



HORNSBY SHIRE COUNCIL ANNUAL REPORT

2015/16



On 12 May 2016 the Minister for Local Government proclaimed the creation of 19 new Councils across NSW. This included the creation of the City of Parramatta Council (City of Parramatta and Cumberland Proclamation 2016) and transferred the Hornsby Shire Council area south of the M2 Motorway to the new City of Parramatta Council effective 12 May 2016.

HORNSBY SHIRE COUNCIL

ABN 20 706 996 972

CONTACT DETAILS

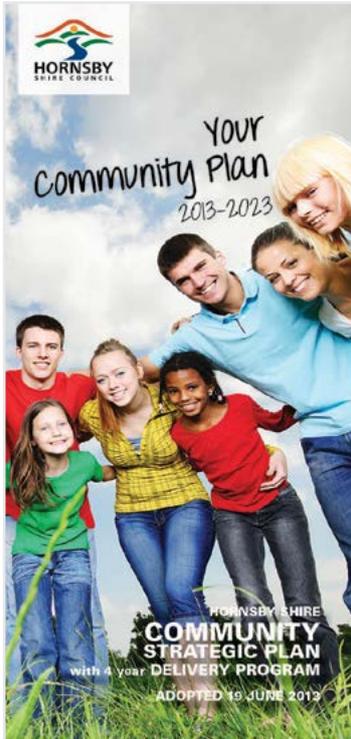
In person	The Administration Centre 296 Peats Ferry Road Hornsby NSW 2077
Email	hsc@hornsby.nsw.gov.au
Telephone	9847 6666
Fax	9847 6999
Write	PO Box 37, Hornsby NSW 1630
Online	hornsby.nsw.gov.au

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

CONTENTS

OUR FRAMEWORK	4	MY LIFESTYLE	38
FROM THE MAYOR	6	Achievements	38
ABOUT OUR AREA	7	Measuring progress against Delivery Program	40
WHAT WE DO	8	My Lifestyle service delivery indicators	46
Services that Council provides	8	Capital works	
What's in our wallet to get things done	9	Completed this year	47
Yearly shopping list for Hornsby Shire	9	Still in progress	48
How Council works	9	Council's assets	49
Meetings open to the public	9	Key assets requiring attention	49
COUNCILLORS	10	<i>Hornsby Station Footbridge</i>	49
Councillors representing our community	10	Significant assets acquired during the year	49
Mayor and Councillor fees, expenses and facilities	11	Stormwater levies	49
COUNCIL OPERATIONS	12	MY PROPERTY	50
Management	12	Achievements	50
The workforce	12	Measuring progress against Delivery Program	52
Senior staff salaries	13	My Property service delivery indicators	54
FINANCIAL SUMMARY	14	Swimming Pools Act 1992	55
MY ENVIRONMENT	16	Mandatory pool inspection program	55
Achievements	16	MY COUNCIL	56
Measuring progress against Delivery Program	18	Achievements	56
My Environment service delivery indicators	24	Measuring progress against Delivery Program	58
Threatened Species Conservation Act 1995	25	My Council service delivery indicators	66
Actions taken to implement recovery plans	25	Rates and charges written off	67
<i>Darwinia biflora</i>	25	External bodies exercising Council functions	67
<i>Eastern Pygmy-possum</i>	25	Controlling interest in companies	67
Voluntary Planning Agreements	25	Partnerships, cooperatives and joint ventures	67
MY COMMUNITY	26	EEO Management Plan	67
Achievements	26	Workplace Health and Safety	67
Measuring progress against Delivery Program	28	Compliance with the NSW Carers (Recognition) Act 2010	68
My Community service delivery indicators	32	Special variation expenditure	69
Companion animals	33	Catchments Remediation Rate	69
Impounding facilities	33	Special Rate Variation 2011/12-2013/14	69
Strategies to seek alternatives to euthanasia	33	<i>Long Term Financial Plan Review</i>	69
Off-leash areas provided	33	<i>Financial Statement Comparison</i>	70
Dog attacks	33	<i>Current Assets</i>	70
Enforcement	33	<i>Current Liabilities</i>	70
Education	34	<i>Productivity Savings</i>	70
Strategies to promote and assist desexing	34	<i>Special Rate</i>	71
Financially assisting others	35	Summary of legal proceedings	72
Community Grants and Sponsorship	35	Contracts awarded greater than \$150,000	75
Sponsorship Council received	36	AUDITED FINANCIAL REPORTS	76
Sponsorship Council gave	37	(see hornsby.nsw.gov.au/council/about-council/corporate-documents-and-reports/financial-statements)	
Work carried out on private land	37	A SNAPSHOT OF THE HORNSBY SHIRE IN 2016	76
		(see hornsby.nsw.gov.au/council/about-council/corporate-documents-and-reports/a-snapshot-of-the-hornsby-shire)	

OUR FRAMEWORK



Community Strategic Plan with 4 year Delivery Program
Your Community Plan 2013-2023

In June 2010 Council adopted its first Community Strategic Plan after many consultations with the various communities of Hornsby Shire.

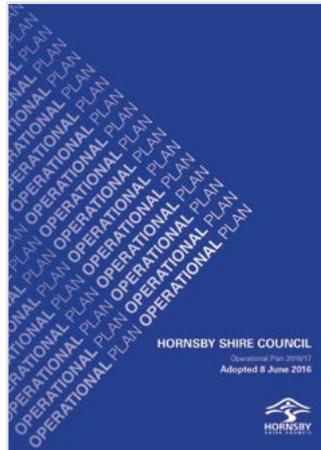
Our second plan, Your Community Plan 2013-2023, was adopted in June 2013 after further consultation to fine tune community aspirations and needs.

Your Community Plan provides Council with the strategic direction to align all of its policies, plans, programs and services and is a guide for others when planning services for the area.

The Delivery Program is Council's commitment to the community over 4 years – the length of Council's term. It outlines what Council intends to do towards achieving the community's priorities by undertaking a range of Services.

The Plan addresses community outcomes across five themes:

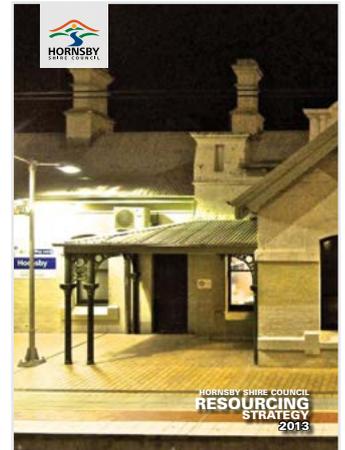
- my environment
- my community
- my lifestyle
- my property
- my council



Operational Plan

The Operational Plan outlines in detail the Key Actions Council will undertake in the financial year and the resources required to implement them.

The format of Council's Operational Plan is based on the Services Council will deliver. Each Service includes a service profile and a Service Delivery Indicator to measure success.



Resourcing Strategy

The Resourcing Strategy outlines 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.

It incorporates the following three components:

- Long Term Financial Plan
- Asset Management Framework
- Workforce Plan.

OUR FRAMEWORK



Quarterly and Annual Reports

Performance of the Key Actions under Services in the Delivery Program is reported to Council each six months.

Council also receives quarterly budget reports to track its financial health and ensure Council remains on track to meet its outcomes.

The Annual Report outlines Council achievements in implementing the Delivery Program and also includes a range of statutory information Council is required to report on under the Local Government Act 1993 and Local Government (General) Regulation 2005.

On 1 October 2009, the NSW Government adopted Integrated Planning and Reporting (IP&R) legislation for local councils. The framework allows councils to build plans of appropriate size, scale and content for their communities and is demonstrated in the diagram below.

The IP&R framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation and that they in fact are connected.

This framework allows councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

This Annual Report has been prepared in accordance with the IP&R framework. It is one of the key accountability mechanisms between Council and our community and also contains information which is important to assist our community in understanding how Council is performing both as a business entity and community leader.

'A Snapshot of the Hornsby Shire in 2016', a separate published document, also forms part of this Annual Report and can be found on Council's website at hornsby.nsw.gov.au/council/about-council/corporate-documents-and-reports/a-snapshot-of-the-hornsby-shire.



FROM THE MAYOR



Welcome to your Annual Report for 2015/16. In this report we are sharing some of our achievements from the past year. There have been many highlights, including:

- **New Hornsby Station Footbridge.** Commuters, local businesses and residents would be well aware this major piece of infrastructure is well underway. This project will also include an upgrade of the Florence Street end of Hornsby Mall. Council thanks everyone for their patience during these works and, in particular, the local businesses in the construction zone.
- **Moving forward with Hornsby Quarry.** When I commenced as Mayor this was a huge problem with no obvious solution. However, through working closely with state government, and in particular the local member Matt Kean, we now have a vision to deliver one of the finest parklands in Sydney if not New South Wales. This massive project is estimated to take eight years and the first step to remediate the site has now commenced. Importantly, I must add that this project is fully funded.
- **The completion of the Hornsby Mountain Bike Trail in Old Mans Valley, Hornsby.** This track has been a huge success attracting thousands of riders. Recently, Council worked with RMS and the cycling community to come up with a plan to keep the trail open during remediation work at Hornsby Quarry. The solution was to temporarily close the trail for re-alignment. Once reopened, there will be a new entry point in Hornsby Park and longer loops for beginner and novice riders.
- **The purchase of the Sydney Water site at Westleigh.** Last December, Council purchased 34 hectares of land at Westleigh for \$21 million, with the intention of turning it into sports fields and recreation space. Council has wanted this land for many decades and thanks to great co-operation with the state government, we were able to secure it. The site will now be remediated and Council will consult with sporting groups and the local community to work out what is the best for this site.
- **Installation of synthetic grass at number three oval, Pennant Hills Park, Pennant Hills.** We have received tremendous feedback from local sporting clubs about this new all-weather venue. The project also delivered an underground stormwater tank for irrigation, bio filtration basins, new perimeter fencing, an upgraded carpark, footpaths and floodlights. This new surface and upgrade will ensure this facility can be used for many decades to come.

None of this would be possible without sound financial management. This has been a key focus for everyone at Council. We have regularly undertaken reviews, which have turned Hornsby Shire Council into one of the best performing Councils in the state. Importantly, it has also ensured we will have a sustainable financial future.

The last few months have been a tumultuous time for local government employees, elected representatives and residents as everyone adjusts to the State Government's Fit For The Future announcements. Change is never easy and no doubt there will be many challenges ahead of us as we head into a new era for local government.

I have always supported the idea of amalgamation and I am looking forward to seeing the benefits it will deliver.

I would like to conclude by adding that it has been an honour to serve the local community for the past four years and I thank everyone for their support and their feedback (positive and negative!) during this time. I also thank my fellow councillors for their time and commitment. These highlights show we have achieved a great deal this year and certainly have contributed to Hornsby Shire being one of the greatest places to live, work and play in Australia.

Steve Russell

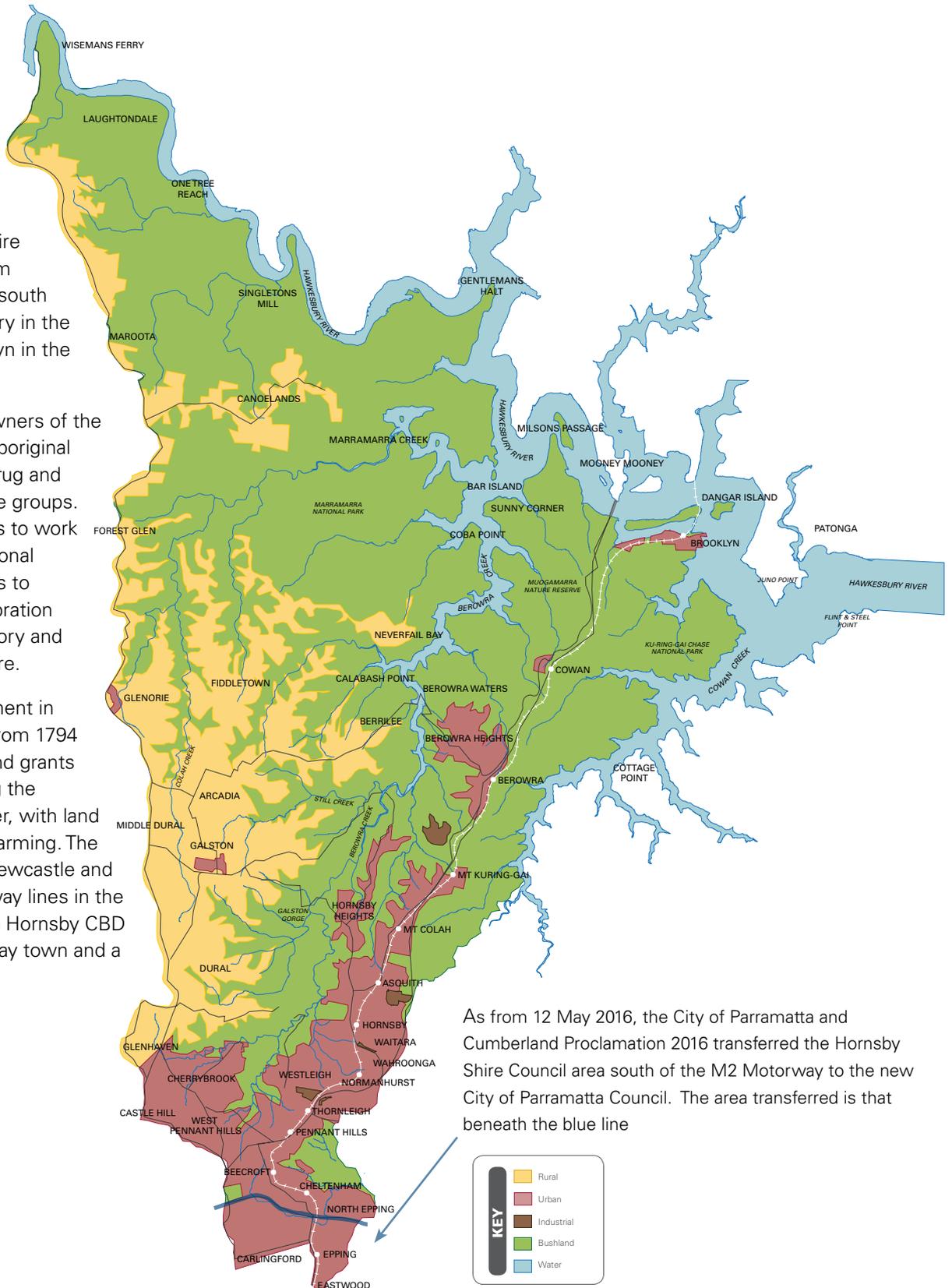
Mayor of Hornsby Shire Council

ABOUT OUR AREA

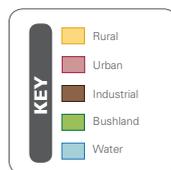
The Hornsby Shire region covers an area of 510 square kilometres, with nearly two-thirds of its area comprising national park and bushland. The Shire includes land from Eastwood in the south to Wisemans Ferry in the north and Brooklyn in the east.

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.



As from 12 May 2016, the City of Parramatta and Cumberland Proclamation 2016 transferred the Hornsby Shire Council area south of the M2 Motorway to the new City of Parramatta Council. The area transferred is that beneath the blue line



WHAT WE DO

This illustration shows the range of services that Council provides - we're not just about roads, rates and rubbish!



- ✓ Parks and gardens
- ✓ Playgrounds
- ✓ Sporting facilities
- ✓ Community Centres
- ✓ Libraries
- ✓ Community services
- ✓ Citizenship ceremonies
- ✓ Town Planning
- ✓ Boat ramps / jetties
- ✓ Food shop inspections
- ✓ Local roads maintenance
- ✓ Traffic devices
- ✓ Stormwater drains
- ✓ Water quality
- ✓ Kerbing and guttering
- ✓ Bus shelters
- ✓ Wallarobba Arts and Cultural Centre
- ✓ Thornleigh Brickpit Indoor Sports Stadium
- ✓ Bushfire protection
- ✓ Bushcare/environment
- ✓ Community events
- ✓ Waste services
- ✓ Recycling services
- ✓ eWaste services
- ✓ Green waste services
- ✓ Footpaths / cycleways
- ✓ Mountain Bike Trail
- ✓ BMX tracks
- ✓ Skate parks
- ✓ Street lighting
- ✓ Public toilets
- ✓ Hornsby and Galston Aquatic and Leisure Centres
- ✓ School education programs
- ✓ Dog and cat management
- ✓ Tree preservation

WHAT WE DO

INCOME

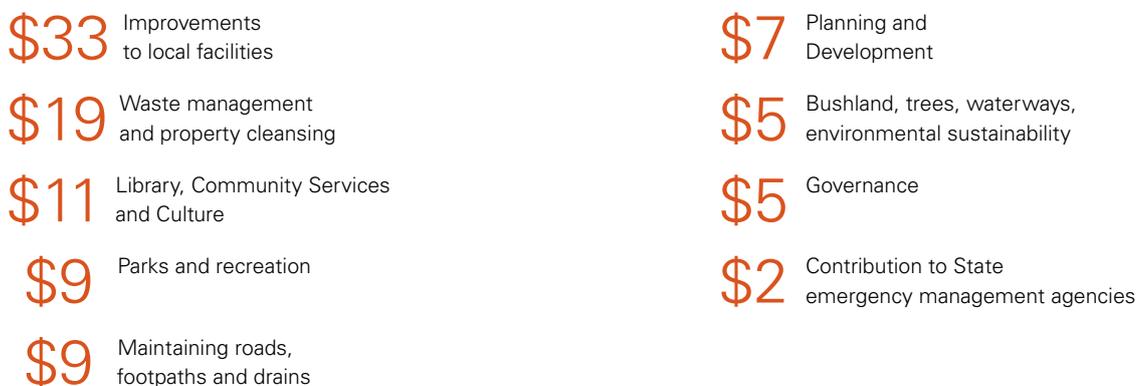
So what's in our wallet to get things done ...



¹ Other = inter alia - parking fines, rental income, interest, asset sales

EXPENDITURE

Yearly shopping list for Hornsby Shire Council ...



Based on original budget (@ June 2015) per \$100 with funding adjustments for the 2015/16 financial year

How Council works

Councillors are elected by the people of Hornsby Shire to represent the interests of residents and ratepayers, provide leadership and guidance to the community and to encourage communication between Council and the community.

The elected council for Hornsby Shire consists of 10 councillors comprising a popularly elected Mayor and nine councillors.

Local government elections are generally held every four years and were due to be held in September 2016. However, due to the State Government's 'Fit for the Future' Local Government reforms, and the Minister for Local Government's in principle support for the merger of Hornsby Shire and Ku-ring-gai Municipal Councils to proceed subject to legal proceedings, the next election has been delayed.

The General Manager is the chief executive officer of the Council and is responsible for the operation of the Council's organisation and for implementing decisions of the Council and its policies as well as the day-to-day management of the organisation.

Meetings open to the public

Council holds one meeting per month (no meeting in January). The meetings deal with all matters including planning issues and are held every second Wednesday of the month at 6:30pm.

All meetings are held in the Council Chambers, 296 Peats Ferry Road, Hornsby.

Members of the public are welcome to attend. The Chairperson at Council meetings is the Mayor, or the Deputy Mayor if the Mayor is absent.

