



PERFORMANCE REPORT

Delivery Program 2018-21

December 2018

hornsby.nsw.gov.au



Beecroft Station Gardens

HIGHLIGHTS

Approximately 600 residents called upon Council for assistance after **major storms** damaged homes, left roads blocked by debris and caused multiple power outages in December. The worst affected areas were Cherrybrook, Beecroft, West Pennant Hills, Castle Hill, Galston and Dural.

Council responded by immediately despatching emergency chipper crews, trucks, loaders and a crane to assist with the damage and ensure major roads were reopened the same day. A free clean-up service for tree and plant debris in the worst affected areas was also offered.

Here are some figures about the storm clean-up efforts:

- Approximately 300 truckloads of green waste were taken to Westleigh for processing.
- Council removed around 4,500 cubic metres of chipped green waste material.
- The final cost of the storm clean-up will be around \$800,000.

In December 2018, **City of Parramatta and Hornsby Shire Councils** settled an ongoing legal matter regarding remaining rates and levies from Epping residents and businesses and outstanding Section 94 contributions, which arose after new Local Government boundaries were put into place in May 2016. The Councils have also agreed to maintain the current boundaries as established by the NSW Government in May 2016.

Council resolved in November 2018 to include economic development as a Key Initiative in the Delivery Program under the 'Productivity' theme. An Economic Development and Tourism Strategy is currently being prepared as part of the Accelerated LEP Review.

The Shire's resource recovery or **landfill diversion percentage** increased from 44% (June to September) to 45.6% (October to December). Yellow bin recycling quantities are down by approximately 900 tonnes year to date, most likely a result of recyclable containers being diverted into the NSW Government's Return and Earn Scheme. Green waste tonnages have increased as the drought has eased and due to the impact of summer storms.

Council's **Community Recycling Centre** celebrated its first birthday in December 2018. Over the past year the Community Recycling Centre has assisted over 16,000 customers to safely dispose of their problem waste, including over 500,000 plastic bags, over 110,000 kg of e-waste and more than 70,974 kg of paint tins.

Council adopted a **Sportsground Strategy** in November 2018 to ensure there are adequate outdoor sports recreational facilities into the future. The Strategy predicts a 40 per cent gap between the current supply of sportsgrounds and the potential demand by 2026. The Strategy outlines a range of measures to meet this demand.

Council was awarded the NSW Institute of Public Works Engineering Australasia (IPWEA) :

- **Local Government Excellence in Road Safety Award** for development of a 2018 Road Safety Calendar.
- **Engineering Excellence Award** for multi-disciplinary project management in the construction of the Hornsby Station Footbridge.

Council has taken action to solve the problem of **abandoned shopping trolleys**, collecting more than 620 trolleys from the streets of Hornsby in a targeted campaign in December. The trolleys are taken to Council's depot and retailers are able to collect them once the appropriate fees have been paid. The collection campaign is continuing.

Council has been commended by the Federal Minister for the Environment, Melissa Price, for its **innovative feral cat management program**. With 70 per cent of Hornsby Shire being bushland feral cats can have a devastating impact on our native wildlife, and through this program Council supports the community in caring for their pets and maintaining a healthy local environment.

HIGHLIGHTS

Lessing Park, Hornsby



An upgrade to Lessing Park in Hornsby was completed in September 2018. The improvements include new play equipment and a natural log play area, as well as sandstone walls, paving and new planted areas. The toddler bike riding area is still there, though it has been repaired to create a smooth surface. The barbecue has been replaced by a new picnic shelter and refurbished picnic tables.

Hornsby Art Prize 2018



The Hornsby Art Prize is an annual art award and exhibition organised and sponsored by Hornsby Shire Council and delivered in partnership with the Hornsby Art Society. The Hornsby Art Prize is aimed at encouraging the creative talents of people and providing a showcase for their works.

The 2018 Major Award was won by Clifford How for his painting 'Forgotten Pond 2'.

Dinghy Storage Facility, Parsley Bay



Completed in November 2018.

Other capital projects completed:

Footpaths

- Shepherds Drive, Cherrybrook - south side - Rosemary Place to Kenburn Avenue
- Sherbrook Road, Hornsby - west side - Belair Close to King Road
- Oakhill Drive, Castle Hill - west side - Tawmii Place to Willowbrook Place

Local road

- Cowan Road, Mount Colah Stage 2 - Gray Street to Belmont Parade

Parks and Ovals

- Waitara Park, Waitara - synthetic cricket practise nets
- Beecroft Station Gardens and Beecroft Community Centre car park (see Major Projects, p4)
- Dame Mary Gilmore Park, West Pennant Hills - flagpole renewal

Drainage

- Brooklyn Road, Brooklyn - No. 37 to Old Dairy Site (No. 11)
- Cowan Road, Mount Colah Stages 2 and 3 - Gray Street to Belmont Parade

MAJOR PROJECTS

BEECROFT STATION GARDENS and BEECROFT COMMUNITY CENTRE CARPARK	Completion date	% Complete	Total funding allocation	Development Contributions component	Grants component	Budget 2018/19	Actual and Committed Life to Date
	Oct 2018	100%	\$1,876,000	\$347,298	\$928,420	\$936,000	\$1,514,000

Upgrade of Beecroft Station Gardens alongside the railway station and construction of a new carpark at the Beecroft Community Centre within Beecroft Village Green to the south. The project has been partly funded by Development Contributions.

Status update

A carpark has been completed providing access for authorised users of the facility, including 4 parking bays (2 accessible) and an unloading area for deliveries. Addressing the street, new footpaths provide entry to the Hall, which facilitates wheelchair access at suitable grades between the Community Centre and carpark and beyond to the adjoining Station Gardens and playground, Railway Station and Beecroft Village town centre to the north.

Extensive work has been done in upgrading the gardens, including recycled brick and new sandstone paving, walls and garden edges; installation of a timber deck and seating adjoining the Cenotaph; construction of a timber shade pergola with seating wall and table settings; installation of tables and bench seats along the Wongala Crescent street frontage; and planting works.

The site was officially opened on 20 October 2018.

WAITARA PARK PRECINCT	Estimated completion date	% Complete	Total funding allocation	Development Contributions component	Grants component	Budget 2018/19	Actual and Committed Life to Date
	2019	80%	\$15,174,000	\$13,000,000	\$640,000	\$2,878,000	\$14,434,000

Council has undertaken significant capital works within the Waitara Park Precinct to provide increased and improved open space for the local community. The redevelopment of the precinct comprises a number of individual projects as outlined below. The project has been significantly funded by Development Contributions.

Status update

Tennis Courts - Construction of the tennis courts was completed in late 2017. The facilities include six new courts which also double up as a flood detention basin to help mitigate downstream flooding issues.

Amenities Building - Construction of the new amenities building to support the new tennis courts was completed in August 2018. The building includes a 10,000 litre water harvesting tank, solar panels and generous roof overhangs to provide outdoor shade. It also includes a system of electronically controlled fans and louvres which assist natural ventilation to avoid the need for airconditioning.

PCYC Facility - Construction of this new PCYC facility was completed in September 2017. The facility includes indoor courts, meeting rooms, and underground parking.

Mark Taylor Oval - New fencing and sightscreens completed in October 2017.

Park Avenue Drainage - New drainage works in Park Avenue and additional car parking along the Waitara Park frontage on Park Avenue were completed in 2018.

Waitara Park Playground - The playground will include a variety of play equipment to suit a broad range of ages and abilities, will be fully fenced and include shade sails, seating, picnic shelters and barbecues as well as extensive new garden beds and tree planting. Waitara Avenue will also be upgraded to include a fully paved verge on the eastern side of the street complete with new street tree planting, accessible parking and a drop-off/ pick-up point to service the playground. The existing swings on the north-eastern side of Mark Taylor Oval will be replaced with three new exercise stations. Construction commenced in September 2018 and is due for completion in March 2019.

MAJOR PROJECTS

ORARA PARK, WAITARA	Estimated completion date	% Complete	Total funding allocation	Development Contributions component	Budget 2018/19	Actual and Committed Life to Date
	Mar 2019	80%	\$1,320,000	\$1,000,000	\$1,122,000	\$1,442,000

Orara Park is a new expanded local community park in Waitara located on vacant land between Romsey Street and Waitara Avenue extending across Orara Street. A portion of the land (west of Orara Street) was developed as a park in 2009 and contains some play equipment. The new work will complete the remaining part of the park and upgrade the existing parkland. The project has been significantly funded by Development Contributions.

Status update

The western half of Orara Park in Waitara is complete and now open to the public. The new play equipment and rubber softfall has been placed in the playground and new concrete paths are finished, providing a pedestrian link between Orara Street and Romsey Street. Furniture and pedestrian lights have also been installed. There is a large amount of new planting in the park including 13 native shade trees.

Work within the rest of the park is soon to be completed with the walls for the new water quality treatment basin and stormwater drainage pipes now installed. Next the basin liner and storage tank will be installed and earthworks for the open space grass area will be completed.

The Park is now 80% complete with completion expected March 2019.

STOREY PARK	Estimated completion date	% Complete	Total funding allocation	Budget 2018/19	Actual and Committed Life to Date
	Dec 2019	15%	\$6,308,000	\$4,623,000	\$5,274,000

A new facility will be built on the existing Asquith Community Centre site. Plans include a state of the art facility including multi-purpose rooms that will be ideal for a wide range of events and activities; park facilities with a bike path and picnic areas; an inclusive play environment including an adventure area; onsite parking and fully landscaped surrounds

Status update

Demolition of the old community centre commenced in the last week of September 2018, with construction commencing in late October 2018.

The oval at Storey Park will continue to operate while construction takes place. A pedestrian access path through the site will be maintained between Old Berowra Road and the oval on Lodge Street to accommodate users.

Demolition and earthworks have been completed and construction of the new community facility has commenced. Subject to weather, project completion is expected in late 2019.

