

YOUR Community Plan

2013-2023



HORNSBY SHIRE
COMMUNITY
STRATEGIC PLAN

ADOPTED 19 JUNE 2013

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**"A TRUSTED, S
AND INNOVAT
DEDICATED TO
THE QUALITY
OF ITS COMM**



SUSTAINABLE FIVE COUNCIL O IMPROVING OF LIFE UNITY"



FROM YOUR MAYOR

I am pleased to present “Your Community Plan 2013-2023”, a vision for Hornsby Shire which will guide our community over the next 10 years and beyond. This plan represents a strategy for the future which, when realised, will have a profound effect on the wellbeing of the Shire as a whole. It’s the vision of where we want the Shire to be in 10 years’ time. For individuals this means creating attractive, safe town centres and providing opportunities for recreation, leisure and cultural expression.

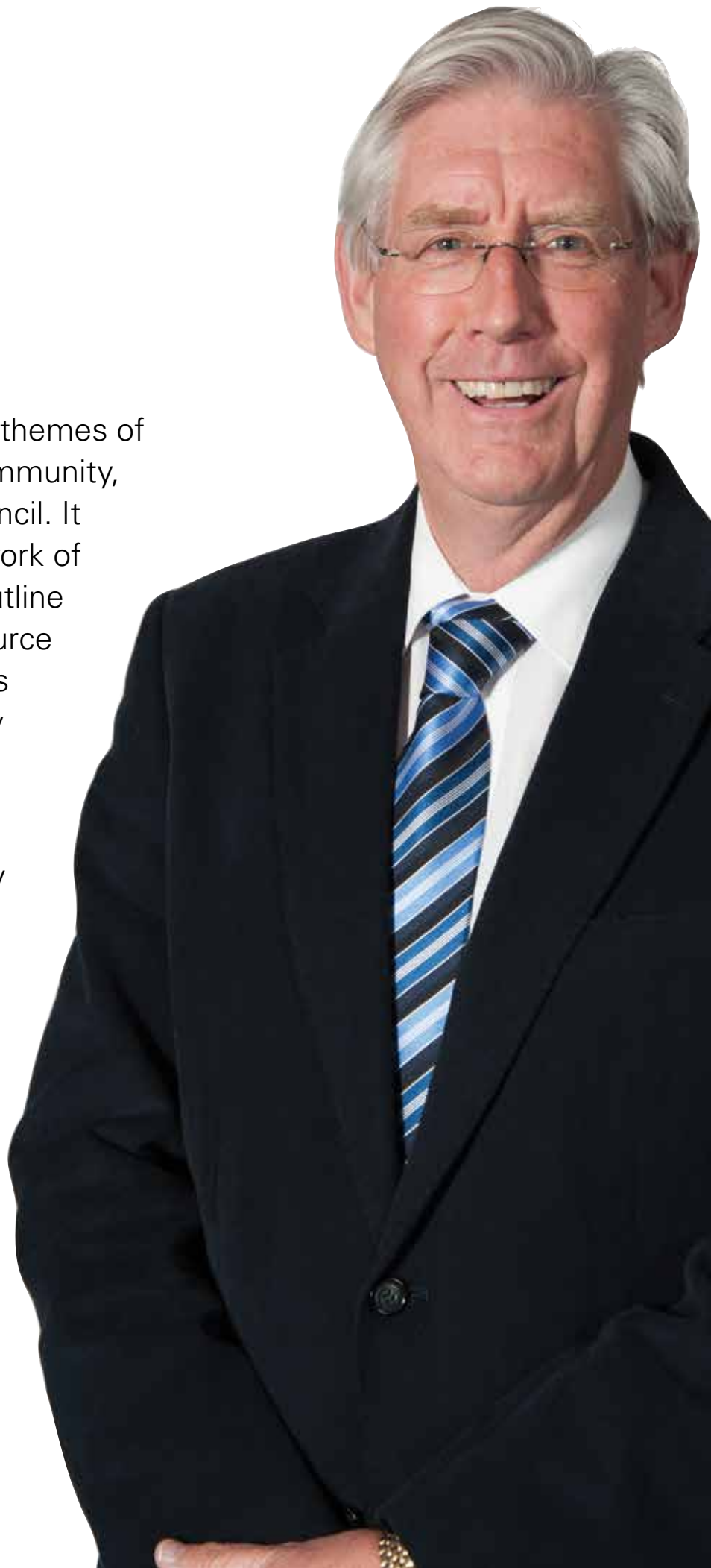
“Your Community Plan” is a strategy that requires leadership at many levels if its vision is to be realised. Hornsby Shire Council will continue to play a critical leadership and commitment role, facilitating communication, coordinating activities and ensuring activity is focused on achieving the vision.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

