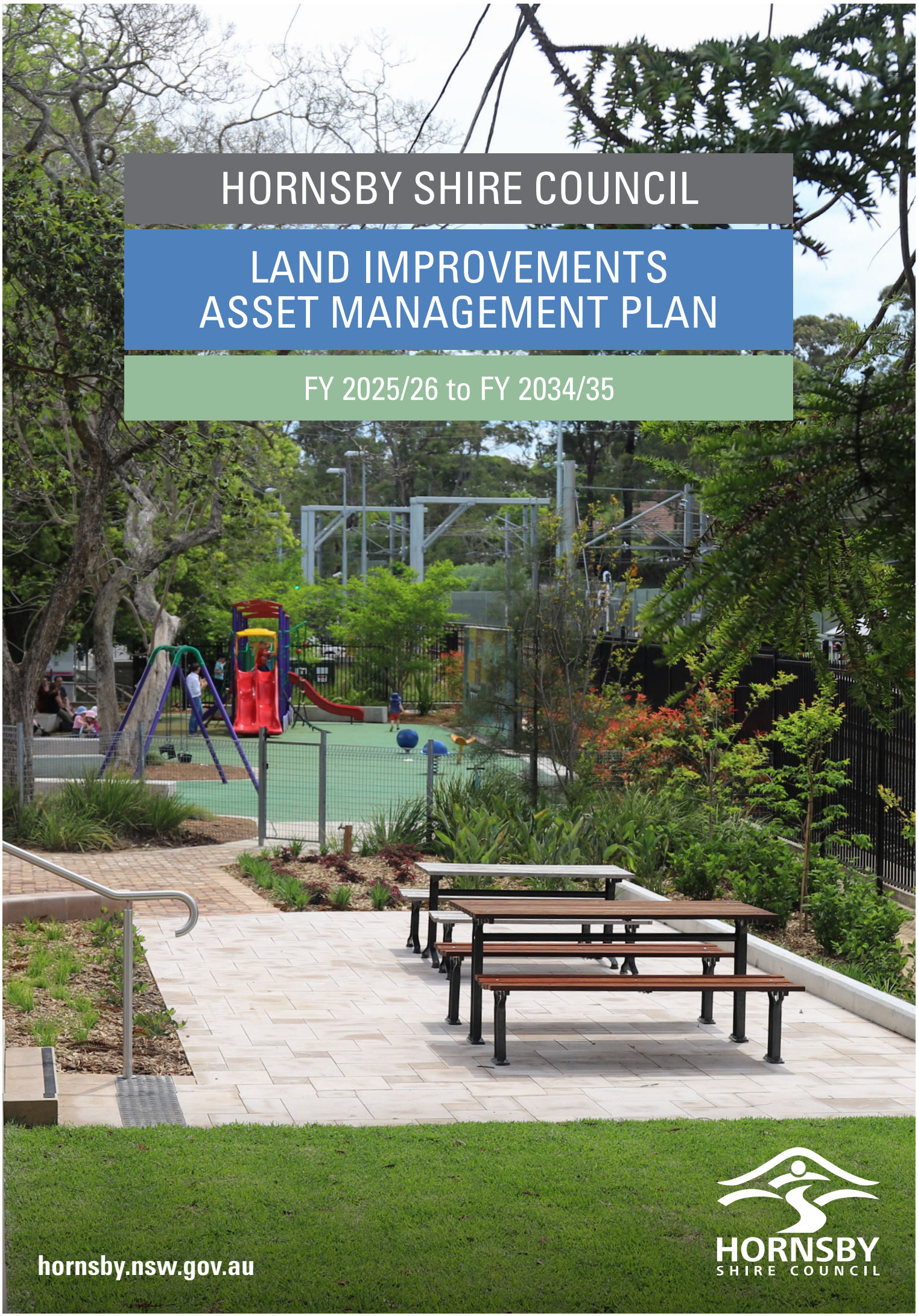

HORNSBY SHIRE COUNCIL

LAND IMPROVEMENTS ASSET MANAGEMENT PLAN

FY 2025/26 to FY 2034/35

hornsby.nsw.gov.au

HORNSBY SHIRE COUNCIL

Document Control		*Land Improvements Asset Management Plan (AMP)*			
Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
1	27/05/2024	Initial draft – 2024 version	AZ/MH	DC	-
2	01/12/2024	Final draft – 2024 version	AZ/MH	DC	GM

This document has been compiled by Council's Financial Services Branch.

Consultation and contribution were provided by the relevant staff responsible for the management and operation of Council's asset portfolio as defined in document **POL00480** "Asset Management – Roles & Responsibilities", namely:

- ***Asset Custodians****;*
- ***Asset Deliverers****;*
- ***Service Managers***;
- ***Asset Coordinator(s)***;
- ***Strategic Coordinators/Place Managers****;*

as well as all members of the Executive Leadership Team (ELT).

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We acknowledge the Traditional Custodians of this land, the Dharug and GuriNgai peoples, and pay respect to their Ancestors and Elders past and present and to their Heritage. We acknowledge and uphold their intrinsic connections and continuing relationships to Country.

EXECUTIVE SUMMARY

The Land Improvement, or "Open Space" asset class comprises all asset types that formalise and provide utility to Council's recreational, sporting and structured/unstructured play spaces.

Asset types within the class include:

- Natural and artificial sporting grounds/surfaces;
- Playgrounds and associated infrastructure (equipment, softfall, playground fencing);
- Light structures servicing recreational open spaces (seating, picnic tables/shelters, BBQ's);
- Formalised gardens, garden edging and minor retaining structures; and
- Services to recreation areas (lighting, taps/bubblers/water fountains).

To continue to deliver these assets at the current levels of service over the 10-year timeframe of this plan, requires an average annual expenditure of: **$9,466,200**

With the awarding by IPART of the Special Rate Variation (SRV) in 2023, the above required expenditure is **fully funded** within Council's Long Term Financial Plan (LTFP).

TABLE (I): LAND IMPROVEMENT ASSETS PROJECTED EXPENDITURE

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Recurrent General Funds	$6,985	$7,161	$7,422	$7,609	$7,800	$8,020	$8,242	$8,457	$8,677	$8,902
Approved SRV Funding	$1,412	$942	$3,306	$1,023	$927	$1,109	$1,491	$1,684	$1,726	$1,769
Add. Funding Required	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Open Space/Land Imp. Infrastructure TOTAL	**$8,397**	**$8,103**	**$10,728**	**$8,632**	**$8,727**	**$9,129**	**$9,733**	**$10,141**	**$10,403**	**$10,671**
Funding Shortfall	***$0***	***$0***	***$0***	***$0***	***$0***	***$0***	***$0***	***$0***	***$0***	***$0***

Council engaged an external contractor to collect asset data, including condition and location, across the vast majority of recreational open spaces within the Shire. Due to the nature of the some of the projected maintenance, renewal and replacement activities determined through these inspections, and subsequent to review by Council's Parks Trees and Recreation Branch, the expenditure profile exhibits troughs and peaks (refer also **Figure 3.2**).

The long-term implications of not providing enough funds to investigate and maintain the current and planned asset base are listed below.

- a progressive decline in asset condition, potentially leading to sudden failures with significant costs to remediate; and
- a reduction in level of service, leading to increased community dissatisfaction with Council's performance.

These risks are mitigated with the awarding by IPART of the Special Rate Variation that has fully funded expenditure requirements in Council's Long Term Financial Plan.

Section 5 details recommendations for how Council is to improve AMP/works program confidence and the sustainable physical and financial management of its Land Improvements asset base with recommendations assigned a priority of low, medium or high based on risk and the benefit/improvement to be achieved from completing the recommendation. The highest priority recommendation is as follows:

TABLE (II): HIGH PRIORITY IMPROVEMENTS – LAND IMPROVEMENTS ASSET CLASS

Observation	Implication	Recommendation (s)
Data not being managed effectively in system/register.	Work across the asset base not being managed and tracked effectively	Implement the AssetFuture system to guide and track future work schedules.

Other lower priority AMP process improvement points are provided in **Table 5.2**.