MAJOR PROJECTS

HORNSBYTOWN CENTRE REVIEW	Estimated completion date	% Complete	Total funding allocation	Budget 2018/19	Actual and Committed Life to Date
	Dec 2019	50%	\$500,000	\$200,000	\$21,000
Council is seeking to revitalise the Hornsby Town Centre to make it a more liveable, green, and accessible centre for the community. To facilitate this, the Hornsby Town Centre Review project aims to strengthen the economic, employment and housing capacities of the Centre and enhance its public domain, liveability, accessibility, safety, environmental sustainability and visual appeal through quality design and landscape outcomes.					
Status update <p>The project is being undertaken in two stages:</p> <p>Stage 1 – Developing a draft vision statement and guiding principles</p> <p>Stage 2 – Comprehensive Hornsby Town Centre Review.</p> <p>A draft vision statement and guiding principles will be developed in consultation with Councillors over the coming months. A consultant was engaged in November 2018 to conduct Councillor visioning workshops.</p> <p>Tender to conduct the review has been released and closes in February 2019.</p>					

25,000 TREES BY 2020	Estimated completion date	% Complete	Total funding allocation	Budget 2018/19	Actual YTD
	Sep 2020	10%			\$132,083
Hornsby Shire Council has committed to planting 25,000 new trees by September 2020 to further strengthen our reputation as the Bushland Shire and to invest in the environment for future generations. A key source of the new trees will be Council's Community Nursery					
Status update <p>In August 2018, a website (trees.hornsby.nsw.gov.au) was created to provide focused information on the 25,000 trees by 2020 initiative, including how the community can get involved and to learn about native tree species commonly found within Hornsby Shire. It is also possible to track progress of the trees planted, planting locations, volunteers registered.</p> <p>Planning for the 2019 planting season is underway. A mix of planting within streetscapes, parks and bushland reserves will take place. To date, there have been:</p> <ul style="list-style-type: none"> ■ 2,459 trees planted ■ 10,730 other plants planted (eg. shrubs) ■ 189 planting locations ■ 592 Volunteers registered - members of the community registering to help plant these trees on special tree planting days and help nurture them ■ 2,053 visitors to the website ■ 8,288 total page views. 					



MAJOR PROJECTS

HORNSBY PARK - FROM QUARRY TO PARK	Estimated completion date	% Complete	Total funding allocation	Development Contributions component	Grants component	Budget 2018/19	Actual and Committed Life to Date
Creation of the park	2023	10%	\$65,120,000	\$15,000,000	\$50,000,000	\$1,021,000	\$1,722,000
Hornsby Quarry NorthConnex fill	Jan 2019	90%	\$7,333,000			\$2,603,000	\$7,409,000
<p>Redevelopment of the abandoned Hornsby Quarry and adjacent Old Mans Valley on the western side of Hornsby, very close to the town centre, and transforming the site into open space for recreation and entertainment for all to enjoy. The project will be partly funded by Development Contributions.</p> <p>Status update</p> <p>Since March 2017 excavated fill material has been transported from the NorthConnex road project to the Hornsby quarry. This stage is nearing completion, with approximately 1.15M m3 of fill now on site. It is expected that transport of fill to site will finish in January 2019.</p> <p>Over the past 12 months Council has been preparing an EIS (Environmental Impact Statement) for the Park. The EIS will, amongst other things, inform Council in investigating what types of activities are possible in each of the site's areas. The goal is to create a park that celebrates the park's unique geology, dramatic land form and magnificent bush.</p> <p>The Environmental Impact Statement for earthworks has been finalised and a Development Application will be lodged early in 2019 for assessment.</p>							

WESTLEIGH PARK DEVELOPMENT	Estimated completion date	% Complete	Total funding allocation	Development Contributions component	Grants component	Budget 2018/19	Actual and Committed Life to Date
			\$61,140,000	\$21,079,508	\$40,000,000	\$0	\$21,458,000
<p>In June 2016 Council purchased 34 hectares of land along the eastern side of Quarter Sessions Road in Westleigh from Sydney Water to provide additional sportsgrounds in the future. The purchase of the land was funded by Development Contributions.</p> <p>Status update</p> <p>Concept designs for the Westleigh Park Redevelopment are nearing completion. The concept designs address the site contamination and provide several sporting platforms and other recreational opportunities.</p> <p>Once finalised, the concept designs will provide the basis for development of a park masterplan and subsequent dedicated plan of management for Westleigh Park. Detailed options will be developed in consultation with the community.</p>							

CONSOLIDATED BUDGET SUMMARY

CONSOLIDATED	For the Period of DecYTD			Full Year Budget			
	Year-to-Date 2018/19 Actual	Year-to-Date 2018/19 Revised Budget	Year-to-Date 2018/19 Variance	Total Year 2018/19 Original Budget	Total Year 2018/19 Current Revised Budget	Total Year 2018/19 Recommended Changes	Total Year 2018/19 Projected Final
	\$	\$	\$	\$	\$	\$	\$
OPERATING EXPENSES							
Employee Benefits	22,183,739	23,959,153	1,775,414	47,939,027	47,897,900	0	47,897,900
Borrowing Costs	76,966	68,815	(8,151)	137,630	137,630	0	137,630
Materials & Contracts	20,220,834	21,616,260	1,395,426	47,511,394	47,822,019	0	47,822,019
Other Expenses	6,179,587	6,242,060	62,473	12,014,442	11,996,292	227,000	12,223,292
Controllable Expenses	48,661,127	51,886,288	3,225,161	107,602,493	107,853,840	227,000	108,080,841
Internal Transfers & Depreciation	9,496,197	9,152,707	(343,491)	18,251,246	18,246,246	0	18,246,246
Total Operating Expenses	58,157,324	61,038,995	2,881,670	125,853,739	126,100,087	227,000	126,327,087
OPERATING INCOME							
Rates, Levies & Annual Charges	(90,572,851)	(90,100,693)	472,158	(90,138,691)	(90,138,691)	(227,000)	(90,365,691)
User charges and fees	(8,234,358)	(7,442,334)	792,024	(13,916,627)	(14,034,627)	0	(14,034,627)
Interest & Investment Revenue	(3,866,292)	(1,907,507)	1,958,786	(3,815,010)	(3,815,010)	0	(3,815,010)
Other Income	(4,224,742)	(3,159,173)	1,065,569	(6,242,727)	(6,325,226)	0	(6,325,226)
Grants, subsidies, contributions and donations	(4,211,560)	(3,150,584)	1,060,976	(10,587,180)	(8,422,256)	0	(8,422,256)
Other Operating Contributions	(235,332)	(514,703)	(279,371)	(1,029,423)	(1,126,396)	0	(1,126,396)
Total Operating Income	(111,345,135)	(106,274,994)	5,070,142	(125,729,658)	(123,862,206)	(227,000)	(124,089,206)
Net Operating Result	(53,187,811)	(45,235,999)	7,951,812	124,081	2,237,880	0	2,237,881
CAPITAL EXPENSES							
WIP Expenditure	10,702,395	11,092,518	390,123	26,043,059	24,478,309	1,550,000	26,028,309
Asset Purchases	827,517	1,297,750	470,233	2,195,500	2,595,500	0	2,595,500
Total Capital Expenses	11,529,912	12,390,268	860,356	28,238,559	27,073,809	1,550,000	28,623,809
CAPITAL INCOME							
Grants, subsidies, contributions and donations	(517,226)	(715,502)	(198,276)	(2,931,004)	(1,431,004)	0	(1,431,004)
Proceeds from the sale of assets	(2,384,398)	(499,996)	1,884,402	(800,000)	(1,000,000)	0	(1,000,000)
Other Capital Contributions	(6,336,389)	(5,006,000)	1,330,389	(10,012,000)	(10,012,000)	0	(10,012,000)
Total Capital Income	(9,238,013)	(6,221,498)	3,016,515	(13,743,004)	(12,443,004)	0	(12,443,004)
Net Capital Result	2,291,900	6,168,771	3,876,871	14,495,555	14,630,805	1,550,000	16,180,805
Net Operating & Capital Result	(50,895,912)	(39,067,228)	11,828,683	14,619,636	16,868,685	1,550,000	18,418,686
FUNDING AND NON-CASH Adjustments							
External Restricted Assets	9,730,390	13,343,200	3,612,810	4,799,294	2,449,943	(1,250,000)	1,199,943
Internal Restricted Assets	8,732,338	(1,991,321)	(10,723,659)	(2,976,836)	(3,047,656)	(300,000)	(3,347,656)
External Loan Principal Repayments/(Proceeds)	420,293	428,046	7,752	856,091	856,091	0	856,091
Depreciation Contra	(9,603,988)	(9,134,624)	469,364	(18,269,489)	(18,269,489)	0	(18,269,489)
ELE Payments	351,482	478,035	126,553	956,069	956,069	0	956,069
Total Funding Adjustments	9,630,516	3,123,335	(6,507,181)	(14,634,871)	(17,055,043)	(1,550,000)	(18,605,043)
Net Operating & Capital Result After Internal Funding Movements	(41,265,396)	(35,943,893)	5,321,503	(15,235)	(186,357)	0	(186,357)

CONTENTS

HIGHLIGHTS.....	2
MAJOR PROJECTS.....	4
BUDGET SUMMARY.....	8
INTRODUCTION.....	9
LIVEABLE.....	10
SUSTAINABLE.....	14
PRODUCTIVE.....	19
COLLABORATIVE.....	24
CAPITAL PROJECTS.....	28

INTRODUCTION

The following pages contain the performance updates of the Delivery Program 2018-21 including the Operational Plan 2018/19 for July to December 2018.

The Delivery Program / Operational Plan is aligned to the strategic direction set within Council's 10 year Strategic Community Plan - Your Say | Your Future 2028 - through four key themes:

- liveable
- sustainable
- productive
- collaborative

and contains Key Initiatives, Ongoing Activities and Capital Projects that Council will undertake in 2018/19. This Performance Report brings together updates on Key Initiatives and Capital Projects only. Updates on Ongoing Activities are not included as they are functions carried out by Council as a matter of course on a day to day basis.

In this Report, each Theme begins with a snapshot of overall performance of Key Initiatives and Budget progress (operating expenditure) as at 31 December 2018.

An update on progress of Capital Projects is included after the four themes, beginning with a snapshot of overall performance and Budget progress (capital expenditure) as at 31 December 2018.

