



Your vision

Your future

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HORNSBY SHIRE COMMUNITY STRATEGIC PLAN 2018-2028

ADOPTED 13 JUNE 2018

hornsby.nsw.gov.au





Cr
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- The Greens)



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Cr
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The Hon
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(Mayor)
(Liberal)



Cr
Robert
Browne
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- Liberal)



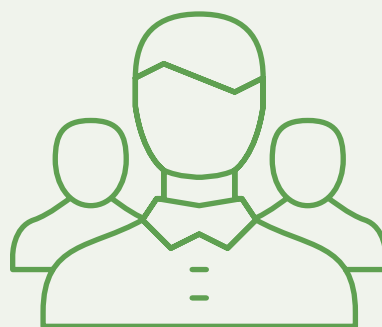
Cr
Mick
Marr
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- Labor)



Cr
Nathan
Tilbury
(A Ward
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Cr
Warren
Waddell
(A Ward
- Liberal)



welcome

to hornsby shire's community strategic plan

your vision | your future 2028

The Community Strategic Plan has been shaped by our community and sets the broad strategic direction for Council's operations which are aligned to the vision through four key themes.

At its heart, **Your Vision | Your Future 2028** is a vision of where we want the Shire to be in 10 years' time. It 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 outcomes.

This Community Strategic Plan is closely aligned with the Greater Sydney Commission's North District Plan (March 2018). The Greater Sydney Commission is a NSW Government agency appointed to lead metropolitan planning for the Greater Sydney Region. The North District Plan is one of five District Plans developed which together map a 20 year vision for Greater Sydney.

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Council would like to recognise the traditional owners of the lands of Hornsby Shire, the Darug and Guringai Aboriginal people, and pay respect to their elders and their heritage.

Hornsby Shire Council

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Monday to Friday.

hornsby.nsw.gov.au





vision

Value statement

Our Bushland Shire is a place for people. It has impressive places and wonderful environments and offers a great lifestyle for all members of our community.

Action statement

We are committed to collaboratively implementing infrastructure, sustainability, liveability, productivity and affordability initiatives to ensure our Bushland Shire thrives now and into the future.

External impacts

Our Bushland Shire is being shaped by our natural environment, population growth, housing and employment opportunities.

The traditional owners of the Shire are 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.

Hornsby Shire is a mix of urban areas with freestanding homes, low rise townhouses and high rise buildings, large rural areas and a predominance of bushland.

Hornsby CBD is 25 kilometres north of the Sydney CBD. The major industrial areas are located at Asquith, Waitara and Mt Kuring-gai. The major commercial centres are Hornsby, Pennant Hills, Thornleigh and Dural Service Centre.

HORNSBY SHIRE COMMUNITY STRATEGIC PLAN 2018-2028

hornsby shire today



population = 149,242

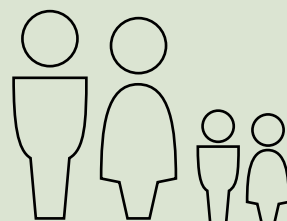
(ABS Estimated Resident Population June 2017)

Service age groups	Years	%
Babies and pre-schoolers	(0-4)	5.8
Primary schoolers	(5 to 11)	9.7
Secondary schoolers	(12 to 17)	8.2
Tertiary education and independence	(18 to 24)	8.5
Young workforce	(25 to 34)	10.3
Parents and homebuilders	(35 to 49)	22.1
Older workers and pre-retirees	(50 to 59)	13.8
Empty nesters and retirees	(60 to 69)	10.3
Seniors	(70 to 84)	8.6
Elderly aged	(85 +)	2.7



Households with children
54%

Household size	%
1 person	17.4
2 persons	28.2
3 persons	18.6
4 persons	22.8
5 persons	9.1
6 or more persons	3.9



Education

Completed Year
12 schooling
69%

Hold a bachelor
or higher degree
38%

Unemployment
rate
5.4%



Born overseas
37%



31% Speak language other
than English at home

92% Speak English only
or speak it well



Weekly
household
income
\$2,121

Monthly
mortgage
payments
\$2,400



Renting

Weekly
rent
payments
\$500

Social
housing
2%

Privately
18%

(ABS Census 2016)

hornsby shire tomorrow

Top emerging trends

Currently shaping the Hornsby Shire

- Growing population, increasing densification
- Ageing population, transitioning generations
- Educational attainment, professional employment
- Entrepreneurship for small and home-based businesses
- Property ownership and investment growth
- Stable workforce, lower unemployment
- Mobile lifestyle enabled through public transport and cars
- A home for families and the next generations
- A place of cultural and language diversity
- The lifestyle shire