This Plan covers four key themes of My Environment, My Community, My Lifestyle and My Council. It is supported by a framework of integrated plans which outline how we will deliver, resource and finance the outcomes sought by our community in this Plan.

Council has been encouraged by the quality and level of participation in the preparation of "Your Community Plan" and I would like to take this opportunity to thank our community for their involvement.



Steve Russell
Mayor
Hornsby Shire Council



ABOUT HORNSBY

The Hornsby Shire region covers an area of 510 square kilometres, with nearly two-thirds of its area comprising national park and bushland. The Shire includes land from Eastwood in the south to Wisemans Ferry in the north and Brooklyn in the east.

The traditional owners of the Shire were the Aboriginal people of the Darug and Guringai language groups. Council continues to work with these traditional landholder groups to support the celebration of Aboriginal history and culture in the Shire.

European settlement in the Shire dates from 1794 when the first land grants were made along the Hawkesbury River, with land used mainly for farming. The opening of the Newcastle and North Shore railway lines in the 1890s resulted in Hornsby CBD becoming a railway town and a major centre.

WHERE WE ARE NOW

Hornsby Shire, like the rest of Sydney, has been under substantial and continual pressure to accommodate a rapidly growing population. Over the next 10 years, it is forecast that there will be over 4,270 new private dwellings built, and over 2,380 new jobs created. At present approximately 10% of the Shire is zoned and used for urban development, 15% for rural purposes, 5% for open space, and the remainder (approx 70%) is Environmental Protection or National Park.



39

average age of residents

11,777

couples with young children (aged under 15)

20,519

people who both live and work in Hornsby Shire

41,499

people work in Hornsby Shire

63.7%

of Hornsby Shire's working residents travel outside of the area to work

55,494

people living in Hornsby Shire born overseas

19%

of residents arrived in Australia within the last five years

76,459

males

80,383

females

WHAT DOES THE FUTURE LOOK LIKE



What is it that you, our community values most? What would you like Council to focus on? What do you want for the future?

We have asked the community these questions using a variety of approaches: online surveys; focus groups; telephone interviews; community meetings; online forums and travelling kiosks. The feedback we received built the foundations of the original Community Strategic Plan known as the Hornsby Shire Community Plan 2010-2020. Further surveys and focus groups and the results of the recent local government election have contributed to the evolution of “Your Community Plan 2013-2023”.



OUR COMMUNITY VALUES

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

Residents want Council to focus effort on minimising the impact of development and ensuring services such as health care, aged care and transport are aligned to the increasing population needs. People are concerned at the lack of accessibility at many transport stops and the lack of coordination between rail and bus services.

The majority of activities consuming family 'spare time' centre around family, home and garden upkeep. Visiting and entertaining family and friends is also a priority, with playing and/or watching sport another frequent pastime.

WHAT IS IMPORTANT TO OUR COMMUNITY:

- the general feeling of the bushland, the clean air, green space and leafy environment
- the area is serviced by good footpaths and roads, and there is adequate street lighting
- the area feels safe – there is a low crime rate
- the amenity of outdoor and indoor spaces
- there are leisure facilities, cycleways and cycle friendly parks
- there are opportunities to be involved in art/music/cultural events
- shopping precincts are nearby and the area is well serviced by medical facilities
- the neighbourhood and general community is friendly and there are many opportunities for neighbourhood interactions
- there are choices of transport available, with better networks, all within reasonable reach
- there is a measured approach to development
- Council's finances are rigorously managed
- there are coordinated responses to natural disasters (bushfires).

Issues such as health care, aged care and transport are the responsibility of State Government. Residents view Council as one of the largest organisations in the Shire and want Council to actively lobby and influence State policy makers for favourable improvements to local hospitals, aged care and transport.

