


2020–2021

HORNSBY SHIRE COUNCIL

ANNUAL REPORT

An aerial photograph of a vast, dense green forest. In the distance, a winding river or lake is visible, reflecting the sky. The terrain is hilly, and the forest covers most of the landscape. The sky is a pale blue, suggesting a clear day.

Council would like to recognise the Traditional Owners of the lands of Hornsby Shire, the Darug and GuriNgai Aboriginal Peoples, the original and ongoing custodians of this place. We pay our respect to Elders past, present and emerging, and to their heritage.

Disclaimer

Every effort has been made to provide accurate and complete information. However, the authors assume no responsibility for any direct, indirect, incidental, or consequential damages arising from the use of information in this document.

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Contents

MAYOR'S MESSAGE	4	CAPITAL PROJECTS	132
GENERAL MANAGER'S MESSAGE	5	Completed during 2020/21	134
HORNSBY SHIRE IN PROFILE	6	LEGISLATIVE REQUIREMENTS	137
UNDERSTANDING OUR COMMUNITY	8	Mayoral and councillor fees, expenses and facilities	138
OUR SUBURBS	9	Senior staff salaries	139
ABOUT OUR AREA	10	Companion animals	140
INDIGENOUS CONNECTIONS TO COUNTRY	12	Impounding facilities	140
OUR WARDS	14	Strategies to seek alternatives to euthanasia for unclaimed animals	140
2017-2021 COUNCILLORS	15	Off-leash areas provided	140
ENGAGING WITH OUR COMMUNITY AND BEING INVOLVED	16	Dog attacks	140
HOW YOU CAN BE INVOLVED	17	Enforcement	141
COMMUNITY ENGAGEMENTS	18	Education	141
ORGANISATION STRUCTURE	20	Strategies to promote and assist desexing	141
OUR CORPORATE VALUES	21	Financially assisting others	142
The workforce	21	Community grants and sponsorship	142
PROFILES OF OUR STAFF	22	Sponsorship and In-Kind Support	143
OUR RESPONSE TO THE COVID-19 PANDEMIC	26	Stormwater levies	143
FINANCIAL SUMMARY 2020/21	28	Coastal protection services	143
INTERNAL AUDIT AND RISK MANAGEMENT	30	Capital Expenditure Reviews	144
TRANSFORMING HORNSBY SHIRE		Council's assets	144
Greening our Shire	31	Key assets held by Council	144
Hornsby Library Short Term Expansion	32	Swimming Pools Act 1992	145
Hornsby Town Centre Review	34	Mandatory pool inspection program	145
Hornsby Park - from quarry to park	36	Rates and charges written off	145
Westleigh Park Development	38	Planning Agreements	145
Public Domain and Signage	40	Environmental Upgrade Agreements	145
OUR FRAMEWORK	42	Work carried out on private land	145
PROGRESS ON OUR LOCAL STRATEGIC PLANNING STATEMENT	43	External bodies exercising Council functions	145
PROGRESS ON OUR DELIVERY PROGRAM	44	Controlling interest in companies	145
LIVEABLE	46	Partnerships, cooperatives and joint ventures	145
SUSTAINABLE	67	EEO Management Plan	146
STATE OF THE ENVIRONMENT	88	Compliance with the NSW Carers (Recognition) Act 2010	147
Net zero emissions by 2050	88	Implementation of Disability Inclusion Action Plan	148
Greenhouse gas emissions and reductions	88	Requests for information (GIPA)	151
Household solar panels	89	Privacy and Personal Information Protection Act	151
LED lighting	89	Public Interest Disclosures	151
Water consumption	89	Special variation expenditure	152
Waste and recycling	89	Catchments Remediation Rate	152
Bushcare	91	Special Rate Variation 2011/12-2013/14	152
Greening our Shire	91	Summary of legal proceedings	156
Community Nursery	91	Contracts awarded greater than \$150,000	159
Bush Fire hazard reduction	92	AUDITED FINANCIAL REPORTS	161
Stormwater quality improvement devices	93	(see hornsby.nsw.gov.au/council/forms-and-publications/publications/financial-statements)	
Noise complaints	93	END OF TERM REPORT 2021	161
PRODUCTIVE	94	(see hornsby.nsw.gov.au/council/forms-and-publications/publications)	
COLLABORATIVE	112		



Mayor's message

It's sobering to think that at the end of this reporting period, Greater Sydney including Hornsby Shire, was again in lockdown as the COVID virus spread amid the population, causing immense upheaval to so many lives.

And that after unprecedented bushfires and floods, too, threatened lives, homes and businesses. Despite these formidable challenges, all the evidence indicates that our community has remained connected, quietly optimistic, and has shown great resourcefulness and adaptability throughout.

There is now across the Shire, perhaps because of those trials, an even stronger emphasis on preserving a healthy environment and promoting sustainability and community resilience. Nowhere was this more evident than in the extraordinary community response to Council's street tree-planting program.

That remarkable effort, in which more than 2,200 selfless community volunteers worked alongside Council staff, resulted in 30,000 native trees going into the Shire's soil in less than two years. That is possibly a national record for any local government area and justifiably a source of great local pride.

In countless other ways, both great and small, our community has demonstrated a renewed confidence in the future of this wonderful place. Whether by setting a State record in recycling half a tonne of old phones and phone components during the national MobileMuster drive. Or by the civic spirit shown in the hundreds of carefully thought-out public submissions received through Council's 'Have Your Say' community engagement channels.

By the resilience of the Shire's small-business sector, the energy of our thriving arts sector, our

countless dedicated volunteers, and in so many other ways, too.

Hornsby Shire Council shares in the community's optimism. Despite the unprecedented difficulties confronting us, Council has maintained a sustainable financial position, completed the great majority of the projects mapped out in its capital works delivery program, and has continued to deliver its many, many services to the community either directly or online.

We now look forward to getting on with many other exciting projects for the future. Among these are the ambitious Hornsby Park and Westleigh Park master plans.

The largest single project ever undertaken by Hornsby Shire Council, Hornsby Park is being created on the site of the former Hornsby Quarry, with the first stage to open in 2024.

Already being called the 'Centennial Park of the North', Hornsby Park will feature some 60 hectares of bushland and open space preserving a host of features of historical and community interest including early settler relics, State heritage-listed items and the existing Hornsby Aquatic & Leisure Centre.

The park will also have spectacular new key elements such as a 'Canopy Skywalk', walking tracks, passive recreation spaces including green open space and bushland areas, and adventure and water-based recreation opportunities, particularly for our younger residents.

This excellent outcome followed conscientious consultation with the community, the feedback expressing a high level of support for the draft master plan's vision for the park, particularly its balance of 'active' and 'passive' recreation and its restoring and protecting the natural environment.

The Westleigh Park project, too, aims to create a major parkland with spaces for play and sporting activities, and a choice of 'unstructured recreation experiences including mountain biking, walking and cycling while conserving important bushland areas.

Like Hornsby Park, Westleigh Park is envisaged not as a single-purpose facility – rather, it would offer a range of active and passive recreation opportunities, including community-based sport, school and club athletics, cycling and mountain biking, informal exercising and walking, and a children's playground among other attractions.

Adoption of the Westleigh Park draft master plan has always been conditional on community support and that it provides a good balance of active and passive recreation while restoring and protecting the natural environment. Council will be further engaging with key stakeholders over the coming months as they work to finalise the draft master plan.

Other noteworthy Council initiatives underway include implementing the Hornsby Local Housing Strategy, developing planning controls for the Hornsby Town Centre, improving active transport and on-demand bus services for Cherrybrook, developing a Coastal Management Program for the Hawkesbury River and its tributaries, and many other initiatives.

In closing, I would like to thank my fellow Hornsby Shire Councillors for their dedication and many services for the community and acknowledge the professionalism, devotion to duty and hard work of Council's staff and management.

It has been a tough twelve months. But I cannot imagine any of us wishing to swap places with any other community in the world.

Philip Ruddock AO

Mayor of Hornsby Shire Council



General Manager's message

As this reporting period draws to a close, Council is in the process of reviewing Hornsby Shire's Community Strategic Plan – looking forward to 2032.

The Community Strategic Plan is the highest-level plan that Council prepares, developed collaboratively with our community, various local organisations and other levels of government, identifying our community's main priorities and aspirations for the next ten years and outlining the various strategies to achieve them.

Council's Delivery Program and Operational Plan then translate the Strategic Plan into specific actions and outcomes using the resources available to Council. Despite the upheavals caused by the COVID pandemic, bush fires and floods – Council has by prudent, responsible financial management not only delivered the full suite of services our community both expects and deserves but undertaken major initiatives like the Hornsby Park Project, the largest in our history.

Through the course of developing our Long Term Financial Plan, Council has been committed to achieving forecasted annual surpluses to enable delivery of all projects identified over the 10-year timeframe. This report, however, focuses on the achievements of the last 12 months, going into considerable detail about how Council has met its various commitments to the community under our Delivery Program. I should draw the reader's attention to several of the report's many highlights.

Council successfully delivered on 92% of its 2020/21 Delivery Program outcome targets, despite all the turmoil caused by the Black Summer bush fires, the recent floods, the global pandemic and the ensuing economic crisis.

Council completed 46 capital projects this year. Notable highlights include:

- The works on Peats Ferry Road to widen the footpath and planting new trees along the length of the road to provide shade and habitat for birds
- 1,285 metres of local roads rehabilitated
- 1,734 metres of new kerb and guttering
- 16 footpaths (totalling 5,460 metres)
- 1,792 metres of bushwalking tracks constructed/upgraded
- 3 stormwater quality improvement devices constructed
- The Pennant Hills Library upgrade, which included installing airconditioning, new lighting, resealed windows and other improvements which greatly brightened-up that much-loved facility.

One of Council's more popular projects this year has been the development, with extensive community consultation, of Hornsby Shire's new Public Domain Guidelines and Signage Plan. This important planning tool will guide the design of public spaces, such as streets, lanes, squares and parks in the Housing Strategy Precincts of Asquith, Waitara, Thornleigh, West Pennant Hills, Beecroft and the Galston main street, ensuring our town centres remain attractive, sustainable and resilient well into the future.

Another significant achievement has been completing the master plan for the Hornsby Park project to rehabilitate a disused quarry, transforming it into a new 60-hectare parkland, the largest single project ever undertaken by this Council. The tremendous success of Council's street tree planting program, made possible with the participation of more than 2,000 community volunteers, is a source of considerable local pride, too. The development of a new Community and Cultural Facilities Strategic Plan, the new Community Engagement Policy and

Plan, and of a new set of principles and actions to guide the development of Brooklyn, too, all bode well for the future. There is much more reported here.

The ordinary day-to-day business of Council, building footpaths, surfacing roads, collecting and recycling waste, of presenting cultural services and much else besides has continued too, despite everything and thanks to the resourcefulness and hard-work of our staff. These have been tumultuous times. However, the Hornsby Shire and its Council have come through it in good shape and in a sound financial state, too. I commend this report to you, and wish to thank Council's devoted, hard-working staff, our elected Council and especially those many community members whose input helped ensure the many successes reported here.

The very good news is, Hornsby Shire's best days are ahead of us, I am certain.

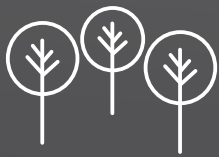
As to be expected, Council's budget – which was set before COVID-19 – has been adversely affected by the pandemic due to a loss of income from revenue-generating facilities and through the extension of support to businesses, sporting and community groups via our Hornsby Helps package. However, due to a number of measures including staff participation in voluntary leave arrangements, I am pleased to report we ended the year better than anticipated with a small operational surplus.

In closing, a very special thanks to our Hornsby Shire community for your support of Council. We are fortunate to have an abundance of bush and cycle trails, playgrounds, parks and open, green spaces for exercise and recreation, and it has been very satisfying to see residents out enjoying their local facilities in greater numbers than ever.

Steven Head
General Manager

Hornsby Shire in profile

Area: Shire is approx.
460km²



70%
of land area
is bushland



10%
of land area
is urban



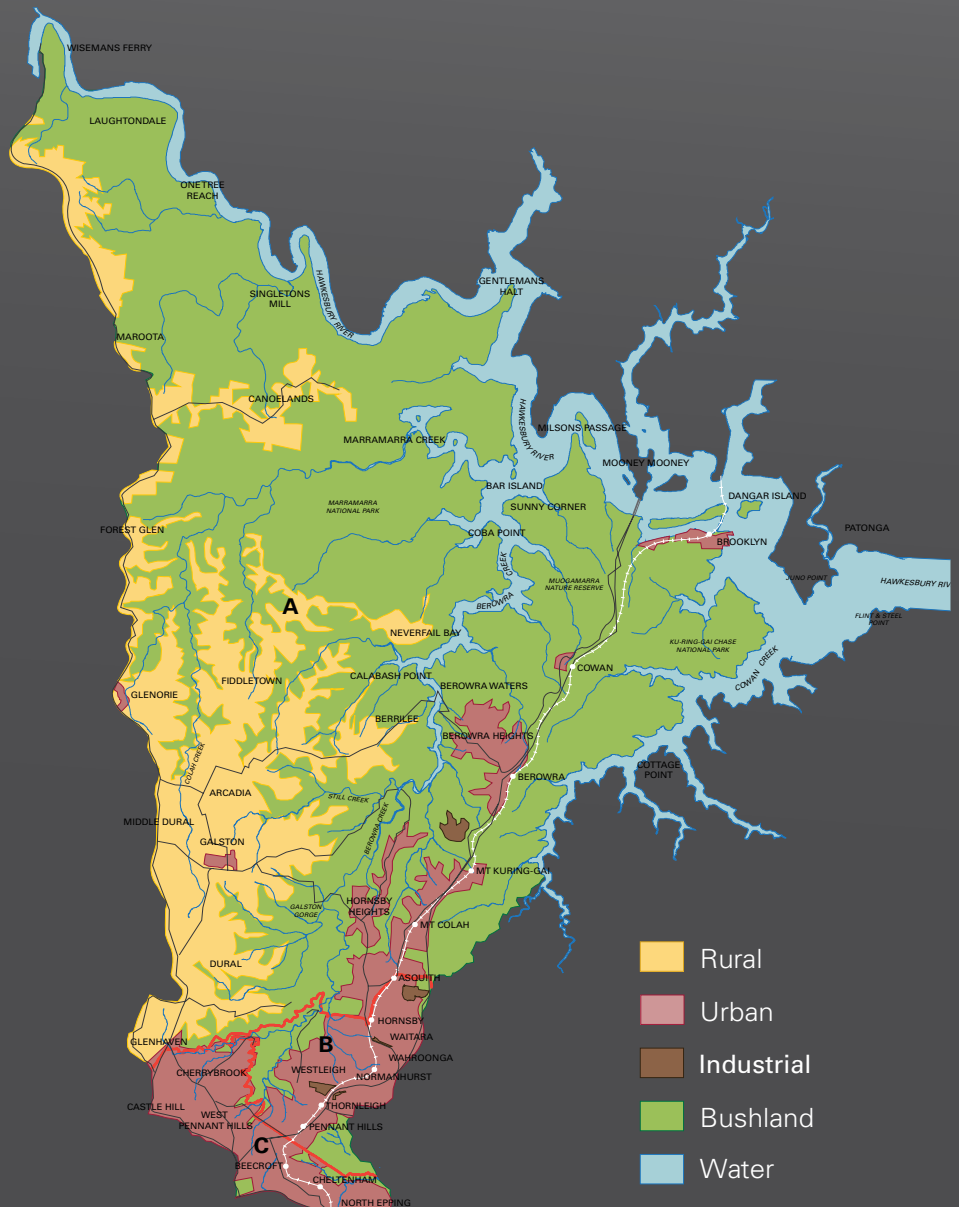
15%
of land area
is rural



5%
of land area
is open space



1,328km
of rivers and creeks



- Rural
- Urban
- Industrial
- Bushland
- Water

Understanding our community

WHO WE ARE



MEDIAN AGE

40



FEMALES

51%



MALES

49%



COMPLETED YEAR 12 SCHOOLING

69%



UNIVERSITY QUALIFICATION

38%



TRADE QUALIFICATION

13%



PARTICIPATION RATE (POPULATION IN LABOUR FORCE)

65%



UNEMPLOYMENT RATE (MARCH 2021)

6.4%

HOW WE LIVE



LONE PERSON HOUSEHOLDS

17%



HOUSEHOLDS WITH CHILDREN

54%



OLDER COUPLES WITHOUT CHILDREN

11%



HOUSEHOLDS WITH 2 OR MORE MOTOR VEHICLES

55%



LIVE IN A SEPARATE HOUSE

72%



LIVE IN MEDIUM DENSITY DWELLING

12%



LIVE IN HIGH DENSITY DWELLING

15%

WHERE WE COME FROM



BORN OVERSEAS

37%



TOP 5 BIRTHPLACES

1. **China 6.1%**
2. **UK 4.9%**
3. **India 3.8%**
4. **South Korea 1.9%**
5. **Hong Kong 1.6%**



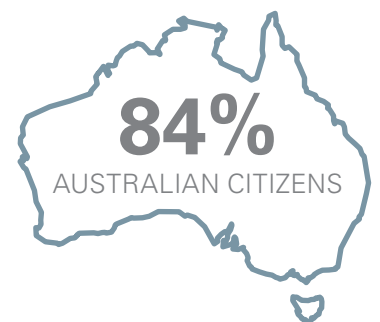
SPEAK LANGUAGE OTHER THAN ENGLISH

31%



SPEAK ENGLISH ONLY OR SPEAK IT WELL

92%

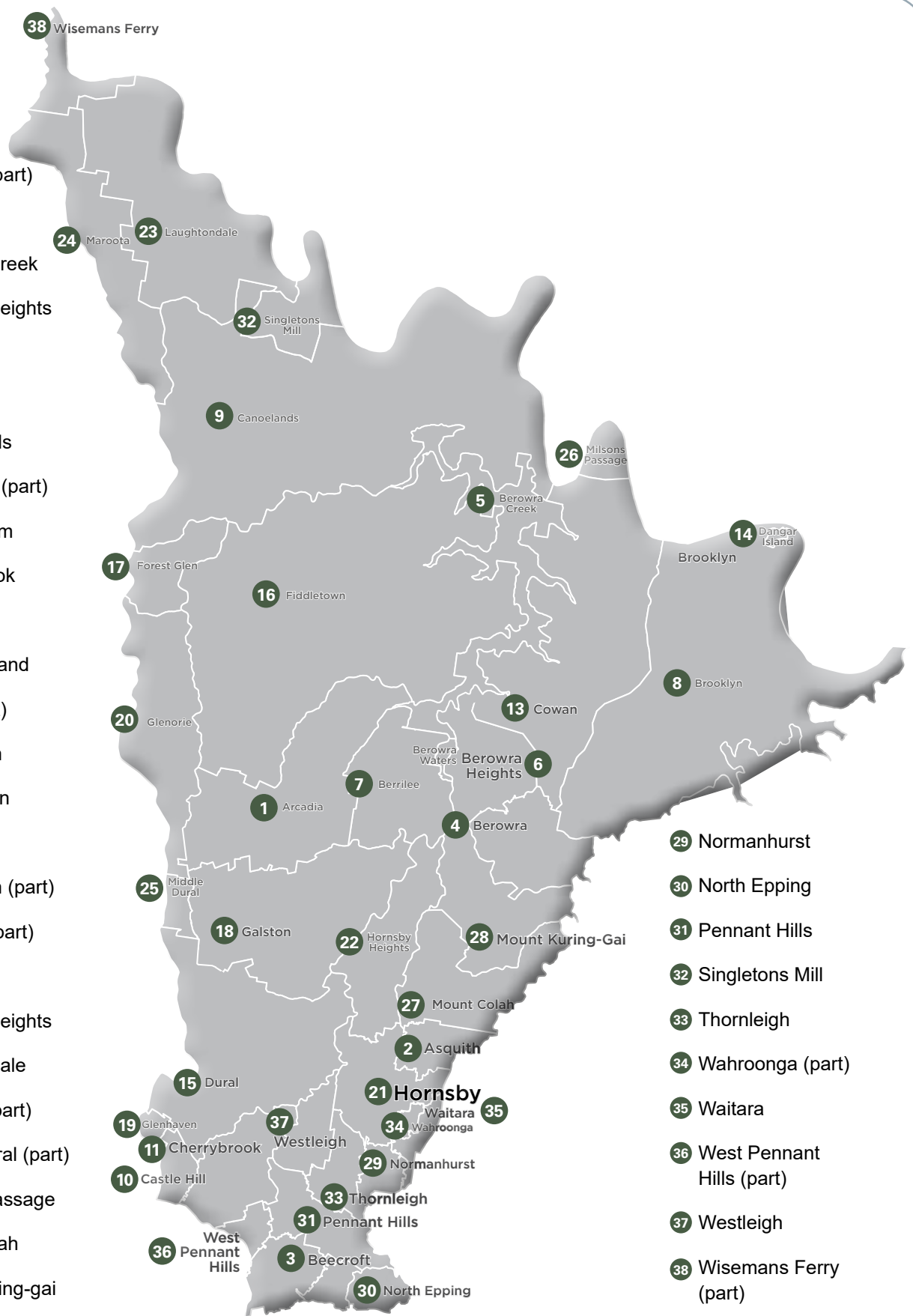


Understanding our community



Our suburbs

- 1 Arcadia
- 2 Asquith
- 3 Beecroft (part)
- 4 Berowra
- 5 Berowra Creek
- 6 Berowra Heights
- 7 Berrilee
- 8 Brooklyn
- 9 Canoelands
- 10 Castle Hill (part)
- 11 Cheltenham
- 12 Cherrybrook
- 13 Cowan
- 14 Dangar Island
- 15 Dural (part)
- 16 Fiddletown
- 17 Forest Glen
- 18 Galston
- 19 Glenhaven (part)
- 20 Glenorie (part)
- 21 Hornsby
- 22 Hornsby Heights
- 23 Laughtondale
- 24 Maroota (part)
- 25 Middle Dural (part)
- 26 Milsons Passage
- 27 Mount Colah
- 28 Mount Kuring-gai



- 29 Normanhurst
- 30 North Epping
- 31 Pennant Hills
- 32 Singletons Mill
- 33 Thornleigh
- 34 Wahroonga (part)
- 35 Waitara
- 36 West Pennant Hills (part)
- 37 Westleigh
- 38 Wisemans Ferry (part)

About our area

The traditional inhabitants of the Hornsby Shire are the Aboriginal peoples of the Darug and GuriNgai language groups.

In 2016, 0.4 per cent of the Shire's population (665 people) identified as being of Aboriginal and/or Torres Strait Islander descent. The majority of Aboriginal peoples live in and around the Hornsby Central Business District (CBD) and in the north of the Shire. 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.

The Shire is bound by Wisemans Ferry and the Hawkesbury River to the North; Cowan Creek and Brooklyn to the East; the M2 Motorway and parts of Ku-ring-gai Council area; North Epping, City of Ryde and City of Parramatta Council areas to the South; and the Hills Shire to the West.

Our 'Bushland Shire' enjoys the benefits and convenience of city living with enviable access to pristine bushland and waterways. It is the

place where the city meets the bush. Hornsby Shire forms part of the Northern Suburbs, being located approximately 25 kilometres north of Sydney CBD.

Hornsby Shire is shaped by our natural environment, population growth, housing and employment opportunities. The Shire continues to change, evolve and grow to cater to the changing needs of the community. Some of the major challenges ahead include climate change, traffic congestion, economic and technological changes, the rate of population growth and the social makeup of the community. These challenges are not unique to our area and all of Sydney is under pressure to address them.

The 2017 and 2020 Community Strategic Plan engagement projects showed that our communities value the characteristics of the area and describe their quality of life as very positive, feeling a strong sense of living in a community. Protecting the natural environment and having access to bushland areas, parks and green spaces is very important. Infrastructure associated with development, particularly parking, roads and green spaces, are areas for improvement in the eyes of the community. They would also like greater involvement in long term planning and decision making.

Indigenous connections to country

The area now known as Hornsby Shire is unique in its placement within the landscape with natural features differing from those that surround and beyond.

The meandering ridge lines extending from the south, north-west and north-east, meet here at Hornsby and expose its importance within the cultural landscape as a junction for these once heavily occupied travel routes. An extremely important resource for all Mobs traversing across Country for business, ceremony or family obligations and responsibilities.

From the ocean shores of Brooklyn, abundant in edible sea life and favourably utilised for its tasty treasures, to the rainforest covered gullies with constant supplies of native edible vegetation, grazing marsupials

and rock shelters contribute to the uniqueness of this region.

The Darug and GuriNgai Peoples have protected and respected this area since time began. Sacred sites were etched into the sandstone by our Creator Ancestors about cultural knowledge, lore and law of Country, community, astronomy and weather patterns, to name only a few. These are scattered strategically throughout this landscape and are still utilised today for ceremonies, celebrations and Family gatherings and to pass cultural knowledge onto the next generations.

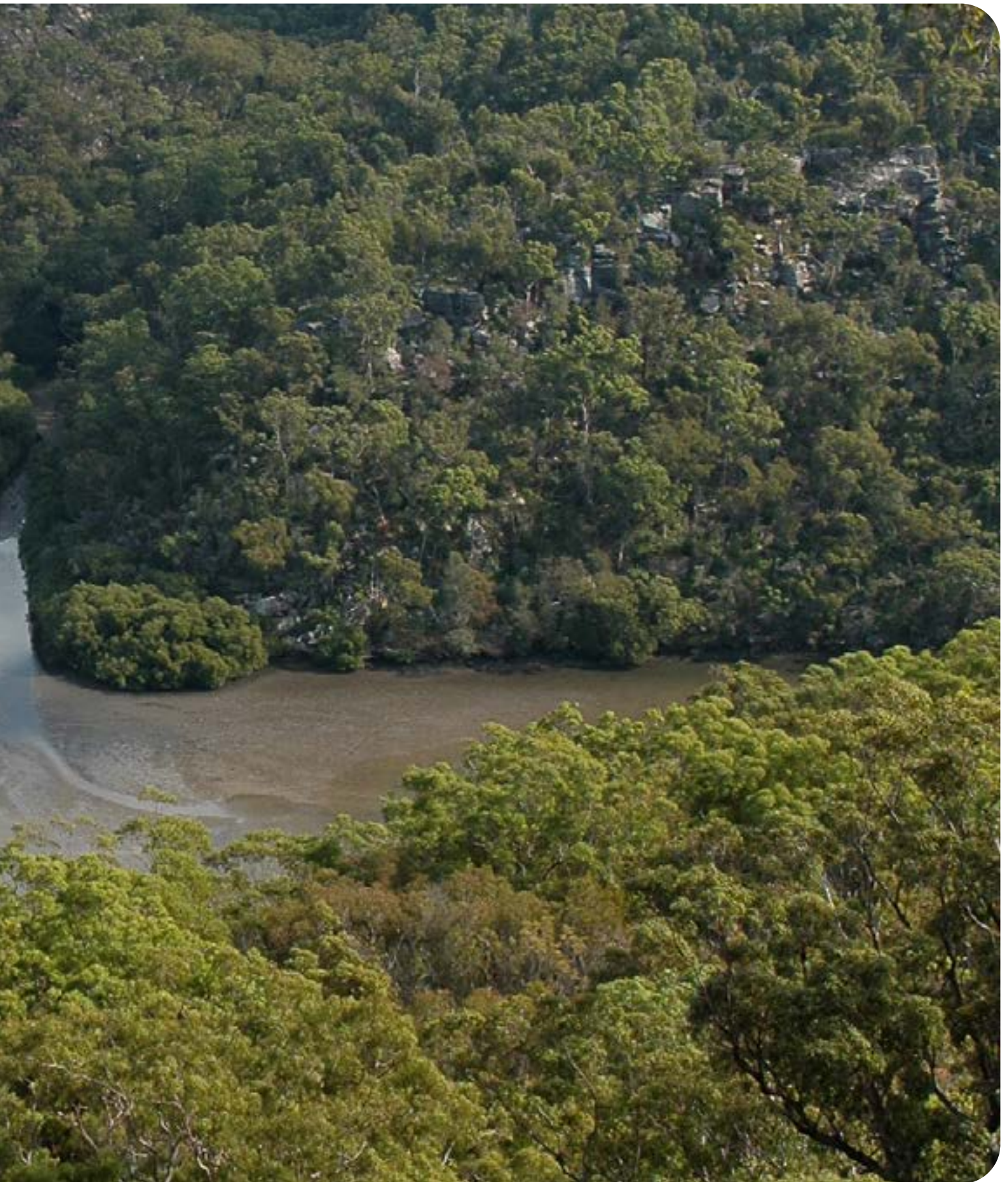
For the Darug and GuriNgai Peoples, this region is still alive and thriving from a cultural perspective. Despite the ever-growing demands for development and community infrastructures, the Hornsby Shire has lush and vibrant bushland areas, fresh

and salt water estuaries and breathtaking visual aspects across Country allowing us the ability to continue cultural practices, share cultural beliefs and expand on our relationship and connection with our Country.