(McCrindle, 2015)



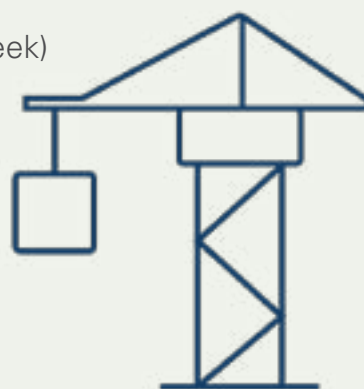


Hornsby Shire is shaped by...

- The existing community
(150,000)
- Population growth
2,035 new residents pa
(a classroom each week)

...and they need somewhere
to live

- 870 new homes
each year
(17 units per week)





what the community said

Why you love living in the Bushland Shire

Residents love living in the Hornsby Shire because of the natural environment particularly the bushland, national parks, trees and green spaces. However, there are concerns amongst the community regarding infrastructure, roads and development and particularly the changes to the landscape brought about by new developments.

The Bushland Shire was chosen as the place to live by most people due to the affordability of housing and the local services and facilities available.

Why you choose to remain here

Being close to family and friends and having the opportunity to be involved in the local community gives an overall sense of wellbeing and belonging.





what the community said

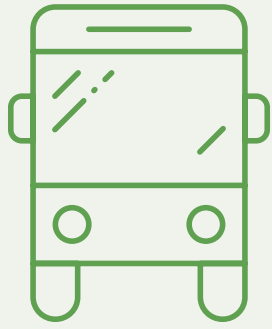
What would make living here better ?

Improvements to traffic congestion and parking, a higher quantity and quality of services and facilities.

How you would like the Shire to be in 10 years' time ?

Many residents would like less development in general and a balance of better planning for developments with protection of the environment, bush and green spaces.





challenges

Although Hornsby Council delivers a wide range of services and facilities, many more services are provided by state and federal agencies, such as public transport, hospitals and education.

There are limits to what Hornsby Council alone can control and where direct decision-making and action is possible.

Rising costs and increasing demand for key services means we must always be cognisant of the cost to deliver services, however we are determined to meet our responsibilities and support our residents as effectively as we can adapting along the way to people's changing needs.

Some of the major challenges ahead are:

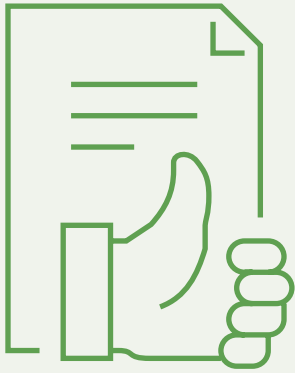
- A changing climate and its impact on our natural environment and quality of life
- Traffic congestion and its impact on the ability to move around easily
- The nature and rate of development and its impact on the sense of community valued by residents.





The most significant challenge Council faces at the moment is the uncertainty created by the loss of territory in the south of the Shire to City of Parramatta Council, as well as their demands to claim even more.

This has had a major impact on Council's budget and places a number of long-term projects in doubt. Council is fighting to reclaim its lost territory, which had existed since the creation of Hornsby Shire more than a century ago, and is still awaiting a NSW Government decision in respect of Council's proposal. If the area is not returned, Council's financial position will be severely weakened and will necessitate a re-evaluation of many longer term capital projects and service levels.



what's the plan?

Your Vision | Your Future 2028 is the highest order document in the Integrated Planning and Reporting suite of documents.

It embodies the vision for the future of the Hornsby Shire community and sets the broad strategic direction for Council's long term planning documents.

What Council will do to meet the community's vision over the duration of its political term is set out under four key themes:

- LIVEABLE
- SUSTAINABLE
- PRODUCTIVE
- COLLABORATIVE

Each Theme is then made up of:

- **Community outcomes** – the kind of place the community wants Hornsby Shire to be
- **A Strategic goal** – a statement establishing Council's response to the community's intended outcomes
- **Focus areas** – encompassing the Ten Directions of the Greater Sydney Commission's Draft North District Plan
- **Indicators** – to measure progress towards achieving the community outcomes and strategic goal.