The above recommendation has been discussed quarterly as part of Council's established Asset Management Governance Committee. However, progress throughout prior financial years has been slower than initially hoped. The importance of completing the improvement points has been recently highlighted in Council's revised 2024/25 – 2033/34 Long Term Financial Plan and a concerted effort to fast track progress the completion of the recommendations is currently underway (FY 2024/25). Subsequently the implementation of an asset management system for Land Improvement assets will be in place for future versions of this AMP.

The purpose of this Asset Management Plan is to form a more consistent framework of asset management across Council and inform the discussion regarding the sustainable allocation of funding. Consistent and comprehensive planning will enable Council to be more proactive in its asset delivery and increasingly resilient to asset-based financial shocks.

1. LAND IMPROVEMENT ASSETS OVERVIEW

1.1. THE PURPOSE OF THIS PLAN

This Asset Management Plan (AMP) details information regarding Land Improvement assets owned by Council including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

1.2. LAND IMPROVEMENT ASSETS OVERVIEW

Council manages a wide range of dedicated open space(s) for sporting and recreational use by residents and the wider community. These includes:

- Regional parklands and open spaces (e.g.: Fagan Park, McKell Park, Crosslands Reserve);
- Sporting parks and precincts (e.g.: Greenway Park, Pennant Hills Park, Galston Recreational Reserve);
- District parks (e.g.: Waitara Park, The Lakes of Cherrybrook, Beecroft Village Green);
- Neighbourhood parks and gardens (e.g.: Lisgar gardens, Ginger Meggs Park, Willow Park); and
- Pocket parks and playgrounds (e.g.: Phillipa Oleary Park, Lessing Street Park, Larool Crescent Park).

The diverse types of assets which exists within these locations include:

- Sporting structures and elements;
- Playing surfaces (natural and artificial), sport-specific structures (e.g.: tennis courts, basketball fixtures, football fixtures, etc…)
- Light structures and services;
- BBQ's, seating, picnic tables and shelters, bins, bubblers;
- Playgrounds and playground fencing;
- Footpaths and walking tracks;
- Landscaping and drainage;
- Gardens, minor retaining walls and garden edging, signage, irrigation, fences; and
- Car parks and car parking/pathway lighting.

While often an individual Service Manager may be responsible for the provision of service at a given location, in accordance with Council's Roles and Responsibilities Determination, there may be many asset Custodians and Deliverers responsible for the operation, maintenance and renewal of differing asset types at the same

location. A high degree of communication, trust, and coordination is required between the Service Manager, Custodian and Deliverer to ensure that the assets perform as required to provide the desired level of service for the community.

1.3. FINANCIAL SUMMARY

Estimated available funding for the next 10 years is **$94,662,000** or **$9,466,200** on average per year as per the Long-Term Financial Plan (LTFP). With the awarding by IPART of the Special Rate Variation (SRV) in 2023, the above required expenditure is **fully funded** within Council's Long Term Financial Plan (LTFP).

TABLE 1.1: LAND IMPROVEMENT ASSETS – FUNDING SURPLUS/SHORTFALL BY YEAR

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Total Budget *('000)*	$8,397	$8,103	$10,728	$8,632	$8,727	$9,129	$9,733	$10,141	$10,403	$10,671
Expenditure *('000)*	$8,397	$8,103	$10,728	$8,632	$8,727	$9,129	$9,733	$10,141	$10,403	$10,671
Surplus /Shortfall *('000)*	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Further to asset maintenance and management funds provided through SRV, an additional $1 million has been allocated per year from Council's general funds for the upgrade of playgrounds/parks to assist in meeting community expectations as identified in the Hornsby Shire Council Play Plan.

1.4. BACKLOG

Council's recent review of Land Improvement assets identified a range of reactive maintenance works potentially requiring attention:

TABLE 1.2: BACKLOG (REACTIVE MAINTENANCE) IDENTIFIED

By Asset Type	
Fencing & Bollards	$203,465
Furniture & Fixtures	$298,044
Services	$47,217
Sports & Rec.	$102,656
Structures	$23,122
Gardens & Grounds	$60,392
Playgrounds	$23,350
TOTAL:	***$758,246***

By Location/Park Type	
Bushland	$1,004
Community Centre	$39,884
District Park	$46,798
Neighbourhood Park	$55,864
Pocket Park	$106,326
Regional Park	$120,070
Sports Park	$388,300
TOTAL:	***$ 758,246***

Note that the backlog shown above was identified in the 2021/2022 asset condition assessment and more recent data is yet to be available. As highlighted in **Section 5**, key improvements in asset management processes for the Land Improvement asset class include the implementation of an asset management system coupled with a regular inspection methodology to maintain data currency.

2. SPECIAL RATE VARIATION (2023/24-2032/33)

2.1. APPLICATION TO IPART

In 2023 the Independent Pricing and Regulatory Tribunal (IPART) approved Councils application for a special rate variation (SRV). As a result of the SRV funding gaps identified in the previous version of this asset management plan are now fully funded.

Significant work was completed prior to Council's application for a Special Rate Variation with an Asset Management Strategy and revised asset management plans prepared which covered 95% of Council's depreciable asset base. The success of the application for an SRV means that adequate funding is available over the next ten years to maintain and renew the following asset classes to the level of service required:

- Roads, bridges, footpaths, kerb and guttering
- Stormwater drainage
- Specialised and non-specialised buildings including aquatic centres
- Open spaces (largely related to park assets such as playing surfaces and equipment, and park furniture).

The process undertaken by Council Officers to prepare asset management plans centred around producing detailed data based ten-year forecasts for maintenance, renewal and operational expenditure from 'the bottom up' by calculating the individual forecast requirements for each of Council's assets at a granular level (for example at the level of road section, park bench, kitchen, bathroom, pipe length etc). The following methodology was used:

- Review of existing granular data with the aim of ensuring data exists for each individual asset within each class;
- Identification of data omissions;
- The collection of new data where omissions are present including the engagement of consultants and contractors to survey assets at a detailed level (based on the condition assessment of each component of each asset);
- Independent physical asset inspections for each asset class by qualified experts to test asset data including an independent review of condition compared to Council's recorded condition levels;
- Community satisfaction survey to assess current service levels compared to desired levels of service which is covered in more detail in Council's Asset Management Strategy;
- The creation of ten-year expenditure forecasts for each class compared to available budgets which is covered in more detail in Council's Asset Management Strategy.

This version of the Asset Management Plan and Asset Management Strategy form part of the Integrated Planning and Reporting (IP&R) cycle from FY 2025/26 with a focus on continuous improvement.

2.2. INTERNAL GOVERNANCE OF SRV FUNDS

Following the success of Councils application for the SRV an internal Asset Management Governance Committee was established. The Committee meets quarterly to monitor expenditure funded from the SRV and to progress the improvement points identified in each Asset Management Plan. Completion of each improvement point will provide further assurance of Council's ability to maintain its asset base into the future and will further reduce the risk of budget shocks from asset failure or reactive remediation work that could affect the budget in any given year.

2.3. HORNSBY PARK

The Hornsby Park project involves the redevelopment of the abandoned Hornsby Quarry and surrounding lands covering approximately 60 hectares into open space for a broad range of recreation purposes. Separate funding has been secured as part of the SRV for renewal and maintenance work at Hornsby Park, noting that much of this expenditure will likely relate to land improvement assets.

Due to the size and scale of this capital project the future cost estimates were prepared by independent consulting firm, Capital Insight. Further due diligence was exercised through a peer review of the capital and recurrent costs by specialist consulting firm, WT Australia. Their review validated the forecasts used in the Plan to be appropriate.

