

2010-2020

# Hornsby Shire Community Plan

*Creating a living environment*



ADOPTED 30 June 2010  
AMENDED and RE-ENDORSED 23 March 2011

*Photo credits: Tiger Face 2 by Liana Stopford, Yellow Mushrooms by Alan Torrens, Snoopy by Dale Casey*



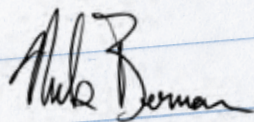
# Foreword

The Hornsby Shire Community Plan represents a strategy for the future of the Hornsby Shire. It establishes far reaching goals that when realised will have a profound effect on the wellbeing of the Shire as a whole. At its heart, the Hornsby Shire Community Plan has a vision of where we want the Shire to be in 10 years' time. For individuals this means people taking control of their lives because they are well educated and have a sense of belonging in the community. For communities the Hornsby Shire Community Plan means creating attractive safe town centres and providing opportunities for recreation, leisure and cultural expression.

The Hornsby Shire Community Plan is a strategy that requires leadership at many levels if its vision is to be realised. Hornsby Shire Council will continue to play a critical leadership and commitment role, facilitating communication, coordinating activities and ensuring activity is focused on achieving the vision. At the same time the Hornsby Shire Community Plan calls on others to contribute and expend effort in order to achieve the goals set out in the Plan.

Council has been encouraged by the quality and level of participation in the preparation of the Hornsby Shire Community Plan. The business sector and community based organisations have made substantial contributions. No less important has been the participation of individual residents from both the rural and urban parts of the Shire. Their contributions have helped to shape and refine this document and ensure that the vision for Hornsby Shire belongs to us all. In particular I would like to thank the performance indicator group of the Sustainable Action Committee for their assistance and contribution in defining many of the community indicators.

I invite you to read this far sighted document and I encourage you, if you have not already done so, to become an active participant in shaping the future of the Hornsby Shire.



Hornsby Mayor



Nick Berman - Mayor

## A WARD Councillors



Wendy McMurdo



Steve Russell



Mick Smart

## B WARD Councillors



Dilip Chopra



Steve Evans



Bruce Mills

## C WARD Councillors



Robert Browne



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# Contents

Introduction .....	4
About Hornsby .....	5
Planning framework .....	7
How this Community Plan was developed .....	8
Community consultation and engagement .....	9
Consultation with State agencies and not-for-profit groups .....	10
Consultation findings - A dream for the future .....	12
Consultation outcomes from local schools .....	13
Thinking about today.....	14
Summary of Council's response to primary community issues .....	16

Key strategic themes and goals .....	18
Chapter One - Ecology .....	20
Chapter Two - Economy .....	24
Chapter Three - Society and Culture .....	28
Chapter Four - Human Habitat .....	32
Chapter Five - Governance .....	36
Measuring progress .....	39
Limitations .....	42
Contributing documents .....	43
What happens next .....	45
Acknowledgements .....	46

# Introduction

The Hornsby Shire Community Plan has been prepared by Hornsby Shire Council in partnership with local residents, our business community, other levels of government, educational institutions, non-government community and cultural organisations and neighbouring councils.

The Hornsby Shire Community Plan sets the strategic direction for where the people of Hornsby Shire want to be in 2020. It's a long term plan to deliver the best possible services to the people of the Hornsby Shire.

The Hornsby Shire Community Plan covers the period from 2010 until 2020, and will be reviewed each four years following the local government elections. It builds on and integrates previous work undertaken by various teams in Council, particularly the Social Plan 2010-2014, the Cultural Plan 2008–2010, the Local Environmental Plan and the Housing Strategy. The Plan also recognises the important role other levels of government, particularly the NSW State Government, play in providing for Hornsby Shire residents now and in the future. Initiatives from the NSW State Plan are included in the Hornsby Shire Community Plan.

The Hornsby Shire Community Plan is the outcome of many consultations held in the second half of 2009 and in 2010 with the various communities of Hornsby Shire. The consultations were designed to ensure that all groups (who share an interest) and various geographical areas in Hornsby Shire had opportunities for consultation and engagement.

The purpose of the consultations was to understand what people want and aspire to in the future. We did this by making sure:

- our communities know about the services we provide
- our communities are aware of the financial implications of providing services
- our communities can have their say through effective consultation

# About Hornsby

Hornsby Shire is the second largest Local Government Area (LGA) in the Sydney region, covering an area of 510 square kilometres and is known as the 'Bushland Shire', with nearly two-thirds of its area comprising of national park and bushland. The Shire includes land from Epping in the south to Wisemans Ferry in the north and Brooklyn in the east. Hornsby Shire is bounded by six other LGAs consisting of Gosford, Kuring-gai, Ryde, Parramatta, The Hills and Hawkesbury. Geologically, the Shire is located on the Hornsby Plateau, which rises from the south to its highest point at Cowan. The Plateau is cut by steep gullies and has several drowned valleys, such as Berowra and Cowan Creeks.



# About Hornsby

The original owners of the Shire were the Aboriginal people of the Dharug, Kuringai and Darkinjung language groups.

However, after about 50 years of European occupation, the Aboriginal people were forced from their home lands, destroying the vital relationship between land, culture, custom and ceremonies for Aboriginal people.

All that is left today are the many significant remnants of Aboriginal culture which stand as memorials to their long association with this country.

European settlement in the Shire dates from 1794 when the first land grants were made along the Hawkesbury River, with land used mainly for farming. Development was slow, due to limited access and some growth took place in the 1820s and the 1830s, following the opening of the Great North Road and other tracks. Early industries included citrus and stone fruit farming, salt production, flourmills and boat building. Growth continued in the 1880s and 1890s, especially in the south-eastern section, spurred by the opening of the Newcastle and North Shore railway lines. Hornsby CBD developed as a railway town, becoming the major centre of the Shire. In the 1920s poultry and egg production replaced citrus and stone fruits as the main industry.

The most significant development took place in the post-war years. Substantial growth occurred between 1945 and 1981, when the population more than trebled from 30,500 to 111,000, with the most rapid growth during the 1950s and 1960s. From the 1970s, population growth began to slow down. The population rose from nearly 128,000 in 1991 to 149,000 in 2006. Much of the growth in the 1990s was in Castle Hill, Cherrybrook and Dural, with urban consolidation in and around the Hornsby CBD. While in the last five years, there has been considerable medium and high-density development (apartments) in Waitara and Hornsby CBD (Hornsby Shire Council, 2006).

## Where we are now

Hornsby Shire, like the rest of Sydney, has been under substantial and continual pressure to accommodate a rapidly growing population. Over the next 10 years an additional 2,600 dwellings will be built in planned precincts. At present approximately 10% of the Shire is zoned and used for urban development, 15% for rural purposes, 5% for open space, and the remainder is Environmental Protection or National Park (approximately 70%) (Hornsby Shire Council, 2006).



# Planning framework

The Community Plan is aligned to the Hornsby Shire 2020 Framework for a Sustainable Future (the Planning Web™) which states that a sustainable future requires a successful combination of:

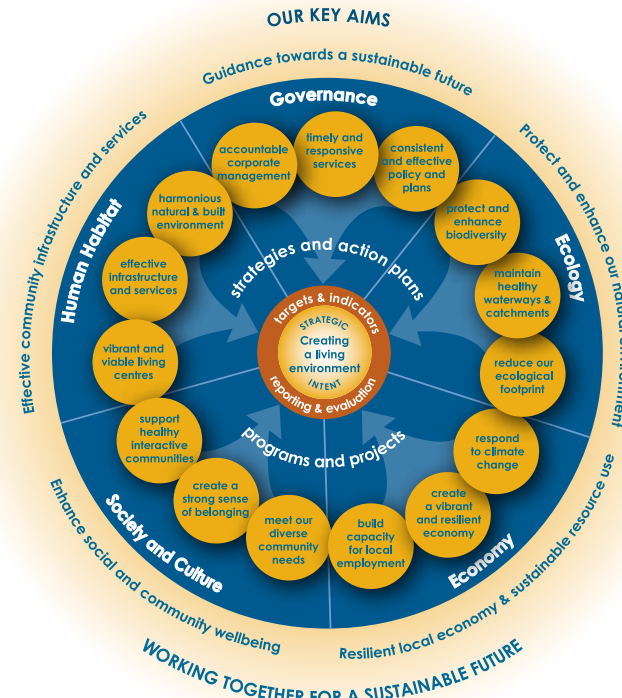
- Protection and enhancement of our natural environment
- A resilient local economy and sustainable resource use
- Enhanced social and community wellbeing
- Effective community infrastructure and services
- Leadership that is accountable and effective

These strategic themes are supported by key goals that will guide our Shire for the next 10 years. The themes are closely connected and interrelated and cannot be viewed in isolation.