WHAT'S THE PLAN?

“Your Community Plan” sets the direction for where the people of Hornsby Shire want to be in 2023 and identifies our community’s main priorities and aspirations for the future. It is a 10 year vision developed collaboratively between our community and Council and defines Strategies to achieve community priorities, as well as outlining actions our community can introduce into their everyday lives to help achieve the Outcomes.

It is the highest order document in the Integrated Planning and Reporting suite of documents and is a long term concept which will be used to guide shorter term planning.

“Your Community Plan” has been developed in consultation with State agencies, not-for-profit groups and individuals. It is an update of the Hornsby Shire Community Plan 2010-2020 first adopted by Council in June 2010 and amended in March 2011. Vital influencing documents include Hornsby Council’s Local Environmental Plan and Housing Strategy, Destination 2036 Action Plan June 2012, the NSW State Plan (NSW 2021), the Northern Sydney Regional Action Plan December 2012, and NSROC Regional Priorities February 2012.



LINKING OUTCOMES TO ACTIONS

Your Vision is embodied across four themes:

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

with 14 Outcomes and 30 Strategies to achieve these Outcomes. Council's planning processes are informed by the Outcomes when coordinating service delivery and resource allocation.

The Delivery Program and Operational Plan are the point at which Strategies in Your Community Plan are translated into Projects and Actions. The Resourcing Strategy contains information on the time, money, assets and people required by Council to progress towards achieving our community's aspirations.

REPORTING ON PROGRESS

Progress towards achievement of Outcomes and Indicators in "Your Community Plan" will be comprehensively reported to Council at its final meeting prior to the four-yearly local government elections. "Your Community Plan" will then be reviewed by the incoming Council following the election.

what you want



YOUR COMMUNITY PLAN

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

How we will deliver what you want

DELIVERY PROGRAM

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



what we will do

OPERATIONAL PLAN

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



RESOURCING STRATEGY

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

These documents are available at hornsby.nsw.gov.au

my environment

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

"With all the gum trees – I feel as though I'm in the country.....when you get out of your car you can actually smell the bush" Research Focus Group participant

What we've achieved so far?

- ✓ Over 35 footpaths upgraded
- ✓ 5 walking tracks upgraded
- ✓ Real time water quality monitoring operational on council's website

'Protect and enhance biodiversity'

- 1A Protect and preserve existing bushland and natural areas
- 1B Ensure planning and management of future land use enhances and protects biodiversity and natural heritage
- 1C Provide opportunities for community involvement in projects to regenerate the bushland and develop a more environmentally sustainable Shire

'Maintain healthy waterways and catchments'

- 2A Identify and implement innovative water conservation and sustainable water cycle management practices
- 2B Work with our community to care for, protect, enjoy and enhance the health of waterways

'Reduce our ecological footprint'

- 3A Implement technologies to reduce Council's greenhouse gas emissions

'Respond to climate change'

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

Indicators

- The existing area of bushland available in 2013 for habitat and ecosystems is not impacted by development
- The health of waterways is improving
- The total water consumed and per capita consumption is decreasing
- Combat climate change by sustainable energy use
- An increasing number of community members participate in Council's sustainability initiatives
- The amount of household waste is decreasing

What you can do to help make this happen

- Protect the environment by using sustainable energy sources
- Become a bushcare volunteer
- Use native plants that complement the bushland
- Recycle and reuse resources
- Implement energy wise actions
- Purchase goods with minimal packaging
- Use sustainable transport options (walking, riding or public transport) for local trips

our outcomes
and strategies

my community

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

"98% of Hornsby Shire residents feel safe in their local area walking and using public transport during the day" Community Engagement Survey, May 2012

What we've achieved so far?