2.4. STRATEGIC INITIATIVES

In addition, the SRV includes separate funding for a number of initiatives required to deliver improved services to the community for each of Council's unique disciplines. Special initiatives which relate to land improvement assets are detailed in the table below. The amounts shown in this table represent annual funding for each initiative over the next 10 years:

TABLE 2.1: SRV STRATEGIC INITIATIVES RELATED TO ASSET MANAGEMENT

Strategic Initiative	Asset class	Annual funding over 10 years
Hornsby Park Operations & Maintenance	*Multiple*	*Varies*
Hornsby Park Asset Renewals	*Multiple*	*Varies*
New and upgraded play spaces	Land Improvements	$85,000

Council Officers have developed an internal governance process to ensure that SRV funds can only be allocated in accordance with this program of works and to ensure that the detailed program of works included in the budget commences with the highest priority projects out of all available options for each strategic initiative. Council's Executive Leadership Team (ELT) are responsible for the endorsement of projects and SRV funds are only released after this endorsement has been received. SRV expenditure is reported to Council's ELT quarterly including a review of expenditure incurred to date to ensure it complies with the purpose for which it was intended. The Annual Report will also include reporting in respect of the Strategic Initiative Allocation listed above.

3. CURRENT STATE OF LAND IMPROVEMENT ASSETS

The following Sections detail the condition profile(s) of individual asset types within the Land Improvements Asset Class and how current levels of funding and expenditure compare with predicted expenditure to meet the agreed levels of service over the 10-year AMP/LTFP projection.

3.1. BACKGROUND DATA & GENERAL INFORMATION

Currently data relating to the physical assets is held within the following systems/registers:

- Quarterly inspection databases (spreadsheet) of playground equipment and surrounding softfall undertaken by Playinspect;
- Worksheets prepared independently as part of asset data collection in late 2021 to resurvey 95% of open space/Land Improvement assets. The data from these inspections and recommended maintenance/renewal activities informs the forward works programs and financial projections contained in this document; and
- Council's Corporate System (Technology One) contains financial data for the calculation of depreciation within the Fixed Asset Register (FAR).

3.2. LAND IMPROVEMENT ASSETS – CURRENT CONDITIONS

Table 3.1 (following) shows the condition rating scale as presented in Council's financial and other reporting. Based on the inspections undertaken by an external contractor, **Table 3.2** shows the current conditions of each Land Improvement asset type. **Figure 3.1** shows the condition profile of all Land Improvement assets combined.

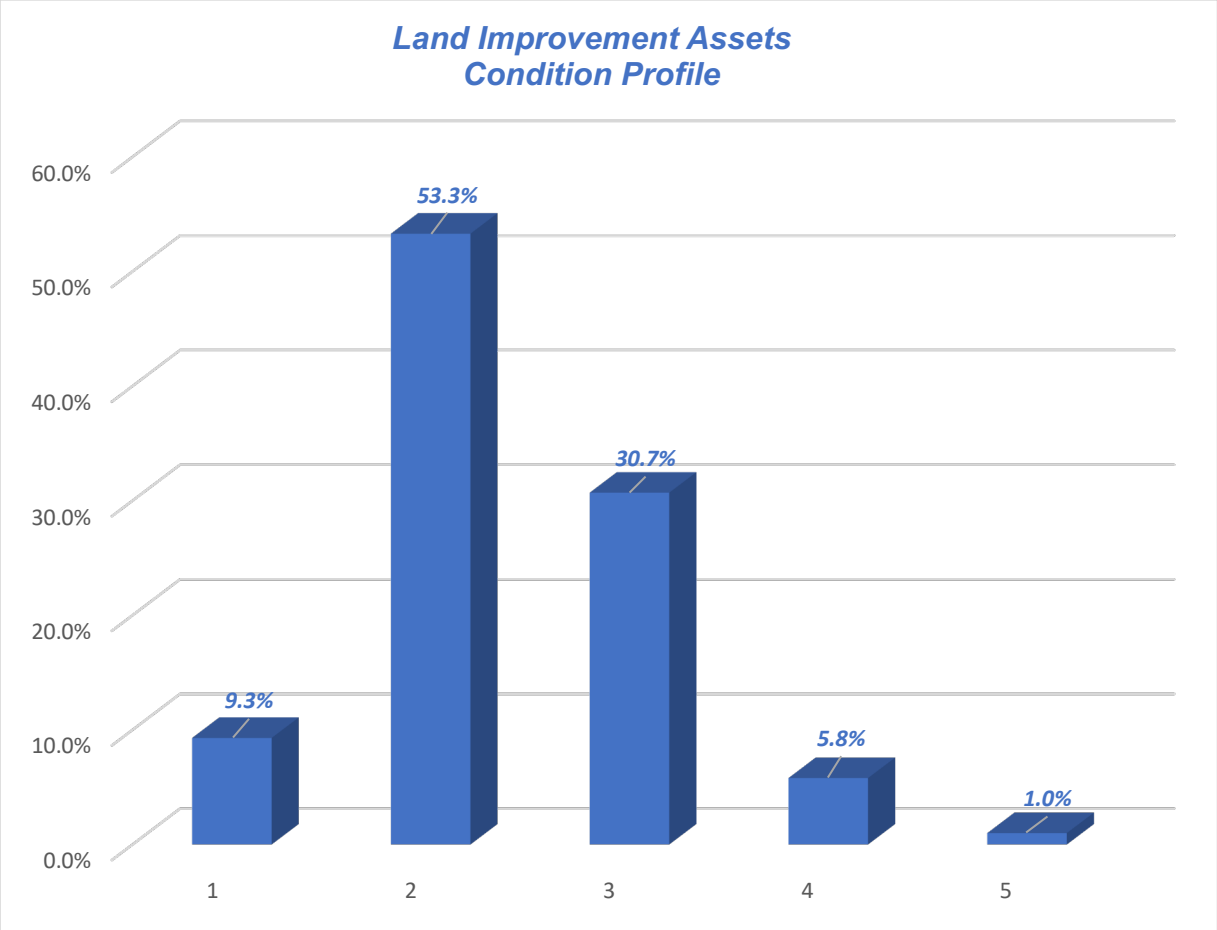
TABLE 3.1: CONDITION RATINGS & % LIFE REMAINING

Rating	Rating Value	Approx. % Life Remaining	Description of Condition
Excellent/ Very Good	1	100%	As new condition. No repairs or maintenance required.
Good	2	80%	Good condition – minor deterioration. Maintenance only.
Fair	3	60%	Fair condition – medium deterioration. Some repairs required.
Poor	4	40%	Poor condition – major deterioration. Significant repairs required.
Very Poor/ Fail	5	20%- 0%	Failed/unserviceable. Replacement required.

TABLE 3.2: CONDITION RATINGS BY ASSET TYPE

Land Improvement Asset Type	Condition Rating				
	1	2	3	4	5
Fencing & Bollards	*4.7%*	*50.9%*	*38.6%*	*4.4%*	*1.4%*
Furniture & Fixtures	*10.0%*	*47.9%*	*32.6%*	*8.3%*	*1.2%*
Gardens & Grounds	*7.2%*	*60.9%*	*27.4%*	*4.0%*	*0.5%*
Playgrounds	*14.3%*	*59.8%*	*22.3%*	*3.3%*	*0.3%*
Services	*12.1%*	*60.5%*	*22.0%*	*4.7%*	*0.7%*
Sports & Rec.	*6.5%*	*60.1%*	*24.8%*	*7.4%*	*1.2%*
Structures (seats, shelters)	*14.6%*	*52.9%*	*29.6%*	*1.8%*	*1.1%*
ALL ASSETS COMBINED:	***9.3%***	***53.3%***	***30.7%***	***5.8%***	***1.0%***