COUNCILLORS

Councillors representing our community

Local Government (City of Parramatta and Cumberland) Proclamation 2016 dated 12 May 2016 abolished all Wards in the Hornsby Shire



Mayor Cr Steve Russell

Office Phone: 9847 6604
Office Fax: 9847 6909
Mobile: 0409 735 313
srussell@hornsby.nsw.gov.au



Cr Antony Anisse

Mobile: 0419 256 887
aanisse@hornsby.nsw.gov.au



Cr Mick Gallagher

Mobile: 0418 112 675
mgallagher@hornsby.nsw.gov.au



Cr Nathan Tilbury

Mobile: 0403 227 560
ntilbury@hornsby.nsw.gov.au



Cr Nick Berman

Mobile: 0422 021 031
nberman@hornsby.nsw.gov.au



Cr Robert Browne

Mobile: 0434 568 828
rbrowne@hornsby.nsw.gov.au



Cr Gurdeep Singh

Mobile: 0424 071 174
gsingh@hornsby.nsw.gov.au



Cr Bernadette Azizi

Mobile: 0409 365 360
bazizi@hornsby.nsw.gov.au



Cr Jerome Cox

Mobile: 0408 333 664
jcox@hornsby.nsw.gov.au



Cr Michael Hutchence

Mobile: 0466 008 375
mhutchence@hornsby.nsw.gov.au

Hornsby Shire consists of the following suburbs and rural localities: Arcadia, Asquith, Beecroft*, Berowra, Berowra Creek, Berowra Heights, Berowra Waters, Berrilee, Brooklyn, Canoelands, Castle Hill*, Cheltenham, Cherrybrook, Cowan, Dangar Island, Dural*, Fiddletown, Forest Glen, Galston, Glenhaven*, Glenorie*, Hornsby, Hornsby Heights, Laughtondale, Maroota*, Middle Dural*, Milsons Passage, Mount Colah, Mount Kuring-gai, Normanhurst, North Epping, Pennant Hills, Singletons Mill, Thornleigh, Wahroonga*, Waitara, Westleigh, West Pennant Hills*, Wisemans Ferry*

(*LGA boundaries pass through these suburbs, meaning they belong to more than one Council)

COUNCILLORS

Mayoral and Councillor fees, expenses and facilities

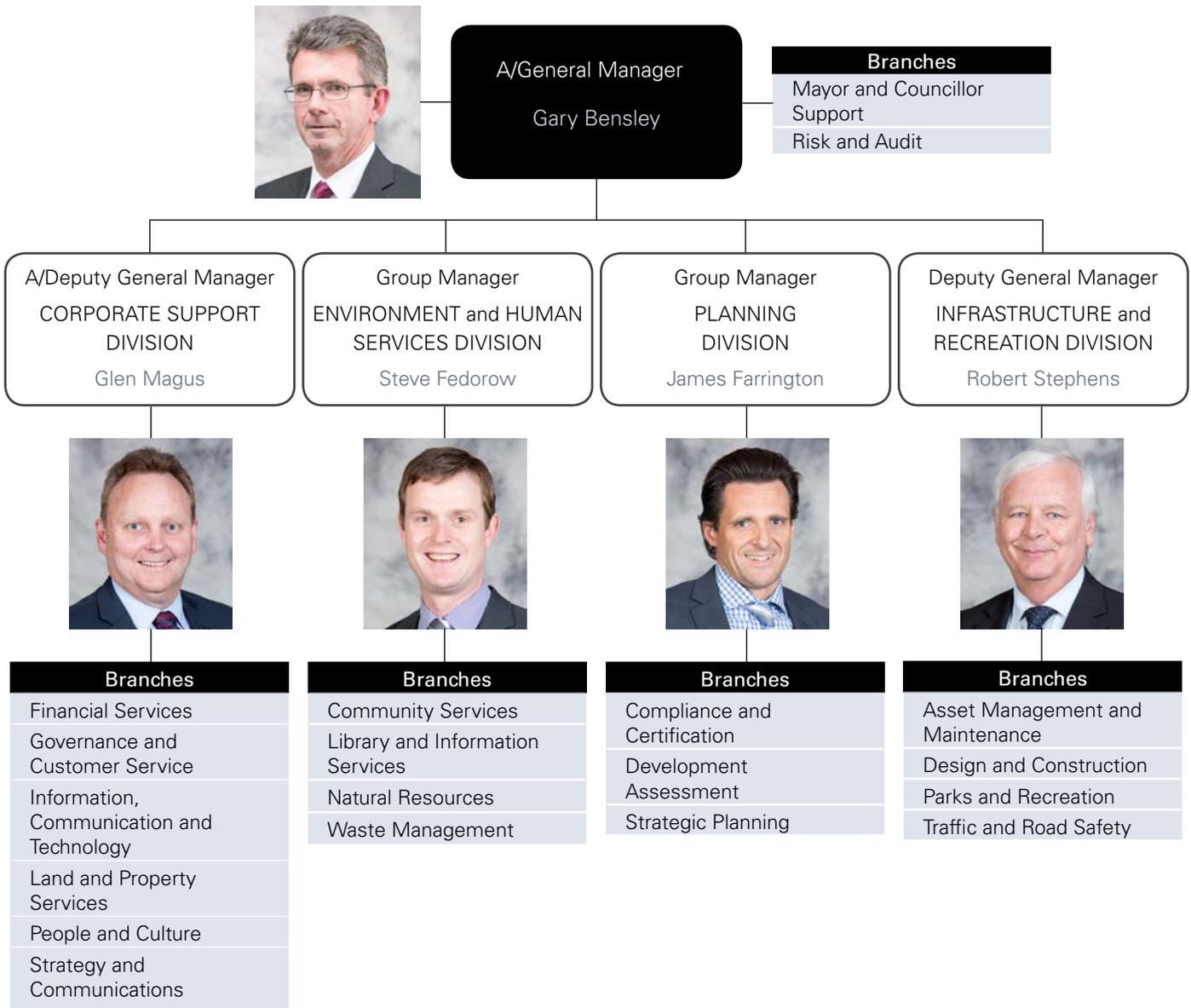
Total amount of money spent on Mayoral and Councillor fees 2015/16	\$295,897 (\$62,090 – Mayoral, \$233,807 – Councillors)
Total amount of money expended during 2015/16 on the provision of Councillor facilities and the payment of Councillor expenses:	
a) Provision of dedicated office equipment allocated to Councillors	Nil
b) Telephone calls made by Councillors	14,868
c) Attendance of Councillors at conferences and seminars	9,102
d) Training of Councillors and provision of skill development	Nil
e) Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	Nil
f) Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	Nil
g) Expenses of any spouse, partner or other person who accompanied a Councillor	Nil
h) Expenses involved in the provision of care for a child or an immediate family member of a Councillor	Nil
i) Other (The "Other" non itemised expenses include items such as catering, memberships, printing etc. Salaries and salaries on costs are not included in these costings)	60,469

For information on Councillor entitlements visit: hornsby.nsw.gov.au, my council *(tab)*, Policies
"POL00276 Policy - Statutory - Councillors Expenses and Facilities"

COUNCIL OPERATIONS

Management

Council's organisation structure encompasses the Office of the General Manager and four operational Divisions. The executive team is led by the General Manager who is supported by two Deputy General Managers and two Group Managers.



The workforce

Hornsby Shire Council is a major employer in the area, employing 722 people in a mix of permanent, part time and casual roles. The workforce gender balance is approximately 49 percent female and 51 percent male, with the average age being 43 years.

COUNCIL OPERATIONS

Senior staff salaries 2015/16

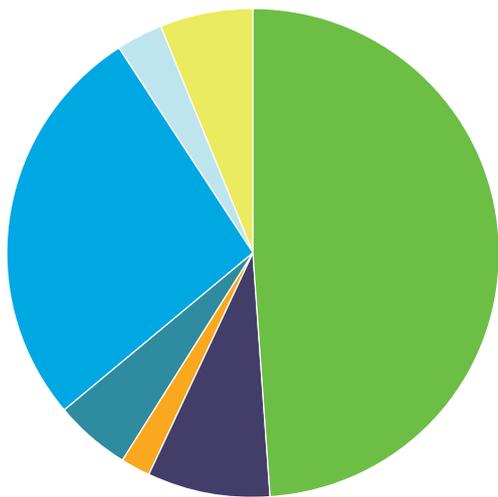
Number of senior staff positions, including General Manager	5
Total value of salary component of package	See table below
Total amount of any bonus payments, performance or other payments that do not form part of salary component	Nil
Total employer's contribution to superannuation (salary sacrifice or employer's contribution)	See table below
Total value non-cash benefits	See table below
Total fringe benefits tax for non-cash benefits	See table below
Overseas visits by staff	Nil

	Period of office	Period in weeks	Total remuneration during period	Superannuation	Car Value	FBT	Salary component
			\$	\$	\$	\$	\$
General Manager	1/7/2015 - 25/8/2015	8 weeks	53,556	2,970	3,223	5,411	47,363
Acting General Manager	25/8/2015 - 30/6/2016	44 weeks	286,869	94,048	-	-	192,821
Executive Management	1/7/2015 - 30/6/2016	52 weeks	826,659	101,030	14,730	11,180	710,899
TOTAL			1,167,084	198,048	17,953	16,591	951,083

Note

¹ The amounts set out in the Executive Management line in the above table are the totals of payments made to incumbent senior staff during the year. It does not include payments made to the officer acting in a senior staff capacity whilst a senior staff member was Acting General Manager.

FINANCIAL SUMMARY



2015/16 Budget Summary

Where the money came from	%	2015/16 \$m
Rates and charges ¹	49	94,807
Fees and charges ²	8	16,351
Interest ³	2	3,778
Grants and Contributions – operating purposes ⁴	5	10,467
Grants and Contributions – capital purposes ⁵	27	52,110
Asset sales ⁶	3	5,974
Other ⁷	6	11,066
Total Income⁸	100	194,553

1 Rates and Charges includes all ordinary rates, the Catchments Remediation Rate and garbage charges

2 Fees and Charges includes fees from Development Applications and revenue earned from aquatic centres, commercial waste services, park and oval hire and property rentals

3 Interest - Investment income received from Council's investment portfolio, overdue rates and annual charges interest

4 Grants and Contributions - operating purposes includes development contributions, the Federal Government's Financial Assistance Grant and numerous smaller amounts from governments for services including bushfire mitigation, various community services, libraries, roads, various environmental grants and pensioner rate subsidy

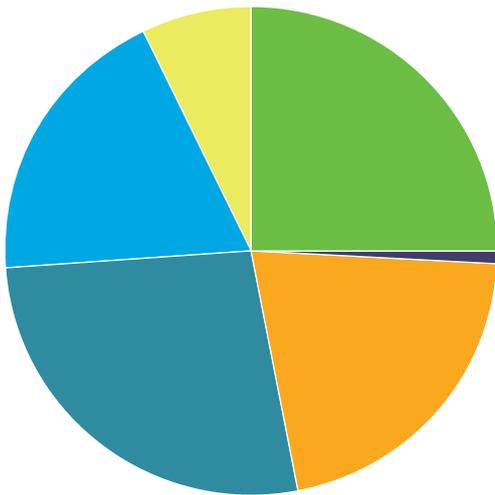
5 Grants and Contributions - capital purposes includes new facilities and upgrades to footpaths, local roads, leisure and foreshore facilities, parks, playgrounds, sportsgrounds, stormwater drainage and Council buildings

6 Asset Sales - proceeds from the sale of property, plant or equipment

7 Other includes many revenue sources such as sale of childcare business, fines, recycling income, private vehicle use fees and income from road closures

8 Based on Council's audited financial reports for 2015/16

FINANCIAL SUMMARY



Where the money was spent	%	2015/16 \$m
Employee costs ¹	25	47,937
Borrowing repayments ²	1	1,974
Materials and contracts ³	21	41,234
Capital expenditure ⁴	27	52,452
Restricted asset ⁵	19	37,547
Other ⁶	7	13,409
Total Expenses⁷	100	194,553

- 1 Employee Costs includes salaries and wages, leave entitlements, travel expenses, superannuation, workers compensation insurance, fringe benefits tax and training
- 2 Borrowing Repayments includes principal and interest repayments required from external loan borrowing
- 3 Materials and Contracts includes all costs, other than employee costs, associated with the maintenance of parks, roads, buildings, aquatic centres, drainage and the cost of waste services. Also included are environmental protection and plant operating expenditure
- 4 Capital Expenditure includes new facilities and upgrades to footpaths, local roads, leisure and foreshore facilities, parks, playgrounds, sportsgrounds, stormwater drainage, Council buildings and fleet
- 5 Restricted Asset is the transfer of funds to reserve accounts to be used in future years
- 6 Other reflects Council's diverse operations and includes items such as statutory levies, street lighting, office equipment, legals, insurance, advertising and utility costs
- 7 Based on Council's audited financial reports for 2015/16

MY ENVIRONMENT

ACHIEVEMENTS

2 Large end-of-pipe biofilters

- Castle Howard Road, Cheltenham
- Morrison Place, West Pennant Hills

2 Streetscape raingardens

- Berowra Waters Road, Berowra
- Pennant Hills Park

3 Large trash racks

- Larool Crescent, Thornleigh
- Bellamy Street, Pennant Hills
- Braidwood Road, North Epping

4 Underground vault gross pollutant traps

- Lyne Road, Cheltenham
- Salisbury Road, Hornsby
- Sherbrook Road, Hornsby
- Pike Road, Hornsby Heights

4 Bushland walking track upgrades

- Beecroft to Cheltenham walking track - Stage 1
- Callicoma Walking Track, Cherrybrook - Stage 2
- Terrys Creek Track, Epping
- Heritage Steps, Hornsby - Stage 2 restoration works

- Free guided bushwalks program expanded by 50% to meet community demand through the introduction of 'winter walks'.
- 434 people participated in 37 free guided bushwalks during the year.
- The total number of Bushcare volunteers registered on Council's database is over 600.
- The Community Nursery propagated 47,525 plants this year, with over 28,000 being despatched to the community and used in public land projects.
- Hornsby Shire Environment Festival held in Berowra in June 2016.
- Council and Sydney Water worked in partnership to transform Hookhams Corner, the intersection of Galston Road and Pacific Highway. While Sydney Water replaced the fence, Council planted a number of trees and more than 350 plants, most of which came from our Community Nursery at Pennant Hills.

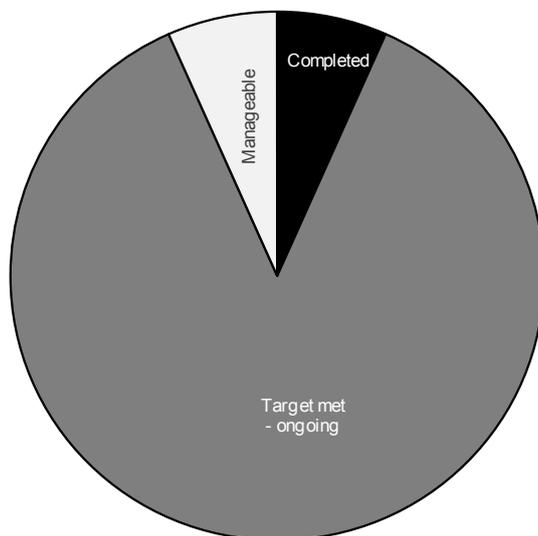
MY ENVIRONMENT

- 102 volunteers participated in 10 field trips collecting 4.63 tonnes of marine litter along 17km of Lower Hawkesbury foreshore. The volunteers included local and country schools, youth groups and oyster farmers through the Clean4Shore initiative.
- Historical information on the health conditions of the river, and swimming conditions, at 11 sites are now included on Council's website and data portal.
- The State Government gave Council 74 hectares of land valued at more than \$22 million, which will be used for bushland conservation and open space. The land consists of 29 parcels which are along Terrys Creek, an important wildlife corridor; Devlins Creek, where future cycling and walking trails will be possible; and at Galston featuring spectacular gorge country with many threatened species.
- The total community water consumption for Hornsby Shire in 2015/16 was 14,519,048 kL, or 233L per capita per day. *(Community water = units, houses, flats, industrial, commercial)*
- Council has joined forces with Hills M2 Motorway to restore sections of bushland in Beecroft Reserve.
- Stage 2 of restoration works on Hornsby Heritage Steps finished in July 2016.
- Council joined forces with City of Ryde Council to rehabilitate and restore a section of Terrys Creek which adjoins both councils. The project cost of \$250,000 was split between the two councils.
- 41 hectare biobank site created at Thornleigh's Dog Pound Creek with \$1.3 million grant from the NSW Government. The grant will help weed control at the site noted for its community of critically endangered Sydney Blue Gums.
- To maintain and protect our waterways from sediments washing off building sites, Council's Environmental Compliance Officers have proactively inspected 304 construction sites this year.



MY ENVIRONMENT

Measuring our progress for 2015/16 against the Delivery Program



Outcome 1: Our local surroundings are protected and enhanced

Action code	Key Actions 2015/16	End of Year Comment	Performance
1A Protect and conserve our bushland and biodiversity			
Bushland and Biodiversity Planning			
1A.1	Implement significant actions in Biodiversity Conservation Strategy and Action Plan subject to funding	Major projects this year include: <ul style="list-style-type: none"> Shire-wide frog habitat surveys Update of Shire vegetation mapping Investigation into the creation of a new biobanking site at Galston Park bushland Mountain Bike Track REF review 	✓
1A.2	Environmental assessment of Development Applications	<ul style="list-style-type: none"> Timely and professional ecological advice provided on 143 Development Applications assessed during the year 	✓
Bushland Operations			
1A.3	Provide education to our community on the impact of noxious weeds on bushland	<ul style="list-style-type: none"> Council's Noxious Weed inspector visited 11 plant nurseries to educate plant suppliers on the risk of spreading noxious weeds Over 120 noxious weed complaints were addressed on public and private land 	✓
1A.4	Undertake bushland restoration projects, track and asset maintenance	<ul style="list-style-type: none"> 80 trees assessed in bushland reserves 14 recreational bushland trails constructed, maintained and restored 	✓
1A.5	Continue Hornsby Heritage Steps restoration project	<ul style="list-style-type: none"> Steps restoration almost complete, with helicopter delivering materials to locations along the track 	✓

MY ENVIRONMENT

Outcome 1: Our local surroundings are protected and enhanced

Action code	Key Actions 2015/16	End of Year Comment	Performance
1A.6	Undertake bushland recreational capital works improvements	<ul style="list-style-type: none"> All capital works scheduled for construction completed (see p2). Metro Green Space partially funded Stage 2 of Hornsby Heritage Steps restoration works 	✓
Bushfire Management			
1A.7	Undertake bushfire interface mitigation work, fire trail works and community education in accordance with the Bush Fire Risk Management Plan as it relates to Council owned and managed bushland	<ul style="list-style-type: none"> Hornsby Kuring-gai Bush Fire Risk Management Plan endorsed by Council and Hornsby Kuring-gai Bush Fire Risk Management Committee 10 hazard reduction burns undertaken on Council land 15 fire trails upgraded and maintained 9 bushfire education events 	✓
1A.8	Allow for burning on private land	<ul style="list-style-type: none"> 728 private property fire permits were issued 	✓
Bushland Community Programs			
1A.9	Manage and support the bushcare volunteer program, nursery, guided bushwalks and community workshops	<ul style="list-style-type: none"> National Tree Day planting at Somerville Park, Epping, with over 30 residents planting over 600 plants Major Day Out event held - where residents can find out more about ecological burning, local plants and animals Bushcare volunteers undertook a Bird Survey at four sites throughout the Shire Approximately 600 Bushcare volunteers and 45 nursery volunteers active during the year 	✓
1B Improve the health of our waterways and catchments			
Catchments Remediation			
1B.1	Construct water quality improvement devices and monitor effectiveness as per the Catchments Remediation Rate 10 year capital works program	<ul style="list-style-type: none"> See p2 for details of completed projects A stormwater harvesting system was installed at Pennant Hills Park as part of the synthetic oval construction 	✓
1B.2	Maintain water quality improvement devices	<ul style="list-style-type: none"> 664 tonnes of gross pollutants captured and removed from the Shire's waterways 	✓
1B.3	Deliver water catchments education and promotion projects	<ul style="list-style-type: none"> 18 education programs delivered to the community, including 'Pool to Pond' workshop; 'Our River: Boat, walk and talk' bushwalking event promoting estuary and stormwater management; and displays at native plant giveaways 	✓
Water Cycle Management			
1B.4	Implement and maintain stormwater capture and reuse projects	<ul style="list-style-type: none"> 500ML storage tanks constructed under the new synthetic oval at Pennant Hills Park with connections to Ovals #1 and #2 Implemented six-monthly preventative maintenance service at nine stormwater harvesting sites 	✓