The detail under each Theme sets the roadmap for the three-year Delivery Program, the next layer (and a separate document) which outlines the services Council will deliver to support the strategic goals and allocates the budget to carry them out. The Delivery Program can be found on Council's website, hornsby.nsw.gov.au.

MEASURING and REPORTING ON PROGRESS

Many of the Indicators that follow are benchmarked on Agreement Statements from research undertaken in late 2017 by Micromex Research on behalf of Hornsby Shire Council (Benchmark % = Agree/Strongly Agree).

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

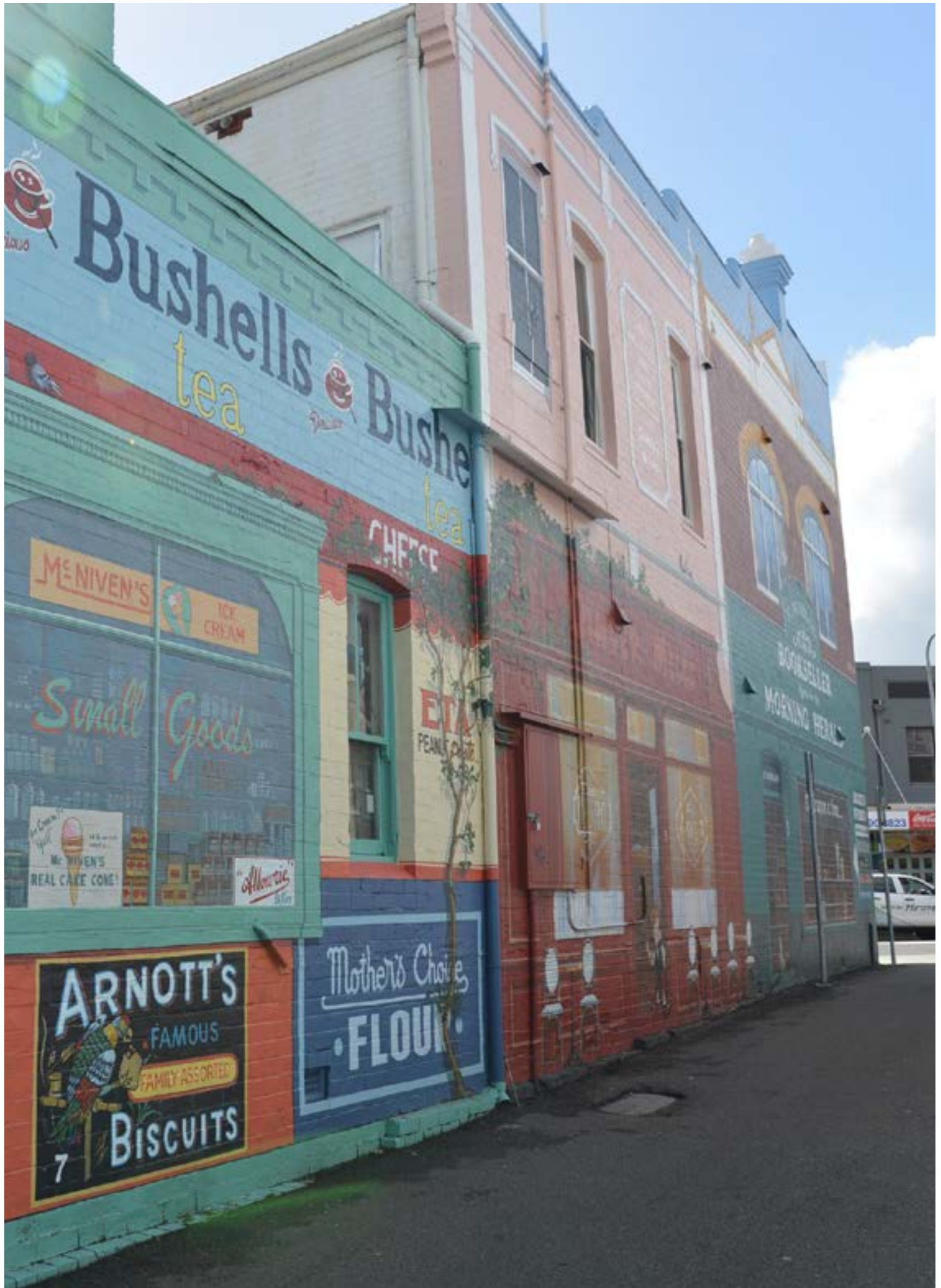
An End of Term report will be produced at the end of the political term (September 2020) showing progress towards the 12 community outcomes and overall Vision identified in this Community Strategic Plan. The report will be supported by statistically valid community survey data and key information from other agencies, eg. Sydney Water, Ausgrid, Australian Bureau of Statistics, Profile.id.

