bushfire hazard reduction strategies

7D: Foster healthy neighbourhood and life balance activities

7D.1 Balance the rights of companion animals and their owners with the rights and needs of others

7D.2 Manage public health for the community, encourage best practice for businesses and ensure legislative standards are enforced

COMMUNITY SERVICES

RESPONSIBILITY: MANAGER COMMUNITY SERVICES

Service profile

The purpose of the Community Services Branch is to:

- Identify community needs and facilitate appropriate service responses
- Identify and provide a comprehensive range of community support services and facilities that promote social justice and embrace an access and equity ethos
- Provide financial assistance in accordance with Council Cash and Non Cash Donations and Grants Policy
- Manage and administer the provision of community and cultural facilities in the Shire, including Wallarobba Arts and Cultural Centre
- Operate an effective Home Modification and Maintenance Service for Hornsby and Ku-ring-gai Local Government Areas in accordance with funding guidelines
- Operate an effective Northern Sydney Aboriginal Community Facilitator Project in accordance with funding guidelines
- Operate an effective Aboriginal Home and Community Care Development Program in accordance with funding guidelines
- Operate an effective Settlement Services Program for Hornsby and Ku-ring-gai Local Government Areas in accordance with funding guidelines
- Provide place management of the Hornsby Mall, including but not limited to busking, maintenance and maximising the community benefits
- Provide a range of well attended and interesting community events which are accessible, affordable and contribute to the community's sense of wellbeing

COMMUNITY SERVICES

RESPONSIBILITY: MANAGER COMMUNITY SERVICES

Action code	Actions	2014/15	2015/16	2016/17	Source document
7B.1.1	Review and implement the Strategic Plan for Community and Cultural Facilities	✓	✓	✓	Community and Cultural Facilities Strategic Plan
7B.1.2	Manage and administer the provision of community and cultural facilities in the Shire, including Wallarobba Arts and Cultural Centre	✓	✓	✓	
5A.1.1 6B.1.1	Review and implement the Community and Cultural Development Annual Operational Plan targeting social and cultural issues in accordance with budget allocations	✓	✓	✓	Community and Cultural Development Annual Operational Plan
5B.1.1	Pursue appropriate grant opportunities through State and Federal Governments	✓	✓	✓	
5B.1.2	Report on financial assistance in accordance with Council's Cash and Non Cash Donations and Grants Policy	✓	✓	✓	Council's Policy POL00209
5C.1.1	Operate a referral service to local support organisations	✓	✓	✓	
5C.1.2	Review and implement the Socio Cultural Strategy	✓	✓	✓	Socio Cultural Strategy
8B.1.1	Assist people to get support through the Home Modification Service	✓	✓	✓	
6B.2.1	Progress Wallarobba Arts and Cultural Centre redevelopment including business planning (Stage 2)	✓	✓		
5A.1.2	Deliver events through annual Healthy Living Festival in partnership with community groups in the Shire that promote social inclusion and healthy living	✓	✓	✓	
6C.2.1	Deliver community events according to events calendar	✓	✓	✓	
8A.1.1	Investigate more opportunities for Arts in the Shire, including art installations and using existing building facades	✓	✓	✓	
11A.2.1	Review the Hornsby Mall Strategic Plan	✓	✓		Hornsby Mall Strategic Plan
11A.2.2	Assist and participate in the reinvigoration of Hornsby Mall	✓	✓	✓	Hornsby Mall Strategic Plan

COMMUNITY SERVICES

RESPONSIBILITY: MANAGER COMMUNITY SERVICES

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
6CS	Telephone call abandonment rate	5%	Quarterly
6CS	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
6CS	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
6CS	Lost hours through sick leave	< 5%	Quarterly
5C.1.1	Number of community referrals by Council staff to local support organisations	> 500	Quarterly
5A.1.1 6B.1.1	Number of community members participating in Council's social programs	> 1,000	Quarterly
8B.1.1	Number of support requests and the number of people supported through the Home Modification Service	70% requests actioned; > 700 people assisted	Quarterly
7B.1.2	Total hours of community centre usage per week averaged across all facilities	79 hrs per week	Quarterly
7B.1.2	Telephone enquiries received by the Community and Cultural Facilities Team	> 1,000 per year	
6C.2.1	Attendance and overall satisfaction with major community events held	80%	Quarterly
11A.2.2	Number of complaints regarding operation of Hornsby Mall	< 20	Quarterly
11A.2.2	Number of Activity Permits for Hornsby Mall processed	Baseline to be determined	Quarterly
11A.2.2	Requests for Hornsby Mall maintenance responded to within 24 hours	100%	Quarterly

COMMUNITY SERVICES

RESPONSIBILITY: MANAGER COMMUNITY SERVICES

Linking code	CAPITAL WORKS	2014/15 \$
9A.4.2	Storey Park Community Facility Redevelopment	160,000
6B.2.1	Renovation/extension of Wallarobba Arts and Cultural Centre	200,000
9A.4.3	Beecroft Community Centre parking	200,000
Total		560,000

Inflows from Continuing Operations	2014/15 (\$)
Rates and annual charges	0
User charges and fees	470,100
Interest	0
Grants and Contributions – operating purposes	946,164
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	468,000
External loan proceeds	0
Other Income	1,122,732
Total Income	3,006,996
Outflows from Continuing Operations	
Employee benefits and on costs	(2,396,873)
Borrowing expense	0
Materials and contracts	(798,823)
Depreciation and amortisation	0
Internal Expenses	(1,077,340)
Capital investment	(560,000)
Other expenses	(367,986)
External loan principal repayments	0
Total Expenses	(5,201,021)
Inflow/(Outflow) from Continuing Operations	(2,194,025)

EDUCATION AND CARE SERVICES

(Business Activity)

RESPONSIBILITY: MANAGER COMMUNITY SERVICES

Service profile

The purpose of the Council's early childhood services is to provide education and care at its four (4) accredited and licensed centres. Each education and care service provides a range of flexible childcare programs including long day care and sessional care. The service also provides support to vulnerable families and families from culturally and linguistically diverse communities, children with disabilities and Aboriginal and Torres Strait Islander communities.

The operation of the four (4) centres is based on respect for the child as an active citizen of our community and the provision of education and care in a safe, healthy and stimulating teaching environment.

Action code	Actions	2014/15	2015/16	2016/17	Source document
8B.1.2	Undertake Quality Standard Assessment and Compliance – Council's 4 child care centres	✓	✓	✓	Education and Care National Law Act and Regulations; ACECQA Quality Standards; Quality Improvement Plan
8B.1.3	Develop a new business plan for Council's child care operations	✓			

Linking code	Service Indicators	Annual forecast	Frequency of reporting
8B.1.3	Occupancy rates averaged across Council's child care centres	95%	Quarterly
8B.1.2	Compliance with new National Regulations	100%	Quarterly
8B.1.2	Achieve National Quality rating and Quality Improvement Plans developed	100%	Annual

EDUCATION AND CARE SERVICES

(Business Activity)

RESPONSIBILITY: MANAGER COMMUNITY SERVICES

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	4,813,490
Interest	0
Grants and Contributions – operating purposes	128,148
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	3,700
Total Income	4,945,338
Outflows from Continuing Operations	
Employee benefits and on costs	(4,000,097)
Borrowing expense	0
Materials and contracts	(215,350)
Depreciation and amortisation	(187,060)
Internal Expenses	(88,663)
Capital investment	0
Other expenses	(205,630)
External loan principal repayments	0
Total Expenses	(4,696,800)
Inflow/(Outflow) from Continuing Operations	248,538

FIRE CONTROL

RESPONSIBILITY: DEPUTY GENERAL MANAGER,
INFRASTRUCTURE AND RECREATION

Service profile

The purpose of the Fire Control Service is to design and implement bushfire hazard reduction strategies and educate the community about bushfires. The provision of this service occurs cooperatively with the NSW Rural Fire Service and neighbouring councils.

Linking code	Service indicator	Annual forecast	Frequency of reporting
6FC	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly

Inflows from Continuing Operations	2014/15
	(\$)
Rates and annual charges	0
User charges and fees	0
Interest	0
Grants and Contributions – operating purposes	302,392
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	17,600
Total Income	319,992
Outflows from Continuing Operations	
Employee benefits and on costs	0
Borrowing expense	0
Materials and contracts	(231,900)
Depreciation and amortisation	0
Internal Expenses	(119,464)
Capital investment	0
Other expenses	(650,095)
External loan principal repayments	0
Total Expenses	(1,001,459)
Inflow/(Outflow) from Continuing Operations	(681,467)

LIBRARY AND INFORMATION SERVICES

RESPONSIBILITY: MANAGER LIBRARY AND INFORMATION SERVICES

Service profile

The purpose of the Library and Information Services is to:

- Provide a customer-focused library and information service across the library network
- Develop and maintain balanced collections which support the provision of an effective library service
- Enhance customer access through the ongoing development of online resources and related technologies
- Provide policy advice, and manage the provision of library and information services, to meet the educational, cultural and recreational needs of the community
- Provide policy advice and support for library and information technology services
- Provide specialist, targeted programs and services for community members, eg. home library, literacy, community languages and community information
- Provide programs, activities, exhibitions and displays which are responsive to community needs
- Manage the Local Studies collection and provide research assistance on local history issues
- Promote library and information services to the community

Action code	Actions	2014/15	2015/16	2016/17	Source document
6A.1.1	Review and update the Library Strategic Plan	✓			Library Strategic Plan
6C.1.1	Plan and deliver a broad range of cultural and social activities, programs and events to meet diverse community needs and support the role of the Library as a social and cultural facility	✓	✓	✓	
6A.1.2	Implement a new library management system	✓			

LIBRARY AND INFORMATION SERVICES

RESPONSIBILITY: MANAGER LIBRARY AND INFORMATION SERVICES

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
6LI	Telephone call abandonment rate	5%	Quarterly
6LI	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
6LI	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
6LI	Lost hours through sick leave	< 5%	Quarterly
6A.1.1	Total visits to all libraries	1,000,000	Quarterly
6A.1.1	Total number of library loans	1,200,000	Quarterly
6A.1.1	Total library webpage visits	170,000	Quarterly
6A.1.1	Total webpages viewed	750,000	Quarterly
6A.1.1	Resident library registrations as a percentage of total population	40%	Quarterly
6A.1.1	Average number of issues per volume	5	Annual
6C.1.1	Number of program and seminar sessions held including author talks and book clubs	600	Quarterly
6C.1.1	Number of participants at program and seminar sessions	10,000	Quarterly
6C.1.1	Number of home library visits	2,500	Quarterly
6C.1.1	Number of clients assisted through JP, family history and tax help services	14,000	Quarterly
6C.1.1	Number of library exhibitions and displays	200	Quarterly
6C.1.1	Number of requests for family history information	750	Quarterly
6C.1.1	Number of children's programs and activities held, including storytime and Summer Reading Club	500	Quarterly
6C.1.1	Number of participants in children's programs and activities	18,000	Quarterly

Linking code	CAPITAL WORKS	2014/15 \$
6A.1.3	Library resources	604,500

LIBRARY AND INFORMATION SERVICES

RESPONSIBILITY: MANAGER LIBRARY AND INFORMATION SERVICES

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	205,390
Interest	0
Grants and Contributions – operating purposes	305,000
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	60,000
External loan proceeds	0
Other Income	14,650
Total Income	585,040
Outflows from Continuing Operations	
Employee benefits and on costs	(4,077,098)
Borrowing expense	0
Materials and contracts	(297,780)
Depreciation and amortisation	0
Internal Expenses	(1,455,916)
Capital investment	(604,500)
Other expenses	(267,186)
External loan principal repayments	0
Total Expenses	(6,702,480)
Inflow/(Outflow) from Continuing Operations	(6,117,440)



Hornsby Shire is one of the larger local government areas in Sydney by both population and land area. The Shire is made up of rural, river and urban communities, each with a local identity. The increasing population and requirement for complementary infrastructure needs to be managed.