Completed



Going well



Manageable



Needs attention

MY ENVIRONMENT

Outcome 1: Our local surroundings are protected and enhanced

Action code	Key Actions 2015/16	End of Year Comment	Performance
Estuary Management			
1B.5	Implement Lower Hawkesbury Estuary Management Plan projects	<p>Projects implemented include:</p> <ul style="list-style-type: none"> ■ Project management of One Tree Reach wetland's hydrological investigation by researchers from the UNSW Water Research Laboratory and first fish stock assessment undertaken ■ Project management of scientific review of marine toxic microalgal to better manage algal blooms in the Hawkesbury River ■ Field support and data analysis towards the investigation of environmental drivers related to the Pacific Oyster Mortality Syndrome 	✓
1B.6	Undertake remote monitoring of the estuary to monitor estuarine health	<ul style="list-style-type: none"> ■ Six water quality probe units monitor estuarine health. The probes are maintained three-weekly and data is presented real-time on Council's website and Hawkesbury Watch portal ■ Estuarine toxic blooms are reported to the Regional Algal Coordination Committee 	✓
1B.7	Assist with cleanup operations of the estuary and manage Kangaroo Point pumpout facilities	<ul style="list-style-type: none"> ■ Successful in obtaining Clean4Shore National Landcare Program funding for 12 additional clean-up trips in the Lower Hawkesbury in 2016 ■ Over 12 tonnes of rubbish removed from the Hawkesbury River as part of the Clean4Shore program during 2015/16 by volunteers, including school students ■ Kangaroo Point pumpout facility has been operating well with no disruptions 	✓
1B.8	Display real time outputs of swimming conditions within the estuary on Council's website	<ul style="list-style-type: none"> ■ Continued display of swimming conditions at 11 sites real time on website, including historical information 	✓

MY ENVIRONMENT

Outcome 1: Our local surroundings are protected and enhanced

Action code	Key Actions 2015/16	End of Year Comment	Performance
1C	Improve Council's resource consumption and assist our community to improve resilience to climate related vulnerability		
Environmental Sustainability			
1C.1	Implement sustainability initiatives within Council, including cost effective projects to reduce Council's resource consumption	<p>Major projects this year include:</p> <ul style="list-style-type: none"> ■ Sydney Water Business Partnership Program in conjunction with energy and water audits of local preschools as part of the 'Dirtgirl Program' ■ Colouring-in books developed for children to promote bushland management, water quality, energy and water efficiency and bushfire management ■ Bus tour for Sustainable House Day ■ 'Going Solar' workshops ■ Implementation of 'Greensense' data management system, which tracks over 300 Council facilities and provides real-time data 	✓
1C.2	Implement and manage a data management tool for capturing Council's utility data and associated costs and develop appropriate performance indicators	<ul style="list-style-type: none"> ■ 'Greensense' data management system, which tracks over 300 Council facilities, 266 water accounts, 42 fuel accounts and 12 gas accounts, provides real-time data and has enabled the development of baseline and performance indicators for Council's top 10 energy consuming facilities ■ 'Greensense' was helpful in the identification of sites and accounts being transferred to the City of Parramatta Council as part of the amalgamation process 	✓
1C.3	Implement Environmental Sustainability Education and Engagement Strategy	<ul style="list-style-type: none"> ■ Actions within the Strategy have been implemented effectively. A major action, the Environment Festival for World Environment Day, was held in June at Berowra ■ An Action Plan has been prepared to enable coordination and cross promotion of events across the Natural Resources Branch 	✓
1C.4	Finalise and implement the Sustainable Energy Masterplan	<ul style="list-style-type: none"> ■ Energy Action Plan 2016-2021 has been finalised and actions are now being rolled out to reduce Council's energy consumption 	✓



Completed



Going well



Manageable



Needs attention

MY ENVIRONMENT

Outcome 1: Our local surroundings are protected and enhanced

Action code	Key Actions 2015/16	End of Year Comment	Performance
1C.5	Facilitate implementation of priority actions in Council's Climate Change Adaptation Plan	<ul style="list-style-type: none"> The low cost and no cost actions identified in the Climate Change Adaptation Plan are currently being reviewed Council joined the Resilient Cities Program, a collaboration with metropolitan councils and the NSW Government. As part of this program current actions will be reviewed with a view to incorporating climate change adaptation into Council's day to day practices 	—
1C.6	Implement and deliver education programs for our local businesses and the community on how they can be more sustainable in their businesses and homes	<ul style="list-style-type: none"> 83 local businesses have been involved in sustainability education programs, such as the Sydney Water Business Partnership Program and Dirtgirl Program Over 1,100 people participated in workshops on being more sustainable in their homes, including 'Going Solar' and 'Backyard Chicken' workshops 	✓
1D Protect and conserve trees on public and private lands			
1D.1	Assess the potential impact on trees of development proposals and private property tree applications	<ul style="list-style-type: none"> 762 tree applications relating to private land determined 407 DA referrals received relating to trees 	✓
1D.2	Manage trees in streets, parks and public lands administered by Council, and maintain public landscaped areas	<ul style="list-style-type: none"> 209 street trees were planted in the program which runs from April to June each year. Over 4,000 inspections were carried out on trees on public land 	✓
1D.3	(C) Rejuvenation of town centres - include street plantings and modern street furniture	<ul style="list-style-type: none"> Public Domain Plan for Epping Town Centre prepared and adopted by Council in December 2015 Street trees and associated streetscape works completed in Peats Ferry Road, Hornsby in December 2015 	☑
1E Manage parks and sporting facilities			
1E.1	Implement actions in the Active Living Hornsby Strategy (ALHS - open space and recreation strategy)	<ul style="list-style-type: none"> Draft 'Sports Plan' for Hornsby currently being prepared and will be presented to Council seeking public exhibition by the end of 2016 	✓
1E.2	Update and maintain Asset Database annually	<ul style="list-style-type: none"> Annual update completed 	✓
1E.3	Manage and maintain sportsgrounds, parks, reserves, picnic facilities and playgrounds, and oversee management of Council's leased tennis centres	<ul style="list-style-type: none"> Council's sportsgrounds continue to experience high levels of utilisation. There has also been an increase in enquiries for our parks as a venue for events hire The total number of service requests relating to parks assets for 2015/16 was 1,053, with 91% being completed within service level agreements 	✓

MY ENVIRONMENT

Outcome 1: Our local surroundings are protected and enhanced

Action code	Key Actions 2015/16	End of Year Comment	Performance
1E.4	(C) Maximise the use of existing facilities and advocate for regional venues in the Shire	<ul style="list-style-type: none"> Hornsby Park Plan of Management updated and adopted by Council in November 2015 Council acquired 34 acres of Sydney Water land at Westleigh and will use it for sportsgrounds and recreation Participation in NSROC Sportsfield Group to coordinate regional use of sports facilities ongoing 	☑
1E.5	(C) Investigate and report to Council - Advocate for the land at Stringybark Ridge to be nominated as high priority	<ul style="list-style-type: none"> Project is being managed by National Parks and Wildlife Service. Plan of Management has been drafted and exhibited 	☑

1F Manage aquatic and leisure centres (Business Activity)

1F.1	Maximise value in aquatic centre management	<ul style="list-style-type: none"> Learn to swim enrolments at Hornsby Aquatic and Leisure Centre very strong Marketing plan implemented for Galston Aquatic and Leisure Centre 	✓
1F.2	Maintain Thornleigh Brickpit Sports Stadium utilisation	<ul style="list-style-type: none"> Average utilisation for the Stadium is 63% and it continues to be heavily booked during peak periods 	✓
1F.3	Develop and implement a marketing plan that builds momentum for the Hornsby Aquatic Centre	<ul style="list-style-type: none"> Marketing plan is working well given the success of the swim school enrolments 	✓

1G Support the Hornsby/Ku-ring-gai District Rural Fire Service and its volunteers

		<ul style="list-style-type: none"> Planning continues for upgrade of Berowra Waters fire station and construction of a new fire station at Berowra with construction to begin early 2017. Budget performance for the Fire Control Service was 100% 	✓
--	--	--	---



Completed



Going well



Manageable



Needs attention

MY ENVIRONMENT

Our local surroundings are protected and enhanced

(4 Year) Service Delivery Indicators		2012/13	2013/14	2014/15	2015/16
1A.D	Area of bushland actively managed to restore native vegetation	12%	12%	12%	12%
1B.D	Volume of gross pollutants captured and removed from the Shire's waterways	1,191 tonnes	1,062 tonnes	966 tonnes	664 tonnes
1C.D1	Council's greenhouse gas emissions - tonnes CO ² created at Council's top three sites	1,614 tonnes	1,353 tonnes	2,756 tonnes (due to reopening of Hornsby Aquatic and Leisure Centre)	2,566 tonnes
1C.D2	Council's water consumption	152,188 kL	192,217 kL	171,752 kL	165,093 kL
1D.1	Percentage of tree inspections determined				
	■ 10 days and under	35%	26%	29%	41%
	■ 11-28 days	50%	58%	56%	45%
	■ 29-40 days	9%	11%	10%	7%
	■ More than 40 days	6%	5%	5%	7%
1E.D	Number of casual park bookings	1,445	1,339	1,588	1,992
1F.D	Budget performance of aquatic and leisure centres is within +/- 10%	100%	100%	100%	100%
1G.D	Budget performance of Fire Control service is within +/- 10%	100%	100%	100%	100%

MY ENVIRONMENT

Threatened Species Conservation Act 1995

Actions taken to implement recovery plans

Darwinia biflora

To offset the loss of threatened plant *Darwinia biflora* due to the development of the Lindfield campus of The University of Technology Sydney (UTS), now under the management of Defence Housing Australia, an agreement has been signed whereby Council is undertaking management actions to protect the plant species in perpetuity at two other *Darwinia biflora* sites. These two sites are: Berry Park, Mount Colah (owned by Council) and Ern Holmes Oval, North Epping (Crown Reserve). The agreement was signed by Council's General Manager in August 2010.

The Department of Sustainability, Environment, Water, Population and Communities granted consent to the proposed development and provided conditions of approval. Condition 2 required the placement of restrictive covenants on the lands to provide surety that the lands would remain for conservation purposes thus protecting the plant species. During 2015/16 Council assisted in the implementation of the management plans in accordance with Condition 3 of the approval.

Berry Park and Ern Holmes Oval are both identified in the NSW Draft *Darwinia Biflora* Recovery Plan.

Eastern Pygmy-possum

The Priority Action Statement for the Eastern Pygmy-possum (*Cercartetus nanus*) identifies the need to conduct field surveys to delineate distribution and key populations.

With assistance from State Forests and Aquila Ecological Services, the survey of Eastern Pygmy-possum continues at 12 sites between Laughtondale and Mount Kuring-gai, where nest boxes are checked weekly. The species has been recorded at five sites including Berowra, Maroota, Cowan, Mount Kuring-gai and Berrilee.

The program will continue in 2016/17 and will incorporate the use of other remote sensing techniques including infrared camera and song meter.

Voluntary Planning Agreements

There were no Voluntary Planning Agreements executed during 2015/16.

ACHIEVEMENTS

- The Healthy Living Festival was again held over four Weeks in April, offering over 70 events. The festival is run by Council in collaboration with community groups, and is designed to help residents get active and explore ways to improve their lifestyles
- Westside Vibe returned to Dural Lane for its second year in May 2016
- There has been a 40% increase in the use of eResources such as eBooks, eMagazines and eMusic since 2014/15
- Hornsby Shire Libraries welcomed nearly 900,000 visitors and over 360,000 visits to the Library webpage in 2015/16
- Library JPs, family history, Tax Help and Home Library volunteers served 15,500 visitors during 2015/16
- Hornsby Library launched a pilot 'Community Connections Hot Desk' program which will see community organisations provide face-to-face information through short pre-booked sessions
- A new Library Management System was implemented in August 2015 providing improved access to library collections and customer interaction such as online transfer requests and personal book reviews.
- New Korean and Hindi Collections were launched in May and include both adult and children's titles. Hornsby Libraries support over 20 different language groups with resources from the State Library of NSW, and are the highest user of this service in the state.
- Hornsby Library again hosted the Sydney Writers Festival, attracting an audience of 180 for the author Jane Caro.
- The Hornsby Shire Family History group now attracts over 100 members.
- The Annual Knit In was hosted at Hornsby Library with over 300 people of all ages attending. Over 512 wraps were donated to Wrap With Love on this day, bringing the total number of wraps donated since the commencement of this event to over 5,000.
- 583 children enjoyed the Summer Reading Program at all libraries, attending special events and winning prizes for their efforts.
- The 'Three Little Pigs And the Not So Bad Wolf' Christmas pantomime was created by dedicated staff and presented at five sessions across the Shire, with 470 delighted children attending.
- Our Book Club program continued to support library and community based book clubs, and now includes a new Open Book Club with theme based discussions. Attendance at book clubs has now reached over 1000 visits annually.

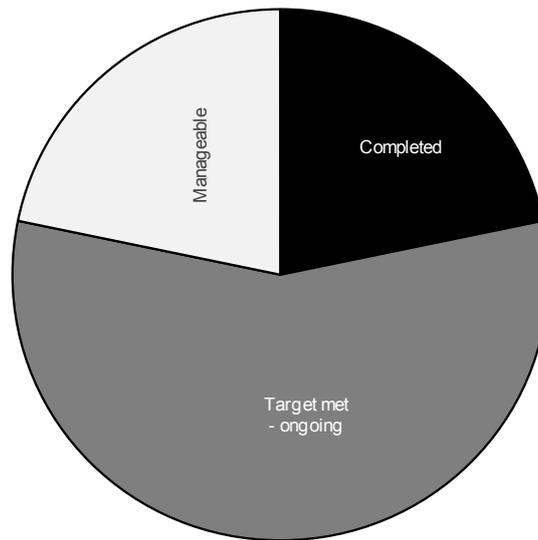
MY COMMUNITY

- Cultural activities in the libraries included an author talk program featuring Ken Done, Tara Moss and Hugh Mackay, plus community education programs in topics such as financial education, health and environmental workshops. Strata Living, Wills and Moving into a Retirement Village topics were featured in Law Week seminars.
- Hornsby Shire Library produced a display highlighting the community's involvement in the Battle of the Somme.
- The Home Library Service made 2,500 visits to those who were unable to visit their local library.
- Community engagement with 60 local businesses and the community in advance of street tree planting as part of the 'Renew, Rethink, Revitalise', scheme to revive Hornsby's west side.
- In partnership with Mission Australia, Hornsby Police, Northern Sydney Institute of TAFE, Hornsby Lions Club, 2realise and Ability Options, the fifth annual Apprenticeship Expo was held, where more than 30 training organisations and traineeship providers provided information to over 350 young people, their parents and carers.
- The highly successful Festival of the Arts 2015 included 64 events presented by 33 community organisations and individuals. Total attendance across all events was 10,000 over a six week period. Increased online marketing saw strong results, with 4,323 visitors to the microsite home page.
- Council donated \$10,000 to the Hornsby Ku-ring-gai Women's Shelter.
- Five people received grants under the Mayor's Youth Trust Fund.
- Council provided emergency accommodation to Studio Artes at Wallarobba when their studio and offices on Bridge Road, Hornsby burned down in April.
- Australia Day celebrated at Council's free event at Hornsby Park, including an Australia Day citizenship ceremony welcoming 36 new citizens.
- Christmas Spectacular event held on 5 December 2015 in Hornsby Park.
- Let's Light Westside party held 20 November 2015 to launch the festive season.
- Council endorsed the Community and Cultural Facilities Strategic Plan outlining the direction for the Shire's community and cultural facilities over the next 10-20 years.



MY COMMUNITY

Measuring our progress for 2015/16 against the Delivery Program



Outcome 2: Our communities are healthy and interactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
2A Provide comprehensive community support programs			
2A.1	Review and implement the Community and Cultural Development Annual Operational Plan targeting social and cultural issues in accordance with budget allocations	<ul style="list-style-type: none"> 12,000 community members participated in Council's social programs. Programs included the Festival of the Arts which featured 64 events and exhibitions with over 10,000 total attendance across all events over the six week festival 	✓
2A.2	Deliver events through annual Healthy Living Festival in partnership with community groups in the Shire that promote social inclusion and healthy living	<ul style="list-style-type: none"> Annual Healthy Living Festival held during April 2016, with 175 events held, and incorporating Youth Week and Seniors Week 	✓
2A.3	Pursue appropriate grant opportunities through State and Federal Governments	<ul style="list-style-type: none"> Received grants for Seniors Week and Youth Week Grant opportunities will be reviewed against the strategic objectives of the Community and Cultural Development Annual Operational Plan, including community hub models and place-based approaches inclusive of community capacity building 	—
2A.4	Report on financial assistance in accordance with Council's Cash and Non Cash Donations and Grants Policy	<ul style="list-style-type: none"> 13 applications were made under Council's Community Donations Program. 11 were successful under the Mayor's Youth Trust Fund and were granted \$2,650 in total 	✓

MY COMMUNITY

Outcome 2: Our communities are healthy and interactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
2A.5	Operate a referral service to local support organisations	<ul style="list-style-type: none"> 3,330 direct referrals were made to local support organisations by Council's Community Development Officers A high number of indirect referrals are also made through contact at community events 	✓
2A.6	Implement the Socio Cultural Strategy	<ul style="list-style-type: none"> The Socio Cultural Strategy is being applied following a review of community development core business and strategic development of models for place-based community hubs 	✓
2A.7	Assist people to get support through the Home Modification Service	<ul style="list-style-type: none"> 891 people were supported through the Home Modification Service 	✓
2A.8	Investigate more opportunities for Arts in the Shire, including art installations and using existing building facades	<ul style="list-style-type: none"> Planning has commenced for a Westside precinct mural including artist engagement. Concepts and costing to be developed in 2016/17 	✓

2B Manage and administer the provision of community and cultural facilities

2B.1	Implement the Strategic Plan for Community and Cultural Facilities	<ul style="list-style-type: none"> Plan adopted at the August 2015 Council meeting Policy on use by kindergartens of Council buildings has been replaced with a lease/licence policy 	✓
2B.2	Manage and administer the provision of community and cultural facilities in the Shire, including Wallarobba Arts and Cultural Centre	<ul style="list-style-type: none"> Average usage of council-managed community and cultural facilities is 68 hours per week Online facility is now available for casual community centre bookings 	✓
2B.4	Review and implement the Hornsby Mall Strategic Plan and Master Plan	<ul style="list-style-type: none"> 97 events, markets and performances were held in Hornsby Mall during the year Through an EOI process, three applicants were awarded the opportunity to provide markets in Hornsby Mall in 2016 Consultants have been engaged to progress Hornsby Mall Master Plan concepts, with consultation to commence in late July 2016 	✓
2B.5	(C) Rejuvenation of Town Centres - investigate establishing 'eat streets' to stimulate interest and activity	<ul style="list-style-type: none"> Investigation and research is being undertaken around uses of properties along main streets and curation of space by incentivising land owners 	☑