The Darug and GuriNgai Peoples will continue to care for and respect Country. We invite and encourage you to expand on your own connection to this unique and amazingly beautiful Country. In the early morning hours when the sun is rising and you breath in the fresh, clean air of a new day, pay homage to Mother Earth and the Aboriginal Mobs that have protected, respected, utilised and honoured these lands for its lifetime, always being mindful of never depleting resources or damaging natural features created by Mother Earth and our Creator Ancestors.

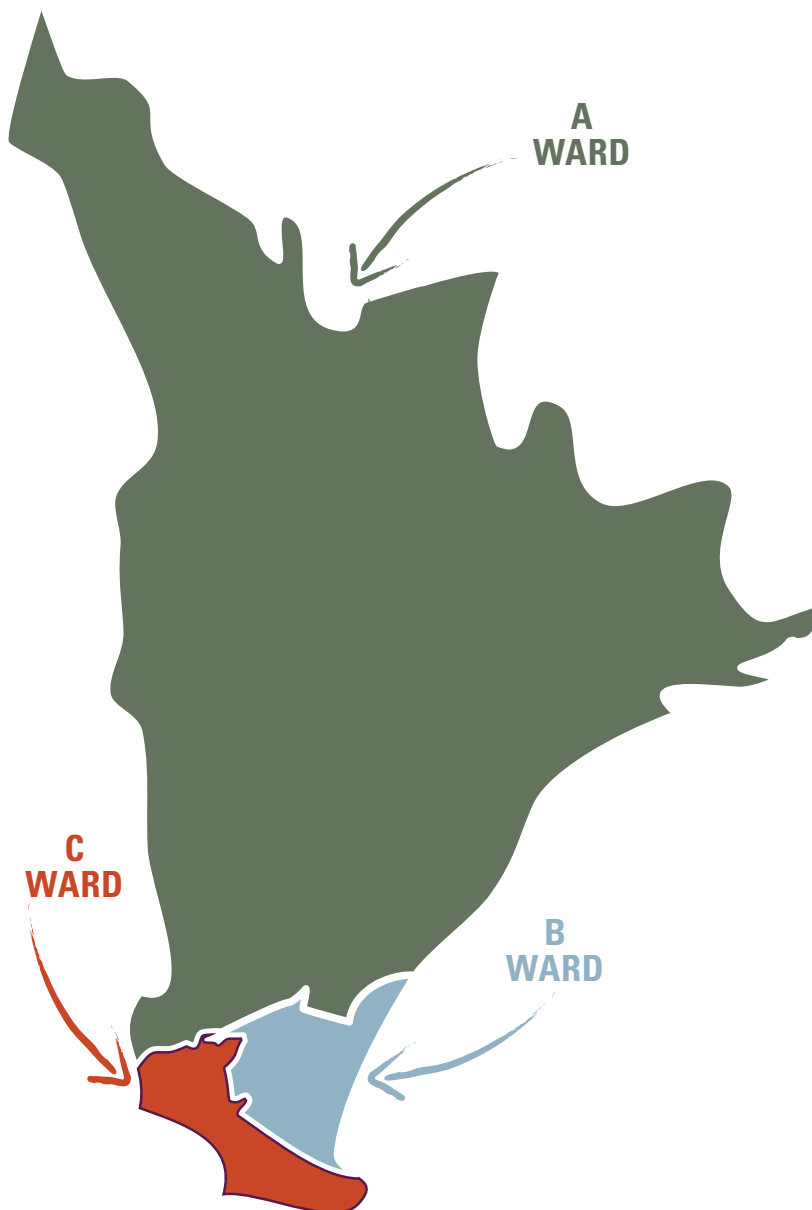
Tracey Howie, local bloodline descendant

Indigenous connections to country

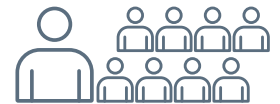


Our Wards

Hornsby Shire is divided into three areas known as Wards A, B and C. The elected Council for Hornsby Shire consists of 10 councillors comprising a popularly elected Mayor and three Councillors representing each of the three Wards.



The elected Council for Hornsby Shire is made up of 10 local residents:



A popularly elected Mayor and nine elected Councillors

Hornsby Shire Council has three wards that divide the geographic area

ABC

Three Councillors represent each ward



Four-year elected Council terms

1234

Elections were last held in September 2017



Elections are next scheduled to be held on 4 December 2021



Our Councillors

MAYOR



The Honourable Philip Ruddock AO

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A WARD



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Mick Marr

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B WARD



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Janelle McIntosh

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C WARD



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Vincent del Gallego

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VISION

Hornsby Shire Councillors were elected in September 2017.

In February 2018, Councillors developed a Vision for their term of office which consists of a Value statement, an Action statement and acknowledgment of external impacts:

Value statement

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

Action statement

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

External impacts

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

Engaging with our community and being involved

Local government is the most diverse of Australia's three levels of government and has responsibility for a wide range of activities, including strategic leadership and sustainable future planning, while also delivering a range of infrastructure and services needed for a growing Shire.

The elected council for Hornsby Shire consists of 10 Councillors comprising a popularly elected Mayor and three Councillors representing each of the three areas called wards.

Our Councillors bring with them a wealth of knowledge, and while each Councillor represents a particular ward, a Councillor's ultimate consideration must be the current and future interests of the Shire as a whole.

Council meetings

It is the responsibility of Councillors to make decisions on all areas of policy and budget priorities, including the level and extent of works and services provided throughout the year.

The Mayor presides at council meetings and decisions are adopted via a majority voting system with each Councillor having one vote. In the case of an equal number of votes, the Chairperson (Mayor or Deputy Mayor) has the casting vote.

Council meetings are held monthly, on the second Wednesday of each month and anyone can view a meeting of Council. A list of meeting dates is available on our website at hornsby.nsw.gov.au/council/about-council/meetings.

Meetings are generally held in the Council Chambers at 296 Peats Ferry Road, Hornsby. Consistent with the COVID-19 messaging from the NSW Government, and in the interests of public health, from April 2020 the Meetings have been conducted online, except for the April and May 2021 Council Meetings which were held in the Council Chambers prior to the Delta COVID-19 variant initiating further lockdowns.

Residents can view these meetings at hornsby.webcastcloud.tv. Confidential sessions are not broadcast.

Speaking at a Council meeting

Members of the public are welcome to speak at every meeting.

Online Council meetings are expected to continue into 2021/22. During this time, members of the public who

wish to address Council about agenda or non-agenda items should send their written address via email.

Further details are available on our website hornsby.nsw.gov.au/council/about-council/meetings, or by phoning 9847 6836.

Hornsby Local Planning Panel

Councillors no longer decide the outcome of individual development applications. Development applications are instead referred to the Local Planning Panel for consideration and determination. Council officers still assess the development application and then report to the Panel. The Panel reviews the application and the officer's assessment and makes a determination.

The Local Planning Panel comprises qualified people independent of Council that have the functions of a Council as a consent authority to determine a range of development applications that have a capital investment less than \$30 million. The Panel also has an advisory function, offering advice to Council prior to its consideration on whether to prepare and refer a planning proposal to the Minister or Greater Sydney Commission for Gateway Determination.

As of August 2020, the NSW Government made changes to the way Local Planning Panels work to make them more efficient and to improve the assessment and determination times of development applications and maintain panel oversight of sensitive and contentious applications.

These changes were made as part of the Planning Acceleration Program to support the State's immediate and long-term economic recovery from the COVID-19 crisis.

The changes will speed up panel determinations by:

- reducing the need to conduct public panel meetings for non-contentious matters by applying a '10-or-more' objection trigger for public meetings
- reducing the amount of modifications going to panels
- obliging panel chairs to more actively manage development applications (DAs) coming to the panels to reduce panel deferrals and assessment timeframes
- allowing chairs to bring forward determination on DAs that are experiencing unreasonable delays of over 180 days from lodgement
- introducing panel performance measures.

Local Planning Panel Meetings are now live streamed and are available for viewing at hornsby.webcastcloud.com.

How you can be involved

How we involve you with our decisions and service delivery

As a council, we work at the level of government closest to the people, where it is easy for residents to become involved in our activities and decisions. You can become involved by:

Talking to a Councillor

The Councillors are your representatives and are keen to hear your thoughts and address your concerns, so let them know what you think.

Coming to meetings

You are always welcome to attend Council meetings. By attending meetings you can gain a better understanding about the way council works and the decision-making process.

Speaking up

At most Council meetings there is an opportunity to speak during the public forum time. To arrange to speak at a Council meeting, please register by email, or by ringing council's Governance and Customer Service Branch on 9847 6836 .

More details are available @ hornsby.nsw.gov.au/council/about-council/meetings.

Joining a committee

Council committees draw on the knowledge and expertise of residents. Council has committees in several areas, including heritage, environmental sustainability, local traffic, bushland and bush fire management.

Having your say

Council places many draft documents and plans on exhibition for comment. Your comments are then incorporated into a report to Councillors so they can take your views into consideration when making decisions.

[Have your Say](#) invitations are often managed via email. Sign up on the web page to get weekly updates on current consultation.

Council's [Have your Say](#) and future.hornsby.nsw.gov.au 'Current Exhibitions' web pages have had almost 22,000 unique visitors during 2020/21.

Tracking issues

Keep up to date with Council's news, announcements and issues via Council's website, Facebook page, Twitter, YouTube and e-newsletters.

Community engagements



We are committed to building open, transparent and active relationships with you – through meaningful Community Engagement.

The seven core principles underpinning Council's Community Engagement Policy are that Community Engagement is:

- Strategy-led
- Proactive
- Open and inclusive
- Easy
- Relevant
- Timely
- Meaningful.

We engage with the community by:

- Building open, transparent and active relationships with you
- Continuously exploring better, smarter ways that we engage with you.

For example, extensive Community Engagement informed our Hornsby Park and Westleigh Park draft master plans, perhaps the two most ambitious projects ever undertaken by Hornsby Shire Council.

The draft master plans for Hornsby Park and Westleigh Park were unveiled for community feedback in April 2021.

Hornsby Park will be an exciting destination parkland that includes the rehabilitated Hornsby Quarry, while Westleigh Park will be a sports and recreation complex with multiple facilities. The estimated total cost for Hornsby Park is \$130 million, and for Westleigh Park some \$80 million.

A core component of any Council project of such magnitude is the extensive public consultation that was undertaken to make sure that the community has a sense of ownership by making you an active part of the project planning process.

Similarly, Hornsby Shire Council has prepared a Play Plan to guide the planning, design, management and maintenance of playgrounds and other play opportunities across the Hornsby Shire over the next 10 years.

Community engagements



Play is essential for people of all ages. It helps adults and children to build new skills, socialise, get active and have fun!

So, when “planning for play” it is essential that Council both hears the opinions and benefits from the experience of those who use our playgrounds, not merely deliver playground infrastructure.

As part of preparing the Play Plan, the community was surveyed extensively to establish your needs, preferences and future aspirations for public play spaces and facilities.

Other major projects to benefit from Council’s commitment to Community Engagement have been our Draft Rural Lands Study and Brooklyn Place Plan.

The extensive Community Engagement undertaken as part of the Rural Lands Study was to understand how people living, working and visiting Hornsby Shire’s rural areas view

their local places. And to test whether proposed Council’s draft landscape boundaries and character descriptions “made sense” to the local community and to identify any improvements that could be made.

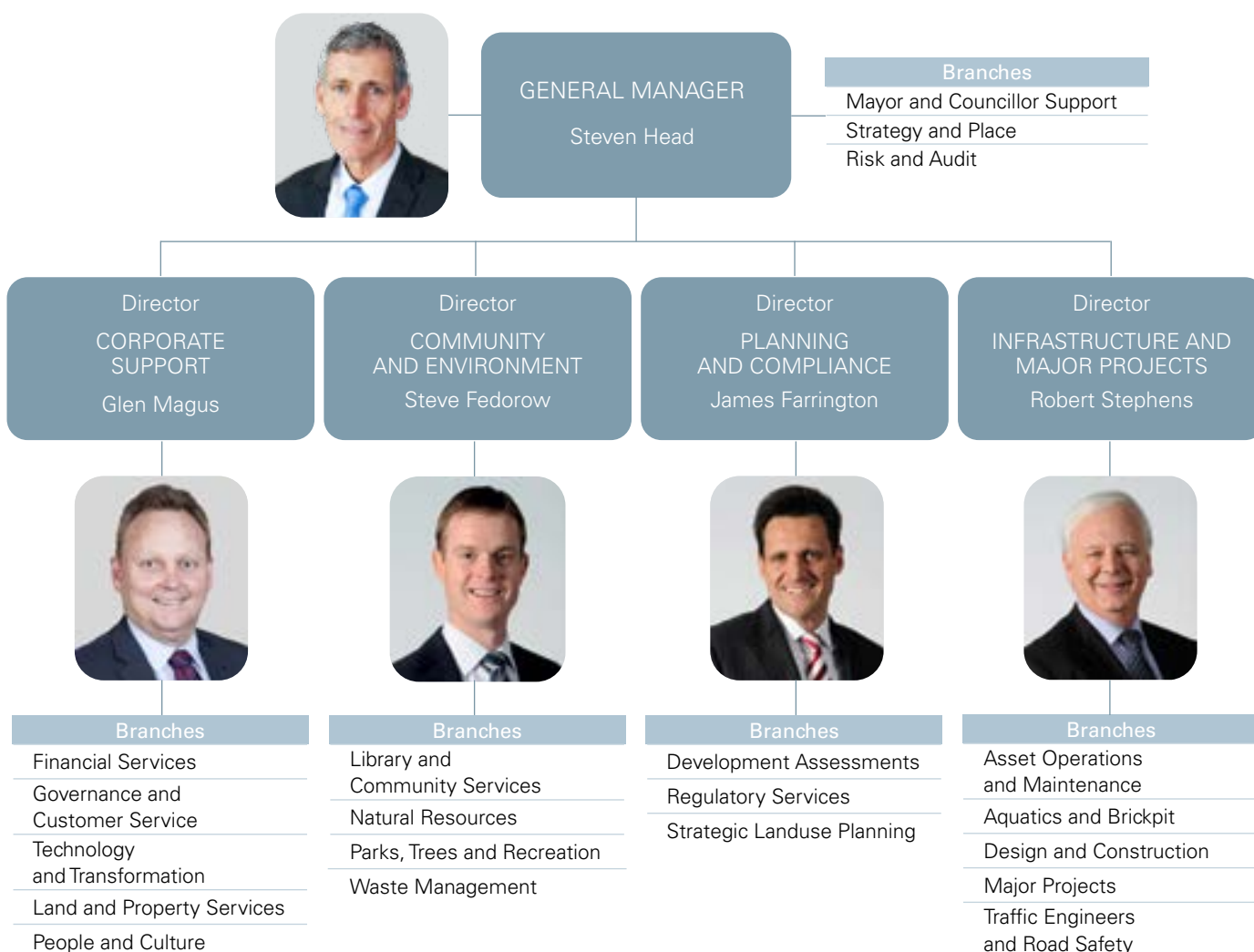
Similarly, Council recently developed a discussion paper for the Brooklyn Place Plan – a road map to prepare Brooklyn for a vibrant future that offers a vision and principles for consultation while seeking feedback and agreement to guide future decisions.

These and many other examples demonstrate how Community Engagement, through compromise, collaboration and “joined-up thinking” help us all to unite and develop solutions that enable more wins for everyone and to create positive long-term change and success!

Organisation structure

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 four Directors.



Our corporate values

Our workforce

Council is a major employer in the area with a full time establishment of 481 employees (permanent/temporary/full time and part time). Including casual roles, Council employs 701 staff. The workforce gender balance is 52 per cent female and 48 per cent male.

Forty-eight per cent of staff live in the Hornsby Shire, with 14 per cent living in the suburb of Hornsby. Twenty-four per cent of staff live in the Central Coast Council area.

VALUES

In 2012, Council established a set of four brand values to guide the way we work. Our values underpin all that we do; they provide us with a shared vision of who we are and what we stand for as an organisation.

Service.

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

Trust.

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

Respect.

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

Innovation.

We are resourceful and incorporate sustainable work practices.
We seek to be innovative and to do things better across all facets of our operations.

Profiles of our staff



Cameron McNaught

Cameron McNaught's work has been vital to Council's IT operations for over 20 years – but never more so than when COVID threatened to shut down many of our services. As Council's Infrastructure Services Team Leader, Cameron has great experience with a very wide assortment of information technologies. "From starting on the staff 'help desk' in 1998 to my current position I have had the advantage of either assisting with the implementation or building nearly all of the IT systems currently in place across Council," he said. Cameron grew up in the Hornsby Shire, and his dad worked at Council for 32 years before him. So, back in 1998 when Cameron completed his course in Information Technology, he thought he should contact Council's then IT manager and offer his services unpaid - to build up a bit of work experience. "I was quickly assured things didn't work like that," said Cameron laughing. However, his CV remained on file and, not long after, Cameron was offered some casual work on Council's internal 'help desk'. "And the rest, as they say, is history," he said. "The work is constantly evolving, and you have to continually adapt – to be a jack of all trades. Much of my time lately, for example, has involved moving everything to the 'cloud'." The pace of change has, however,

accelerated greatly since COVID struck. "We've experienced more change in the last 18 months than in the previous ten years," said Cameron. "COVID has been both a curse and a fantastic business case, requiring us to adapt quickly so we could help everyone at Council keep working." Cameron sometimes stayed up to 3.00 am to make sure everything was functional. "During this most recent lockdown, I took a lot of pride in the fact that staff could quickly connect to their work computers from home and log on without any huge dramas," he said. And with so many of its services needing to move online, Council – and doubtless much of the community – very much appreciate Cameron's efforts, too.



Frank Amato

Frank Amato has devoted close to 30 years serving the Hornsby Shire community, starting out at Council overseeing its parks and workshops, having had previous experience building pavements and resurfacing roads. Before long, however, Frank found himself responsible for acquiring such major Council assets as a depot at Thornleigh, setting up a recycling centre and managing landfill sites. "I enjoy a challenge," he says with a big smile. Nowadays, Frank's main responsibility is managing the Wellum Bulla 'hardfill' recycling facility at Mt Kuring-Gai and overseeing Council's 'heavy fleet replacement' process. "I started off my working life driving trucks, so it seemed only natural that I also take care of Council's heavy fleet management," said Frank. A source of particular pride, however, is the success of the Wellum Bulla facility, which recycles huge amounts of waste building materials, including concrete slabs, bricks and stones. "It's very satisfying knowing that the work we do here repurposes so many building materials that would otherwise go to landfill." Frank points out that 'Wellum Bulla' in the local Aboriginal language means 'coming back', appropriately enough. "I've got great staff working with me. They are dedicated, knowledgeable and good at their jobs. And they come

up with great ideas." Whether it is adapting machinery to salvage extra building materials, setting up an onsite 'men's shed', sourcing an electric vehicle for the community at nearby Dangar Island, or keeping nearby residents informed of the site's operations. "They just make life a lot easier," Frank said proudly of his workmates.

Profiles of our staff



Cassandra Martin

Referred to by her appreciative colleagues as “our very valuable ‘go to’ officer for everything”, Administration Support Officer Cassandra Martin joined Hornsby Shire Council nine years ago, having previously worked in local government in both customer service and supporting Council Rangers. “So, when a job came up at Hornsby it was a good opportunity to work a bit closer to home,” said Cassandra. “My background meant that I had experience in a wide range of council services and my role in the Rangers team meant that I was familiar with companion animal matters, penalty matters and court processes which were all a good fit for the Regulatory Services team.” “I have my finger in quite a few pies! I started off working mainly with Council’s compliance team, dealing with service requests, preparing statistics and reports and processing Annual Fire Safety Statements.” “I then moved to working more closely with the health team, providing admin support for our health inspectors and companion animal officers, invoicing, updating the food premises register and working on the cooling tower programme. I also dealt with cemetery enquiries and administration.” The cooling tower program requires building owners to undergo annual independent audits to ensure the systems are

safe and fit for purpose. “My main focus now, however, is administering the Fire Safety Programme, dealing with court and penalty matters and statistics and reporting.” Cassandra says the variety and flexibility of her role are among its chief attractions – but that “it is people that make the difference.” “I enjoy keeping busy and there is always something to do in this role! Therein lies the challenge too, managing competing priorities and ensuring that the work gets done in a timely manner,” she said. “And we have an amazing group of people at Hornsby Shire Council.” Apart from valuing the daily interaction with her colleagues, Cassandra enjoys dealing directly with the community. “Coming from a customer service background, I always try to put myself in the customer’s position and to provide the information or advice that I would expect to receive if I was on the other side of the interaction.” Cassandra’s capacity for being adaptable and flexible not only put her in good stead during this year’s COVID lockdowns - but also for dealing with a big personal challenge, too. “Last year I was diagnosed with breast cancer, and due to the flexible nature of my role and the support of my fantastic managers and team I was able to continue working on an ‘almost’ full-time basis during my treatment. The very good news is that Cassandra is now clear of cancer. “I am very aware that not everyone is fortunate enough to have that level of support in their workplace and it’s something that I really value about Hornsby Shire Council,” she said.



Kristy Hayden

A four-year university degree in landscape architecture, a master’s degree in environmental engineering and 14 years’ practical experience have equipped Kristy Hayden for the vital role of Hornsby Shire Council’s Project Manager for Major Projects. “Right now, I’m a team leader overseeing the three construction crews responsible for building all of Council’s roads and drainage projects – but we also look after infrastructure to support our wetlands, too, including building bioretention basins and gross pollutant traps,” explains Kristy. Bioretention basins are used to slow and treat stormwater runoff and gross pollutant traps stop solid waste such as litter and coarse sediment from polluting local our waterways. Since beginning her career, Kristy says she has “gone from designing landscapes to pretty-well building everything.” The ambitious Westleigh Park project to build a multi purpose sports and recreational destination has been the focus of Kristy’s attention recently. The project is one of the largest ever undertaken by Council. “I love the challenges of the job. Every day, it’s something different. And I really like working with the outdoor construction crews,” she said. Day-to-day, Kristy conducts site inspections, reviews plans and otherwise makes sure everything is running smoothly. “There’s

quite a lot of engaging with the community and other stakeholders, too,” she said. “We are doing an important job delivering major assets to the community. Often, there’s much more to Council projects than the public gets to see.”

Profiles of our staff



Lyn Cooper

Lyn Cooper has the responsibility of coordinating Hornsby Shire Council's sizeable fleet of light vehicles, including sedans, utes, light trucks and SUVs essential to the work of our park rangers, building inspectors, environment officers, and many others. Lyn joined Council as an administration officer 25 years ago, gaining experience across the organisation in various departments. "I've grown up in the Shire and love the bushland surrounds, so I wanted to work locally," she explained. "I love a challenge – and I certainly found one when twelve years ago a role came up coordinating Council's Light Fleet of vehicles." Apart from purchase and sale of vehicles for Council, Lyn ensures the entire fleet is kept in good repair, sources different makes and models to be "work-specific," manages registration and insurance and much, much more. "All Council vehicles are serviced 'in house', however, it is important that vehicle policies are adhered to by staff with regular maintenance of Council assets." Lyn keeps an eye on everything from odometer readings, to tollway notices, to cracked windscreens, insurance claims, to the latest vehicle safety features and technical innovations. "Recently, five per cent of the fleet transitioned to hybrid vehicles. Fleets aim is to increase the percentage of

Hybrid vehicles over the coming years," Lyn said. The COVID pandemic had a "huge" impact on managing the fleet. "On any day, a lot of paperwork would normally come across my desk – registration forms, green slips, insurance, fuel cards. "I had to pack all that up and move it home and streamline the process to a more digital world" she explained. "As the main manufacturing hubs for the Automotive industry are China and Japan, it seriously affected the supply of vehicles and spare parts and as a result the timeframe for supply and repair of vehicles could take many months longer than anticipated." Despite the upheaval caused by the pandemic, Lyn still relishes the endless challenges of her job and enjoys the working environment where she has met and made many lifelong friends.



Saiet Regmi

As an Asset Maintenance Engineer, Saiet Regmi deals with a wide range of technical challenges to ensure Hornsby Shire Council's complex stormwater and drainage network is always in good working order – and fit for the future, too. "Whether they are open-channel or underground, I investigate and organise Council's stormwater and drainage assets to identify and then address any problems with easements, watercourses and the pipe drainage system," Saiet explains. Saiet also keeps a close professional watch on the many unsealed roads in the Shire's rural districts. "I carry out regular road inspections, and where Council's unsealed roads show signs of eroding, I coordinate with our pavements team to stabilise the surfaces. "The aim is to ensure the Shire's unsealed road surfaces and shoulders remain serviceable until eventually sealing is done." As parts of Hornsby Shire are becoming more urbanised, Saiet must also devise engineering solutions to transition stormwater and drainage systems once suitable for a rural community to much higher-capacity infrastructure capable of servicing more densely populated urban settings. "The urban development underway in Galston is a good example," said Saiet. "I coordinate with Council's engineering

design and asset management teams so that stormwater and drainage system specifications and standards laid down many years ago in what were rural areas are now suitably upgraded." Though much of the road and drainage network in the Shire's rural districts is on Crown land, many residents' first point of contact is still with Council staff, including Saiet. "So, I also spend a lot of time explaining to residents how Council resources must be employed efficiently on Council assets, then helping them liaise with the NSW Government and otherwise supporting residents," Saiet says smiling. "My colleagues and I are frontline Council staff and we take action for whatever we can do. "I have received many positive responses from the community for it - and I feel so happy for that."

Profiles of our staff



Steve Kent

Steve Kent is one of those blokes whose hard work goes largely unseen but is essential to the many thousands of people who depend on it. As Council's Asset Operations Support Officer, much of Steve's working day is taken up inspecting the crucial stormwater pits and drainage easements (underground pipes) that ensure Hornsby Shire's stormwater network operates smoothly. Stormwater that runs off our roofs, driveways, streets and other large surface areas can quickly add up and be damaging – even dangerous – if it isn't contained or diverted. "My pit inspection reports get uploaded to spreadsheets that guide our maintenance and repair teams so they can fix potential trouble-spots across the stormwater system - before they become a problem," Steve explains. Steve's enthusiasm is legendary. He recently took possession of an all-electric mountain bike, just so he can get to more stormwater pits, quicker. "It's a lot easier to park a bike than a ute in urban areas," he joked. Not afraid to get his hands dirty, he will clear minor pit blockages by himself to save time. Lately, Steve has been systematically applying durable 'pit number' tags to the lintels surrounding the pits. "That way, if a member of the public wants to report a pit blockage or other problem, they just have to tell us the

tag-number, so we know which pit to attend." Steve says the variety of his work and getting to know so many different people within Council and across the Shire, helps makes the extra effort worthwhile. "Whatever question or problem comes up, someone in Council will have an answer. And I meet so many interesting characters, too."

Our response to the COVID-19 pandemic

It should come as no surprise that during 2020/21, Council's Delivery Program and Operational Plan were impacted by COVID-19. The global pandemic shifted our focus and introduced new priorities for our community throughout the year.