Outcome 8: 'Vibrant and viable living centres'

8A: Support the living centres in the Shire to be distinctive and vibrant

8A.1 Work to improve the aesthetics of living centres in the Shire

8B: Encourage the provision of facilitated activities in community facilities and council services

8B.1 Provide flexible programs in safe, healthy and stimulating environments

Outcome 9: 'Effective infrastructure and services'

9A: Provide infrastructure and services that serves current and future community needs, including active and passive recreational facilities

9A.1 Design and implement projects in natural areas

9A.2 Identify and plan future maintenance, renewals and upgrades for Council's pavement, stormwater and foreshore facilities assets and complete as per the Asset Plan

9A.3 Progress major capital works identified within the Long Term Financial Plan

9A.4 Identify and plan future maintenance, renewals and upgrades for Council's building assets and complete as per the Asset Plan

9A.5 Identify and plan future maintenance, renewals and upgrades for Council's open space assets and leisure facilities and complete as per the Asset Plan

9A.6 Provide quality recreational programs in a safe and aesthetic environment that are responsive to the needs of users

9A.7 Undertake studies to investigate and review options for improved infrastructure and facilities

9B: Work with appropriate partners towards improving transport networks throughout the Shire and developing additional infrastructure to support sustainable transport options

9B.1 Work with Roads and Maritime Services to improve road safety

9B.2 Undertake strategic studies associated with traffic and parking

9B.3 Partner with State Government regarding local transport needs

9B.4 Plan and control traffic flows and enforce parking restrictions on road network



Outcome 10: 'A harmonious natural and built environment'

10A: Provide infrastructure and services that are socially, environmentally and culturally responsive to community needs

- 10A.1 Manage and maintain Council's sporting and leisure facilities to ensure safety and accessibility, and encourage multi use to achieve a positive outcome for the community
- 10A.2 Provide strategic land use planning and urban design

10B: Monitor and review existing planning controls to ensure quality outcomes for the long term benefit of the Shire

- 10B.1 Assess applications for building, development, subdivision and land use proposals, and issue certificates and approvals
- 10B.2 Ensure compliance with plans and controls

Outcome 11: 'A vibrant and resilient economy'

11A: Consolidate Hornsby's position as a major centre and strengthen the town centres with more office and retail businesses generating more local jobs

- 11A.1 Continuously monitor the effective and efficient delivery of GIS, survey and property services and enhance total returns from Council's property portfolio
 - 11A.2 Manage the Hornsby Mall to maximise community benefit
 - 11A.3 Manage acquisitions, disposals, leases and other transactions and matters in relation to Council's property assets and property development
 - 11A.4 Review and implement plans and controls with economic impact
-

ASSET MANAGEMENT AND MAINTENANCE

RESPONSIBILITY: MANAGER ASSET MANAGEMENT AND MAINTENANCE

Service profile

The Asset Management and Maintenance Branch is responsible for the provision of cost effective infrastructure assets and services to meet the community needs:

- Local Emergency Management Officer and Joint Chair of the Hornsby Kuring-gai Local Emergency Management Committee required by legislation under the State Emergency and Rescue Management Act - Manager
- Support to the Hornsby State Emergency Services Operation as required by legislation under the SES Act – Manager
- Asset management of Council's Public Buildings, Aquatic Centres, Roads, Stormwater Drainage, Foreshore Facilities including the provision of annual maintenance programs, annual capital renewal programs, annual capital improvement programs and reactive maintenance works – Asset Management, Asset Maintenance Services, Asset Operations, Building Services
- Management of street lighting on local and regional road networks – Asset Management
- Management of former landfills at Wisemans Ferry, Arcadia and Thornleigh in accordance with EPA approved closure plans – Engineering Resources
- Management and operation of Council's heavy plant / truck fleet – Engineering Resources
- Mechanical servicing of Council's light fleet – Engineering Resources
- Management and operation of Council's Wellum Bulla Materials Handling Facility – Engineering Resources
- Management and operation of an out of hours emergency service for Council's road assets and buildings – Asset Operations, Building Services
- Management and operation of Works Depots at Thornleigh and Galston – Engineering Resources
- Management of graffiti on public property throughout the Shire – Building Services, Depot Administration Services
- Management and operation of the Hornsby Mall Water Sculpture – Engineering Resources
- Management of Thornleigh Depot reception area – Depot Administration Services

ASSET MANAGEMENT AND MAINTENANCE

RESPONSIBILITY: MANAGER ASSET MANAGEMENT AND MAINTENANCE

Action code	Actions	2014/15	2015/16	2016/17	Source document
7A.2.1	Liaise with appropriate energy provider to ensure street lighting conforms to requirements	✓	✓	✓	
7A.1.2	Manage vandalism and graffiti on Council's public property	✓	✓	✓	
7C.1.1	Provide out of hours emergency response for Council's road assets and buildings	✓	✓	✓	
9A.2.1	Formulate rolling four-year local roads and footpath improvement programs	✓	✓	✓	
9A.2.2	Formulate stormwater drainage improvement programs, develop and review Floodplain Risk Management Plan	✓	✓	✓	
9A.2.3	Formulate and complete pavement upgrade and Foreshore Facilities improvement programs	✓	✓	✓	
9A.4.1	Provide an asset management service and undertake construction of Building Improvements as per approved program	✓	✓	✓	
9A.5.1	Provide an asset management and maintenance service to aquatic centres as per approved program	✓	✓	✓	

ASSET MANAGEMENT AND MAINTENANCE

RESPONSIBILITY: MANAGER ASSET MANAGEMENT AND MAINTENANCE

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
5AMM	Telephone call abandonment rate	5%	Quarterly
5AMM	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
5AMM	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
5AMM	Lost Hours through sick leave	< 5%	Quarterly
7A.1.2	Number of vandalism incidents compared to 2013-14	< 190	Quarterly
7A.1.2	Annual expenditure for vandalism removal compared to 2013-14	< \$80,000	Quarterly
7A.1.2	Number of graffiti incidents compared to 2013-14	< 800	Quarterly
7A.1.2	Annual expenditure for graffiti removal compared to 2013-14	< \$90,000	Quarterly
7C.1.1	Number of complaints received regarding Council's out of hours response to emergencies	< 10	Quarterly
9A.2.1	Average maintenance expenditure : <ul style="list-style-type: none"> ■ sealed roads per km ■ unsealed roads per km ■ footpaths per km 	\$8,200 \$7,300 \$830	Quarterly
9A.2.1	Sealed road network pavement rated in "Good" condition	68%	Quarterly
9A.2.1	Sealed road network pavement rated in "Poor" condition	2%	Quarterly
9A.2.2	Average maintenance expenditure: <ul style="list-style-type: none"> ■ drainage per km 	\$2,900	Quarterly
9A.2.2	% of 1,309 known properties subject to stormwater inundation benefiting from Improvement Program	52%	Quarterly
9A.2.3	Average response time for the investigation of urgent footpath maintenance work	5 days	Quarterly
9A.2.3	Reported trip and fall incidents on footpaths per 100km	10	Quarterly
9A.4.1	% Building Improvements capital works program complete	100%	Quarterly
9A.5.1	% Aquatic Centres maintenance complete	100%	Quarterly

Linking code	CAPITAL WORKS Major and Minor Drainage Improvement	2014/15 (\$)
9A.2.6	Mount Colah (Berowra Road to Myall Road) Stage 1	430,000
	Thornleigh (Koorinal Avenue to Wareemba Avenue) Stage 1	430,000
	Carlingford/Epping (Dunrossil Park to Lyndelle Place) Stage 1	1,200,000
	Total	2,060,000

ASSET MANAGEMENT AND MAINTENANCE

RESPONSIBILITY: MANAGER ASSET MANAGEMENT AND MAINTENANCE

Linking code	CAPITAL WORKS Foreshore Facilities	2014/15 (\$)
9A.2.3	Parsley Bay Boat Ramp Reconstruction (Stage 1)	80,000
	McKell Park Tidal Pool Repairs (Stage 1)	50,000
	Milsons Passage Wharf repairs	41,000
	Total	171,000

Linking code	CAPITAL WORKS Building Improvements	2014/15 (\$)
9A.4.1	Administration Centre – renewal and upgrade works	80,000
	Administration Centre - office reorganisation	10,000
	Refurbishment of park amenities buildings	100,000
	Gumnut Community Centre, Cherrybrook - upgrade toilets (stage 1)	25,000
	Greenway Park Child Care Centre, Cherrybrook - replace floor coverings	80,000
	Pennant Hills Library - replace public area carpet	125,000
	Hornsby Library/Community Services - replace access control	18,000
	Libraries upgrade - general	50,000
	Administration Centre - upgrade air conditioning (stage 1)	167,000
	Air conditioning – various, including annual duct cleaning	102,000
	Total	757,000

Linking code	CAPITAL WORKS Others	2014/15 (\$)
9A.2	Local sealed road rehabilitation program	1,515,000
	Footpath reconstruction	68,000
	Road shoulder upgrade program	72,000
	Unsealed Road Maintenance [^]	300,000
	Floodplain risk management	30,000
	Stormwater drainage preconstruction	10,000
	Plant and heavy vehicle fleet replacement	345,000
	Total	2,340,000

ASSET MANAGEMENT AND MAINTENANCE

RESPONSIBILITY: MANAGER ASSET MANAGEMENT AND MAINTENANCE

Inflows from Continuing Operations	2014/15 (\$)
Rates and annual charges	0
User charges and fees	838,600
Interest	0
Grants and Contributions – operating purposes	717,700
Grants and Contributions – capital purposes	0
Asset sales	75,000
Restricted assets	0
External loan proceeds	0
Other Income	32,900
Total Income	1,664,200
Outflows from Continuing Operations	
Employee benefits and on costs	(5,513,767)
Borrowing expense	0
Materials and contracts	(4,772,750)
Depreciation and amortisation	0
Internal Expenses	587,478
Capital investment	(5,328,000)
Other expenses	(3,515,701)
External loan principal repayments	0
Total Expenses	(18,542,740)
Inflow/(Outflow) from Continuing Operations (including Infrastructure and Recreation Administration)	(16,878,540)

DESIGN AND CONSTRUCTION

RESPONSIBILITY: MANAGER DESIGN AND CONSTRUCTION

Service profile

The purpose of the Design and Construction service is to:

- Manage and coordinate survey, design and construction of civil works
- Ensure that vehicular access to properties is safe and accessible
- Carry out preconstruction activities for the civil works improvements program including Environment and Human Services Division civil works - provide technical support, prepare displays and archive engineering plans
- Coordinate and construct engineering improvement programs including Environment and Human Services Division civil works
- Expand Council's concrete footpath network
- Improve Council's local road infrastructure
- Upgrade or provide new civil infrastructure
- Ensure works programs for all new infrastructure are based on sustainability principles

Action code	Actions	2014/15	2015/16	2016/17	Source document
9A.7.1	(C) Investigate alternative proposals for filling Hornsby Quarry	✓			
9A.3.1	(C) Progress concept designs of the Hornsby Station Footbridge, including linking the east and west sides, and explore investment/partnership options	✓	✓		
2A.1.6	Manage construction of the catchments remediation rate (CRR) capital works program	✓	✓	✓	
9A.2.4	Complete the Local Roads Improvements capital works program	✓	✓	✓	
9A.2.5	Complete the Footpath Improvements capital works program	✓	✓	✓	
9A.2.6	Complete the Major and Minor Drainage Improvements capital works program	✓	✓	✓	
9A.3.2	Manage construction of special projects	✓	✓	✓	
9B.3.1	Manage construction of Minor Traffic Facilities Improvement program (subject to matching funding)	✓	✓	✓	
9A.5.2	Complete the Open Space Assets capital works program	✓	✓	✓	

DESIGN AND CONSTRUCTION

RESPONSIBILITY: MANAGER DESIGN AND CONSTRUCTION

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
5DC	Telephone call abandonment rate	5%	Quarterly
5DC	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
5DC	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
5DC	Lost Hours through sick leave	< 5%	Quarterly
2A.1.6	% CRR projects completed within 15% of detailed estimated costs	80%	Quarterly
2A.1.6	% CRR projects completed within program	80%	Quarterly
9A.2.4	% community satisfaction on completed Local Road projects	80%	Quarterly
9A.2.4	% Local Road projects completed within 15% of detailed estimated costs	80%	Quarterly
9A.2.4	% Local Road projects completed within program	80%	Quarterly
9A.2.5	% community satisfaction on completed Footpath projects	80%	Quarterly
9A.2.5	% Footpath projects completed within 15% of detailed estimated costs	80%	Quarterly
9A.2.5	% Footpath projects completed within program	80%	Quarterly
9A.2.6	% Drainage projects completed within 15% of detailed estimated costs	80%	Quarterly
9A.2.6	% Drainage projects completed within program	80%	Quarterly
9A.3.2	% special projects completed within 15% of detailed estimated costs	80%	Quarterly
9A.3.2	% special projects completed within program	80%	Quarterly
9B.3.1	% Traffic Facilities projects completed within 15% of detailed estimated costs	80%	Quarterly
9B.3.1	% Traffic Facilities projects completed within program	80%	Quarterly
9A.5.2	% Open Space capital works projects completed within program	100%	Quarterly

Linking code	CAPITAL WORKS Local Footpath Improvements	2014/15 (\$)
9A.2.5	Dent Street, Epping Stage 2 – north side – Downing Street to Pennant Parade	80,000
	Francis Greenway Drive, Cherrybrook – south side – Boundary Road to Macquarie Drive	48,000
	Keira Place, Beecroft – west side – Murray Farm Road to Karril Avenue	10,000
	Ethel Street, Hornsby – south side – Galston Road to Old Berowra Road	37,000
	Morshead Avenue, Carlingford – west side – Alamein Avenue to North Rocks Road Stage 1	14,000
	Evans Road, Hornsby Heights – north side – Chakola Avenue to Kiah Close	17,000
	Clarke Road, Hornsby - south side - Unwin Road to Yardley Avenue	10,000
	Total	216,000

DESIGN AND CONSTRUCTION

RESPONSIBILITY: MANAGER DESIGN AND CONSTRUCTION

Linking code	CAPITAL WORKS Local Road Improvements	2014/15 (\$)
9A.2.4	Berowra Waters Road, Berowra Heights, Stage 2 (REPAIR Program – 50% RMS funding)	920,000
	Goodwyn Avenue, Berowra – both sides	520,000
	Turner Road, Berowra Heights – Elizabeth Street to Woombyne Close – east side	165,000
	Brisbane Avenue, Mount Kuring-gai – Flanders Avenue to King Street – east side	320,000
	Willarong Road, Mount Colah Stage 2 – Mount Street to Pacific Highway – both sides	470,000
	York Street, Beecroft – Hannah Street to Copeland Road – both sides	280,000
	Stevens Road, Glenorie – residual length – upgrading of unsealed road	100,000
	Campbell Lane, Glenorie – full length – upgrading of unsealed road	100,000
	Quarry Road, Dural (Old Northern Rd - Harris Rd) Stage 2- road upgrading and sealing of unsealed road shoulders	200,000
	Total (including \$300,000 from Unsealed Road Maintenance^ - see p42)	3,075,000