Completed



Going well



Manageable



Needs attention

MY COMMUNITY

Outcome 2: Our communities are healthy and interactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
2C	Provide a variety of interesting events for our community to participate in and enjoy		
2C.1	Deliver community events according to events calendar	<ul style="list-style-type: none"> ■ Overall satisfaction with major community events held is now at 95% ■ The Events Team provides support to community organisations to run events such as the Berowra Woodchop, the Cherrybrook Lantern Festival, and Movies under the Stars at Cherrybrook ■ Other events this year include the Hornsby Bike and Film Festival, delivered in partnership with the local bike club; 'Let's Light Westside', where the Christmas tree in front of the Council Chambers was lit up; the 'Christmas Spectacular' at Hornsby Park in December, Australia Day in Hornsby Park; and a brand new series called 'Sunset Sessions', which were held each Friday evening in February and March in Hornsby Mall 	✓
2D	Provide library and information services to meet the educational, cultural and recreational needs of the community		
2D.1	Review and update the Library Strategic Plan	<ul style="list-style-type: none"> ■ Project rescheduled to 2016/17 	—
2D.2	Plan and deliver a broad range of cultural and social activities, programs and events to meet diverse community needs and support the role of the Library as a social and cultural facility	<ul style="list-style-type: none"> ■ 277 library exhibitions and displays ■ Library JPs, Family History, and Tax Help volunteers assisted over 15,000 community members ■ 524 children's programs held, with over 18,000 participants ■ 450 program and seminar sessions held, including author talks and book clubs, with over 12,000 participants 	✓
2D.3	Implement a new library management system	<ul style="list-style-type: none"> ■ New library system live August 2015 which will make borrowing easier for customers 	☑
2D.4	Review library opening hours	<ul style="list-style-type: none"> ■ Project deferred pending amalgamation decision 	—
2D.5	Refurbish Hornsby Library	<ul style="list-style-type: none"> ■ New carpet installed November 2015 ■ Staff analysis undertaken of Hornsby Library usage, including shelving requirements and collection status. Draft design underway 	✓

MY COMMUNITY

Outcome 2: Our communities are healthy and interactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
2E	Provide education and care at Council's early childhood centres (Business Activity)		
2E.1	Undertake Quality Standard Assessment and Compliance – Council's 4 early childhood centres	<ul style="list-style-type: none"> ■ Council commenced leasing the Hornsby, Somerville Park and Cherrybrook Nursery and PreSchool Centres in October 2015 ■ All aspects of compliance were achieved up until the transition to new providers 	☑
2E.2	Close Asquith Child Care Centre	<ul style="list-style-type: none"> ■ Asquith Nursery and PreSchool Centre closed on 24 December 2015 and has now been sold 	☑
2E.3	Invite tenders for the operation of Council's three remaining early childhood centres	<ul style="list-style-type: none"> ■ Tenders finalised and new providers commenced operating 6 October 2015 	☑



Completed



Going well



Manageable



Needs attention

MY COMMUNITY

Our communities are healthy and interactive

(4 Year) Service Delivery Indicators		2012/13	2013/14	2014/15	2015/16
2A.D	Number of community referrals provided to local support organisations	983	4,577	20,397	3,330
2B.D	Average hours of community centre usage (per Council-managed centre) per week	61 hours per centre, per week	67 hours per centre, per week	71 hours per centre, per week	68 hours per centre, per week
2C.D	Number of major community events held	6	5	5	6
2D.D1	Number of participants at library program and seminar sessions, including author talks and book clubs	27,264	30,346	30,941	30,969
2D.D2	Number of home library visits	3,029	2,814	2,804	2,585
2E.D	Achieve National Quality rating and Quality Improvement Plans developed	100%	100%	100%	100%

MY COMMUNITY

Companion animals

Council employs three full time officers for companion animal management and spent a total of \$314,330 on companion animal management activities.

Expenses	\$
Salary and wages	247,550
Materials and equipment	2,429
Legal expenses	Nil
Pound contract expenses	6,968
Internal corporate costs	57,383
TOTAL	314,330

Council received \$67,208 from the Office of Local Government Companion Animals Register Funding.

Impounding facilities

Council's pound provider is Hawkesbury Companion Animal Shelter located at Mulgrave which is owned and operated by Hawkesbury Council.

The majority of animals transferred to the pound at Mulgrave have no microchip or the registered details are incorrect and the owner is not able to be identified.

The pound data collection return was lodged in July 2016.

Impounding	2015/16
Dogs seized	183
Returned to owner	44
Transferred to Council Pound	136
Released from Pound to owners	111
Euthanised	3
Sold (by Pound)	5
Rehomed with rescue organisations	23

Strategies in place to seek alternatives to euthanasia for unclaimed animals

The holding facility at Council's Depot enables animals to be temporarily held while officers investigate all available options to find the owners.

Council has arrangements in place with local vets to hold animals temporarily. This allows after hours pickup by local owners. Council also maintains a lost and found register to assist owners to find their animals and for them to be returned home.

Off-leash areas provided in the council area

Hornsby Shire has six full-time off-leash areas for exercising and training dogs. The areas are fully fenced with double gates at all entrances and have waste bins, dog waste bags and water. These areas are extremely popular with dog owners and heavily used.

These areas are:

- Asquith Park, Rotherwood Street, Asquith
- Crossroads Reserve, corner Turner and Berowra Waters Roads, Berowra Heights
- Greenway Park, Shepherds Drive, Cherrybrook
- Rofe Park, Galston Road, Hornsby Heights
- Ruddock Park, Eucalyptus Drive, Westleigh
- Dawson Street, Thornleigh.

Lyne Road Reserve in Cheltenham is an unfenced off leash area. This site has water, waste bags and a bin provided.

Two other sites are available. At both of these sites, dogs must be kept on a leash during organised sport and games:

- Epping Oval, Norfolk Road, Epping (Penalties apply for dogs running onto turf wicket square)
- Ron Payne Reserve, Woods Street, North Epping

Both of these facilities have oval perimeter fencing, water and dog waste bags.

Dog attacks

Data is lodged through the NSW Companion Animals Register.

Dog attacks	2015/16
Incidents registered	64
Dogs involved in attacks	75
Attacks on persons	31
Attacks on animals	40

Enforcement

There were one dangerous dog order and two menacing dog orders issued during the year.

There were a total of 60 nuisance orders issued:

Nuisance orders	2015/16
Dogs at large	11
Runs At/Chases	5
Endangers health of a person/animal	44

MY COMMUNITY

A total of 42 Penalty Infringement Notices were issued for breaches of the Companion Animals Act 1998.

Penalty Infringement Notices	2015/16
Dog rushing/harassing/attacking	22
Not under effective control	11
Not registered	6
Not prevent from escaping	3

Education

Council provides information sheets on the following topics and this information is also available on Council's website.

- Micro chipping and registration
- Responsibilities of dog owners
- Controlling nuisance barking
- Noise nuisance from barking dogs
- Keeping of cats
- Wildlife protection areas.

Education resources provided by Council include the mascot 'Chip'. Leaflets, stickers, reward and warning cards are distributed to letterboxes, handed out by companion animals staff, provided on request to local residents and included in warning letters.

'Chip's Puppet Show' was developed to assist in the education of pre-school children on dog safety, in particular how to meet and greet a dog safely.

Council-'Chip' pooch pouches are provided free of charge.

Two educational videos showcasing a rapping puppet dog have been developed and placed on Council's YouTube channel. The first video 'Scoop Dogg' provides a serious message about pet safety. The second video "Scoop that Poop" is aimed at owners picking up their dog's waste.

Strategies in place to promote and assist the desexing of dogs and cats

Council encourages desexing prior to registration. Owners are provided with extra time, on request, to have animals desexed so as to receive the benefit of the reduced registration fee.

Information on desexing is available from Council's website. The National Desexing Network and RSPCA programs are also promoted on Council's website.

MY COMMUNITY

Financially assisting others

Community Grants and Sponsorship

Council adopted a Policy relating to Community Grants and Sponsorship on 9 September 2015 which provides a framework to manage cash grants and in-kind sponsorship requests. Under the Policy there are six programs with funding streams available:

1. Community Event Partnership Grant

To provide seed funding to community driven, event based initiatives with a view to events being sustainably delivered by the community over time. A total of \$60,000 is available per annum capped at \$10,000 per annum per applicant organisation.

2. Venue Support Program

To support community not-for-profit groups utilising community and cultural facilities and parks to participate in fundraising activities for registered charities. A total of \$17,000 is available annually by way of fee waiver applications.

3. Fee Waiver Requests for Waste Services

To support community not-for-profit groups, charities, churches and schools to provide activities that encourage participation in social, creative, cultural and community driven events and activities. A total of \$5,000 is available annually by way of application.

4. Fee Waiver Requests for Council Health, Building and Planning Services

The program is available by application and will be applied to assist:

- not-for-profit local community based organisations that provide a community benefit
- Council with some of its own projects and activities
- in resolving issues that may have a potential risk or liability for Council.

5. Mayor's Youth Trust Fund

To support young people participating in representative activities on a regional, state and international basis. A total of \$3,000 is available annually, capped at \$250 per grant.

6. Emergency Relief Fund

To provide financial support to communities affected by natural disasters, awarded by a resolution of Council. A total of \$5,000 is available annually.

For information on Council's financial assistance and support programs visit:

hornsby.nsw.gov.au, my council (tab), Policies "POL00444 Policy - Community Grants and Sponsorship"

In 2015/16, the following funding was granted under the Community Grants and Sponsorship Policy:

Program	Apps funded	Funded amount
1 Community Event Partnership Grant:		
■ Movies under the Stars - Berowra Apex, February 2016	1	\$5,000
■ Movies under the Stars, Cherrybrook Scouts - March 2016	1	\$5,000
■ Woodchop - Berowra Apex, August 2015	1	\$1,832
2 Venue Support Program	28	\$9,214
3 Fee Waiver for Waste Services	12	\$9,144
4 Fee Waiver for Council Health, Building and Planning Services	1	\$1,330
5 Mayor's Youth Trust Fund	11	\$2,650
6 Emergency Relief Fund	Nil	Nil
TOTAL		\$25,026

Financial assistance is also provided by Council by way of:

- foregone rental for the use of Council buildings by community groups
- subsidies to sporting groups for their use of sportsgrounds
- other financial assistance provided to community groups.

It was last estimated in 2014/15 that Council provides subsidies to community and sporting groups to the value of approximately \$3,000,000 annually.

Other Council initiatives to assist community groups include a Community Fundraising Barbeque Trailer that is available for use by community groups as part of their fundraising activities.

MY COMMUNITY

Sponsorship

Council has a Sponsorship and In-Kind Support Policy to provide guidelines to assist Council to utilise sponsorship and the provision of in-kind support effectively and with probity.

For information on Council's sponsorship guidelines visit: hornsby.nsw.gov.au, my council (tab), Policies "POL00258 Policy - Sponsorship and In-Kind Support - Council's Involvement"

Sponsorship arrangements entered into during 2015/16 are set out below:

SPONSORSHIP Council received 2015/16							
	Who from?	What for?	Cash	Contra	What?	Council provided	Date approved
1	Hornsby Art Society	2015 Creative Community Sponsorship program		\$605	11 annual memberships	Promotional support	1/7/2015
2	Hornsby RSL	2015 Creative Community Sponsorship program	\$1,000			Promotional support	1/7/2015
3	S & S Creativity (Arthouse)	2015 Creative Community Sponsorship program		\$1,000	in kind	Promotional support	1/7/2015
4	Sydney Art School	2015 Creative Community Sponsorship program	\$1,000	\$1,000	Prize money and scholarship for tuition	Promotional support	1/7/2015
5	Westfield Hornsby	2015 Creative Community Sponsorship program			Marketing	Promotional support	1/7/2015
6	Vivid Finance	2015 Creative Community Sponsorship program	\$1,000			Promotional support	1/7/2015
7	The Art Scene, West Ryde	2015 Creative Community Sponsorship program		\$500	Art supplies	Promotional support	1/7/2015
8	Christies Design Framing	2015 Creative Community Sponsorship program		\$1,250	Voucher	Promotional support	1/7/2015
9	Ibis Thornleigh	2015 Creative Community Sponsorship program		\$200	Voucher	Promotional support	1/7/2015
10	Laing & Simmons	Council's Community BBQ Trailer		up to \$10,000	Condiments	Promotional support	28/7/2015
11	Tender Value Meats	Council's Community BBQ Trailer			Subsidised sausages and onions for community groups	Promotional support	28/7/2015
12	Advertising Agreement - Belmonte Pizzeria	Display of banner(s) at Thornleigh Brickpit Sports Stadium	\$635pa per banner			Advertising space	20/11/2015
13	Transpacific Cleanaway	Re-magine Recycled Art Competition/Exhibition - June 2016	\$5,600		Prize money		
14	Hornsby Aquatic and Leisure Centre	Hornsby Library's Summer Reading Club 2015/16			600 passes		Sep/Oct/Nov 2015
15	Taronga Zoo				2 adult passes		
16	Koala Park				20 children's passes		
17	Powerhouse Museum				2 family passes		
18	Australian Reptile Park				1 adult and 1 child pass		
19	Featherdale Wildlife Park				2 adult passes		
20	Australian Museum				2 double passes		
21	Australian Walkabout Park				1 family pass		
22	MDM				Books		
23	Phoenix Library Services				Books		
24	Book Supplies				Books		

MY COMMUNITY

SPONSORSHIP Council gave 2015/16						
	Who to?	What for?	Cash	Contra	Council provided	Date approved
1	Northern Suburbs District Women's Bowling Association	Annual Hornsby Shire Trophy Day - August 2015	Cost of trophies		Trophies	Aug 2015
2	Asquith Men's Bowling Club	Annual Hornsby Shire Cup competition - September 2015	\$500		Trophies and competition support	Sep 2015
3	Convict Trail Project	Convict Trail Project funding	\$5,000		Funding for the conservation of the Great North Road	1/2/2016
4	Ku-ring-gai Women's Shelter	Donation to assist with running costs	\$10,000			1/3/2016
5	Berowra RSL Sub-Branch	Shared use of amenities building at Warrina Oval, Berowra			Access to meeting rooms in main amenities building	11/8/2015
6	Arden Anglican School Secondary Campus	Mayor's Book Award		\$25	Book voucher	Nov 2015
7	Asquith Boys High School					
8	Asquith Girls High School					
9	Barker College					
10	Cheltenham Girls High School					
11	Galston High School					
12	Hornsby Girls High School					
13	Loreto Normanhurst School					
14	Mount St Benedict College					
15	Normanhurst Boys High School					
16	Northholm Grammar School					
17	Pacific Hills Christian School					
18	Pennant Hills High School					
19	Tangara School for Girls					

Work carried out on private land

Council did not undertake any work on private land during the 2015/16 financial year.

ACHIEVEMENTS

9

Park / Playground upgrades

- **Asquith Park** - New playground including rope spinner, swings, slide, mirrors, talky-pipes and xylophone, timber log play and nature-based play in the forest, exercise equipment, ping pong table, 585-metre circuit, varied plantings including edible berries (completed September 2016)
- **Ray Park, Carlingford** - Upgrade which includes a new playground, picnic shelters and exercise stations, and 230 metres of new circuit paths for walkers, joggers and cyclists that connect with the heritage trail
- **Carmen Crescent Park, Cherrybrook** - New playground including compact double swing, hoop rocker and spinpoint twista, and a combination play unit with safety step ladder, manta roof, inclined pommel bridge, grid net, double turbo slide, snake climber, rope net ramp, boulder wall and double commando wall
- **Dangar Island** - playground renewal, including a boulder climbing wall, monkey bar, rope net ramp, turbo slide, basketball tower and exercise equipment
- **James Henty Park, Dural** - Playground replaced with new equipment including a twin bay swing w/ nest, multi rocker, twista, geoclimber unit and a combination playsystem. A natural adventure trail was created in the old bush garden area
- **Hornsby Park** - Playground replaced, including replacement of toddler playground and installation of a swingset including a nest swing; installation of a mural wall and a raingarden; and links to the adjoining bushland reserve and mountain bike trail
- **Lisgar Gardens, Hornsby** - Formal gardens/lawn area replaced
- **Softfall improvements** - Greenway Park, Cherrybrook; Somerville Park, Eastwood

2

Cycleways

- **Berowra Waters Road, Berowra Heights** - Shared cycleway/road, Stage 3
- **Brooklyn Road, Brooklyn** - Shared cycleway/footpath, Stage 2

5

Building improvements

- **Kitchen replacements** - Arcadia Community Centre; Galston Community Centre; Wisemans Ferry Community Centre

- **Hawkins Hall, Thornleigh** - Playground shade structure replaced
- **Hornsby Library** - New carpet installed

18

Sporting facility upgrades

- **Brooklyn Old Dairy Site (Stage 1)** - Upgraded for cricket use
- **Berowra Oval** - Carpark upgraded
- **Roselea Park, Carlingford** - Irrigation renewed, oval surface replaced, sub-surface drainage installed and new fencing
- **Greenway Park, Cherrybrook** - Mike Kenny Oval - Decompaction and levelling of oval surface
- **Montview Oval, Hornsby Heights** - New irrigation system and surface levelled
- **Pennant Hills Park:**
 - #3 oval upgraded to synthetic grass and including a rubber granule infill making it soft impact which performs like natural turf; new floodlights to allow competition games at night; perimeter fencing
 - #1 oval - new drainage system installed
 - long jump pits, discus and shotput area upgrades
 - footpath construction for pedestrian safety, including realignment of the road and sealing of the carpark
 - conversion of archery facility to allow multi-use
- **Oakleigh Park, Thornleigh** - Sportsground surface restored, new drainage and irrigation installed
- **Campbell Park, West Pennant Hills** - Irrigation renewed and sub-surface drainage installed
- **New and improved sportsfield lighting** - Ron Payne Oval, North Epping; Asquith Oval; Storey Park, Asquith; Hayes Park, Galston; Thomas Thompson Park, Cherrybrook
- **West Epping Park** - Completed documentation design and accepted tenders for major park upgrade. Handed over project to City of Parramatta Council who are proceeding with construction

1

Dog off leash improvement

- **Greenway Park, Cherrybrook** - Lighting upgrade

1

Aquatic and Leisure Centres

- **Galston Aquatic and Leisure Centre** - New learn to swim pool (completed October 2015)

MY LIFESTYLE

6

Footpath improvements

- **Alamein Avenue, Carlingford** - North side - Pennant Hills Road to Pennant Parade
- **Karongal Close, Epping** - East side - Dent Street to end
- **Burdett Street, Hornsby** - South side - Wentworth Street to Balmoral Street
- **Nyara Road, Mount Kuring-gai** - North side - Pacific Highway to end
- **Quarter Sessions Road, Westleigh** - North side - Fairy Dell Close to Timbarra Place
- **Boyd Avenue, West Pennant Hills** - East side - Cardinal Avenue to Dean Street

8

Local road improvements

- **Hazelmead Road, Asquith** - Royston Parade to Dudley Street - both sides
- **Berowra Waters Road, Berowra Heights** - Stage 3 (incorporating continuation of on-road cycleway)
- **Berowra Road, Mount Colah** - (Stage 1) Belmont Parade to Gray Street - both sides
- **Flora Avenue, Mount Colah** - (Stage 1) Hillside Parade to North Street
- **Brisbane Avenue, Mount Kuring-gai** - Flanders Avenue to King Street
- **Calabash Road, Arcadia** - Residual length - upgrading of unsealed road
- **Jack Russell Road, Berrilee** - Full length - upgrading of unsealed road
- **Venner Road, Berrilee** - Full length - upgrading of unsealed road

2

Minor traffic facilities

- **Bridge/Hunter/Miller Streets, Hornsby** - New traffic signals
- **The Esplanade, Thornleigh** - Traffic and pedestrian safety improvements

1

Foreshore facilities

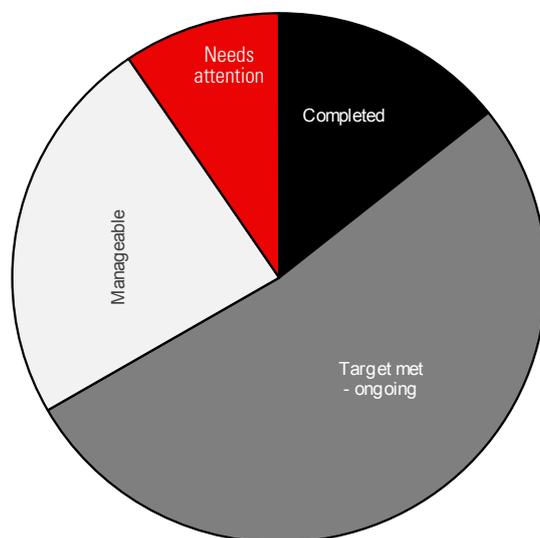
- **Parsley Bay** - New 4-lane boat ramp and pontoon (completed August 2016)