Many of these changes will influence the next version of the Community Strategic Plan that is now also in development.

Resources and focus were directed towards keeping our staff and our residents safe and ensuring that appropriate communication pathways are in place.

The Council elections, already suspended by 12 months from September 2020, were further suspended until 4 December 2021, as Greater Sydney went into lockdown because of the Delta variant of the COVID virus.

Our community's ability to adapt, however, further attests to its resilience, as has Council's successes in adapting to new ways of doing business.

Some of the impacts of COVID-19 on service delivery have included:

- our great range of open spaces became more highly used and more important than ever to the community
- many services shifted to online delivery during the lockdowns
- COVID-safe protocols were introduced for our outdoor, emergency and other essential staff, ensuring that essential services could still be delivered to our community safely during lockdown periods, and
- although some Council projects were deferred, Council's financial recovery occurred faster than expected during 2020/21, and is forecast to fully return to a pre-COVID position in 2021/22.

Council was able to 'pivot', adapt and adjust to the 'new normal' during the COVID pandemic.

For example, our nursery staff were able to propagate, package and deliver leafy green vegetable seedlings and a wide selection of native plants. These complimentary seedlings were then delivered to residents across the Shire who were unable to purchase vegetable seedlings due to shortages elsewhere, reaching out to a wide cross-section of the community.

As well as maintaining our usual home delivery library book service to members of our community who otherwise find it difficult to access our library services, Council was also able to offer a complimentary home delivery service to all other Hornsby Shire residents.

Some staff were re-assigned. For example, two staff members from Council's aquatic centre were retrained to assist our nursery staff to propagate and maintain plants.

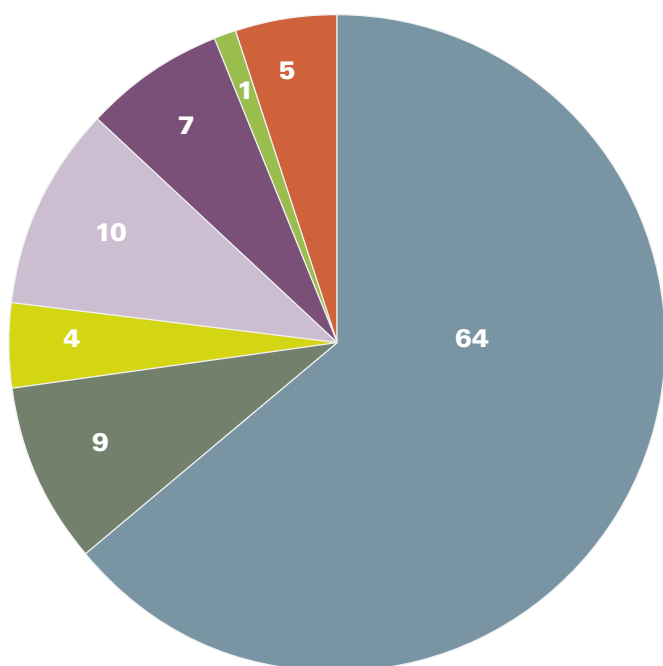
Our Customer Service team has continued to be available to our residents by telephone and online, to meet all their customer service needs remotely.

Many of our field staff have continued to perform their roles in the community in a contactless way.

The COVID-19 pandemic provided an opportunity to try new and innovative ways of delivering services. As the community's freedom and sense of stability was challenged, Council had a sincere desire to understand sudden and emerging needs and help residents cope.



Financial summary 2020/21

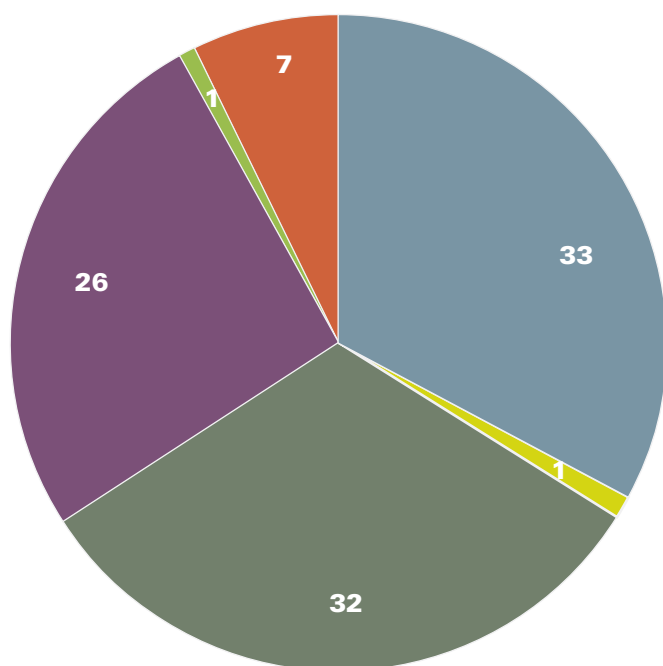


2020/21 Budget Summary

Source of funds	%	2020/21 \$ '000
Rates and charges ¹	64	99,896
Fees and charges ²	9	13,920
Interest ³	4	5,429
Grants and Contributions – operating purposes ⁴	10	15,596
Grants and Contributions – capital purposes ⁵	7	11,481
Asset sales ⁶	1	1,068
Other ⁷	5	8,224
Total Income⁸	100	155,614

- 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 bush fire 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 fines, recycling income, private vehicle use fees and income from road closures
- 8 **Based on Council's Annual budget summary for 2020/21**

Financial summary 2020/21



2020/21 Budget Summary

Use of funds	%	2020/21 \$ '000
Employee costs ¹	33	50,920
Borrowing repayments ²	1	439
Materials and contracts ³	32	50,058
Capital expenditure ⁴	26	40,513
Restricted assets ⁵	1	1,321
Other ⁶	7	12,363
Total Expenses⁷	100	155,614

Net Budget Surplus/Deficit ⁷ 0

- 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 Assets** is the transfer of funds to reserve accounts to be used in future years. Council generated a surplus of \$3.847M at 30 June 2021 that was transferred to reserves to enable the implementation of initiatives identified in future years of Council's Long Term Financial Plan, and to help offset the anticipated financial impact of COVID-19 next year
- 6 **Other** reflects Council's diverse operations and includes such items as statutory levies, street lighting, office equipment, legals, insurance, advertising and utility costs
- 7 **Based on Council's Annual budget summary for 2020/21**

Internal audit and risk management

The NSW State Government is proposing to make it compulsory for all councils to have an Audit, Risk and Improvement Committee (ARIC) by 4 June 2022. Draft Guidelines from the NSW Office of Local Government were released in August 2021 with submissions closing on 26 November 2021. Under the proposed Guidelines, councils are required to have a compliant risk management framework and internal audit function by 30 June 2024.

To prepare for the introduction of the ARIC, Council formed an internal Audit Risk Executive Committee in 2019 with an independent chairperson, Stephen Horne, to set reporting standards and resourcing requirements. Representatives of the NSW Audit Office were also invited to take part in these meetings. An Internal Audit Plan for the period 2020-2024 was endorsed. Council is now working towards establishing a fully operational ARIC before the deadline of June 2022.

Every type of business, both public and private, comes with some form of risk. However, Council recognises the value in mitigating the levels of risk where possible. Effective risk management can lead to better decision-making and planning, as well as better identification of opportunities and threats. The approach to risk management will be enterprise-wide and under constant review.



Transforming Hornsby Shire

GREENING OUR SHIRE

	Estimated completion date	% Complete	Total funding allocation	Development Contributions component	Budget 2020/21	Actual Life to Date
	Sep 2021	95%	\$2,500,000	\$1,500,000	\$700,000	\$2,288,050

Hornsby Shire Council committed to planting 25,000 new trees by September 2020 to further strengthen our reputation as the Bushland Shire and to invest in the environment for future generations. A key source of the new trees was Council's Community Nursery. Because of the success of the program, Council extended the 'Greening our Shire' tree-planting program through to 2021, with the 30,000th tree being planted in July 2021.

Status update

The tree-planting milestone, 30,000 new trees planted in under two years, was passed in July 2021 as Hornsby Shire Council announced the creation of a unique Eucalyptus Arboretum and a delightful new 'Children's Forest' discovery space to be added to its majestic 55-hectare Fagan Park at Galston.

The Eucalyptus Arboretum will be a permanent sanctuary for all 100 species of Eucalypts in the Sydney Bioregion. The Arboretum will be the only place in New South Wales where all our magnificent Eucalypts can be seen and enjoyed by us and as our legacy to future generations.

The 'Greening our Shire' program involved a mix of planting within streetscapes, parks and bushland reserves.

A key element was the involvement of local residents, with more than 2,280 volunteers of all ages taking part in the various community plantings. Choosing the right tree for the right location was an important aspect of the program, with key factors such as potential bush fire risk taken into account.

Of the 30,000 trees planted

93% have been grown from Council's nursery and propagated by volunteers

136 have been replaced

10,417 have been street trees

Most trees planted (by suburb)

Top 5 trees planted

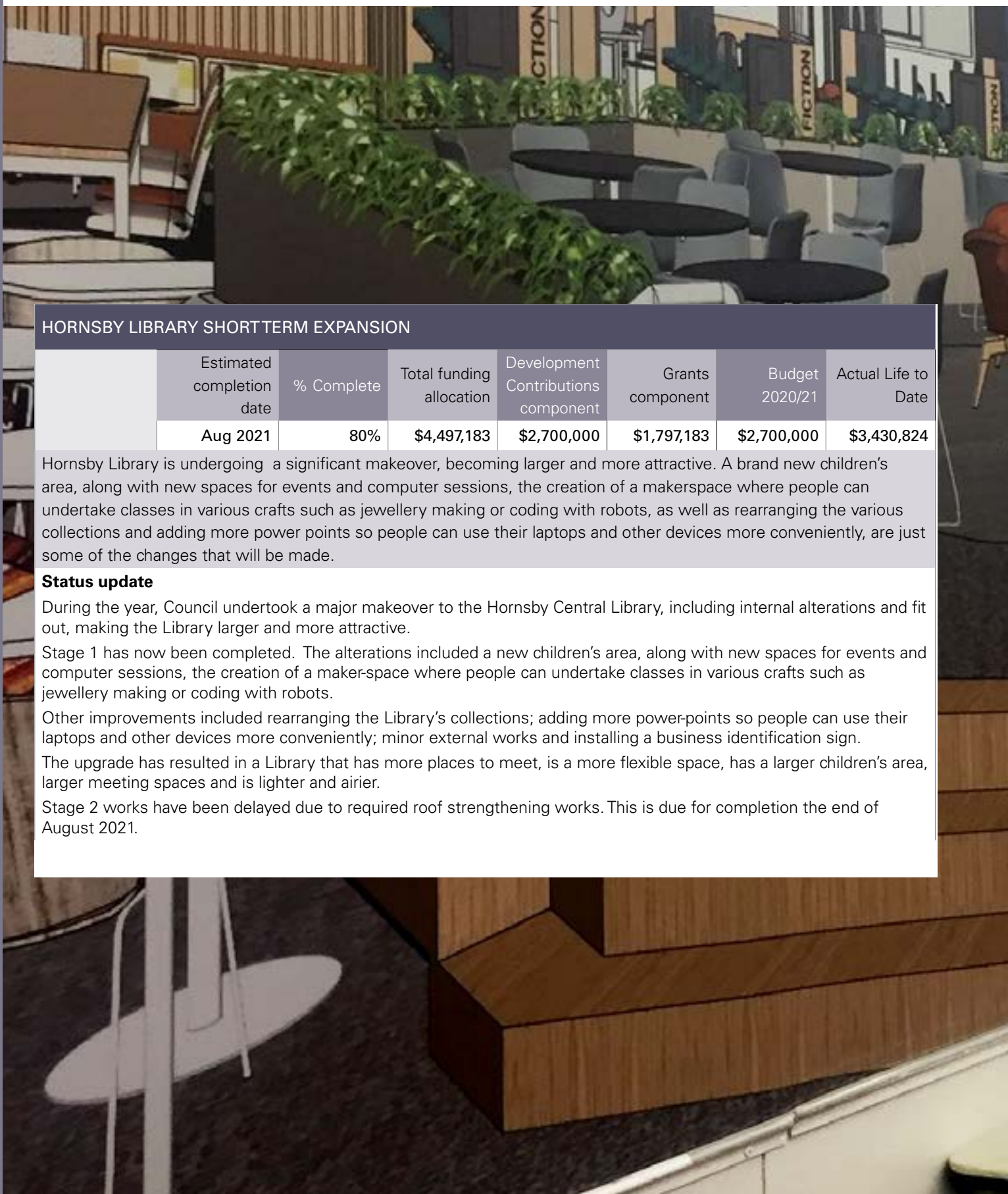
Hornsby Heights	4,044	Callistemon
Galston	2,472	Angophora
Cherrybrook	2,298	Eucalyptus
Hornsby	2,189	Banksia
Beecroft	1,922	Water Gum

40,995 additional plants (non trees) planted

2,280 volunteers involved in planting events

Transforming Hornsby Shire

Major projects



HORNSBY LIBRARY SHORT TERM EXPANSION

	Estimated completion date	% Complete	Total funding allocation	Development Contributions component	Grants component	Budget 2020/21	Actual Life to Date
	Aug 2021	80%	\$4,497,183	\$2,700,000	\$1,797,183	\$2,700,000	\$3,430,824

Hornsby Library is undergoing a significant makeover, becoming larger and more attractive. A brand new children's area, along with new spaces for events and computer sessions, the creation of a makerspace where people can undertake classes in various crafts such as jewellery making or coding with robots, as well as rearranging the various collections and adding more power points so people can use their laptops and other devices more conveniently, are just some of the changes that will be made.

Status update

During the year, Council undertook a major makeover to the Hornsby Central Library, including internal alterations and fit out, making the Library larger and more attractive.

Stage 1 has now been completed. The alterations included a new children's area, along with new spaces for events and computer sessions, the creation of a maker-space where people can undertake classes in various crafts such as jewellery making or coding with robots.

Other improvements included rearranging the Library's collections; adding more power-points so people can use their laptops and other devices more conveniently; minor external works and installing a business identification sign.

The upgrade has resulted in a Library that has more places to meet, is a more flexible space, has a larger children's area, larger meeting spaces and is lighter and airier.

Stage 2 works have been delayed due to required roof strengthening works. This is due for completion the end of August 2021.

Transforming Hornsby Shire

Major projects



Transforming Hornsby Shire

Major projects

HORNSBYTOWN CENTRE REVIEW

	Estimated completion date	% Complete	Total funding allocation	Budget 2020/21	Actual Life to Date
	June 2022	80%	\$1,000,000	\$220,374	\$779,626

Council is seeking to revitalise the Hornsby Town Centre to make it a more liveable, green, and accessible centre for the community. The aim is to strengthen the economic, employment and housing capacities of the Town Centre and improve its public domain, liveability, accessibility, safety, environmental sustainability and visual appeal through quality design and landscape.

Status update

The Hornsby Town Centre project is being undertaken in two stages:

Stage 1 – Developing a draft vision statement and guiding principles

Stage 2 – Comprehensive Hornsby Town Centre Review.

Council is carefully working through our draft master planning process and traffic and transport analysis so that the revitalisation can be successfully achieved and meets the vision and principles outlined in Council's Local Strategic Planning Statement.

Different apartment building heights and densities and various workplace floorspace sizes are being evaluated to help meet the future housing and employment needs of Hornsby Town Centre.

The required traffic and transport analysis is at the stage of testing development scenarios and modelling the required traffic interventions. The analysis should be completed by the end of the year.

Further consultation is being undertaken with State Government agencies, including the Department of Planning, Industry and Environment and Transport for NSW.

Following the Local Government Elections, the new Council will be briefed on the Hornsby Town Centre Review and the results of the traffic and transport analysis. Council can then put the draft concepts on public exhibition and seek community and stakeholder feedback.



Transforming Hornsby Shire

Major projects



Transforming Hornsby Shire

Major projects

HORNSBY PARK - FROM QUARRY TO PARK

	Estimated completion date	% Complete	Total funding allocation	Development Contributions component (subject to prioritisation)	Grants component	Budget 2020/21	Actual Life to Date
	2024	20%	\$78,034,359	\$28,034,359	\$50,000,000	\$18,000,000	\$6,239,938

Redevelopment of the abandoned Hornsby Quarry and adjacent Old Mans Valley on the western side of Hornsby, very close to the town centre, and transforming the site into open space for recreation and entertainment for all to enjoy. The project will be partly funded by the NSW Stronger Communities grant and development contributions.

Status update

A new major parkland close to Hornsby Town Centre is being created on the site of the former Hornsby Quarry which was handed back to Council from NorthConnex in late 2019.

The rehabilitation of the old quarry is the largest single project ever undertaken by Hornsby Shire Council.

The Hornsby Park project is a true multi-agency collaboration, that takes advantage of the construction of the NorthConnex Tunnel by turning the massive amounts of fill dirt from the tunnel to the community's advantage.

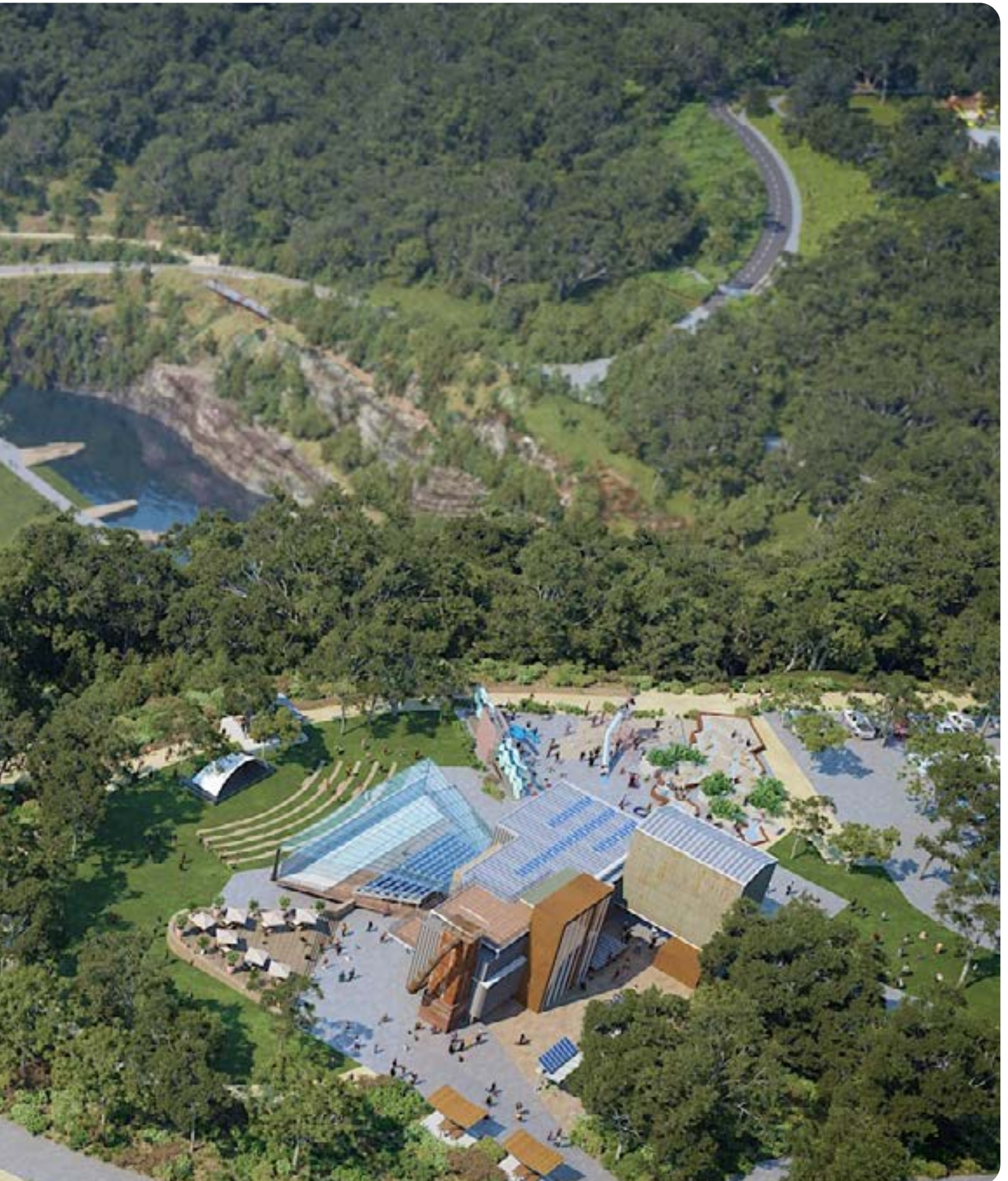
The NorthConnex tunnel fill is being used to transform the old quarry site into a major recreation asset for Hornsby Shire.

With its first stage due to open in 2024, this large-scale project benefits from the support of many partner organisations and is being part-funded by the NSW Government through the NSW Stronger Communities grant scheme and by development contributions.

It is, of course, good planning and consultation with the community and government that created such an exceptional opportunity, one which was pursued by Hornsby Shire Council over many years.

Transforming Hornsby Shire

Major projects



Transforming Hornsby Shire

Major projects

WESTLEIGH PARK DEVELOPMENT

	Estimated completion date	% Complete	Total funding allocation	Development Contributions component	Grants component	Budget 2020/21	Actual Life to Date
	2026	10%	\$61,079,508	\$21,079,508	\$40,000,000	\$3,000,000	\$22,549,853

In June 2016 Council purchased 34 hectares of land along the eastern side of Quarter Sessions Road in Westleigh from Sydney Water to provide future sportsgrounds. The purchase of the land was funded by development contributions. The project will be partly funded by the NSW Stronger Communities grant.

Status update

The development of Westleigh Park for a range of sporting and other recreation uses will address predicted sportsground shortfalls in the Shire.

Westleigh Park will be a multi-purpose facility with three sports platforms designed to work within the constraints of the existing bushland vegetation and the future provision of improved road access.

The project will feature bushland restoration, play facilities, bushwalking and mountain bike trails.

Negotiation with Sydney Water has secured their 'in principle' support for an extension of Sefton Road through the Thornleigh Reservoir site.

Council undertook community engagement on the conceptual master plan for Westleigh Park in April 2021.

The expectation is that stage one of the Westleigh Park project will be completed and available to the public in 2026.

Transforming Hornsby Shire

Major projects



Transforming Hornsby Shire

Major projects



PUBLIC DOMAIN and SIGNAGE

	Estimated completion date	% Complete	Total funding allocation	Development Contributions component (pending approval)	Budget 2020/21	Actual Life to Date
Public Domain		30%	\$9,300,000	\$9,000,000	\$7,000,000	\$1,446,437
Signage	Sep 2021	95%	\$951,000		\$317,000	\$365,207

To improve streetscape amenity through the planting of advanced trees, landscaped garden beds, footpaths, shared paths, seating and signage in the following priority areas: Asquith-Mount Colah corridor, Galston Village, Waitara, Thornleigh, West Pennant Hills and Beecroft.

Status update

Council has identified priority areas to improve streetscape amenity through the planting of advanced trees, landscaped garden beds, footpaths, shared paths, seating and signage. These areas are: the Asquith-Mount Colah corridor, Galston Village, Waitara, Thornleigh, West Pennant Hills and Beecroft.

Upgrade works on Peats Ferry Road, Hornsby commenced early in 2021. The works include the installation of a shared path connecting walkers and cyclists to the Hornsby Town Centre as well as a wider footpath on the south side of the road to better accommodate Asquith Boys High School and the nearby medium-density housing. The works also include the installation of rain gardens, new street tree plantings and associated gardens which will bring improved shade and scale to the medium density housing. The safety of pedestrians has also been addressed with the relocation of pedestrian crossings and bus shelters to improve sightlines for drivers.

The cost estimate for the Peats Ferry Road project from Hookhams Corner to Wattle Street, Asquith is approximately \$9.3 million with funding being sourced from development contributions.

Public Domain Guidelines incorporating precinct plans have been prepared in accordance with adopted community and stakeholder engagement for the Asquith-Mount Colah corridor, Waitara, Thornleigh, West Pennant Hills and Beecroft. The Guidelines were adopted by Council in July 2021.

A palette of signs has been endorsed by Council. Installation of new gateway and suburb signs commenced in early 2021. Signage installation for initial scope of work will be completed pending the latest COVID-19 lockdown restrictions.



Transforming Hornsby Shire

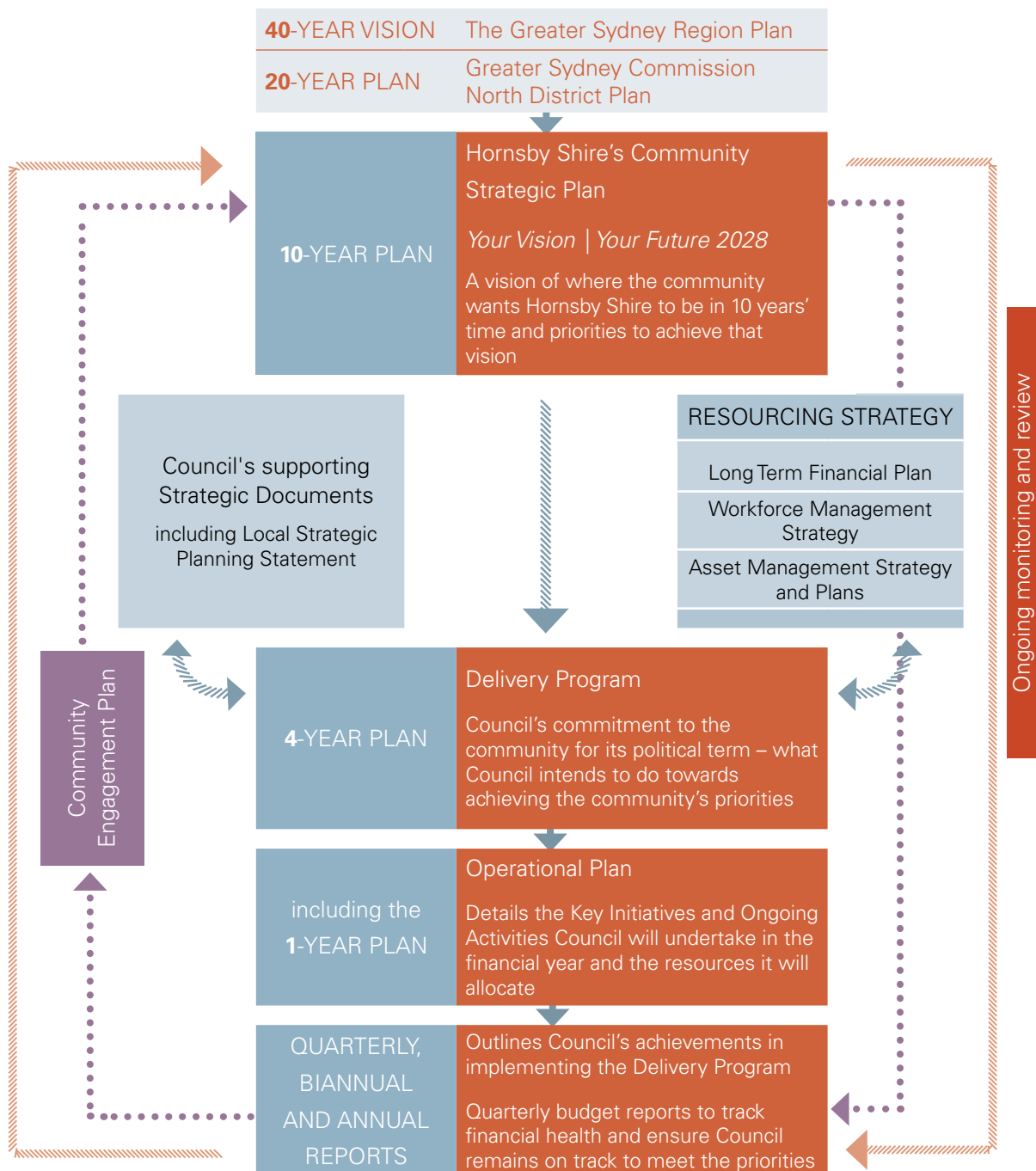
Major projects




Our framework

Under the Integrated Planning and Reporting framework, all councils are required to deliver a suite of strategic documents supporting a holistic approach to planning for the future.