RESOURCING Your Vision | Your Future 2028

The Resourcing Strategy identifies the money, assets and people required by Hornsby Shire Council to resource the organisation's commitments made in the Community Strategic Plan and Delivery Program. It consists of three components:

- Long Term Financial Plan (10 years)
- Asset Management Strategy (10 years)
- Workforce Management Plan (4 years)

The Resourcing Strategy is reviewed annually to ensure it aligns with the diverse range of services identified in the current Delivery Program.





Strategic goal


Residents of Hornsby Shire have a sense of living in a community

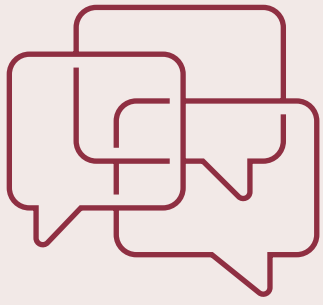
Headline Indicator

% of residents who rate their quality of life as very good to excellent

Benchmark **81%**

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

Community Outcomes	Indicators	Benchmark	Focus areas
1.1 Infrastructure meets the needs of the population	1.1.a Feel able to afford a reasonable standard of housing in the area	41 %	<ul style="list-style-type: none"> ■ Celebrating diversity and working together ■ Identifying, protecting, creating and providing access to places and spaces for people ■ Giving people housing choices ■ Community wellbeing and neighbourhood amenity ■ Advocating with the NSW Government for the infrastructure needs of the local area
	1.1.b Able to access a range of community facilities and services to meet needs	74 %	
	1.1.c Have access to bushland areas, parks and green space	87 %	
	1.1.d Sporting facilities in the area meet needs	68 %	
	1.1.e Aged care and disability services and facilities are adequate	42 %	
	1.1.f Youth services and facilities are adequate	36 %	
1.2 People have good opportunities to participate in community life	1.2.a A range of community events and activities take place that help bring people together	51 %	
	1.2.b There is a good range of opportunities for cultural and artistic activities and expression	47 %	
	1.2.c There is a good range of leisure and recreation opportunities	60 %	
	1.2.d People who volunteer locally	24.9 % (ABS 2016)	
1.3 The area feels safe	1.3.a Feel safe walking / using public transport around local area during the day	92 % / 90 %	
	1.3.b Feel safe walking / using public transport around local area at night	70 % / 66 %	



What the community can do to help make this happen

- Know and talk to your neighbours
- Become a local volunteer
- Take part in council-supported groups
- Support others in times of emergency
- Join in local festivals and events
- Join the library
- Use local facilities and services
- Be aware of your safety and the safety of others
- Participate in local healthy lifestyle activities
- Appreciate the heritage and character of the area
- Respect the heritage and culture of others



sustainable



Strategic goal

The natural environment within Hornsby Shire enhances the quality of life

Headline Indicators

% of private land in Hornsby Shire with tree canopy coverage

% of council land in Hornsby Shire with tree canopy coverage

(NSW Office of Environment and Heritage is currently mapping urban tree canopy as part of Greater Sydney Commission objective. That data will inform this indicator when available in January 2019)