FIGURE 3.1: ALL LAND IMPROVEMENT ASSETS - CONDITION PROFILE

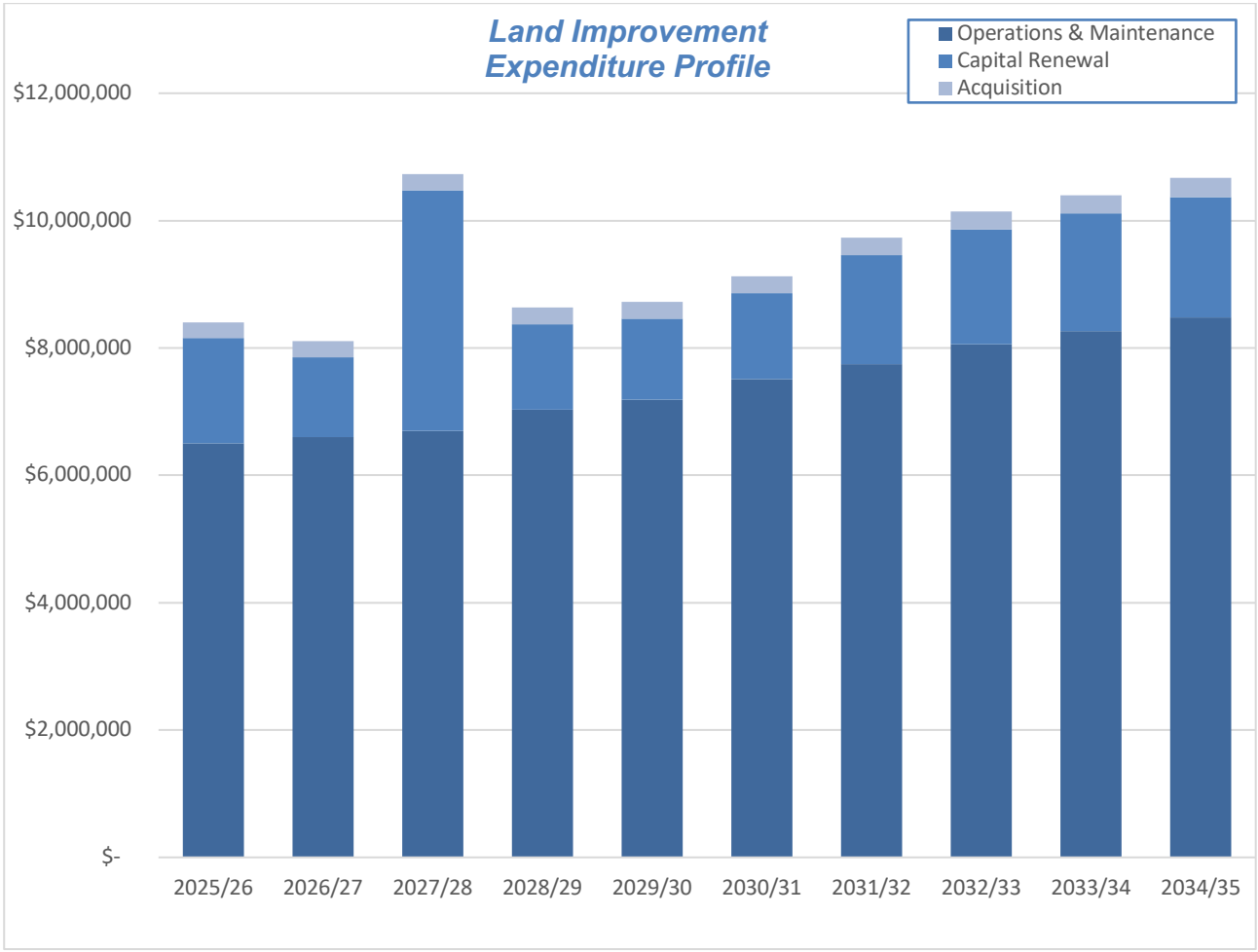


3.3. LAND IMPROVEMENT ASSETS – EXPENDITURE PROFILE

The varied expenditure profile shown in **Figure 3.2** is indicative of the componentised nature of the data collected and the subsequently suggested asset maintenance and renewal regime. This also indicates that the recommended suggested scheduled maintenance works needs to be closely scrutinised to ensure the works programs produced for future years are representative of the actual works required. Additionally, it is

may also be possible to amalgamate proposed works across from across consecutive years to obtain benefits from economies of scale in undertaking certain works (i.e.: painting/oiling/replacing all seating within a given park/street/suburb at the same time).

FIGURE 3.2: ALL LAND IMPROVEMENTS ASSETS EXPENDITURE PROFILE



4. FINANCIAL SUMMARY

4.1. SUSTAINABILITY OF SERVICE DELIVERY

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- Asset renewal funding ratio; and
- Medium-term budgeted expenditures/projected expenditure (over 10 years of the planning period).

This AMP identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10-year period. This provides input into 10-year financial and funding plans aimed at providing the required services in a sustainable manner.

The Asset Renewal Funding Ratio (Combined Operational, Maintenance & Renewal Budgets as a proportion of predicted required expenditure) indicates that over the next 10 years of the forecasting that we expect to have **100%** of the funds required for the renewal and replacement of assets, based on current levels of service and additional funding available as a result of Councils successful SRV application.

4.2. FUNDING STRATEGY

Funding for assets is provided from the budget and LTFP. The financial strategy of the entity determines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of differing options. Note however that it is the intent of this, and other AMP's for Council's asset classes, that the need for variable and flexible budgeting be considered based on asset need rather than historical budget allocations.

4.3. VALUATION FORECASTS

Aggregate asset values are forecast to increase as additional assets are added into service. However, it should be noted that generally a large portion of Capital works undertaken per year represent renewals of assets and not the creation of new assets.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts. Currently the LTFP allows for a general increase of **2%** to the maintenance budget for assets when allowing for asset additions.

4.4. KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

This section details the key assumptions made in presenting the information contained in this AMP. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts. Key assumptions made in this AMP are:

- Section 7.11, Section 7.12 projects and other major projects have been assessed as adding to the maintenance budget from the financial year *after* they are scheduled to have completed construction.

Note that there has been a minor reduction in projected budget and expenditure across the Land Improvements asset class when compared with the submitted SRV application. This is due to the removal of budgeted additional maintenance expenditure required from FY 2025/26 onward for new infrastructure created as part of the Westleigh Park project (total $1.4m additional maintenance across all asset classes).

4.5. FORECAST RELIABILITY & CONFIDENCE

The expenditure and valuations projections in this AMP are based on the best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5-level scale[1] in accordance with **Table 3.1**.

TABLE 4.1: DATA CONFIDENCE GRADING SYSTEM

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%.
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%.
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%.
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%.
E Unknown	None or very little data held.

[1] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

TABLE 4.2: DATA CONFIDENCE

Asset Type	Data Confidence		Reason(s)
Contractor Collected Data	A	Highly reliable	Well maintained data set (*95% of dataset*)
Additional Site Data*	D	Uncertain	Extrapolated from previous dataset (*5% of dataset*), noting that the collection of the remaining 5% is underway at time of AMP preparation.

*Note that as part of the project to migrate the contractor-collected data across into the AssetFuture platform, AssetFuture were engaged in FY 2024/25 to collect condition data of the outstanding 5% of locations. Use of the AssetFuture platform for the scheduled maintenance and renewal requirements of all Land Improvement data is anticipated to be available for the next iteration of this Land Improvement AMP under the IP&R framework (due to commence FY 2029/30).

5. PLAN IMPROVEMENT & MONITORING

5.1. STATUS OF ASSET MANAGEMENT PRACTICES[2]

5.1.1. ACCOUNTING & FINANCIAL DATA SOURCES

Financial data sources consulted in the preparation of this AMP include;

- Current financial data from Council's last published financial reports (FY 2023/24);
- Budgeted expenditure in the LTFP; and
- Forward works programs produced by external contractor and funding requirements for specific items provided by team members of Parks Trees & Recreation.

5.1.2. ASSET-SPECIFIC DATA SOURCES

A comprehensive data collection project was undertaken during 2021 by an external contractor. This data was provided through a combination of spreadsheets, photographs and reports. A project is underway to migrate the data across into the same asset management system that is used to manage Council's buildings (AssetFuture). In addition, AssetFuture was engaged in FY 2024/25 to collect any outstanding data.

5.2. SPECIFIC PLAN IMPROVEMENTS

The asset management improvement plan generated from this AMP is shown in **Table 5.1** below. Each recommendation has been given a priority ranking of either high, medium or low based on risk and the benefit/improvement to be achieved from completing the recommendation This ranking will assist Council in assessing the improvement recommendations across all asset management plans to prioritise work going forward.

The below improvement points are discussed quarterly as part of an internal Asset Management working group. As at the date of this document asset custodians have made no progress towards the completion of these improvement points. The importance of these improvement points is highlighted in Councils long term financial plan and have been escalated to Councils Executive Leadership Team.