Council's supporting strategic documents are developed with input from the community, are endorsed by elected members and provide an important link between the Delivery Program and achievement of the outcomes in the Community Strategic Plan.



Progress on our Local Strategic Planning Statement



In March 2020, Council finalised the Local Strategic Planning Statement (LSPS) that sets out a 20-year vision for land use; the special character and values that are to be preserved; shared community values; and how Hornsby Shire Council will manage growth and change. It examines how expected changes in our population over the next 20 years will influence how we provide for our community.

Council committed to an ambitious and comprehensive list of LSPS Actions under the themes of Liveable, Sustainable, Productive and Collaborative. Many Actions were identified by Council in response to feedback received through community consultation in 2018 for the Community Strategic Plan, Your Vision | Your Future 2018-2028.

The past 12 months have seen Council implement several Actions from the LSPS including adoption of the following strategies:

- Hornsby Local Housing Strategy 2020 (Liveability Action 16)
- Sustainable Hornsby 2040 Strategy (Sustainability Action 2)
- Biodiversity Conservation Strategy (Sustainability Action 5)
- Urban Forest Strategy (Sustainability Action 7)
- Water Sensitive Hornsby Strategy (Sustainability Action 4)
- Climate Wise Hornsby Plan (Sustainability Action 17)
- Economic Development and Tourism Strategy (Productive Action 4)
- Play Plan (Sustainability Action 15)
- Employment Land Study (Productive Action 3)
- Seniors Housing Demand and Supply Review (component of Liveability Action 16)
- Community and Cultural Facilities Strategic Plan (Liveability Action 8).

Work continues to be undertaken to progress and complete other LSPS Actions including:

- Rural Lands Study (Sustainability Action 11)
- Thematic History (component of Liveability Action 14)
- Hornsby Town Centre Review (Productivity Action 1)
- Brooklyn Place Plan (Liveability Action 6)
- Public Domain improvements Asquith to Mount Colah (Collaborative Action 7).

Progress on our Delivery Program

What is the Delivery Program?

The Delivery Program is Council's commitment to the community over its political term and is in response to **Your Vision | Your Future 2028**, the Community Strategic Plan for Hornsby Shire. It is Council's job to make sure we bring our community closer to their vision over the next 10 or so years.

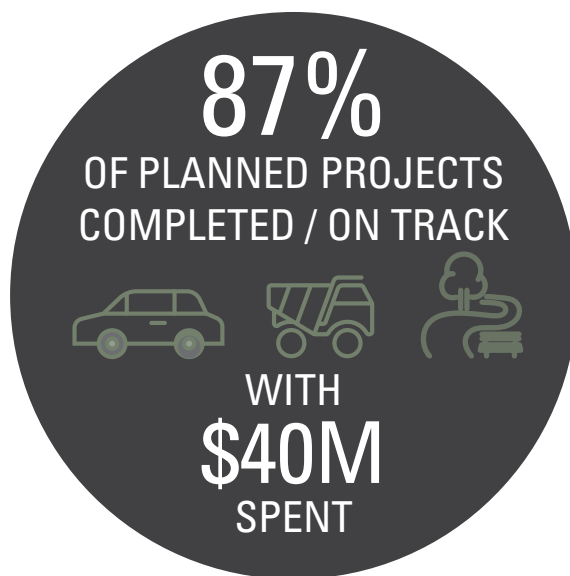
The Delivery Program / Operational Plan is where Council outlines what it intends to do towards achieving the community vision and what its priorities will be – the point at which the Strategic Goals, Community Outcomes and Focus Areas in the Community Strategic Plan are translated into service delivery and Key Initiatives.

On 10 June 2020, Council adopted the Delivery Program 2020-2022 including the 2020/21 Operational Plan and Budget. The Delivery Program and Operational Plan set out the manner in which Council intends to deliver services and measure performance.

Snapshot of performance

Ninety-two per cent of Actions within the Delivery Program 2020-2022 and Operational Plan 2020/21 have been Completed or are On Track. Including capital projects brings the annual overall percentage to 91%.

Eighty-seven per cent of planned capital projects were completed or are on track, with \$40.5 million spent.



	Actions within Delivery Program / Operational Plan Completed / On Track <i>(includes capital projects)</i>	% change from 2016/17
2020/21	91% <i>(+1% impacted by COVID-19)</i>	<p>5%</p>
2019/20	88% <i>(+7% impacted by COVID-19)</i>	
2018/19	92%	
2017/18	83%	
2016/17	86%	

Progress on our Delivery Program

2020/21 Performance

(Local Government Act 1993, s428(1))

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

- LIVEABLE
- SUSTAINABLE
- PRODUCTIVE
- COLLABORATIVE.

It contains Key Initiatives, Ongoing Activities and Capital Projects that Council resolved to undertake in 2020/21, aligned to the Services that Council will provide.

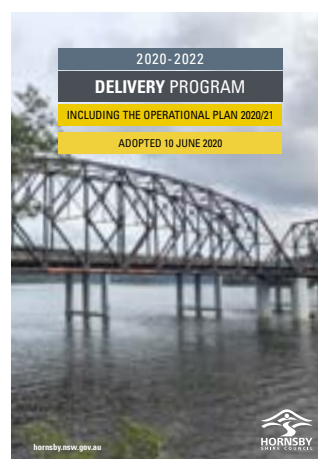
Reports must be provided to Council on progress of the Delivery Program at least six monthly. For Hornsby Council, this involves presenting a Performance Report to each February and September Council meeting. These Performance Reports can be viewed on our [website](#).

Council is then required to outline achievements in implementing its Delivery Program, through the annual Operational Plan, in the Annual Report. This can be done by providing a combination of quantitative and qualitative data to provide a picture of how well Council did what it said it would do.

The following pages contain 2020/21 Achievements mapped under each of the 12 Outcomes in **Your Vision | Your Future 2028**. It goes on to show end of year performance summaries for each Service aligning to each Outcome, as well as progress on Service Delivery Indicator/s over the four year duration of the Council term, against the 2016/17 baseline.

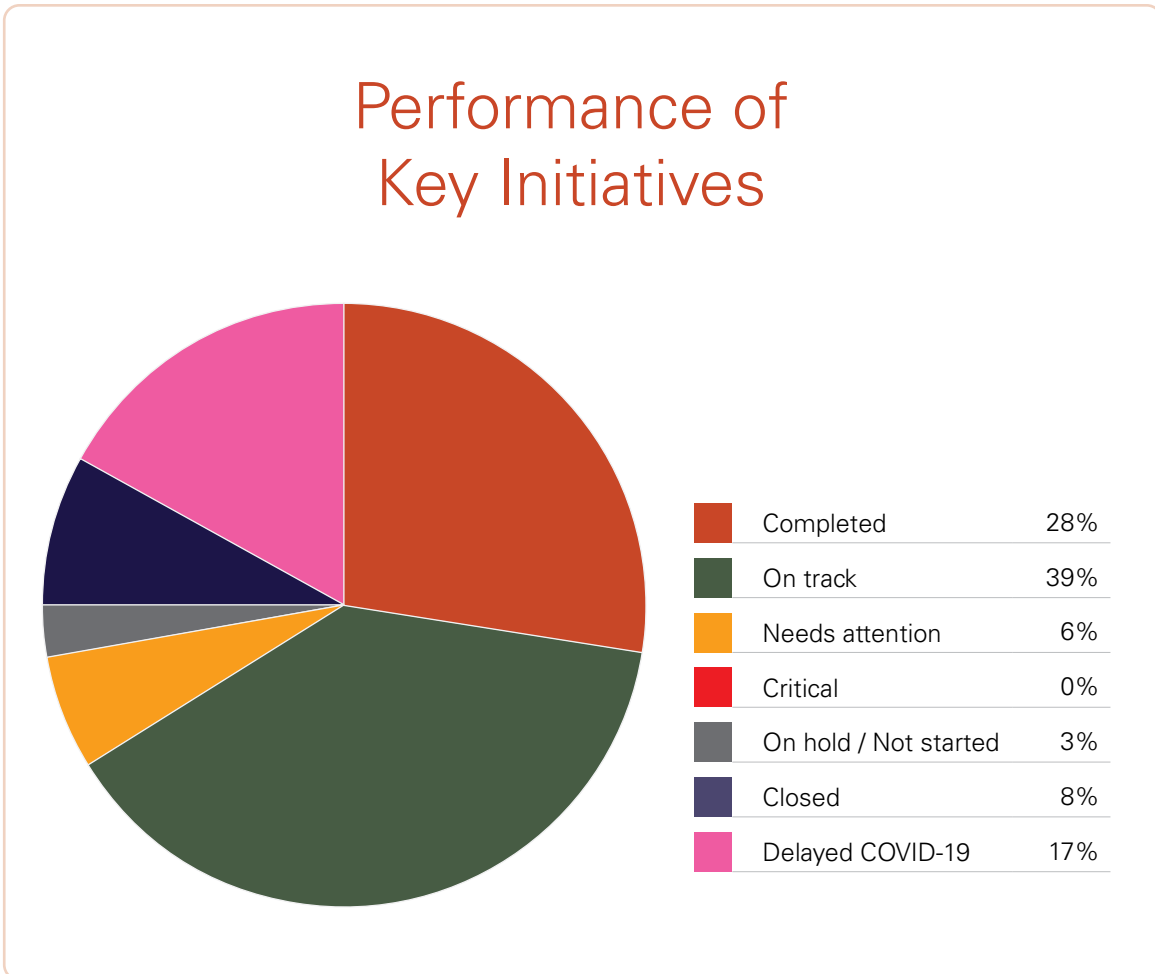
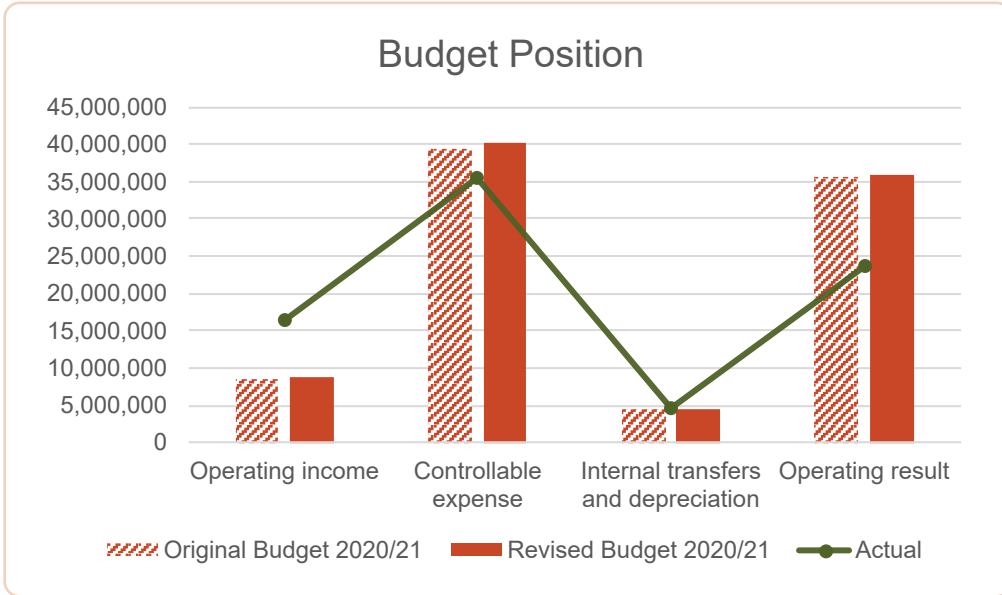
Each Theme begins with a snapshot of overall performance of Key Initiatives and Budget progress (operating expenditure) as at 30 June 2021.

An update on progress of Capital Projects is included after the four Themes, beginning with a snapshot of overall performance and Budget progress (capital expenditure) as at 30 June 2021 and outlining a list of projects completed during 2020/21.





LIVEABLE





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



Headline Indicator	Benchmark 2017	Result 2020	Indicator trend
Percentage of residents who rate their quality of life as very good to excellent	81%	80%	=

A statement establishing Council's response to the community's desired outcomes, and how we will measure progress

OUTCOMES under the Liveable Theme

- 1.1 Infrastructure meets the needs of the population
- 1.2 People have good opportunities to participate in community life
- 1.3 The area feels safe

'Where we want to be'
The kind of place the community wants Hornsby Shire to be

FOCUS AREAS under the Liveable Theme

- FA1 Celebrating diversity and working together
- FA2 Identifying, protecting, creating and providing access to places and spaces for people
- FA3 Giving people housing choices
- FA4 Community wellbeing and neighbourhood
- FA5 Advocating with the NSW Government for the infrastructure needs of the local area

'How we are going to get there'
Encompassing the Ten Directions of the Greater Sydney Commission's North District Plan

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

LIVEABLE



OUTCOME 1.1

Infrastructure meets the needs of the population

SERVICES supporting Outcome 1.1 of the Liveable Theme

- 1E. Manage and coordinate design and construction of civil works
- 1F. Assess applications for building development, subdivision and land use proposals
- 1H. Manage parks and sporting facilities, plan future improvements, and identify areas for future green space or open space acquisition and protection
- 1J. Deliver projects that involve significant landscape/urban design and civil design components

'What Council will deliver during its term of office'

AWARDS



National Playspace Design Awards

Local playgrounds within Hornsby Shire, designed and delivered by Council's Landscape Architects team, have been recognised for excellence, winning two National Playspace Design Awards. The Kidsafe National Playspace Design Awards are held every two years to acknowledge excellence and innovation in safe, creative playspaces across Australia. The Awards showcase the achievements of communities working with educators, designers and the playground industry in creating innovative, high-quality play environments in public spaces, schools, and education and care services. Waitara Park Playground was the winner in the Public Playspace (\$500,000 - \$1M) category. The playground is the community hub of the Waitara Park precinct, promoting resident engagement and interaction. It features a wide range of equipment and ensures a safe playspace for children of all abilities.

The Carrs Bush Inclusive Nature Based Playspace at Fagan Park was highly commended in the Public Playspace (under \$500,000) category. Designed for accessibility, the simplicity of this space creates opportunities for 'intrigue and exploration' and allows children of all abilities to engage and have fun through social and imaginative play. Set within a bushland reserve, the playspace provides opportunities for active, creative risk-taking within a safe environment.



Parks and Leisure (NSW) Award of Excellence

Council was the recipient of a Parks and Leisure (NSW) Award of Excellence for Waitara Park

The Awards of Excellence recognise and showcase outstanding initiatives and innovative efforts of 'the people behind the places' who promote and enhance opportunities for the good use of leisure time and for the social, environmental and economic benefit to the community.

LIVEABLE



ACHIEVEMENTS



New Gateway and Suburb Signs

Council installed new gateway and suburb signage welcoming people to the Shire in 25 locations. The design of the new signs responds to Hornsby's 'Bushland Shire' character with a two-tone motif reminiscent of gum leaves, reflecting Hornsby's bushland character and wealth of natural resources. The new signs also give prominent recognition of the traditional owners of Hornsby Shire lands, the GuriNgai and Darug Peoples. The new signs come in three different forms:

- vertical gateway markers that announce entry to the Shire placed at key entry points
- vertical suburb markers that mimic the gateway sign at a smaller scale and will be located primarily along major transport routes, and
- lower, horizontal gateway signs that respond to the wide-open spaces in the Shire's more rural localities.



New Public Domain Guidelines

Council adopted new Public Domain Guidelines in July 2021. The public domain encompasses all publicly accessible shared spaces, including streets, lanes, squares, parks and pedestrian connections, as well as verges, vegetation, footpaths, cycleways, furniture, lighting and signage. Hornsby Shire has experienced rapid growth and development over the last decade, particularly in key high-density housing strategy precincts. There are numerous challenges in achieving high quality, consistent public domain outcomes during this period of rapid growth. As such, there is a requirement for additional guidance in the design and delivery of the future public domain in Hornsby's key development areas. The new Hornsby Public Domain Guidelines provide objectives and technical information to guide the design and construction of the public domain within five key project areas identified for Hornsby Shire, specifically Asquith, Beecroft, Waitara, Thornleigh and West Pennant Hills. However, the guidelines will also be used in the preparation and assessment of public domain proposals that apply to projects outside those areas. The new Public Domain Guidelines were developed in close consultation with the community and Council stakeholders.

LIVEABLE

SERVICES AND PERFORMANCE



1E.

Manage and coordinate design and construction of civil works

- FA2 Identifying, protecting, creating and providing access to places and spaces for people
- FA5 Community wellbeing and neighbourhood amenity

Programmed 2020/2021 designs and construction works have been completed or progressing as planned.

Notable completed projects include:

- Reconstruction of Old Beecroft Road, Cheltenham
- Reconstruction of Colah Road, Mount Colah (Stage 1 - between Belmont Parade to Gray Street)
- Construction for new shared path along Peats Ferry Road, Hornsby between Jersey Lane and Galston Road
- Construction for new raised pedestrian crossing in Quarter Sessions Road, Westleigh outside Thornleigh West Public School
- Construction for new biofiltration basins and gross pollutant traps to improve water quality at Lessing Park, Hornsby and Normanhurst Park, Normanhurst.

HIGHLIGHTS

16
Footpath
improvements

5,460
Metres of new
footpaths

2
Local road
improvements

LIVEABLE

SERVICE DELIVERY INDICATORS	2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
1E.D1 % community satisfaction on completed Local Road projects	74%	Not measured	Not measured	Not measured	Not measured	x
1E.D2 % community satisfaction on completed Footpath projects	73.5%	Not measured	90%	Not measured	Not measured	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

1F.

Assess applications for building development, subdivision and land use proposals

- FA3 Giving people housing choices
- FA5 Advocating with the NSW Government for the infrastructure needs of the local area

100% of major development applications were presented to Local and Regional Planning Panels within the 180 day performance target.

HIGHLIGHTS

37 days

Average completion time for Development Application determinations

977

Development Applications determined

\$1.328 million

Income from Development Applications

\$710.3 million

Construction value of Development Applications

LIVEABLE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
1FD1	Income received from Development Applications	\$1.072 million	\$1.057 million	\$1.012 million	\$768,000	\$1.328 million	√
1FD2	Average time for determination of Development Applications	60 days	50 days	60 days	42.3 days	30 days	√
					2019/20 baseline		
1FD3	Average time for determination of Subdivision Works Certificates				14 days	22 days	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



1H.

Manage parks and sporting facilities, plan future improvements and identify areas for future green space or open space acquisition and protection

- FA2 Identifying, protecting, creating and providing access to places and spaces for people
- FA4 Community wellbeing and neighbourhood amenity
- FA5 Advocating with the NSW Government for the infrastructure needs of the local area

A substantial review and development of Crown Lands Plans of Management is underway.

Detailed input has been provided into the development of new open space sites at Hornsby Quarry and Westleigh.

HIGHLIGHTS

25

Parks / playgrounds upgraded

4

Sporting facilities upgraded

Play Plan
(shire-wide)

Adopted May 2021

identifying opportunities for renewal of existing playgrounds

LIVEABLE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
1H.D	Number of casual park bookings	1,785	1,846	1,887	1,836	2,052	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

1J.

Deliver projects that involve significant landscape/urban design and civil design components

- FA2 Identifying, protecting, creating and providing access to places and spaces for people
- FA4 Community wellbeing and neighbourhood amenity
- FA5 Advocating with the NSW Government for the infrastructure needs of the local area

The following projects have been delivered:

- Hornsby Park - detailed design for bulk earthworks and site stabilisation has been completed and tenders called for delivery. The draft master plan for site embellishments has been prepared ready for community consultation in early 2021
- Peats Ferry Road Public Domain - design has been completed for the main street improvement works and a tender awarded for early works. Tenders have closed for the remaining scope of work and will be awarded in early 2021
- Hornsby Library - design for the refurbishment of Hornsby Library has been completed and a tender awarded for construction. Refurbishment works will commence in early 2021.

HIGHLIGHTS

Hornsby Park
Master plan adopted
July 2021

Hornsby Park
Detailed design for
Stage 2 earthworks
completed and tender
awarded for delivery

Public Domain
Guidelines
Adopted July 2021

SERVICE DELIVERY INDICATORS

		2018/19	2019/20	2020/21	Trend
1J.D1	Number of Major Projects (or stages of Major Projects) delivered	4	4	6	√
1J.D2	% Major Projects delivered within budget	95%	100%	100%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

LIVEABLE

SERVICES AND PERFORMANCE



OUTCOME 1.2

People have good opportunities to participate in community life

SERVICES supporting Outcome 1.2 of the Liveable Theme

- 1B. Provide comprehensive community support and cultural programs
- 1C. Manage and administer the provision of community and cultural facilities to promote the physical, cultural and emotional wellbeing of our community
- 1D. Provide diverse and interesting events for our community to participate in and enjoy
- 1G. Provide library and information services to meet the educational, cultural and recreational needs of the community
- 1i. Manage aquatic and leisure centres (Business Activity)

'What Council will deliver during its term of office'

LIVEABLE



ACHIEVEMENTS



Food Truck Fridays

Council's Events team presented a series of 'Food Truck Friday' activations throughout the Hornsby Shire featuring food trucks and live musical entertainment at key locations on Friday evenings during March, April and May. Providing an opportunity for our community to 're-emerge, celebrate and engage', the food trucks served a range of cuisines, including American, Hispanic, Italian, Vietnamese, Greek, German and Japanese food styles and ice-cream desserts. The events were promoted under the message 'Get ready for the weekend and enjoy great food and music around the Shire.' Each event was ticketed to ensure correct COVID protocols were met.



Book Week goes wild and virtual

This year, Council hosted a special virtual treat for Book Week (19 - 25 October), titled '*Let's get curious...let's get wild*'.

Hornsby Shire Libraries partnered with award-winning educational theatre group *Perform Education* to explore the theme '*Curious Creatures, Wild Minds*'.

During the week, you were able to log in via the online portal and access this year's musical, 'The Greatest Discovery', complete with a post-performance live stream Q&A session with the actors and creatives!



NAIDOC Week

'*Always Was, Always Will Be*' was the theme for NAIDOC Week 2020 (8 - 15 November) Council celebrated the history, culture and achievements of Aboriginal and Torres Strait Islander peoples, hosting two online events, and a colouring-in activity, created by author Tyrown Waigan.

ACHIEVEMENTS



Connected Communities: From Harmony Day to Neighbour Day

To celebrate diversity and strengthen multicultural inclusion in the Hornsby Shire, Council presented a week-long series of free virtual performances, cooking demonstrations and cultural presentations over the week of Sunday 21 – Sunday 28 March 2021. Highlights included:

- a 'Harmony Day' video presentation of choral, operatic and dance performances from around the world,
- instructions for Kimchi cooking and Origami given in English, Korean and Chinese,
- an exploration of South Asian customs including cooking, henna art and Rangoli crafts, and
- step by step instructions for Chinese Calligraphy and Korean handicrafts in three languages, English, Chinese and Korean.

Our week-long celebrations concluded with 'Neighbour Day' multicultural online performances and a virtual trip around some of Hornsby Shire's most picturesque locations. Audiences joined in on the fun at Hornsby Shire Council's YouTube and Facebook pages.

Youth Week Fun – in 2021

The theme of this year's Youth Week (16 – 24 April) celebrations was 'Together more than ever' - and what better way to come together than to put a tough year behind us and share some laughs!

As part of our Youth Week partnership with the NSW Department of Family and Community Justice and the 'Comedy For A Cause' team, Hornsby Shire Council presented a Youth Week Comedy Night featuring an all-star line-up of comedians that have performed around the world and featured on TV and in film.

'Comedy For A Cause' performers assist 'not for profit' organisations raise funds by hosting shows for a large variety of 'causes', having helped raise over \$1,000,000.

Friday Night Vibes - Season 2

Council presented a second season of our popular Friday Night Vibes music sessions, live-streamed on Facebook between 6 pm and 7 pm over four Fridays from 16 October to 6 November 2020.

Featured artists Travis Drew, Zac Sellars, Carmel Mesiti and Charlie Tchetchenian with the Sussudio Big Band performed a range of 'hits' and original arrangements across a range of instrumental and vocal genres.



LIVEABLE



ACHIEVEMENTS



Conversations with Carers

During 'National Carers Week' (12-17 October 2020), Council hosted a series of free virtual presentations about caring for a family member or friends living with disability, mental illness, alcohol or drug dependency, long term health condition or who is frail due to old age.

This included talks on:

- Male Carers
- Better Outcomes for People with an Intellectual Disability and
- Trauma, Crisis Management and Care.



A new Home Library van

In April, Council acquired a brand-new van for our Home Library Service.

The free service is an important resource for Hornsby Shire residents who may have difficulty visiting Council's libraries, including people who may be aged, restricted by disability or illness, have caring responsibilities or are otherwise eligible to join the Home Library Service. Our Home Library Service team visits individual homes as well as retirement villages, nursing homes and hostels, bringing books, including large print volumes, audio books, DVDs, music CDs and magazines, including eBooks, eAudiobooks, eMagazines, and other electronic resources.

After many years of service, our old Home Library Service van was retired and replaced with a new vehicle with a new eye-catching look in the hope its bright teal decals will help generate interest in the Home Library Service while the team is out on their deliveries.

SERVICES AND PERFORMANCE



1B.

Provide comprehensive community support and cultural programs

- FA1 Celebrating diversity and working together
- FA2 Identifying, protecting, creating and providing access to places and spaces for people
- FA4 Community wellbeing and neighbourhood amenity

- COVID-19 continued to affect the service provision within the scope of offering community support. Staff continued to work with the two local dementia cafe's offering publicity via Facebook and the website.
- Youth mental health continued to be raised as an issue through the local youth networks, with staff facilitating three online sessions targeting HSC students' mental health.
- Staff prepared a more detailed, sensitive and user friendly section on Council's website to assist the community with awareness of domestic violence as well as local options for safety and help.
- Staff continued to coordinate responses to the homeless situation in the Shire, working with local police, Catholic Care and Link Housing to refer clients in and around the Galston, Arcadia and Hornsby areas, and in particular in and around the Hornsby Mall. Over 50 direct referrals were made.

HIGHLIGHTS

792
People supported through the Home Modification Service

50
Direct referrals made to care organisations for homeless clients

LIVEABLE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
1B.D	Number of community referrals provided to local support organisations	2,453	1,972	3,600	2,345	3,004	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

1C.

Manage and administer the provision of community and cultural facilities to promote the physical, cultural and emotional wellbeing of our community

HIGHLIGHTS

Community and Cultural Facilities Plan

(updated version)

adopted July 2021

FA2 | Identifying, protecting, creating and providing access to places and spaces for people

- Community Centres across the Shire have been well utilised over the last 12 months, following a slow take up from community groups in July 2020 following the completion of COVID-19 lockdown. Shire wide utilisation has continued to increase month upon month.
- Storey Park Community Centre has concluded its first year of operations and finished strong with in excess of 180 bookings in the fourth quarter.
- The annual maintenance program continued across all centres during the year. Additionally, airconditioning upgrades were completed at Mount Colah, Thornleigh and Pennant Hills Community Centres.

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
1C.D1	Number of regular hires of community facilities	15,266	10,726	9,281	6,296	9,328	x
1C.D2	Number of casual hires of community facilities	2,175	1,596	1,237	880	2,375	√
					2019/20 baseline		
1C.D3	Total public attendance at community facilities				300,000	275,002	~

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

LIVEABLE

SERVICES AND PERFORMANCE



1D.

Provide diverse and interesting events for our community to participate in and enjoy

- FA1 Celebrating diversity and working together
- FA4 Community wellbeing and neighbourhood amenity

While COVID-19 presented numerous challenges to the Events team in delivering the normal slate of community events across the calendar, we adapted and shifted to accommodate the restrictions and requirements as and when they presented.