Benchmark **TBA** by Mar 2019

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

Outcomes	Indicators	Benchmark	Focus areas
2.1 The local surroundings are protected and enhanced	<p>2.1.a Number of threatened plant and animal species</p> <p>2.1.b The natural environment is well cared for and protected</p> <p>2.1.c Waterways are protected - tonnes of gross pollutants removed per annum</p>	<p>26 plants 42 animals (2006)</p> <p>76%</p> <p>1,280 T (2016/17)</p>	<ul style="list-style-type: none"> Valuing green spaces and landscape Using resources wisely Adapting to a changing environment Living with bushfire risk Advocating with the NSW Government for the infrastructure needs of the local area
2.2 People in Hornsby Shire support recycling and sustainability initiatives	<p>2.2.a Community water consumption per capita per day</p> <p>2.2.b Waste diverted from landfill</p> <p>2.2.c Council's greenhouse gas emissions - 30% reduction against 1995/96 levels by 2019/20</p> <p>2.2.d Community is generally supportive of recycling and sustainability initiatives</p>	<p>15,116,546 kL, 280 L per capita per day (2016/17)</p> <p>50% * (2016/17)</p> <p>0.47% reduction (2016/17)</p> <p>72%</p>	
2.3 The Shire is resilient and able to respond to climate change events and stresses	<p>2.3.a Climate change adaptation is incorporated into Council's documents</p> <p>2.3.b Number of households with solar panels</p> <p>2.3.c Number of residents attending sustainability and climate change adaptation workshops</p>	<p>100% (Target)</p> <p>5,787 (2017/18)</p> <p>250 (2017/18)</p>	



* WARR Target 70% by 2021

(WARR = NSW EPA Waste Avoidance and Resource Recovery Strategy 2014-21)



What the community can do to help make this happen

- Protect the environment by using sustainable energy sources
- Become smarter in the use of water and energy
- Reduce, re-use and recycle waste, including food waste
- Avoid single use disposable plastic
- Become a Bushcare volunteer
- Use native plants that complement the bushland
- Purchase goods with minimal packaging
- Keep the streets and gutters free of litter
- Participate in Council's sustainability and waste education initiatives
- Reduce car travel where possible
- Be a responsible pet owner
- Prepare a Bushfire Survival Plan



productive




Strategic goal

Our living centres are vibrant and viable
Headline Indicator
 % of residents who live and work in the Shire

Benchmark **28%**

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

Outcomes	Indicators	Benchmark	Focus areas
3.1 The prosperity of the Shire increases	3.1.a Gross regional product	\$6,564M \$43,982 per capita (June 2017)	<ul style="list-style-type: none"> ■ A stronger economy ■ Infrastructure supporting new developments ■ A well connected shire ■ Advocating with the NSW Government for the infrastructure needs of the local area
	3.1.b There are adequate parking facilities in public areas	22%	
	3.1.c Public transport is adequate for needs	64%	
	3.1.d Number of page views on DiscoverHornsby	7,427 (2016/17)	
3.2 The commercial centres in the Shire are revitalised	3.2.a Square metres of commercial space	1,312,406m ² (2008)	
3.3 The road / path network provides for efficient vehicle and pedestrian flows	3.3.a Travel time to and from work is acceptable	43%	
	3.3.b Road network provides for efficient traffic flows	20%	
	3.3.c Road network is well maintained	40%	



What the community can do to help make this happen

- Support local businesses by buying locally
- Understand the need for change and growth
- Pressure NSW Government to improve transport links
- Look for local job opportunities
- Use sustainable transport, including walking, cycling and car pooling, whenever possible
- Promote the Shire's tourist attractions to friends and visitors



collaborative



Strategic goal


Increased overall satisfaction with Council

Headline Indicator

% of residents satisfied or very satisfied with Council

Benchmark **58%**

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

Outcomes	Indicators	Benchmark	Focus areas
4.1 The community is encouraged to participate in Council's decision making	4.1.a Encouraged to participate in decision making	25%	<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 ■ Delivering the values of Service. Trust. Respect. Innovation. 
4.2 Information about Council and its decisions is clear and accessible	4.2.a Information is clear and accessible via a variety of channels	36%	
4.3 Council plans well to secure the community's long term future	4.3.a Plan well for community's long term future	28%	



What the community can do to help make this happen

- Provide feedback to Council regarding services and customer service
- Visit Council's website consultation page
- Sign up to receive Council's monthly enewsletter
- Attend monthly Council meetings
- Follow Hornsby Shire Council on Facebook, Instagram and Twitter
- Email or call councillors about issues that matter to you



Who did we talk to?