## Create a sustainable Hornsby Shire

- ✓ Ecology - protect and enhance our natural environment
- ✓ Economy - encourage a resilient local economy and sustainable resource use
- ✓ Society and Culture - enhance our social and community wellbeing
- ✓ Human Habitat - provide effective community infrastructure and services
- ✓ Governance - guide towards a sustainable future

'The Planning Web'™ P. Cuming 1996 Sustainable Futures Australia February 2009



## OUR GUIDING PRINCIPLES

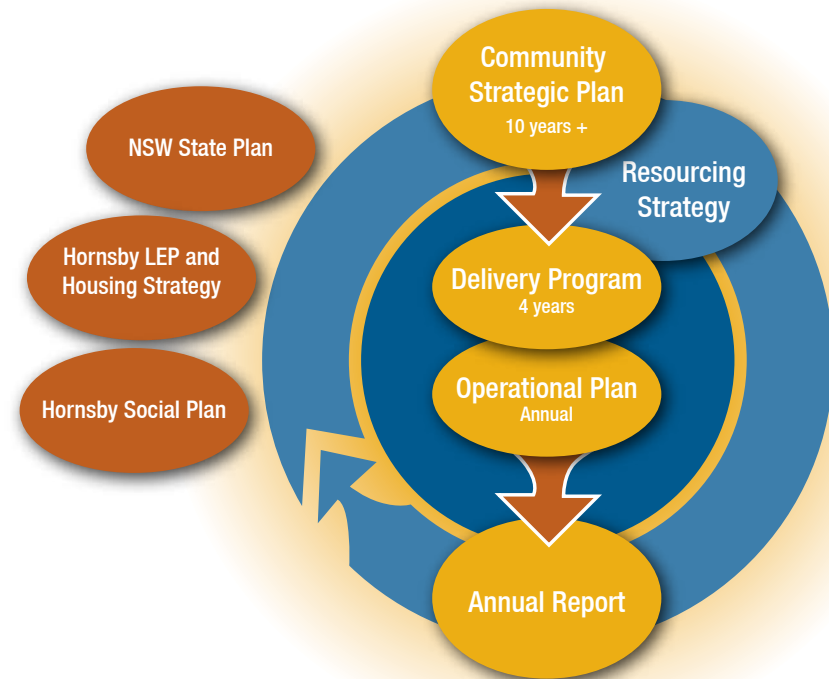
- ✓ To promote choices with benefits now and in the future
- ✓ To provide opportunities for communication, participation and social equity
- ✓ To support the wellbeing of our community and the health of our environment
- ✓ To identify and meet challenges and consider and manage risk
- ✓ To lead by example and support learning for sustainability

The Planning Web and the Guiding Principles are from the Hornsby Shire 2020: Our Framework for a Sustainable Future

# How this Community Plan was developed

The Community Plan describes the community's strategic goals and is the highest order document in a suite of documents. The Hornsby Social Plan 2010–2014 is a vital contributing document and much of the content in the Community Plan is derived from the Social Plan and the social planning process undertaken in May 2009. Other influencing documents include the NSW State Plan, Hornsby Council's Local Environmental Plan and the Housing Strategy.

The Delivery Program and Operational Plan are the point at which the goals in the Community Plan are systematically translated into actions and indicators. The Delivery Program is Council's commitment to the community. It's where Council outlines what it intends to do towards achieving the community goals and what its priorities will be. Supporting the Delivery Program is the annual Operational Plan. The Operational Plan contains the detail of activities to be undertaken in that year.





# Community consultation and engagement

The community of Hornsby Shire participated in developing the Hornsby Shire Community Plan through an extensive consultation process which included activities to inform, engage and consult the community via:

- Information flyers to all ratepayers
- Advertisements and articles in the three major newspapers
- Prominent signage at five Libraries, Hornsby Aquatic Centre, community centres at Berowra, Cherrybrook, Epping and Pennant Hills as well as five child care centres
- Dedicated website and online discussion forums
- Extensive notifications by email
- Community engagement studies in 2009 and 2010
- Social planning consultations with people representing culturally diverse communities and Aboriginal and Torres Strait Islander communities
- Youth surveys at a local cinema, dance festival and other events
- Primary school children at four local schools
- Business survey
- Local meetings and focus groups
- Deliberative community meeting
- Face to face surveys at many local events and festivals

The engagement and consultation activities had two purposes. Firstly, to build support for the development of a Community Plan based on the community's dream/vision for Hornsby while recognising the challenges in delivering that dream/vision, and secondly, to involve people and inform about the condition of existing community assets and Council's desire to improve the ageing infrastructure and build new facilities to meet the changing needs of the community.



# Consultation with State agencies and not-for-profit groups

Hornsby Shire Council is both the largest organisation and largest employer in the Shire but many state agencies impact on the daily lives of residents. Council met and consulted with those agencies with primary influence in the Hornsby region, including the State Regional Coordination Human Services Group for the NSW State Plan, the Hornsby Ku-ring-gai Health Service, the Northern Sydney Institute TAFE, Transport NSW and the NSW Police Ku-ring-gai Local Area Command. The purpose of the consultations was to describe the outcomes for our engagements with residents and find out the future planning and initiatives being undertaken by state agencies in the Shire.

Many not-for-profit groups provide support and ancillary care services in the Hornsby Shire. These groups work to support and develop the people living in and around the region, and their feedback about the wants, needs and perceptions of residents provided valuable information. The groups consulted with include Uniting Care, Carer Support Service NSCCH, Northside Community Forum, Relations Australia, Catholic Community Services, Multicultural Health NSCCAHS, Chinese Family Group, Namaste India, Sa Rang Bang (Korean), Iranian Family Community and Spanish Speaking Playgroup.

A matrix of engagement activity is included at the end of this document.





Conducting Survey at Bushland Shire Festival – 19 September 2010



Conducting Survey at Swanes, Dural – 31 October 2010



# Consultation findings : A dream for the future

People living in the Hornsby Shire in 2009 describe their dream for the future as a 'quality lifestyle' in an area that is responsive to the wellbeing and needs of its residents, is well serviced, well designed, prosperous and equitable.

*"In 2020 Hornsby Shire is a place that has retained its sense of community. A peaceful place known for being safe and easy to meet people and contribute to community wellbeing through working and volunteering at community spaces like local community gardens. There is a creative centre for pursuing the arts and cultural expression. In 2020 the local community facilities for recreation are good. People value healthy lifestyle and the area includes aquatic centres, bike paths, walking tracks and sports grounds."*

*"Moving around the Shire is easy. The area is pedestrian and bike friendly and there are bike racks at shopping centres and train stations. Public transport meets the needs of users and is clean and efficient. The use of cars is decreasing and small community shuttle buses operate in the Shire."*

*"Hornsby Shire is good place to work. Business hubs are thriving throughout the area and many people work locally. There are many home based businesses, particularly in property and business services, and a well known medical research centre employs many people. The local economy is steadily growing and contributing to the prosperity of the area."*

*"The residents of the Shire appreciate the waterways, the bushland and the other natural attributes of the area. Preserving the natural environment is very important, with sustainable development that maintains the sense of community being paramount. This is being achieved by managing population growth and responsible planning for infrastructure. There is a focus on architectural design which complements the environment and retains the rural character of the parts of the Shire."*

Source – Community visioning exercise 21 November 2009





# Consultation outcomes from local schools

In December 2009, four local primary schools were visited and 154 children between the ages of 9-12 were asked questions on transport, hobbies, personal safety, what they like about their neighbourhood and what they would like to see more of, recreation facilities and their concerns about climate change. The questions were asked through an on-screen presentation and the children answered by selecting options on a wireless response voting device. Their input has contributed towards informing the objectives of this Community Plan.

The children were also invited to submit an entry to Council's School Competition which asked them to draw a picture or write some words on their vision for Hornsby Shire in 2020. The drawings on the back cover are their visions, and below are some of their comments:

"We definitely need a university in Hornsby, Berowra, Mount Kuring-gai or Mount Colah. I strongly believe that we need education. Children need education. If children don't get enough education we won't have things like inventions."

"In 2020 I would like to see the bushland still there. A community worm farm, so anyone who has some food scraps that otherwise would be thrown in the red bin. Also lots of solar power cars so there is less pollution being generated"

"I think that Hornsby Shire needs a good aquatic centre. On hot days not everyone has a pool and the nearest aquatic centre is in Ryde. I think that it should be indoors with a big water slide and a whirlpool. We should keep Hornsby pool for people who just want to do laps or for swimming carnivals"

"In 2020 I would like to see some more wildlife parks where we can go and see natural wildlife and learn about the Aboriginal people and their culture. I would also like to go there to pat kangaroos, koalas and other natural animals."

"In 10 years' time I would like to see everything powered by solar power. I would also like to see more entertainment."