Linking code	CAPITAL WORKS Others	2014/15 (\$)
9A.3.1	Hornsby Station Footbridge, George Street, Hornsby (part section 94)	1,000,000
	Hornsby Quarry – Water pumping and monitoring	120,000
	Hornsby Quarry landfill program	200,000
	Local road preconstruction	150,000
	Kerb and gutter at various sites	120,000
	Total	1,590,000

DESIGN AND CONSTRUCTION

RESPONSIBILITY: MANAGER DESIGN AND CONSTRUCTION

Inflows from Continuing Operations	2014/15 (\$)
Rates and annual charges	0
User charges and fees	62,000
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	889,000
Asset sales	0
Restricted assets	1,000,000
External loan proceeds	0
Other Income	30,000
Total Income	1,981,000
Outflows from Continuing Operations	
Employee benefits and on costs	(1,535,616)
Borrowing expense	0
Materials and contracts	(227,300)
Depreciation and amortisation	0
Internal Expenses	751,947
Capital investment	(4,580,613)
Other expenses	(14,900)
External loan principal repayments	0
Total Expenses	(5,606,482)
Inflow/(Outflow) from Continuing Operations	(3,625,482)

DEVELOPMENT ASSESSMENT, COMPLIANCE AND STRATEGIC PLANNING

RESPONSIBILITY: GROUP MANAGER PLANNING

Service profile

The purposes of Development Assessment, Compliance and Strategic Planning which form the Planning Division are to provide a harmonious natural and built environment and to work in partnership with the community to foster the protection and improvement of health. The principal activities of the Division are:

- Assessing development and subdivision applications
- Representing Council in the Land and Environment Court
- Issuing certificates and approvals including construction certificates, occupation certificates, compliance certificates and building certificates
- Conducting principal certifying functions
- Investigating and enforcing compliance in relation to unlawful building works, unlawful land uses and breaches of consent
- Providing strategic land use planning, urban design and associated disciplines
- Working with other levels of government and agencies to encourage new business investment and promote tourism
- Analysing and implementing any land use related initiatives of the State Government affecting Hornsby Shire
- Protecting the environment and responding to environmental pollution and public health incidents
- Managing companion animals
- Inspecting food shops
- Undertaking environmental and health impact assessments of development applications
- Contributing to the management of public health and public cemeteries

DEVELOPMENT ASSESSMENT, COMPLIANCE AND STRATEGIC PLANNING

RESPONSIBILITY: GROUP MANAGER PLANNING

Action code	Actions	2014/15	2015/16	2016/17	Source document
11A.4.1	(C) Progress Hornsby West Side planning proposal	✓			
11A.4.3	Implement and continue section 94 Register, procedures and monitoring/review	✓	✓	✓	
11A.4.4	Implement Hornsby Westside section 94	✓			
11A.4.5	Implement Epping section 94	✓			
11A.4.2	Implement Local Development Contributions Plans (section 94 and section 94A)	✓	✓	✓	
10A.2	Provide strategic land use planning, urban design and associated disciplines	✓	✓	✓	Strategic Planning Program
10A.2.1	Progress Epping Town Centre Urban Activation Precinct	✓			
10A.2.2	Investigate opportunities for townhouse / villa development	✓			
10A.2.3	Rural planning issues consultation	✓	✓		
10A.2.4	Brooklyn planning issues consultation	✓	✓		
10A.2.5	Participate in Project Working Group for Cherrybrook Station Precinct	✓	✓		
1B.1.1	Progress planning proposal to implement recommendations of Heritage Review Stage 5	✓			
10B.1.1	Assess applications and monitor value of development application income received	✓	✓	✓	
10B.2.1	Investigate and enforce compliance in relation to developments, unlawful building works and land uses	✓	✓	✓	
10B.2.2	Continue to implement the actions contained in the Swimming Pool Fencing Management Program, including registering all pools in the Shire	✓	✓	✓	
7D.1.1	Manage registration and control of companion animals and undertake animal management education programs	✓	✓	✓	
7D.2.1	Inspect local food businesses and provide education on food safety according to the NSW Food Authority guidelines	✓	✓	✓	

DEVELOPMENT ASSESSMENT, COMPLIANCE AND STRATEGIC PLANNING

RESPONSIBILITY: GROUP MANAGER PLANNING

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
7DA, 7CC, 7SP	Telephone call abandonment rate	5%	Quarterly
7DA, 7CC, 7SP	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
7DA, 7CC, 7SP	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
7DA, 7CC, 7SP	Lost Hours through sick leave	< 5%	Quarterly
11A.4.2	Value of Section 94 income received (target = > or within 10% of budget)	100%	Quarterly
10A.2	% of strategic planning key initiatives completed on time and within budget	90%	Quarterly
10B.1.1	% DAs processed 10 days and less	25%	Quarterly
10B.1.1	% DAs processed within 11 to 50 days	55%	Quarterly
10B.1.1	% DAs processed within 51 to 90 days	15%	Quarterly
10B.1.1	% DAs processed greater than 90 days	5%	Quarterly
10B.1.1	Value of development application income received (target = > or within 10% of budget)	100%	Quarterly
10B.2.1	Legal expenses related to DAs (target = < or within 10% of budget)	100%	Quarterly
10B.2.2	Number of swimming pools inspected under the Swimming Pool Fencing Management Program	500	Quarterly
7D.1.1	% of identified dogs over six months that are lifetime registered against a target of 80%	80%	Quarterly
7D.2.1	% of high and medium risk food business inspections undertaken against target of 90%	90%	Quarterly

DEVELOPMENT ASSESSMENT, COMPLIANCE AND STRATEGIC PLANNING

RESPONSIBILITY: GROUP MANAGER PLANNING

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	3,572,000
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	3,918,982
Asset sales	0
Restricted assets	(3,918,982)
External loan proceeds	0
Other Income	107,000
Total Income	3,679,000
Outflows from Continuing Operations	
Employee benefits and on costs	(6,486,594)
Borrowing expense	0
Materials and contracts	(567,000)
Depreciation and amortisation	0
Internal Expenses	(1,290,469)
Capital investment	0
Other expenses	(250,400)
External loan principal repayments	0
Total Expenses	(8,594,463)
Inflow/(Outflow) from Continuing Operations	(4,915,463)

LAND AND PROPERTY SERVICES

RESPONSIBILITY: MANAGER LAND AND PROPERTY SERVICES

Service profile

As a service provider, the purpose of the Land and Property Services Branch is to:

- Provide property solutions and advice (strategic and operational) to optimise total returns on, and sustainable use of, Council's property assets
- Manage the delivery of significant projects, acquisitions, disposals, leases and other transactions and matters in relation to Council's property assets and property development
- Manage Council's property leases, licences and other occupancy agreements to ensure legislative compliance, appropriate financial returns and prudent asset and risk management
- Manage cadastral surveys and other surveying services for various Council Divisions
- Manage Geographic Information System Group, maintain Geographic Information System and Land Register

Action code	Actions	2014/15	2015/16	2016/17	Source document
11A.1.1	Develop a Strategic Business Plan for Land and Property Services Branch	✓			
11A.1.2	Progress the actions from the operational land review	✓	✓	✓	
11A.1.3	Provide GIS services for Council	✓	✓	✓	
11A.1.4	Manage cadastral surveys and other surveying services for Council	✓	✓	✓	
11A.3.1	Manage Land and Property Services projects in accordance with formal work plan	✓	✓	✓	

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
3LPS	Telephone call abandonment rate	5%	Quarterly
3LPS	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
3LPS	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
3LPS	Lost Hours through sick leave	< 5%	Quarterly
11A.1.3	Coordinate maintenance of GIS and relevant databases (Target = New DPs registered within 5 business days of notification)	100%	Quarterly

LAND AND PROPERTY SERVICES

RESPONSIBILITY: MANAGER LAND AND PROPERTY SERVICES

Inflows from Continuing Operations	2014/15 (\$)
Rates and annual charges	0
User charges and fees	0
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	428,600
Total Income	428,600
Outflows from Continuing Operations	
Employee benefits and on costs	(827,453)
Borrowing expense	0
Materials and contracts	(280,700)
Depreciation and amortisation	0
Internal Expenses	37,065
Capital investment	0
Other expenses	(80,400)
External loan principal repayments	0
Total Expenses	(1,151,488)
Inflow/(Outflow) from Continuing Operations	(722,888)

PARKS AND RECREATION

RESPONSIBILITY: MANAGER PARKS AND RECREATION

Service profile

The purpose of the Parks and Landscapes service is to:

- Manage and maintain sportsgrounds throughout the Shire
- Manage and maintain parks, reserves, picnic facilities and playgrounds throughout the Shire
- Manage trees in streets, parks and public land administered by Council
- Manage council's leased tennis courts

Action code	Actions	2014/15	2015/16	2016/17	Source document
9A.7.2	Prepare an open space and recreation strategy (Active Living Hornsby Strategy - ALHS)	✓			
1B.2.1	Protect and conserve trees identified as significant trees in specific landscapes	✓	✓	✓	
1B.2.2	Review Tree Management Policy	✓			
9A.5.3	Update and maintain Asset Database annually	✓	✓	✓	
10A.1.1	Manage and maintain sportsgrounds, parks, reserves, picnic facilities and playgrounds, and oversee management of Council's leased tennis centres	✓	✓	✓	

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
5PR	Telephone call abandonment rate	5%	Quarterly
5PR	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
5PR	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
5PR	Lost Hours through sick leave	< 5%	Quarterly
1B.2.1	% of tree inspections relating to trees on private land completed within target 21 days	95%	Quarterly
1B.2.1	Average time to complete DA referrals relating to trees	25 days	Quarterly
1B.2.1	Number of tree applications received	800	Quarterly
1B.2.1	Number of street tree inspections	1,600	Quarterly
1B.2.1	Average time for street tree inspections	22 days	Quarterly
10A.1.1	Number of casual park bookings	1,400	Quarterly
10A.1.1	Number of insurance claims from users of parks and sportsgrounds	< 3	Quarterly
10A.1.1	Playgrounds requiring immediate repair in regular equipment inspections	< 6	Quarterly
10A.1.1	Number of service requests received relating to parks assets	850	Quarterly
10A.1.1	Number of TRIM documents received relating to parks assets	650	Quarterly

PARKS AND RECREATION

RESPONSIBILITY: MANAGER PARKS AND RECREATION

Linking code	CAPITAL WORKS Open Space Assets	2014/15 (\$)
9A.5	Montview Oval - Irrigation	200,000
	Brooklyn Oval - Park and playground upgrade	195,000
	Pennant Hills Park - Long jump pits upgrade	50,000
	Ray Park Playground - Playground and park replacement (shelters, dog off leash area, bike tracks, picnic tables and BBQs)	350,000
	Ray Park and other tracks - Replace bridge and track upgrade	90,000
	Hornsby Park - Playground replacement	150,000
	Foxglove Oval - Floodlight replacement	200,000
	Greenway Park No. 2 Oval, Cherrybrook - Floodlight replacement	120,000
	Mark Taylor Oval - Floodlighting replacement	110,000
	Fagan Park Gardens of Many Nations - Replace old infrastructure	150,000
	James Henty Park - Playground replacement	150,000
	James Henty Park - Drainage	40,000
	Pennant Hills Park - Netball court replacement	120,000
	Ruddock Park, Westleigh - Dog Off Leash upgrade	20,000
	Berowra Oval - Playground softfall repairs	40,000
	Campbell Park - Car park resurface	90,000
	Softfall replacements	50,000
	Cheltenham Oval - Floodlights and irrigation	310,000
	Pennant Hills Park #3 synthetic field (section 94)	1,200,000
	Shirewide recreational study (section 94)	220,000
	Total	3,855,000

PARKS AND RECREATION

RESPONSIBILITY: MANAGER PARKS AND RECREATION

Inflows from Continuing Operations	2014/15 (\$)
Rates and annual charges	0
User charges and fees	1,290,000
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	1,420,000
External loan proceeds	0
Other Income	374,000
Total Income	3,084,000
Outflows from Continuing Operations	
Employee benefits and on costs	(5,270,617)
Borrowing expense	0
Materials and contracts	(2,490,868)
Depreciation and amortisation	0
Internal Expenses	(1,301,863)
Capital investment	(3,855,000)
Other expenses	(523,518)
External loan principal repayments	0
Total Expenses	(13,441,867)
Inflow/(Outflow) from Continuing Operations	(10,357,867)

AQUATIC AND LEISURE CENTRES

(Business Activity)

RESPONSIBILITY: MANAGER AQUATIC AND LEISURE CENTRES

Service profile

The purpose of the Aquatic and Leisure Centres service is to:

- Provide quality service and recreational programs in a safe and aesthetic environment at Hornsby, Galston and Epping Aquatic and Leisure Centres
- Provide quality service and recreational programs in a safe and aesthetic environment at Thornleigh Brickpit Sports Stadium