Other

- Construction of new footbridge linking the railway station and Hornsby Mall, including improvements to Florence Street Mall, underway and expected to be open to pedestrian traffic October 2016
- 34 acres of Sydney Water land at Westleigh was purchased for sportsgrounds and recreation
- The Institute of Public Works Engineering Australasia awarded Council a trophy for its project management of the construction of the new Hornsby Aquatic and Leisure Centre
- Streetscape improvements, Peats Ferry Road, Hornsby - Tree planting between Station and Coronation Streets
- Feasibility study for new AFL sports club building at Greenway Park No. 1, Cherrybrook completed and presented to AFL who is identifying funding source
- Council contributed \$150,000 to the construction of netball courts at the North Epping Bowling Club site for North Epping Rangers and has sealed the car park
- Council has committed to building a new RFS station in Berowra with construction expected to begin in early 2017
- Ongoing participation in NSROC Sportsfield Group to coordinate regional use of sports facilities
- After successful implementation last year and contributing to a change in traffic laws, '2 Way Street' cycle campaign was again promoted by Council in partnership with Ku-ring-gai Council
- Joint campaign between Council traffic rangers and NSW Police Force to target dangerous drivers around school zones
- Park Safe for Kids' campaign run by Council to educate local parents about the dangers of illegal parking in school zones over six weeks at the beginning of 2016
- Council participated in the Distracted...? campaign, a joint initiative with other Northern Sydney Councils, to make pedestrians aware of the dangers of distraction while using mobile devices
- Motorcycle Crash Card developed by Council in consultation with emergency services - national launch on 26 June 2016 at Kangaroo Point

MY LIFESTYLE

Measuring our progress for 2015/16 against the Delivery Program



Outcome 3: Our living centres are vibrant and viable

Action code	Key Actions 2015/16	End of Year Comment	Performance
3A Provide a management and maintenance service for Council's assets			
3A.1	Liaise with appropriate energy provider to ensure street lighting conforms to requirements	<ul style="list-style-type: none"> Street lighting costs for the year were \$3.068 million. The NSW government (RMS) provided a subsidy of \$353,000 towards the cost of lights on main roads 	✓
3A.2	Manage vandalism and graffiti on Council's public property	<ul style="list-style-type: none"> Grffiti - 459 incidents, \$59,000 expenditure. Council only provides a graffiti removal service to public property. All instances of graffiti on private property or public utilities is referred to the owner or authority for action Vandalism - 23 incidents, \$16,500 expenditure. Vandalism statistics relate only to Council's property 	✓
3A.3	Provide out of hours emergency response for Council's road assets and buildings	<ul style="list-style-type: none"> After hours emergency response service fully operational - no complaints received 	✓
3A.4	Formulate rolling four-year local roads and footpath improvement programs	<p>Average maintenance cost per kilometre on:</p> <ul style="list-style-type: none"> sealed roads = \$8,130 unsealed roads = \$3,360 footpaths = \$740 <p>Forecasts for sealed roads and footpaths are within expectations. The unsealed road maintenance result (expected result \$10,300 per kilometre) was achieved due to favourable weather conditions.</p>	✓

MY LIFESTYLE

Outcome 3: Our living centres are vibrant and viable

Action code	Key Actions 2015/16	End of Year Comment	Performance
3A.5	Formulate stormwater drainage improvement programs, develop and review Floodplain Risk Management Plan, and formulate and complete Foreshore Facilities improvement program	<ul style="list-style-type: none"> Average maintenance cost per kilometre of stormwater drainage system = \$2,200 Until completion of the flood planning process no further update of the stormwater inundation extent can be made See p39 for details of completed projects 	✓
3A.6	Formulate and complete pavement upgrade programs	<ul style="list-style-type: none"> Average response time for investigation of urgent footpath maintenance work = 5 days There were 26 reported trip and fall incidents on footpaths 	✓
3A.7	Provide a capital renewal and maintenance service for Council's buildings as per approved program	<ul style="list-style-type: none"> See p38 for details of completed projects 	✓
3A.8	Provide a capital renewal and maintenance service to Council's aquatic centres as per approved program	<ul style="list-style-type: none"> 100% of program complete 	✓
3A.9	Update Asset Management Framework and supplementary Plans	<ul style="list-style-type: none"> Review of Asset Management Framework complete 	✓
3A.10	(C) Investigate and report to Council - Reduce lead times on program to deliver new footpaths	<ul style="list-style-type: none"> No further money allocated. Investigating increase in new footpaths through savings in limited maintenance budget 	✓

3B Manage and coordinate design and construction of civil works

3B.1	(C) Implement proposal for stabilising Hornsby Quarry	<ul style="list-style-type: none"> NorthConnex commenced site works and it is expected spoil trucks will be entering the site early 2017 for approximately 18-24 months 	✓
3B.2	(C) Commission detailed studies to progress future use options for Hornsby Quarry	<ul style="list-style-type: none"> Council has commenced concept designs for future options 	✓
3B.3	(C) Oversee construction of the Hornsby Station Footbridge by December 2015; keep community up to date with progress	<ul style="list-style-type: none"> Project delays due to power line removal Expected completion early 2017 	✓
3B.4	Manage construction of the catchments remediation rate (CRR) capital works program	<ul style="list-style-type: none"> See p16 for details of completed projects 	✓
3B.5	Complete the Local Roads Improvements capital works program	<ul style="list-style-type: none"> See p39 for details of completed projects 	✓
3B.6	Complete the Footpath Improvements capital works program	<ul style="list-style-type: none"> See p39 for details of completed projects 	✓
3B.7	Complete the Major and Minor Drainage Improvements capital works program	<ul style="list-style-type: none"> No drainage improvements completed this year. Drainage program adjusted to the boundary change 	✗
3B.8	Manage construction of Special projects	<ul style="list-style-type: none"> Streetscape improvements on Peats Ferry Road, Hornsby completed Construction of new Hornsby Station Footbridge underway Extension to Bridge Road, Hornsby for NorthConnex spoil trucks will commence 2016/17 	✓



Completed



Going well



Manageable



Needs attention

MY LIFESTYLE

Outcome 3: Our living centres are vibrant and viable

Action code	Key Actions 2015/16	End of Year Comment	Performance
3B.9	Manage construction of Minor Traffic Facilities Improvement program	<ul style="list-style-type: none"> See p39 for details of completed projects 	✓
3B.10	Complete the Open Space Assets capital works program	<ul style="list-style-type: none"> See p38 for details of completed projects 	✓
3C Provide strategic land use planning and urban design			
3C.1	Implement Local Development Contributions Plans (Section 94 and Section 94A)	<ul style="list-style-type: none"> \$46.5 million received in section 94 income this year 	✓
3C.2	Implement Section 94 Register and monitor	<ul style="list-style-type: none"> Monitoring of section 94 is ongoing and public Section 94 Register updated 	✓
3C.3	Implement Hornsby Westside Section 94 amendment	<ul style="list-style-type: none"> Updated Section 94 Contributions Plan exhibited during September-October 2015 and adopted by Council effective December 2015 	✓
3C.4	Implement Epping Section 94 amendment	<ul style="list-style-type: none"> Updated Section 94 Contributions Plan exhibited during September-October 2015 and adopted by Council effective December 2015 	✓
3C.5	Investigate opportunities for townhouse / villa development	<ul style="list-style-type: none"> Draft Strategy Plan to identify suitable locations for medium density housing currently being prepared. Council extended timeframe for the project until the end of 2017 	✓
3C.6	Rural Lands Planning Proposal	<ul style="list-style-type: none"> Planning Proposal exhibited March-April 2016 and forwarded to Minister for Planning for finalisation Council resolved to defer consideration of possible further review of allotment sizes until after the release of the North District Plan which may include key directions for development including rural resource lands and housing targets 	✓
3C.7	(C) Brooklyn Masterplanning Study	<ul style="list-style-type: none"> Community Reference Group and Agency Reference Group established Consultant appointed May 2016 to develop the Brooklyn Improvement Master Plan 	✓
3C.8	Participate in Project Working Group for Cherrybrook Station Precinct	<ul style="list-style-type: none"> Council entered into a funding agreement with UrbanGrowth NSW to share the cost of preparing technical studies and the precinct plan Timeframe for submission of planning proposal extended to early 2017 	✓

MY LIFESTYLE

Outcome 3: Our living centres are vibrant and viable

Action code	Key Actions 2015/16	End of Year Comment	Performance
3C.9	Progress South Dural Planning Proposal	<ul style="list-style-type: none"> Funding Agreement signed to secure the cost of Council resources to facilitate the progression of the Gateway Determination Council accepted a tender to engage a master planning consultant to undertake a peer review of the technical studies and precinct plan 	✓
3C.10	Hornsby East Side Commercial Floorspace Review	<ul style="list-style-type: none"> Floorspace review and feasibility of planning controls presented to Councillors in two briefings Preparation of new master plan for the Hornsby Town Centre (East side) deferred for consideration in the next term of Council 	—
3C.11	(C) Review Pennant Hills Masterplan	<ul style="list-style-type: none"> Consultation on the vision, principles and key outcomes to guide the Pennant Hills Master Plan review to be undertaken November-December 2016 	✓
3C.12	Employment Floorspace Reviews - Thornleigh and Waitara	<ul style="list-style-type: none"> Project to commence upon finalisation of the North District Plan which will set new dwelling targets and strategies for employment land 	—
3C.13	Progress Comprehensive Local Environmental Plan and Development Control Plan housekeeping amendments	<ul style="list-style-type: none"> Re-exhibition of the Housekeeping Planning Proposal occurred April-May 2016 and Council resolved to forward the Proposal to the Minister for Planning for finalisation in July 2016 In June 2016, Council resolved to re-exhibit the Housekeeping DCP amendments due to the boundary adjustment proclaimed in May 2016 	✓
3C.14	Progress Heritage Review Stage 6	<ul style="list-style-type: none"> Project deferred until 2017 	—
3C.16	(C) Investigate and report to Council - Rejuvenate Beecroft Village	<ul style="list-style-type: none"> Redevelopment of the Module Shopping Centre at Beecroft commenced December 2015 The new development will include residential units, supermarket, retail and specialty shops, basement parking and a central landscaped plaza 	☑



Completed



Going well



Manageable



Needs attention

MY LIFESTYLE

Outcome 3: Our living centres are vibrant and viable

Action code	Key Actions 2015/16	End of Year Comment	Performance
3D Manage traffic flows, parking, access to public transport and road safety			
3D.1	Implement road safety education projects to reduce road trauma	<p>Projects include:</p> <ul style="list-style-type: none"> ■ GLS presentations to supervising drivers for learners held quarterly ■ 'Safer Drivers' workshops held quarterly ■ Child seat safety checking days held quarterly ■ 'It's a Two-way Street - Show mutual respect' bicycle road safety campaign in February 2016 ■ 'Distracted...?' pedestrian road safety campaign launched in March 2016 ■ 'Don't be lazy - Park safe for kids' and 'Park legally in school zones' school zone parking education campaigns ■ 'School Travel Ideas' guide providing alternative, sustainable and safe travel solutions for school communities ■ 'Motorcycle Crash Card' launched 26 June 2016 ■ 2016 Road Safety calendar, a joint project with Ku-ring-gai, Lane Cove, Manly, North Sydney, Pittwater, Ryde, Warringah and Willoughby Councils, created and 28,000 distributed 	✓
3D.2	Implement recommendations of the Hornsby CBD Parking Review	<ul style="list-style-type: none"> ■ Monitoring and rationalisation of on-street parking around Hornsby CBD was undertaken in line with recommendations of the Parking Review Study for Hornsby Town Centre, Waitara and Hornsby Hospital precinct ■ A review and major update of the current Hornsby CBD Car Parking Strategy will be undertaken in 2016/17 	✓
3D.3	Review Hornsby Shire Bike Plan	<ul style="list-style-type: none"> ■ Plan to be reviewed and updated in line with updated residential yield from new developments 	—
3D.4	Implement recommendations of Hornsby Hospital Precinct Parking Review	<ul style="list-style-type: none"> ■ Monitoring of on-street parking conditions around Hornsby Hospital precinct was undertaken in line with recommendations of the Parking Review Study for the precinct ■ A review, including parking utilisation surveys, will be undertaken in 2016/17 	✓
3D.5	Epping LEP Traffic and Parking Study (subject to RMS MOU)	<ul style="list-style-type: none"> ■ Project completed in 2014/15 	☑

MY LIFESTYLE

Outcome 3: Our living centres are vibrant and viable

Action code	Key Actions 2015/16	End of Year Comment	Performance
3D.6	Update the Hornsby Blackspot List and Unfunded Facilities List, prioritise locations and plan and complete the Minor Traffic Facilities capital works program (subject to matching funding)	<ul style="list-style-type: none"> See p39 for details of completed projects Projects for 2016/17 have been identified 	✓
3D.7	Construct Brooklyn-Kangaroo Point cycleway (delivered in stages subject to RMS matching funds)	<ul style="list-style-type: none"> DA required due to Aboriginal land claim over water Consultant to be engaged to prepare DA for the boardwalk 	—
3D.8	Complete annual review of traffic, parking and road safety data	<ul style="list-style-type: none"> Crash data has been updated and funding submissions for 2016/17 Blackspot and RMS Local Traffic programs identified 	✓
3D.9	Plan and control traffic flows	<ul style="list-style-type: none"> 107 development applications received and processed, with 53 items referred to the Local Traffic Committee 	✓
3D.10	Respond to Government transport papers as appropriate and lobby for additional parking at railway stations	<ul style="list-style-type: none"> Engaging with Transport for NSW to seek best outcome for Hornsby commuter car park proposal 	✓
3D.11	(C) Investigate and report to Council - Undertake a safety audit around schools in conjunction with NSW Police	<ul style="list-style-type: none"> Joint projects are being developed 	✓

3E Regulate appropriate user activities on road network

3E.1	Maintain the enforcement of parking restrictions and light roads in accordance with the Australian Road Rules	<ul style="list-style-type: none"> 60% of available car parking spaces patrolled each day 12,563 traffic infringements were issued during the year, with 1,684 warnings being issued in lieu of penalty 	✓
3E.2	Manage abandoned vehicles and unapproved activities on roads	<ul style="list-style-type: none"> Changes to Impounding Act now require Council to impound boat trailers Contractor engaged to impound vehicles which has removed the need for Council to manage the Galston compound 	✓



Completed



Going well



Manageable



Needs attention

MY LIFESTYLE

Our living centres are vibrant and viable

(4 Year) Service Delivery Indicators		2012/13	2013/14	2014/15	2015/16
3A.D1	Number of incidents and annual expenditure on graffiti (Council's assets)	537 incidents \$80,800 expenditure	398 incidents \$47,500 expenditure	472 incidents \$65,900 expenditure	459 incidents \$59,000 expenditure
3A.D2	Number of incidents and annual expenditure on vandalism (Council assets)	99 incidents \$40,100 expenditure	67 incidents \$21,300 expenditure	63 incidents \$18,400 expenditure	23 incidents \$16,500 expenditure
3B.D1	Percentage community satisfaction on completed local road projects	80%	89%	74%	No further update available
3B.D2	Percentage community satisfaction on completed footpath projects	80%	73%	73.5%	No further update available
3C.D	Percentage of strategic planning projects completed on time and within budget	90%	90%	90%	90%
3D.D	Percentage of road safety education projects completed	100%	100%	100%	100%
3E.D	Percentage of traffic infringement court matters successfully prosecuted	64%	88%	93%	100%

MY LIFESTYLE

Capital works

Completed this year

Details on the capital works completed during 2015/16 are shown at pp16 and 38-39. Below are some examples of upgrades completed:



MY LIFESTYLE

Still in progress

The table below shows progress of capital works scheduled in the 2015/16 Operational Plan but not yet complete.

PROJECT	WHY /WHEN ?	Performance
Special projects		
■ NorthConnex fill to Hornsby Quarry	■ Ongoing project until 2018/19	✓
■ Hornsby Station Footbridge	■ Open for pedestrian access October 2016	–
Buildings - capital improvements		
■ Storey Park Community Facility Redevelopment, Asquith	■ DA to be lodged August 2016, with a separate EOI process to ascertain demand for a cafe on the site	–
■ Renovation/extension of Wallarobba Arts and Cultural Centre	■ Project deferred subject to resolving tenancy mix	✗
■ Beecroft Community Centre parking	■ Public consultation closing August 2016	–
Drainage		
■ West Epping Park - investigation	■ Due to boundary change now in Parramatta LGA	☑
■ Mount Colah (Berowra Road to Myall Road) Stage 1	■ Funding redirected. Project deferred	✗
■ Carlingford/Epping (Dunrossil Park to Lyndelle Place) Stages 1 and 2	■ Due to boundary change now in Parramatta LGA	☑
■ Galston (Gardiner Road to The Knoll)	■ Funding redirected. Project deferred	✗
Aquatic and Recreational Centres		
■ Hornsby Aquatic Centre - enhancements (water park)	■ Consultant to be engaged 1st quarter of 2016/17	–
Sporting Facilities		
■ Pennant Hills Park - sewer investigation and renewal	■ Completion expected end of August 2016	–
■ North Epping Oval - Cricket practice nets	■ Works being undertaken by Epping District Cricket Club	✓
■ Waitara Park - recreation and social precinct	■ PCYC indoor sports facility construction commenced May 2016, and new tennis facility construction commenced June 2016	✓
■ Aquatic and recreation demand, location and form studies - southern shire	■ Due to boundary change now in Parramatta LGA	☑
Park/Playgrounds		
■ Beecroft Station Park - park and garden improvements	■ Consultation re design in August 2016 with construction due to commence early 2017	–
Cycleway		
■ Brooklyn Parks - cycleway and path connections	■ Project excluded from S94 plan - no further action	✗
Foreshore Facilities		
■ McKell Park Tidal Pool Repairs (Stage 1)	■ Major rehabilitation works deferred to 2016/17	–
■ Milsons Passage Wharf Repairs	■ Deferred to 2016/17	–
■ Dangar Island Pontoon (new)	■ Community consultation due to be completed August 2016. Design and construction planned for 2016/17	–
Minor Traffic Facilities		
■ Florence Street, Hornsby, shared zone (landing from Hornsby Station Footbridge)	■ Construction to commence August 2016 (RMS funding of \$118,000 received)	✓
■ Carlingford precinct traffic improvements - Traffic signals Carlingford Road and Hepburn Avenue	■ Due to boundary change now in Parramatta LGA	☑
■ Galston Road and Clarinda Street, Hornsby - Traffic signals	■ Plans submitted to RMS for approval	–

MY LIFESTYLE

PROJECT	WHY /WHEN ?	Performance
<ul style="list-style-type: none"> Waitara Avenue/Alexandria Parade, Waitara - Traffic signals 	<ul style="list-style-type: none"> Changes to plans required by RMS 	—
<ul style="list-style-type: none"> Alexandria Parade, Waitara - intersection treatments 	<ul style="list-style-type: none"> Awaiting construction 	—
Catchment Remediation		
<ul style="list-style-type: none"> Stormwater harvesting at Asquith Oval 	<ul style="list-style-type: none"> Project resources redirected to Pennant Hills Park stormwater harvesting project 	—
<ul style="list-style-type: none"> Creek bank stabilisation at Chilworth Close, Beecroft 	<ul style="list-style-type: none"> Project feasibility will be reassessed in 2016/17 	—

Council's assets

Assets deliver important services to communities. A major issue facing local governments throughout Australia is the management of ageing assets which are in need of renewal and replacement.