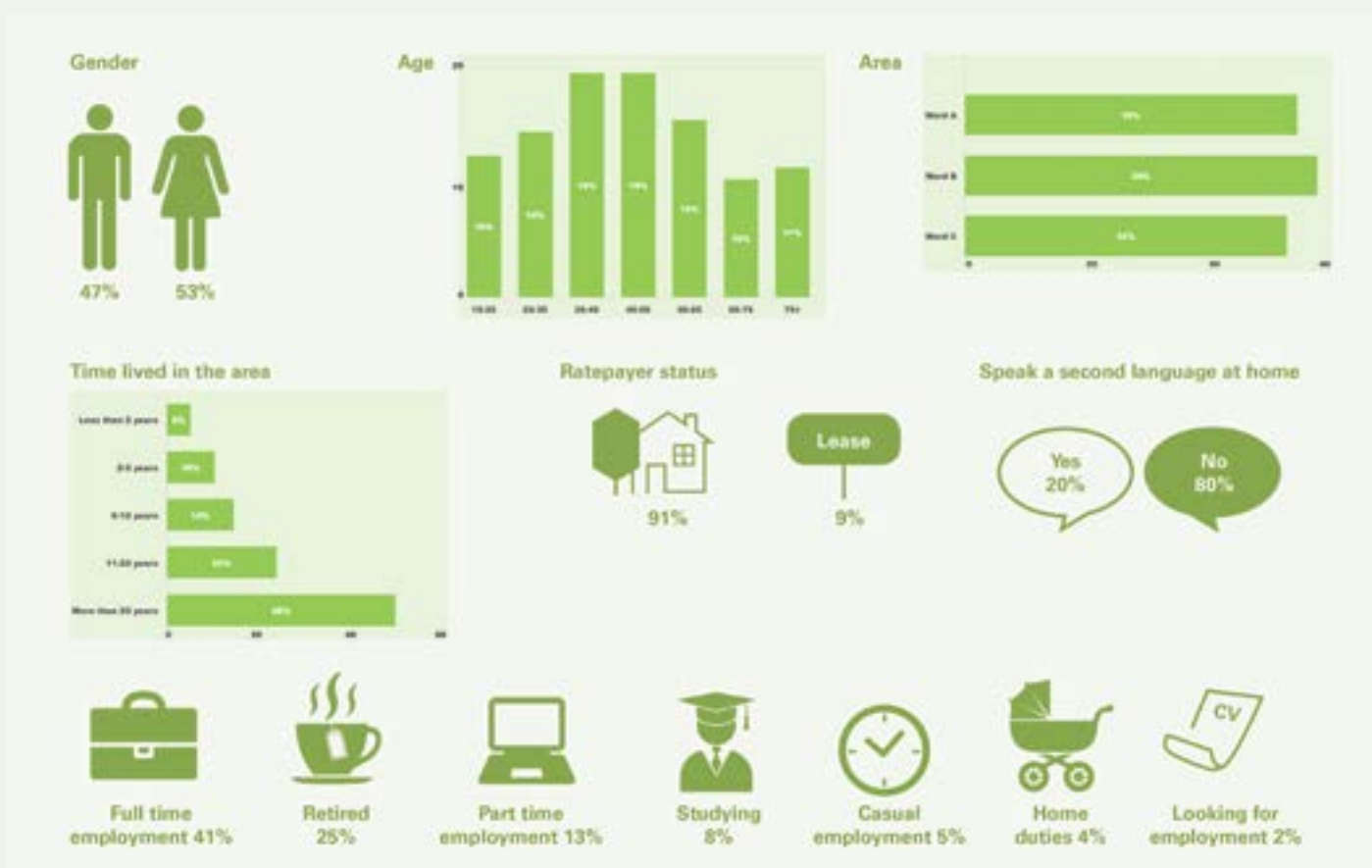
Many people and organisations have contributed to shaping the future direction of Hornsby Shire. In all, over 12,000 stakeholders have given detailed and valued input.