Action code	Actions	2014/15	2015/16	2016/17	Source document
9A.5.4	Replace key plant and equipment at Galston Aquatic Centre	✓	✓	✓	
9A.6.1	Maximise value in aquatic centre management	✓	✓	✓	
9A.6.2	Maintain Thornleigh Brickpit Sports Stadium utilisation	✓	✓	✓	
13A.3.3	Develop and implement a marketing plan that builds momentum for the Hornsby Aquatic Centre	✓			

Linking code	Service Indicators	Annual forecast	Frequency of reporting
9A.6.1	Hornsby - % of days water quality/pool temperature standards met	99%	Quarterly
9A.6.1	Hornsby - Maintain Learn to Swim income at 50% greater than Learn to Swim expenditure	50%	Quarterly
9A.6.1	Epping - % of days water quality/pool temperature standards met	99%	Quarterly
9A.6.1	Epping - Maintain Learn to Swim income at 50% greater than Learn to Swim expenditure	50%	Quarterly
9A.6.1	Galston - % of days water quality/pool temperature standards met	99%	Quarterly
9A.6.1	Galston - Maintain Learn to Swim income at 50% greater than Learn to Swim expenditure	50%	Quarterly
9A.6.1	Provide the appropriate training for staff to comply with Practice Note 15	100%	Quarterly
9A.6.2	Thornleigh Brickpit Stadium % utilisation per available hours	>50%	Quarterly

Linking code	CAPITAL WORKS	2014/15 (\$)
9A.5.4	Galston Aquatic Centre	
	– dehumidifier	90,000
	– learn to swim pool (completion)	150,000
	Total	240,000

AQUATIC AND LEISURE CENTRES

(Business Activity)

RESPONSIBILITY: MANAGER PARKS AND RECREATION

Inflows from Continuing Operations	2014/15 (\$)
Rates and annual charges	0
User charges and fees	5,284,845
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	111,247
Total Income	5,396,092
Outflows from Continuing Operations	
Employee benefits and on costs	(4,088,244)
Borrowing expense	0
Materials and contracts	(733,806)
Depreciation and amortisation	0
Internal Expenses	(147,579)
Capital investment	(240,000)
Other expenses	(843,620)
External loan principal repayments	0
Total Expenses	(6,053,249)
Inflow/(Outflow) from Continuing Operations	(657,158)

TRAFFIC AND ROAD SAFETY

RESPONSIBILITY: MANAGER TRAFFIC AND ROAD SAFETY

Service profile

The purpose of the Traffic and Road Safety service is to:

- manage road safety, traffic flow, parking and access to public transport within areas of Council's responsibility
- service customer enquiries and administration support to the Branch
- lobby State and Federal government agencies to ensure local concerns are addressed in major infrastructure projects
- regulate effective and appropriate user activities on road network

Action code	Actions	2014/15	2015/16	2016/17	Source document
9B.1.1	Implement road safety education projects to reduce road trauma	✓	✓	✓	HSC Road Safety Action Plan reviewed annually
9B.2.1	Implement recommendations of the Hornsby CBD Parking Review	✓	✓		Hornsby Town Centre Parking Plan
9B.2.2	Review Hornsby Shire Bike Plan	✓			HSC Bike Plan last reviewed 2005
9B.2.3	Implement recommendations of Hornsby Hospital Precinct Parking Review	✓	✓	✓	Recommendations GHD Hornsby Town Centre Parking Study
9B.2.4	Epping LEP Traffic and Parking Study (subject to RMS MOU)	✓	✓	✓	Recommendations JBA Epping Town Centre Study
9B.2.5	Update the Hornsby Blackspot List and Unfunded Facilities List and prioritise locations	✓	✓	✓	
9B.3.1	Plan and complete the Minor Traffic Facilities capital works program (subject to matching funding)	✓	✓	✓	
9B.3.2	Construct Brooklyn-Kangaroo Point cycleway (delivered in stages subject to RMS matching funds)	✓	✓	✓	Brooklyn Bike Study
9B.3.3	Complete annual review of traffic, parking and road safety data	✓	✓	✓	RMS MOU
9B.3.4	Respond to Government transport papers as appropriate and lobby for additional parking at railway stations	✓	✓	✓	
9B.4.1	Maintain the enforcement of parking restrictions and light roads in accordance with the Australian Road Rules	✓	✓	✓	
9B.4.2	Plan and control traffic flows	✓	✓	✓	
9B.4.3	Manage abandoned vehicles and unapproved activities on roads	✓	✓	✓	Roads Act 1993 and Local Government Act

TRAFFIC AND ROAD SAFETY

RESPONSIBILITY: MANAGER TRAFFIC AND ROAD SAFETY

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
5TRS	Telephone call abandonment rate	5%	Quarterly
5TRS	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
5TRS	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
5TRS	Lost Hours through sick leave	< 5%	Quarterly
9B.1.1	Number of road safety education grants applied for and funded	6	Quarterly
9B.1.1	% of road safety education projects completed	100%	Quarterly
9B.1.1	Road safety promotion delivered to all schools	100%	Quarterly
9B.4.1	% of court matters successfully prosecuted	≥ 75%	Quarterly
9B.4.1	Number of car parking spaces in Council free car parks and private contract car parks patrolled daily	1,460	Quarterly
9B.4.1	% of available car parking spaces patrolled each day	60%	Quarterly
9B.4.1	Level of enforcement activity (Number of infringements)	13,000	Quarterly
9B.4.1	Number of court appearances	≤ 12	Quarterly
9B.4.1	Number of light traffic patrols	39	Quarterly
9B.4.1	Number of school patrols carried out (Average = 2 per day)	100%	Quarterly
9B.4.1	Number of warnings issued in lieu of penalty notice	400	Quarterly
9B.4.2	Number of DAs received and processed	30	Quarterly
9B.4.2	Number of items referred to the Local Traffic Committee	30	Quarterly
9B.4.2	Number of local traffic projects - funding applications and/or built	6	Quarterly

Linking code	CAPITAL WORKS	2014/15 (\$)
9B.3.1	All significant Traffic and Road Safety capital projects are subject to annual crash and traffic data review and State/Federal matching funds <i>(includes Federal government Roads2Recovery Funding \$100,000)</i>	362,000

TRAFFIC AND ROAD SAFETY

RESPONSIBILITY: MANAGER TRAFFIC AND ROAD SAFETY

Proposed Minor Traffic Facilities (Costs are project totals with matching agency shown)	(\$)	#
Brooklyn Road, Brooklyn – Stage 2 of Brooklyn Bike Shared Path as per 2010 study (2.5m wide shared path along Brooklyn Road)	220,000	50% funding to be confirmed by RMS
Shepherds Drive, Cherrybrook – off road cycleway between New Line Road and Kenburn Avenue	100,000	50% funding to be confirmed by RMS
Copeland Road, Beecroft – wombat crossing at Beecroft Public School	65,000	50% funding to be confirmed by RMS
Wylds Road, Arcadia – skid resistant surface and sub soil drain	75,000	100% Federal Blackspot to be confirmed
The Esplanade, Thornleigh – traffic and pedestrian safety improvements	123,000	100% Federal Blackspot to be confirmed

RMS and Federal Blackspot funding confirmation due June/July

Inflows from Continuing Operations	2014/15 (\$)
Rates and annual charges	0
User charges and fees	8,400
Interest	0
Grants and Contributions – operating purposes	59,650
Grants and Contributions – capital purposes	100,000
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	1,997,400
Total Income	2,165,450
Outflows from Continuing Operations	
Employee benefits and on costs	(1,785,026)
Borrowing expense	0
Materials and contracts	(60,300)
Depreciation and amortisation	0
Internal Expenses	(242,487)
Capital investment	(362,000)
Other expenses	(273,100)
External loan principal repayments	0
Total Expenses	(2,722,913)
Inflow/(Outflow) from Continuing Operations	(557,463)



A trusted, sustainable and innovative council dedicated to improving the quality of life of its community.

Outcome 12: 'Accountable corporate management'

12A: Maintain a sound governance framework within which Council operates

- 12A.1 Comply with financial reporting obligations
- 12A.2 Ensure all Integrated Planning and Reporting requirements are complied with
- 12A.3 Demonstrate best practice in leadership

12B: Ensure Council's long term financial sustainability through effective financial management that is transparent and accountable

- 12B.1 Ensure Council meets its financial responsibilities in the use of public funds

12C: Provide a safe, healthy and non discriminatory working environment

- 12C.1 Provide innovative programs and policies that support an engaged and productive workforce
- 12C.2 Review service provision and implement streamlined systems

Outcome 13: 'Timely and responsive services'

13A: Facilitate good communication and relationships with our residents and ratepayers, seeking feedback and providing opportunities for participation

- 13A.1 Refocus e-service delivery model to cater for external customer needs using simple and user friendly interfaces
- 13A.2 Provide alternative communication channels for residents and ratepayers
- 13A.3 Promote council's projects and initiatives to our community

13B: Implement new methods and technologies to deliver facilities and services

- 13B.1 Work towards integrated services and improved synergies
- 13B.2 Review and enhance customer service processes and procedures to ensure efficient and effective service to our customers
- 13B.3 Improve accessibility to publicly available information held by Council
- 13B.4 Enhance the Information, Communication and Technology infrastructure and maintain the integrity of the network in order to deliver Council's organisational objectives

Outcome 14: 'Consistent and effective policy and plans'

14A: Ensure Council's policies and plans remain current and effective

- 14A.1 Mitigate risk for the organisation, and the community when using Council's facilities and services
- 14A.2 Review Council's policies and plans to adapt to changing needs and emerging trends

FINANCIAL SERVICES

RESPONSIBILITY: CHIEF FINANCIAL OFFICER

Service profile

The Financial Services Branch is responsible for:

- Assisting Elected Members and Divisional Managers to set the strategic financial direction for the organisation
- Raising and collecting rates
- Paying the bills
- Investing funds
- Co-ordinating and reporting on the annual budget
- Procurement sourcing including support for local produce when appropriate
- Completing GST and FBT returns
- Providing corporate financial advice to the organisation

Action code	Actions	2014/15	2015/16	2016/17	Source document
12B.1.1	(C) Actively work towards financial sustainability including progressive review of service delivery, with six-monthly updates to Council	✓	✓	✓	
12B.1.2	Review Council's Long Term Financial Plan	✓	✓	✓	Long Term Financial Plan
12B.1.3	Revalue Council's assets	✓	✓	✓	
12B.1.4	Review the operations of Business Activities	✓			
12A.1.1	Present annual financial reports to a public meeting of Council in accordance with statutory timeframes	✓	✓	✓	
12A.1.2	Present monthly reports to Council regarding investments and confirming compliance with Council's Investment Policy	✓	✓	✓	Investment Policy and Strategy
14A.2.4	Review and update the Asset Policy		✓		

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
3FS	Telephone call abandonment rate	5%	Quarterly
3FS	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
3FS	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
3FS	Lost Hours through sick leave	< 5%	Quarterly
12A.1.1	Expenditure attributed to consultancies compared to budget (+/- 10%)	100%	Quarterly
12A.1.1	Overall budget performance (+/- 10% of budget)	100%	Quarterly
12A.1.2	Returns on invested funds	3%	Quarterly

FINANCIAL SERVICES

RESPONSIBILITY: CHIEF FINANCIAL OFFICER

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	69,260,000
User charges and fees	170,000
Interest	1,959,000
Grants and Contributions – operating purposes	8,820,000
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	170,371
Total Income	80,379,371
Outflows from Continuing Operations	
Employee benefits and on costs	915,282
Borrowing expense	(681,197)
Materials and contracts	(2,331,100)
Depreciation and amortisation	187,061
Internal Expenses	658,602
Capital investment	0
Restricted assets	(10,152,000)
Other expenses	(3,349,900)
External loan principal repayments	(4,861,322)
Total Expenses	(19,614,574)
Inflow/(Outflow) from Continuing Operations	60,764,797

GOVERNANCE AND CUSTOMER SERVICE

RESPONSIBILITY: MANAGER GOVERNANCE AND CUSTOMER SERVICE

Service profile

The Governance and Customer Services Branch provides a diverse range of services both to the organisation internally and to members of the public. These include:

- Co-ordination of Council Meetings, including the preparation of Agendas, Business Papers, and Minutes
- Management of Council's corporate records and electronic records management system
- Provision of a coordinated customer service function across the organisation
- Public access to information held by Council through the Government Information (Public Access) (GIPA) Act and Council's Policy – Access to Information Held by Council
- Privacy Management issues
- Internal services include:
 - Management of Council's light vehicles fleet
 - Security for the Administration Building
 - Storage and retrieval of Council's legal documents and electronic records management
 - Advice to the organisation regarding proper management and availability of information to members of the public and the protection of customers' privacy

The Manager of Governance and Customer Services Branch also holds the position of Council's Public Officer and Council's Privacy Contact Officer.