Key assets requiring attention

Hornsby Station Footbridge

The Hornsby Station Footbridge, which was built in 1980 to link Hornsby Station with the east side of the Hornsby CBD, is now dilapidated and at full capacity. The bridge is used by 15,000 people every day.

The State Government and Council have entered a funding partnership for the construction of a new footbridge which will cost \$7 million. The new bridge will be 4.5 metres wide - more than double the current bridge - and its traffic clearance will be increased to 5.5 metres. Also included will be two elevators and an extension of Hornsby Mall to George Street.

Construction of the bridge is well underway and pedestrians are expected to use the new footbridge with access via a temporary ramp from mid October 2016, at which point the demolition of the old bridge will begin.

Stormwater levies

Council has had no annual charge levied for stormwater management services.



The new footbridge under construction (right), next to the old footbridge (left)

Significant assets acquired during the year

Land - 42-82 Quarter Sessions Road, Westleigh	\$21M
---	-------

MY PROPERTY

ACHIEVEMENTS

37,059 tonnes collected waste recycled in 2015/16 (includes recycling, metal, ewaste and green waste).

According to the NSW EPA Recyclator tool, 37,059 tonnes of recycling is equivalent to environmental benefits in either of these four categories:

Landfill:

1.01 million wheelie bins saved



Water:

244.39 olympic swimming pools saved



Energy savings:

17,546 average household energy usage saved per year



Greenhouse benefits:

5,348 cars permanently removed from roads



- A new waste campaign, 'Love where you live', encouraged residents in units to keep their streets beautiful and clean during January and February.
- In May 2016, Council was named by Planet Ark as the top Council area in Australia for residents recycling printer cartridges.
- Re-magine exhibition, which showcases unwanted waste items transformed into artworks, held at Wallarobba in June 2016.
- Waste Less Recycle More funding used to upgrade the rubbish bins in Hornsby Mall and other hot spots across the Shire.



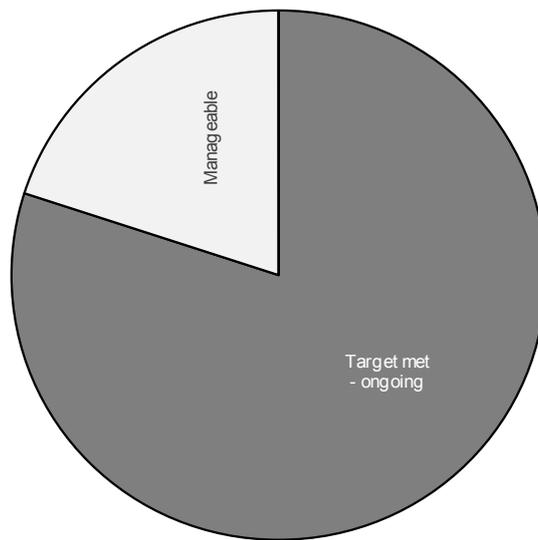
MY PROPERTY

- Council determined 1,168 Development Applications in 2015/16, and maintained an average processing time of less than 60 days.
- The value of development determined was \$1.29 billion during 2015/16.
- 485 private swimming pool fences were upgraded and made safe under Council's Swimming Pool Inspection Program.
- Council's Companion Animal Officers rescued 208 animals that wandered away from their home of which 206 were reunited with their owners, or rehomed to new families.
- The state wide Scores on Doors Program has been strongly encouraged by Council's Health Officers with a growing number of businesses participating. To date, 141 food retailers have been issued with a score of 3 stars or higher.



MY PROPERTY

Measuring our progress for 2015/16 against the Delivery Program



Outcome 4: Our natural and built environment is harmonious

Action code	Key Actions 2015/16	End of Year Comment	Performance
4A	Assess applications for building development, subdivision and land use proposals		
4A.1	Assess applications and monitor value of development application income received	<ul style="list-style-type: none"> Council continues to receive a large number of applications and collected \$1.9 million in fees during the year Additional temporary planners have been engaged to assist in assessing the high number of applications 	✓
4B	Ensure compliance with plans and controls		
4B.1	Investigate and enforce compliance in relation to developments, unlawful building works and land uses	<ul style="list-style-type: none"> 82% of service requests are being investigated within the 21 day target timeframe An additional temporary officer has been employed to address the increase in complaints as a result of the building growth 	✓
4B.2	Continue to implement the actions contained in the Swimming Pool Fencing Management Program, including registering all pools in the Shire	<ul style="list-style-type: none"> 485 private swimming pool fences were upgraded and made safe under the program during the year 	✓
4B.3	Manage registration and control of companion animals and undertake animal management education programs	<ul style="list-style-type: none"> 1,568 companion animals have been registered during the year Companion animal officers attend local preschools and primary schools to provide education about animal safety 	✓

MY PROPERTY

Outcome 4: Our natural and built environment is harmonious

Action code	Key Actions 2015/16	End of Year Comment	Performance
4B.4	Inspect local food businesses and provide education on food safety according to the NSW Food Authority guidelines	<ul style="list-style-type: none"> All high and medium risk food premises were inspected during the year, achieving 100% commitment to the Food Authority with the Food Regulation Partnership 	✓
4B.5	Implement 'Scores on Doors' - Food Safety Certificate Program	<ul style="list-style-type: none"> 141 food retailers have been issued with a Score of 3 Stars or higher during the year 	✓
4C Provide a domestic recycling and waste service			
4C.1	Continue a waste education program	<ul style="list-style-type: none"> 3,760 community members participated in Council's waste education programs this year 	✓
4C.2	Extensive customer survey and focus groups	<ul style="list-style-type: none"> Deferred 	—
4C.3	Investigate waste disposal options for the Shire	<ul style="list-style-type: none"> Information gathering and research continues, but progression to tender is on hold pending decision on proposed amalgamation and review of combined waste disposal contracts 	—
4C.4	Review domestic waste service options	Collected during the year: <ul style="list-style-type: none"> 16,816 tonnes recycling, including metal and ewaste 20,243 tonnes green waste 41,253 tonnes landfill 	✓
4C.5	Operate an E-waste service	<ul style="list-style-type: none"> 159 tonnes ewaste collected during the year Ewaste collection has maintained a consistent level of approximately three tonne per week 	✓
4C.6	Operate chemical clean out days for the safe disposal of household chemicals	<ul style="list-style-type: none"> Annual event held in July The Community Recycling Centre at Thornleigh will open in 2017 for paints and some other items previously handled by the chemical clean out day initiative 	✓
4C.7	Prepare new waste collection tender	<ul style="list-style-type: none"> Program on hold pending decision on proposed amalgamation and review of combined waste disposal contracts 	—
4D Provide cleaning of public spaces			
4D.1	Provide cleaning of public toilet blocks, bus shelters, street litter bins and Hornsby Mall, and street sweeping of commercial and residential kerbs and gutters	<ul style="list-style-type: none"> Amenities cleansing of Council's 54 public toilet blocks daily 145 Council owned bus shelters inspected daily Approximately 10 tonnes per week collected from street litter bins 1,480 tonnes of litter collected by residential street sweepers 	✓
4E Provide a commercial waste service (Business Activity)			
4E.1	Continual review of service and pricing structure	<ul style="list-style-type: none"> Commercial services running at full capacity, providing almost \$350,000 net review to Council 	✓



Completed



Going well



Manageable



Needs attention

MY PROPERTY

Our natural and built environment is harmonious

(4 Year) Service Delivery Indicators		2012/13	2013/14	2014/15	2015/16
4A.D	Income received from Development Applications	\$856,001	\$1,541,337	\$2,693,784	\$1,933,474
4B.D1	Number of companion animal registrations	1,339	1,462	1,436	1,568
4B.D2	Number of medium and high risk food premises inspected	441	639	677	630
4C.D	Tonnes waste diverted from landfill	37,539 tonnes	34,913 tonnes	36,338 tonnes	37,059 tonnes
4D.D	Tonnes of litter collected by residential street sweeper	1,664 tonnes	1,732 tonnes	1,447 tonnes	1,480 tonnes
4E.D	Net revenue to Council for commercial waste service (Business Activity)	\$363,540	\$359,953	\$374,649	\$348,819

MY PROPERTY

Swimming Pools Act 1992

2015/16	
Mandatory pool inspection program	
Number of swimming pools inspected	479
Number of primary and secondary inspections performed	984
Certificates of Compliance issued	288
Certificates of Non Compliance issued <i>(commenced 29 April 2016)</i>	18

ACHIEVEMENTS

- Agreement signed with RMS to place fill material from NorthConnex into Hornsby Quarry including construction of access road to Old Mans Valley via Bridge Road, and delivery of three intersection upgrades.
- Plan of Management adopted for Waitara Park that will provide for the delivery of a new sport and culture centre by the PCYC.
- In May 2016, Council adopted the Rural Lands Planning Proposal to permit the opportunity for secondary dwellings, dual occupancy, roadside stalls and split zone lots on rural zoned land.
- Consultant selected to develop the Brooklyn Improvement Master Plan, to create a comprehensive blueprint for the future of Brooklyn in partnership with a Community Reference Group.
- Council entered into a funding agreement with UrbanGrowth NSW to share the cost of preparing technical studies and the precinct plan for the Cherrybrook Station Precinct.
- Section 94 and Section 94A Contributions Plans were updated to provide for future local infrastructure requirements arising from population growth, consistent with Council's Active Living Hornsby Strategy and Community and Cultural Facilities Strategic Plan.
- Council's Hornsby Local Environmental Plan 2013 was amended to incorporate design excellence requirements for development greater than 10 storeys in height. Council also implemented a Design Excellence Panel to assist in providing expert advice on development applications at pre-lodgement and assessment stages.
- Council's submission to Hornsby Commuter Carpark EIS has resulted in a review by the NSW government to deliver a better outcome for the Hornsby Town Centre
- Funding for two Blackspot Projects obtained - The Esplanade, Thornleigh and Wylds Road, Arcadia.
- The Mayor appeared before Upper House Inquiry into Local Government advocating the benefits of reform and amalgamation.



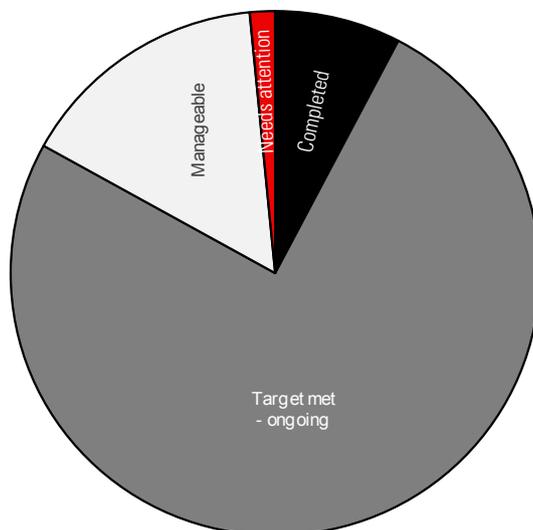
MY COUNCIL

- Under the Local Government (City of Parramatta and Cumberland) Proclamation 2016 dated 12 May 2016, the area south of the M2 Motorway was transferred to the new City Of Parramatta Council.
- Hornsby Shire Council assisting with the provision of services under transitional arrangements.
- The Operational Plan 2016/17 outlining key actions, capital projects and budget has been adopted. More than a third of the budget will be spent on improvements to local facilities: \$20 million on improvements to sport and recreation precincts; \$5 million on improving local roads and upgrading traffic facilities; \$1.7 million on drainage improvements; \$1.2 million on projects to improve local waterways; \$800,000 on bushland recreation improvements, including upgrades to walking trails; \$480,000 on playground renewals; and \$266,000 on local footpath improvements.
- Community consultation was undertaken in April/May 2016 to identify how Council is tracking against a series of indicators in the Community Strategic Plan. The consultation involved both an online survey and focus groups, with 3,750 residents participating in the project.
- Work is underway to implement a new software solution across Council for internal processes. The new system is expected to go live in October 2016.
- Council's Facebook page has more than 12,500 followers, Instagram has grown to 577 followers, Council's monthly enewsletter is sent to over 30,000 subscribers.
- Council's website had almost three million total page views during 2015/16.
- Mini tourism website 'Discover Hornsby' launched featuring a selection of bushwalks, bike tracks, parks and waterways. Over 4,000 people have visited the mini tourism website. New bushwalk maps have been added and enhancements to the site are planned.
- High quality 'What's On' newsletter distributed to 45,000 households quarterly.
- Australian citizenship has been conferred on 1,310 candidates in 37 ceremonies.



MY COUNCIL

Measuring our progress for 2015/16 against the Delivery Program



Outcome 5: Our corporate governance is accountable and proactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
5A Formulate and deliver the strategic financial direction for the organisation			
5A.1	Review Council's Long Term Financial Plan	<ul style="list-style-type: none"> ■ Pending decision on proposed amalgamation 	—
5A.2	Revalue Council's assets	<ul style="list-style-type: none"> ■ 2014/15 fair value requirements meet with the financial statements presented in November 2015 ■ Preparation underway for 2015/16 requirements 	✓
5A.3	Present annual financial reports to a public meeting of Council in accordance with statutory timeframes	<ul style="list-style-type: none"> ■ All statutory financial reports reported within required timeframe 	✓
5A.4	Present monthly reports to Council regarding investments and confirming compliance with Council's Investment Policy	<ul style="list-style-type: none"> ■ Return on invested funds 3.01% for the year ■ Performance of portfolio exceeding benchmark 	✓
5A.7	Review and update the Asset Policy	<ul style="list-style-type: none"> ■ Draft prepared 	—
5B Provide procurement and store services			
5B.1	Review and implement policies and procedures on tendering, contract reviews, purchasing, sustainability, electronic purchasing and payments to creditors	<ul style="list-style-type: none"> ■ Progressing according to plan 	✓
5C Maintain a corporate governance framework			
5C.1	Review and implement changes in Fleet Management processes – eg. type of vehicle purchased, retention period, procedures for ongoing management of the fleet – to work towards an increasingly cost efficient and environmentally responsible fleet	<ul style="list-style-type: none"> ■ Fleet Services continue to monitor the used car market and auction results to ensure Council's fleet provides the best return on investment ■ Changes have been made to fleet composition and vehicle groups where appropriate to ensure a better return on investment 	✓

MY COUNCIL

Outcome 5: Our corporate governance is accountable and proactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
5C.3	Review Council's level of compliance with the Government Information (Public Access) (GIPA) Act, particularly in respect of the placement of mandatory open access information on Council's website	<ul style="list-style-type: none"> Access to Information details, instructions and forms provided on website 1,168 informal applications and 11 formal applications processed under GIPA legislation 	✓
5C.4	Improve quality, accessibility and readability of Council Meetings Business Papers and Minutes	<ul style="list-style-type: none"> Business Papers and audio recordings of meetings available on website 207 people addressed Council at its meetings during the year 	✓
5C.5	Develop and update the Privacy Management Plan and provide training as required to ensure protection of our residents' and ratepayers' privacy	<ul style="list-style-type: none"> Review of Privacy Management Plan nearly complete Currently evaluating use of Learning Seat eLearning portal to provide online base level training on privacy for Council officers 	—
5C.6	Monitor and maintain Council's records management processes incorporating the requirements of the State Records Act 1998	<ul style="list-style-type: none"> 316,870 items registered in Council's records management system (TRIM) during the year 	✓
5C.7	Monitor and review Ward boundaries in lead up to the September 2016 Local Government elections	<ul style="list-style-type: none"> Local Government Elections delayed until September 2017 due to proposed amalgamation and boundary change proclaimed 12 May 2016 All Wards in Hornsby Shire were abolished from 12 May 2016 under the Local Government (City of Parramatta and Cumberland) Proclamation 2016 GIS data has been obtained showing overlays of proposed new Council area with population figures 	✓

5D Deliver an effective customer service function

5D.1	Provide ongoing cross training to customer service team members to encompass all areas of Council's activities	<ul style="list-style-type: none"> Average speed of answering incoming calls to Customer Service Centre 16 seconds The Customer Service team generates 50% of the total service requests for the organisation 	✓
5D.3	Work with other areas of Council to enhance and develop greater online accessibility and ease of use of customer activities, eg. booking of parks and public spaces, lodging applications etc	<ul style="list-style-type: none"> Continuing to work with internal Council teams to refine online processes and implement service delivery improvements These have included online parks bookings, DA checklist requirements, identifying the most common enquiries to provide easier website access, fees and charges updates 	✓
5D.4	Monitor and manage provision of after hours phone call response service, reviewing service provider and contract as necessary	<ul style="list-style-type: none"> The out of hours service is functioning well and communication between the provider and Council is ongoing and collaborative Some updates required due to the boundary change have been successfully implemented 	✓



Completed



Going well



Manageable



Needs attention

MY COUNCIL

Outcome 5: Our corporate governance is accountable and proactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
5E	Provide an Information, Communication and Technology infrastructure and maintain the integrity of the network		
5E.1	Review corporate systems and implement priority upgrades	<ul style="list-style-type: none"> Implementation of Corporate Systems review well underway with new system to go live October 2016 	✓
5E.2	Refocus e-service delivery model to cater for external customer needs using simple and user friendly interfaces	<ul style="list-style-type: none"> Ongoing 	✓
5E.3	Investigate, support and maintain Web 2.0 technologies for Council's website to industry standards	<ul style="list-style-type: none"> Ongoing 	✓
5E.4	Provide input, advice and guidance on asset management system and tools	<ul style="list-style-type: none"> Ongoing. New Asset Management System selected as part of Corporate Systems review 	✓
5E.5	Provide support to Branches for selection and eventual implementation of mobility solutions	<ul style="list-style-type: none"> Ongoing 	✓
5E.6	Provide guidance in identifying technology requirements, including providing end-user training and resource support	<ul style="list-style-type: none"> Ongoing 	✓
5E.7	Undertake half yearly site equipment audits of network infrastructure and an annual ICT Disaster Recovery site test	<ul style="list-style-type: none"> Production Systems and Disaster Recovery site hardware upgraded Test rescheduled to August 2016 	✓
5E.8	Conduct reviews of expiring leases and contracts	<ul style="list-style-type: none"> Leases and contracts reviewed for 2015/16 	✓
5E.9	Undertake technical support projects, including review of HSC user authentication and network security	<ul style="list-style-type: none"> Security patching undertaken January 2016 Current phase of security review underway and will be reviewed again in September 2016 	✓
5E.10	Corporate Systems Strategy - establish priority systems as part of COL contract renewal in January 2017 as well as their integration with existing HSC systems, applications and tools	<ul style="list-style-type: none"> New systems for Finance, HR, Payroll and Assets selected and approved by Council September 2015 Implementation well underway with new system to go live October 2016 	☑
5F	Demonstrate best practice in leadership		
5F.1	Report to Council – Code of conduct complaints (Model code of conduct s15.33)	<ul style="list-style-type: none"> Annual report to Council on Code of Conduct complaints tabled at November 2015 meeting 	✓
5F.2	Report to Council – Contractual conditions of senior staff (s339)	<ul style="list-style-type: none"> Annual report to Council on Contractual conditions of senior staff tabled at November 2015 meeting 	✓