HIGHLIGHTS

Friday Night Vibes

Featuring over 20 local musicians and artists in a second season of online performances

Food Truck Fridays

3 x months of community events including food trucks, live music, and seating in a COVID safe way

Children's Voices for Reconciliation

Online performance of a local indigenous elder for school students

LIVEABLE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
1D.D1	Number of large community events held	4	4	6	4	6	√
1D.D2	Number of community groups assisted to deliver their own events	2	2	8	3	2	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

1G.

Provide library and information services to meet the educational, cultural and recreational needs of the community

- FA1 Celebrating diversity and working together
- FA2 Identifying, protecting, creating and providing access to places and spaces for people

- The libraries Facebook page grew from an original 86 followers to 1,087. Staff made 103 posts which achieved 3,160 unique engagements. This included author talks, children's story-time and health related talks.
- Due to COVID-19 the family history websites offered from-home access via the libraries account. Ancestry, My Heritage and Find my Past all offered this service and staff assisted with queries.

HIGHLIGHTS

3,426

New Library Memberships

260,212

Visits to Hornsby Shire Libraries

2,654

Home Library visits

522,884

Physical items borrowed

378,717

Electronic items borrowed

LIVEABLE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
1G.D1	Number of participants at library program and seminar sessions, including author talks and book clubs (adults and children)	25,000	25,898	25,683	23,446	18,185	x
1G.D2	Number of items loaned	950,000	986,099	1,020,290	909,009	901,601	~
1G.D3	Average number of items loaned per library member per year	14.7	15.9	14.7	12.3	13.5	~
1G.D4	% residents who belong to Council's libraries	36%	34%	37%	39%	34%	~

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



1i.

Manage aquatic and leisure centres (Business Activity)

- FA2 Identifying, protecting, creating and providing access to places and spaces for people
- FA4 Community wellbeing and neighbourhood amenity

- Compared to 2018/19 pre-COVID, the aquatic facilities have seen a combined total drop in usage of 33% which is inclusive of, but not limited to, casual swims, memberships and programs. However, the Thornleigh Brickpit saw an increase of 5% in total utilisation compared to 2018/19 pre-COVID, attributed to the return to activities as restrictions for hard court sports were eased. Brickpit permanent bookings have grown by 9% compared to pre-COVID 2018/19.
- Both the Hornsby (HALC) and Galston (GALC) Aquatic and Leisure Centres have increased the number of aqua classes offered. For 2020/21, aqua classes increased by 120% at HALC and 80% at GALC.
- Bookings with restrictions on attendees were still mandatory throughout the year to ensure our venues remained aligned with NSW Health COVID regulations. Group fitness classes at HALC grew by 100% to accommodate the growing demand for Yoga, Pilates and Zumba classes within our community.

HIGHLIGHTS

237,307

Visits to Hornsby Aquatic Centre

52,206

Visits to Galston Aquatic Centre

75%

Court usage per available hours
Thornleigh Brickpit Stadium

LIVEABLE

SERVICE DELIVERY INDICATORS

	2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
1i.D Budget performance of aquatic and leisure centres is > or within 10%	100%	5%	67%	100%	100%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



OUTCOME 1.3 The area feels safe

SERVICE supporting Outcome 1.3 of the Liveable Theme

- 1A. Provide a management and maintenance service for Council's assets

'What Council will deliver during its term of office'

ACHIEVEMENT



Cleaning up after the floods

The severe floods along the Hawkesbury River in 2020, so soon after unprecedented bushfires, resulted in thousands of fire-affected tree logs being swept down the river, along with debris, concrete pontoons, derelict vessels and excessive amounts of smaller and larger items being deposited in the mangroves and along foreshores.

Council partnered with Resilience NSW and various NSW Government agencies during the clean-up and recovery phase. Council's Operational Crews assisted with emergency call-outs both during and following the flood event, clearing flood-affected roads of debris and siltation build-up. Council's Waste Section organised additional street-side rubbish pickups to assist residents and conducted ongoing clearing of Council-owned public facilities, including public wharves and pontoons to ensure that public access through waterways was not affected. Full recovery may be a long process and some of the debris might not be recoverable as much of it is remote and not accessed easily.

LIVEABLE



SERVICES AND PERFORMANCE

1A.

Provide a management and maintenance service for Council's assets

- FA2 Identifying, protecting, creating and providing access to places and spaces for people
- FA5 Advocating with the NSW Government for the infrastructure needs of the local area

- The Asset Operations and Maintenance Service has carried out capital renewal and maintenance works on roads, buildings, footpaths, stormwater drainage and foreshore facilities throughout the year in accordance with the approved Delivery Program or reactive maintenance works.
- The Service has also provided a 24/7/365 emergency response service for Council's infrastructure assets.

HIGHLIGHTS

839

Potholes repaired at a cost of \$81,000

1,285

Metres local roads rehabilitated

1,734

Metres new kerb and guttering

\$2,070

Per kilometre average maintenance cost on stormwater drainage

LIVEABLE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
1A.D1	Number of incidents and annual expenditure on graffiti (Council's assets)	344 incidents \$23,880 exp	343 incidents \$44,800 exp	422 incidents \$70,690 exp	369 incidents \$63,270 exp	375 incidents \$44,000 exp	x
1A.D2	Number of incidents and annual expenditure on vandalism (Council's assets)	23 incidents \$21,637 exp	13 incidents \$19,000 exp	25 incidents \$46,660 exp	16 incidents \$22,300 exp	15 incidents \$9,000 exp	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

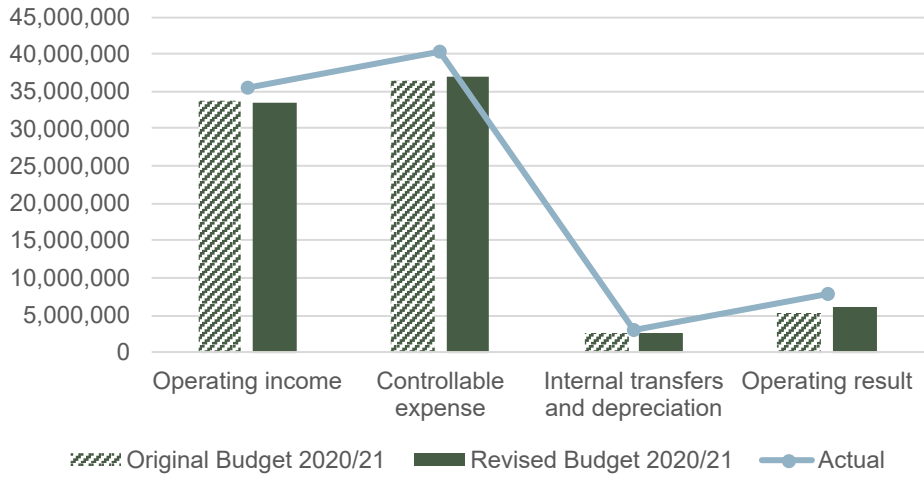
~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

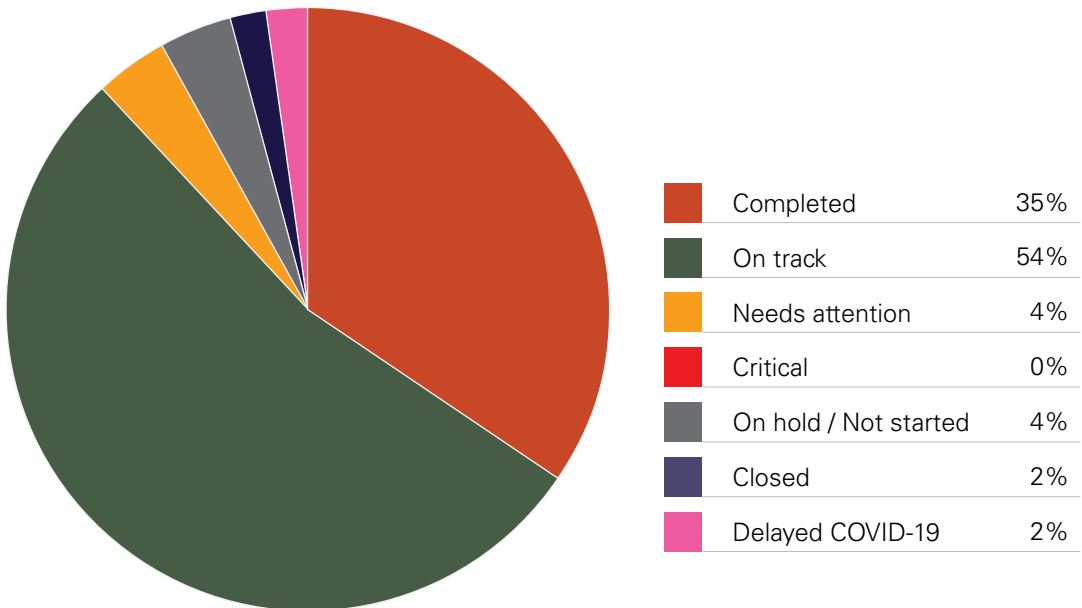


SUSTAINABLE

Budget Position



Performance of Key Initiatives





SUSTAINABLE

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

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



Headline Indicator	Benchmark 2017	Result 2020	Indicator trend
Percentage of private land in Hornsby Shire with tree canopy coverage	2019 baseline 56% NB. Baseline was not available for 2018 Community Strategic Plan pending data from mapping then underway	NA next update scheduled for 2022	NA
Percentage of council land in Hornsby Shire with tree canopy coverage	2019 baseline 83% NB. Baseline was not available for 2018 Community Strategic Plan pending data from mapping then underway	NA next update scheduled for 2022	NA

A statement establishing Council's response to the community's desired outcomes, and how we will measure progress

OUTCOMES under the Sustainable Theme

- 2.1 The local surroundings are protected and enhanced
- 2.2 People in Hornsby Shire support recycling and sustainability initiatives
- 2.3 The Shire is resilient and able to respond to climate change events and stresses

'Where we want to be'
The kind of place the community wants Hornsby Shire to be

FOCUS AREAS under the Sustainable Theme

- FA6 Valuing green spaces and landscape
- FA7 Using resources wisely
- FA8 Adapting to a changing environment
- FA9 Living with bush fire risk
- FA10 Advocating with the NSW Government for the infrastructure needs of the local area

'How we are going to get there'
Encompassing the Ten Directions of the Greater Sydney Commission's North District Plan



SUSTAINABLE

OUTCOME 2.1

The local surroundings are protected and enhanced

SERVICES supporting Outcome 2.1 of the Sustainable Theme

- 2A. Manage public health, safety and our natural and built environment
- 2C. Conserve and enhance natural resources
- 2F. Protect and conserve trees on public and private lands

'What Council will deliver during its term of office'



ACHIEVEMENTS

SUSTAINABLE



Saving Julian's Hibbertia

Julian's Hibbertia is an exceptionally rare endangered plant species now found in only four locations in the world – including in Hornsby Shire.

Discovered in 2007 and only named and described in 2015, Julian's Hibbertia (*Hibbertia spanantha*) are flowering 'shrublets' that rely on seeding after bush fires to regenerate their population. With funding support from the NSW Government's 'Saving Our Species Program', Council's Bushland staff and volunteers working out of our Warada Ngurang Community Nursery have been taking part in research to conserve the genetic diversity of the remaining populations of Julian's Hibbertia. This has included studies of different soil nutrient treatment methods to support 'population augmentation translocation' to minimise 'inbreeding' within the four isolated populations of the plants. Nursery-based 'nutrient loading' has been shown to assist plant growth, support stress-resistance and improve 'transplant competitive ability'.



Planting 30,000 trees!

Dubbed 'The Bushland Shire', Hornsby Shire is already renowned as one of the greenest places in Australia. Bolstering that reputation, the citizens of Hornsby Shire can now boast of planting the 30,000th tree to go into their soil in less than two years! The extraordinary tree-planting milestone was passed as we also announced the creation of a unique Eucalyptus Arboretum and a delightful new 'Children's Forest' discovery space to be added to our majestic 55-hectare Fagan Park at Galston. The Eucalyptus Arboretum will be a permanent sanctuary for all 100 species of Eucalypts in the Sydney Bioregion.

The Arboretum will be the only place in New South Wales where all our magnificent Eucalypts can be seen and enjoyed by us and as our legacy to future generations.



'Plants on the Run' native plant pop-up giveaways

In 2021, Council brought native plants to a park near you with Plants on the Run, our new look native plant giveaways.

Hornsby Shire residents were invited to pick up free plants off the back of a ute. There was planned to be 12 giveaways on selected Saturdays from April to August, at various locations across the Shire. You could choose between trees, shrubs and groundcovers, with friendly Council nursery staff on hand to help you make your selection. Plants on the Run sessions were open for one-and-a-half hours or until stock ran out. A total of 2,100 native plants were given away to 852 households across eight pop-ups before in late June 2021, COVID-19 re-escalated and the last four pop-ups had to be postponed. Plants provided in the giveaways were locally sourced and grown at Council's Community Nursery by volunteers and our staff. With COVID-19 a factor for most of 2021, it was decided to have smaller, more frequent events.

ACHIEVEMENTS



SUSTAINABLE



Biofiltration Basin Interpretive Signs

You may have seen what look like low rockery borders built around a patch of tall grass, but these special urban designs are biofiltration basins with water harvesting capability. Their purpose is to improve the ecological health of nearby waterways by improving water quality, preserving habitat and minimising ongoing erosion and pollution. The biofiltration basins capture litter and prevent excessive organic matter, sediment and nutrients from entering waterways and the basin itself is planted with suitable plants. Water storage tanks installed under the basin allow for the reuse of the water harvested for such purposes as irrigating parks and gardens. To help explain to passers-by how biofiltration basins work, Council has installed informative signage at sites at Asquith Oval, Berowra Waters, Orara Park in Waitara and Pennant Hills Park.



New Raingardens

Council installed new raingardens on Yarrara Road and Fisher Avenue in Pennant Hills.

These self-watering, low maintenance gardens help protect our creeks and rivers by capturing and treating stormwater that runs off hard surfaces after it rains.

Raingardens are vegetated sand filters designed to stop nutrients, rubbish and sediment from entering the stormwater drainage system.

Like regular garden beds, raingardens capture and filter polluted runoff from surfaces such as roofs, lawns and roads.



The State's Greenest Shire

According to the most recent Greener Spaces Better Places report, Hornsby Shire Council is the 'greenest' local government area in NSW and the second greenest municipality in the nation.

Greener Spaces Better Places is a national initiative that brings together academia, business, government, community groups and the 'green' industry.

Hornsby Shire has 71.1 per cent tree canopy cover, typically over 3 metres tall. In addition, we have 6.9 per cent shrub coverage, 12.6 per cent grass coverage and only 8.8 per cent hard surface.



SERVICES AND PERFORMANCE

SUSTAINABLE

2A.

Manage public health, safety and our natural and built environment

FA6 | Valuing our landscape

During the year, some investigations and matters received by the Regulatory Services Branch were unable to be carried out either due to Covid restrictions or teams being under-resourced, however:

- 2,905 Services Requests received were investigated relating to environmental incidents, unlawful building works, land uses and breaches of consent, with 88 Penalty Infringement Notices issued for serious offences
- 52 Warning Notices were issued to visitors of the Hornsby Mall for smoking in a non-smoking area
- 265 food premises were inspected and achieved a 3+ Scores on Doors rating.

HIGHLIGHTS

1,119

Companion animal requests or incidences responded to

334

Swimming pool compliance certificates issued

Underground Petroleum Storage Tank monitoring program developed

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
2A.D1	% companion animal rescues in 24 hours	100%	100%	100%	100%	98%	√
2A.D2	% medium and high risk food premises inspected	100%	100%	100%	83%	63%	x
2A.D3	% Compliance Service Requests investigated in 21 days	93%	95%	90%	95%	89%	~
2A.D4	% swimming pool inspections undertaken on the day of request	98%	99%	100%	100%	99%	√
					2019/20 baseline		
2A.D5	% Annual Fire Safety Statements checked				98%	100%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



2C.

Conserve and enhance natural resources

- FA6 Valuing our green spaces and landscape
- FA7 Using resources wisely
- FA8 Adapting to a changing environment

- Assessment of land categorisation for Community Crown Land Parcels is now complete, including assessment of Natural Areas by staff. The categorisations have now been submitted to the Minister for Crown Lands for endorsement
- Ecohealth monitoring continued which included an assessment of riparian condition, geomorphology, macroinvertebrate communities and water quality data to provide a measure of overall catchment health at 33 sites
- 155 seed lots collected and added to Council's seed bank or propagated
- 82 sites worked by bush regeneration contractors to restore bushland
- 54 revegetation projects implemented in bushland reserves managed by Council

HIGHLIGHTS

173

Trees in bushland reserves inspected for safety

3

Stormwater Quality Device improvements

Water Sensitive Hornsby Plan
Adopted March 2021

Biodiversity Conservation Strategy
Adopted March 2021

SUSTAINABLE

SERVICE DELIVERY INDICATORS	2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
2C.D1 Area of bushland actively managed to conserve and enhance natural resources within the Shire	230 hectares	216 hectares	230 hectares	230 hectares	230 hectares	~
2C.D2 Pollutants removed from waterways via catchment remediation devices	1,194 tonnes	555.55 tonnes	794 tonnes	598 tonnes	500 tonnes	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
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- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

SUSTAINABLE

2F.

Protect and conserve trees on public and private lands

FA6 | Valuing our green spaces and landscape

- 323 Development Applications were referred for Tree Protection comments, taking an average of 12 days
- Of the 829 Tree Applications determined, 625 were approved/partially approved and 204 were refused
- An Urban Forest Strategy was adopted by Council in March 2021. The Strategy identifies actions aimed at improving the protection and enhancement of trees on private and public land.

HIGHLIGHTS

829

Tree applications determined

12 days

Average time to determine tree applications

1,546

Requests for Street tree inspections with 92% completed within service level agreement

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
2FD	% tree inspections determined:						
	■ 10 days and under	32%	46%	40.7%	63%	60%	√
	■ 11-28 days	54%	46%	42.7%	28%	32%	√
	■ 29-40 days	8%	3%	9.3%	4%	4%	√
	■ More than 40 days	6%	5%	7.3%	5%	4%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

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SUSTAINABLE

OUTCOME 2.2

People in Hornsby Shire support recycling and sustainability initiatives

SERVICE supporting Outcome 2.2 of the Sustainable Theme

2G. Provide a domestic recycling and waste service

'What Council will deliver during its term of office'



ACHIEVEMENTS

SUSTAINABLE



MobileMuster Award

The residents of Hornsby Shire were again named New South Wales' top mobile phone recyclers at the Australian Local Government Association (ALGA) National General Assembly held in Canberra in June 2021.

Hornsby Shire Council was presented with a MobileMuster Award acknowledging the community having collected the most mobile phone components for recycling between May 2020 and April 2021.

Hornsby Shire residents deposited 500 kilograms (half a tonne!) of old phones and phone components in the national MobileMuster recycling drive over the 12 months.



Waste collection trucks' new livery

Hornsby Shire Council has put 28 waste collection trucks to extra use as educational 'mobile billboards' to promote important waste avoidance and resource recovery messages. Each side of the trucks features large, colourful designs to encourage recycling, to inspire repurposing and reuse of household items, home composting and worm-farming, sustainable fashion and 'smart shopping', along with messages discouraging littering and illegal dumping. Our staff were inspired by Council's latest Waste Community Consultation Report and 'Waste Matters' Strategy to identify key waste-reduction message themes which were then used to develop the new truck livery. Council's waste, communication and engagement teams collaborated with an external agency to translate key educational and behavioural-change messages into creative, eye-catching designs featuring high-quality professional photography and graphics.



Bulky Waste Collection Service Expanded

In July, Council announced the expansion of its kerbside 'bulky waste' collection service - the first such upgrade to the service in more than ten years. Council has introduced new 'bulky waste' collection services for apartment complexes.

Previously available only to single-unit dwellings or small apartment buildings, higher-rise apartment complexes of up to five storeys can now receive a 'free' monthly 'bulky waste' collection on the third week of each month. Apartment buildings up to five storeys can now place up to five cubic metres of bulky waste on their kerbsides for collection without additional charge.

Council's waste collection contractor will then collect the 'bulky waste' from the kerbside on either the Thursday or Friday of your normal scheduled collection week. Strata managers of larger apartment complexes, those six storeys and above, can also have up to five cubic metres of 'bulky waste' collected for a \$150 (plus GST) fee per collection. Residents of smaller apartment complexes and 'single unit dwellings' (houses) will continue to receive their two 'free' bulky waste collections per year - but will also be able to book additional on-call bulky waste collections for a fee (\$65 plus GST per collection).

ACHIEVEMENTS



SUSTAINABLE



Remagine Art Prize 2021

Artists Nadine Schmoll, Melissa Harvey and Chrystal Rimmer took out the major prizes in this year's Remagine Art Prize with a special Youth Award (16-18 years) going to talented North Wahroonga local Kiara Underwood. Hosted by Hornsby Shire Council in partnership with the Hornsby Art Society, the annual Remagine Art Prize puts focus on sustainability and the environment by challenging artists to create works in response to 'waste and over-consumption'. The theme for this year's art prize was 'Fast fashion, fast food, fast running out of natural resources'.

Nadine Schmoll won the Digital Art – Stills category and \$3,000 in prize money for her work titled 'Interconnected (Self Portrait as Coral)'.

Melissa Harvey won the Painting, Drawing and Printmaking category and \$3000, for her work titled 'Unravelling, Untold'.

Chrystal Rimmer took out the Mixed Media 3D and Mixed Media 2D category and \$3,000, with her work titled 'Infinity, Infinity, Infinity'.

North Wahroonga resident Kiara Underwood won the Youth Award (16-18 years) and \$600 in prize money for her painting 'Draining our Earth'.

"The three subjects in my painting, all wearing cotton T-shirts, portray the struggle that this water use brings, to the farmers, animals and environment and show the consequences we will all feel if we continue to carelessly use water as if it's an infinite, inexhaustible resource," said Kiara.

This year's judges were Laura Jones, Zora Regulic and Tony McDonald. The Remagine Art Prize 2021 finalist exhibition was held at Wallarobba Arts and Cultural Centre in Hornsby



Community Recycling Centre turns three years old!

Our Community Recycling Centre in Thornleigh has celebrated its third birthday. Since its opening in December 2017, the Recycling Centre has collected 1,600 tonnes of household problem wastes, including:

- 35 tonnes of hazardous waste
- 572 tonnes of cardboard
- 477 tonnes of e-waste
- 318 tonnes of paints
- 24 tonnes of soft plastics (equivalent to 6.3 million plastic bags)
- 63 tonnes of car batteries
- 60 tonnes of motor oil, and
- 16 tonnes of clothing

The drive-through facility has been embraced by our community, with over 72,517 cars visiting since opening.



ACHIEVEMENTS



Worm Farming Webinars

In Australia an estimated \$5.3 billion of food is discarded each year, equal to 20 per cent of purchased food, making it the most wasted commodity in our households.

Compost bins and worm farms are an excellent way to reduce your waste and improve the fertility of your garden's soil.

To better promote composting and worm farming, Council's Waste Team presented a special free Worm Farming Webinar in which they shared tips on transforming kitchen scraps into high-quality natural garden fertiliser by setting up your own worm farms. A video of the presentation is on Council's website.



Free caddies to help unit-dwellers recycle right

Council launched another innovative project to help residents living in units and apartments to Recycle Right. Council is giving each apartment a free recycling caddy that can be kept in the kitchen, as well as an information guide on Council's waste services that can stick to the fridge as a quick reference guide. The recycling caddies will help residents sort their recyclables and assist them to carry them to the yellow top recycling bin within their complex. The goal is to encourage residents living in apartments to better separate their recyclables and to eliminate the need for people to carry their recycling to the yellow bin in plastic bags.



Council phases out single-use plastics

Council adopted a policy to phase out single-use plastics from Council operations and large community-run events.

Single-use plastic items include plastic drink bottles, drinking straws, bags, coffee cups with plastic lining, food containers, eating utensils and balloons.

As well as Council's general operations, the policy is aimed at community-run events with more than 300 people attending.

Council has developed a waste management guide for events, giving detailed guidelines on alternatives to single-use plastics.

ACHIEVEMENTS



Grant funding to combat illegal dumping

Council received a \$71,000 grant to assist its fight against illegal dumping across its Shire. Working in partnership with the New South Wales Environment Protection Authority, Council will use the funding to undertake targeted enforcement and education activities to tackle illegal dumping within Hornsby Shire.

Illegal dumping is a serious issue that impacts our environment and ruins the beauty of natural areas, parks and neighbourhoods and this grant means that our Council will be better equipped to combat illegal dumping in our community.

Members of the public can report illegal dumping to Council on 13 70 30 or online at ridonline.epa.nsw.gov.au

SUSTAINABLE



SERVICES AND PERFORMANCE

SUSTAINABLE

2G.

Provide a domestic recycling and waste service

HIGHLIGHTS

Mural at Thornleigh Community Recycling Centre Stage 2 completed

FA7 | Using resources wisely
FA8 | Adapting to a changing environment

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
2G.D1	% customer satisfaction with domestic waste and recycling collection services (as determined by Council Community Satisfaction Survey, undertaken from time to time)	90%	Not measured	86%	Not measured	76%	x
2G.D2	% domestic resource recovery / landfill diversion achieved	51%	44%	44%	45%	44%	x
2G.D3	Domestic waste recycled - standard recyclables (tonnes)	13,000	12,709	11,294	11,354	10,877	x
2G.D4	Domestic waste composted - green waste (tonnes)	16,720	15,262	16,936	17,449	18,648	√
2G.D5	Domestic waste to landfill (tonnes)	30,800	37,476	31,580	35,974	32,544	~
2G.D6	Number of customer calls and enquiries received by Waste Hotline	23,000	550 per week (average)	26,773	27,728	30,309	√
2G.D7a	Waste education programs delivered			59	22	32	√
2G.D7b	Number of community members participating in Council's waste initiatives			3,136	776	1,128	x
2G.D8	Reduction in illegal dumping incidents			500	448	407	~
2G.D9a	Number of customers using Community Recycling Centre (average per week)	350	344	384	503	671	√
2G.D9b	Problematic waste diverted from landfill (kilograms)		7,265 (part year)	486,691	632,898	946,275	√
2G.D10	All Multi Unit Development Applications approved comply with DCP Waste Chapter and Waste Management Guidelines	100%	100%	100%	91.3%	100%	~

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



2G.

HIGHLIGHTS

4,677

Mattresses recycled

946

Tonnes of material collected at the Community Recycling Centre

e-Waste

Trial drop-off event for rural residents held at Rural Sports Facility May 2021

Under desk paper recycling and Comingled recycling systems installed across Council's Administration Building

HIGHLIGHTS

Single Use Plastics Policy Adopted November 2020

Waste Management Guidelines for Event Managers Adopted November 2020

Clothing reuse drop-off point established at Thornleigh Community Recycling Centre with 27,000 kgs of materials collected (equivalent to 675 large wheelie bins)

SUSTAINABLE



SUSTAINABLE

OUTCOME 2.3

The Shire is resilient and able to respond to climate change events and stresses

SERVICES supporting Outcome 2.3 of the Sustainable Theme

- 2B. Support the Hornsby/Ku-ring-gai District Rural Fire Service and its volunteers
- 2D. Living within a changing environment
- 2E. Reduce bushfire risk
- 2H. Embed sustainable action across the organisation and lead strategic studies associated with traffic, parking and active transport

'What Council will deliver during its term of office'

ACHIEVEMENTS



Bushfire Risk Management Strategy and Coastal Management Program

Council is developing a draft Bushfire Risk Management Strategy and Coastal Management Program to guide preparedness and emergency responses to natural hazards.

In combination, this strategic work will provide the foundation for how Council will work with the community on local responses that connect to global concerns.