How we measure progress

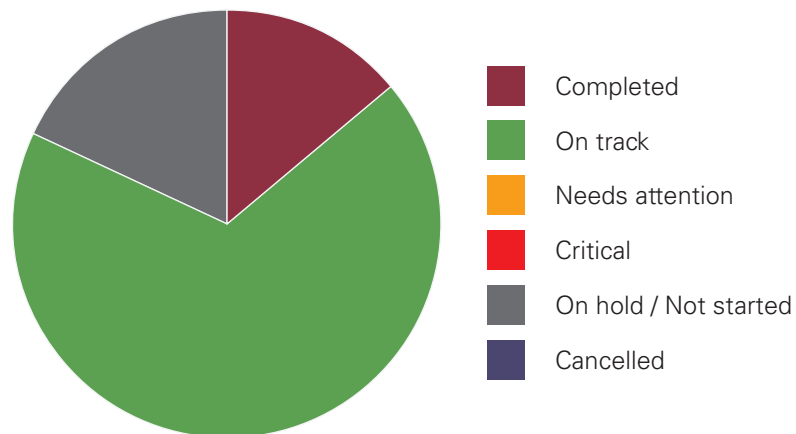
ON TRACK	Progress for the six months is on track and project will be delivered as planned	NEEDS ATTENTION	Project is in danger of not being delivered on time. Remedial action needs to be taken	CRITICAL	Project will not be delivered on time
ON HOLD / NOT STARTED	Will be delivered, but no progress has been achieved this reporting period	COMPLETED	Project has been delivered	CANCELLED	Project will not proceed

Reporting on the Key Initiatives and Capital Projects is designed to present clear and transparent information on Council's progress towards the Community Outcomes and Focus Areas of the Community Strategic Plan, Your Say | Your Future 2028.

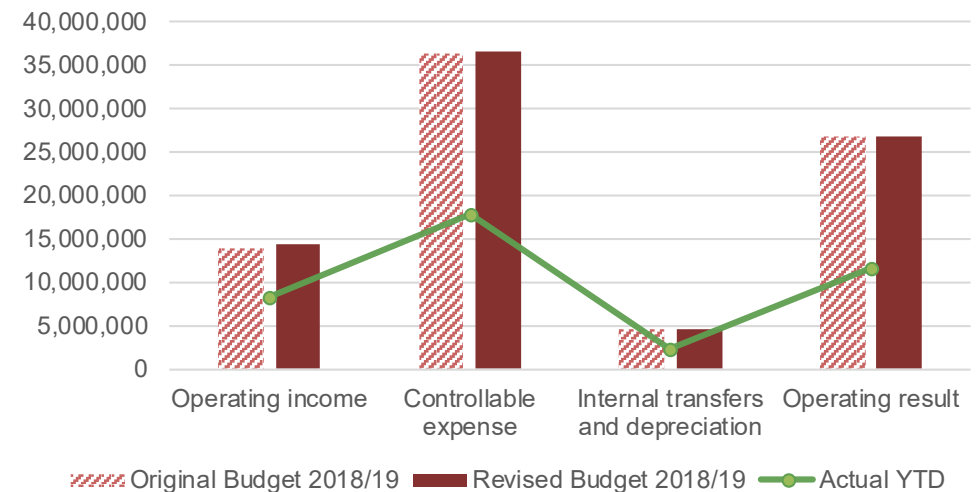
LIVEABLE

Supporting all of our community to succeed and live well. We are the advocates of our community and culture.

Performance of Key Initiatives



Budget Position



Strategic goal: Residents of Hornsby Shire have a sense of living in a community

Community outcomes		Focus areas	
1.1	Infrastructure meets the needs of the population	<ul style="list-style-type: none"> IDENTIFYING, PROTECTING, CREATING AND PROVIDING ACCESS TO PLACES AND SPACES FOR PEOPLE GIVING PEOPLE HOUSING CHOICES CELEBRATING DIVERSITY AND WORKING TOGETHER COMMUNITY WELLBEING AND NEIGHBOURHOOD AMENITY 	<ul style="list-style-type: none"> ADVOCATING WITH THE NSW GOVERNMENT FOR THE INFRASTRUCTURE NEEDS OF THE LOCAL AREA
1.2	People have good opportunities to participate in community life		
1.3	The area feels safe		

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
Outcome 1.1 - Infrastructure meets the needs of the population					
1E.	Manage and coordinate design and construction of civil works				RESPONSIBILITY: Manager, Design and Construction
1E.1	Progress investigations into rehabilitating Hornsby Quarry	50%	ON TRACK		Development Application and Environmental Impact Statement for quarry rehabilitation approved for lodgement by Council in December. Development Application to be lodged early 2019.
1H.5	Develop a masterplan for Westleigh Park	50%	ON TRACK		Councillor workshop held in November 2018 where it was agreed to: <ul style="list-style-type: none"> ■ Proceed with the preferred design which incorporates three sportsfield platforms whilst allowing for additional passive recreational uses ■ Develop link to Sefton Road - negotiate with Sydney Water for access ■ Prepare a Plan of Management ■ Prepare public engagement strategy/communication plan.
1H.	Manage parks and sporting facilities, plan future improvements and identify areas for future green space or open space acquisition and protection				RESPONSIBILITY: Manager, Parks and Recreation
1H.3	Hornsby Quarry Park redevelopment plan	50%	ON TRACK	Ongoing	Environmental Impact Statement for earthworks finalised and Development Application to be lodged early in 2019 for assessment.
1H.4	Develop a draft Sportsground Strategy for the Shire	100%	COMPLETED	Nov 2018	Adopted by Council at its meeting of 14 November 2018.
1H.6	Develop a Shire-wide Playground Strategy to identify opportunities for renewal of existing playgrounds	5%	ON TRACK	Dec 2019	Consultant brief completed and quotations sought - project to commence early in 2019.
1H.7	Develop public domain plans, and community and stakeholder engagement strategies to support them, for priority areas: Asquith/Mount Colah, Galston Village, Waitara, Thornleigh, West Pennant Hills and Beecroft	5%	ON TRACK	June 2020	Public domain improvements will be a staged approach. Consultants engaged to prepare public domain plans specifically for Asquith/Mount Colah and Galston Village. Public engagement to occur in March 2019.

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
Outcome 1.2 - People have good opportunities to participate in community life					
1B.	Provide comprehensive community support programs				RESPONSIBILITY: Manager, Community Services
1B.1	Investigate more opportunities for Arts in the Shire, including art installations and using existing building facades		ON HOLD	Ongoing	A review has been conducted of the alignment of Council's socio-cultural commitments with community feedback. A report will be provided to Council in 2019 which seeks to better align service provision to community need.
1B.2	Progress Community Hub development in conjunction with library	25%	ON TRACK	June 2019	Council is reviewing the Community and Cultural Facilities Plan as part of the Accelerated LEP Review. This Review will provide detail on the content of Community Hubs and make recommendations on priority projects.
1B.3	Complete economic development research and report to Council	100%	COMPLETED	Nov 2018	Council considered the General Manager's Report No. GM8/18 on Investigations into an Economic Development Program at the November General Meeting. Council resolved, amongst other things, to include economic development as a key initiative in the Delivery Program under the theme "Productivity". Council had separately resolved to produce an Economic Development and Tourism Strategy as part of its Accelerated LEP Review.
1B.4	Explore innovative ways volunteers might contribute to Council	25%	ON TRACK	June 2020	A review has been conducted of the alignment of Council's socio-cultural commitments with community feedback. A report will be provided to Council in 2019 which seeks to better align service provision to community need. Council has also actively reviewed the support that it provides to existing volunteers within the Community Services Branch as per the WHS Volunteer Worker Determination and Procedure.
1C.	Manage and administer the provision of community and cultural facilities				RESPONSIBILITY: Manager, Community Services
1C.1	Deliver Hornsby Art Prize in partnership with the Hornsby Arts Prize Committee	100%	COMPLETED	Oct 2018	The Hornsby Art Prize was successfully delivered in October 2018 as part of the Festival of the Arts.
1C.2	Simplify the fees and charges and online booking system	50%	ON HOLD		All community centre casual bookings, with the exception of Galston Community Centre, are now online. Council is progressing improvements to the Pathways System. As such, the fees and charges review will not be progressed at this stage and it is proposed it will be undertaken within a broader review of fees and charges to be undertaken in the 2019/20 Operational Plan.
1C.3	Review support of Volunteer Management Committees	50%	ON TRACK	June 2019	Safety and Wellness Team has undertaken initial consultation phase with Volunteer Management Committees regarding Council's WHS Volunteer Worker Determination and Procedure in order to establish clear guidelines and policy for their role. Draft risk assessment circulated for comment.

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
1C.4	Investigate Public Private Partnerships to generate income for state of the art community facilities	50%	ON TRACK	June 2020	To be considered within the context of the review of the Community and Cultural Facilities Strategic Plan. A Request for Quotation has now been released for the revision and updating of the Plan.
1C.5	Community and Cultural Facilities Review	25%	ON TRACK	June 2019	Request for quotation has been released to review the Community and Cultural Facilities Strategic Plan as part of the Accelerated LEP Review. Commencement of the work is scheduled for February 2019.
1G.	Provide diverse and interesting events for our community to participate and enjoy				RESPONSIBILITY: Manager, Library and Information Services
1G.1	Refurbish and extend Hornsby Library	5%	ON TRACK		Plans, including structural plans, are being reviewed to progress the refurbishment.
1i.	Manage aquatic and leisure centres (Business Activity)				RESPONSIBILITY: Manager, Parks and Recreation
1i.1	Investigate additional energy efficiency opportunities for the Hornsby Aquatic and Leisure Centre	0%	ON HOLD	June 2019	Investigations to commence next quarter.
1i.2	Review marketing plans that build momentum for the Hornsby and Galston Aquatic and Leisure Centres	0%	ON HOLD	Ongoing	Marketing plans to be reviewed and updated in 2019.

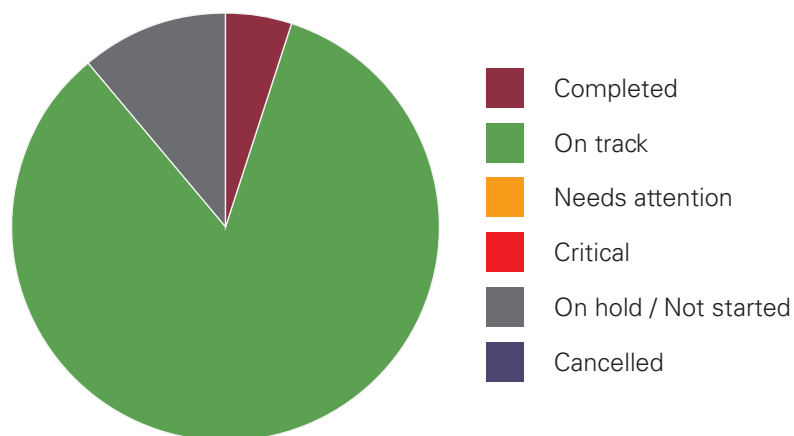
Outcome 1.3 - The area feels safe

1A.	Provide a management and maintenance service for Council's assets				RESPONSIBILITY: Manager, Asset Management and Maintenance
1A.1	Update Asset Management Supplementary Plans	50%	ON TRACK	June 2019	Updating of the Asset Management Supplementary Plans is on track for completion by 30 June 2019.
1A.2	Review and update Resourcing Strategy - Asset Management Framework	90%	ON TRACK	June 2019	The review and updating of the Asset Management Framework which forms part of the Resourcing Strategy is on track for completion by end June 2019.
1A.3	Identify key missing footpath links across the Shire	50%	ON TRACK	June 2019	This initiative is on track for completion by end June 2019.
1A.4	Identify funding opportunities to accelerate construction of key missing footpath links	50%	ON TRACK	June 2019	This initiative is on track for completion by end June 2019.