- ✓ Wallarobba Arts and Cultural Centre opened in 2011
- ✓ Website for mobile devices introduced
- ✓ Over 30,000 people attended Council's major events including the Bushland Shire Festival, OneWorld Multicultural Festival and Movies under the Stars in 2012
- ✓ Home Modification and Maintenance Service provides services to over 1,200 people each year

'Meet our diverse community needs'

- 5A Work with key partners and our community to improve health and health services in the Shire
- 5B Support local communities to attract additional resources
- 5C Maintain the provision of high quality and accessible community services

'Create a strong sense of belonging'

- 6A Explore ways to improve social connectedness and the inclusion of all persons in our community
- 6B Support and facilitate arts and cultural programs
- 6C Promote and celebrate the Shire's distinctiveness, diversity and sense of identity

'Support healthy interactive communities'

- 7A Work with key partners and our community to reduce crime and improve perceptions of community safety
- 7B Provide community access to a range of places and spaces
- 7C Promote the appropriate responses to disasters and serious incidents
- 7D Foster healthy neighbourhood and life balance activities

Indicators

- Providing the right level of support required by our community
- Council's social programs are well attended and appropriate
- Overall levels of health are better than the NSW average
- Improving our community 'sense of belonging'
- Improving perceptions of safety in Hornsby Shire
- Improving safety in Hornsby Shire

What you can do to help make this happen

- Know and talk to your neighbours
- Be a local volunteer
- Look for local job opportunities
- Support others in times of emergency
- Use local facilities and services
- Attend and enjoy local festivals and events
- Be aware of your safety and the safety of others
- Participate in local healthy lifestyle activities
- Respect the heritage and culture of others

Our outcomes
and strategies



my lifestyle

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

184 parks; 137 playgrounds; 75 tennis courts; 42 netball courts; 40 sportsground complexes; 31 community centres; 8 dog off leash areas; 5 libraries; 5 skate parks; 3 aquatic centres; 2 BMX dirt jump facilities; 1 indoor recreation centre; 1 rural sports facility

What we've achieved so far?

- ✓ Construction of new Hornsby Aquatic Centre due for completion early 2014
- ✓ Hornsby Mountain bike track (stage 1) opened at Old Mans Valley February 2013
- ✓ Over 35 park upgrades and 2 BMX facilities upgrades

'Vibrant and viable living centres'

- 8A Support the living centres in the Shire to be distinctive and vibrant
- 8B Encourage the provision of facilitated activities in community facilities and Council services

'Effective infrastructure and services'

- 9A Provide infrastructure and services that serves current and future community needs, including active and passive recreational facilities
- 9B Work with appropriate partners towards improving transport networks throughout the Shire and developing additional infrastructure to support sustainable transport options

'A harmonious natural and built environment'

- 10A Provide infrastructure and services that are socially, environmentally and culturally responsive to community needs
- 10B Monitor and review existing planning controls to ensure quality outcomes for the long term benefit of the Shire

'A vibrant and resilient economy'

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

Indicators

- Increasing opportunities for seniors and people with a disability to care for themselves independently
- An increasing use of sustainable transport for local trips
- An improving use of sustainable transport options for travel to work
- Increasing opportunities to participate in sporting and recreational activities
- Improving employment in the Hornsby Shire
- An increasing number of people living and working locally
- Improving prosperity in the Shire

What you can do to help make this happen

- Support local businesses by buying locally
- Promote the Shire's tourist attractions to friends and visitors
- Understand the need for change and growth
- Appreciate the heritage and character of the area
- Pressure State Government to improve transport links
- Use sustainable transport whenever possible
- Use sustainable transport options (walking, riding or public transport) for local trips
- Keep the streets and gutters free of litter

Our outcomes and strategies



my council

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

In 2011/12 Council spent over \$16.4 million on improving and upgrading local facilities and providing additional footpaths across the Shire

What we've achieved so far?

- ✓ Gaining approval of a special rate variation providing sustainable funding
- ✓ Completing internal and external services review saving \$3.5 million per year

'Accountable corporate management'

- 12A Maintain a sound governance framework within which Council operates
- 12B Ensure Council's long term financial sustainability through effective financial management that is transparent and accountable
- 12C Provide a safe, healthy and non discriminatory working environment

'Timely and responsive services'

- 13A Facilitate good communication and relationships with our residents and ratepayers, seeking feedback and providing opportunities for participation
- 13B Implement new methods and technologies to deliver facilities and services

'Consistent and effective policy and plans'

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

Indicators

- Key Initiatives in the Delivery Program achieve performance success on time and within budget
- Council is perceived by residents as providing good customer service

What you can do to help make this happen

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

Our outcomes
and strategies



YOUR INVOLVEMENT

It's important for everyone to have the opportunity to get involved and have their say in local issues. To help make this happen, Council prepared a Community Engagement Strategy which sets out how you can get involved. The Community Engagement Strategy guides us on how we engage with our communities and was implemented in the development of the original Hornsby Shire Community Plan and in Your Community Plan.