GOVERNANCE AND CUSTOMER SERVICE

RESPONSIBILITY: MANAGER GOVERNANCE AND CUSTOMER SERVICE

Action code	Actions	2014/15	2015/16	2016/17	Source document
3A.2.1	Review and implement changes in Fleet Management processes – eg. type of vehicle purchased, retention period, procedures for ongoing management of the fleet – to work towards an increasingly cost efficient and environmentally responsible fleet	✓	✓	✓	
3A.2.2	Review Council's motor vehicle private use agreements, including the composition of available vehicle groups	✓			
13B.2.1	Review Council's level of compliance with the Government Information (Public Access) (GIPA) Act, particularly in respect of the placement of mandatory open access information on Council's website	✓	✓		
13B.2.2	Provide ongoing cross training to customer service team members to encompass all areas of Council's activities	✓	✓	✓	
13B.2.3	Develop, conduct, and review results of internal and external customer satisfaction surveys	✓	✓	✓	
13B.2.4	Work with other areas of Council to enhance and develop greater online accessibility and ease of use of customer activities, eg. booking of parks and public spaces, lodging applications etc	✓	✓	✓	
13B.2.5	Monitor and manage provision of after hours phone call response service, reviewing service provider and contract as necessary	✓	✓	✓	
13B.3.1	Improve quality, accessibility and readability of Council Meetings Business Papers and Minutes	✓	✓	✓	
13B.3.2	Develop and update the Privacy Management Plan and provide training as required to ensure protection of our residents' and ratepayers' privacy	✓			
13B.3.3	Monitor and maintain Council's records management processes incorporating the requirements of the State Records Act 1998	✓	✓	✓	
14A.2.1	Monitor and review Ward boundaries in lead up to the September 2016 Local Government elections	✓	✓	✓	
14A.2.2	Assist in conduct of the September 2016 Local Government elections			✓	
14A.2.3	Coordinate the induction of the new Council following the September 2016 Local Government elections			✓	

GOVERNANCE AND CUSTOMER SERVICE

RESPONSIBILITY: MANAGER GOVERNANCE AND CUSTOMER SERVICE

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
3GCS	Telephone call abandonment rate	5%	Quarterly
3GCS	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
3GCS	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
3GCS	Lost hours through sick leave	< 5%	Quarterly
13B.2.1	Number of formal applications processed under Government Information (Public Access) Act (GIPA) legislation	10	Quarterly
13B.2.1	Number of informal applications processed under Government Information (Public Access) Act (GIPA) legislation	1,000	Quarterly
13B.2.2	Customer Service telephone call abandonment rate	<5%	Quarterly
13B.2.2	Average speed of answering incoming calls to Council's Customer Service Centre	20 seconds	Quarterly
13B.2.2	% of CRMs generated by the Customer Service Team (as a percentage of total number for organisation)	60%	Quarterly
13B.3.1	Number of residents participating in public policy by addressing Council at its meetings	100	Quarterly
13B.3.3	Number of items registered in Council's records management system	264,000	Quarterly

Linking code	Capital Works	2014/15 (\$)
3A.2	Light fleet	1,328,000

GOVERNANCE AND CUSTOMER SERVICE

RESPONSIBILITY: MANAGER GOVERNANCE AND CUSTOMER SERVICE

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	0
Interest	0
Grants and Contributions – operating purposes	451,000
Grants and Contributions – capital purposes	0
Asset sales	660,000
Restricted assets	0
External loan proceeds	0
Other Income	15,497
Total Income	1,126,497
Outflows from Continuing Operations	
Employee benefits and on costs	(2,410,168)
Borrowing expense	0
Materials and contracts	(651,284)
Depreciation and amortisation	0
Internal Expenses	1,430,148
Capital investment	(1,328,000)
Other expenses	(413,581)
External loan principal repayments	0
Total Expenses	(3,372,885)
Inflow/(Outflow) from Continuing Operations (including Corporate Executive)	(2,246,388)

INFORMATION, COMMUNICATION AND TECHNOLOGY

RESPONSIBILITY: MANAGER INFORMATION, COMMUNICATION AND TECHNOLOGY

Service profile

The areas of focus for this service are in continuous improvement and development of Council's Information Technology Systems, which includes:

- the corporate software solution
- the networking infrastructure and applications
- communications networks and phone systems
- internet services

Information, Communication and Technology (ICT) also focuses on the continuous improvement of Council's business processes and associated use of the Corporate Software Solution through process review, ongoing improvements, and maximising the usage of this solution across the organisation.

Action code	Actions	2014/15	2015/16	2016/17	Source document
13B.4.1	Review corporate systems and implement priority upgrades	✓	✓	✓	COL Upgrades Project Plan – Caggemini Nov 2012
13A.1.1	Review website to allow easier and improved access to Councils Online Service information	✓	✓	✓	Information, Communication and Technology Strategic Plan 2012-2017
13A.1.2	Investigate, support and maintain Web 2.0 technologies for Council's website to industry standards	✓	✓	✓	
13B.4.2	Provide input, advice and guidance on asset management system and tools	✓			
13B.4.3	Provide support to Branches for selection and eventual implementation of mobility solutions	✓			
13B.4.4	Provide guidance in identifying technology requirements, including providing end-user training and resource support	✓	✓	✓	
13B.4.5	Undertake half yearly site equipment audits of network infrastructure and an annual ICT Disaster Recovery site test	✓	✓	✓	
13B.4.6	Conduct reviews of expiring leases and contracts	✓	✓		
13B.4.7	Undertake technical support projects, including review of HSC user authentication and network security	✓	✓	✓	
13B.4.8	Corporate Systems Strategy - establish priority systems as part of COL contract renewal in January 2017 as well as their integration with existing HSC systems, applications and tools		✓	✓	

INFORMATION, COMMUNICATION AND TECHNOLOGY

RESPONSIBILITY: MANAGER INFORMATION, COMMUNICATION AND TECHNOLOGY

Linking code	Service Indicators	Annual forecast	Frequency of reporting
3ICT	Telephone call abandonment rate	5%	Quarterly
3ICT	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
3ICT	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
3ICT	Lost Hours through sick leave	< 5%	Quarterly
13B.4.1	% availability of HSC computer networks	99%	Quarterly
13B.4.1	% availability of HSC phone systems	99%	Quarterly
13B.4.1	% availability of HSC online business systems	99%	Quarterly
13B.4.1	% of users satisfied with Information Communication and Technology systems service delivery	80%	Annual

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	0
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	0
Total Income	0
Outflows from Continuing Operations	
Employee benefits and on costs	(1,621,536)
Borrowing expense	0
Materials and contracts	(2,629,663)
Depreciation and amortisation	0
Internal Expenses	4,421,356
Capital investment	0
Other expenses	(151,000)
External loan principal repayments	0
Total Expenses	19,157
Inflow/(Outflow) from Continuing Operations	19,157

LEADERSHIP – OFFICE OF THE GENERAL MANAGER

RESPONSIBILITY: GENERAL MANAGER

Service profile

The purpose of the Leadership service is to:

- Direct and manage the Council as an organisation to achieve its strategic intent
- Provide strategic information, professional advice and support to allow responsible decisions to be made
- Provide support and advice in the development and effective implementation of corporate programs and activities
- Optimise the use of Council's resources

Action code	Actions	2014/15	2015/16	2016/17	Source document
12A.3.1	Report to Council – Code of conduct complaints (Model code of conduct s15.33)	✓	✓	✓	
12A.3.2	Report to Council – Contractual conditions of senior staff (s339)	✓	✓	✓	
12A.3.3	Review organisation structure (s.333)			✓	
12A.3.4	Conduct in-house councillor induction training			✓	
14A.2.5	Monitor and review Policies and Codes – Office of the General Manager	✓		✓	

Linking code	Branch Indicators	Annual forecast	Frequency of reporting
1ES	Telephone call abandonment rate	5%	Quarterly
1ES	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
1ES	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
1ES	Lost Hours through sick leave	5%	Quarterly

LEADERSHIP – OFFICE OF THE GENERAL MANAGER

RESPONSIBILITY: GENERAL MANAGER

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	0
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	300
Total Income	300
Outflows from Continuing Operations	
Employee benefits and on costs	(530,575)
Borrowing expense	0
Materials and contracts	(6,400)
Depreciation and amortisation	0
Internal Expenses	(149,414)
Capital investment	0
Other expenses	(376,138)
External loan principal repayments	0
Total Expenses	(1,062,527)
Inflow/(Outflow) from Continuing Operations	(1,062,227)

PEOPLE AND CULTURE

RESPONSIBILITY: MANAGER PEOPLE AND CULTURE

Service profile

The People and Culture Branch provides support services and systems to maximise the value of people within the organisation and to enhance and promote a positive and constructive organisational culture. In addition to the day to day provision of services, the Branch also works to improve its systems, policies and practices in order to sustain Council's workforce needs into the future.

Services provided by the branch include:

- **Safety and Wellness** – WH&S Risk Management; Workers Compensation; and Injury Management
- **Learning and Development** – Internal training; External training; Individual, Group and Organisational development; Licences and Certificates; Apprentice/Traineeship management; and Education Assistance Scheme
- **Employment Services** – Recruitment/Appointment/Termination management; Employee/Industrial Relations; Performance Appraisal coordination; EEO management; and Work Experience management
- **Payroll** – Fortnightly and Termination pays; Superannuation and Tax disbursements; Payroll deductions; Transport Assistance Scheme management; and Leave management

Action code	Actions	2014/15	2015/16	2016/17	Source document
12C.1.1	Implement the Organisational Culture Development Program Action Plan	✓	✓	✓	Organisational Culture Development Program
12C.1.2	Develop and implement staff health and wellbeing initiatives	✓	✓		2008-12 HR Strategic Plan
12C.1.3	Complete Workplace Health and Safety Audit Program	✓	✓		
12C.1.4	Provide learning and development opportunities to enhance Council's workforce	✓	✓	✓	
12C.1.5	Provide workforce management services to Council	✓	✓	✓	
12C.1.6	Talent Management Program – Develop and Implement an integrated talent management model	✓	✓	✓	2008-12 HR Strategic Plan
12C.2.1	Conduct Annual Customer Survey to measure quality of service and confidence in service delivery	✓	✓	✓	
12C.2.2	Review staff induction processes	✓			
12C.2.3	Implement online learning solutions (eLearning)	✓			
12C.2.4	Salary and Performance Management Systems Reform – Develop a revised model and re-commence negotiations	✓	✓		2008-12 HR Strategic Plan
12C.2.5	Review reward and recognition systems and practices	✓			
12C.2.6	Investigate and implement new HR/Payroll system (in conjunction with ICT Branch)	✓	✓		
12C.2.7	Conduct People and Culture Branch Team reviews	✓	✓	✓	

PEOPLE AND CULTURE

RESPONSIBILITY: MANAGER PEOPLE AND CULTURE

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
3PC	Telephone call abandonment rate	5%	Quarterly
3PC	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
3PC	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
3PC	Lost Hours through sick leave	< 5%	Quarterly
12C.1.1	Organisation-wide - Lost hours through sick leave	< 5%	Quarterly
12C.1.1	Organisation-wide - Staff turnover	< 15%	Quarterly
12C.1.2	% of employees involved in an accident with the potential for injury, contacted by a member of Safety and Wellness Services within 2 business days of the incident being logged in SafeHold	> 95%	Quarterly
12C.1.4	Average number of training hours attended per FTE employee	> 8 hrs	Quarterly
12C.1.4	Number of people confirmed on internal training to actual attendance as a percentage	> 85%	Quarterly
12C.1.5	% of Recruitment Convenors contacted by a member of Employment Services, and arrangements made to develop an advertising plan, within 2 working days of a Vacancy Requisition being approved by the Divisional Manager in EziJobs	> 95%	Quarterly
12C.2.1	% of People and Culture Branch Customers that rate the Branch's combined "quality of service/confidence in service delivery" as Adequate or better in the Annual Customer Survey	> 95%	Annual
12C.2.6	% of deadlines met for the processing of Fortnightly Payroll, including Bank EFT of Pays & PAYG Taxation, and Deduction disbursements	> 98%	Quarterly

PEOPLE AND CULTURE

RESPONSIBILITY: MANAGER PEOPLE AND CULTURE

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	0
Interest	0
Grants and Contributions – operating purposes	65,500
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	11,080
External loan proceeds	0
Other Income	0
Total Income	76,580
Outflows from Continuing Operations	
Employee benefits and on costs	(2,265,082)
Borrowing expense	0
Materials and contracts	(52,050)
Depreciation and amortisation	0
Internal Expenses	822,496
Capital investment	0
Other expenses	(77,300)
External loan principal repayments	0
Total Expenses	(1,571,936)
Inflow/(Outflow) from Continuing Operations	(1,495,356)

RISK AND AUDIT

RESPONSIBILITY: MANAGER RISK AND AUDIT

Service profile

- Oversee Council's Enterprise Risk Management Plan
- Manage insurance renewals and insurance claims
- Coordinate audit assignments outlined in Council's Internal Audit Plan
- Ensure compliance with council-wide statutory responsibilities and Code of Conduct obligations

Action code	Actions	2014/15	2015/16	2016/17	Source document
14A.1.1	Monitor and review Risk Management Action Plan	✓	✓	✓	Risk Management Action Plan
14A.1.2	Monitor and review Business Continuity Plan	✓	✓	✓	Business Continuity Plan
14A.1.3	Monitor and review Enterprise Risk Management Plan	✓		✓	Enterprise Risk Management Determination
14A.1.4	Develop new 3-year Internal Audit Plan (2015-2018)	✓			Internal Audit Plan
14A.1.5	Review all Council delegations (s.380)			✓	Delegations Register
14A.1.6	Review Model Code of Conduct (s.440(7))	✓		✓	Code of Conduct

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
1RA	Telephone call abandonment rate	5%	Quarterly
1RA	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
1RA	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
1RA	Lost Hours through sick leave	< 5%	Quarterly
14A.1.1	Risk Management Action Plan coordinated quarterly	100%	Quarterly
14A.1.2	Business Continuity Plan review coordinated annually	100%	Annual