"I love to see more bushwalks and lots of wildlife and maybe some native plants. I believe that we should all have some sort of wild living around us instead of building closed in around you"

"In 2020 I hope there will be a bigger library, more shops and more sporting facilities in the shire"

"I would like to see more trains that go really fast. I would also like to see more national parks and more playgrounds and parks so children and their families can enjoy themselves when they don't have anything to do. I would like to see more national parks so animals won't die in bushfires and other tragedies"

"In 2020 I would like to see more nature such as more bushland native plants. I would also like to see Hornsby powered by solar panels not fossil fuels"

"In 2020 I would like to see more plants and trees, more parking, more bike parks, more sporting facilities, more bushland, a university, more spots for wildlife, skate park, cleaner public toilets, a zoo, national parks, buses and trains are cleaner, bigger hospitals and a camping ground"

# Thinking about today

Hornsby Shire communities value the characteristics of the area and are very keen to retain those characteristics in the long term; namely the bushland, the sense of space, the sense of community and the 'village' atmosphere of the local shops. In essence people describe their quality of life as very positive.

At the same time people express concern about the increasing population and trend to medium and high density development and the lack of additional infrastructure to cater for new residents. Residents want Council to focus effort on minimising the impact of development, including ensuring services such as health care, aged care and transport are aligned to the increasing population needs. While people recognise the area is well serviced by public transport they are concerned at the lack of accessibility at many transport stops and the lack of coordination between rail and bus services. People are also concerned about personal safety, particularly at night time, at some locations in the shire.

Summary of issues raised by the community during consultations include:

- Ensuring the bushland aspect of the shire is protected and enhanced
- The importance of the amenity of outdoor spaces
- The importance of the amenity of indoor spaces
- The need for good footpaths and roads
- The need for café facilities at larger parks

- The importance of safe environments and street lighting
- The importance of leisure facilities and opportunities to be involved in art/music/cultural events
- The need for a bigger indoor multipurpose recreational facility
- The importance of cycle ways and cycle friendly parks
- The importance of acknowledging and celebrating Aboriginal heritage
- The risk of natural disasters (bushfires) and need for coordinated responses
- The poor opportunities for neighbourhood interactions
- The poor transport networks and poor accessibility to transport
- A dislike of new planning and the built environment

Many of these issues, including health care, aged care and transport, are the responsibility of State Government. While Council can and does advocate for better outcomes for the Shire, residents want Council to strengthen its advocacy role. Residents view Council as one of the largest organisations in the Shire and want Council to actively lobby and influence State policy makers for favourable improvements to health care and local hospitals, aged care and transport.

# Thinking about today

The outcomes from the consultation and engagement about the quality and type of local infrastructure and Council's desire to improve the ageing infrastructure and build new facilities to meet the changing needs of the community indicate, that when residents understand and appreciate the enormity of the problem they support a two pronged approach. Firstly the review of all services to ensure the organisation is operating at peak efficiency ("tighten your belts"), with the aim of finding savings that can be redirected to the community priorities listed below. Secondly, the introduction of a special rate variation to fund significant infrastructure improvements.

The specific issues raised by members of the community were:

- More footpaths across the Shire
- Install kerb and gutter at more areas within existing suburbs
- More parking facilities particularly around the train stations and some bus stops
- More bike paths and end of trip facilities such as bike lockers
- Better traffic management
- Implement plans with the RTA to deal with Pennant Hills Road
- Improve public transport, particularly at night
- Upgrade and remodel the libraries
- Provide a cultural centre and town hall complex
- Replace the Hornsby pedestrian over bridge
- Provide additional passive and active recreational areas
- Improve the amenities at local ovals and parks
- Increase weed control in parks and bushland areas
- Control rabbits and other feral animals
- Provide more playgrounds and play areas
- Develop BMX tracks in appropriate bushland
- Expand the indoor sports stadium at Thornleigh
- Replace the Hornsby Aquatic Centre, preferably as part of a complex (gym etc)
- Upgrade the aquatic facilities at Galston and Epping
- Provide additional sports grounds
- Provide commuter berthing facilities
- Continue working towards water quality improvements
- Extend the sewer to outlying areas
- Improve drainage in the Hornsby CBD
- Improve drainage in areas subject to flooding, particularly Beecroft and Galston

A large community survey undertaken in late in 2010 reinforced this finding, with the community specifically nominating improvements to amenities at local parks, the provision of additional footpaths and cycleways, the renewal of the Hornsby pool, upgrades to playgrounds, stormwater improvements and replacement of the Hornsby pedestrian overbridge as top priority projects to be funded by a special rate variation.

# Summary of Council's response to primary community issues

Council has responded to the primary community issues of ageing infrastructure, safety, adequate health care and sustainable transport options. A summary is provided below and specific actions can be found in the relevant section of this Plan and the Delivery Program document.

## Ageing infrastructure

Council's extensive consultation demonstrated the community's willingness to support a special rate variation to assist in financing the maintenance, renewal and replacement of various asset classes, providing the special rate was accompanied by a review of all services provided by Council.

The purpose of the service review was to evaluate the efficiency of all services and identify productivity gains in the order of 5% of discretionary income (about \$2 million) that could be directed to improving the condition of civil assets. Review of internal services was initiated in August 2010 and is expected to conclude by June 2011. A review of external services will then commence. More information about the service reviews is available by telephoning 02 9847 6790 – Hornsby Council's Corporate Strategy Branch.

At the same time the community strongly supported additional funding from a special rate variation being directed to specific asset classes. Most residents agreed that a special variation proposal should include:

- Replacement of the Hornsby Aquatic Centre
- Replacement of the Hornsby pedestrian over bridge
- Improvements to amenities at local parks
- More footpaths across the Shire
- Stormwater drainage improvements, particularly in areas prone to flooding
- Upgrades to playgrounds
- A network of cycleways and some BMX tracks
- Provide extra courts at Thornleigh indoor sports stadium

## Safety

Safety was a common theme raised by the community throughout the consultation process. Council developed the Community Safety Plan 2009-11 and is implementing the strategies in the Plan. While statistics show that Hornsby Shire is a relatively safe place to live, Council will work towards enhancing the perceptions of safety through building a strong sense of individual and community responsibility. The Hornsby Mall was nominated as an area of concern for residents. Council hosts and convenes the Hornsby Mall Safety Committee which includes representative from the Police Local Area Command and Westfields to address public concerns about safety in the Mall.



# Summary of Council's response to primary community issues

## Health care

Residents of Hornsby Shire agreed that 'ageing in place' is an important concept. In 2006, the ABS started measuring the need for assistance within households to determine the degree to which carers were contributing to the economy. 3.5% of the population of the Hornsby Shire reported needing assistance with core activities. This compares with 3.8% for the Sydney wide population (ABS Census data).

People in the area are also concerned about the health system and the lack of funding to Hornsby Hospital.

The Divisions of General Practice data for 2009 indicate that Hornsby generally has a lower prevalence rate than NSW and Australia for both premature deaths and chronic diseases. However, 'injury events' were above NSW and Australian rates (Northern Sydney Central Coast NSW Health, 2008). Council staff work in collaboration with local health care providers to modify homes through the grant assisted Home Modification Program so that those with a disability can stay comfortably accommodated in their own homes for as long as required. Council also interacts with health educators to provide information about healthy and responsible health choices.

## Transport

The community raised issues around planning for future transport needs. The concerns focussed on road congestion, lack of accessibility at many transport stops and the lack of coordination between rail and bus services. Residents also want to know that transport planning takes account of proposed increases in population and housing. These are state government responsibilities. Transport NSW is the lead public transport agency of the NSW Government, with primary responsibility for transport policy, planning and coordination functions as well as oversight of infrastructure delivery and asset management. Council consulted with Transport NSW during all phases of the development of the Housing Strategy