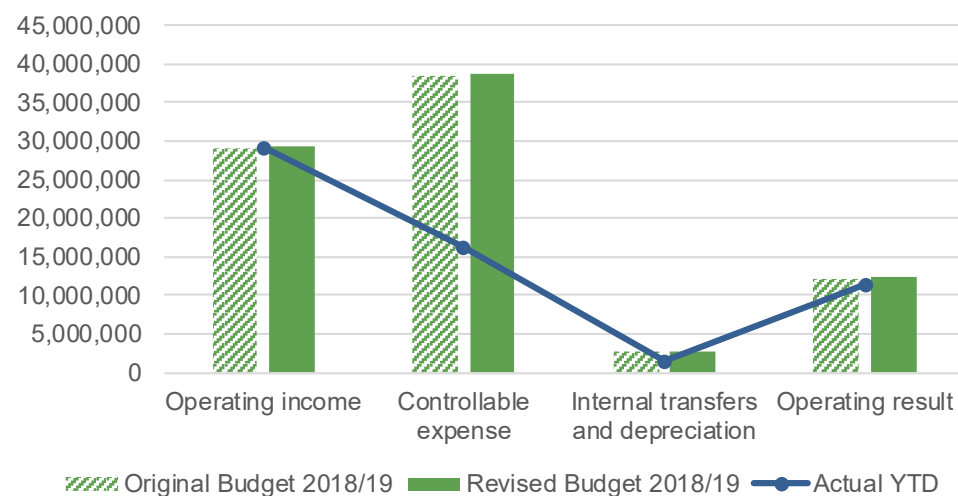
SUSTAINABLE

Custodians of our environment, we will protect and enhance our Shire.

Performance of Key Initiatives



Budget Position



Strategic goal: The natural environment within Hornsby Shire enhances the quality of life

Community outcomes		Focus areas	
2.1	The local surroundings are protected and enhanced	<ul style="list-style-type: none"> VALUING GREEN SPACES AND LANDSCAPE USING RESOURCES WISELY ADAPTING TO A CHANGING ENVIRONMENT LIVING WITH BUSHFIRE RISK 	<ul style="list-style-type: none"> ADVOCATING WITH THE NSW GOVERNMENT FOR THE INFRASTRUCTURE NEEDS OF THE LOCAL AREA
2.2	People in Hornsby Shire support recycling and sustainability initiatives		
2.3	The Shire is resilient and able to respond to climate change events and stresses		

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
Outcome 2.1 - The local surroundings are protected and enhanced					
2A.	Manage public health, safety and our natural and built environment				RESPONSIBILITY: Manager, Compliance and Certification
2A.1	Register all swimming pools in the Shire		ON TRACK	Ongoing	257 swimming pools have been registered from July to December 2018.
2A.2	Increase participation in Scores on Doors - Food Safety Certificate Program		ON TRACK	Ongoing	260 Star Rating Certificates with Scores of 3 or higher have been issued to food venues. An additional 85 premises have achieved a score of 3 or higher but are not entitled to a Certificate as the Scores on Doors program is not intended for food outlets such as supermarkets, delicatessens, green grocers, and convenience stores.
2C.	Conserve and enhance natural resources				RESPONSIBILITY: Manager, Natural Resources
2C.1	Identify and prioritise areas for bushland restoration		ON TRACK	Ongoing	12 management plans have been prepared by the Bushland Programs Team, including both Bushcare and Reserve Management, in the six month period to December 2018.
2C.2	Implement catchment health monitoring program to inform management priorities		ON TRACK	June 2019	Ecohealth monitoring program continues to be implemented in conjunction with the University of New England (UNE). Quarterly sampling was undertaken in September 2018 and the next round of sampling will be completed in January 2019. Additional investigations were undertaken as required as a response to the data.
2C.3	Prepare a new management plan for the Hawkesbury Estuary	15%	ON TRACK	2021	Council has until 2021 to complete a new management plan for the Hawkesbury Estuary as part of the Coastal Management reforms. Six councils (Hawkesbury, The Hills, Northern Beaches, Ku-ring-gai, Central Coast and Hornsby) have agreed to undertake a combined scoping study. A grant application has been submitted to Office of Environment and Heritage for matched funding. The Scoping Study (Stage 1 of Coastal Reforms) will be undertaken during 2019.
2F.	Protect and conserve trees on public and private lands				RESPONSIBILITY: Manager, Parks and Recreation
2F.1	Investigate options to re-establish tree canopy on streets and within parks across the Shire in conjunction with public domain improvements	15%	ON TRACK	June 2020	As part of the 25,000 trees by 2020 initiative, substantial additional planting will take place in streets and parks. Planting locations have been identified and planting will commence in autumn/winter 2019.

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
2F.2	Commence tree planting around playgrounds to enhance shade cover		ON TRACK	Ongoing	Approximately 40 trees were planted in July 2018. Further shade tree planting around playgrounds will occur in the last quarter - April to June 2019, taking advantage of cooler weather and more reliable rainfall.

Outcome 2.2 - People in Hornsby Shire support recycling and sustainability initiatives

2G.	Provide a domestic recycling and waste service				RESPONSIBILITY: Manager, Waste Management
2G.1	Develop a Waste Management and Resource Recovery Strategy	70%	ON TRACK	June 2019	The development of the Shire's new Waste Matters Strategy is continuing with the completion of an extensive community engagement and consultation process. A draft Waste Matters Strategy is expected to be developed by June 2019.
2G.2	Develop and publicly tender new contracts for: a) domestic, commercial and Council operational collection services b) recyclables acceptance, processing and marketing services c) green waste acceptance, processing and marketing services d) resource recovery from alternative waste treatment (AWT) and waste disposal services e) public litter bin collection services	0%	ON HOLD		Planned waste tenders have been delayed due to a range of regulatory, market and waste industry factors. As a result of the 2018 global recycling crisis creating extenuating circumstances, Council's existing Recycling Contract has been extended. Plans to tender for Alternative Waste Processing to recover food and compostable organics are on hold due to recent NSW Government regulatory changes impacting on the waste industry who provide essential services to Local Government. Council will monitor the situation and take appropriate tenders to market when regulatory certainty has been addressed. Provisions for continuing service arrangements will be in place to accommodate the delayed tender.
2G.3	Review Waste Management Guidelines annexed to Waste Chapter of Council's Development Control Code	95%	ON HOLD		HSC Waste Management Guidelines have been reviewed and new draft Guidelines have been prepared. However North Sydney Region of Councils (NSROC) is working on the development of Regional Waste Management Guidelines for Development Control. Updating HSC Waste Management Guidelines for Development Control are on hold as regional guidelines are to be established.

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
Outcome 2.3 - The Shire is resilient and able to respond to climate change events and stresses					
2B.	Support the Hornsby / Ku-ring-gai District Rural Fire Service and its volunteers				RESPONSIBILITY: Deputy General Manager, Infrastructure and Recreation
2B.1	Seek approval and construct bulk store at RFS District Headquarters Cowan	10%	ON TRACK	June 2019	Final design being prepared by the consultant following extensive consultation and discussion with the RFS.
2D.	Living within a changing environment				RESPONSIBILITY: Manager, Natural Resources
2D.1	Prepare Climate Change Adaptation Plan	5%	ON TRACK	June 2019	The 2009 Climate Change Adaptation Strategic Plan and 2011 Climate Change Risk Assessment are currently being reviewed and updated with new mapping and data. Discussions have been held with Council's insurer Statewide to determine if they have the capacity to undertake the revised risk assessment in the required timeframe. Council has also joined Resilient Sydney Metro Carbon Project to undertake a community emissions inventory.
2D.2	Investigate business case for community nursery operations	100%	COMPLETED	Oct 2018	Informal Councillor Workshop was held late 2018. Further business opportunities for the Community Nursery are to be investigated as they arise in the future.
2D.3	Water Sensitive Hornsby Plan - Environmental Sustainability Strategy	10%	ON TRACK	Dec 2019	Proposal received and accepted from CRC Water Sensitive Cities which will commence in January 2019 and run for 18 months.
2D.4	Urban Heat Mapping Plan - Environmental Sustainability Strategy	10%	ON TRACK	June 2019	As part of the Accelerated LEP Review, Council will be undertaking an assessment of Urban Heat. Mapping will be provided by the Office of Environment and Heritage in February 2019. Council is also working with Ryde Council and WSROC councils to determine the best way to incorporate urban heat elements into the LEP.
2D.5	Climate Change Adaptation DCP criteria - Environmental Sustainability Strategy	5%	ON TRACK	Dec 2019	Hornsby is joining with 10 other metropolitan councils to undertake a carbon assessment of our community carbon emissions. The program will provide LGA carbon reporting and waterfall charts identifying the potential for emissions savings in our shire in a standardised greenhouse gas protocol compliant format. This will be overlayed with urban heat island mapping, vegetation mapping and community profile .id data to determine risks and vulnerabilities.

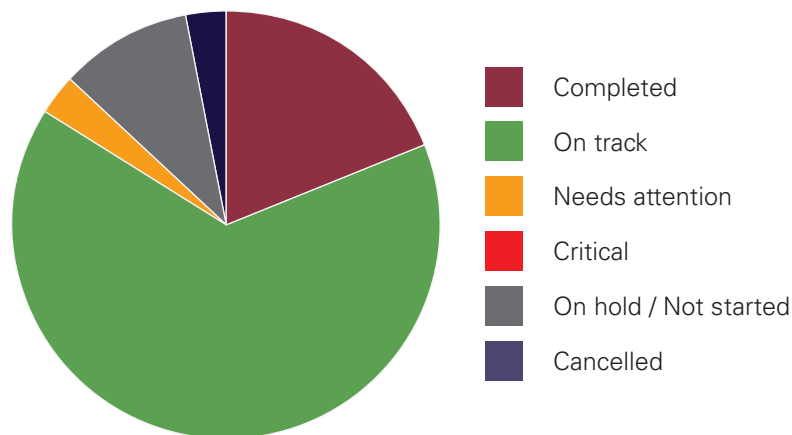
STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
2D.7	Biodiversity Management Plan - Environmental Sustainability Strategy	10%	ON TRACK	Dec 2019	Brief prepared and exhibited for the development of a new Biodiversity Management Plan as part of the Accelerated LEP Review. Five submissions were received and are currently being evaluated. It is anticipated that a consultant will be engaged by February 2019.
2D.8	25,000 Trees by 2020	10%	ON TRACK	2020	Planning for the 2019 planting season underway. A mix of planting within streetscapes, parks and bushland reserves will take place. Concurrently, planting on private property will be encouraged through education and native plant giveaways.
2F.3	Create an Urban Tree (Forest) Strategy	10%	ON TRACK	June 2019	Request for Quotations resulted in 10 submissions received 21 December.