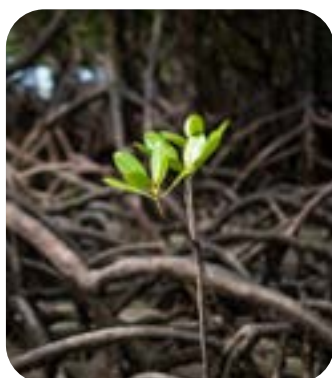


Electric Vehicle Charging Stations

Electric vehicles are a key component in the transition to zero-emission transport and by supporting electric vehicle (EV) charging stations Council can help promote electric vehicle uptake.

In April 2020, Council adopted an Electric Vehicle Charging Stations on Public Land Policy to assist the community to reduce carbon emissions by providing EV charging infrastructure for residents who don't have access to off-street charging for their vehicles. This will help increase visitation to town centres and retail hubs and improve economic development and tourism while alleviating motorists' 'range anxiety' due to a lack of EV charging infrastructure.

Several electric vehicle charging stations are available in retail locations across Hornsby Shire.



The Science of Growing Mangroves

Council's environment teams have been developing cutting-edge techniques to propagate and plant River Mangroves to improve the resilience of the Hawkesbury River foreshore and help lock up 'blue carbon'. Mangroves are an essential part of the coastal environment, improving water quality, stabilising and improving soil, protecting shorelines from erosion, providing habitat for prawn spawning grounds and fish nurseries. They also contribute to global 'blue' carbon storage by locking up carbon dioxide in the mangrove ecosystem. Mangroves are under increasing pressure from coastal development, pollution and increased water activities like boat wake and wave wash. Mangrove planting is relatively new in NSW focusing mainly on one species, the Grey Mangrove (*Avicennia marina*). Our local River Mangroves (*Aegiceras corniculatum*), however, are notoriously difficult to grow from seed. After extensive research, field observations and experimentation, Council's environment staff learnt how to propagate River Mangroves from seeds. At the time of writing, Council staff and dedicated community volunteers have revegetated 6.8 hectares of the Hawkesbury foreshore with River Mangroves. Council is also raising awareness among estuarine communities about River Mangroves to better protect these important ecosystems.

SUSTAINABLE



SERVICES AND PERFORMANCE

SUSTAINABLE

2B.

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

- FA8 | Adapting to a changing environment
- FA9 | Living with bush fire risk

- RFS Brigade Stations are being maintained to a level of service agreed with the RFS.

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
2B.D	Budget performance is > or within 10%	100%	100%	56%	53%	100%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



2D.

Living within a changing environment

- FA7 | Using resources wisely
- FA8 | Adapting to a changing environment

- 20 community or group planting events held with 259 participants planting 912 trees and 589 other plants
- Maintenance works conducted at 13 walking tracks: Rofe Park, Brooklyn Park, Blue Gum/Ginger Meggs loop, Mount Kuring-gai Park, Dog Pound Creek, Lyrebird Gulley, Galston Recreation Reserve, Beecroft Reserve, Florence Cotton Track, Larool Creek, Normanhurst Park Track, McKell Park Tracks and Salt Pan Circuit
- 17 resident tree collection days held at the Bushcare nursery in 2020/21. In total, 6,429 native plants were distributed at giveaway events to 1,379 properties in Hornsby Shire
- Nursery staff maintained and dispatched 3,200 advanced trees for Parks staff and their contractors to plant in streets in 2020/21 while producing a further 1,000 advanced street trees for planting in 2021/22

HIGHLIGHTS

39,406

Laps of Hornsby Mountain Bike Trail

5

Bushland / Track improvements

304

Registered Bushcare volunteers contributing

7,979

hours of work

Urban Forest Strategy

Adopted March 2021

SUSTAINABLE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
2D.D	Length of bushwalking tracks constructed and maintained	1,300 metres	2,481 metres	2,513 metres	637 metres	1,792 metres	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

SUSTAINABLE

2E.

Reduce bush fire risk

- FA8 | Adapting to a changing environment
- FA9 | Living with bush fire risk

Risk reduction treatments have been implemented which have reduced the bush fire risk to the community. These treatments include hazard reduction burning, manual clearing and education initiatives.

- Fuel reduction works required as a result of the NSW RFS Bushfire Hazard Complaint system, have been completed or commenced at Oxley, Yarrabin, Forest Glen (prepared for burning), High Street Berowra and rear of Berowra District Hall
- Liaison and consultation regarding hazard reduction burn environmental assessments/operational requirements completed for: Britannia Street (Pennant Hills); Kiparra Park (Dangar Island); Beaumont Road (Mount Ku-ring-gai); Rofe Park (Hornsby); Blue Gum (Hornsby); Western Crescent Park (Westleigh). Normanhurst Park (Normanhurst – burn completed)
- Major fire trails surface and vegetation works completed at Cootamundra, Galahad and Ginger Meggs, Keighran, Kentia, Blackwattle, Boundary Road, Clovelly, Lambe, McKinley and Pennant Hills Park (vegetation control).

HIGHLIGHTS

1,054

Approvals to Burn in the Open assessed and issued

Bush Fire Risk Management Plan completed

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
2E.D1	Number of works completed to maintain asset protection zones, works access lines and fire trails	59	92	66	59	74	√
2E.D2	% essential fire trails inspected	95%	100%	100%	100%	100%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

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SERVICES AND PERFORMANCE



2H.

Embed sustainable action across the organisation and lead strategic studies associated with active transport

FA7 | Using resources wisely
FA8 | Adapting to a changing environment

- The draft Sustainable Hornsby 2040 Strategy was adopted by Council in March 2021. The Sustainable Hornsby 2040 Strategy outlines the guiding principles for Council moving forward to embed sustainability within the organisation.
- Council participated in the National Walking and Cycling Participation Survey.
- The 2004 Integrated Land Use Transport Study has also been updated with a draft prepared for internal review.
- Although carbon emissions due to electricity supply, streetlighting and transport fuel use have reduced, those due to gas usage for pool heating have increased due to facility enhancements.

HIGHLIGHTS

Sustainable Hornsby
2040 Strategy
Adopted March 2021

Climate Wise
Hornsby Plan
Adopted March 2021

Car Parking
Management Study
Adopted September 2020

11
car share locations installed
in trial with
GoGet

SUSTAINABLE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
2D.D1	30% reduction in carbon emissions by 2019/20 compared with 1995/96 levels	0.47% decrease	6.63% decrease	6.71% decrease	19% decrease	15% decrease	x
2D.D2	Number of environmental education events delivered	45	61	80	2	40	x
		2017/18 baseline					
2H.D	Transition to Net Zero Emissions by 2050 with a reduction of 509 tonnes CO ² pa		12,080 tonnes	12,432 tonnes	11,146 tonnes	11,312 tonnes	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline ~ Result has been stable / within +/- 10% x Result is below baseline / is not available

State of the environment

In March 2021 the Sustainable Hornsby 2040 Strategy was adopted by Council, incorporating the Biodiversity Conservation Strategy, Urban Forest Strategy, Water Sensitive Hornsby Strategy, Climate Wise Hornsby Plan and Waste Matters Strategy (adopted in February 2020). This strategy provides an overarching framework to achieve an innovative and environmentally sustainable Shire with resilient, diverse and thriving communities and ecosystems.

Council involves community members in two environmental committees, the Environmental Sustainability Advisory Committee and the Bushland Management Advisory Committee. They met regularly during 2020/21.

Net zero emissions by 2050

In March 2021 Council adopted the Climate Wise Hornsby Plan which identified priority actions to work towards net zero emissions by 2050.

Council engaged a consultant in 2019 to prepare an emissions inventory for Council's total operations for the financial years 2016/17 and 2017/18 in accordance with the National Greenhouse and Energy Reporting Guidelines for corporate emissions reporting, the international GHG Protocol Corporate Accounting and Reporting Standard and the National Carbon Offset Standard (NCOS). Since then, annual inventories have been carried out in-house. Council's overall CO₂-e emissions for all its sites and activities are shown in the table below.

Council's CO ₂ -e emissions	
Year	tonnes CO ₂ -e
2016/17	12,815.88 ¹
2017/18	12,080.23
2018/19	12,431.18
2019/20	11,152.88 ¹
2020/21	11,561.93

¹ Annual data verified and adjusted in 2020/21

Greenhouse gas emissions and reductions

COUNCIL

Below you can see how Council has been tracking towards reducing emissions at its top four sites. Emissions for the

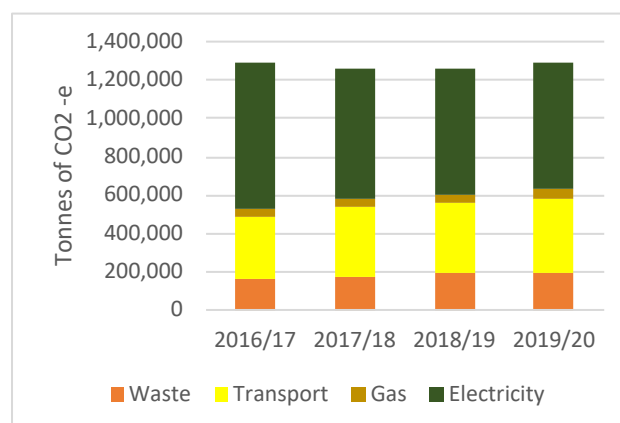
Administration Building are lower than previous years due to the relocation of staff during renovation works. Hornsby Library electricity usage has decreased due to COVID restrictions. Galston Aquatic Centre is higher than the previous year as it was closed for three months during 2019/20 due to COVID.

Council's top four sites	tonnes CO ₂ created by Council				
	2016/17	2017/18	2018/19	2019/20	2020/21
Hornsby Aquatic and Leisure Centre	1,379	1,424	1,558	1,178	1,515
Council's Administration Centre	656	662	582	508	288
Galston Aquatic Centre	462	451	515	465	553
Hornsby Library	317	302	183	144	122
TOTAL	2,814	2,839	2,838	2,295	2,479

Emission factors utilised in inventory are from the Department of the Environment and Energy "National Greenhouse Accounts Factors August 2019" and incorporate emissions from CO₂, CH₄ and N₂O gases.

COMMUNITY

Our community greenhouse gas (GHG) emissions profile over the past four years identifies that as a Shire we produce over 1 million tonnes CO₂-e emissions each year (*Resilient Sydney, 2021*). This profile is informed by data on transport, waste and energy practices in our LGA. Our community emission total represents 2.7 per cent of Greater Sydney's emissions (*Resilient Sydney, 2021*).



Community Greenhouse Gas Emissions by Source

State of the environment

As a Shire, we need to reduce our emissions by 4.4 per cent each year until 2050, equivalent to around 68,000 tonnes CO₂-e, which is the same as removing 15,827 medium-sized vehicles off the road each year (Climate Wise Hornsby Plan, 2021).

Household solar panels

How are we going?

By increasing renewable energy generation, such as community rooftop solar, we will see the greatest reduction in community emissions. It is encouraging to see that there has been a strong growth in solar photovoltaic (PV) installation across residential rooftops in the Shire. The number of PV systems has steadily increased every year. At the financial year 2017/18, a total of 5,787 PV systems were installed and as at 30 September 2021 this number had risen to 10,010 which represents 22 per cent of total households in our LGA and a total installed capacity of 55,594 kW (Australian PV Institute, 2021).

	2017/18	2018/19	2019/20	2020/21
Number of households with solar panels	5,787	6,740	7,608	10,010

LED Lighting

Council in partnership with Ausgrid is participating in the 'Lighting the Way' Program to accelerate the roll out of LED lighting on residential roads. To date, Ausgrid has changed over 3,165 lights to LEDs, resulting in a saving of approximately \$300,000 per year in energy and maintenance costs. Fifty-seven per cent of the streetlighting in the Shire is LEDs.

Similarly, Council partnered with Endeavour Energy to replace a total of 57 old technology streetlights with more efficient LED lamps. In addition, as part of an ongoing maintenance program, old failed streetlamps are continually being replaced with LED lamps.

Water consumption

COUNCIL

Council's water consumption			
Year	kL	Year	kL
2016/17	170,135	2019/20	169,660
2017/18	287,305	2020/21	144,932
2018/19	187,900		

COMMUNITY

Year	kL	Litres per capita per day
2016/17	15,116,546	280
2017/18	17,202,193	315
2018/19	15,943,435	289
2019/20	14,745,030	265
2020/21	14,395,743	259

How are we going?

Council encourages our residents to save water wherever possible through community education events.

Water consumption in 2017/18 increased for both Council and community use due to hot and dry weather across Sydney (Sydney Water, Media Release, 2 January 2018). Water consumption decreased in 2018/19 and 2019/20, as Sydney Water introduced water restrictions on 1 June 2019 and Level 2 water restrictions began on 10 December 2019 when total dam levels fell to 45 per cent. Due to increased dam storage levels, water restrictions were eased back to Level 1 from 1 March 2020.¹ In 2020/21 Council water consumption reduced due to closures of many facilities and sporting venues during COVID restriction periods.

Waste and recycling

How are we going?

In 2020/21 Hornsby Shire residents diverted around 30,420 tonnes of resources from landfill and send the remaining 38,297 tonnes of residual waste to landfill. This means that Hornsby Shire residents are recovering 44 per cent of our waste and diverting it from landfill (ie. Resource Recovery Rate). The NSW Government Target is for a 70% Resource Recovery Rate by 2021. The table below shows the total amount of waste generated, the quantities recovered for recycling and the remaining material that is being landfilled by residents.

Overall waste generation increased slightly from 65,708 to 68,717 tonnes. This was due to an increase in red lid garbage going to Veolia's Woodlawn bio-reactor landfill (30,494 to 32,544 tonnes), most likely due to a greater home presence during COVID lockdowns. Garden waste also increased to 18,648 tonnes, as we moved out of drought conditions. In 2020/21 over 6,800 mattresses were

¹ Sydney Water, Drought Response [website], <https://www.sydneywater.com.au/SW/water-the-environment/what-we-re-doing/drought-response/index.htm>, (accessed 9 November 2020).

State of the environment

collected and recycled through the bulky waste clean-up service where they were taken to Cootamundra and shredded with metal being recycled, wood being chipped, and all the foam and textile materials converted into tiles, panels and other building materials in a highly innovative process driven by Mattress Recycle Australia.

Domestic Residential	2018/19	2019/20	2020/21
	tonnes		
TOTAL WASTE	66,394	65,708	68,717
Total waste to landfill:	37,240	35,974	38,297
<i>Putrescible waste (red bin)</i>	31,580	30,492	32,544
<i>Bulky waste (clean-up service)</i>	5,660	5,482	5,753
Total materials recycled:	28,230	29,734	30,420
<i>Recycling (yellow bin)</i>	11,294	11,354	10,877
<i>Green waste (green bin)</i>	16,936	17,449	18,648
<i>Metals (bulky waste)</i>	924	931	895
Resource Recovery Rate (Total recycling/total waste generation)	44%	45%	44%

Residents' garden waste continues to be turned into valuable compost at Kimbriki Resource Recovery Centre helping to return essential organics back to the soil. Our recyclables are sorted and processed at Visy's Smithfield Materials Recycling Plant, with paper and cardboard going into the papermill right next door. The PET and HDPE are further processed just around the corner at Visy's packaging manufacturing plant and the glass is sent to Visy's Penrith processing and glass bottle manufacturing plant. The steel and aluminium cans are baled to be on sold to smelters and the mixed plastics are still finding international export markets as Australia looks to process this material onshore responding to the Commonwealth export ban on certain waste materials. Our yellow bin recycling was made up of 48% paper/cardboard, 28% glass, 9% plastics, 4% steel, 0.5% aluminium and 10% non-recyclable contamination.

Council moved to a new waste collection contract with a bulky waste collection service to include scheduled collections and booked on call services for houses, the inclusion of five storey unit complexes in the monthly scheduled collections and high-rise six storey and above having access to booked on call collections.

The Thornleigh Community Recycling Centre (CRC) had over 34,800 customers visiting the facility to recycle their problem wastes. The CRC recycled 946 tonnes of problem wastes and recyclables overall, which was almost a 50% increase on the 633 tonnes from 2019/20. In 2020/21 the CRC expanded its acceptable items to include clothing with 65 tonnes recycled and polystyrene with 1.2 tonnes recycled in six months. Over 18 tonnes of soft plastics, 189 tonnes of e-waste, 30 tonnes of batteries, 2.6 tonnes ink cartridges, 0.7 tonnes mobile phones were recycled. A further 206 tonnes of motor oil, paints, gas bottles, fire extinguishers and various other problem wastes were diverted from landfill.

During 2020/21 Council responded to over 400 illegal dumping incidents. Following investigation, formal enforcement action was taken against 24 illegal dumping offenders. This action included ordering each offender to complete clean-up and remediation works. At the beginning of 2021, Council commenced an illegal dumping prevention, clean-up and enforcement project, funded by grant monies awarded by the NSW Environment Protection Authority to combat illegal dumping in our Shire.

The introduction of Council's Bulky Waste Compliance Program focused on delivering soft compliance initiatives to address early presentation, oversized piles and hazardous waste which was presented at the kerbside by residents in bulky waste collection zones at both single and multi-unit dwellings. 934 properties were identified as being in breach of the conditions and terms of Council's bulky waste collection service. Following education at those properties, Council was pleased to see 761 properties respond and return their waste back to their properties.

The Waste Matters Strategy adopted in February 2020 is being progressively implemented. Some achievements for 2020/21 were:

- Recycling Caddy rollout to over 90% of residential apartments to assist residents to increase recycling and minimise contamination in their bins
- Single Use Plastics Policy and Guidelines developed and subsequently adopted by Council
- A trial rural e-waste drop-off event was piloted in Galston – it paves the way for future events of this nature to support rural residents
- Establishing a worm breeding farm to supply live worms to our residents when they buy a worm farm to recycle their food scraps

State of the environment

- Running a range of community repair cafes both face to face and online to adapt to COVID restrictions
- Sustainable procurement principles were showcased through the development of the new organics recycling demonstration site and garden at the Thornleigh CRC. The new deck and all furniture is made from recycled soft plastic – closing the loop on materials collected at the CRC
- Delivery of the first ever Waste Matters Video competition to engage the community during lockdown – winners showcased on Council’s Facebook page with over 110 Waste Matters posts being distributed
- Remagine Art Prize 2021 – This year’s event was the most subscribed by artists in its history. An expanded range of categories incorporated more traditional media and a youth prize to bring it into line with best practice at leading galleries around the country
- Mobile CRC Recycling Stations were deployed at four Council libraries to enhance accessibility of services for problem wastes
- The Apartment Living Program continues to engage with building managers and residents to improve recycling. This year new signage was introduced, tailored recycling bags introduced and new engagement methods such as coffee cart mornings implemented
- The CRC mural was created – highlighting the journey from a wasteful and polluting future to the potential of a clean, green and sustainable bushland Shire

Bushcare

How are we going?

Following the suspension of nursery and Bushcare volunteer work sessions from March to July 2020 due to COVID-19, volunteers returned keener than ever to actively improve the local environment, with volunteer hours exceeding the average over the previous 10 years. Interest in becoming a new Bushcare volunteer was very strong. In 2020/21 there were 304 registered Bushcare volunteers who were active and contributed 7,979 hours of work.

The Bushcare volunteers restored and enhanced 61ha of native vegetation and habitat in Council’s bushland reserves across the Shire, with many of the groups working to improve unique endangered ecological communities including Blue Gum Shale and Diatrema Forest, Turpentine Ironbark Forest and Duffys Forest.

In response to COVID-19 restrictions, face-to-face promotion of the Bushcare program was suspended and

replaced by online and social media channels, until restrictions eased.

As part of a regional program coordinated by Greater Sydney Local Land Services and involving councils and the National Parks and Wildlife Service, four successful Floating Landcare events were conducted. Locations in Hornsby Shire were Cunio Point on two occasions, Bar Island and Fishponds.

	2016/17	2017/18	2018/19	2019/20	2020/21
Number of bushcare volunteers*	430	410	418	362	530
Total volunteer bushcare hours	5,000	5,730	5,698	4,789	7979
Total area of bushcare sites	61ha	61ha	61ha	61ha	61ha

Greening Our Shire

How are we going?

In efforts to increase the urban tree canopy twenty community or group planting events were held in 2020/21 with 259 participants planting 912 trees and 589 other plants. Key to the success of these events was high quality plants, thorough site preparation, close supervision of volunteers and adequate post-planting maintenance.

Community Nursery

How are we going?

The Warada Ngurang Community Nursery at Pennant Hills provides native plants for Hornsby Shire. These are distributed and planted through a variety of programs including , plant giveaways to ratepayers, community planting events, Landcare and Bushcare activities, citizenship ceremonies, school and community group activities, and Council planting projects in parks, reserves and street verges. Notably, Nursery staff propagated, maintained and dispatched 3,200 advanced trees for Parks staff and their contractors to plant in streets in 2020/21 while producing a further 1,000 advanced street trees for planting in 2021/22.

The Nursery also provides locally collected provenance stock to bushland restoration projects that are run within Council’s core business, such as catchments remediation, land rehabilitation and landscape works. All seed is locally collected to maintain genetic integrity. 155 seed lots were collected in 2020/21 and were added to Council’s seed bank or were propagated.

State of the environment

The Nursery has held Garden Industry of NSW/ACT accreditation with the Nursery Industry Accreditation Scheme Australia (NIASA) and Ecohort since 2005. It is the only local government nursery in New South Wales to hold this accreditation.

Due to the continuing COVID-19 pandemic, the large, ward-based nursery-located plant giveaways could not be held. Instead, Plants on the Run was developed to provide smaller and more frequent native plant giveaway events. This new plant giveaway method was highly successful and greatly appreciated by the community. Further, there were 17 Resident Tree Collection days held at the nursery in 2020/21. In total, 6,529 native plants were distributed at giveaway events to 1,449 properties in Hornsby Shire.

	2016/17	2017/18	2018/19	2019/20	2020/21
Community nursery volunteers	37	39	44	45	45
Total community nursery volunteer hours	3,000	3,072	3,232	2,404	3,265
Tubestock despatched	32,541	52,762	37,483	50,372	29,640
Free Plant Giveaway Days	4	3	4	1	28*
Tubestock despatched to ratepayers	7,455	5,408	5,454	7,459	6,529
Ratepayer properties receiving tubestock	2,500	1,604	1,116	1,300	1,449

* Due to COVID-19 restrictions, plant giveaways were changed to Plants on the Run pop-ups in local parks and smaller resident tree collections at the Nursery

Bush Fire hazard reduction

How are we going?

Bush Fire Management Committee (BFMC) activities

The Bush Fire Risk Management Plan (BFRMP) (2016) details bush fire management works (manual hazard reduction, fire trail maintenance and community education) to be undertaken for a five-year period by land managers, including Council. Council worked closely with the BFMC, in particular the NSW Rural Fire Service (RFS) and Fire & Rescue NSW, in all aspects of bush fire management to ensure optimum bush fire mitigation outcomes for the communities of the Shire.

Hazard reduction burns in Hornsby Local Government Area

Despite COVID health requirements limiting traditional operational methods of works, hazard reduction burning continued within Hornsby LGA in 2020/21. Combined hazard reduction burns, across land management agencies of NSW National Parks and Wildlife Service, Crown Lands and Council 2,475ha of area was treated, representing protection to approximately 1000 residences.

	2016/17	2017/18	2018/19	2019/20	2020/21
Number of sites of hazard reduction burns*	5	15	11	1	13
Area burnt* ha	849	2,909	98.4	761	2,475.6

* These figures cover all hazard reduction in the Shire, which is carried out by NPWS, RFS and Fire & Rescue NSW

Manual hazard reduction activities

Manual works were scheduled and undertaken with assistance of grant funding from the Bush Fire Mitigation Fund. Treatment of 42 asset protection zones was undertaken, affording protection to over 220 properties immediately adjoining Council bushland.

Burning on private land

A total of 1,054 'Approval to burn' permits were issued in 2020/21 under the *Protection of Environment Operations (Clean Air) Regulation 2010*.

Fire trail works

There are over 21km of fire trails that Hornsby Council manages and maintains and on which works are scheduled as part of the Hornsby Ku-ring-gai District Bush Fire Risk Management Plan. Major fire trails surface and vegetation works completed at Cootamundra, Galahad and Ginger Meggs, Keighran, Kentia, Blackwattle, Boundary Road, Clovelly, Lambe, McKinley and Pennant Hills Park (vegetation control). Scheduled inspections have occurred on all Council-managed fire trails and surface and vegetation works and infrastructure renewals were conducted on:

State of the environment

Trail Class	Fire Trail Name	Council Reserve	Section Length (metres)
ESSENTIAL	PENNANT HILLS PARK	Pennant Hills Park (R45012)	504.6
TACTICAL	BLACKWATTLE	McKinley Place Bushland	730.9
TACTICAL	GINGER MEGGS	Dog Pound Creek Bushland	701.6
TACTICAL	GINGER MEGGS	Ginger Meggs Park	98.9
TACTICAL	KEIGHRAN	Pyes Creek Bushland	1394.6
TACTICAL	KENTIA	Pyes Creek Bushland	576.6
TACTICAL	LAROO	Dog Pound Creek Bushland	645.5
OTHER	CLOVELLY	Normanhurst Park	190.6
OTHER	CLOVELLY	Waitara Creek Bushland	113.8
OTHER	CALLICOMA	Lambe Place Bushland	633.5

Community education

Specific, street based community education activities were not undertaken in the 2020/21 period due to constraints on public gatherings as a result of COVID health requirements. Alternatives to face to face delivery are currently being investigated.

Standard social media hazard reduction notifications and health warnings were posted on social media in relation to burns conducted on Council tenure and larger burns within other tenure.

Stormwater quality improvement devices

How are we going?

Council has continued to construct and maintain water quality improvement devices (known as SQulDs) to improve the quality of stormwater coming off built up urban areas before it enters the Shire's waterways.