RISK AND AUDIT

RESPONSIBILITY: MANAGER RISK AND AUDIT

Inflows from Continuing Operations	2014/15 (\$)
Rates and annual charges	0
User charges and fees	0
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	0
Total Income	0
Outflows from Continuing Operations	
Employee benefits and on costs	(1,095,965)
Borrowing expense	0
Materials and contracts	(17,600)
Depreciation and amortisation	0
Internal Expenses	59,162
Capital investment	0
Other expenses	(1,458,300)
External loan principal repayments	0
Total Expenses	(2,512,703)
Inflow/(Outflow) from Continuing Operations	(2,512,703)

STRATEGY AND COMMUNICATIONS

RESPONSIBILITY: MANAGER STRATEGY AND COMMUNICATIONS

Service profile

The purpose of the Strategy and Communications Branch is to:

1. Lead the integrated planning and reporting process, including promotion and education regarding the Community Strategic Plan
2. Increase Council's positive profile in the community and demonstrate value for money to ratepayers

Principal activities that contribute to achieving the purpose include:

- Raising and maintaining Council's broad public profile via public relations, print, web and social media, advertising and media liaison
- Managing the consistent presentation of Council's corporate identity and ensuring all communication is clear, jargon-free and suitable for the intended audience
- Providing a contemporary and dignified citizenship function
- Undertaking community engagement at the organisation wide level
- Representing Hornsby Shire Council at government, industry and corporate level as required
- Leading and / or participating in corporate projects as required

STRATEGY AND COMMUNICATIONS

RESPONSIBILITY: MANAGER STRATEGY AND COMMUNICATIONS

Action code	Actions	2014/15	2015/16	2016/17	Source document
6A.2.1	Deliver citizenship ceremonies in a dignified and contemporary manner	✓	✓	✓	Australian Citizenship Ceremonial Guide
8A.1.2	Undertake an audit of all signage in the Shire and establish a database of signs	✓	✓		
12A.2.1	Report to our community each six months on special rate variation projects	✓	✓	✓	Integrated planning guidelines
12A.2.2	Prepare Annual Report for our community and Quarterly Newsletter	✓	✓	✓	
12A.2.3	Report Delivery Program progress biannually and Operational Plan progress quarterly	✓	✓	✓	
12A.2.4	Prepare End of Term Report including State of the Shire		✓		
12A.2.5	Oversight review of Resourcing Strategy (Workforce Planning, Asset Management Framework, Long Term Financial Plan)			✓	
12A.3.5	Convene strategic planning weekend workshops for Councillors	✓	✓	✓	
12C.1.7	Embed corporate values by actively promoting within the organisation, for example displays in meeting rooms	✓	✓	✓	Brand guidelines
13B.1.1	Review Council's brand guidelines		✓		
13A.2.1	Maintain and improve online communications including web sites, social media and applications (apps)	✓	✓	✓	Communications Plan
13A.3.1	Review current marketing and consider 'product bundling', including a resident guide to the Shire	✓			
13A.3.2	Deliver 'high recognition' advertising on behalf of all areas of Council in a professional and equitable manner	✓	✓	✓	Executive committee directive
13B.1.2	Investigate new corporate reporting software in cooperation with ICT Branch		✓		
14A.2.6	Review Strategy and Communications Branch policies	✓		✓	Council policy

STRATEGY AND COMMUNICATIONS

RESPONSIBILITY: MANAGER STRATEGY AND COMMUNICATIONS

Linking code	Branch / Service Indicators	Annual forecast	Frequency of reporting
3SC	Telephone call abandonment rate	5%	Quarterly
3SC	Correspondence – % of correspondence responded to within 10 working days	100%	Quarterly
3SC	Overall budget performance (budget against actual) (where +/- 10% = 100%)	100%	Quarterly
3SC	Lost Hours through sick leave	< 5%	Quarterly
6A.2.1	Number of new citizens conferred	1,000	Quarterly
13A.2.1	Number of followers on social media (Target = increase 200 per quarter; 6,800 by June 2015)	800	Quarterly
13A.3.2	Number of major Council initiatives/projects supported with marketing and promotional advice	> 4	Quarterly
13A.3.2	Community recognition of Council activity is increasing	Improvement on 2012 qualitative survey result	Biennial
13A.3.2	Media sentiment expressed by Meltwater Reporting is in the neutral to positive range	100%	Quarterly

STRATEGY AND COMMUNICATIONS

RESPONSIBILITY: MANAGER STRATEGY AND COMMUNICATIONS

	2014/15 (\$)
Inflows from Continuing Operations	
Rates and annual charges	0
User charges and fees	0
Interest	0
Grants and Contributions – operating purposes	0
Grants and Contributions – capital purposes	0
Asset sales	0
Restricted assets	0
External loan proceeds	0
Other Income	0
Total Income	0
Outflows from Continuing Operations	
Employee benefits and on costs	(1,014,376)
Borrowing expense	0
Materials and contracts	(108,333)
Depreciation and amortisation	0
Internal Expenses	8,017
Capital investment	0
Other expenses	(796,100)
External loan principal repayments	0
Total Expenses	(1,910,792)
Inflow/(Outflow) from Continuing Operations	(1,910,792)

ABOUT THE \$\$\$

FINANCIAL COMMENT

The Budget 2014/15

Council staff commenced preparation of the 2014/15 Budget in December 2013. To minimise some of the financial constraints and considerations impacting on local government, and to avoid excessive demands which could not be met, the 2014/15 Budget parameters included:

- A general rate increase of 2.3% for 2014/15 – this is the percentage increase approved by the Independent Pricing and Regulatory Tribunal (IPART) and advised to Council on 2 December 2013
- Zero external loan borrowing and the continuation of prudent financial management
- A nil increase to Divisional expenditure (net of direct labour) for material and contract expenditure - this is despite substantial price increases, particularly for construction materials. Any increase has been required to be offset by productivity improvements, service reductions or increased fees
- Direct salaries and wages to include an estimate for the Local Government (State) Award which is currently under negotiation. A labour increase of 3.25% for 2014/15 has been allowed for and calculated on 50 pay weeks. The two week reduction represents organisational savings which occur as a result of the average delay in replacing staff members who retire/resign/etc and/or productivity improvements that are required
- The use of Council staff where possible to undertake Special Rate Variation projects; Section 94 Development Contributions projects; and other funded projects
- Any new projects to be subject to an appropriate merit evaluation

The Budget for 2014/15 has been developed in line with the above parameters. Those parameters, together with savings achieved over the past few years and the achievement of further productivity measures targeted across the organisation, has initially achieved a cash-funding surplus of \$8.143 million.

Consistent with Council's goal to maintain prudent financial management of its finances and to allocate financial surpluses towards key strategic issues, \$8 million from the initial cash-funding surplus has been directed towards funding the section 94 funding gap (of approximately \$19 million) identified in Council's 2012-2021 Section 94 Development Contributions Plan.

The level of capital expenditure for 2014/15 totals \$18.271 million. Details on capital projects follow in this document, commencing p95.

RATING INFORMATION

Rating statement based on general increase of 2.3% on ordinary rates and Catchments Remediation Rate

The Independent Pricing and Regulatory Tribunal (IPART) is responsible for setting the maximum increase in general income councils can receive each year. Known as the rate peg, on 2 December 2013 IPART set the 2014/15 cap at 2.3% based on movements in indices reflecting council costs, a productivity factor and the withdrawal of the carbon price advance brought forward into the 2012/13 rate peg. (For more information, see ipart.nsw.gov.au)

The 2.3% increase applies to the combined Ordinary (Residential, Farmland, Business and CBD Business) Rate and the Catchments Remediation Rate.

The impact is as follows:

1. Ordinary Rates

At its meeting of 11 June 2014, Council determined the following ordinary rating structure:

- A base amount of \$496 for the Residential and Farmland categories
- Minimum rating for Hornsby CBD and Business categories be applied
- The rates yield in percentage terms per category is as follows:
 - Residential 87%
 - Farmland 1%
 - Business 7%
 - Hornsby CBD 5%

The following rates in the dollar have been calculated on the 2.3% rate increase.

Council will levy Ordinary Rates in 2014/15:

Type	Category	Rate in the \$ (based on land value)	Minimum Rate \$	Base Amount \$	Base Amount %	% of Total Rate	Yield \$	Local Govt Act s	Basis of Categorisation or Sub Categorisation	Area Applicable
Ordinary	Residential	0.00154321		496	46	87.59	59,019,721	516	Dominant use	Hornsby Shire
Ordinary	Farmland	0.00140017		496	28	0.80	539,054	515	Dominant use	Hornsby Shire
Ordinary	Business	0.00528119	525			6.86	4,622,383	518	Dominant use	Hornsby Shire
Ordinary	Business - Hornsby CBD	0.01193706	525			4.75	3,200,633	529	Dominant use/ Centre of population	Hornsby Shire
Total						100	67,381,790			

RATING INFORMATION

Rates are levied against properties in accordance with their classification. Properties are categorised as Residential, Business or Farmland based on their dominant use. The Hornsby CBD rate is levied on properties located within the defined Hornsby CBD area. A map of the Hornsby CBD area is available for viewing by contacting Council's Revenue Team Leader on 9847 6650.

Council sets the amount of the Minimum Rate, levied on Business properties, at the maximum permissible level determined by IPART each year. Council increases the base amount of the Ordinary Rate, levied on Residential and Farmland properties, by the same dollar value as the increase in the Minimum Rate, rounded up to the nearest whole dollar. The maximum amount of the Ordinary Rate base charge is capped at a value where the total yield from the base charge raises 50% of the total amount of the ordinary rate in each category.

2. Catchments Remediation Rate

Council has resolved to continue to levy the Catchments Remediation Rate, proceeds from which can only be spent on water quality improvements. A Catchments Remediation Rate Expenditure Review Panel meets twice yearly to review expenditure and provide accountability and transparency in respect of those funds.

The Catchments Remediation Rate is set at 5% of total ordinary rate revenue:

Category	Rate in the \$ (based on land value)	Yield \$	Area Applicable
Residential	0.00014219	2,949,240	Hornsby Shire
Farmland	0.00009763	26,935	Hornsby Shire
Business	0.00027758	230,979	Hornsby Shire
Business – Hornsby CBD	0.00059866	159,933	Hornsby CBD
Total		3,367,087	

3. Hornsby Quarry Loan Rate

Council has also resolved to continue the Hornsby Quarry Loan Rate which is used to repay the loan taken out to fund the compulsory acquisition of the Hornsby Quarry site.

The Hornsby Quarry Loan Rate is levied according to the amount approved by the Minister for Local Government, (initially based on the 2004/05 notional general rate income), increased by annual rate pegging increases announced by IPART.

This Rate has been levied for the tenth and final year in 2014/15.

The base amounts are increased each year by the rate pegging percentage increase as announced by IPART, rounded up to the nearest whole dollar and subject to the constraint that the total yield from the base charge component cannot exceed 50% of the total rates yield in each rating category.

RATING INFORMATION

The following rates in the dollar have been calculated on the 2.3% rate increase.

Hornsby Quarry Loan Rate				
Category	Rate in the \$ (based on land value)	Base Amount \$	Base Amount %	Yield \$
Residential	0.00007467	24	46	2,855,763
Farmland	0.00005324	37	44	26,084
Business	0.00013746	53	49	223,669
Business – Hornsby CBD	0.00031731	138	45	154,874
Total				3,260,390

Rate reductions for eligible pensioners

In line with statutory requirements, eligible pensioners across NSW are entitled to a \$250 reduction in the ordinary rates and domestic waste management services that are payable to their councils in respect of their properties. Council currently provides for a rebate above the statutory limit at \$280 to eligible pensioners. This amount includes an amount of \$10 for the Hornsby Quarry Rate and \$20 for the IPART approved special rate for the 2011/12, 2012/13 and 2013/14 financial years.

While the special rate variation period has been completed, it is proposed that Council extends the \$20 pensioner rebate for a further year. At the end of the 2014/15 period, this rebate may require further consideration particularly having regard to the Commonwealth Government's removal of its support for pensioner rate rebates as part of its 2014/15 Budget.

Rebates are granted pro rata if you become an eligible pensioner part-way through the year, calculated on a quarterly basis. Rebates are also reversed pro rata if you become ineligible part-way through the year. If you have not claimed a pension rebate you are entitled to, Council will grant the rebate retrospectively for the current year and the previous year. Please note there are some qualifications to this reduction as set out in Section 575 of the Act.

Postponement of rates

Where a property is used as a single dwelling but because of zoning or permitted use has a land value that reflects potential use rather than actual use, Council will provide a postponement of rates in accordance with Section 591 of the Act.

Interest on overdue rates

Interest accrues on a daily basis on rates and charges that remain unpaid after they become due and payable, at the maximum interest allowable under Section 566(3) of the Act.

RATING INFORMATION

Non-Rateability

Council deems land to be non-rateable strictly in accordance with Sections 555 and 556 of the Act.

Land Value

The ad valorem system of rating used by Council requires land valuations to be furnished by the Valuer General. Council cannot make and levy a rate in respect of a parcel of land unless Council has been provided with a valuation of that land under the Land Valuation Act. Council does not participate in the valuation of land for rating purposes. While Council has the right to appeal against any land valuation furnished by the Valuer General for Hornsby Shire for rating purposes, all land values are assessed independently of Council by the Valuer General.