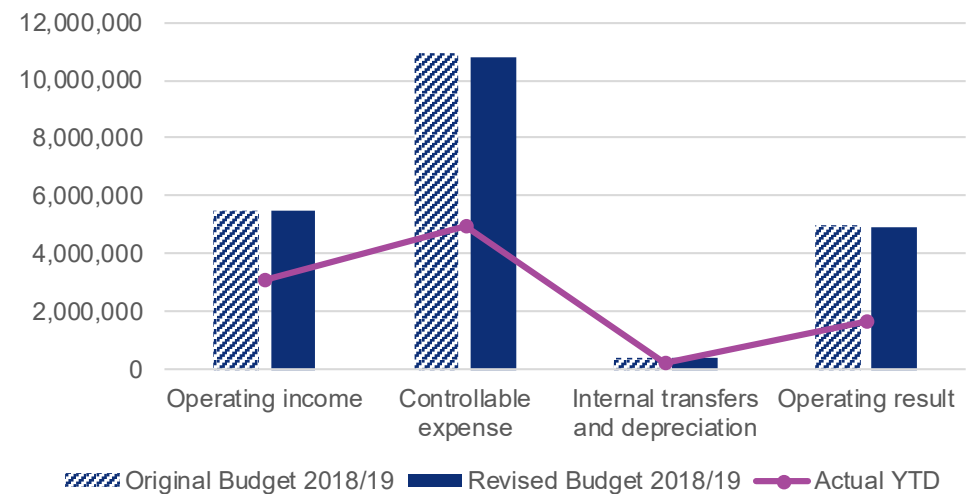
PRODUCTIVE

Creating opportunities for the local economy and fostering well-balanced and connected neighbourhoods

Performance of Key Initiatives



Budget Position



Strategic goal: Our living centres are vibrant and viable

Community outcomes		Focus areas	
3.1	The prosperity of the Shire increases	<ul style="list-style-type: none"> A STRONGER ECONOMY INFRASTRUCTURE SUPPORTING NEW DEVELOPMENTS A WELL CONNECTED SHIRE 	<ul style="list-style-type: none"> ADVOCATING WITH THE NSW GOVERNMENT FOR THE INFRASTRUCTURE NEEDS OF THE LOCAL AREA
3.2	The commercial centres in the Shire are revitalised		
3.3	The road / path network provides for efficient vehicle and pedestrian flows		

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
Outcome 3.1 - The prosperity of the Shire increases					
3A.	Manage Council's property portfolio				RESPONSIBILITY: Manager, Land and Property Services
3A.1	Review the Strategic Business Plan for Land and Property Services Branch	100%	COMPLETED	Oct 2019	Draft Business Plan approved by Deputy General Manager, Corporate Support Division.
3A.2	Review Council's property holdings for income-generating opportunities	100%	COMPLETED	Aug 2019	Councillor briefing conducted by Group Manager, Environment and Human Services.
3G.	Provide a commercial waste service (Business Activity)				RESPONSIBILITY: Manager, Waste Management
3G.1	Develop commercial service marketing and promotion strategy	50%	ON TRACK	June 2019	Council-provided commercial waste and recycling collection services are actively being promoted on Council's web page, social media and through direct liaison with business owners via the Waste Hotline and Commercial Contracts Supervisor.
3G.2	Investigate commercial service options for new Collection Contract	40%	ON TRACK	June 2019	Commercial services for the new Collections Contract have been investigated and determined. They will be included in the new Contract Tender Specifications.
3H.	Develop a place-based approach by identifying and balancing the delivery of community goals, infrastructure as well as economic, social and environmental benefits to business and surrounding communities				RESPONSIBILITY: Strategic Place Manager
3H.1	Raise profile of Economic Development in the Shire	5%	ON TRACK	June 2020	Draft Economic Development and Tourism Strategy Request for Quotation completed. The Strategy will be an informing document for the draft Local Strategic Planning Statement. The Place Team will be established in February 2019 and will take carriage of economic development within a place based/ town centre context thereafter.

Outcome 3.2 - The commercial centres in the Shire are revitalised

3C.	Provide strategic land use planning and urban design to highlight Council's policies to protect and enhance the environmental heritage of Hornsby				RESPONSIBILITY: Manager, Strategic Planning
3C.1	Investigate Opportunities for Townhouse / Villa Development	10%	ON TRACK	June 2019	Demographic consultant engaged to provide assessment of demand for smaller format dwellings as part of Accelerated LEP Review.

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
3C.2	Brooklyn Improvement Master Plan	100%	COMPLETED	Oct 2018	Council has identified that matters raised by the community during the engagement process on the Brooklyn Improvement Masterplan were more aligned to a place management/place making approach rather than a development masterplan. Council has endorsed that priority be given to working with the community on a place-making approach with a focus on achievable improvements in Brooklyn, using the early work completed by the consultant on the project.
3C.3	Participate in Project Working Group for Cherrybrook Station Precinct	50%	ON HOLD	Ongoing	Hornsby and The Hills Councils have been working with the State Government over a number of years concerning a planning strategy for the Precinct. However, notwithstanding Council's commitment to work collaboratively with the Government, there remains no commitment or timing for the release of the technical studies for the Precinct. Furthermore, Council understands that the Government is now considering progressing plans for the Government owned lands in isolation from the wider Precinct.
3C.4	Evaluate South Dural Planning Proposal	100%	COMPLETED	July 2018	Preliminary evaluation completed. Council resolved not to proceed and the Department of Planning and Environment determined that the Planning Proposal not proceed.
3C.5	Pennant Hills Master Plan - Economic Feasibility Study	100%	COMPLETED	Oct 2018	Council has identified divergent community views between a desire for improvements to the Town Centre and support for increased residential density that may be required to meet economic feasibility thresholds. Council endorsed that the revitalisation of Pennant Hills Town Centre be explored subsequent to the Accelerated LEP Review projects in the context of the demographic, open space, heritage and housing analyses being undertaken.
3C.6	Employment Floorspace Reviews - Thornleigh and Waitara	0%	ON HOLD		This project is on hold pending the results of the Accelerated LEP Review.
3C.7	AffordableHousing Discussion Paper	80%	ON TRACK	June 2019	Discussion Paper currently on exhibition, with focus groups to be held in February/March 2019.
3C.8	Hornsby Town Centre East Side Review	25%	ON TRACK	Dec 2019	Tender for consultant input closes on 7 February 2019.
3C.9	Design Planning Controls Review	100%	COMPLETED	Jan 2019	Review completed. Amended DCP controls endorsed by Council and came into force on 10 January 2019.
3C.10	Confirm a vision for rural lands	25%	ON TRACK	Feb 2019	A draft project brief for the Rural Lands Strategy update is being prepared in consultation with the Greater Sydney Commission and will be finalised in consultation with Councillors in February 2019.

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
3C.11	Progress Heritage Review Stage 6	0%	CANCELLED	June 2019	Not being progressed. Comprehensive Heritage Review is being undertaken as a separate project.
3C.12	Complete review of Hornsby Local Environmental Plan (NSW Government funding offer under Accelerated LEP Review Program)	50%	ON TRACK	June 2020	LEP Review/Health Check endorsed by Council and submitted to Department of Planning in October 2018. Consultants engaged or being engaged to undertake projects as part of the endorsed Accelerated LEP Review program of works.
3C.13	Detailed demographic analysis	60%	ON TRACK	Mar 2019	The Demographic Analysis is critical to the preparation of the Local Strategic Planning Statement and most projects on the Accelerated LEP Review program. The analysis is well underway and scheduled for completion in February/March 2019.
3C.14	Medium Density Demand Review - Housing Strategy	20%	ON TRACK	Dec 2019	This project relates to and is a precursor to any further investigations of townhouse provisions in the Shire. Currently awaiting the findings of the Demographic Analysis.
3C.15	Childcare Centres Demand Review - Housing Strategy	20%	ON TRACK	Dec 2019	Currently awaiting the findings of the Demographic Analysis and supply and demand review.
3C.16	Seniors Housing Demand Review - Housing Strategy	20%	ON TRACK	Dec 2019	Currently awaiting the findings of the Demographic Analysis and supply and demand review.
3C.17	Heritage Reverse Brief Gap Analysis and Priority Actions - Comprehensive Heritage Review	20%	ON TRACK	Dec 2019	Consultants engaged and project commenced. Consultants will meet with Heritage Advisory Committee in February 2019.
3C.18	Tourism Review - Economic Development Strategy	5%	ON TRACK	Dec 2019	A request for quotation has been advertised for a consultant to undertake this project.
3C.19	Employment Lands Review - Economic Development Strategy	10%	ON TRACK	Dec 2019	A consultant has been engaged and has commenced the Employment Land Use Review which encompasses both commercial/retail and industrial land.
3C.20	Industrial and Urban Services Review - Economic Development Strategy	10%	ON TRACK	Dec 2019	A consultant has been engaged and has commenced the Industrial and Urban Services Review which encompasses both commercial/retail and industrial land.
3F.	Provide cleaning of public spaces				RESPONSIBILITY: Manager, Waste Management
3F.2	Implement litter education program at key litter hot spots	50%	ON TRACK	June 2019	Various litter education activities have been undertaken including pop-up community engagement initiatives, public art installations and attending events to promote anti-littering messages.