MY COUNCIL

Outcome 5: Our corporate governance is accountable and proactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
5G	Support an engaged, productive and healthy workforce		
5G.1	Implement the Organisational Culture Development Program Action Plan	<ul style="list-style-type: none"> FutureCoach program commenced with survey and Senior Officer Group training workshop March 2016. Pilot program run in March with select group of supervisors FutureCoach workshops rolled out for selected supervisors and team leaders in May Ongoing individual coaching and support for cultural development activities Organisation-wide sick leave 12 month rolling average @ June 3.71% Organisation-wide staff turnover 12 month rolling average @ June 8.7% 	✓
5G.2	Develop and implement staff health and wellbeing initiatives	Initiatives rolled out during the year include: <ul style="list-style-type: none"> Fruit box delivery "Smooth Moves - Eradicate back pain" campaign reinforcing the message of moving for wellness Subsidised classes at Hornsby Aquatic and Leisure Centre "Fitness Passport" program Flu vaccinations 	✓
5G.3	Implement an ongoing Workplace Health and Safety Audit Program (3 year cycle)	<ul style="list-style-type: none"> Audit program continuing to roll out across the organisation, with a total of 33 compliance audits being completed in 2015/16 	✓
5G.4	Provide learning and development opportunities, including online learning solutions (eLearning), to enhance Council's workforce	<ul style="list-style-type: none"> The team continued to provide the organisation with internally developed and delivered training, as well as support for external training events 130 internal courses were delivered, and 287 external training events organised 	✓
5G.5	Provide workforce management services to Council	<ul style="list-style-type: none"> The Employment Services team continues to provide generalist HR consulting services as required by the organisation 	✓
5G.6	Talent Management Program – Develop and Implement an integrated talent management model	<ul style="list-style-type: none"> Deferred pending decision on proposed amalgamation 	—
5G.7	Conduct Biennial Customer Survey to measure quality of service and confidence in service delivery	<ul style="list-style-type: none"> Survey not conducted due to HR/Payroll system project and proposed amalgamation 	—
5G.8	Implement improved staff induction processes	<ul style="list-style-type: none"> Investigations into eLearning module to replace existing face to face delivery deferred pending proposed amalgamation 	—

☑	Completed
✓	Going well
—	Manageable
✗	Needs attention

MY COUNCIL

Outcome 5: Our corporate governance is accountable and proactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
5G.9	Salary and Performance Management Systems Reform – Develop a revised model and re-commence negotiations	<ul style="list-style-type: none"> Deferred pending decision on proposed amalgamation 	—
5G.10	Investigate and implement new HR/Payroll system (in conjunction with ICT Branch)	<ul style="list-style-type: none"> Data mapping complete and user acceptance testing well underway New payroll system will go live with corporate system upgrade in October 2016 	✓
5G.11	Conduct People and Culture Branch Team reviews	<ul style="list-style-type: none"> Completed 	☑
5G.12	Injury management of employees	<ul style="list-style-type: none"> All employees involved in an incident with the potential for injury contacted by a member of Safety & Wellness Services within 48 business hours 	✓

5H Manage Council's property portfolio

5H.1	Develop a Strategic Business Plan for Land and Property Services Branch	<ul style="list-style-type: none"> Project commenced but further delayed due to competing priorities - will progress later in 2016 	✗
5H.2	Progress the actions from the operational land review	<ul style="list-style-type: none"> Awaiting final overall directions 	—
5H.5	Manage Land and Property Services projects in accordance with formal work plan	<ul style="list-style-type: none"> All priority projects and reprioritised projects progressing well and on time 	✓
5H.6	(C) Conduct highest and best use analysis of major parking sites (provide advice to asset owner)	<ul style="list-style-type: none"> Westside parking examined 	—
5H.7	(C) Investigate whole of precinct solution for Epping (provide advice to asset owner)	<ul style="list-style-type: none"> Due to boundary change proclaimed May 2016, this area now in Parramatta LGA 	☑
5H.8	Work with Transport NSW to facilitate the temporary occupations and compulsory acquisitions of Council's land for ground level and underground rail facilities for the North West Rail Link and the Epping to Thornleigh Freight Line projects	<ul style="list-style-type: none"> All matters addressed 	☑

5i Manage cadastral survey services and maintain a geographical information system

5i.1	Manage cadastral surveys and other surveying services for Council	<ul style="list-style-type: none"> All surveys, searches and advice on practical matters carried out within agreed timeframe 	✓
5i.2	Provide GIS services for Council	<ul style="list-style-type: none"> GIS and relevant databases updated and maintained 	✓

5J Mitigate risk for the organisation, and the community when using Council's facilities and services

5J.1	Monitor and review Risk Management Action Plan	<ul style="list-style-type: none"> Risk Management Action Plan reviewed each quarter Annual Risk Management Action Plan submitted to Statewide Mutual in August Audit of the Plan undertaken by Statewide Mutual in June 2016 - report pending 	✓
------	--	---	---

MY COUNCIL

Outcome 5: Our corporate governance is accountable and proactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
5J.2	Monitor and review Business Continuity Plan	<ul style="list-style-type: none"> Business Continuity Plan was scenario tested in March 2015. Format changes are being undertaken to align document with new templates, but will not be finalised until decision on proposed amalgamation 	✓
5J.4	Develop new 3-year Internal Audit Plan (2015-2018)	<ul style="list-style-type: none"> Development of a new 3-year Internal Audit Plan is subject to decision on proposed amalgamations 	—

5K Increase Council's positive profile in the community and demonstrate value for money to ratepayers

5K.1	Deliver citizenship ceremonies in a dignified and contemporary manner	<ul style="list-style-type: none"> 1,310 new Australian citizens were conferred in 37 ceremonies held during the year 	✓
5K.2	Continue the review of all signage in the Shire	<ul style="list-style-type: none"> Data collection completed February 2016. Awaiting decision on proposed amalgamation to determine priority replacement of signage 	✓
5K.3	Prepare Annual Report for our community and Quarterly Newsletter, including special rate projects	<ul style="list-style-type: none"> 'What's On' booklet delivered to 45,000 households with quarterly rates notices. December quarter publication includes details on progress of capital projects Annual Community Report distributed to 58,000 households with annual rates notices in July 2016 	✓
5K.4	Embed corporate values by actively promoting within the organisation	<ul style="list-style-type: none"> Meeting rooms within Administration building and Council Chambers have been renamed and new signage applied. Project will soon commence to display brand values within the rooms 	✓
5K.5	Review Council's brand guidelines	<ul style="list-style-type: none"> The Brand Guidelines were reviewed and approved by ExCo in October 2015 The Guidelines are currently again being reviewed with a view to proposed amalgamations and to provide clarity around sponsorship hierarchy 	✓
5K.6	Maintain and improve online communications including web sites and apps	<ul style="list-style-type: none"> 12,642 followers on Council's Facebook page Development of Waste app giving residents quick and easy look at collection dates underway 	✓
5K.7	Review all communications collateral	<ul style="list-style-type: none"> Communications material is being reviewed to streamline messaging and reinforce branding. Advertising templates, 'What's On', and School Holiday guides have been reviewed and refreshed branding applied 	✓
5K.8	Deliver advertising on behalf of all areas of Council	<ul style="list-style-type: none"> Print advertising continues to feature a broad range of activities and events in local and rural press on a fortnightly or monthly basis 	✓



Completed



Going well



Manageable



Needs attention

MY COUNCIL

Outcome 5: Our corporate governance is accountable and proactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
5K.9	Increase Council's positive profile in the community	<ul style="list-style-type: none"> ■ The move from a reactive to a proactive approach to social media engagement on Facebook requires staff to quickly respond to questions reaching a segment of the community Council may not normally interact with ■ Over 4,000 people have visited the DiscoverHornsby tourism microsite. New bushwalk maps have been added and further enhancements to the site are planned ■ The 'Community Perceptions' survey conducted in March/April 2016 found that there was both high awareness and high recognition of Council and Council services 	✓
5K.12	Commence preparation of new print tender for Council (due November 2016)	<ul style="list-style-type: none"> ■ The print tender requirements have been determined and documentation complete. The tender process will commence in August 2016 	✓

5L Lead the integrated planning and reporting process

5L.1	Review and update the Delivery Program and Operational Plan, and prepare the Annual Report to the Minister	<ul style="list-style-type: none"> ■ Delivery Program 2013-17 reviewed and quarterly reviews submitted to Council showing progress ■ 2016/17 Operational Plan adopted by Council 8 June and effective from 1 July 2016 ■ Annual Report 2014/15 noted by Council at 11 November 2015 meeting, and link to Annual Report and Financial Statements 2014/15 emailed to the Office of Local Government 12 November 2015 as legislatively required 	✓
5L.2	Prepare End of Term Report including State of the Shire	<ul style="list-style-type: none"> ■ Consultant engaged to conduct 'Community Perceptions' consultation consisting of online survey and four focus groups to measure progress on some indicators within Your Community Plan 2013-2023, and to assist in future development of a new 10-year Community Strategic Plan ■ The consultation was hugely successful, with 3,750 residents participating ■ 'A Snapshot of the Hornsby Shire in 2016' document has now been prepared which reflects back over the last four years and outlines the characteristics of Hornsby Shire in 2016. The results of the consultation have been included throughout. The Snapshot is a nice wrap-up to Hornsby Shire as it was prior to the boundary change proclaimed on 12 May 2016 ■ As Council is currently awaiting a decision on a legal challenge to the proposed amalgamation with Ku-ring-gai Council and is unsure when its current term will finalise, the document will go before Council at its meeting on 10 August for noting 	☑

MY COUNCIL

Outcome 5: Our corporate governance is accountable and proactive

Action code	Key Actions 2015/16	End of Year Comment	Performance
5L.4	Develop the Community Strategic Plan and the Community Engagement Strategy	<ul style="list-style-type: none"> 'Community Perceptions' consultation conducted March-May 2016 will be a good start for future development of a Community Strategic Plan when a decision on proposed amalgamations is known and/or release of further IP&R guidelines from the Office of Local Government 	✓
5L.5	Convene strategic planning workshops for Councillors	<ul style="list-style-type: none"> Councillor Workshop held November 2015 to update Councillors on major achievements and capital works completed to date in their term of office, and discuss any changes in priorities Councillor Workshop held March 2016 to discuss 2016/17 draft budget and Operational Plan 	✓
5L.7	Investigate, test and implement new corporate reporting software in cooperation with ICT Branch	<ul style="list-style-type: none"> Updated corporate reporting software to be implemented as part of whole of Council Corporate System review System design commenced May 2016, with UAT due to commence August 2016 and implementation set for October 2016 	✓



Completed



Going well



Manageable



Needs attention

MY COUNCIL

Our corporate governance is accountable and proactive

(4Year) Service Delivery Indicators		2012/13	2013/14	2014/15	2015/16
5A.D	Return on invested funds	4.5%	3.7%	3.48%	3.01%
5B.D	Purchase Orders processed same day of lodgement	100%	100%	100%	100%
5C.D	Number of residents participating in public policy by addressing Council at its meetings	184	180	252	207
5D.D	Customer Service telephone abandonment rate	2.74%	2.75%	2.19%	2.03
5E.D1	Percentage availability of HSC computer networks	99.92%	99.85%	99.86%	99.72%
5E.D2	Percentage availability of HSC phone systems	99.99%	99.46%	99.84%	100%
5E.D3	Percentage availability of HSC online business systems	99%	99.54%	99.71%	99.95%
5E.D4	Percentage of users satisfied (rated Excellent and Above Average) with Information Communication and Technology systems service delivery	96.20%	Survey not conducted	Survey not conducted	90%
5F.D	Council's budget performance is within +/- 10%	100%	100%	100%	100%
5G.D1	Organisation-wide - Lost hours through sick leave	3.97%	3.86%	4.28%	3.71%
5G.D2	Organisation-wide - Staff turnover	6.19%	4.99%	8.57%	8.70%
5H.D	Percentage of projects within formal workplan of Manager, Land and Property Services Branch completed on time and within budget	95%	95%	No formal result available	No formal result available
5i.D1	Percentage of surveys, searches and advice on practical survey matters carried out within agreed timeframe	95%	95%	95%	100%
5i.D2	New Deposited Plans registered within five business days of notification	100%	100%	100%	100%
5J.D	Risk Management Action Plan reviewed quarterly	100%	100%	100%	100%
5K.D	Number of subscribers to Council's newsletter	4,275	5,704	21,299	33,667
5L.D	Percentage of Integrated Planning and Reporting requirements delivered on time	100%	75%	87.5%	87.5%

MY COUNCIL

Rates and charges written off

During 2015/16 the following rates and charges were written off under the Local Government (Rates and Charges) Regulation 1993:

	\$
Pensioner rates	1,771,196*
Non-pensioner rates (postponed)	9,712
Interest (postponed)	4,994

* 55% of this is recovered from the State Government

External bodies exercising Council functions

In accordance with the Local Government Act 1993, the statement of 'external bodies' is limited to those organisations which exercised functions delegated by Council. In 2015/16, there were no 'external bodies' exercising functions delegated by Council.

Council has entered into a service agreement with the Rural Fire Service outlining roles and responsibilities of the respective parties.

Controlling interest in companies

Council did not hold a controlling interest in any company in 2015/16.

Partnerships, cooperatives and joint ventures

Council was a party to numerous relationships during 2015/16. These are documented throughout this report so as to retain the context in which the relationship occurred.

EEO Management Plan

Hornsby Shire Council is an Equal Employment Opportunity (EEO) employer whose practices aim to ensure that the workplace is free from illegal discrimination, including bullying and harassment.

From July 2015, examples of already completed actions from the current EEO Management Plan include:

- A representative Equal Employment Opportunity Advisory Committee was in place for the full year, and met three times throughout the year on current and relevant EEO issues
- Continued progress of the current EEO Management Plan for 2014–2016
- Induction training, incorporating EEO principles, of 59 new staff
- Inclusion of two EEO articles in the two editions of the staff newsletter, 'Our Chat'
- Offering 24 places to work experience students
- Attendance at four induction sessions by an EEO Advisory Committee member to raise awareness of the EEO Advisory Committee and the availability of support for staff in the area of EEO
- Conducting and monitoring of exit interviews by the People and Culture Branch for EEO implications, and actioned appropriately where required. Copies of all exit interviews have also been forwarded to the General Manager and relevant Divisional Managers, and also to Branch Managers where requested by the employee
- Availability of an extensive array of internal and external training courses offered to all employees within Council. Additionally, all training courses offered are non-discriminatory and consistent with EEO principles
- Successful implementation of our third 'Taste of Harmony' event, celebrating workplace diversity and cultural differences.

Work health and safety

For information on Workplace Health and Safety, visit hornsby.nsw.gov.au, my council (tab), Policies "Work Health and Safety Determination"

MY COUNCIL

Compliance with the NSW Carers (Recognition) Act 2010

The NSW Carers (Recognition) Act 2010 recognises the significant contribution that carers make to our community. As a public sector agency, Council is required to report annually on its compliance with the Act.

Educational Strategies

Implemented in the last 12 months to:

- a) *raise staff awareness of the Act, Carers Charter and carers and*
- b) *to ensure that staff reflect the principles of the Carers Charter in their work*

Council's management team is aware of the range of working options and leave entitlements available to employees, which can be especially helpful to employees with carers responsibilities. Where an employee needs some flexibility for carers responsibilities, the People and Culture Branch readily advises them and their managers on the options available. Each matter is considered on a case by case basis, to ensure that special circumstances are taken into consideration.

Council promotes RUOK Day every year, focusing on the mental health of staff and offering support to anyone that may need it, including staff who have carers responsibilities.

The NSW Carers Charter is available on Council's intranet.

Consultation and liaison with Carers

Policies and initiatives that impact on carers that have been developed or implemented in the last 12 months

Some initiatives implemented for the Hornsby Shire community in the past year include:

- **Grandparent Carer Support Group:** monthly meetings facilitated by Council. The group meets to discuss specific issues and needs of caring permanently for grandchildren. Council staff support the group by arranging and attending meetings, connecting the group with training opportunities, giving advice, information and referrals.
- **Carers Support Group Art Exhibition held 13 to 18 October 2015:** hosted at Council's Wallarobba Arts and Cultural Centre in partnership with Northern Sydney Area Health, celebrating the valuable work of carers in the community, and featuring artwork created by carers in the Northern Sydney Local Health District (22 artists, 60 artworks).
- **Access and Social Justice Consultative Group:** advocates for people with a disability, grandparents, carers and people from a culturally and linguistically

diverse background. The group is consulted on a range of projects.

- **Home Modification and Maintenance Service:** delivered to more than 1,000 clients, providing services for those who are frail, aged, people with a disability and their carers.
- **Home and Community Care Support:** programs were assisted by Council hosting quarterly forums to help services to network, find out the latest industry information and manage changes to the sector.
- **International Day of People with a Disability:** in partnership with Hornsby's Studio ARTES to mark International Day of People with a Disability, 'Ride a Day in My Wheels' was celebrated with an event in Hornsby Mall on Saturday 5 December 2015. Studio Artes Ride and five other disability organisations participated, including Ability Options, CatholicCare, Mobility Engineering, Achieve Australia and Ability Links.
- Promoted **Dementia training courses** for carers April 2016.
- Carers of people with a disability - **Planning for the future**, Will, Power of Attorney and Appointments of Enduring Guardian workshop held February 2016.

Staff who are carers

a) How human resource (HR) policies support staff who are carers

Council continues to comply with the Carers (Recognition) Act 2010 through its Sick and Carers Leave Policy and flexible work practices. Employees are afforded access to flexible work practices wherever possible to accommodate any carer's responsibilities through:

- the use of flex time, including flexible start and finish times, and a nine day fortnight
- the ability to work from home where operations allow
- access to annual, long service, and carers leave as well as leave without pay where necessary
- part time work
- health and well-being leave.

b) Changes made to HR policy or practice to improve this support

As well as the flexibilities afforded to carers as outlined in the Local Government (State) Award 2014, the requirements of carers are considered on a case by case basis where more generous arrangements are requested. These are accommodated where possible.

The Local Government (State) Award 2014 has also introduced more generous allowances for Bereavement Leave for certain classifications, which have been adopted by Hornsby Shire Council.

MY COUNCIL

Special variation expenditure

Catchments Remediation Rate

The Catchments Remediation Rate (CRR) is levied at five percent of Council's ordinary rate income on properties throughout the Shire. All modified catchments impact on water quality and benefit from environmental and water quality improvements, in terms of improved quality of life for ratepayers. In 2015/16, income received from the CRR special rate was \$3.23 million.

The Catchments Remediation Program for 2015/16 identified locations across the Shire where water quality improvement initiatives were to be constructed and installed. In 2015/16, 14 catchments remediation capital works projects were completed at a total cost of \$1,709,000. These works involved the construction of two end-of-pipe biofilters, three raingarden projects, completion of a biofilter/stormwater harvesting system, four underground vault gross pollutant traps, three trash racks and a creek remediation project.

The program also supports a number of pollution prevention initiatives such as water quality monitoring and research, environmental education, riparian remediation, street sweeping, emergency spill response and pollution regulation.

In addition to the pollution treatment and prevention initiatives, the CRR funds ongoing works associated with the maintenance of water quality control devices. In 2015/16 these costs included \$440,000 to have contractors clean and maintain these assets and adjacent landscaped areas. This included the removal of 1,013 cubic metres of sediment, litter and organic matter together with bush regeneration and landscaping activities on over 12 hectares of land adjacent to the assets.

Special Rate Variation 2011/12 - 2013/14

The Independent Pricing and Regulatory Tribunal (IPART) is responsible for setting the amount by which councils in NSW can increase their general rate income each year referred to as the rate peg. Councils can apply to IPART for a special rate variation, which allows councils to increase their general rate income by more than the rate peg amount.

On 10 June 2011, IPART approved Council's application for a special rate variation (SRV) under Section 508A of the Local Government Act 1993 to fund the 10 year infrastructure program proposed in the application.

The special variation was a cumulative increase in rates inclusive of the rate peg over three years.

	Year	Approved increase in general income (%)
Y1	2011/12	7.8
Y2	2012/13	6.0
Y3	2013/14	4.0

IPART requires that Council report in its annual report for each rating year over the period from 2011/12 to 2020/21 on:

- Significant variations from financial results as forecast in the Long Term Financial Plan and corrective action taken
- Asset renewal and maintenance expenditure
- Productivity savings achieved
- Expenditure on special variation infrastructure program
- Outcomes achieved as a result of the special variation.