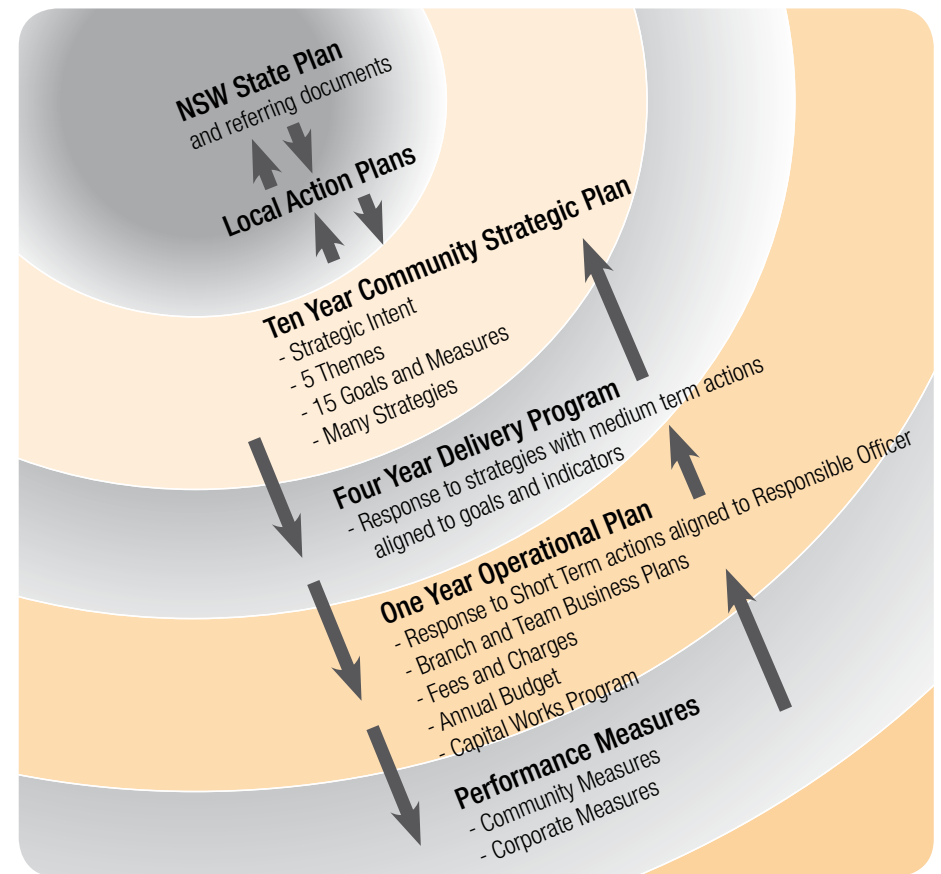
Council is the responsible authority for the management of traffic on public streets within its proclaimed boundaries subject to any proposals being referred to the Local Traffic Committee for a recommendation. The Local Traffic Committee consists of representatives of Council, the Roads and Traffic Authority, the Police and the State Member for Hornsby. However, the Roads and Traffic Authority has revoked Council's delegated powers to approve traffic facilities that prevent or restrict access of vehicles or pedestrians on public roads and approve some categories of parking restrictions near public transport infrastructure. Council remains an applicant for the implementation of any restriction, e.g. road closures, turning restrictions, etc, on public roads and "No Parking" and "No Stopping" restrictions on local roads within a kilometre of Berowra railway station. These applications are determined by the Roads and Traffic Authority.

# Key strategic themes and goals

This section sets out the 10 year goals to be achieved, the thinking behind each goal, community indicators and targets to show progress towards each goal, the four-year actions to be implemented by Council, actions for the community and actions for others.

Many of the issues identified by the community of Hornsby Shire, including housing policy, health care, aged care and transport, are the same issues identified by the wider NSW population and are the responsibility of State Government. Council consulted with those agencies with primary influence in the Hornsby region, including the State Regional Coordination Human Services Group for the NSW State Plan, the Hornsby Ku-ring-gai Health Service, the Northern Sydney Institute TAFE and the NSW Police Ku-ring-gai Local Area Command. Where there is a direct link between a state government initiative and a priority issue nominated by the people of Hornsby, it has been included in the section 'Action for others'.

The community indicators and targets are aligned to the goal they link with, and are also included as a consolidated list in the section titled 'Measuring progress'.



# Key strategic themes and goals

## 1. Ecology



Protect and enhance our natural environment

- 1.1 Protect and enhance biodiversity
- 1.2 Maintain healthy waterways and catchments
- 1.3 Reduce our ecological footprint

## 2. Economy



Resilient local economy and sustainable resource use

- 2.1 Respond to climate change
- 2.2 Create a vibrant and resilient economy
- 2.3 Build capacity for local employment

## 3. Society and Culture



Enhanced Social and Community Wellbeing

- 3.1 Meet our diverse community needs
- 3.2 Create a strong sense of belonging
- 3.3 Support healthy interactive communities

## 4. Human Habitat



Effective community infrastructure and services

- 4.1 Vibrant and viable living centres
- 4.2 Effective infrastructure and services
- 4.3 Harmonious natural and built environment

## 5. Governance



Guidance towards a sustainable future

- 5.1 Accountable corporate management
- 5.2 Timely and responsive services
- 5.3 Consistent and effective policies and plans



# Chapter One - Ecology

## Protect and enhance our natural environment

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

10 year goals and targets desired by the community

### Goal 1.1 Protect and enhance biodiversity

We conserve native plant and animal communities, understanding their value and services help to sustain our existence. We work to minimise threats posed to biodiversity, partnering with the community and other agencies to maintain diversity and achieve positive conservation outcomes.

#### Targets

The existing area of bushland available in 2009 for habitat and ecosystems is not impacted by development

- No net loss of bushland from development compared to previous year

Illegal land clearing is actively discouraged

- Land cleared compared to 2007 Smiths Report

#### Strategy 1.1.1 Protect and preserve existing bushland and natural areas

#### Actions for Council

- Provide education to the community on the importance of existing bushland and natural areas to biodiversity
- Deliver projects which work towards protecting biodiversity and regenerate the bushland in the Shire



# Chapter One – Ecology

## Goal 1.1 Protect and enhance biodiversity

*Strategy 1.1.2* Ensure future land use planning and management enhances and protects biodiversity and natural heritage

### *Actions for Council*

- Include biodiversity and heritage as key components in any strategic planning process and documents
- Manage trees in streets, parks and public land administered by Council
- Manage and maintain parks, reserves, picnic facilities and playgrounds throughout the Shire

*Strategy 1.1.3* Provide opportunities for community involvement in projects directed towards improving the quality and amount of bushland

### *Action for Council*

- Regenerate bushland in the Shire

## Goal 1.2 Maintain healthy waterways and catchments

We protect the landscapes and health of our waterways and catchments, including the Hawkesbury River, Berowra Creek and associated tributaries, applying a total water cycle management approach to maintain water quality in our creeks, wetlands and rivers.

### *Target*

The health of the waterways is improving

- 50% or more of monitored waterways are classified as healthy

*Strategy 1.2.1* Protect and improve the catchments in the Shire by providing support and direction to the water catchments program

### *Actions for Council*

- Construct water quality remediation devices as per the Catchments Remediation Rate (CRR) 10 year capital works program
- Undertake the Estuary Management Program

*Strategy 1.2.2* Identify and implement innovative water conservation and sustainable water cycle management practices

### *Actions for Council*

- Implement the Total Water Cycle Management Strategy
- Implement water conservation and reuse projects

# Chapter One - Ecology

## Goal 1.2 Maintain healthy waterways and catchments

*Strategy 1.2.3* Work with the community to care for, protect, enjoy and enhance the health of waterways in the Shire

### Action for Council

- Provide education to the community on the importance of waterways and estuaries

*Strategy 1.2.4* Provide a water quality monitoring service using methods that are reliable, professional and contemporary

### Action for Council

- Monitor and report environmental conditions, including water quality, at creeks and estuaries

## Goal 1.3 Reduce our ecological footprint

We lead the community and work to reduce the impact of our ecological footprint, supporting sustainable use of natural resources and reduction of waste, striving towards our emission reduction targets for energy and water, encouraging increased use of sustainable transport, and using renewable, non-polluting resources.

### Targets

The total water consumed and per capita consumption is decreasing

- 18% reduction against 1995/96 levels by 2011

An increasing use of sustainable transport for local trips

- 25% or more of local trips (less than 5 kms) by residents use sustainable options

*Strategy 1.3.1* Implement technologies in Council's facilities and infrastructure to reduce Council's greenhouse gas emissions

### Action for Council

- Work towards Council becoming a carbon neutral organisation

*Strategy 1.3.2* Undertake community education on best practice in environmental sustainability and management of climate change issues

### Actions for Council

- Build community awareness through environmental education
- Continue to implement the Companion Animals Strategy
- Contribute to the management of public health and public cemeteries

# Chapter One - Ecology

## Goal 1.3 Reduce our ecological footprint

*Strategy 1.3.3* Provide opportunities for community involvement in projects directed towards developing a more environmentally sustainable shire

### Action for Council

- Build community awareness through environmental education

*Strategy 1.3.4* Educate, promote and support the community in implementing waste minimisation strategies including reduce, reuse, recycle

### Actions for Council

- Provide a domestic recycling and waste service for all residents
- Implement a scheduled program of works based on sustainability principles

## ECOLOGY - Actions for the community - what you can do

- Protect the environment by using sustainable energy sources
- Become a bushcare volunteer
- Plant native vegetation in gardens
- Recycle and reuse resources
- Use sustainable transport options (walking, riding or public transport) for local trips

## ECOLOGY - Actions for others

- Improve air quality by meeting national air quality goals as specified in the National Environment Protection Measure for Ambient Air quality - NSW State Plan 'Green State'
- Lobby for more sustainable transport options for northern Sydney - Northern Sydney Regional Organisation of Councils - Regional Sustainability Plan 2009-2014



## Chapter Two – Economy

### Resilient local economy and sustainable resource use

Economic sustainability is essential to communities because it provides jobs and contributes to the prosperity of the area. The Hornsby Shire has over 40,000 people employed within the Shire, working in over 10,000 businesses.