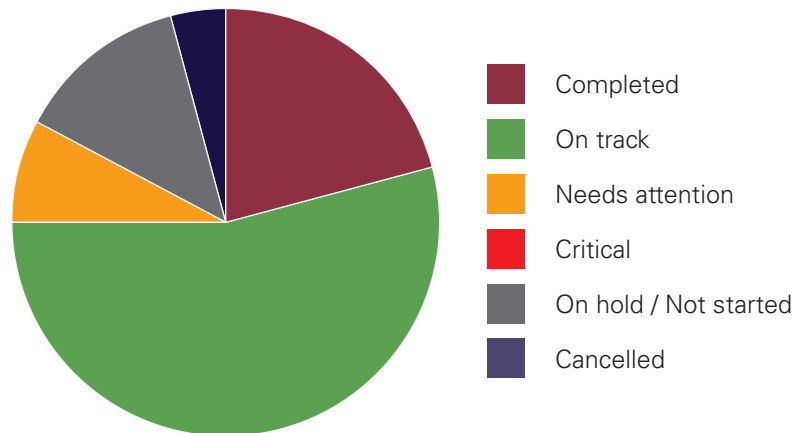
STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
Outcome 3.3 - The road / path network provides for efficient vehicle and pedestrian flows					
3D.	Manage traffic flows, parking, access to public transport and road safety				RESPONSIBILITY: Manager, Traffic and Road Safety
3D.1	Review Hornsby Shire Bike Plan	80%	ON TRACK	Mar 2019	Draft report provided by consultant. Second web survey completed. Consultant reviewing feedback and finalising report. Input to final draft has been sought from Bike North.
3D.2	Investigate options to manage car parking across the Shire and report to Council	60%	NEEDS ATTENTION	Mar 2019	Meeting with consultant held in late 2018. Additional information being collected / followed up. Vehicle origin data still not provided by RMS holding up completion of report.
3D.3	Investigate options for smart transport, eg. car sharing, alternative fuel and report to Council	0%	ON HOLD	June 2020	Awaiting completion of Parking Strategy before commencing.
3D.4	Undertake a safety audit around schools in conjunction with NSW Police	50%	ON TRACK	Ongoing	Issues at particular schools have been addressed in the past quarter. Two schools have had signage updated and liaison with principals to work towards improving parent driver behaviour during school zone peak times.
1H.1	Develop active transport/bicycle path strategy for commuter and general recreation activities and report to Council	50%	ON TRACK	Mar 2019	Draft report prepared by consultant; second web survey completed and results forwarded to consultant for review. Final report due early 2019.

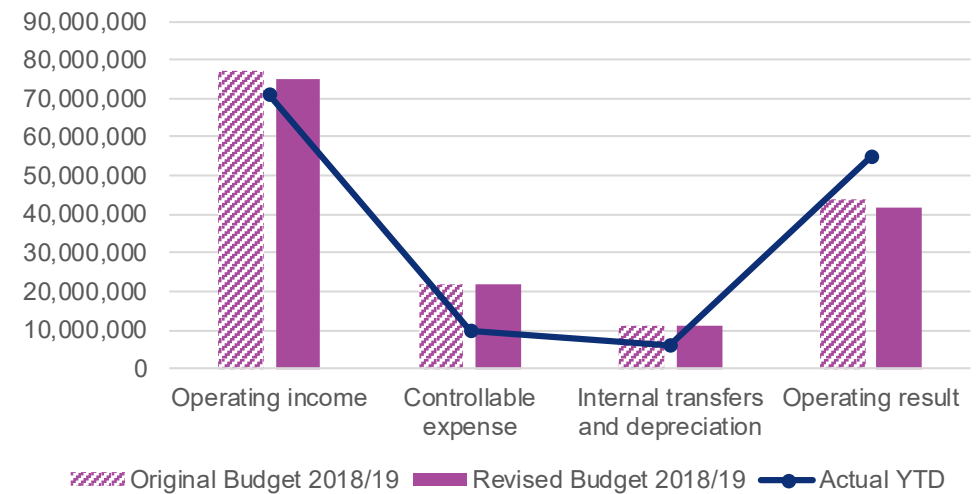
COLLABORATIVE

Working to serve our community, we will listen, be accountable and efficient

Performance of Key Initiatives



Budget Position



Strategic goal: Increased overall satisfaction with Council

Community outcomes		Focus areas	
4.1	The community is encouraged to participate in Council's decision making	<ul style="list-style-type: none"> PLANNING WELL AND LEADING WITH GOOD GOVERNANCE BEING ACCOUNTABLE TO THE COMMUNITY FINDING INNOVATIVE AND EFFECTIVE WAYS TO CONSULT WITH THE COMMUNITY SHARING INFORMATION QUICKLY AND CLEARLY PROVIDING A HELPFUL AND EFFICIENT SERVICE 	<ul style="list-style-type: none"> DELIVERING THE VALUES OF SERVICE. TRUST. RESPECT. INNOVATION
4.2	Information about Council and its decisions is clear and accessible		
4.3	Council plans well to secure the community's long term future		

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
Outcome 4.1 - The community is encouraged to participate in Council's decision making					
4i.	Increase Council's positive profile in the community and demonstrate value for money to ratepayers				RESPONSIBILITY: Manager, Strategy and Communications
4i.1	Develop a 5 year plan to update Council's signage in the Shire	5%	CANCELLED	June 2019	This project has been subsumed into the wider Public Domain and Signage project being led by the Parks Team (See 1H.7). A request for \$1m per year over ten years was submitted to the Long Term Financial Plan to fund signage upgrades.
4i.2	Implement community forums to be held in each Ward annually	50%	ON TRACK	Ongoing	A successful community forum was held at Cherrybrook in October, with 97 people attending. A report will be delivered to Councillors in February reviewing the forums in 2018 and recommending the forums continue in 2019.
4i.3	Review all communications collateral	50%	ON TRACK	June 2019	A communications working party has been established - primary purpose will be to develop a consultancy brief to undertake a communications audit of all collateral produced by the organisation. First meeting held in October 2018.
4i.4	Review Strategy and Communications Branch policies	100%	COMPLETED	Sep 2018	Policies reviewed in the September quarter.
4i.5	Promote local tourism via DiscoverHornsby microsite		ON TRACK	Ongoing	Promotion occurs mainly in the cooler months, very little advertising undertaken in summer.
4i.6	Review and refresh branding for the Shire	0%	ON HOLD	June 2019	Branding will not be reviewed until after the communications audit has been undertaken.
4i.7	Increase video content for internal and external audiences	50%	ON TRACK	June 2019	There has been a continuous increase in video production in the period. Two high quality videos have been produced, there has been collaboration with other videographers, and several 'Facebook Live' videos have been uploaded to increase video content on social media.

Outcome 4.2 - Information about Council and its decisions is clear and accessible

4D.	Maintain a corporate governance framework				RESPONSIBILITY: Manager, Governance and Customer Service
4D.1	Develop and update the Privacy Management Plan and provide training as required to ensure protection of our residents' and ratepayers' privacy	100%	COMPLETED	Aug 2018	Plan reviewed and minor amendments made incorporating comments received from the Information and Privacy Commission. Next review due in 2021 unless further information received or Model Privacy Management Plan issued by the Office of Local Government.

STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
4D.2	Implement webcasting of formal Council meetings	100%	COMPLETED	Aug 2018	Live streaming of Council Meetings commenced in August 2018.
4D.3	Undertake a review of Council Committees and Working Parties	75%	ON TRACK	June 2019	Information gathered from existing Committees / Working Parties for discussion at Councillor Workshop scheduled for February 2019.

Outcome 4.3 - Council plans well to secure the community's long term future

4A.	Formulate and deliver the strategic financial direction for the organisation			RESPONSIBILITY: Chief Financial Officer	
4A.1	Review Quarterly Financial Reporting framework	25%	NEEDS ATTENTION	June 2019	Project is to review existing external and internal reporting approaches. Existing approach meets all external requirements and information needs of internal users. Possible further efficiency to be evaluated.
4A.2	Review and update Long Term Financial Plan having regard to the strategic direction of the new Council	90%	ON TRACK	Feb 2019	Long Term Financial Plan based on post boundary adjustment has been workshopped with Councillors. Final report required to Council for adoption pending further update on compensation claim.
4C.	Demonstrate best practice in leadership			RESPONSIBILITY: General Manager	
4C.1	Monitor and review Policies and Codes - Office of the General Manager	100%	COMPLETED	Aug 2018	Report on review of policies and codes for Office of General Manager and Corporate Support Division was submitted to Council meeting on 8 August 2018.
4C.2	Oversight public domain improvements - including trees, signage and street furniture	5%	ON TRACK	June 2019	Tree plantings to improve the public domain has been incorporated into the 25,000 trees by 2020 project. Signage and street furniture is part of the Public Domain and Signage project which is underway.
4F.	Provide an Information, Communication and Technology infrastructure and maintain the integrity of the network			RESPONSIBILITY: Manager, Information, Communication and Technology	
4F.1	Upgrade Council Customer Service Centre phone system	40%	ON TRACK	Apr 2019	Project implementation underway. Pilot to commence February 2019 with 50 users. Hardware requirements being reviewed.
4F.2	Implement Office 365 and Skype for Business	30%	ON TRACK	Feb 2019	Rollout of O365 and Skype for Business underway. Scheduled for completion end of February 2019.
4F.3	Replace Council phone handsets and headsets	25%	ON TRACK	Mar 2019	Council phone handsets and headsets being reviewed to determine final numbers and overall costs within budget.
4F.4	Replace Council PC fleet	95%	ON TRACK	June 2019	Some final hardware upgrades required to finalise PC fleet replacements.