Summary

The raising of general rate income for 2014/15 is based on the following:

- the total amount of general rates levied (general income) comprising what Council has defined as the Ordinary Rate, Catchments Remediation Rate and the Hornsby Quarry Loan Rate
- the annual amount levied for the Catchments Remediation Rate being 5% of the annual amount levied for Ordinary Rates
- the annual amount levied for the Hornsby Quarry Loan Rate (\$3,260,390 in 2014/15) based on the Minister's approval for the 2005/06 year and escalated on a cumulative basis each year by the annual rate pegging increase announced by IPART. The Hornsby Quarry Loan Rate will end on 30 June 2015.

RATING INFORMATION

Catchments Remediation Rate

The Catchments Remediation Rate (CRR) is levied at 5% of Council's total ordinary rate revenue, on all properties throughout the Shire. All catchments impact on water quality and all rateable properties within these catchments benefit from the environmental and water quality improvements, in terms of improved quality of life for ratepayers. In 2014/15, the CRR yield will be approximately \$3 million.

Since July 1994, the CRR has generated over \$38 million. These funds have been dedicated to improving water quality across the Hornsby Shire through a combination of both capital and non-capital works. Over 430 water quality improvement assets have been constructed and installed to date, preventing thousands of tonnes of pollution, including litter, sediment and organic matter from entering our waterways. In 2012/13 alone, 1200 tonnes of material was removed from stormwater quality assets across the Shire.

The program also supports a number of pollution prevention initiatives such as environmental education, industrial auditing, street sweeping, emergency spill response and pollution regulation.

Ongoing work funded by the CRR

In addition to the pollution treatment and prevention initiatives, the CRR funds ongoing works associated with the maintenance and monitoring of these assets and the receiving waterways. Through regular and proactive maintenance of water quality assets, Council can ensure the assets are operating to their full potential thereby resulting in a better environmental outcome.

Water quality monitoring data is collected using physical, chemical and biological indicators of waterway health. This data helps Council prioritise future remediation works, identify areas where environmental degradation is occurring and to assess long term water quality improvements.

Capital Works and Projects

The intention of the capital works program is to build on the success of previous works and place focus on the removal of pollutants harmful to aquatic and bushland environments.

In 2014/15 Council will be constructing a number of water quality treatment devices, as well as stormwater harvesting projects to remove pollution before it enters the creeks and bushland of Hornsby Shire.

Large end-of-pipe biofilters are proposed for construction at Berowra Waters Road, Berowra Heights; Pennant Hills Park; Nirimba Avenue and Stanley Road, Epping. Furthermore, bank stabilisation works are proposed for Terrys Creek, Epping and stormwater harvesting for irrigation of Waitara Oval.

The capital works component of the program has been approved to continue until at least 2017. In the interim ongoing asset management projections will take into account the increase in operational and renewal costs associated with an increasing numbers of assets. Council will also continue to fund all pollution prevention initiatives as well as the necessary maintenance and monitoring of these water quality improvement assets.

For more information on the current Catchments Remediation Program call Council's Natural Resources Operations Manager on 9847 6860.

RATING INFORMATION

Hornsby Quarry Loan Rate

In 2002, Council was required under the Hornsby Local Environmental Plan prepared in accordance with the Environmental Planning and Assessment Act 1979, to acquire the Hornsby Quarry site. The amount of compensation was determined to be approximately \$25 million, in accordance with notice given under the Land Acquisition (Just Term Compensation) Act 1991. Consequently there was a need to borrow the funds to pay for this acquisition plus initial interest paid, and this borrowing took place in early 2004.

In order to fund the repayments, this Rate was approved by the Minister for Local Government on 10 June 2005 for a 10 year term and is based on an increase to Council's 2004/05 notional general rate income, increased by the annual rate pegging increases commencing 1 July 2005 and continuing until the 2014/15 financial year.

On 14 June 2006 Council resolved to restructure the loan to align the loan term to that of the Rate. On 19 June 2006, Council repaid the \$26 million existing loan by drawing down \$19.7 million on the (new) restructured loan and applying \$6.3 million including the part proceeds from the sale of the old George Street Hornsby depot site. Repayments on the new loan include principal and interest.

The balance owing will be \$3.230 million at 30 June 2014 and is expected to be fully repaid at 30 June 2015.

INTEREST AND INTERNALLY RESTRICTED FUNDS

Interest on Investments and Borrowings

Council has adopted an investment strategy which provides the framework to maximise revenue from interest on investments and minimise risk.

Estimated average portfolio of investments 2014/15	Estimated interest earned at a rate of	Estimated interest income 2014/15
\$54 million	3.25%	\$1,759,000

Council may supplement its revenue with loan funds in order to fund capital expenditure that provides an ongoing public benefit which extends beyond one financial period. No borrowings are planned for 2014/15.

INTEREST AND INTERNALLY RESTRICTED FUNDS

Internally Restricted Funds

Restricted assets are funds set aside for specific future capital purposes. Details of internally restricted assets are detailed below:

Internally Restricted Assets				
Purpose	Estimated balance at 30 June 2014 (\$000)	Estimated movements to 30 June 2015 (increase \$000)	Estimated movements to 30 June 2015 (decrease \$000)	Estimated balance at 30 June 2015 (\$000)
Employee leave – cash reserve	4,944	1,200	0	6,144
SRV fund	188	0	0	188
Hornsby Quarry and environs	6,159	0	0	6,159
Corporate systems upgrade	366	0	0	366
Debt retirement / capital projects	7,805	1,000	0	8,805
Section 94 gap fund	0	8,000	0	8,000
Community centres	997	0	-208	789
Roads and traffic - rural roads	2,350	0	0	2,350
Community buildings asset management	644	100	-200	544
Other	399	60	-71	388
TOTAL	23,852	10,360	-479	33,733

DOMESTIC WASTE MANAGEMENT

The Domestic Waste Management Charge

The Domestic Waste Management (DWM) Service Charge, unlike many other fees and charges, has very specific requirements under Section 504 of the Local Government Act. They are:

- A Council must not apply income from its Ordinary Rate towards the cost of providing DWM services
- Income to be applied by Council towards the cost of providing DWM services must be obtained from the making and levying of a charge
- Income obtained from charges for DWM must be calculated so as to not exceed the reasonable cost to the Council of providing those services

The effect of these requirements is that Council cannot subsidise DWM services. All costs that can be reliably measured and reasonably associated with providing Council's DWM service have been included in Council's DWM charge and are detailed below.

Domestic Waste Management Charge Calculation

The Domestic Waste Management (DWM) charge has been determined by estimating financial commitments over the next 15 years. The total costs represent a forecast average cost per year for the next 15 years. The total costs for 2014/15 are as follows:

	\$000's	%
Disposal	10,550	44
Collection	8,147	34
Operational	1,842	8
Administrative	3,215	14
TOTAL	23,754	100

Council will generate income in addition to the DWM charge of \$1,582,000 leaving a net cost to Council in 2014/15 of \$22,172,000. Council will have an estimated cumulative surplus of \$1,557,000 as at 1 July 2014.

The DWM charge is made up of two components:

- Availability of service charge (levied under Section 496(1) of the Act)
- Annual service charge (levied under Section 496(2) of the Act)

DOMESTIC WASTE MANAGEMENT

1. Availability of Service Charge

The charge to cover the fixed cost of providing the DWM service has been set at \$4,290,000 for 2014/15, (\$4,015,000 in 2013/14). This will be shared equally by the 57,000 users and potential users of the system. Consequently, it is proposed that the individual annual availability of service charge be increased to \$78 for 2014/15. (This is an increase of \$5 over the 2013/14 availability charge.)

2. Annual Service Charge

Total users of Council service are estimated to be 55,430. Cost to recover is \$17,882,000 (ie. \$22,172,000 less \$4,290,000 – availability of service charge income)

Type of service	Number of services	Service charge revenue \$000
Multiple bin domestic waste services	52,400 x \$330*	17,292
High density domestic waste services	3,000 x \$257*	771
660 litre	30 x \$1,353*	41
TOTAL		18,104

* Recommended charge, with minor funds being drawn from the surplus in reserve

Recommended total Domestic Waste Management Charge
for Multiple Bin Domestic Waste Services
\$78 + \$330 = \$408 per serviced property per annum

In 2014/15, the Annual Service Charge is increasing by 7%. This primarily relates to the CPI increase, increases in the State waste levy and tipping fees.

With the DWM Charge set at \$408, Council will have an estimated cumulative excess of \$1,779,000 at 30 June 2015. However, over the 15 years that the costs have been estimated, Council expects to recover only the reasonable cost of providing the domestic waste management service, as required by Section 504(3) of the Local Government Act.

Financial Summary 2014/15	\$000	\$000
Opening cumulative surplus – 1 July 2014		1,557
Income		
Availability of service charge	4,290	
Annual service charge	18,104	22,394
Costs (net)		22,172
CLOSING CUMULATIVE EXCESS – 30 JUNE 2015		1,779

FEES AND CHARGES

Council's Fees and Charges 2014/15 accompany the Operational Plan. The Fees and Charges can also be downloaded at hornsby.nsw.gov.au.

Hornsby Shire Council's Method for Calculating Fees and Charges is applicable to all fees and charges raised and contributions levied by Council.

The Method for Calculating Fees and Charges is made up of a number of principles that are used by Council in determining the level of revenue to be raised from various sources. The principles are:

1. Statutory fee (Council has no power to alter the amount)
2. Zero cost recovery (because of significant community benefit, practical constraints or resolution of Council)
3. Partial cost recovery (to stimulate demand or there are 'public good' considerations)
4. Full cost recovery (including operating and asset cost recovery)
5. Commercial/business activity (the amount may include a profit objective)
6. Demand management (may include recognition of indirect costs or act as a disincentive)

These principles are not mutually exclusive; several may be used in determining the appropriate amount. Each principle is numbered and the applicable principle/s are explained and noted in Council's Fees and Charges document.

A reduction or waiver of the fee or charge will only be permitted where the person or organisation requesting it is determined by the General Manager to fit into one or more of the following categories:

Category 1 – Significant Personal Hardship and

Category 2 – Non-profit Organisation with Significant Financial Hardship

To qualify for these categories the following criteria must be met:

- i) The person or organisation must be able to demonstrate that the service or product that they require will provide them with some reasonable benefit and that this benefit is not available to them through means other than council
- ii) The person or organisation must be able to demonstrate that their personal financial situation is such that they are unable to pay the adopted fee or charge. This may require the production of a bank statement or other documentary evidence
- iii) In the opinion of the General Manager, a reduction or waiver of the fee is appropriate in the circumstances

FEEES AND CHARGES

Category 3 – Demand Stimulation/Community Benefit

To qualify for this category the following criteria must be met:

- i) The person or organisation receiving the benefit of the service or product must be eligible to receive a subsidised or waived fee in order to provide a stimulus for the demand of the service or product
- ii) The person or organisation receiving the benefit of the service or product must be eligible to receive a subsidised or waived fee in order to promote community or environmental benefits or to ensure the economic well being of the community
- iii) In the opinion of the General Manager, a reduction or waiver of the fee is appropriate in the circumstances. In forming an opinion, the General Manager will give consideration to the level of other Council support available or granted to the person/organisation

All requests for a reduction or waiver of a fee or a charge must be made in writing.

In all cases where a reduction or waiver of a fee or charge is approved, the reasons for the decision and details of the actual fee charged will be recorded by council staff on the appropriate council file.

Section 611 Charges

Council proposes to make charges on persons and companies during the year that are in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place as defined for the purposes of the Local Government Act 1993 (NSW).

The proposed charges are to be based on the nature and extent of the benefits, including revenue benefits, derived from the structures by the persons or companies concerned.