### 10 year goals and targets desired by the community

#### Goal 2.1 Respond to climate change

We mitigate our contribution to climate change by reducing greenhouse gas emissions, and adapting to future change through educating, working with and supporting our community to prevent and ameliorate the most serious risks we face. Council is committed to a carbon reduction target of 60% for our organisation by 2050, based on 1995/96 emission levels.

#### Targets

An increasing number of community members participate in Council's sustainability initiatives

- More than 3,500 people per year attend sustainability events

More footpath areas are used as shared use for sustainable transport

- Five areas of footpath are built or modified as shared use paths

*Strategy 2.1.1* Prepare for potential changes in the nature of services provided based on a review of expected demographic change

#### Actions for Council

- Minimise the impact of new residential development on the existing streetscape character
- Implement the controls for the precincts in the Housing Strategy
- Research community opinion and preferences



# Chapter Two – Economy

## Goal 2.1 Respond to climate change

*Strategy 2.1.2* Encourage state agencies to develop additional infrastructure to support sustainable transport options

### Action for Council

- Partner with Transport NSW regarding local transport needs

*Strategy 2.1.3* Support the community to adapt to future change in order to prevent and ameliorate the most serious potential risks such as increased bushfire and storm events

### Actions for Council

- Work cooperatively with NSW Rural Fire Service and neighbouring councils to design bushfire hazard reduction strategies
- Oversight the capital works required to ensure the NSW Rural Fire Service is operational
- Support community groups and businesses to implement environmental initiatives

## Goal 2.2 Create a vibrant and resilient economy

We will work with government, community and business to attract and support enterprises that help sustain a vibrant and resilient economy, matching the needs of our local and regional community, including food production, creative use of resources, and meaningful work, training and employment.

### Target

Improving the prosperity in Hornsby Shire by increasing the gross regional product

- Improvement in the gross regional product for \$5.9 billion in January 2010

*Strategy 2.2.1* Consolidate Hornsby's position as a major centre and strengthen the town centres with more office and retail businesses

### Action for Council

- Review the Economic Development Strategy for the Shire to ensure an integrated and sustainable approach to local economic development
- Strategic review of Hornsby Town Centre properties
- Manage acquisitions and disposals in relation to Council's property assets and property development

*Strategy 2.2.2* Increase the marketing of the Shire as a location of choice for industry and businesses

### Action for Council

- Investigate planning mechanisms and partnerships to facilitate the provision of business opportunities across the Shire

*Strategy 2.2.3* Monitor existing planning controls to ensure quality outcomes are achieved for the long term benefit of the Shire

### Action for Council

- Review plans and controls with economic impact

# Chapter Two – Economy

## Goal 2.3 Build capacity for local employment

We encourage working locally to reduce commuting and greenhouse gas emissions, promote local shopping and community development, and support business and training that builds capacity for and maintains a viable local workforce.

### Targets

An increasing number of people live and work locally

- More than 27% of workers also live in the Hornsby Shire

Improving employment in the Hornsby Shire

- Unemployment rates are less than December 2008 (3.3%, 2,941 persons)

*Strategy 2.3.1* Support the community to take up opportunities for sustainable local employment

### Actions for Council

- Implement the Sustainable Business Program for a variety of local businesses
- Continue to develop and strengthen partnerships with major employers in the Hornsby CBD

*Strategy 2.3.2* Build strong links with educational institutions for the development of diverse local skills

### Action for Council

- Promote local employment and training opportunities through continued communication and partnerships with key stakeholders

## Goal 2.3 Build capacity for local employment

*Strategy 2.3.3* Support and facilitate opportunities for local businesses to grow and prosper

### Actions for Council

- Continue to develop local partnerships with state and federal agencies and key local organisations
- Implement a range of strategies that support the development of vibrant town centres

# Chapter Two - Economy

## ECONOMY - Actions for the community - what you can do

- Implement energy wise actions
- Purchase goods with minimal packaging
- Support local businesses by buying locally
- Look for local job opportunities
- Promote the Shire's tourist attractions to friends and visitors
- Attend and enjoy local festivals and events

## ECONOMY - Actions for others

- Collaborate with local companies to promote and showcase local attractions - NSW Tourism, NSW Department of Industry and Investment
- Increase the number of jobs in the major centres - NSW State Plan '*Transport and liveable cities*'
- Provide pathways to further study with a focus on enabling individuals to gain employment - Northern Sydney Institute TAFE NSW - Strategic Directions
- Enhance the competitive advantage of local business enterprises by providing specific and targeted training - Northern Sydney Institute TAFE NSW - Strategic Directions



## Chapter Three – Society and Culture

### Enhance social and community wellbeing

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. Safety and social isolation were common themes raised by the community during social plan consultations.

10 year goals and targets desired by the community

### Goal 3.1 Meet our diverse community needs

We work in partnership with residents and community groups, agencies and networks to make sure people feel supported, and needs, challenges and opportunities are, to the best of our ability, addressed in a timely and equitable manner.

#### Targets

The right level of support required by the community is provided

- The number of community referrals by council staff to local support organisations
- Council's social programs are well attended and appropriate
- The number of people participating in council's social programs

*Strategy 3.1.1* Work with key partners and the community to lobby for effective health services in the Shire

#### Actions for Council

- Enable those who are frail, elderly or have a disability to remain comfortably accommodated in their own homes
- Work in partnership with the Northern Sydney Area Health Service to promote health projects

# Chapter Three – Society and Culture

## Goal 3.1 Meet our diverse community needs

*Strategy 3.1.2* Support local communities to attract additional resources to pursue interests

### Actions for Council

- Research and explore additional funding opportunities through State and Federal Government grants
- Provide financial assistance in accordance with Council's Cash and Non Cash Donations and Grants Policy

*Strategy 3.1.3* Maintain the provision of high quality, accessible community services to meet the needs of the community

### Actions for Council

- Provide comprehensive community support programs that embrace social justice and access and equity
- Construct a Community and Child Care Centre at Storey Park, Asquith
- Upgrade the Roselea Community Centre

## Goal 3.2 Create a strong sense of belonging

We help develop and maintain places where people feel a sense of belonging, meeting their cultural and social needs through a variety of networks, groups, services and facilities. We acknowledge the Dharug and Guringai people and their contribution, along with people of other cultures, to our values and rich history. We protect Aboriginal heritage, increasing our understanding and respect for our area's traditional custodians.

### Target

Improve the community 'sense of belonging'

- More than 18.5% of people living in the Shire volunteer locally

*Strategy 3.2.1* Explore ways to improve social connectedness and the inclusion of all persons in the community

### Actions for Council

- Operate an effective Northern Sydney Aboriginal Community Facilitator Project
- Review community property to ensure all spaces are used appropriately
- Operate an effective Settlement Services Project
- Provide customer focused library and information services at all libraries



# Chapter Three – Society and Culture

## Goal 3.2 Create a strong sense of belonging

*Strategy 3.2.1* Recognise Council's role in supporting and facilitating arts and cultural programs in partnership with the community

### Actions for Council

- Implement the Cultural Plan
- Provide a variety of interesting events for the community to participate in and enjoy
- Renovate and extend the Wallarobba Arts and Cultural Centre - Stage 2

*Strategy 3.2.3* Ensure the Shire's distinctiveness, diversity and sense of identity is valued, promoted and celebrated

### Actions for Council

- Implement the Social Plan 2010-2014
- Encourage the knowledge of local issues and local history
- Provide customer focused library and information services at all libraries

## Goal 3.3 Support healthy and interactive communities

We support healthy community life, including equitable access to quality services and facilities, a network of public places, recreation and open space, as well as opportunities to creatively participate in and contribute to our local and regional community.