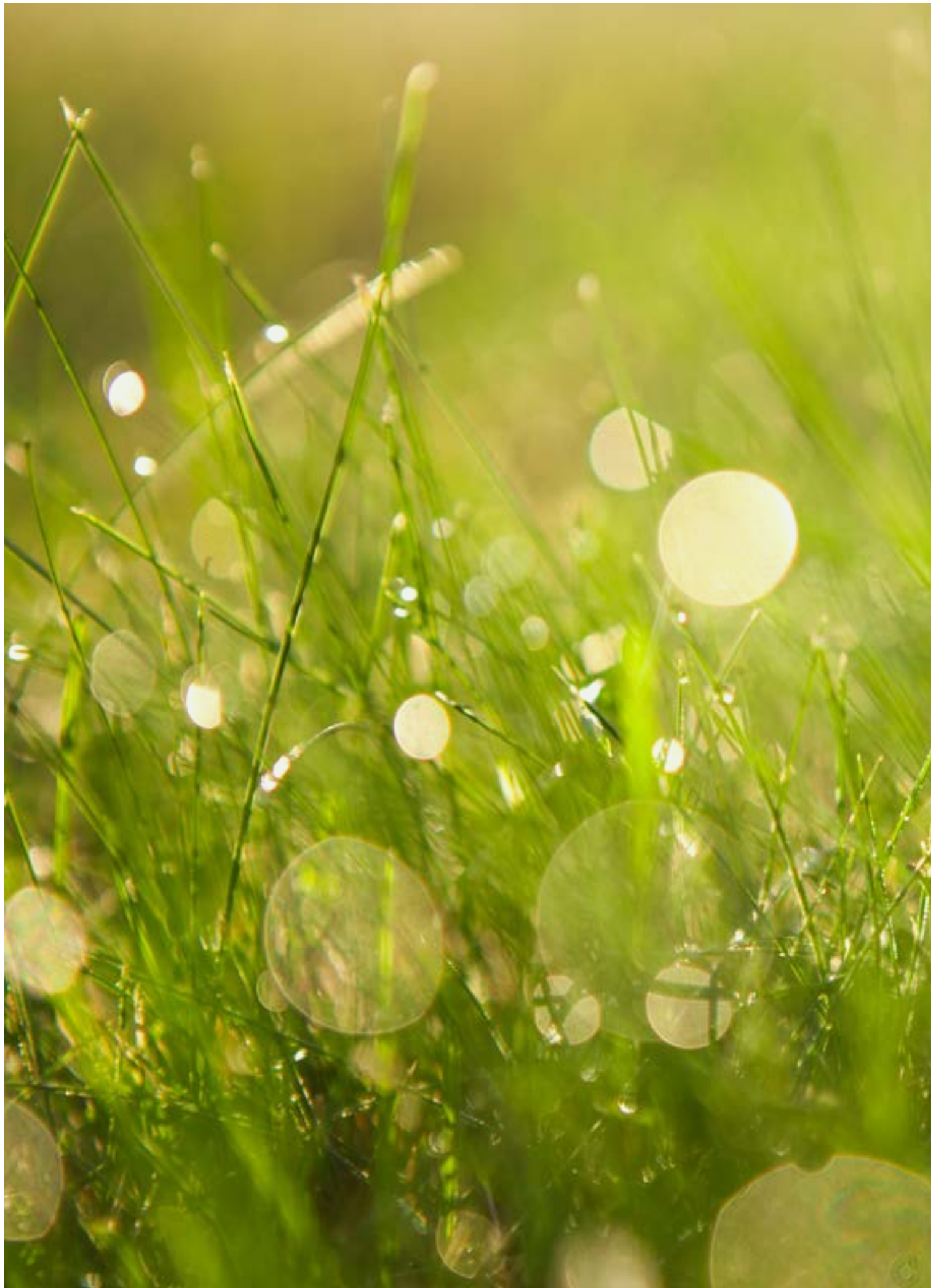
Since 2014 we have engaged our community on seven major consultations:

- Socio-Cultural Consultation Outcomes Report (July 2014)
- Community Recognition and Communication Effectiveness Research (July 2015)
- Active Living Hornsby Strategy - Community Engagement (August 2015)
- Community and Cultural Facilities Strategic Plan (August 2015)

- Hornsby Snapshot Findings and Future Planning for Hornsby Community Plan (June 2016)
- Disability Inclusion Action Plan - Consultation (June 2017) (1 in 4 identified as having disability)
- Your Vision - Your Future 2028 (October/November 2017).

Hornsby Shire's Community Engagement Strategy was updated in July 2017 and implemented for the development of this Community Strategic Plan. Micromex Research undertook statistically valid research which was weighted by age and gender to reflect the 2016 ABS community profile of Hornsby Shire Council. The sample profile engaged in this research is below:







When will we review the plan?

Although this Community Strategic Plan looks ahead 10 years, it is reviewed and updated by each newly elected Council by 30 June in the year following the local government elections.

This means the Plan will be reviewed and updated in the first half of 2021 and will ensure it keeps abreast of the community's vision.

In the meantime, the community is encouraged to continue conversations with Council to influence and shape the way services are planned and delivered in Hornsby Shire.