Following is the detail for 2015/16.

Long Term Financial Plan Review

A Long Term Financial Plan (LTFP) is a requirement under the Integrated Planning and Reporting Framework for NSW councils and forms part of the Resourcing Strategy under that framework.

Council's LTFP was developed covering the financial periods 2014/15 to 2023/24. The LTFP's purpose is to define the financial direction of Council and assist in determining financial issues at an early stage.

This Plan has been reviewed by the NSW Treasury Corporation who has assessed Council as being financially sound. Due to a boundary adjustment with the City of Parramatta Council announced by the NSW Government on 12 May 2016, revised financial estimates are currently being prepared.

MY COUNCIL

The following sections provide summary financial information on the actual financial performance of Council over the 2015/16 financial year against key financial indicators listed within the LTFP.

Financial Statement Comparison

The actual results, which have been externally audited, are within acceptable limits of the LTFP forecasted indicators. No corrective action was required.

	Actual \$'000	LTFP \$'000
Income Statement		
Total income	191,475	153,477
Total Expenses	121,830	(130,189)
Net Operating Result Surplus before boundary adjustment	69,645	23,288
Balance Sheet		
Total Current Assets	134,148	65,960
Total Current Liabilities	(41,347)	(24,346)
Total Non Current Assets	1,434,290	1,451,395
Total Non Current Liabilities	(3,956)	(5,945)
Total Equity	1,523,135	1,487,333

Other Financial Information	Actual	LTFP
Unrestricted Current Ratio	4.02: 1	3.43: 1
Outstanding Rates and Annual Charges	1.83%	3.05%
Operating Performance Ratio	10.73%	2.93%

The Net Operating Result prepared in accordance with relevant accounting standards achieved a better than anticipated result when compared to the LTFP forecasts. This was largely due to receiving higher than anticipated investment income and Section 94 Development Contribution fees. Total expenses were lower than forecasted due to a 'freeze' on non-labour related expenses, reduced workers compensation premium, lower employee leave entitlements and a reduction in depreciation expense.

The Balance Sheet result compared to the forecasted LTFP meets acceptable financial benchmark levels. Material variances to forecasted LTFP estimates include:

Current Assets

Actual cash balances higher than expected largely due to Section 94 Development Contribution fees.

Current Liabilities

Payables higher than forecasted due to monies required to be transferred to the City of Parramatta Council from the recent boundary adjustment.

More detail about Council's financial statements and key financial indicators can be found at hornsby.nsw.gov.au/council/about-council/corporate-documents-and-reports/financial-statements.

Productivity Savings

Council's SRV application for 2011/12 was predicated on the basis that savings of at least \$1,450,000 per annum would be achieved across the organisation in 2011/12 and future budgets to contribute to the achievement of the program of works/services detailed in Council's application. Savings/productivity achieved to date are:

- Savings of \$1,450,000 per annum from a reduction in labour and non-labour expenses during 2011/12. Labour savings were determined from an independent review of Council's internal services. This achievement was reported to Council in business papers GM22/11 on 16 November 2011 and GM8/12 on 15 February 2012
- The 2012/13 Annual Budget was formulated on an estimated \$2 million of savings identified from an independent review of Council's external services. The savings result from a combination of a reduction in staff numbers and non-labour related expenses. This achievement was reported to Council in business paper GM/12/12 on 20 June 2012
- A general freeze on any increase to non-labour operational expenditure unless grants and/or fees and charges can support an increase. In 2014/15 this resulted in costs being contained to a 1.1% increase. This initiative was again applied to 2015/16
- Total net savings of \$3 million over the 2012/13 financial year predominately from higher investment income, reduced statutory levies than originally forecasted and the review of non-labour expenditure. These savings were set aside at 30 June 2013 in a restricted asset to be applied to reducing debt that otherwise would have been required in the 2013/14 financial year. This achievement was reported to Council in business papers CS21/13 on 15 May 2013 and CS38/13 on 18 September 2013

MY COUNCIL

- Council business paper CS23/12 on 21 November 2012 reported on the need to borrow \$8 million towards the construction of the new Hornsby Aquatic and Leisure Centre over the 2012/13 and 2013/14 financial periods. Savings identified above were able to be applied to the construction of the new Centre and reduce external loan borrowing to \$2 million
- As a consequence of applying savings to reduce external loan borrowing by \$6 million for the new Hornsby Aquatic and Leisure Centre, significant annual debt servicing costs have been avoided. This has been estimated on a 20 year loan repaying principal and interest at \$513K per year.
- In April 2013 Council resolved to tender for the management of Aquatic Centre Operations to ensure the facilities are delivered as efficiently and effectively as possible. This was reported in Council business paper IR14/13 on 17 April 2013. The business paper made reference to the existing subsidies provided to the Epping and Galston Centres totalling \$640K. Based on the outcome of this tender the subsidy is forecasted to be reduced to \$112K by the end of 2015/16. In addition, the new Hornsby Aquatic and Leisure Centre has been forecasted to generate an operating surplus by the end of 2015/16
- A one-off capital saving of \$505K achieved from implementing changes to the purchase and sale of vehicles. This achievement was reported to Council in business paper CS53/13 on 20 November 2013
- Reduced expenditure of \$191K per annum was achieved by a review of childcare services during the 2013/14 financial year. This achievement was reported to Council in business paper GM53/13 on 20 November 2013
- Increased development application income over prior years of approximately \$1 million
- 2014/15 was the first year of operation of the newly built Hornsby Aquatic and Leisure Centre. In both 2014/15 and 2015/16, financial targets set out in the tender for the facility were met.

Special Rate

Council's application for a SRV was required to replace the Hornsby Aquatic Centre, replace the Hornsby Station Footbridge, provide additional indoor sports facilities and increase asset renewal expenditure on ageing infrastructure.

Construction of the new Hornsby Aquatic and Leisure Centre has been completed and became available to the public in August 2014.

The Hornsby Station Footbridge project secured two thirds funding from the NSW Government. The Footbridge became available for public access on 18 October 2016.

The requirements and options for additional indoor sports facilities are being assessed.

Listed below are asset renewal expenditure categories that received additional funding from Council's SRV in 2015/16. Any SRV budgeted funds that were unable to be spent in the 2015/16 year are set aside in a restricted asset to be spent in following years.

Asset category	2015/16	
	SRV budget allocated	Actual spent
	\$	\$
Local Road Improvement Program	100,000	100,000
Footpath Improvement Program	150,000	145,313
Drainage Improvement Program	1,300,000	1,284,279
Foreshore Facilities Upgrade Program	80,000	80,000
Open Space Assets Program	1,900,000	1,829,484
Hornsby Station Footbridge	820,000	174,319

The Works Program for the special rate variation also allows for at least \$100,000 per year to 'match' State Government funding for cycleway projects.

During 2015/16, Council was involved in construction of two cycleways:

- a shared cycleway/road at Berowra Waters Road, Berowra Heights (Stage 3)
- stage 2 of a shared cycleway/footpath at Brooklyn Road, Brooklyn (completed in July 2016). Roads and Maritime Services (RMS) provided 50% funding (\$160,000).

The review and update of the Hornsby Shire Bike Plan is still underway and is now due for completion by mid 2017.

MY COUNCIL

Summary of legal proceedings

The following information provides a summary of the amounts incurred by Council in relation to legal proceedings taken by and/or against Council during the period 1 July 2015 to 30 June 2016.

Workers compensation and other employment matters, public liability and professional indemnity claims are not included in the summary.

Planning matters

Council spent a total of \$281,280 on 31 legal proceedings relating to development and compliance as below:

Property	Court	Status/Outcome
7 Dianella Way, Mount Colah Subdivision - One lot into three	Class 1 Land & Environment Court	Finalised: Appeal discontinued 18 September 2015
14 Rosemead Road, Hornsby Section 96(3) - Single new dwelling-house - Demolition	Class 1 Land & Environment Court	Finalised: Appeal discontinued 24 July 2015
240-260 Peats Ferry Road, Hornsby Mixed - Comprising 220 units - Entertainment facility - Retail and commercial units - Staged development	Class 1 Land & Environment Court	Finalised: Appeal dismissed 10/11 December 2015
79-87 Malton Road, Beecroft Torrens title subdivision of one lot into six	Class 1 Land & Environment Court	Finalised: Conciliated between the parties based on amended plans
Lot 8 DP 270704 Millstream Grove, Dural Subdivision - One lot into six - Including one community lot - Including roads and infrastructure	Class 1 Land & Environment Court	In progress: 9 November 2016 - Further Directions Hearing
Lot 13 DP 17916, 123 Ray Road, Epping Residential - Boarding house - Demolition	Class 1 Land & Environment Court	Transferred to Parramatta Council
Lot 12 DP 734459, 80A Manor Road, Hornsby Section 96(1A) - Single new dwelling - Dwelling house	Class 1 Land & Environment Court	In progress: 28 October 2016 - Hearing
Lot 1 DP 1209673, 16-20 Park Avenue, Waitara Section 96(1A) - Residential - New multi-unit residential flat building comprising 90 units - Demolition	Class 1 Land & Environment Court	In progress: 25 November 2016 - Hearing
Lot 2 DP 519703, 35 Oxford Street, Epping Mixed - Shop top housing - Comprising 58 residential units and 1 retail unit - Demolition - Strata subdivision	Class 1 Land & Environment Court	Transferred to Parramatta Council
Lot 1 DP 25196, 62 Dartford Road, Thornleigh Subdivision - One lot into two	Class 1 Land & Environment Court	In progress: 10/11 August 2016 - Section 34AA Conference
8A Edwards Road, Wahroonga Subdivision - One lot into two	Class 1 Land & Environment Court	In progress: 16 December 2016 - Hearing
70 Norfolk Road, North Epping Amended Plans - Place of public worship and care takers dwelling - Alterations and additions - Change of use	Class 1 Land & Environment Court	In progress: 5 September 2016 - Section 34 Conference
17 Cannan Close, Cherrybrook Subdivision - One lot into two	Class 1 Land & Environment Court	In progress: 17/18 October 2016 - Conciliation Conference
12-18 Baldwin Avenue, Asquith New multi-unit - residential flat building comprising 43 units - Demolition	Class 1 Land & Environment Court	In progress: 1 September 2016 - Section 34 Conference

MY COUNCIL

Property	Court	Status/Outcome
1 Lochville Street, Wahroonga Residential - Single new dwelling house	Class 1 Land & Environment Court	In progress: 4 October 2016 - Conciliation Conference
12 and 14 Carden Avenue, Wahroonga New multi-unit -Residential flat building comprising 6 units and 10 townhouses - Demolition	Class 1 Land & Environment Court	In progress: 27 October 2016 - Section 34 Conference
3 and 5 Copeland Road, Beecroft and 585 and 587 Pennant Hills Road, West Pennant Hills Seniors Living Development comprising 19 units, Strata subdivision, demolition and consolidation	Class 1 Land & Environment Court	In progress: 16 September 2016 - Section 34 Conference
2 Booth Street, Cherrybrook Tennis Court Lighting	Class 1 Land & Environment Court	Finalised: Appeal discontinued
2 Schofield Parade, Pennant Hills Appeal against Order No. 15 issued under Section 121B to comply with development consent - addition as built is not in accordance with approved plan	Class 4 Land & Environment Court	In progress: 30 September 2016 - Further Directions
865 Old Northern Road, Dural	Class 4 Land & Environment Court	Finalised: Court Order issued to cease use
14 Railway Parade, Hornsby	Class 4 Land & Environment Court	Finalised: 24 March 2016 - CDC declared void and of no effect, 6 months ordered to demolish. Council awarded Land and Environment costs
231 Midson Road, Epping	Class 4 Land & Environment Court	
46 Pennant Parade, Carlingford	Class 4 Land & Environment Court	
20/10 Edgeworth David Avenue, Hornsby	Class 4 Land & Environment Court	Finalised: 19 January and 2 February 2015 - Hearings. Council unsuccessful - writing to the Department of Planning and Environment requesting an urgent review of the legislative definitions of a brothel
35 Edwards Road, Wahroonga	Class 4 Land & Environment Court	Finalised: Appeal Discontinued 21 August 2015
10 Bulga Close, Hornsby Heights	Local Court	Finalised: 17 April 2016 - Undertaking provided by owner to cease activity
32 - 34 Langston Place, Epping	Local Court	Finalised: 1 April 2016 - Not guilty plea by Defendant who was convicted and fined \$10,000 plus \$11,679.78 in professional costs awarded to Council
359 Galston Road, Galston	Local Court	Finalised: 22 October 2015 - Guilty plea by Defendant who was convicted and fined \$12,000 plus \$4,000 in legal costs
42-50 Cliff Road, Epping	Local Court	Finalised: 17 September 2015 - Guilty plea - fined \$13,000 plus \$3,000 legal costs awarded to Council
73 Chapman Avenue, Beecroft	Local Court	Finalised: 10 September 2015 - Guilty plea - fined \$5,000 plus \$7,500 legal costs awarded to Council
Unit 1/27 Oxford Street, Epping	Local Court	Finalised: 3 September 2015 - Guilty plea - fined \$7,000 plus \$2,500 legal costs awarded to Council

Class 1 = Environmental, planning and protection appeals

Class 4 = Civil enforcement and judicial review of decisions under planning or environmental laws

MY COUNCIL

Traffic matters

During 2015/16, Council spent a total of \$8,650 in professional costs on appeals relating to traffic infringements. \$20,166 in fines were awarded in Council's favour. The number of appeals dismissed by the court in the appellant's favour represents 0.008% of total infringements issued during the year.

A summary of outcomes and details on infringement appeals is below:

Infringements appealed to Local Court	92	Infringement	No. of court proceedings
Fines imposed	52	Court Attendance Notice	17
Withdrawn by appellant	3	Disobey No Parking sign	1
Withdrawn by Council	1	Disobey No Parking sign - School Zone	1
Offence proven but no conviction recorded (Section 10)	33	Disobey No Stopping sign	13
Dismissed in appellant's favour	1	Disobey No Stopping sign - School Zone	2
Other	2	Double park	1
		Laden mass exceed maximum by not more than 4 tonnes	17
		Laden mass exceed maximum by not more than 3 tonnes	5
		Laden mass exceed maximum by not more than 2 tonnes	1
		Laden mass exceed maximum by not more than 1 tonne	1
		Not park wholly within parking bay	1
		Parallel park close to dividing line/strip	3
		Park continuously for longer than permitted	1
		Stand vehicle in area when area closed to public	1
		Stop at/near Bus stop	1
		Stop in Bus Zone	1
		Stop in Bus Zone not Clearway or Transit/Bus lane	1
		Stop in Bus Zone - School Zone	6
		Stop in Loading Zone	2
		Stop in Mail Zone	1
		Stop near Post Box	2
		Stop in Taxi Zone	1
		Stop on/across driveway/other access to/from land	4
		Stop on path/strip in built-up area	1
		Stop in parking area for disabled without current Disability Permit displayed	1
		Stop within 10 metres of an intersection without traffic lights	6

MY COUNCIL

Contracts awarded greater than \$150,000

Nature of Goods or Services Provided	Name of Contractor/s	Total Amount Payable Under the Contract
C34/2014 - Cultivated Turf	Evergreen Turf High Quality Turf Pty Ltd Qual Turf Pty Ltd	Schedule of Rates
C1/2015 - Building Maintenance and Construction Contractors	A & J Floor Sanding Pty Ltd Acron Building Services Auscorp Constructions Bayteck Pty Ltd Kleenit Pty Ltd City Clean NSW Dukes Painting Services Pty Ltd Fields Glass & Glazing Pty Ltd Florin Constructions Pty Ltd Graffiti Clean Pty Ltd Higgins Coatings Pty Ltd Omega Paints Pty Ltd Pioneer Facility Services Pro-Asset Painting Maintenance Pty Ltd Programmed Group (Corporate) Royal Contractors SGC Constructions Pty Ltd Structor Pty Ltd Sudiro Constructions Pty Ltd TJS Services Group Pty Ltd Urban Maintenance Systems Pty Ltd Westbury Constructions	Schedule of Rates
C22/2015 - Natural Resources Services	Apunga Ecological Management Australian Bushland Construction Australian Bushland Restoration Bandicoot Bush Regen Pty Ltd Bushland and Rainforest Restoration & Consulting (BARRC) Bush-it Pty Ltd DragonFly Environmental Pty Ltd Eco Logical Australia Pty Ltd Gecko Environment Management Hills Bushcare (t/as Bushland Management Solutions) Lane Cove Bush Regenerators Co-operative National Trust of Australia (NSW) Sydney Bush Regeneration Company Pty Ltd Synergy Trails Pty Ltd Toolijooa Pty Ltd Total Earth Care Pty Ltd Waratah Eco Works	Schedule of Rates
C3/2015 - Waste Disposal of Domestic, Trade, Clean-up, Street Sweeper & Green Waste	Veolia Environmental Services (Australia) Pty Limited Kimbriki Environmental Enterprise Pty Ltd	Schedule of Rates
C8/2015 - Corporate Systems Replacement	Technology One Limited	Schedule of Rates
C9/2016 - Asphalt Works; Patching and Minor Works	Kizan Pty Ltd t/as A & J Paving	Schedule of Rates

MY COUNCIL

Nature of Goods or Services Provided	Name of Contractor/s	Total Amount Payable Under the Contract
C13/2015 - Mobiles, Landlines, WAN & Internet Services	Optus Networks Pty Ltd	\$800,000
C15/2015 - Design & Construction of Boat Ramp and Floating Pontoons at Parsley Bay	GPM Constructions Pty Ltd	\$489,306
C21/2015 - Cleaning of Council Offices and Buildings	Northern Contract Cleaning Pty Ltd	\$1,010,000
C25/2015 - Plumbing Services	Dolphin Plumbing T.J Mathews Plumbing Services Spray Alive Irrigation Consultancy Pty Ltd Jaddfe Pty Ltd (t/as Watermatic Irrigation)	Schedule of Rates
C26/2015 - Supply & Install of Replacement Sportsground Lighting to Playing Fields at Hayes Oval Galston	Premier Lighting and Electrical Pty Ltd	\$168,500
C27/2015 - Provision of Consultant Services, Draft Brooklyn Improvement Master Plan	McGreggor Coxall	\$179,180
C28/2015 - Bulk Landscaping Materials	Benedict Sand & Gravel Berowra Outdoor Centre Thomson Landscape and Garden Supplies	Schedule of Rates
C30/2015 - Design & Construct Gross Pollutant Traps	Optimal Stormwater Pty Ltd	Schedule of Rates

Audited Financial Reports

The audited financial reports of Council form part of this Annual Report. They are comprised of the General Purpose Financial Statements, Special Purpose Financial Statements and the Special Schedules, and can be found at hornsby.nsw.gov.au/council/about-council/corporate-documents-and-reports/financial-statements.

A Snapshot of the Hornsby Shire in 2016

Also forming part of this Annual Report is the 'A Snapshot of the Hornsby Shire in 2016' publication which reflects back over the last four years and provides a snapshot of the quality of life and wellbeing of the Hornsby Shire in 2016. The publication contains information on the implementation and effectiveness of Council's community strategic plan, 'Your Community Plan 2013-2023' and can be found at hornsby.nsw.gov.au/council/about-council/corporate-documents-and-reports/a-snapshot-of-the-hornsby-shire.



Cover image credits:
 Front cover ©Annalyce Hangan, ©David, ©Symon Mayn, ©Mel Anderson,
 ©Jeremy Chivas, ©Corinna Lueg, ©Annalyce Hangan, ©Ted Angelo, ©Ken Turnidge
 Back cover ©Di Donovan, ©Enoch Law, ©Warwick Hall, ©Alan Torrens, ©Alex Sieniarski,
 ©Alex Sieniarski, ©Warwick Hall, ©John Kelly, ©Julie Anne

hornsby.nsw.gov.au