Many people and organisations have contributed to shaping the future direction of Hornsby Shire.

Council undertook extensive consultation with its community in 2009/10 to develop the original Community Strategic Plan which was reviewed in March 2011. This latest review has included further engagement with our community as follows:

- 15,000 electronic surveys sent to residents, ratepayers, sporting groups etc
- 300 telephone interviews with residents
- 8 focus group discussions conducted in Hornsby, Pennant Hills, Berowra and Dural and facilitated by an independent consultant
- online forums across BangTheTable, Facebook and Twitter.

In all, over 5,000 stakeholders have given detailed and valued input in shaping the future direction of Hornsby Shire.

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

[illegible]

OTHER INFLUENCES

Although Council will take a lead role in implementation, it cannot solely deliver all the strategic outcomes and requires effort from local residents, the business community, local community and cultural organisations and neighbouring councils. We also need other levels of government to fulfil their obligations in meeting outcomes beyond the scope of local government.

Destination 2036 is an initiative to modernise local government in NSW and ensure its relevance into the future in meeting the needs and expectations of our communities. The Destination 2036 Action Plan outlines five strategic directions to deliver a vision of “Strong Communities Through Partnerships”. These five strategic directions are embraced in Your Community Plan under the ‘My Council’ theme.

NSW 2021, the NSW State Plan released in 2009, is the State Government’s commitment to deliver on community priorities. The Northern Sydney Regional Action Plan, released in December 2012, is aligned to NSW 2021 with regional priorities identified for prioritisation by the NSW Government.

“Your Community Plan” embraces the priorities of NSW 2021 and the Northern Sydney Regional Action Plan through Strategies within our four themes.

NSW 2021 STRATEGIES

- Strengthen our local environment



REGIONAL PRIORITIES

- Increased community access to open space and protect the natural environment and waterways



NSW 2021 STRATEGIES

- Strengthen our communities
- Return quality services



REGIONAL PRIORITIES

- Improve social connections, support for vulnerable communities and the ageing
- Improve access to healthcare



NSW 2021 STRATEGIES

- Renovate infrastructure
- Return quality services
- Rebuild the economy



REGIONAL PRIORITIES

- Improve road and public transport connections to other parts of Sydney
- Build liveable cities
- Grow the economy



NSW 2021 STRATEGIES

- Restore accountability to Government



REGIONAL PRIORITIES

- Increase productivity by cutting government red tape

DESTINATION 2036

- Efficient and effective service delivery
- Quality governance
- Financial sustainability
- Appropriate structures
- Strong relationships



MEASURING PROGRESS

Your Community Plan reflects extensive consultation and includes issues our community wants Council to think about when planning for the future. It also includes Indicators which over the longer term should show progress towards meeting our community priorities. The Indicators are included in each of the four themes and are also listed here in more detail to provide information on the purpose, data source, target and frequency of reporting.

Council is not the sole provider of services, infrastructure, funding and resources, nor does it have control over all activities in Hornsby Shire. Progress will only be achieved through a combination of Council, community and government generated strategies, actions and projects. Over time some indicators may change and more will be added to reflect the state of Hornsby Shire.