	2016/17	2017/18	2018/19	2019/20	2020/21
Total number of SQulDs	400	403	412	418	378*
Waste removed from SQulDs	1,280 tn	782 tn	940 tn	635 tn	500 tn
Cost of constructing SQulDs	\$939,000	\$782,000	\$762,000	\$663,000	\$862,000
Cost of maintaining SQulDs	\$509,000	\$550,000	\$530,000	\$477,000	\$615,000

* Reduction in number relates to retirement, retrofitting and consolidation of assets

Stormwater Quality Improvement Devices constructed during 2020/21

Normanhurst Park	Stormwater treatment and harvesting system
Lessing Park, Hornsby Heights	Gross pollutant trap and biofiltration basin
Reddy Park, Hornsby	Gross pollutant device
Peats Ferry Road, Asquith	Raingardens (biofilters)

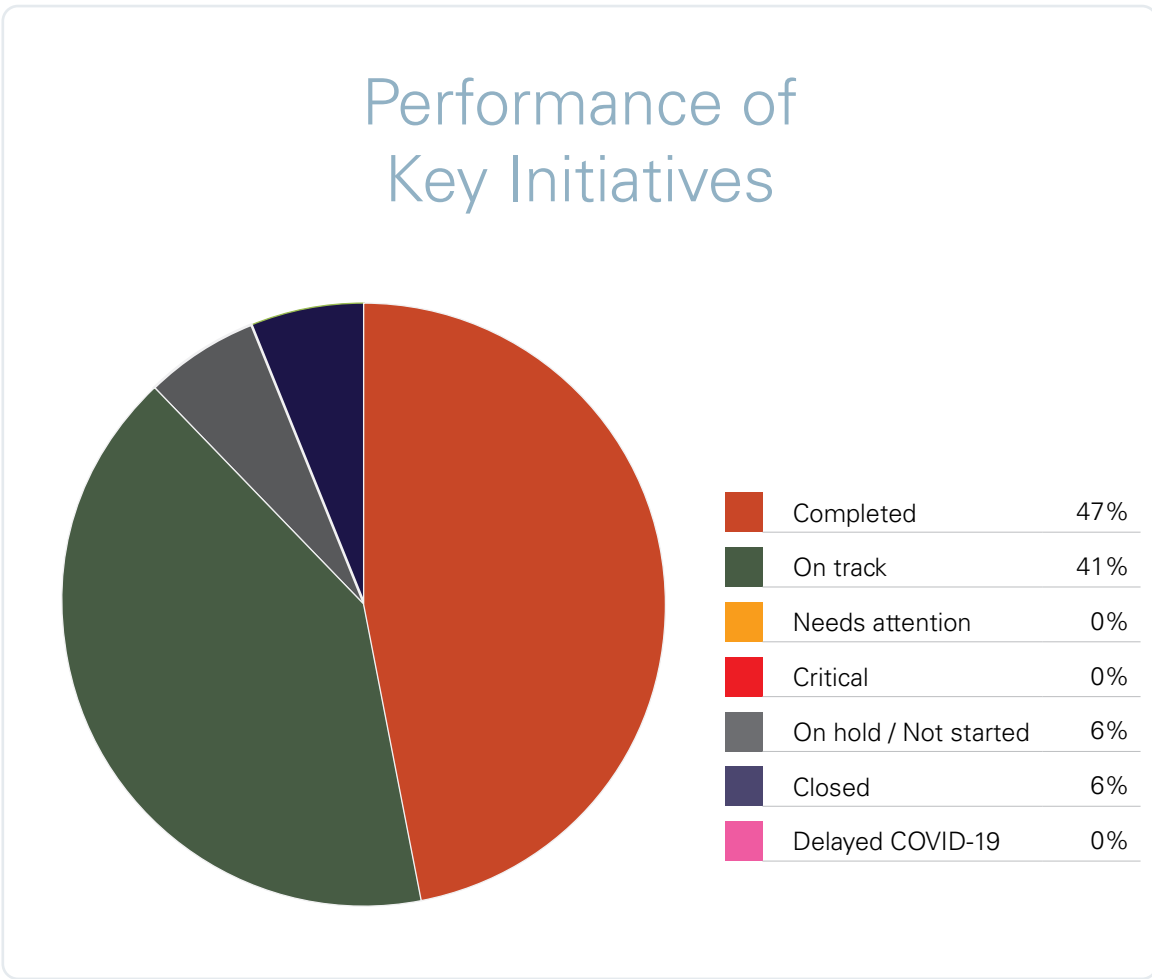
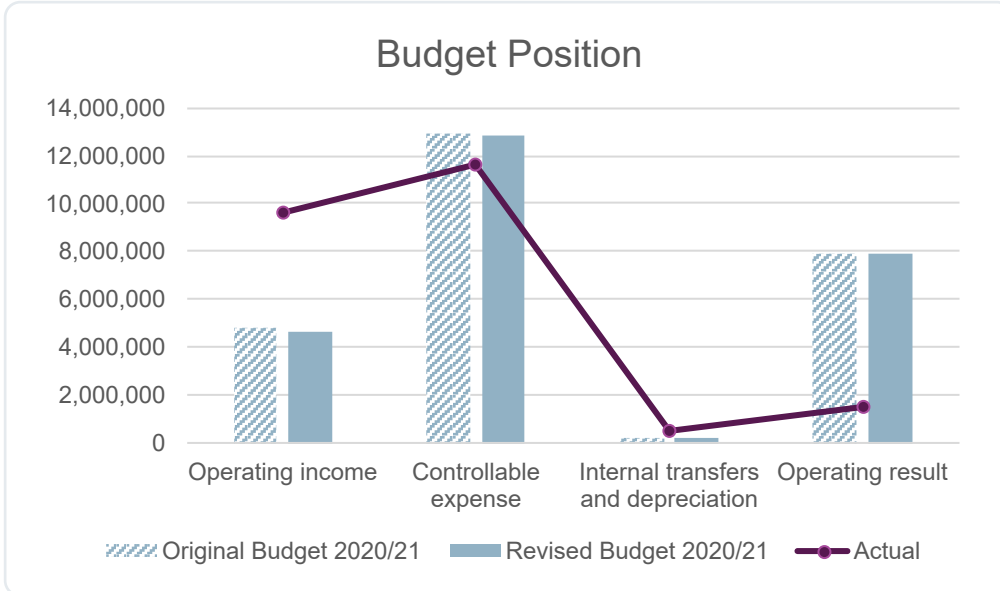
Noise complaints

	2016/17	2017/18	2018/19	2019/20	2020/21
Barking dogs	92	142	133	131	190
Airconditioners	20	26	24	16	7
Building sites / construction	72	140	90	19	84
Licensed premises	0	3	0	1	0
Garbage trucks	14	4	2	13	11
House and car alarms	3	9	6	1	6
Domestic noise source	69	75	62	54	N/A*
Aircraft noise	4	3	1	0	0
Other	39	72	52	45	98

* Domestic noise source included in Other, due to changes in reporting categories



PRODUCTIVE





Strategic goal: Our living centres are vibrant and viable



Headline Indicator	Benchmark 2017	Result 2020	Indicator trend
Percentage of residents who live and work in the Shire	28% (2016 Census)	NA	NA

A statement establishing Council's response to the community's desired outcomes, and how we will measure progress

OUTCOMES under the Productive Theme

- 3.1 The prosperity of the Shire increases
- 3.2 The commercial centres in the Shire are revitalised
- 3.3 The road / path network provides for efficient vehicle and pedestrian flows

'Where we want to be'
The kind of place the community wants Hornsby Shire to be

FOCUS AREAS under the Productive Theme

- FA11 A stronger economy
- FA12 Infrastructure supporting new developments
- FA13 A well connected shire
- FA14 Advocating with the NSW Government for the infrastructure needs of the local area

'How we are going to get there'
Encompassing the Ten Directions of the Greater Sydney Commission's North District Plan

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

PRODUCTIVE



OUTCOME 3.1

The prosperity of the Shire increases

PRODUCTIVE

SERVICES supporting Outcome 3.1 of the Productive Theme

- 3A. Manage Council's property portfolio
- 3B. Manage cadastral survey services and maintain a geographical information system
- 3G. Provide a commercial waste service (Business Activity)
- 3H. Support the holistic planning and functioning of places – focusing on town centres, enhance and support the local economy, and encourage visitation to the Shire

'What Council will deliver during its term of office'

ACHIEVEMENTS



Creating safer spaces for everyone

Council was awarded a NSW Government grant through the Streets as Shared Spaces program to “reclaim” Hunter Lane and a portion of Florence Street shared zone for people by trialling a range of initiatives. The Streets as Shared Spaces Program is a grants funding program to support councils to test and pilot new and innovative ideas for streets as safe, shared public spaces. The focus of the Streets as Shared Spaces Program is to support quick response demonstration projects and strategic pilots which implement temporary measures to allow pedestrians to maintain physical distancing requirements safely, support jobs and boost business confidence in response to the COVID-19 pandemic, and which may build the case for more permanent changes. 33,000 people on average navigate Hunter Lane each month to gain entry to the library. Many more commuters use Hunter Lane as a shortcut to the Hornsby Station. The area is subject to frequent graffiti attacks and appears to be unsafe and unwelcoming during the day and at night. A range of initiatives was trialled, including painting Hunter Lane road surface to highlight that it is a shared zone where pedestrians have priority. The specific aims of the trial were to;

- improve the pedestrian experience in the area and strengthen the link between key destinations within the town centre – specifically between the Mall and Library
- minimise vehicle movements in the shared zone and prioritise pedestrians
- increase the attractiveness of the area for users of the public space and adjoining businesses
- reclaim vehicle dominated areas for pedestrians
- extend the Hunter Lane shared zone to make pedestrian access to the Library safer from the northerly direction, and
- enhance lighting in the laneway.

Works commenced in April 2021 and were coordinated with other Council maintenance works in the area. The trial materials used were not intended to be permanently left in place. The trial will last for 12 months at which time a review will be undertaken to determine if the trial interventions remain in place.

PRODUCTIVE



ACHIEVEMENTS

PRODUCTIVE



Your High Street – Coronation Street

In April, Council secured grant funding of \$999,600 through the NSW Department of Planning, Industry and Environment's 'Your High Street' program. The funds will be used to re-purpose Hornsby's Coronation Street carpark as a new public space celebrating local heritage infrastructure and providing a space for festivities, outdoor dining, farmers markets, live music and other activities. By aiming to increase the number of uses for the space over day and night times, it is hoped the Coronation Street upgrade will improve safety and comfort for people, enhance local accessibility and connections and increase footfall and capacity for trade for businesses. The Coronation Street project will give recognition to the importance of streets as public spaces to support community and economic recovery. Hornsby Shire Council was one of only seven metropolitan Councils to receive a funding offer under the 'Your High Street' program. The 'Your High Street' grant program was launched by the NSW Government last November to assist councils to make permanent improvements to the amenity and functionality of their High Streets.



Making it Easy to do Business

Council partnered with Service NSW to simplify the process for locals to set up a cafe, small bar or restaurant, through the 'Easy to do Business' program.

'Easy to do Business' is a free service for business owners that offers specialised advice from a Business concierge who can help them to navigate the complexities of starting or growing their business.

The program makes it faster for entrepreneurs to set up their business in Hornsby Shire by streamlining business application processes via an online portal through Service NSW.

SERVICES AND PERFORMANCE



3A.

Manage Council's property portfolio

FA11 | A stronger economy

All major projects running to schedule with some minor adjustments of agreed timeframes undertaken due to COVID-19 restrictions, working from home and competing priorities.

PRODUCTIVE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
3A.D	% projects within formal work plan of Manager, Land and Property Services Branch completed effectively and efficiently	100%	100%	100%	100%	70%	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available



SERVICES AND PERFORMANCE

PRODUCTIVE

3B.

Manage cadastral survey services and maintain a geographical information system

FA12 | Infrastructure supporting new developments

All major projects running to schedule with some minor adjustments of agreed timeframes undertaken due to COVID-19 restrictions, working from home and competing priorities. GIS systems managed and maintained to the highest levels of accuracy and currency.

HIGHLIGHTS

'Addressing of water based properties' project completed

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
3B.D1	% surveys, searches and advice on practical survey matters carried out within agreed timeframe	100%	100%	100%	100%	100%	√
3B.D2	Land information system updated with newly approved and registered survey plans within five business days of notification	100%	100%	100%	100%	100%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



3G.

Provide a commercial waste service (Business Activity)

- FA11 | A stronger economy
- FA7 | Using resources wisely

Commercial waste services continue to be provided to local businesses.

PRODUCTIVE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
3G.D	Number of businesses utilising commercial services	1,000	982	980	832	860	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

PRODUCTIVE

3H.

Support the holistic planning and functioning of places - focusing on town centres, enhance and support the local economy, and encourage visitation to the Shire

FA11 | A stronger economy

The place management, place making, economic development and tourism functions have been refined throughout the year following the adoption of the Economic Development and Tourism Strategy 2021-2026 and the progress of the Brooklyn Place Plan. Additionally, the receipt of grant funding for the Reclaim Hunter Lane Project and the Your High Street Project from the Department of Planning, Industry and Environment have required project management to also be incorporated in the place functions. Coupled with the inclusion of a "smart cities" responsibility, the portfolio largely functions in a project based manner in that high priority actions and projects are progressed in any given service year based on inclusions in the Delivery Program and Operational Plan – which is, in turn, driven by adopted strategies.

HIGHLIGHTS

Economic Development and Tourism Strategy 2021-2026

Adopted May 2021

Customer Request Management System as applicable to the suburb of Brooklyn
Reviewed

Memorandum of Understanding with Hornsby Chamber of Commerce endorsed October 2021

SERVICE DELIVERY INDICATORS

		2018/19 baseline	2019/20	2020/21	Trend
3H.D	Relevant strategies developed, adopted and implemented	100%	33%	66%	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available



PRODUCTIVE

OUTCOME 3.2

The commercial centres in the Shire are revitalised

SERVICES supporting Outcome 3.2 of the Productive Theme

- 3C. Provide strategic land use planning and urban design to highlight Council's policies to protect and enhance the environmental heritage of Hornsby
- 3F. Provide cleaning of public spaces

'What Council will deliver during its term of office'



ACHIEVEMENTS

PRODUCTIVE



Thornleigh 'Waste Matters' Mural

Inspired by environmental themes, muralists Scott Nagy and Krimsonne illustrated the wall of our Community Recycling Centre at Thornleigh with a mural on a bushland theme, initially incorporating a Kookaburra, a Regent Honey Eater and a Blue Tongue Lizard. In a second stage of the project, the artists continued the bushland theme by adding native birds including a Glossy Black Cockatoo, an Eastern Spinebill and a White Faced Heron. The mural also promotes sustainability, featuring items that are accepted at the Thornleigh Community Recycling Centre such as e-waste, paints, soft plastics and clothing.

The mural was a Finalist for the 'Best Mega Mural' award for 2020.



NorthConnex Tunnel opens

On 31 October 2020, Council celebrated the opening of the NorthConnex tunnel that connects the M1 and M2 freeways, bringing to fruition a project that Council had been advocating for many years.

The \$3 billion tunnel will take more than 5,000 trucks off local roads every day, most especially the overcrowded Pennant Hills Road, helping to transform the Shire's suburbs. The tunnel allows motorists to bypass 21 sets of traffic lights, reducing travel times by up to 15 minutes.

A great side-benefit to the project has been more than one million cubic metres of fill for the abandoned Hornsby Quarry, which is in the process of being transformed into a 50-hectare Hornsby Park recreational space.



Rural 'senior housing' developments banned

Council chalked up a significant win when the NSW Government agreed to ban so-called 'senior housing' developments in rural areas.

Council played a significant role in the decision, which was made in response to a report by the Greater Sydney Commission into the cumulative impact of 'senior housing' development in the rural areas of Hornsby Shire and The Hills.

Council identified numerous issues of concern with such developments, including that they are not consistent with the character of rural areas and are not adequately serviced by necessary infrastructure

Council is not opposed to appropriate senior housing developments and supports their construction under the correct circumstances.

SERVICES AND PERFORMANCE



3C.

Provide strategic land use planning and urban design to highlight Council's policies to protect and enhance the environmental heritage of Hornsby

- FA3 Giving people housing choices
- FA4 Community wellbeing and neighbourhood amenity
- FA8 Adapting to a changing environment
- FA11 A stronger economy
- FA12 Infrastructure supporting new developments

Other key projects being progressed include:

- Hornsby Town Centre Review: The project will revitalise the town centre, making it a more liveable, green and accessible centre for the community. Traffic modelling and a draft master plan being progressed in consultation with State Government agencies.

HIGHLIGHTS

Housekeeping Amendment Planning Proposal Finalised December 2020

2020 Local Housing Strategy Adopted November 2020

Employment Land Study Adopted May 2021

Seniors Housing Demand and Supply Review Endorsed May 2021

PRODUCTIVE

SERVICE DELIVERY INDICATORS	2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
3C.D % strategic planning projects completed on time and within budget	90%	95%	95%	90%	90%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

3C.

PRODUCTIVE

HIGHLIGHTS

Affordable
Housing
Discussion Paper
Completed

Amendments to
Hornsby Local
Environmental
Plan

Finalised and
published December
2020

Childcare Centres
Demand Review

Draft Issues Paper
informed Housing
Strategy

HIGHLIGHTS

\$4.16 million
Sections 7.11 and 7.12
Income

Section 7.11 Plan
Finalised and Adopted
July 2020

SERVICES AND PERFORMANCE



3F.

Provide cleaning of public spaces

FA11 | A stronger economy

The Cleansing team continues to maintain public areas to a high standard including Hornsby Mall, CBD and various commercial centres. Servicing of public litter bins continues in accordance with established schedules.

HIGHLIGHTS

Second mechanical street sweeper in operation June 2021

PRODUCTIVE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
3F.D1	Tonnes of material collected by residential street sweeper	TBA	500	420	726	525	~
3F.D3	Tonnes of litter collected from litter bins (Average 520 tonne pa)	520	700	639	529	605	~

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available



PRODUCTIVE

OUTCOME 3.3

The road / path network provides for efficient vehicle and pedestrian flows

SERVICES supporting Outcome 3.3 of the Productive Theme

- 3D. Manage traffic flows, parking, access to public transport and road safety
- 3E. Regulate appropriate user activities on road network

'What Council will deliver during its term of office'

ACHIEVEMENTS



Car Parking Management Study

In September 2020, Council adopted a Car Parking Management Study. Hornsby Shire's transport system needs to reflect convenience and ease of traffic circulation, enhanced pedestrian mobility, slower speeds, more emphasis on multimodal connectivity and more convenient parking. Focusing on the goals of reducing private vehicle use, increasing alternative travel modes, reducing excessive vehicle kilometres travelled, and user pays for parking will have many environmental and wellbeing benefits.

ACHIEVEMENTS



PRODUCTIVE



Car Sharing

Council formed a partnership with the GoGet car-sharing company, bringing it to Hornsby Shire. The partnership, which follows the adoption of Council's Car Share Policy in April 2020, aims to reduce the negative impacts of private car ownership.

Council is trialling the service for 12-18 months across eleven locations in Hornsby, Pennant Hills and Waitara, based on accessibility, proximity to high-density residential buildings and public transport.

Car sharing will tackle congestion and parking challenges in the Shire by helping reduce reliance on second vehicle ownership in households, while providing a cost-effective choice of vehicles for residents depending on their needs, such as moving home or doing the weekly shopping.



Peats Ferry Road Upgrades

Council undertook works on Peats Ferry Road in Hornsby and Asquith to widen the footpath on the northern side of Peats Ferry Road from Galston Road to Wattle Street to 2.5 metres. This first stage of the project will improve connectivity between Asquith and Hornsby's shopping centre, and eventually all the way up to Hornsby Hospital. The footpath on the southern side of Peats Ferry Road will also be widened to 1.8 metres to better service Asquith Boys High School and properties along that route. New trees along the length of the road will provide shade and scale to the street and habitat for birds.

The street upgrade on Peats Ferry Road also included;

- installing a new central planted island,
- the installation of rain gardens,
- relocating the pedestrian crossing near Citrus Avenue, and
- the relocation of the bus shelter near Lodge Street.



Making Pennant Hills Streets Safer

Council was given \$662,000 by the NSW Government to make Pennant Hills town centre safer for pedestrians.

In consultation with residents, the funds were used to install a range of measures designed to slow traffic, making it safer for motorists and pedestrians.

The local speed limit was reduced to 40 kilometres per hour, while other steps were taken to create a low-speed motoring environment.

The reduced speed limit does not apply to Pennant Hills Road or other State Roads.



SERVICES AND PERFORMANCE

PRODUCTIVE

3D.

Manage traffic flows, parking, access to public transport and road safety

- FA12 Infrastructure supporting new developments
- FA13 A well connected Shire
- FA14 Advocating with the NSW Government for the infrastructure needs of the local area

- A challenging year in terms of managing traffic and road safety issues due to the disruptions caused by the Covid Pandemic and intermittent restrictions. Notwithstanding, a number of significant parking management, traffic and active transport projects have been delivered across the Shire. State Government funding has also been secured for future projects.
- Council has been successful in gaining funding for three shared path projects through the NSW Government's Active Transport Program for the 2020/21 financial year.

HIGHLIGHTS

1
New Shared Path

1,000
Metres of new Shared Path

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
3D.D	% road safety education projects completed	100%	100%	100%	100%	100%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



3E.

Regulate appropriate user activities on road network

FA13 | A well connected Shire

Council's Rangers continue to monitor weight limited roads, patrol school zones and enforce time limited parking spaces. Ranger services have been within the service limits for removal of all abandoned vehicles and abandoned boat trailers. Rangers have been patrolling all schools within the LGA, with focus on particular schools identified in conjunction with the Road Safety Officer.

HIGHLIGHTS

568

Weight limited road investigations

13,475

Parking infringements investigated

564

Abandoned vehicle requests investigated

PRODUCTIVE

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
3E.D	% court matters successfully prosecuted	93%	100%	100%	100%		√
					2019/20 baseline		
3E.D1	Service requests concerning parking investigated within 3 days				95%	95%	√
3E.D2	Service requests concerning abandoned vehicles and boat trailers investigated within 14 days				95%	95%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

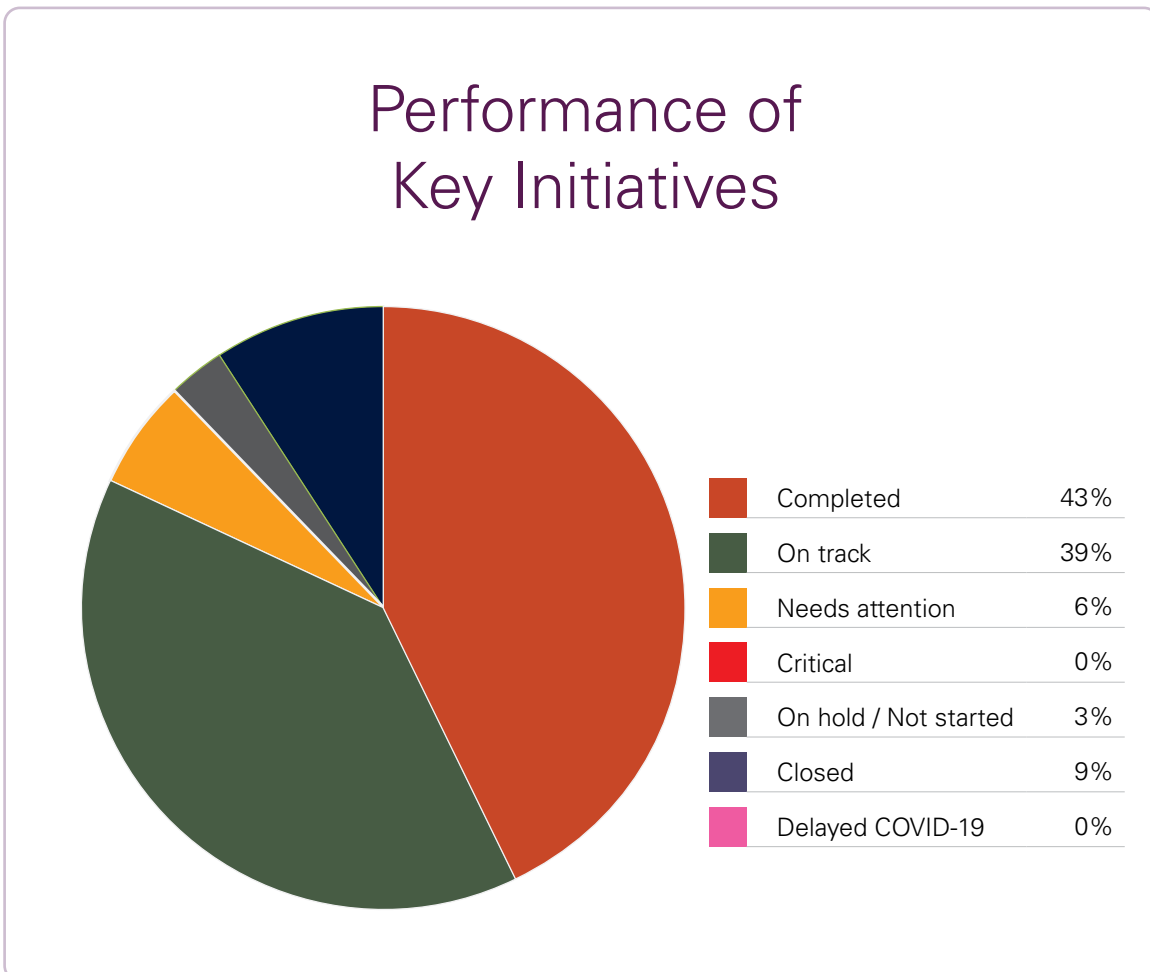
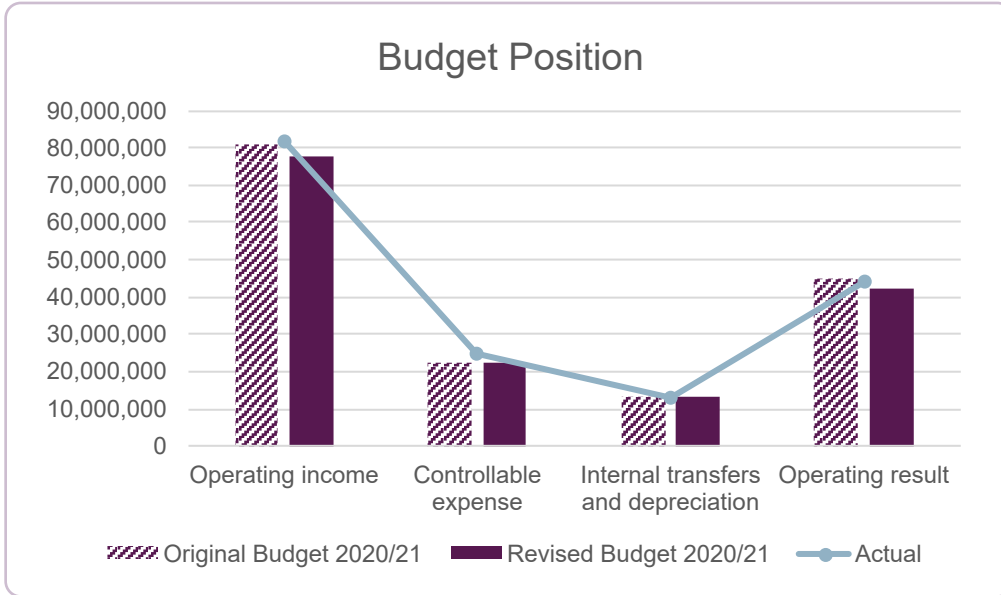
√ Result has been good and has exceeded / cannot go higher than baseline

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x Result is below baseline / is not available



COLLABORATIVE





COLLABORATIVE

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

Strategic goal: Increased overall satisfaction with Council



Headline Indicator	Benchmark 2017	Result 2020	Indicator trend
Percentage of residents satisfied or very satisfied with Council	58%	58%	=
	Very satisfied 10%	Very satisfied 12%	
	Satisfied 48%	Satisfied 46%	

A statement establishing Council's response to the community's desired outcomes, and how we will measure progress

OUTCOMES under the Collaborative Theme

- 4.1 The community is encouraged to participate in Council's decision making
- 4.2 Information about Council and its decisions is clear and accessible
- 4.3 Council plans well to secure the community's long term future

'Where we want to be'
The kind of place the community wants Hornsby Shire to be

FOCUS AREAS under the Collaborative Theme

- FA15 Planning well and leading with good governance
- FA16 Being accountable to the community
- FA17 Finding innovative and effective ways to consult with the community
- FA18 Sharing information quickly and clearly
- FA19 Providing a helpful and efficient service
- FA20 Delivering the values of Service. Trust. Respect. Innovation.

'How we are going to get there'
Encompassing the Ten Directions of the Greater Sydney Commission's North District Plan



COLLABORATIVE

OUTCOME 4.1

The community is encouraged to participate in Council's decision making

SERVICE supporting Outcome 4.1 of the Collaborative Theme

- 4i. Increase Council's positive profile in the community and demonstrate value for money to ratepayers

'What Council will deliver during its term of office'

ACHIEVEMENTS



COLLABORATIVE

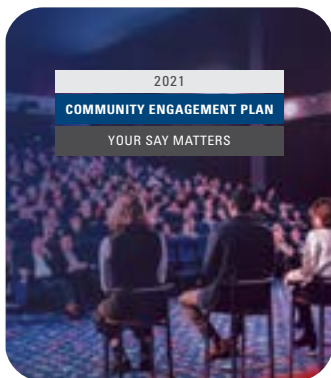


2020 Greater Sydney Planning Awards.

Hornsby Shire Council was commended at the 2020 Greater Sydney Planning Awards for our community engagement on the 'Future Hornsby' Local Strategic Planning Statement (LSPS).

The LSPS identifies the long-term vision for the Shire and plans that shape the way Hornsby Shire will change over time. It identifies Hornsby Shire's special characteristics and the values that are to be preserved and how change will be managed into the future.