### Target

The perceptions of safety in Hornsby Shire are improving

- The percentage of people who feel safe walking and using public transport during the day and at night

*Strategy 3.3.1* Work with key partners and the community to reduce crime and improve perceptions of community safety

### Actions for Council

- Ensure Council's streets, parks and other infrastructure are maintained for amenity and safety
- Implement key actions in the Community Safety Plan
- Manage street lighting on Council roads and public places

*Strategy 3.3.2* Provide equitable access to a range of places and spaces for all in the community

### Actions for Council

- Coordinate the provision of local community centres and halls for community use
- Review the 'Delegation of Authority - Grant Lease Licence Agreements' Policy to ensure it remains contemporary and equitable

# Chapter Three – Society and Culture

## Goal 3.3 Support healthy and interactive communities

*Strategy 3.3.3* Support programs which strengthen relationships between our diverse community groups

### Actions for Council

- Implement the Strategic Plan for Community and Cultural Facilities
- Establish and maintain rapport with the community
- Host and facilitate events which bring the community together and showcase diversity and inclusiveness
- Provide targeted programs and collections at all the libraries for community groups

*Strategy 3.3.4* Promote the appropriate responses to disasters and serious incidents

### Actions for Council

- Promote the appropriate responses to disasters and serious incidents
- In cooperation with the NSW Rural Fire Service design and implement bushfire hazard reduction strategies

## SOCIETY and CULTURE – Actions for the community – what you can do

- Know and talk to your neighbours
- Be a local volunteer
- Support others in times of emergency
- Use local facilities and services
- Be aware of your safety and the safety of others
- Participate in local healthy lifestyle activities
- Respect the heritage and culture of others

## SOCIETY and CULTURE – Actions for others

- Reduce the proportion of the NSW population who perceive problems with louts, noisy neighbours, public drunkenness, vandalism and hoon driving - NSW State Plan 'Keeping people safe'
- Improve transport infrastructure and services - NSW State Plan - Sydney Local Action Plan
- Reduce preventable hospital admissions - NSW State Plan 'Healthier communities'
- Improve and maintain access to health and mental health services - NSW State Plan - Sydney Local Action Plan
- Strengthen the primary health care and continuing health care in the community - Hornsby Ku-ring-gai Health Service Operational Plan
- Work to reduce perceptions of crime and fear of crime in the Hornsby Shire - Ku-ring-gai Local Area Command business Plan



## Chapter Four – Human Habitat

### Effective community infrastructure and services

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.

10 year goals and targets desired by the community

### Goal 4.1 Vibrant and viable living centres

We establish and maintain vibrant living centres and suburbs that reflect our rich cultural diversity and heritage, respect the natural environment and encourage civic pride, including successful trading sectors focused on Hornsby town centre and district centres of Pennant Hills, Epping, Thornleigh, Carlingford and Dural.

#### Target

Number of support requests and number of people supported through the home modification service

- At least 70% of requests for home modification services are actioned. This equates to over 700 people assisted each year

**Strategy 4.1.1** Support the living centres in the Shire to be distinctive and vibrant, and provide opportunities for small businesses to flourish

#### Actions for Council

- Implement appropriate communication and promotional tools for groups to market services
- Support local groups and organisations to celebrate milestones

**Strategy 4.1.2** Facilitate access to services so those that choose to do so can remain comfortably accommodated at home for as long as possible

#### Action for Council

- Enable those who are frail, elderly or have a disability to remain comfortably accommodated in their own homes

# Chapter Four – Human Habitat

## Goal 4.1 Vibrant and viable living centres

*Strategy 4.1.3* Encourage the provision of facilitated activities in community facilities

### Actions for Council

- Operate and maintain a community referral service that provides timely and accurate information and responses
- Provide flexible childcare programs in safe, healthy and stimulating environments

## Goal 4.2 Effective infrastructure and services

We provide socially responsive and ecologically sustainable infrastructure and services, support a sustainable transport network linking our Shire residents to each other and the key social and economic activity centres of Parramatta, Chatswood, Sydney city centre and other business and technology parks.

### Target

An improving use of sustainable transport options

- More than 18% of workers travel to work using sustainable transport most days

## Goal 4.2 Effective infrastructure and services

*Strategy 4.2.1* Provide infrastructure and services that serves current and future community needs, including active and passive recreational facilities

### Actions for Council

- Encourage the use of sustainable transport options
- Maintain community assets at an appropriate standard expected by the community
- Manage and maintain sportsgrounds, parks, reserves, picnic facilities and playgrounds throughout the Shire

*Strategy 4.2.2* Support and facilitate community networks and programs which promote health and wellbeing and encourage a healthy lifestyle

### Actions for Council

- Facilitate cycleways and shared use paths
- Provide quality recreational programs in a safe and aesthetic environment that is responsive to the needs of users

*Strategy 4.2.3* Work with appropriate partners towards improving transport networks throughout the Shire

### Actions for Council

- Regulate effective and appropriate user activities on the road network
- Work with the Roads and Traffic Authority to improve road safety
- Undertake strategic studies associated with traffic and parking

# Chapter Four – Human Habitat

## Goal 4.3 Harmonious natural and built environment

We focus on successfully blending human settlement and activities with natural and rural settings, embracing design, technologies and materials that support safe and friendly ecologically sustainable living and reflect the character of our local areas.

### Target

More use of energy efficient or water efficient building products and building design

- More than 400 approvals each year for developments which include a 40% reduction in potable water and 40% reduction in greenhouse gas emissions

*Strategy 4.3.1* Provide infrastructure and services that are socially and environmentally responsive to community needs

### Actions for Council

- Provide a harmonious natural and built environment
- Provide strategic land use planning and associated disciplines

## Goal 4.3 Harmonious natural and built environment

*Strategy 4.3.2* Act to improve the Shire's ageing infrastructure and facilities to meet the changing needs of the community

### Actions for Council

- Implement a rating model as advised by IPART and DLG to fund infrastructure improvements
- Move forward with the planning for a new aquatic centre at Hornsby
- Manage and maintain sportsgrounds, parks, reserves, picnic facilities and playgrounds throughout the Shire
- Identify and plan future maintenance, renewals and upgrades for Council's pavement assets
- Identify and plan future maintenance, renewals and upgrades for Council's stormwater assets

*Strategy 4.3.3* When renewing, upgrading or replacing Council assets refer to and implement the relevant aspects of the Sustainable Energy Code for Council Assets

### Action for Council

- Ensure the Sustainable Energy Code for Council Assets remains contemporary and relevant



# Chapter Four – Human Habitat

## HUMAN HABITAT – Actions for the community

### – what you can do

- Understand the need for change and growth
- Use native plants that compliment the bushland
- Appreciate the heritage and character of the area
- Pressure State Government to improve transport links
- Use sustainable transport whenever possible
- Use sustainable transport options (walking, riding or public transport) for local trips
- Keep the streets and gutters free of litter

## HUMAN HABITAT – Actions for others

- Improve the public transport system and provide reliable public transport - NSW State Plan '*Better transport and liveable cities*'
- Improve the quality (smoothness) of urban and rural State roads, so that 93% of roads meet the national standards by 2016 - NSW State Plan '*Better transport and liveable cities*'
- Increase the percentage of the population living within 30 minutes by public transport of a city or major centre in metropolitan Sydney - NSW State Plan '*Better transport and liveable cities*'
- Improve access to healthcare through the development and enhancement of outpatient and ambulatory models of care - Hornsby Ku-ring-gai Health Service Operational Plan



## Chapter Five - Governance

### Guidance towards a sustainable future

Participation by the community in decision making is a vital component of community development. Many residents are willing to participate providing they are aware of the relevance of the topic, the visibility of the results and the transparency of the impacts.

10 year goals and targets desired by the community

### Goal 5.1 Accountable corporate management

We maintain accountable corporate management including resource allocation, planning and carrying out responsibilities, and record keeping through best-practice decision-making and reporting that supports our progress towards achieving our vision.

#### Target

Key initiatives in the Delivery Program achieve performance success on time and within budget

- 90% or more Delivery Program initiatives completed on time, on budget and meet success criteria

**Strategy 5.1.1** Maintain a sound governance framework within which Council operates

#### Actions for Council

- Ensure all requirements of the Integrated Planning Framework legislation is complied with
- Comply with Information Systems legal obligations
- Comply with financial reporting obligations

# Chapter Five – Governance

## Goal 5.1 Accountable corporate management

*Strategy 5.1.2* Ensure Council's long term financial sustainability through effective short and long term financial management that is transparent and accountable

### Actions for Council

- Ensure Council meets its financial responsibilities in the use of public funds
- Comply with all of Council taxation obligations

*Strategy 5.1.3* Provide a safe, healthy and non discriminatory working environment

### Actions for Council

- Reflect on service provision and review work regularly
- Work towards integrating services and improved synergies

## Goal 5.2 Timely and responsive services

We provide timely and responsive services, regularly revising allocation of finances, resources and services to meet the needs of our community, upgrading and improving these services where required within the scope of our legal responsibilities and means, and the broader servicing framework involving other agencies.

### Targets

Council is perceived by residents as providing good customer service

- 90% of service requests are completed within 28 days
- 90% of correspondence is completed or acknowledged within 14 days

*Strategy 5.2.1* Deliver timely services, based on community needs

### Actions for Council

- Regularly report to the community in a variety of interesting ways
- Ensure the community has clear information about who to contact in Council
- Ensure Councillors have opportunities to reflect on community priorities

*Strategy 5.2.2* Facilitate good communication and relationships with our residents and ratepayers

### Action for Council

- Provide opportunities and make it easy for the community to participate in and influence decision making

# Chapter Five – Governance

## Goal 5.2 Timely and responsive services

*Strategy 5.2.3* Enable continuous improvement through the implementation of new methods and technologies to deliver facilities and services

### Actions for Council

- Work towards integrating services and improved synergies
- Enhance the Information Systems infrastructure as required to deliver Council's organisational objectives

## Goal 5.3 Consistent and effective policy and plans

We create and consistently apply an integrated set of effective policies and plans in our decision-making and actions, aligning our strategies and programs with them to achieve our key aims.