[2] ISO 55000 Refers to these as the Asset Management System

TABLE 5.1: HIGH PRIORITY AMP IMPROVEMENT PLAN

Observation	Implication	Recommendation (s)	Priority
Data not being managed effectively in system/register.	Work across the asset base not being managed and tracked effectively	Implement the AssetFuture system to guide and track future work schedules.	High

TABLE 5.2: LOWER PRIORITY AMP IMPROVEMENT PLAN

Observation	Implication	Recommendation (s)	Priority
Land Improvement assets (other than Playgrounds) not regularly assessed for condition.	Litigation risk increased and financial risk increased from unmonitored deteriorating asset base.	Develop methodology for the regular inspection and documentation of all Land Improvement assets, including methodologies for easily updating data within register(s).	Medium
Prioritisation models not created for Land Improvement infrastructure renewals and upgrade.	Lack of transparency to community/elected members for infrastructure renewal/upgrade works.	Develop and document prioritisation models for all Land Improvement works.	Medium
Play equipment data not collected as part of external inspections (regularly maintained by Playinspect).	Land Improvement data maintained across separate registers.	Review data maintained by Playinspect and determine suitability for migration into AssetFuture system.	Medium

5.3. MONITORING & REVIEW PROCEDURES

This AMP will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AMP will be reviewed and updated annually to ensure it represents current services level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the LTFP.

This AMP has a maximum life of 4 years (local government election cycle) and is due for complete revision and updating within two years of each Council election.

5.4. PERFORMANCE MEASURES

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required projected expenditures identified in this AMP are incorporated into the LTFP;
- The degree to which 1-4 year detailed works programs, budgets, business plans and corporate structures take into account the ‘global’ works program trends provided by the AMP; and
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans.

6. REFERENCES

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- Community Satisfaction Survey 2023, Taverner Research Group (March 2023)
- Community Satisfaction Survey 2021, Jetty Research (July 2021)
- Asset Management Community Insights Report, URBIS for Hornsby Shire Council (November 2020)
- Public Buildings Asset Management Plan 2007-2027, Hornsby Shire Council (February 2013) (superseded)
- "Your Vision, Your Future" - Hornsby Shire Play Plan, Hornsby Shire Council (April 2021)
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- Asset Management Framework 2016-2026, Hornsby Shire Council, (January 2016) (superseded)
- Long Term Financial Plan 24/25-33/34, Hornsby Shire Council (August 2024)
- "Your Vision, Your Future", Hornsby Shire Community Strategic Plan 2022-2032 Hornsby Shire Council (adopted June 2022)
- Active Living Hornsby Strategy, Hornsby Shire Council (adopted October 2015)
- Disability Inclusion Action Plan, Hornsby Shire Council (April 2017).

APPENDIX A – WORKS PROGRAM – 2025/26

Forecast FY 2025/26 maintenance and renewal expenditure by park type and individual park per data collected by external contractor is as follows (note these values exclude operational expenditure and the renewal of playground equipment, areas of softfall and sports field irrigation):

Park Type	**Total Expenditure**
Bushland	$ 285
Community Centre	$ 1,400
District Park	$ 6,155
Neighbourhood Park	$ 2,900
Pocket Park	$ 18,810
Regional Park	$ 12,050
Sports Park	$ 247,725
Grand Total	***$ 356,251***

Park Name/Facility Name	**Total Expenditure**
Arcadia Community Centre	$ 862
Asquith Park	$ 739
Baroona Street Park	$ 62
Berowra Community Centre	$ 493
Berowra Netball Club Inc.	$ 369
Berry Park	$ 369
Brooklyn Park	$ 118,206
Campbell Park	$ 351
Cheltenham Oval	$ 154
Crossland Reserve	$ 246
Crossroads Park	$ 11,698
Davidson Park	$ 985
Dawson Ave Park	$ 493
Dural Park - Tennis Courts	$ 55,409
Dusthole Bay	$ 1,354
Eddy Street Open Space	$ 351
Edward Bennett Oval	$ 369
Epping Oval	$ 246
Erlestoke Park	$ 1,668
Fagan Park	$ 7,819
Fallon Drive Reserve	$ 351
Fearnley Reserve	$ 369
Ferndale Road Playground	$ 369

Park Name/Facility Name	Total Expenditure
Foxglove Oval	$ 431
Galston Recreation Reserve	$ 3,448
Glenorie Park	$ 1,847
Greenway Park	$ 22,164
Gully Road Park	$ 493
Hastings Park	$ 585
Hayes Oval	$ 2,463
Headen Park	$ 493
Hickory Place Public Reserve	$ 431
Hornsby Park & Pool	$ 3,017
James Henty Park and Bushland	$ 369
James Park	$ 24,626
Leonard Street Rotary Park	$ 616
Malton Road Park	$ 369
McKell Park - Lower	$ 4,310
McKell Park - Upper	$ 2,463
Mildred Avenue Playground	$ 493
Mills Park	$ 616
Montview Oval	$ 2,795
Mount Kuring-Gai Community Centre	$ 369
New Farm Road Bushland	$ 493
North Epping Oval	$ 1,318
Orara Park	$ 554
Oxley Drive Park	$ 493
Parklands Oval	$ 431
Parsley Park	$ 3,078
Pennant Hills Park	$ 55,656
Rannoch Place Park	$ 185
Rofe Park	$ 6,526
Ron Payne Reserve	$ 369
Roslyn Place Park	$ 369
Ruddock Park	$ 1,970
Ruddock Park Tennis Courts	$ 1,478
Samuel Oxley Park	$ 185
Tahlee Park	$ 1,231
The Lakes of Cherrybrook	$ 677
The Village Green	$ 493
Thomas Thompson Park	$ 369
Treetops Park	$ 431

Park Name/Facility Name	Total Expenditure
Waitara Park	$ 1,324
Warrina Street Oval	$ 493
Wollundry Park	$ 862
Yallambee Park	$ 616
Yanderra Grove Playground	$ 431
Yaralla Park	$ 493
Grand Total	***$ 356,251***

APPENDIX B - ASSET MANAGEMENT - GENERAL

B.1 BACKGROUND

This AMP communicates the actions required for the responsive and responsible management of the Road and Stormwater asset classes, compliance with regulatory requirements, and funding to provide the required levels of service over a 10-year planning period.

This AMP is to be read with all key Hornsby Shire Council planning and delivery documents, including the following:

- HSC Asset Management Policy;
- HSC Asset Management Strategy;
- HSC Asset Management Roles & Responsibilities Determination;
- HSC Enterprise Risk Management Determination;
- Hornsby Shire Council Delivery Program (2024-2027);
- Long Term Financial Plan 24/25-33/34, Hornsby Shire Council, (August 2024)
- "Your Vision, Your Future" Hornsby Shire Community Strategic Plan 2022-2032 (June 2022);

B.2 GOALS & OBJECTIVES OF ASSET OWNERSHIP

The goal of asset management is to meet the defined level of service in the most cost-effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a LTFP which identifies required, affordable expenditure and how it will be allocated.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2020; and
- ISO 55000[3]

[3] ISO 55000 Overview, principles and terminology

B.3 CORE AND ADVANCED ASSET MANAGEMENT

This AMP is prepared using 'advanced', rather than 'core' asset management methodology over a 10-year planning period in accordance with the International Infrastructure Management Manual[4].

Core asset management is a 'top down' approach where analysis is applied at the system or network level.

An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

This AMP is considered 'advanced' as it is based on a bottom-up approach using individual asset data, however, areas for improvement in data collection, data utilisation and maintenance have been identified (refer **Section 5**).

B.4 ASSET MANAGEMENT PRACTICES

Council's systems to manage Land Improvement assets include:

- TechnologyOne;
- Spreadsheets, photographs and reporting of recently collected asset data.

A comprehensive data collection project was undertaken during 2021 by external contractor. This data was provided through a combination of spreadsheets, photographs and reports. A project is underway to determine a suitable system of data management and maintenance (refer **Section 5** and **B.5**, following).