CAPITAL WORKS

At a glance

CAPITAL WORKS 2014/15

Local Footpath Improvements

	2014/15(\$)
Dent Street, Epping Stage 2 – north side – Downing Street to Pennant Parade	80,000
Francis Greenway Drive, Cherrybrook – south side – Boundary Road to Macquarie Drive	48,000
Keira Place, Beecroft – west side – Murray Farm Road to Karril Avenue	10,000
Ethel Street, Hornsby – south side – Galston Road to Old Berowra Road	37,000
Morshead Avenue, Carlingford – west side – Alamein Avenue to North Rocks Road Stage 1	14,000
Evans Road, Hornsby Heights – north side – Chakola Avenue to Kiah Close	17,000
Clarke Road, Hornsby - south side - Unwin Road to Yardley Avenue	10,000
Total	216,000

Major and Minor Drainage Improvement

	2014/15 (\$)
Mount Colah (Berowra Road to Myall Road) Stage 1	430,000
Thornleigh (Koorngal Avenue to Wareemba Avenue) Stage 1	430,000
Carlingford/Epping (Dunrossil Park to Lyndelle Place) Stage 1	1,200,000
Total	2,060,000

Aquatic and Recreational Centres

	2014/15 (\$)
Galston Aquatic Centre	
– dehumidifier	90,000
– learn to swim pool (completion)	150,000
Total	240,000

Open Space Assets

	2014/15 (\$)
Montview Oval - Irrigation	200,000
Brooklyn Oval - Park and playground upgrade	195,000
Pennant Hills Park - Long jump pits upgrade	50,000
Ray Park Playground - Playground and park replacement (shelters, dog off leash area, bike tracks, picnic tables and BBQs)	350,000
Ray Park and other tracks - Replace bridge and track upgrade	90,000
Hornsby Park - Playground replacement	150,000
Foxglove Oval - Floodlight replacement	200,000
Greenway Park No. 2 Oval, Cherrybrook - Floodlight replacement	120,000
Mark Taylor Oval - Floodlighting replacement	110,000
Fagan Park Gardens of Many Nations - Replace old infrastructure	150,000
James Henty Park - Playground replacement	150,000
James Henty Park - Drainage	40,000
Pennant Hills Park - Netball court replacement	120,000
Ruddock Park, Westleigh - Dog Off Leash upgrade	20,000
Berowra Oval - Playground softfall repairs	40,000
Campbell Park - Car park resurface	90,000
Softfall replacements	50,000
Cheltenham Oval - Floodlights and irrigation	310,000
Pennant Hills Park #3 synthetic field (part section 94)	1,200,000
Shirewide recreational study (section 94)	220,000
Total	3,855,000

Foreshore Facilities

	2014/15 (\$)
Dangar Island Pontoon	80,000
McKell Park Tidal Pool Repairs (Stage 1)	50,000
Milsons Passage Wharf repairs	41,000
Total	171,000

Building Improvements

	2014/15 (\$)
Administration Centre – renewal and upgrade works	80,000
Administration Centre - office reorganisation	10,000
Refurbishment of park amenities buildings	100,000
Gumnut Community Centre, Cherrybrook - upgrade toilets (stage 1)	25,000
Greenway Park Child Care Centre, Cherrybrook - replace floor coverings	80,000
Pennant Hills Library - replace public area carpet	125,000
Hornsby Library/Community Services - replace access control	18,000
Libraries upgrade - general	50,000
Administration Centre - upgrade air conditioning (stage 1)	167,000
Air conditioning – various, including annual duct cleaning	102,000
Total	757,000

Local Road Improvements

	2014/15 (\$)
Berowra Waters Road, Berowra Heights (REPAIR Program – subject to 50% RMS funding)	920,000
Goodwyn Avenue, Berowra – both sides	520,000
Turner Road, Berowra Heights – Elizabeth Street to Woombyne Close – east side	165,000
Brisbane Avenue, Mount Kuring-gai – Flanders Avenue to King Street – east side	320,000
Willarong Road, Mount Colah Stage 2 – Mount Street to Pacific Highway – both sides	470,000
York Street, Beecroft – Hannah Street to Copeland Road – both sides	280,000
Stevens Road, Glenorie – residual length – upgrading of unsealed road	100,000
Campbell Lane, Glenorie – full length – upgrading of unsealed road	100,000
Quarry Road, Dural (Old Northern Rd - Harris Rd) Stage 2 - road upgrading and sealing of unsealed road shoulders	200,000
Total (including \$300,000 from Unsealed Road Maintenance)	3,075,000

Others

	2014/15 (\$)
Minor traffic facilities, including cycleways (subject to State and Federal funding) (Traffic and Road Safety) <i>(includes Federal government Roads2Recovery Funding \$100,000)</i>	362,000
<ul style="list-style-type: none"> ■ Brooklyn Road, Brooklyn – Stage 2 of Brooklyn Bike Shared Path as per 2010 study (2.5m wide shared path along Brooklyn Road) ■ Shepherds Drive, Cherrybrook – off road cycleway between New Line Road and Kenburn Avenue ■ Copeland Road, Beecroft – wombat crossing at Beecroft Public School ■ Wylds Road, Arcadia – skid resistant surface and sub soil drain ■ The Esplanade, Thornleigh – traffic and pedestrian safety improvements 	
Storey Park Community Facility Redevelopment, Asquith (Community Services)	160,000
Renovation/extension of Wallarobba Arts and Cultural Centre, Hornsby (Community Services)	200,000
Beecroft Community Centre parking (Community Services)	200,000
Hornsby Station Footbridge, George Street, Hornsby (Design and Construction) (part section 94)	1,000,000
Hornsby Quarry – Water pumping and monitoring (Design and Construction)	120,000
Hornsby Quarry landfill program (Design and Construction)	200,000
Local road preconstruction (Design and Construction)	150,000
Kerb and gutter at various sites (Design and Construction)	120,000
Local sealed road rehabilitation program (Asset Management and Maintenance)	1,515,000
Footpath reconstruction (Asset Management and Maintenance)	68,000
Road shoulder upgrade program (Asset Management and Maintenance)	72,000
Floodplain risk management (Asset Management and Maintenance)	30,000
Stormwater drainage preconstruction (Asset Management and Maintenance)	10,000
Fleet – heavy and light, and plant replacement (Asset Management and Maintenance), (Governance and Customer Service)	1,673,000
Bushfire interface mitigation works (Natural Resources)	60,000
Bushland recreational improvements (section 94) (Natural Resources)	220,000
Catchments Remediation Rate capital works projects (Natural Resources)	1,109,000
<ul style="list-style-type: none"> ■ large end-of-pipe biofilters at Berowra Waters Road, Berowra Heights; Pennant Hills Park; Nirimba Avenue, Epping and Stanley Road, Epping ■ bank stabilisation works Terrys Creek, Essex Street, Epping ■ stormwater harvesting for irrigation of sportsfields 	
Hornsby Aquatic Centre cogeneration plant (Natural Resources)	24,750
Library resources (Library and Information Services)	604,500
Total	7,898,250
Consolidated Total	18,272,250

CAPITAL WORKS 2015-17

Local Footpath Improvements

2015/16

Morshead Avenue, Carlingford – west side – Alamein Avenue to North Rocks Road Stage 2

Greenvale Grove, Hornsby – south side – Warandoo Street to end

Nyara Road, Mount Kuring-gai – north side – Pacific Highway to end

Ryan Avenue, Hornsby Heights – south side – Galston Road to end

High Street, Mount Kuring-gai – north side – end to end

Roach Avenue, Thornleigh – south side – Sinclair Avenue to Nicholson Avenue

Karril Avenue, Beecroft Stage 1 – south side – Orchard Road to end

Total 2015/16 = \$266,000

2016/17

Bangalow Avenue, Beecroft – north side - Chapman to end

Karril Avenue, Beecroft Stage 2 – south side – Orchard Road to end

Eden Drive, Asquith – west side – Chelmsford Road to Chelmsford Road

Brooklyn Road, Brooklyn Stage 2 – north side – Cole Street to Wharf Street

Edmundson Close, Thornleigh – west side – Giblett Avenue to end

Duntroon Avenue, Epping – west side – Carlingford Road to Dent Street

Cowan Road, Mount Colah – north side – Telopea Street to Myall Road

Loftus Road, Pennant Hills - west side - Boundary to Victoria Road

The Glen, Beecroft - west side - Lyndon Way to End

Total 2016/17 = \$266,000

Major and Minor Drainage Improvement

2015/16
Mount Colah (Berowra Road to Myall Road) Stage 2
Thornleigh (Koorringal Avenue to Wareemba Avenue) Stage 2
Carlingford/Epping (Dunrossil Park to Lyndelle Place) Stage 2
Waitara (Detention at Edgeworth David Avenue) Stage 1
Total 2015/16 = \$2,410,000

2016/17
Mount Colah (Berowra Road to Myall Road) Stage 3
Thornleigh (Koorringal Avenue to Wareemba Avenue) Stage 3
Carlingford/Epping (Dunrossil Park to Lyndelle Place) Stage 3
Waitara (Detention at Edgeworth David Avenue) Stage 2
Total 2016/17 = \$1,760,000

Aquatic and Recreational Centres

2015/16
Galston Aquatic Centre - installation of UV filter system
Total 2015/16 = \$170,000

2016/17
Galston Aquatic Centre - servicing of reticulation pump
Total 2016/17 = \$170,000

Open Space Assets

2015/16
Asquith Oval - Park and playground upgrade
Ron Payne Park, Epping - Floodlight Installation
Dangar Island - Playground replacement
Dawson Ave, Thornleigh - Dog Off Leash
Hayes Oval, Galston - Floodlight replacement
Oakleigh Oval, Thornleigh - Surface replacement
Storey Park, Asquith - Floodlight replacement
Forest Park, Epping - Paths, lighting, gardens, BBQ
James Henty Oval, Dural - Floodlight installation
Thomas Thompson Oval, Cherrybrook - Floodlight replacement
Softfall replacement playgrounds to be advised
Carmen Crescent, Cherrybrook - playground
Callicoma Walking Track, Cherrybrook - Upgrade
Lisgar Gardens - formal gardens/lawn area replacement
Brooklyn boardwalk - Replacement of worn out asset
Pennant Hills Park No. 1 Oval - Amenity building extension
West Epping Oval - Playing Field Upgrade (section 94)
Total 2015/16 = \$2,935,000

2016/17

Ern Holmes Oval, Pennant Hills - Floodlights

Park furniture replacement

Asquith Oval - Floodlight replacement

Richards Close, Berowra - playground

Asquith Dog off leash

Lyne Road Reserve, Cheltenham - Lower level dirt jumps

Normanhurst Oval - Surface replacement

Warrina Street Small Oval, Berowra Heights - Surface replacement

Warrina Street Oval, Berowra Heights - Amenities building upgrade Stage 1
(change rooms, canteen, storage, toilets)

Fagan Park - Carrs Road Toilet replacement

Fagan Park - Carrs Road Playground replacement

Mark Taylor Oval (Waitara Oval) - Fitness equipment

Upper Pyes Creek, Cherrybrook/Castle Hill - Walking trail Stage 2

Ron Payne Oval, Epping - Amenities/canteen

Cherrybrook to Pennant Hills - Off road cycle track

West Epping Oval Playing Field Upgrade (section 94)

Total 2016/17 = \$2,885,000

Foreshore Facilities

2015/16

Parsley Bay Boat Ramp Reconstruction (Stage 1)

McKell Park Tidal Pool Repair (Stage 2)

Parsley Bay Loading Dock Reconstruction (Stage 1)

Total 2015/16 = \$171,000**2016/17**

Parsley Bay Breakwater Repairs (Stage 1)

Parsley Bay Boat Ramp Reconstruction (Stage 2)

Parsley Bay Loading Dock Reconstruction (Stage 2)

Total 2016/17 = \$171,000

Building Improvements

2015/16

Administration Centre – renewal and upgrade works

Refurbishment of park amenities buildings

Epping Library – replace public area floor coverings

Hornsby Library – replace Administration area floor coverings

Arcadia Community Centre – replace timber floors and windows

Epping Creative Centre – replace floor coverings and windows

Wisemans Ferry Community Centre – replace front entry decking

Sommerville Park Child Care Centre, Eastwood – replace floor coverings

Berowra Community Centre and Library – upgrade external entry area

Administration Centre – upgrade air conditioning (stage 2)

Air conditioning – various, including annual duct cleaning

Total 2015/16 = \$747,000

2016/17

Administration Centre – upgrade facilities

Cherrybrook Community Centre – replace small hall entry doors

Pennant Hills Library – upgrade air conditioner

Park amenities buildings – upgrade

Dangar Island Community Centre – replace kitchen and upgrade external toilets

Mount Kuring-gai Community Centre – upgrade external toilets

Air conditioning – various, including annual duct cleaning

Total 2016/17 = \$747,000

Local Road Improvements

2015/16
Berowra Waters Road, Berowra Heights, Stage 3 (REPAIR Program – subject to 50% RMS funding)
Berowra Road, Mount Colah – Belmont Parade to Gray Street – both sides
Hazelmead Road, Asquith – Royston Parade to Dudley Street – both sides
Lord Street, Mount Colah – full length – north side
Citrus Avenue, Hornsby – Pacific Highway to Mildred Avenue – both sides
Jack Russell Road, Berrilee – full length – upgrading of unsealed road
Calabash Road, Arcadia – residual length – upgrading of unsealed road
Singleton Road - remaining 1 km section – upgrading of unsealed road
(plus 300k from Unsealed Road Maintenance)
Total 2015/16 = \$2,650,000

2016/17
Berowra Waters Road, Berowra Heights, Stage 4 (REPAIR Program – subject to 50% RMS funding)
Mills Avenue, Asquith – Pacific Highway to Wall Avenue – both sides
Yirra Road, Mount Colah – Stage 1 – Mount Street to Verna Street – both sides
New Farm Road, West Pennant Hills Stage 1 – New Line Road to John Savage Crescent – both sides
Alexandria Parade, Waitara – Ingram Road to opposite No.69 – south side
Malton Road, Beecroft Stage 3 – Sutherland Road to Timbertop Way – both sides
Old Telegraph Road, Maroota Stage 1 – Old Northern Road to Roberts Road (subject to 50% Hills Shire funding) - upgrading of unsealed road
Canoelands Road (East), Canoelands Stage 1 – upgrading of first 1km of unsealed road
(plus 300k from Unsealed Road Maintenance)
Total 2016/17 = \$2,750,000

Other Capital Works

	2015/16 (\$)
Hornsby Station Footbridge, George Street, Hornsby (part Section 94)	1,300,000
Thornleigh Brickpit Sports Stadium	3,900,000
Total	5,200,000

These figures are subject to review.

HOW TO CONTACT US

HORNSBY SHIRE COUNCIL

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Online	hornsby.nsw.gov.au

Customer service desks are open from 8.30am-5pm business days