### Target

Increasing community participation in local issues

- At least eight community engagements are hosted each year

*Strategy 5.3.1* Provide opportunities and make it easy for the community to participate in and influence decision making

### Actions for Council

- Ensure a strategic customer service regime is in place
- Monitor and review Council's policies and codes

*Strategy 5.3.2* Strive to inform residents and engage stakeholders on local issues and planning

### Action for Council

- Provide a responsive customer service function

## GOVERNANCE – Actions for the community – what you can do

- Provide feedback to council regarding services and customer service
- Volunteer and take part in council-supported groups

# Measuring progress

The Hornsby Shire Community Plan reflects extensive consultation with the community, business and stakeholder groups. It describes a vision for the Hornsby Shire and includes issues the Hornsby communities want Council to take account of when planning for the future. It also includes indicators developed by the community which over the longer term should show progress towards achieving the community vision. Many of the indicators contained in this document have been designed and refined by members of Hornsby's Sustainable Action Committee. This dedicated group worked on developing and improving the indicators to ensure the indicators were meaningful. The indicators are included in each of the five themes as well as being listed here in more detail.

Council is neither the sole provider of services, infrastructure, funding and resources in Hornsby, nor does it have control over all activities in Hornsby Shire. Therefore the community measures will only be achieved through a combination of Council, community and government generated strategies, actions and projects.

Over time some indicators may change and more will be added to reflect the state of the Hornsby Shire. The current indicators are listed to provide information regarding the purpose, the data source, and the frequency of reporting.

## Ecology

Indicator	Purpose	Data Source	Target	Frequency
Area of bushland approved for development	Track bushland available for habitat and ecosystems	Review of development applications	No net loss of bushland	Annual
Area of bushland cleared illegally compared to 2007 baseline	Track illegal land clearing	Use of GIS and software to compare with 2007 Smith's Report	No illegal land clearing	Biennial
Percentage of the Shire's waterways monitored, and proportion found to be healthy	Track the health of our waterways	Water monitoring probes at representative creeks across the Shire	50% of waterways classified as healthy	Annual
Total water consumption and per capita consumption	Track community progress towards decreasing the ecological footprint	Data from Sydney Water and ABS	18% reduction against 1995/96 levels by 2011	Annual
Percentage of residents who, when travelling locally, less than 5 kms, use sustainable transport options	Track local use of sustainable transport	Statistically valid survey of residents	50% of all trips (51% in 2010)	Biennial



# Measuring progress

## Economy

Indicator	Purpose	Data Source	Target	Frequency
Number of community members participating in Council's sustainability initiatives	To track local response to climate change, which has an economic and environmental impact	Data to be collected from all branches of Council's Environmental Division	More than 3,500 people per year	Annual
Unemployment rates compared to December 2008	To track employment and prosperity in the Shire	Australian Government workplace portal – small area labour markets	Less unemployment than 2008 (3.3%, 2941 persons)	Annual
Gross regional product for Hornsby Shire and per capita value	To track prosperity in the Shire	Australian Government Input Output tables	Improvement from 2010 (\$5.9 billion in January 2010)	Annual
Percentage of the population that live and work in the Shire	Working locally means pay packets stay in the area	Statistically valid survey of residents	More than 27% of workers (32% in 2010)	Biennial
Number of footpath areas per annum modified or built as shared use paths	Track local developments in support of sustainable transport	Council's Traffic Branch	2 areas per year subject to RTA funding	Annual

## Society and Culture

Indicator	Purpose	Data Source	Target	Frequency
Number of community referrals by Council staff to local support organisations	To track the level of support required and accessed by the community	Data collected from Council's Community Services Branch	200	Annual
Number of community members participating in Council's social programs	To track social connectedness and inclusion	Data collected from Council's Community Services Branch	200	Annual
Percentage of people who volunteer locally	To track community 'sense of belonging'	ABS census data when available. Statistically valid survey of residents at other times	Improvement on 2006 ABS Census statistics of 18.14% (38% in 2010)	Biennial
Percentage of the community who feel safe walking in the Shire and using public transport during the day and at night	To track the perceptions of safety in the Shire	Statistically valid survey of residents	75% (63% in 2010)	Biennial

# Measuring progress

## Human Habitat

Indicator	Purpose	Data Source	Target	Frequency
Percentage of employed residents who travel to work using sustainable transport most days	To track the use of local sustainable transport	ABS census for baseline target. Statistically valid survey of residents	Improvement compared to 2006 census data of 10,483 persons (18% of workers) (14% in 2010)	Biennial
Number of support requests and the number of people supported through the home modification service	To track the number of people able to stay comfortably accommodated in their own homes	Data collected from Council's Community Services Branch	70% of requests actioned. 700 or more people assisted	Annual
Number of BASIX properties approved (energy savings 40% reduction in potable water and 40% reduction in greenhouse gas emissions)	To track the sustainability of building practices	Data from Council's Planning Division and State Government	400	Annual

## Governance

Indicator	Purpose	Data Source	Target	Frequency
Percentage of key initiatives in Delivery Program 2010 – 2014 achieving success	To track effectiveness of service delivery to the community	Hornsby Shire Council's Service Planning system	90% of key initiatives completed on time and within budget	Annual
Number of Council service requests more than 28 days overdue	To track the timeliness and responsiveness of services	Hornsby Shire Council's Masterview resource	Less than 10% of service requests overdue	Annual
Percentage of correspondence completed or acknowledged within 14 days	To track the provision of service to customers	Hornsby Shire Council's Masterview resource	90% of all written correspondence including email	Annual
Number of community engagements undertaken and topics discussed	To track community participation in local issues	Hornsby Shire Council's Corporate Strategy Branch	At least 8 engagements per year	Annual

# Limitations

Although Hornsby Council delivers a wide range of services and facilities that touches everyone's lives in some way on a frequent basis, Council has limited authority in some of the workings of our society critical to achieving the vision desired by the community.

For example:

- **Population** - the Shire's population has increased from 144,692 in the 2001 Census to 157,387 in the 2006 Census. This 8.8% increase has been influenced by both Federal and State Government policies.
- **Water** - the sources and price of water is regulated by the State Government. Council has adopted an educational role in reducing consumption.
- **Energy** - the type and price of energy used for electricity and vehicles is regulated by Federal and State Governments. Council has adopted an educational role in reducing consumption.
- **Transport** - public transport is primarily provided by State Government supplemented by the private sector.
- **Biodiversity** - endangered species (of which there are 64 in the Shire) are nominated by the Federal Government and managed by the National Parks and Wildlife Service. Council works with National Parks and Wildlife Service to conserve these species.

Achievement against the community indicators will require effort and attention by Council, local residents, our business community, other levels of government, non government community and cultural organisations and neighbouring councils.

Council will make every effort to report progress on achieving the community objectives and indicators in the Hornsby Shire Community Plan in a variety of ways in order that anyone with an interest can easily access the information.

# Contributing documents

## **Our Bushland Shire - A Snapshot of the Hornsby Shire in 2010**

The State of the Shire Report provides a snapshot of the quality of life and wellbeing of the Hornsby Shire in 2010. The report provides information on what is happening within our region in relation to the Shire's key strategic themes of economy, ecology, human habitat, society and culture and governance and provides a baseline for indicators that can be measured against in the future.

Through a set of indicators, the Report provides a trend on Council's progress. These indicators, identified through consultation with the community, are the pillars of quadruple bottom line planning, activity and reporting. Positive and adverse findings provided by indicators enable the community to be informed and can assist in determining future actions to maintain or improve our current environment.

## **Hornsby Shire Social Plan 2010 - 2014**

The Social Plan is a vital strategic planning framework to guide Council in the provision of appropriate and accessible services and facilities to meet the social needs of people within Hornsby in a fair and equitable manner. The Social Plan 2010–2014 is available from the Community section of Council's website at [www.hornsby.nsw.gov.au](http://www.hornsby.nsw.gov.au).

## **The Local Environmental Plan**

The Local Environmental Plan guides development and planning decisions made by Council. It also ensures that new development is sustainable and compatible with the character of the Shire. The Housing Strategy identifies opportunities to ensure an additional 2,600 dwellings will be provided over the next 10 years. The housing has

been identified in 25 planned precincts close to commercial centres and transport nodes. The housing form consists predominantly of five-storey apartment buildings, along with a mix of townhouses, three-storey walk-up flats, and eight- to ten-storey apartments. The LEP and Housing Strategy are available from the Building and Development section of Council's website at [www.hornsby.nsw.gov.au](http://www.hornsby.nsw.gov.au).