B.5 MONITORING & IMPROVEMENT PROGRAM

Section 5 of the body of the Plan contains a detailed list of areas for improvement that are required for improving the overall confidence in both subsequent AMP's and the works programs developed.

B.6 MANAGING THE RISKS

Council's present funding levels are sufficient to continue to manage risks in the long term, without the ability to reserve funds to cater for larger, expensive drainage renewal projects.

The main risk consequences of not providing sufficient maintenance and renewal funding for Land Improvement assets are:

- Increase to infrastructure backlog;
- Increased litigation potential for Council and potential significant safety issues;
- Future financial shock (expensive and immediate) for renewal of sections of asset base; and

[4] IPWEA, 2020, IIMM.

- Loss of reputation of/confidence in elected members and senior staff by the community due to increased dissatisfaction with the standard of asset provision.

Council will endeavour to continue to manage these risks within available funding by:

- Developing policies and procedures for the management of data and prioritization of projects;
- Accurately convey to elected members the levels of funding required to successfully mitigate the above risks.

APPENDIX C – LEVELS OF SERVICE

C.1 COMMUNITY RESEARCH & EXPECTATIONS

This AMP is prepared to facilitate consultation with elected members of Council and stakeholders in how to provide the required/desired Levels of Service (LoS) required, mitigate service risks and determine the community's ability and willingness to pay for the service.

Council regularly engages with the community in accordance with Council's Community Engagement Policy to determine community satisfaction and input relating to a wide range of services, including the quality and overall provision of certain infrastructure assets and facilities. Relevant recent studies/planning documents include:

- Community Satisfaction Survey 2024, Taverner Research Group (January 2025);
- Community Satisfaction Survey 2023, Taverner Research Group (March 2023);
- Community Satisfaction Survey 2021, Jetty Research (July 2021);
- Hornsby Shire Council – Asset Management Community Insights Report (URBIS November 2020);
- Hornsby Snapshot Findings and Future Planning for Hornsby Community Plan (engagement: June 2016);
- Active Living Hornsby Strategy (Issue I, Final Validated: February 2016);
- Social Inclusion Hornsby (Disability Inclusion Action Plan 2021-2025) (engagement: June 2017); and
- "Your Vision, Your Future" Hornsby Shire Community Strategic Plan 2022-2032 (June 2022).

Council's assessment of general community satisfaction with service provision and interactions with the organisation are undertaken at a broader level via phone consult only (2021, Jetty Research and 2024/2023, Taverner Research Group). **Table C.1** summarises the changes in general satisfaction over time with respect to Road assets.

TABLE C.1: COMMUNITY SATISFACTION SURVEYS- MEAN RESULT (2021, 2023 & 2024)

Service or Facility	2021	2023	2021 vs 2023	2024	2023 vs 2024
Parks and recreation areas (inc. playgrounds)	3.80	3.96	***+0.16***	3.91	***-0.05***
Sporting fields and amenities	3.77	3.80	***+0.03***	3.72	***-0.08***

Average values on a scale of 1 to 5 where 1 = "Very Unsatisfied" and 5 = "Very Satisfied".

It is worth noting that the community's satisfaction with recreational and sporting spaces across the Shire is often one of the strongest results for Council within these surveys. The minor reduction in mean satisfaction between 2023 and 2024 is not considered significant in the context of the survey.

C.2 STRATEGIC & CORPORATE GOALS

This AMP is prepared under the direction of Hornsby Shire Council's core set of values:

SERVICE - We provide a helpful and efficient service. We are local and know the neighbourhood.

TRUST - We are fair and reasonable. We are mindful of the best interests of all stakeholders in the decisions we make

RESPECT - We listen and encourage open and transparent communication. We are respectful of all views.

INNOVATION - We are resourceful and incorporate sustainable work practices. We seek to be innovative and to do things better across all facets of Council's operations.

Council is currently in the process of developing a long-term vision for the Shire addressing the key themes of Liveability, Sustainability, Productivity and Collaboration. These key priorities as identified through community consultation are addressed in this AMP through:

TABLE C.2: GOALS AND HOW THESE ARE ADDRESSED IN THIS PLAN

Goal	Objective	How Goal and Objectives are addressed in AMP
Liveability	Continually assess the needs of a continually changing community.	Integrate the assessment and delivery of assets within the Land Improvements Asset Class and all other infrastructure AMP's and Council's Strategic Plan to ensure a cohesive approach, servicing the needs of residents, visitors, commuters, users of POI's and individuals of diverse abilities.
Sustainability	Fair and informed decision making.	Provide transparency and certainty around the development of asset renewal and acquisition and the creation works programs to ensure the long-term financial sustainability of Council.
Productivity	Continually improve resource management.	Ongoing review data management practices and asset plans/frameworks to achieve highest standard of service delivery within available budgets.
Collaboration	Continued community engagement.	Continue to engage and educate the community with regards to the need for Land Improvement asset inspections, renewal and continuing engagement regarding asset acquisition and long-term financial impacts.

Hornsby Shire Council will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AMP. Management of infrastructure risks is covered in **Appendix D**.

C.3 LEGISLATIVE REQUIREMENTS

There are many legislative requirements relating to the management of assets. These include:

TABLE C.3: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
NSW Local Government Act 1993 (Section 8)	Details *guiding principles* for Local Government to "carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous". This includes *principles* for planning, decision-making and reporting to ensure guide effective service delivery that meets the needs of the community.
NSW Local Government Act 1993 (Section 403)	Council's "Resourcing Strategy" must incorporate asset management planning (Clause 2).
Libraries Act 1939	Highlights the role of local governments' in providing the community with access to information services.
Work Heath &Safety Act 2011	Identifies Council's responsibility to ensure the health, safety and welfare of employees and others at a place of work.
Heritage Act 1977	This Act seeks to conserve the environmental heritage of the State, including the built environment. Heritage items may attract a higher cost to maintain and renew due to varied requirements. Council's chambers fall into this category.
Building Code of Australia (within the National Construction Code)	Provides the minimum necessary building standards for health, safety, lighting, access, amenities, etc…
Civil Liability Act 2002 (note: Section 45)	General liability with relation to civil liability arising from negligence and omission.

C.4 COMMUNITY & TECHNICAL LEVELS OF SERVICE

Service levels for asset management are detailed in two distinct forms – Customer Levels of Service and Technical Levels of Service. Organisational measures may also be employed to objectively assist in determining if these levels of services are being met.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided. Customer levels of service measures used in the AMP are:

QUALITY How good is the service … *what is the condition or quality of the service?*

FUNCTION Is it suitable for its intended purpose …. *Is it the right service?*

CAPACITY/USE Is the service over or under used … *do we need more or less of these assets?*

Customer levels of service are subjective and can be qualitatively assessed through community engagement and/or through measurement of community contact with Council (i.e.: CRM's, emails, social media comments, etc…).

Organisational measures are measures of fact related to the service delivery outcome (e.g.: number of occasions when service is not available, objectively measured condition profiles). These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

Technical Levels of Service are operational or technical measures of performance and support the achievement of the customer service levels. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- ***Operations*** – the regular activities to provide services (e.g.: inspections, cleansing/flushing, pit clearing);
- ***Maintenance*** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g.: pit and/or pipe connection patching, pipe crack patching);
- ***Renewal*** – the activities that return the service capability of an asset up to that which it had originally been installed (e.g.: pipe relining, major pipe crack or invert sealing, replacement of pits/pipes with "like for like"); and
- ***Upgrade/New ("Acquisition")*** – the activities to provide a higher level of service (e.g.: replacing a pipeline with a larger size, increasing the number of pits, widening or formalising/lining a channel) or a new service that did not exist previously (e.g.: a new section of pipeline).

Service Managers and Asset Custodians are required to plan, implement and control technical service levels to influence the customer service levels.[5] Since the adoption in 2020 of the Asset Management Roles & Responsibilities Determination there has been significant impact on responsibilities for the operation, maintenance and renewal of asset sub-types. As a result, Asset Custodians are required to collaborate with Service Managers to review the measurement and reporting of both Customer LoS and Technical LoS that are appropriate for differing asset sub-types. This forms part of the ongoing improvement program (refer **Section 4** of the main document).