| | Indicator | Purpose | Measure | Data source | Target | Frequency |
|------|---|---|---|---|--|-----------|
| P1.1 | The existing area of bushland available in 2013 for habitat and ecosystems is not impacted by development | Track bushland available for habitat and ecosystems | Area of bushland approved for development | Review of development applications | No net loss of bushland | Annual |
| P2.1 | The health of waterways is improving | Track the health of our waterways | Percentage of the Shire's waterways monitored, and proportion found to be healthy | Water monitoring probes at representative creeks across the Shire | 50% of waterways classified as healthy | Annual |
| P2.2 | The total water consumed and per capita consumption is decreasing | Track community progress towards decreasing the ecological footprint | Total water consumption and per capita consumption | Data from Sydney Water | Reduction against 2010/11 community* water consumption levels (2010/11 = 13,186,887 kL, per capita per day = 219 L) | Annual |
| P3.1 | Combat climate change by sustainable energy use | To track decrease in greenhouse gas emissions | Percentage of Council's greenhouse gas emissions abated | Hornsby Shire Council's Natural Resources Branch | 30% reduction against 1995/96 levels by 2019/20 | Annual |
| P4.1 | An increasing number of community members participate in Council's sustainability initiatives | To track local response to climate change, which has an economic and environmental impact | Number of community members participating in Council's sustainability initiatives | Data to be collected from Council's Natural Resources Branch | More than 3,500 people per year | Annual |
| P4.2 | The amount of household waste is decreasing | To track local response to climate change, which has an economic and environmental impact | Percentage of waste diverted from landfill | Data to be collected from Council's Waste Management Branch | 66% by 2014/15 (State Govt target) | Annual |

* community water = units, houses, flats, industrial, commercial



| | Indicator | Purpose | Measure | Data source | Target | Frequency |
|------|--|--|---|---|--|-----------|
| P5.1 | The right level of support required by our community is provided | To track the level of support required and accessed by our community | Number of community referrals by Council staff to local support organisations | Data collected from Council's Community Services Branch | >500 per year | Annual |
| P5.2 | Council's social programs are well attended and appropriate | To track social connectedness and inclusion | Number of community members participating in Council's social programs | Data collected from Council's Community Services Branch | >1,000 per year | Annual |
| P5.3 | Overall levels of health are better than the NSW average | Reduce overweight and obesity rates | Increase in people aged 16 years and over consuming at least 2 serves of fruit per day | Health Statistics NSW | Improvement on 2011 – ^54% (State average 52.1%) | Annual |
| P5.4 | | | Increase in people aged 16 years and over consuming at least 5 serves of vegetables per day | | Improvement on 2011 - ^6.9% (State average 8.7%) | Annual |
| P5.5 | | Reduce risk drinking | Decrease in percentage of persons aged 16 years and over who consume more than 2 standard alcoholic drinks on a day when they consume alcohol | | Decrease on 2011 - ^33% (State average 29.4%) | Annual |
| P5.6 | | Enjoying active lives | Increase in number of people aged 16 years and over undertaking at least 30 minutes of activity, 5 times a week | | Improvement on 2011 - ^59.5% (State average 53.9%) | Annual |

| | Indicator | Purpose | Measure | Data source | Target | Frequency |
|------|--|---|---|--|---|-----------|
| P6.1 | Improving our community ‘sense of belonging’ | To track community ‘sense of belonging’ | Percentage of people who volunteer locally | ABS census data when available. Statistically valid survey of residents at other times | Improvement on 2011 ABS Census of 22.9% | Biennial |
| P6.2 | | | Percentage of our community who talk to their neighbours regularly | Statistically valid survey of residents | Improvement on 2012 survey of 63% | Biennial |
| P6.3 | | | Percentage of our community who feel they can get help from their local community if needed | Statistically valid survey of residents | Improvement on 2012 survey of 56% | Biennial |
| P7.1 | Improving perceptions of safety in Hornsby Shire | To track the perceptions of safety in the Shire | Percentage of our community who feel safe walking in the Shire and using public transport during the day and at night | Statistically valid survey of residents | Improvement on 2012 survey of 80% | Biennial |
| P7.2 | Improving safety in Hornsby Shire | To track recorded criminal incidents, violent and property offences | Ratio to NSW rate of violent and property offences * | NSW Bureau of Crime Statistics and Research | Decrease on September 2012 Violent offences Ratio to NSW = 0.4 Property offences Ratio to NSW = 0.5 | Annual |
| P7.3 | | To track road safety | Road traffic incidents within the Shire resulting in: ■ fatalities ■ injuries ■ pedestrian casualties | NSW Transport, RMS (through Council’s Traffic Branch) | Decrease on 2011 ■ 3 fatalities ■ 379 injuries ■ 15 pedestrian casualties | Annual |
| P7.4 | | To track vandalism incidents and expenditure | Number of incidents and annual expenditure on vandalism compared to 2012/13 | Council’s Asset Management and Maintenance Branch | <190 incidents <\$80,000 expenditure | Annual |
| P7.5 | | To track graffiti incidents and expenditure | Number of incidents and annual expenditure on graffiti compared to 2012/13 | Council’s Asset Management and Maintenance Branch | <800 incidents <\$90,000 expenditure | Annual |