**The State of the Environment Report** provides a summary of the physical and social condition of the Shire and the human impacts on our environment. The State of the Environment Report is a collaborative document prepared by the seven councils of the Northern Regional Organisation of Councils, including Hornsby Council, and is available from the Environment section of Council's website at [www.hornsby.nsw.gov.au](http://www.hornsby.nsw.gov.au).

**Council's Annual Report and Sustainability Report** is a combined report that provides a succinct synopsis of accomplishments, sustainability matters and statutory reporting requirements. It also reviews accomplishments and achievements in respect of the Delivery Program for the year and publicly communicates our internal and external economic, social and environmental performance. The document is available from the Corporate Documents section of Council's website at [www.hornsby.nsw.gov.au](http://www.hornsby.nsw.gov.au).

**Council's Economic Development Strategy** is a document developed with the intention of positioning Hornsby Shire as an investment opportunity of choice by articulating, marketing and promoting those attributes that make it different from, and stronger, as an investment location in northern Sydney specifically and the metropolitan area generally.

# Contributing documents

## **Resourcing Strategy**

The resourcing strategy consists of three interlinked documents:

1. Long term financial plan
2. Asset management framework
3. Workforce plan

The Resourcing Strategy can be found on Council's web site at [www.hornsby.nsw.gov.au](http://www.hornsby.nsw.gov.au)

**The Long Term Financial Plan** provides a framework upon which Council can base its medium to long term financial decisions. It is also a useful tool for considering the affordability of capital programs and recurrent levels of service. The Long Term Financial Plan can be viewed and downloaded from the Council's website at [www.hornsby.nsw.gov.au](http://www.hornsby.nsw.gov.au)

## **NSW State Plan**

NSW State Plan is the NSW Government's long term plan to deliver services to the people of NSW. Local Government must be cognisant of and work with state government priorities that directly impact on it, for example the NSW Government's priority to speed up planning decisions. The NSW State Plan is available from [www.nsw.gov.au/stateplan](http://www.nsw.gov.au/stateplan)

## **The Hornsby Ku-ring-gai Health Service Operational Plan**

Health care, including the Hornsby Ku-ring-gai Hospital, is provided by Hornsby Ku-

ring-gai Health Service. The Service provides quality health care to a community which stretches from the Hawkesbury River to Roseville, east to St Ives and west to Pennant Hills, Cherrybrook and Epping. The Hornsby Ku-ring-gai Health Service Operational Plan in an annual plan describing the key strategic and business activities related to the continued provision of health services in the Hornsby and Ku-ring-gai local government areas and is available from <http://www.nscchealth.nsw.gov.au/services/hornsby/>

## **The Northern Sydney Institute TAFE NSW – Strategic Directions 2007 -2010**

As a government education and training provider the Northern Sydney Institute (NS I) plays a leading and vital role in the economic development of the Northern Sydney greater region. NS I colleges include Bradfield, Crows Nest, Hornsby, Meadowbank, North Sydney, Northern Beaches and Ryde. The Strategic Directions document reflects the total market focus and a commitment to performance and meeting the requirements of stakeholders, and is available from <http://www.nsi.tafensw.edu.au/About/Publications.aspx>.

## **The NSW Police Corporate Plan 2008 – 2012**

The corporate plan provides a framework for the NSW Police Force to implement the NSW State Plan.

It creates opportunities to work with the community and inter-agency partners to further reduce crime, fear of crime and antisocial behaviour. The corporate plan outlines objectives to achieve this and can be viewed at [http://www.police.nsw.gov.au/about\\_us/publications](http://www.police.nsw.gov.au/about_us/publications)



# What happens next

The Hornsby Shire Community Plan identifies the community's main priorities and aspirations for the future to 2020. Council's planning processes will be informed by, and take account of, the community aspirations when planning service delivery and resource allocation.

Progress towards achievement of strategies and indicators in the Hornsby Shire Community Plan must be comprehensively reported to the outgoing Council at the final meeting of the Council, which is likely to occur in August 2012.

The Hornsby Shire Community Plan will be reviewed by each newly elected Council before 30 June in the year following the local government elections. This means this version of the Hornsby Shire Community Plan will be reviewed and updated before 30 June 2013. Reviewing and updating the Hornsby Shire Community Plan will involve scanning the environment for emerging issues and engaging the community to elicit key issues and challenges.

**We welcome your comments about any aspect of the  
Hornsby Shire Community Plan.**

<b>online</b>	<a href="http://future.hornsby.nsw.gov.au">future.hornsby.nsw.gov.au</a>
<b>email</b>	<a href="mailto:yoursay@hornsby.nsw.gov.au">yoursay@hornsby.nsw.gov.au</a>
<b>fax</b>	02 9847 6592
<b>post</b>	General Manager Hornsby Shire Council PO Box 37, Hornsby NSW 1630

# Acknowledgements

We acknowledge the Traditional Custodians of the land comprising Hornsby Shire - the Dharug and Guringai Peoples. Respect is paid to their Elders and their Heritage.

## Acknowledging the time given by the community

Many individuals and groups were involved in the making of the Hornsby Shire Community Plan. They gave up their time and contributed in many ways. We would like to acknowledge:

- everyone who participated and provided input into Council's social planning process via face to face meetings, workshops and forums
  - the members of Council's Community Consultation Program who attended focus groups in September and October 2009, a deliberative forum in November 2009, community meetings in November/December 2010 and provided input into Council's Community Survey 2010
  - the people who attended a focus group :
    - Council's Over 55's Advisory Committee
    - leaders of Hornsby Shire's diverse cultural communities
    - Council staff who reside in the Shire
  - the young people at the local cinema complex who completed questionnaires
  - the people attending the Leisure and Lifestyle Expo who provided comment and opinion
  - the youth at a music event in Hornsby Mall who completed an opinion survey using electronic voting
  - the school children from four local primary schools :
    - Mount Colah
    - Cherrybrook
    - Thornleigh West
    - St Bernards Berowra
- who participated in a survey using electronic voting
- the Sustainable Action Committee's performance indicator group who defined and refined many of the performance indicators
  - the business community and sporting organisations who completed an opinion survey, attended community meetings in November/December 2010 and provided input into Council's Community Survey 2010
  - the people who provided input into the Community Survey 2010 via electronic voting :
    - members of Council's Over 55's Advisory Committee
    - leaders of Hornsby Shire's diverse cultural communities
    - members of the Hornsby Children's Services Network
    - members of the Chinese Community Network
    - members of the Hornsby /Kuring-gai Multicultural Network
    - people at Council's citizenship ceremonies during October and November 2010
    - people at the Bushland Shire Festival, Bunnings at Thornleigh, Swanes at Dural and Greenway Park Cherrybrook from September to November 2010
    - Council staff who reside in the Shire
  - the members of Council's diverse community groups who completed an opinion survey and provided input into the Community Survey 2010
    - young parents group
    - GAL@H group
    - HATSICC
    - Today's Men group
    - Access Committee
    - Over 55's group
  - the many other people who provided input into Council's Community Survey 2010 via online survey
  - the many people who provided input via the online forums

Giving your time, your efforts and your contributions has enabled Council to move forward with planning for the Shire over the next 10 years. Thank you.

# Acknowledgements

The following matrix table outlines the key stakeholders, both within and outside our LGA, and how they were engaged throughout the development of our Community Plan

KEY STAKEHOLDERS	Councillors																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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# Acknowledgements

The following matrix table outlines the key stakeholders, both within and outside our LGA, and how they were engaged throughout the development of our Community Plan

KEY STAKEHOLDERS	Councillors																							
	Hornsbury Executive Council staff																							
	Hornsbury management staff																							
	Hornsbury staff																							
	Local Federal and State MPs																							
	Federal and State Government																							
	Sporting organisations																							
	Residents and ratepayers																							
	Businesses in the Shire																							
	Non-Government organisations																							
	Older people																							
	People with a disability																							
Chinese, Indian, Korean, Iranian and Spanish Communities																								
Non English speaking residents																								
Families																								
Young people (12-24)																								
Children (5-12)																								
Childcare workers and parents																								
Visitors and commuters to the area																								
Aboriginal and Torres Strait Islanders																								
Young people with same sex orientation																								
Teenage parent group																								

## Feedback

If you have a comment or question about the Hornsby Shire Community Plan 2010-2020, here's how to contact us:

online	<a href="http://future.hornsby.nsw.gov.au">future.hornsby.nsw.gov.au</a>
email	<a href="mailto:yoursay@hornsby.nsw.gov.au">yoursay@hornsby.nsw.gov.au</a>
fax	02 9847 6592
post	General Manager Hornsby Shire Council PO Box 37, Hornsby NSW 1630



**Hornsby Shire Council**  
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