Technical levels of service (LoS) (also termed "Performance Measures") pertaining to Land Improvement assets have previously been set as an unweighted value for the following three indicators:

- Condition (overall appearance, materials used, visible defects/deterioration);
- Function (fit-for-purpose, reliability); and
- Demand/Capacity.

Each of the above are rated between 1 and 5, with 1 being "High" and 5 being "Low".

While the values for the above Technical LoS have been assigned within the 2010 and 2015 collections of land Improvement asset data by PlayFix (and "migrated" in the subsequent external data collection), there is as yet no clear process for both the regular review of this data or the use of this data in works program development. A review of the assigning of technical LoS, including its measurement and subsequent use in works program development, is recommended.

[5] IPWEA, 2015, IIMM, p 2|28.

APPENDIX D – FUTURE DEMAND

D.1 DEMAND DRIVERS

The main demands for new and/or improved services are created by:

- An increased population resulting in increased development of higher density;
- Changing population demographics;
- Changes in design standards; and
- Changes in levels of service due to climate change or other environmental factors.

Drivers that also may affect demand for infrastructure service delivery and maintenance include things such as changes in regulations, seasonal factors, consumer preferences and expectations, technological changes, economic factors, environmental awareness and other broad societal factors. As standards change (e.g.: access for disability inclusion), so too do the requirements for new built assets and subsequently pressure is placed on the pre-existing asset base to meet the same standard.

D.2 DEMAND FORECASTS & IMPACT ON ASSETS

The impact of demand drivers that may affect future service delivery and use of assets are shown in **Table D.1**.

TABLE D.1: DEMAND DRIVERS, PROJECTIONS & IMPACT ON SERVICES

Demand Driver	Present Position*	Projection**	Impact on Services
Population increase	LGA Population in 2024: 158,331	10.45% increase between 2021 and 2036 (174,884)	Greater demand on existing services and need to provide additional assets in/around growth areas/town centres.
Demographic change: Aging population	In 2021: 23.5% older than 60 years 12.8% older than 70 years 5.2% older than 80 years	By 2036: 24.7% older than 60 years 14.1% older than 70 years 5.9% older than 80 years	Increased need for assets to be maintained to a standard cognisant of the vision, mobility/ other requirements of older generations.
Changes in design standards	Existing assets are built to standards applicable at time of design/ construction.	Increased expectations for many existing assets to be modified to similar standards.	Increased demand for retroactively modifying or replacing existing assets to meet new/changing standards.

D.3 DEMAND MANAGEMENT PLAN

Demand for new infrastructure-based services will be managed through a combination of:

- Enhanced oversight and operational management of existing assets;
- Upgrading of existing assets to meet service levels;
- The provision of new assets to meet demand;
- Demand management/user expectation management through improved communication. Demand management practices may also include other non-asset-based solutions, insuring against risks and managing failures;
- Planning provisions to increase utilisation of existing assets (densification); and
- AMP improvement and asset standards revision.

Opportunities identified to date for demand management are shown in **Table D.2**. Further opportunities will be developed in future revisions of this AMP.

TABLE D.2: DEMAND MANAGEMENT PLAN SUMMARY

Demand Driver	Impact on Services	Demand Management Plan
Population increase	Increased asset base	Recognised through Councils Community Strategic Plan and Local Strategic Planning Statement(s).
Changing demographics	Increased quality of service	Addressed in AMP's and plan improvement strategies (including revision of asset standards).
Changes in design standards	Perceived reduction in level of service.	Communication with elected members and the community. Develop transparent and objective methodology for the renewal of assets (if or as required) designed to provide an historically different level of service.

D.4 ASSET PROGRAMS TO MEET DEMAND

New assets required to meet demand can be acquired, donated or constructed. Council current collects funds through developer contributions (Section 7.11/Section 7.12 Plan) to meet increased asset demand due to population growth in the Shire, in accordance with current legislation. In addition, Council does sometimes receive larger State/Federal grants to develop certain parts of the Shire, such as the Quarry and Westleigh proposals. These large-scale projects will add additional assets to the Land Improvement asset class.

APPENDIX E – RISK MANAGEMENT

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk Management – Principles and Guidelines.

Risk Management is defined in ISO 31000:2009 as: 'coordinated activities to direct and control with regard to risk'[6].

An assessment of risks[7] associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

E.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

For Council's Land Improvement asset class, while critical assets are potentially less likely to cause significant physical impact to residents and/or visitors to the Shire, the loss of service from certain assets can have the potential to cause reputational damage to Council. This may occur through the loss of service from significant sporting/recreational assets that are important in reflecting the values of Council and the Bushland Shire to the wider community. These critical assets may vary depending on season and wider community use, however some examples of key critical assets within the Land Improvement asset class include:

1. Fagan Park (Regional Park)
2. Crosslands Reserve (Regional Park)
3. Pennant Hills Park (Sports Park)
4. Greenway Park (Sports Park)
5. Waitara Park (Mark Taylor Oval) & accessible playground

E.2 RISK ASSESSMENT

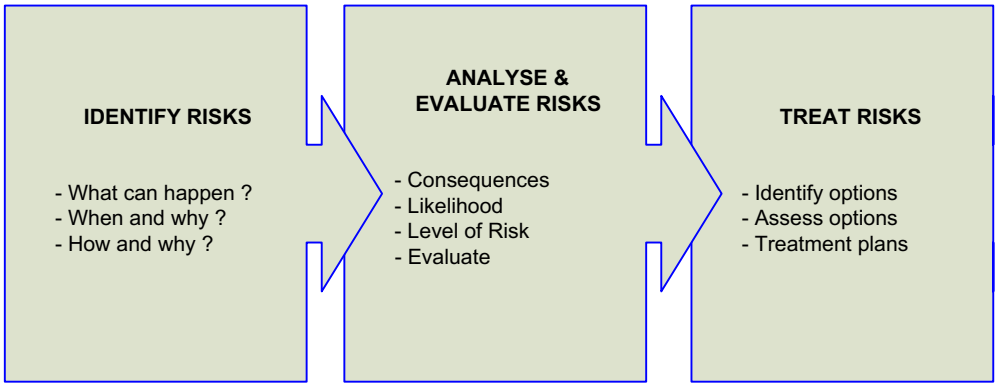
The risk management process used in this project is shown in **Figure E.1** below.

[6] ISO 31000:2009, p 2

[7] Hornsby Shire Council EnterpriseRisk Management Plan

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks. The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

FIGURE E.1: RISK MANAGEMENT PROCESS – ABRIDGED



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks. An assessment of risks[8] associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in **Table D.2**.

TABLE E.1: CRITICAL RISKS AND TREATMENT PLANS

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan(s) *(Example only)*	Residual Risk *
Sporting fields/ infrastructure	Interruption of service provision due to unsafe environment.	H	Document regular condition assessment procedures and formalise infrastructure maintenance and renewal systems/procedures.	L

** The residual risk is the risk remaining after the selected risk treatment plan is operational.*

E.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of critical infrastructure is vital to Council's customers and the services we provide. To adapt to changing conditions and grow over time we need to understand Council's capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

[8] Hornsby Shire Council Enterprise Risk Management Plan

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

Council's current measure of resilience is shown in **Table E.3** which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

TABLE E.3: RESILIENCE

Threat / Hazard	Resilience Low-Med-High	Improvements / Interventions
Exposure to litigation – playgrounds/play equipment	Low	Maintain current quarterly inspection regimes and formalise process for review and reporting of inspection data.
Exposure to litigation – Other Land Improvement infrastructure	Medium	Implement regular inspections of other Land Improvement assets to better inform scheduled/reactive maintenance works and reduce potential hazards to users.

E.4 SERVICE AND RISK TRADE-OFFS

The decisions made in adopting this AMP are based on the objective to achieve the optimum benefits from the available resources.