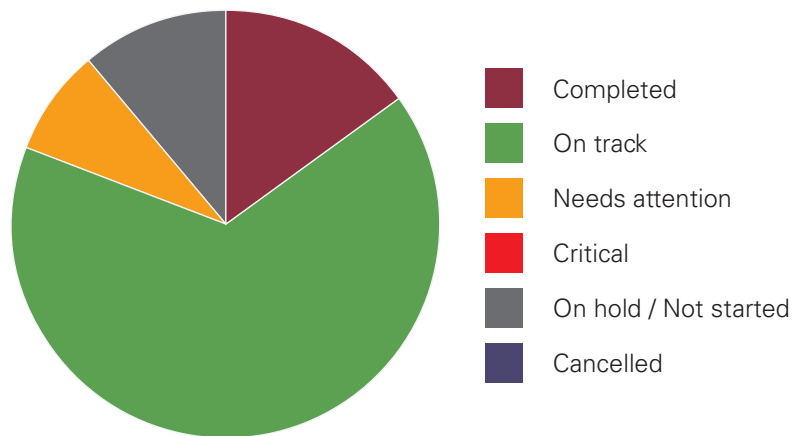
STATUS OF KEY INITIATIVES

Code	Key Initiative	% complete	Status	Estimated Delivery date	Comments
4G.	Support an engaged, productive and healthy workforce				RESPONSIBILITY: Manager, People and Culture
4G.1	Implement an ongoing Workplace Health and Safety Audit Program (3 year cycle)	99%	ON TRACK	June 2019	Cycle 2 of the Audit Program was completed during the quarter with a total of 110 audits being completed over the 3 year program. Scores in Cycle 2 were on average 7% higher than those in the original Cycle 1 program. A proposal to move to Cycle 3 of the Audit Program was approved by ExCo on 17 December 2018. Development of program delivery, including determination of the audit tool, will occur over quarter 3, with a final report back to ExCo in April 2019. Following final ExCo endorsement, roll-out of Cycle 3 is expected to commence in quarter 4 2018/19.
4G.2	Review and update Resourcing Strategy - Workforce Planning	0%	ON HOLD	Dec 2019	Development of the Workforce Planning component of the Resourcing Strategy has been placed on hold pending completion of the 2018/19 organisation restructure. The Workforce Plan will be revisited in quarter 4 2018/19, with a view to having it completed in the first half of 2019/20.
4H.	Mitigate risk for the organisation, and the community when using Council's facilities and services				RESPONSIBILITY: Manager, Risk and Audit
4H.1	Develop new 3-year Internal Audit Plan (2018-2021)	0%	ON HOLD	June 2019	Development of a new Internal Audit Plan will be subject to decisions taken by Council following the release of the new Internal Audit Guidelines by the Office of Local Government (expected in mid 2019). It is expected that an interim Audit Risk and Improvement Committee will be established in 2019 in preparation for the mandatory establishment in 2021. The current internal audit program is carrying forward through the existing Plan.
4H.2	Review Code of Conduct (s.440(7))	50%	ON TRACK	June 2019	The Code of Conduct was confirmed by Council in the review of policies and codes submitted to the Council meeting on 8 August 2018. The Office of Local Government subsequently released a new Model Code on 18 December 2018 and Council has until 14 June 2019 to adopt a new Code. A report will be submitted to the March or April 2019 Council meeting.
4J.	Lead the integrated planning and reporting process				RESPONSIBILITY: Manager, Strategy and Communications
4J.1	Implement new Fees and Charges system	100%	COMPLETED	Jan 2019	New system implemented for 2019/20 fees which will provide the community with easier access to our Fees and Charges.
4J.2	Oversight review of Resourcing Strategy (Workforce Planning, Asset Management Framework, Long Term Financial Plan)	30%	NEEDS ATTENTION	Dec 2019	Oversight of the review of the Resourcing Strategy will be a component of the new Strategy and Place Unit. Emphasis will need to be placed on the three components being complementary.

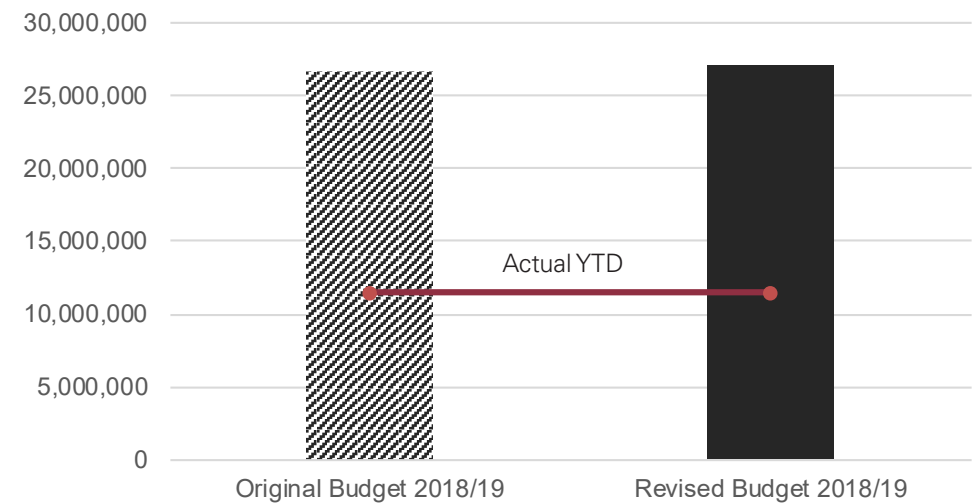
CAPITAL PROJECTS

new improve maintain

Performance of Capital Projects



Budget Position



STATUS OF CAPITAL PROJECTS

Capital projects					
Code	Capital projects	% complete	Status	Estimated Delivery date	Comments
Footpaths					
	Original Budget: \$0	Revised Budget: \$0		Actual YTD: \$32,444	
1E.C18.01	Lancaster Avenue, Beecroft – north side - Pennant Hills Road to end	0%	ON TRACK	June 2019	Works to commence in third quarter, January to March 2019.
1E.C18.02	Norman Avenue, Thornleigh – west side – Beresford Road to end	30%	ON TRACK	Mar 2019	Works have commenced and will be completed in third quarter, January to March 2019.
1E.C18.03	Werona Street, Pennant Hills - east side - Stevens Street to Shields Lane	0%	ON HOLD	June 2020	Works are on hold and will need to be rescheduled in 2019/20 due to insufficient funds.
1E.C18.04	Shepherds Drive, Cherrybrook - south side - Rosemary Place to Kenburn Avenue	100%	COMPLETED	Oct 2018	Completed.
1E.C18.05	Sherbrook Road, Hornsby - west side - Belair Close to King Road	100%	COMPLETED	Dec 2018	Completed.
1E.C18.06	Oakhill Drive, Castle Hill - west side - Tawmii Place to Willowbrook Place	100%	COMPLETED	Jan 2019	Completed.
1E.C18.07	Denman Parade, Normanhurst - east side - Kooranga Place to Edwards Road	0%	ON HOLD	June 2020	Works are on hold and will need to be rescheduled in 2019/20 due to insufficient funds.
1E.C18.08	Francis Greenway Drive, Cherrybrook - north side – Macquarie Drive to Tudor Avenue	0%	ON TRACK	June 2019	Works to commence in fourth quarter, April to June 2019.
Local roads					
	Original Budget: \$3,299,450	Revised Budget: \$3,299,450		Actual YTD: \$31,334	
1E.C18.09	Brooklyn Road, Brooklyn - No. 37 to Old Dairy Site (No. 11)	80%	ON TRACK	Mar 2019	Works are continuing.
1E.C18.10	Cowan Road, Mount Colah Stage 2 - Gray Street to Belmont Parade	100%	COMPLETED	Nov 2018	Completed.

STATUS OF CAPITAL PROJECTS

Capital projects					
Code	Capital projects	% complete	Status	Estimated Delivery date	Comments
1E.C18.11	Arcadia Road, Galston Stage 1 - Galston Road towards Fagan Park Entrance	0%	ON TRACK	June 2019	Works to commence in third quarter, January to March 2019.
1E.C18.12	Crosslands Road, Galston - Stage 2	40%	ON TRACK	June 2019	Works have commenced and will be completed in fourth quarter, April to June 2019.
1E.C18.12	Laughtondale Gully Road, Laughtondale - Stage 1	0%	ON TRACK	June 2019	Works to commence in fourth quarter, April to June 2019.
Parks and Ovals					
Original Budget: \$6,050,261		Revised Budget: \$6,050,261		Actual YTD: \$474,723	
Sporting Facilities - Facility renewals					
1H.C18.01	Montview Oval, Hornsby Heights - netball court renewal	40%	ON TRACK	June 2019	Contract for works has been awarded. Works are scheduled to start late February 2019.
1H.C18.02	Waitara Park, Waitara - synthetic cricket practise nets	100%	COMPLETED	Oct 2018	Run up areas for practise wickets have been repaired.
1H.C18.03	Fence renewals (various)	30%	ON TRACK	June 2019	Fencing at Jaycee Park has been completed. Further sites being identified.
Sporting Facilities - Floodlighting					
1H.C18.04	Edward Bennett Oval, Cherrybrook	20%	ON TRACK	June 2019	Scope of works finalised and quotations received. Contractor to be appointed early in 2019 with works commencing in April 2019.
1H.C18.05	Montview Oval, Hornsby Heights	30%	ON TRACK	June 2019	Tenders have closed and order to be placed in January 2019. On site works anticipated to commence April 2019.
1H.C18.06	Mount Kuring-gai Oval, Mount Kuring-gai	50%	ON TRACK	June 2019	Contract has been awarded with works scheduled to start March 2019.
Sporting Facilities - Sportsfield irrigation and surface renewals					
1H.C18.07	Asquith Park - irrigation and drainage	5%	ON TRACK	June 2019	Quotations obtained and respective contractors appointed to commence works in 2019.
1H.C18.08	Normanhurst Oval - irrigation and drainage renewal	10%	ON TRACK	June 2019	Scope of works finalised and quotations received. On site works anticipated to commence in March 2019.

STATUS OF CAPITAL PROJECTS

Capital projects					
Code	Capital projects	% complete	Status	Estimated Delivery date	Comments
Sport and recreation precincts					
1H.C18.09	Orara Street Park, Waitara - New park	80%	ON TRACK	Mar 2019	Construction is 80% complete with western half of park open to the public. Completion of works expected March 2019 due to delays in construction from wet weather.
1H.C18.10	Beecroft Station Gardens	100%	COMPLETED	Oct 2018	Completed. The Gardens were officially opened on 20 October 2018.
1H.C18.11	Waitara Park Destination Parkland Development	80%	ON TRACK	Mar 2019	Construction of the playground is 80% complete with full completion expected in March 2019.
Parks - Playground renewal					
1H.C18.12	Ron Payne Reserve, North Epping	40%	ON TRACK	June 2019	Community consultation has taken place, and comments received. Design amended based upon feedback received. Play equipment to be installed in the fourth quarter, April to June 2019.
1H.C18.13	Jack Thompson Park, Pennant Hills	60%	ON TRACK	June 2019	Community consultation has taken place, and comments received. Design amended based upon feedback received. Works planned to commence in February 2019.
1H.C18.14	Darlington Reserve, Cherrybrook	30%	ON TRACK		Community consultation has taken place, and comments received. Design based on feedback is being developed.
1H.C18.15	Yallambee Road Park, Berowra	30%	ON TRACK		Community consultation has taken place, and comments received. Design based on feedback is being developed.
1H.C18.16	Lessing Park, Hornsby	100%	COMPLETED	Sep 2018	Completed. Improvements include new play equipment and natural log play area, sandstone walls, paving and new planted areas.
1H.C18.17	Playground undersurfacing (various)	20%	ON TRACK	June 2019	Various sites are being scoped for renewal works to occur in the fourth quarter, April to June 2019.
Parks - Park amenities building renewals					
1H.C18.18	Pennant Hills Park	15%	ON TRACK		Quotes have been received for renewal of toilet facilities at Pennant Hills No. 1 Oval. Further quotes being sought for works for grandstand building.
1H.C18.19	Lisgar Gardens, Hornsby	15%	ON TRACK		Quotations have been sought. Design concepts commenced and demolition of existing structure has been planned. Consultation to occur with the Friends of Lisgar Gardens.