^ Northern Sydney Local Health District = facilities at Greenwich, Hornsby, Macquarie, Manly, Mona Vale, Neringah, Royal North Shore, Royal Rehabilitation, Ryde

* Ratio to NSW rate statistics are a comparison of a NSW regional rate per 100,000 population to the NSW rate per 100,000 population



| | Indicator | Purpose | Measure | Data source | Target | Frequency |
|-------|--|--|--|--|---|-----------|
| P8.1 | Increasing opportunities for seniors and people with a disability to care for themselves independently | To track the number of people able to stay comfortably accommodated in their own homes | Number of new residential dwellings approved for seniors and independent living | Council's Planning Division | 975 dwellings by 2021 (675 @ 2011) | Annual |
| P9.1 | An increasing use of sustainable transport for local trips | To track the use of local sustainable transport | Percentage of local trips (less than 5 km) by residents using sustainable transport options (walking, riding, public transport) | Statistically valid survey of residents | 50% of all trips | Biennial |
| P9.2 | An improving use of sustainable transport options | | Percentage of employed residents who travel to work using sustainable transport most days | ABS census data when available. Statistically valid survey of residents at other times | Improvement on 2011 ABS Census of 27.1% | Biennial |
| P9.3 | | | Percentage of car trips on an average weekday is decreasing | Bureau of Transport Statistics, Household Travel Survey 2010/11 | Less car trips than 2010/11 (78% of all trips) | Annual |
| P10.1 | Increasing opportunities to participate in sporting and recreational activities | To track use of and requirement for leisure and recreation facilities | Percentage of our community who visit parks and bushland reserves, or use sports and recreational facilities once a week or more | Statistically valid survey of residents | Improvement on 2012 survey of 57% | Biennial |
| P11.1 | Improving employment in the Hornsby Shire | To track employment and prosperity in the Shire | Unemployment rates compared to December 2012 | Department of Education, Employment and Workplace Relations | Less unemployment than September 2012 (4.2%, 3,928 persons) | Annual |
| P11.2 | An increasing number of people living and working locally | Working locally means pay packets stay in the area | Percentage of the population that live and work in the Shire | ABS Census data when available. Statistically valid survey of residents at other times | Improvement on 2011 ABS Census of 26.1% (20,519 workers) | Biennial |
| P11.3 | Improving prosperity in the Shire | To track prosperity in the Shire | Average taxable income (taxable and non-taxable individuals) | ABS National Regional Profile | Improvement on 2009 - \$53,431 | Annual |



| | Indicator | Purpose | Measure | Data source | Target | Frequency |
|-------|--|---|---|---------------------------------------|--|-----------|
| P12.1 | Key Initiatives in the Delivery Program achieve performance | To track effectiveness of service delivery to our community | Percentage of key initiatives in Delivery Program 2013-2017 achieving success | Council's corporate reporting system | 90% of key initiatives completed on time and within budget | Annual |
| P12.2 | success on time and within budget | | Overall budget performance (+/- 10% of budget) | Council's financial management system | 100% | Annual |
| P13.1 | Council is perceived by residents as providing good customer service | To track the timeliness and responsiveness of services | Number of Council service requests more than 28 days overdue | Council's Masterview resource | Less than 10% of service requests overdue | Annual |
| P13.2 | | To track the provision of service to customers | Percentage of correspondence completed or acknowledged within 14 days | Council's Masterview resource | 90% of all written correspondence including email | Annual |

HOW TO CONTACT US

HORNSBY SHIRE COUNCIL

ABN 20 706 996 972

CONTACT DETAILS

| | |
|-----------|---|
| In person | The Administration Centre 296 Pacific Highway, Hornsby NSW 2077 |
| Email | hsc@hornsby.nsw.gov.au |
| Telephone | 9847 6666 |
| Fax | 9847 6999 |
| Write | PO Box 37, Hornsby NSW 1630 |
| Online | hornsby.nsw.gov.au |

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