Following generation of the works program(s) from the 2021 and 2022 data, a review of the planned forward works program is to be undertaken in conjunction with the LTFP to identify where trade-offs exist between service levels and risk accounting for:

- Limited funds available;
- The expensive nature of artificial sports field renewal and disposal;
- Changing design or regulatory standards (e.g.: equipment safety, falls heights, etc…);
- Changing demographics, recreational/sporting group needs and/or resident expectations.

Need Help

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450. Ask them to phone 9847 6666 on your behalf to contact Hornsby Shire Council. Council's business hours are Monday to Friday, 8.30am-5pm.

Chinese Simplified

需要帮助吗?

本文件包含了重要的信息。如果您有不理解之处，请致电 131 450 联系翻译与传译服务中心。请他们代您致电 9847 6666 联系 Hornsby 郡议会。郡议会工作时间为周一至周五， 早上 8：30 - 下午 5 点。

Chinese Traditional

需要幫助嗎?

本文件包含了重要的信息。如果您有不理解之處，請致電 131 450 聯繫翻譯與傳譯服務中心。請他們代您致電 9847 6666 聯繫 Hornsby 郡議會。郡議會工作時間爲周一至周五， 早上 8：30 - 下午 5 點。

Nepali

यस कागजातमा महत्त्वपूर्ण जानकारी छ।

यदि तपाईंले यसलाई बुझ्नुभएको छैन भने, कृपया अनुवाद र दोभाषे सेवालाई 131 450 मा फोन गर्नुहोस्। तपाईंको तर्फबाट हर्नस्बी शायर काउन्सिललाई 9847 6666 नम्बरमा फोन गरिदिन आग्रह गर्नुहोस्। काउन्सिलको कामकाजी समय सोमबारदेखि शुक्रबार बिहान 8:30 बजे देखि बेलुका 5 बजेसम्म हो।

Hindi

क्या आपको सहायता की आवश्यकता है?

इस दस्तावेज़ में महत्वपूर्ण जानकारी दी गई है। यदि आप इसे समझ न पाएँ, तो कृपया 131 450 पर अनुवाद और दुभाषिया सेवा को कॉल करें। उनसे हॉर्न्सबी शायर काउंसिल से संपर्क करने के लिए आपकी ओर से 9847 6666 पर फोन करने का निवेदन करें। काउंसिल के कार्यकाल का समय सोमवार से शुक्रवार, सुबह 8.30 बजे-शाम 5 बजे तक है।

Korean

도움이 필요하십니까?

본 문서에는 중요한 정보가 포함되어 있습니다. 이해가 되지 않는 내용이 있으시면, 통역번역서비스(Translating and Interpreting Service)로 전화하셔서(131 450번) 귀하를 대신하여 혼즈비 셔 카운슬에 전화(9847 6666번)를 걸어 달라고 요청하십시오. 카운슬의 업무시간은 월요일~금요일 오전 8시 30분~오후 5시입니다.

Tagalog

Kailangan ng tulong?

Itong dokumento ay naglalaman ng mahalagang impormasyon. Kung hindi ninyo naiintindihan, pakitawagan ang Serbisyo sa Pagsasalinwika at Pag-iinterprete (Translating and Interpreting Service) sa 131 450. Hilingin sa kanilang tawagan ang 9847 6666 para sa inyo upang kontakin ang Hornsby Shire Council. Ang oras ng opisina ng Council ay Lunes hanggang Biyernes, 8.30n.u.-5n.h.

Farsi

نیاز به کمک دارید؟

این سند حاوی اطلاعات مهم می باشد. چنانچه آن را درک نمی کنید، لطفاً با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس بگیرید. از آنها بخواهید از جانب شما با شماره 9847 6666 با شورای شهر هورنزبی شایر تماس بگیرند. ساعات کاری شورای شهر دوشنبه تا جمعه، از 8:30 صبح تا 5 بعدازظهر است.

Hornsby Shire Council
ABN 20 706 996 972

Contact us
PO Box 37
Hornsby NSW 1630
Phone: **(02) 9847 666**6
Fax: **(02) 9847 6999**
Email: **hsc@hornsby.nsw.gov.au**
hornsby.nsw.gov.au

Visit us
Hornsby Shire Council Administration Centre
296 Peats Ferry Road, Hornsby NSW 2077

Office hours: Please check the website for the latest opening hours for the Customer Service Centre and Duty Officer.

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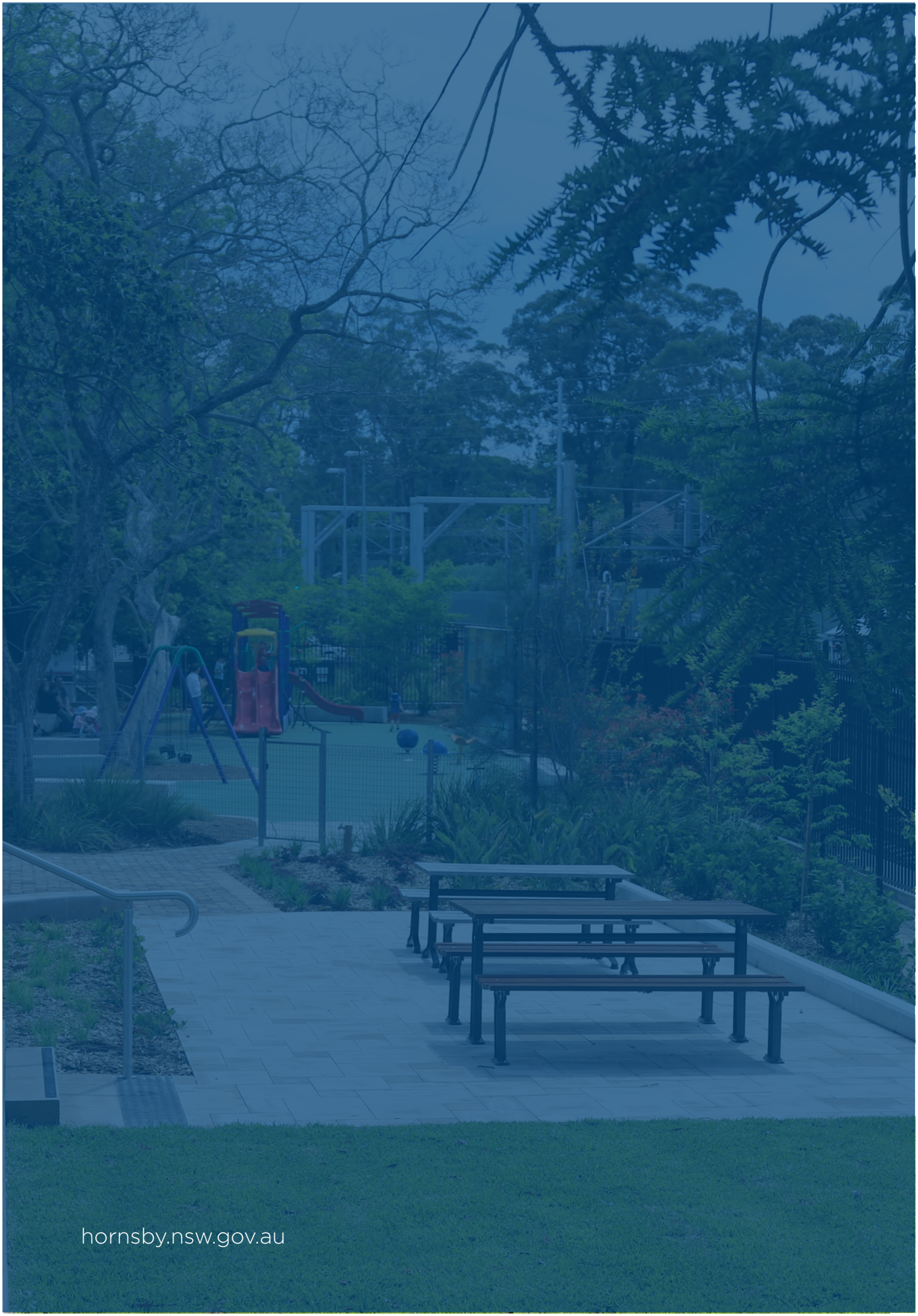

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