STATUS OF CAPITAL PROJECTS

Capital projects					
Code	Capital projects	% complete	Status	Estimated Delivery date	Comments
Parks - Park furniture renewals					
1H.C18.21	Rofe Park, Hornsby Heights - fitness equipment renewal	25%	ON TRACK		Redesign of current plan has been undertaken with more equipment included. New quotations sought.
1H.C18.22	Dame Mary Gilmore Park, West Pennant Hills - flagpole renewal	100%	COMPLETED	Dec 2018	Flagpole has been repainted.
1H.C18.23	Furniture renewal - various sites	60%	ON TRACK	June 2019	<ul style="list-style-type: none"> ■ Fagan Park - 6 new seats ■ Lisgar Gardens - 3 new seats, 2 bins on the main lawn completed, 2 new picnic settings for the lower park are awaiting installation and a new shelter for the picnic setting has been ordered.
Parks - Dog off leash renewal					
1H.C18.24	Dog off leash renewal	20%	ON TRACK	June 2019	Synthetic grass has been installed around park furniture at Rofe Park. Further works currently being scoped to be carried out to improve existing off leash facilities.
Major and Minor Drainage Improvements					
Original Budget: \$980,000		Revised Budget: \$980,000		Actual YTD: \$172,467	
1A.C18.01	Brooklyn Road, Brooklyn - No. 37 to Old Dairy Site (No. 11)	100%	COMPLETED	Sep 2018	Drainage works completed.
1A.C18.02	Cowan Road, Mount Colah Stages 2 and 3 - Gray Street to Belmont Parade	100%	COMPLETED	Sep 2018	Drainage works completed.
1A.C18.04	Gray Street, Mount Colah - Cowan Road to Colah Road	20%	ON TRACK	Mar 2019	Works have commenced and will be completed in the third quarter, January to March 2019.
Foreshores					
Original Budget: \$171,000		Revised Budget: \$171,000		Actual YTD: \$0	
1A.C18.05	Milsons Passage Wharf refurbishment	10%	ON TRACK	June 2019	Contractor appointed and work scheduled to commence early February 2019.
1A.C18.06	Bar Island Jetty refurbishment	80%	ON TRACK	June 2019	Further investigation has determined that the work required is of a relatively low level and will be carried out under maintenance.

STATUS OF CAPITAL PROJECTS

Capital projects					
Code	Capital projects	% complete	Status	Estimated Delivery date	Comments
1A.C18.07	Berowra Waters Pontoon refurbishment (east side)	0%	ON HOLD	Dec 2019	Further investigation has determined that the pontoon will require replacement. Consideration of the most appropriate option for replacement is in progress and expected to be complete by March 2019. The replacement of the pontoon is expected to be completed by end 2019.
1A.C17.01	Wisemans Ferry Boat Ramp and Wharf Reconstruction - Stage 1	10%	ON TRACK	Dec 2019	Consultant has commenced final design for the facility. Completion is scheduled for December 2019.
1A.C17.02	Dinghy storage facility, Parsley Bay	100%	COMPLETED	Nov 2018	Facility has been completed and is now fully operational.
Catchments remediation rate					
	Original Budget: \$840,000	Revised Budget: \$800,000		Actual YTD: \$96,327	
2C.C18.07	Large end-of-pipe biofilter and gross pollutant trap - Lessing Park, Hornsby	15%	ON TRACK		Detail design near completion.
2C.C18.08	Large end-of-pipe biofilter and stormwater harvesting - Cawthorne Street, Hornsby	10%	ON TRACK		Design underway.
2C.C18.09	Graduated trash rack - Mittabah Road, Asquith	10%	ON TRACK	Mar 2019	Design complete. Scheduled for construction third quarter, January to March 2019.
2C.C18.10	Graduated trash rack - Chiswick Place, Cherrybrook	10%	ON HOLD		Design complete. Project on-hold awaiting confirmation that site location is consistent with biobanking objectives.
2C.C18.11	Gross pollutant trap - Mullion Close, Hornsby Heights	10%	NEEDS ATTENTION		Survey identified that location not appropriate. Looking for alternative locations.
2C.C18.12	Stormwater harvesting - Stage 2 - Asquith Park	10%	ON TRACK		Design complete. External contractor to commence construction fourth quarter, April to June 2019.
Bushland recreational improvements					
	Original Budget: \$636,000	Revised Budget: \$636,000		Actual YTD: \$15,990	
2D.C18.01	Alinta and Begonia Street bushland, Thornleigh	10%	ON TRACK		Planning underway.

STATUS OF CAPITAL PROJECTS

Capital projects					
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2D.C18.02	New Farm Road bushland, West Pennant Hills	0%	ON HOLD		Project on hold until storm damage is remediated.
2D.C18.03	Galston Recreation Trail Facility	10%	ON TRACK		Quote received for Carrs Bush elevated walkway.
2D.C18.04	Rosemead and Manor Roads, Hornsby	60%	ON TRACK		Stage one works near Manor Road are complete.
2D.C18.05	Callicoma Track, West Pennant Hills and Cherrybrook	10%	ON TRACK	June 2019	Construction due to commence in March 2019.
2D.C18.06	Brooklyn bushland	30%	ON TRACK	June 2019	Planning stage completed. Earthworks commenced in Saltpan Reserve.
2D.C18.07	Waitara Creek bushland, Normanhurst	10%	ON HOLD		Further scoping required for next stage of works.
Cycleway - Brooklyn Road, Stage 3					
	Total funding allocation: \$2,036,000	Budget 2018/19: \$1,820,000		Actual and Committed LifeTD: \$1,619,000	
3D.C18.02	Cycleway - Brooklyn Cycleway Stage 3 - between Old Dairy site and No. 39	80%	ON TRACK	April 2019	Road works have commenced . Shared path and proposed refuge islands referred to Local Traffic Committee for approval in January 2019.
Cycleway - Pennant Hills to Epping					
	Total funding allocation: \$500,000	Budget 2018/19: \$500,000		Actual and Committed LifeTD: \$309,000	
3D.C18.01	Cycleway - Pennant Hills to Epping Cycleway (Investigation and design only 2017/18 + 2018/19)	35%	ON TRACK		Routes being considered by consultant (section A, B and C). Business case being submitted to TfNSW / RMS.
Traffic facilities					
	Original Budget: \$3,188,588	Revised Budget: \$1,688,588		Actual YTD: \$55,901	
3D.C18.03	Pedestrian - Quarter Sessions Road, Westleigh - upgrade crossing	0%	NEEDS ATTENTION		Project on hold as RMS 2018/19 funding application unsuccessful - will reapply for funding for next year.
3D.C18.04	Pedestrian - Sherbrook Road, between Stokes Avenue and Winston Street, Asquith - upgrade of crossing to raised threshold	10%	NEEDS ATTENTION		Preliminary design completed; consultation and Local Traffic Committee approval obtained. RMS 2018/19 funding application unsuccessful - will reapply for funding next year. Also considering other funding sources within Council and TfNSW.

STATUS OF CAPITAL PROJECTS

Capital projects					
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3D.C18.06	Pedestrian - Bridge Road, Hornsby - Pedestrian refuge near Energy Australia	25%	NEEDS ATTENTION	Mar 2019	Detail design completed; consultation completed and Local Traffic Committee approval finalised. Project on hold as RMS 2018/19 funding application unsuccessful - will reapply for funding for next year.
3D.C18.07	Road - New Line Road between Castle Hill Road and Boundary Road, West Pennant Hills - traffic calming	25%	ON TRACK		Consultation completed in November 2018. Plans have been amended to address issues raised by residents and occupiers. Report referred to Local Traffic Committee in early January 2019. Construction planned for early 2019.
3D.C18.08	Road - Duffy Avenue/Chilvers Road/The Esplanade, Thornleigh - realignment of intersection	10%	NEEDS ATTENTION		Preliminary design has been prepared in consultation with RMS. Blackspot 2018/19 Program funding unsuccessful - have re-applied for 2019/20 funding. Representations have separately been made to the Local MP.
3D.C18.10	Signals - Galston Road/Clarinda Street, Hornsby	10%	NEEDS ATTENTION		Preliminary design completed and submitted to RMS along with traffic and transport justification report. No response from RMS to date. Consultation for preliminary plans to commence in February 2019.
3D.C18.11	Centre median (Peats Ferry Road) - Peats Ferry Road/Old Berowra Road, Hornsby	15%	ON TRACK		Design completed. Consultation to commence in February 2019.
3D.C17.01	Intersection upgrade - Royston Parade/Baldwin Avenue, Asquith (survey and design)	15%	ON TRACK		Concept design prepared. Consultants to be engaged to prepare TCS plan for consultation and submission to RMS.
3D.C17.02	Edgeworth David Avenue between M1 and Myra Street, Wahroonga – parking lane treatment with kerb blisters and pedestrian refuge near Woonona Avenue	15%	ON HOLD		Design completed. Crash data reviewed for the last 5 year period. The site does not meet funding guidelines due to low BCR. Project to be considered for 2019/20 round of funding applications.
3D.C17.03	Traffic - Intersection upgrade - Peats Ferry Road/Bridge Road, Hornsby (survey and design)	7%	ON TRACK		Preliminary concept plan prepared. Council to engage consultant to prepare TCS plan. Additional transport modelling is underway. Letter to RMS drafted seeking funding and partnership in project.
3D.C17.04	Centre median (Galston Road) - Galston Road/Carrington Road, Hornsby	10%	ON TRACK		Design completed. Consultation to commence in February 2019.
3D.C17.05	Realign bus and taxi exit - High Street/Peats Ferry Road, Hornsby Westside (four-way signalised intersection) (survey and design)	5%	ON HOLD		Project on hold due to conflicting town planning / landscaping / traffic and transport issues. To be considered in conjunction with Hornsby Town Centre Review.