The engagement process took residents on a journey that helped them to understand the role and significance of our LSPS. By empowering residents in this way, Council designed a targeted engagement program that sought out and gave a voice to the usually 'silent majority' through a range of unusual and bespoke activities.



Community Engagement Policy and Plan

Council adopted our new Community Engagement Policy in July 2021. Good engagement enables the community to stay informed, articulate their views and participate in the decision-making process. Council's new Community Engagement Policy outlines our commitment to building open, transparent and active relationships with the community. The Policy defines the standards and principles that underpin our community engagement practice within Council and outlines the processes by which engagement is planned and implemented. The Policy will be implemented through Council's Community Engagement Plan, also adopted in July 2021. Council engages with a diverse range of internal and external stakeholder groups daily and is committed to the process of engaging with every stakeholder segment, including those who are hard to reach. Council will ensure that public participation is embedded within core business, and stakeholders are encouraged to discuss, decide and debate matters to create better outcomes for the community.



Boomerang Bags

Council actively promoted Boomerang Bags to assist businesses and shoppers cut down on the use of plastic bags.

Boomerang Bags is a worldwide community-based movement that started in Australia to reduce the number of plastic bags in circulation.

Volunteers sew the Boomerang Bags with fabric that has been donated, the bags given away to be used and re-used with Council making them available as gifts at events such as Citizenship Ceremonies and promoting their use on social media.

The Hornsby Shire has volunteer groups making the bags in Beecroft, Pennant Hills, Berowra and Hornsby.



SERVICES AND PERFORMANCE

COLLABORATIVE

4i.

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

- FA16 Being accountable to the community
- FA17 Finding innovative and effective ways to consult with the community
- FA18 Sharing information quickly and clearly

Council has faced another challenging year operating in an ongoing COVID environment. Positively, with teams having already adapted to new ways of working remotely and online, communications and engagement activities continued in strength supporting all areas of Council.

A wide range of campaigns and programs were delivered, with highlights being the Hornsby and Westleigh Parks' draft master plans community engagement, Bulky Waste collection changes, campaign livery for the new garbage truck fleet, Food Truck Fridays, Remagine art prize and exhibition and Plants on the Run. Extensive community consultation on multiple strategies, plans and studies – many falling under the Local Strategic Planning Statement (LSPS) banner – was supported across all communications channels.

HIGHLIGHTS

1,146
new
Australian citizens
conferred

2,948,302
total page views on
Council's
Website

277,803
Home Page views on
Council's
Website

37,000
Social Media
Followers
(Facebook, Instagram, Twitter,
LinkedIn)

Community
Engagement
Policy and Plan
Adopted July 2021

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4i.D1	Number of subscribers to Council's eNewsletters	34,185	33,037	32,723	30,945	29,082	x
4i.D2	Number of attendees at community forum meetings	(Baseline to be established 2018/19)	(Baseline to be established 2018/19)	318	39	None held due to COVID-19	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available



COLLABORATIVE

OUTCOME 4.2

Information about Council and its decisions is clear and accessible

SERVICES supporting Outcome 4.2 of the Collaborative Theme

4D. Maintain a corporate governance framework

4E. Deliver an efficient customer service function

'What Council will deliver during its term of office'



ACHIEVEMENTS

COLLABORATIVE



Community Strategic Plan Survey

Council's Community Strategic Plan (CSP) is the highest-level plan that Council prepares. The CSP is developed collaboratively with our community and various local organisations and identifies our community's main priorities and aspirations for the following ten years and outlining the various strategies to achieve them.

Your Vision | Your Future 2028: Hornsby Shire Community Strategic Plan was adopted by Council in June 2018. In 2020, in reviewing the Plan, we reached out to a representative cross-section of the community, including stakeholders such as business, industry, non-government organisations, community groups and State government agencies, as well as individual residents and ratepayers, and others who regularly work and play in the area.

The survey results revealed a 92 per cent overall satisfaction rate with Council and 80 per cent rating their overall quality of life as 'very good' or excellent.

Further consultation will take place in 2021 to find out what kind of Shire the community wants Hornsby to be by 2032.



The Warada Ngurang Community Nursery, Pennant Hills

Based on a recommendation by members of the Hornsby Aboriginal and Torres Strait Islander Consultative Committee (HATSICC), Council renamed its popular Britannia Street, Pennant Hills community nursery as the Warada Ngurang (pronounced Wa-ra-da Noo-rang) Community Nursery.

A combination of Darug and GuriNgai language words, the new name which means 'Place of Waratah' was endorsed by a HATSICC sub-committee comprised of Traditional Owners who met in February to identify potential names for the nursery.

The name 'Warada Ngurang Community Nursery' was subsequently formally adopted by Council at its General Meeting of 14 April 2021.

ACHIEVEMENTS



COLLABORATIVE



Plaque acknowledges First Nations

NAIDOC Week was the perfect time to announce the placement of a new plaque in front of Hornsby Shire Council chambers acknowledging the important place of First Nations people in our cultural heritage. Installed in 2020, the plaque replaced a similar plaque that was removed from Hornsby Park when a Captain Cook memorial fountain needed to be removed for the construction of the new pool. The original plaque was there to give proper context to the fountain, acknowledging that the land he “discovered” was already inhabited. The plaque is fixed to a sandstone base that features hand-carved animals representing the totems of the Guringai and Darug peoples. The plaque reads:

‘Hornsby Shire Council acknowledges that when Captain James Cook claimed possession of the east coast, the land which is now Hornsby Shire had already been occupied by the Darug and Guringai Peoples for many thousands of years. The descendants of the Indigenous people continue to live in our community. They remain Traditional Custodians – still caring for Country.’ The original plaques from the fountain have been kept by Council as an historical record.



Council adopts new acknowledgement of country

Council adopted a new acknowledgement of country to be used in corporate documents and at public events in February 2021.

The new wording was recommended by the Hornsby Aboriginal and Torres Strait Islander Consultative Committee (HATSICC) following a resolution by Council in October 2020.

The new wording states:

“Council recognises the Traditional Owners of the lands of Hornsby Shire, the Darug and GuriNgai peoples, and pays respect to their Ancestors and Elders past and present and to their Heritage. We acknowledge and uphold their intrinsic connections and continuing relationships to Country.”



SERVICES AND PERFORMANCE

COLLABORATIVE

4D.

Maintain a corporate governance framework

- FA16 Being accountable to the community
- FA18 Sharing information quickly and clearly

Many challenges were faced, and overcome, due to COVID-19 and the closure of the Administration Building. These included relocation of the Customer Service Centre, ensuring continued face to face contact for GIPA customers and the transition of Council Meetings to an online format.

HIGHLIGHTS

274,225

Documents registered in Records Management System

1,824

Applications processed under GIPA legislation (Public Access)

127

Residents addressed Council at its meetings

463

Members of public viewed Council meetings remotely (real time)

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4D.D1	% Council Meeting Minute items requiring alteration when adopted	0%	0%	0%	0%	0%	√
4D.D2	% GIPA applications which have become the subject of external review	0%	0%	0%	0%	0%	√
					2019/20 baseline		
4D.D3	No. of complaints regarding customer service				<5	0	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



COLLABORATIVE

4E.

Deliver an effective customer service function

- FA19 Providing a helpful and efficient service
- FA20 Delivering the values of Service. Trust. Respect. Innovation.

COVID-19 and the further closure of the Administration Building posed challenges in ensuring continued public access and interaction with the main Customer Service functions of the Service. A mix of staffing arrangements with some working from home and some undergoing several location changes have ensured ongoing provision of essential customer service to the public and the organisation.

HIGHLIGHTS

60,069
Incoming calls to
Customer Service

97.2%
Telephone calls
serviced by Customer
Service
(national target 80%)

15.75
seconds Average
speed
of answering calls
by Customer Service front-line
staff

58%
Of all Customer
Service Requests
generated
by Customer Service front-line
staff

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4E.D	Customer Service telephone call abandonment rate	2.01%	1.08	1.65%			√
					2019/20 baseline		
4E.D	Customer Service telephone calls serviced				95%	97.2%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



COLLABORATIVE

OUTCOME 4.3

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

SERVICES supporting Outcome 4.3 of the Collaborative Theme

- 4A. Formulate and deliver the strategic financial direction for the organisation
- 4B. Provide procurement and store services
- 4C. Demonstrate best practice in leadership
- 4F. Provide and support technologies to optimise the customer experience and maximise Council efficiency
- 4G. Support an engaged, productive and healthy workforce
- 4H. Mitigate risk for the organisation, and the community when using Council's facilities and services
- 4J. Lead the integrated planning and reporting process

'What Council will deliver during its term of office'



ACHIEVEMENTS

COLLABORATIVE



Hornsby Park Master plan

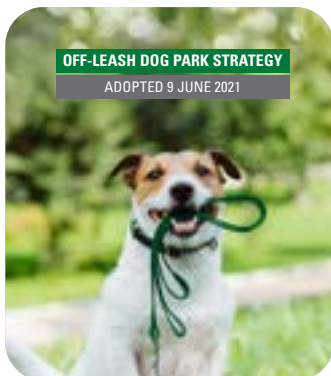
Council formally adopted a draft Master Plan for our ambitious Hornsby Park project, a major new parkland to be built close to Hornsby Town Centre. The largest single project ever undertaken by Hornsby Shire Council, Hornsby Park is being created on the site of the former Hornsby Quarry, with the first stage due to open in 2024. Hornsby Park will feature approximately 60 hectares of bushland and open space surrounding the site of the former quarry and include features of historical and community interest. New key elements will also include a 'Canopy Skywalk' and walking tracks designed to minimise impacts on the environment, passive recreation spaces including green open space and bushland areas, and adventure and water-based recreation opportunities, particularly for younger residents. The project, valued at an estimated \$130 million, will be undertaken in stages in line with available funding from Federal, State and Council sources and private sector investment. The Hornsby Park Master Plan went on public exhibition on 21 April this year, followed by a period of extensive community consultation.



Ten-year Play Plan

With Hornsby Shire's population expected to grow by 15 per cent to around 170,000 in 2028, it is estimated an additional 17 new or improved play spaces will be needed to provide for future community needs. Our new Play Plan will guide Council through the planning and design for these spaces, as well as the management and maintenance of all playgrounds and other play areas across the Shire for the next 10 years. Council justifiably prides itself on the quality of our award-winning playgrounds and play spaces, and this new Plan will help us take them to the next level and make them more inclusive.

Council received 71 submissions during the Play Plan's extensive consultation phase last year, hearing from a range of residents and stakeholders, including local schools, art studios, playgroups, special needs groups, aged care providers and the broader community. The new Play Plan received widespread community support during the public consultation process.



Off-Leash Dog Park Strategy

Hornsby Shire Council's new Off-Leash Dog Park Strategy was adopted, following active community consultation throughout February and March 2021.

Off-leash dog sites to proceed include Brickpit Park, Hunt Reserve, Wisemans Ferry, Fagan Park (fully fenced) and Greenway Park and Rofe Park expansion sites.

More than 170 submissions were received during community consultation regarding the Strategy, which sets out Council's proposals for managing our off-leash dog parks now and into the future.



ACHIEVEMENTS

COLLABORATIVE



Community and Cultural Facilities Strategic Plan

Council adopted a revised Community and Cultural Facilities Strategic Plan to provide direction for the future planning, provision and management of our community and cultural facilities over the next 10 years, including our libraries, community and cultural centres, Scout and Guide halls, historical society buildings, parks and open spaces, and other Council-owned facilities providing social and/or cultural services.

The new Strategic Plan updates Council's 2015 community and cultural facilities plan and while it is primarily focused on facilities that are owned by Council it also recognises facilities provided by neighbouring councils, schools, clubs, churches and other non-government organisations, acknowledging that Council is not solely responsible for the delivery of spaces for community hire.



Sustainable Hornsby 2040

Sustainable Hornsby 2040 is Hornsby Shire Council's new overarching environmental sustainability strategy that aims to achieve an innovative and environmentally sustainable Shire with resilient, diverse and thriving communities and ecosystems.

The Strategy acknowledges the many challenges posed by climate change, population growth and urban intensification and provides a collaborative vision for a sustainable future.

The Strategy brings together Council's Waste Matters Strategy, Biodiversity Conservation Strategy, Urban Forest Strategy, Water Sensitive Hornsby Strategy, Climate Wise Hornsby Plan and the Walking and Cycling Strategy.



The Hornsby Shire Economic Development and Tourism Strategy

Council adopted the Hornsby Shire Economic Development and Tourism Strategy 2020 - 2025 to support us in our role as a promoter of economic development with a high-level plan of action to enhance the vibrancy, diversity and sustainability of the Hornsby Shire region.

Considering the COVID-19 pandemic, the need to understand the local impacts on business and industry and to develop appropriate responses to help promote and support economic development is perhaps more important than ever before.

The Strategy is based on extensive research and in-depth, targeted stakeholder consultation and analysis. It presents a plan of action that builds on the Shire's existing strengths to stimulate, support, attract and maintain business activity in Hornsby Shire.

SERVICES AND PERFORMANCE



COLLABORATIVE

4A.

Formulate and deliver the strategic financial direction for the organisation

- FA15 | Planning well
- FA16 | Being accountable to the community

Councillors were provided with an update to Councils Long Term Financial Plan (LTFP) during a series of briefings throughout the year. Whilst Council's current financial position is satisfactory and all performance indicators are met, long term budget capacity has reduced. Because of this there is a requirement to review the scope of major capital projects to ensure there is sufficient the financial capacity of Council to manage the operational, maintenance and renewal costs of facilities established for Council's two largest major projects at Hornsby Park and Westleigh Park. A focus on developing Hornsby Park with minimal development at Westleigh Park or a focus on Westleigh Park with minimal development at Hornsby Park is required.

The reduction of available budget in Council's long term financial projections is indicative of a full LTFP, both operationally and in terms of capital works with over \$200M of initiatives planned over the next 10 years. Adding further initiatives to Council's LTFP will require new funding source to be identified, such as external grants, income generation, expenditure reduction or project substitution.

HIGHLIGHTS

\$131.9m
Operating expenditure

\$40.5m
Capital expenditure

\$6.46m
Grants received

Fees and Charges
Detailed analysis prepared

Rates Notices
Delivery by SMS introduced

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4A.D	Return on invested funds	3%	2.59%	2.92%	2%	1.87%	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

COLLABORATIVE

4B.

Provide procurement and store services

- FA20 | Delivering the values of Service. Trust. Respect. Innovation.
- FA7 | Using resources wisely

Procurement and store services have been provided to meet demand throughout the year including meeting the changing demands required as the COVID-19 pandemic evolved.

HIGHLIGHTS

Social
Procurement
Returnable
Schedule
(to include details of
Sustainability, Local
Business and
Disability Inclusion)
Development
underway

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4B.D1	Store open on time and suitably stocked	100%	100%	100%	100%	100%	√
4B.D2	HSC Quote Policy adhered to and contracts available for purchasing	100%	100%	100%	100%	100%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



4C.

Demonstrate best practice in leadership

FA15 | Planning well and leading with good governance

2020/21 has been another challenging year for Council – and our Shire. Despite the upheavals caused by the COVID pandemic, bushfires and floods – Council has by prudent, responsible financial management not only delivered the full suite of services our community both expects and deserves but undertaken major initiatives like the Hornsby Park Project, the largest in our history.

The COVID-19 pandemic, and the resulting social distancing and mass gathering restrictions, meant that Hornsby Council experienced ongoing business disruptions impacting its ability to carry out services as normal. While departments across Council were making and supporting transitions to online service delivery, they were still busy delivering on operational commitments to our community. Although some projects were deferred, Council’s financial recovery is forecast to fully return to a pre COVID-19 position in 2021/22.

HIGHLIGHTS

18,775

Customer Service Requests received

84.8%

Customer Service Requests completed on time

6

Key Strategies Adopted

to guide the way forward for Hornsby Shire

84.8%

Customer Service Requests completed within service level agreement

COLLABORATIVE

SERVICE DELIVERY INDICATORS	2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4C.D1 Council’s budget performance is > or within 10%	100%	100%	100%	4%	100%	√
4C.D2 Long Term Financial Plan reviewed and updated annually	100%	100%	100%	100%	100%	√
			2018/19 baseline			
4C.D3 Achievement of Operational Plan requirements			94%	88%	92%	√
4C.D4 Capital projects delivered within budget and on time			84%	86%	87%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

COLLABORATIVE

4F.

Provide and support technologies to optimise the customer experience and maximise Council efficiency

- FA18 Sharing information quickly and clearly
- FA19 Providing a helpful and efficient service
- FA20 Delivering the values of Service. Trust. Respect. Innovation.

A significant restructure was implemented, aimed at aligning resourcing with the delivery of the ICT Strategy and the demands of the organisation. There has been an increased focus on using technology, processes and data to transform the way we do business, thereby increasing our internal efficiency and effectiveness, and improving the customer experience Council provides through various channels.

HIGHLIGHTS

Transformation and Technology Steering Committee
Established, formalising governance

Leisure Centre Management and Traffic Infringement process
Systems reviewed

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4FD1	% availability of HSC computer networks	98.84%	99.98%	100%	99.41%	100%	√
4FD2	% availability of HSC phone systems	100%	99.98%	100%	100%	99.8%	√
4FD3	% availability of HSC online business systems	99%	100%	100%	99.85%	99.97%	√
4FD4	% users satisfied (Excellent and Above Average) with Information Communication and Technology systems service delivery	90% (2015/16)	Not measured	88.09%	95.10%	Not measured	~
4C.D4	Capital projects delivered within budget and on time			84%	86%	87%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



COLLABORATIVE

4G.

Support an engaged, productive and healthy workforce

FA20 | Delivering the values of Service. Trust. Respect. Innovation.

The Safety and Wellness Services (S&WS) section has provided essential advice and support throughout the ongoing COVID-19 response, as well as a major asbestos discovery in October 2020.

The Employment Services, Payroll and Learning and Development sections have continued to provide essential services and support such as recruitment coordination, industrial relations support and advice, rewards management, payroll, organisational development and training.

HIGHLIGHTS

Salary system reviewed

Performance Appraisal System review underway

SERVICE DELIVERY INDICATORS	2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4G.D1 Organisation-wide – Lost hours through sick leave	4.2%	Developing measure through new system	4.99%	1.6%	3.84%	√
4G.D2 Organisation-wide – Voluntary staff turnover	9.94%	9.08%	9.83%	7.48%	9.59%	√

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



SERVICES AND PERFORMANCE

COLLABORATIVE

4H.

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

- FA15 | Planning well
- FA16 | Being accountable to the community

Council maintains a Casual Hirers Liability Policy which extends \$20 million Public Liability insurance to hirers of Council facilities who would not otherwise be insured. The facilities are also managed through Asset Management Plans to ensure adequate funding is allocated for ongoing repairs and maintenance. There are no current claims arising from use of Council's facilities.

The Internal audit program has been on hold due to contact restrictions under COVID-19 measures.

HIGHLIGHTS

Updated Code of Conduct
Adopted September 2020

Risk Register reviewed quarterly by Branch Managers

SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4H.D	Risk Management Action Plan reviewed quarterly	100%	100%	100%	100%		√
					2019/20 baseline		
4H.D	Completion of internal audits in accordance with 4-year Internal Audit Plan				100%	0%	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

√ Result has been good and has exceeded / cannot go higher than baseline

~ Result has been stable / within +/- 10%

x Result is below baseline / is not available

SERVICES AND PERFORMANCE



COLLABORATIVE

4J.

Lead the integrated planning and reporting process

- FA15 | Planning well
- FA16 | Being accountable to the community
- FA17 | Finding innovative and effective ways to consult with the community
- FA18 | Sharing information quickly and clearly

Integrated planning and reporting continues to be a focus for the organisation. The 2021-2022 Delivery Program including the Operational Plan 2021/22 was adopted in June 2021 and showcases what Council will fund and deliver over the next 12 months. The document outlines Focus Areas which are mapped to the Community Strategic Plan and Council's service delivery areas, where Key Initiatives and resources are assigned.

The development of a Workforce Plan and an Asset Management Framework are key to achieving integrated planning outcomes. Review of these Plans is underway to develop an updated Resourcing Strategy for integration in the IP&R documents required for adoption by the new Council in June 2022.

HIGHLIGHTS

Telephone survey conducted April 2021

To measure community satisfaction with Council's services and facilities

End of Term Report prepared
Showing progress on community outcomes within Community Strategic Plan

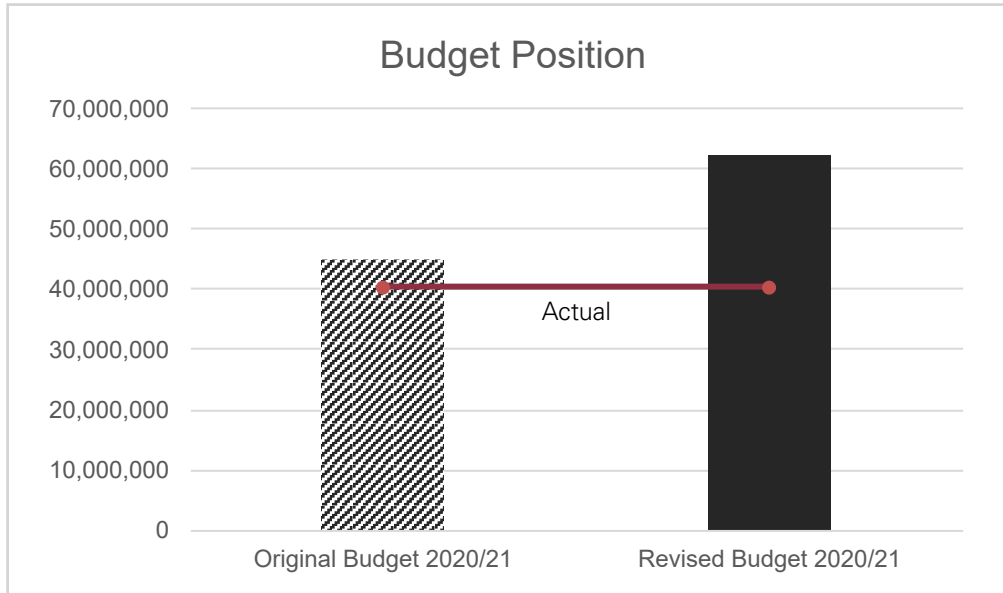
SERVICE DELIVERY INDICATORS		2016/17 baseline	2017/18	2018/19	2019/20	2020/21	Trend
4J.D	% Integrated Planning and Reporting requirements delivered on time	100%	100%	77%	77%	77%	x

SERVICE DELIVERY INDICATORS Trend - Progress against 2016/17 Baseline

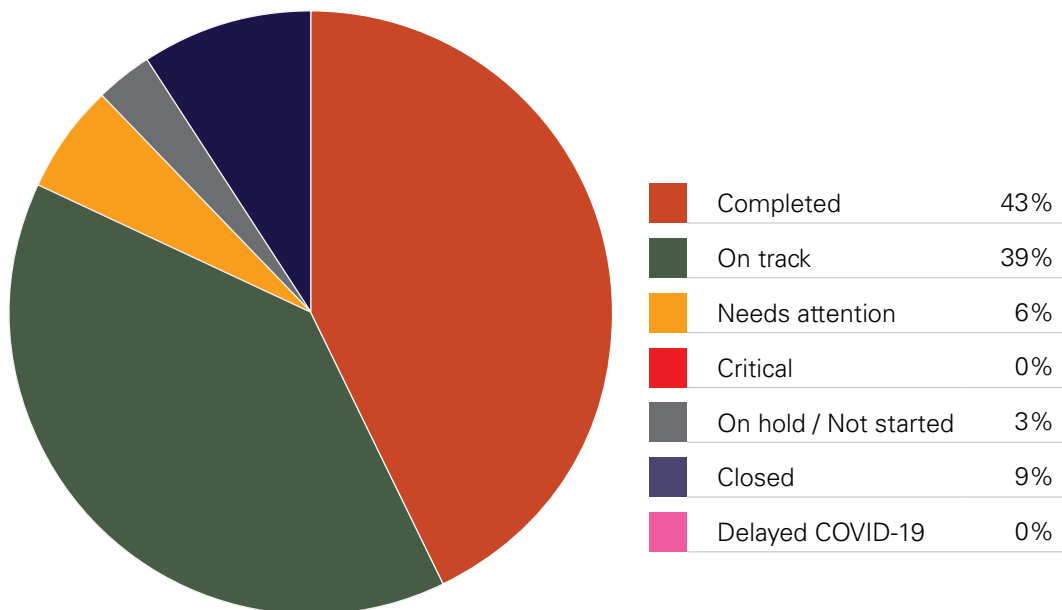
- √ Result has been good and has exceeded / cannot go higher than baseline
- ~ Result has been stable / within +/- 10%
- x Result is below baseline / is not available



CAPITAL PROJECTS



Performance of Capital Projects





CAPITAL PROJECTS

87%

OF PLANNED PROJECTS
COMPLETED / ON TRACK



WITH
\$40M
SPENT



CAPITAL PROJECTS

CAPITAL PROJECTS COMPLETED DURING 2020/21

SPECIAL PROJECT

1H.C20.01	■ Beecroft War Memorial	– Restoration of heritage listed Beecroft World War I and II Memorial. Cenotaph opened for Anzac Day services
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FOOTPATHS

1E.C20.10	■ Balaclava Road, Berowra	– Kona Close to Hillcrest Road
1E.C20.06	■ Baldwin Avenue, Asquith	– Chelmsford Road to Victory Street (Left-hand side)
1E.C20.11	■ Bambil Road, Berowra	– Redwood Avenue to Anembo Road
1E.C20.13	■ Barnetts Road, Berowra Heights	– Wyanna Street to Rona Close
1E.C20.15	■ Boundary Road, Berowra	– High Street to King Street
1E.C20.22	■ Cherrybrook Road, West Pennant Hills	– New Farm Road to Boundary Road
1E.C20.16	■ Hillview Street/Sunset Avenue, Hornsby Heights	– Somerville to end of Sunset
1E.C20.23	■ New Farm Road, West Pennant Hills	– Cherrybrook Road to Cherrybrook Road South
1E.C20.24	■ New Farm Road, West Pennant Hills	– New Line Road to Cherrybrook Road
1E.C20.20	■ Quarter Sessions Road, Westleigh	– Silver Crescent to Western Crescent North (Right-hand side)
1E.C20.21	■ Quarter Sessions Road, Westleigh	– Western Crescent North and Loop (Right-hand side)
1E.C20.12	■ Redwood Avenue, Berowra	– Yallabee Road to Bambil Road
1E.C20.09	■ Tristania Way, Beecroft	– Sutherland Road to end of cul-de-sac
1E.C20.08	■ Wall Avenue, Asquith	– Asquith Oval (Mills Road) to Rupert Street
1E.C20.07	■ Wall Avenue, Asquith	– Mittabah Road to Asquith Oval (Mills Rd)
1E.C20.14	■ Warrina Street, Berowra Heights	– Warwick Close to Koloona Street

LOCAL ROADS

1E.C20.03	■ Arcadia Crescent, Berowra	– Creole Street to Berowra Waters Road (south side)
1E.C20.04	■ Old Beecroft Road, Beecroft	– Beecroft Road to end

SHARED PATH

3D.C20.01	■ Peats Ferry Road, Hornsby	– to link Hornsby CBD with existing cycle path along Galston Road
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PARKS / PLAYGROUNDS

1H.C19.17	■ Greenway Park, Cherrybrook – public amenities toilet facility renewal (accessible path built)	– A design concept for new amenities has been completed but available funding was insufficient to proceed. The project was to be undertaken in conjunction with the Greenway Park Sports and Community facility to establish public toilets. However, the funds were subsequently required to achieve disability access through the provision of public pathways linking from the carpark. The pathway has been completed and funding for public toilets will be pursued through grant programs.
1H.C20.16	■ Normanhurst Station Park	– Pergola structure renewed



CAPITAL PROJECTS COMPLETED DURING 2020/21

1H.C20.16	■ Epping Oval	– Refurbishment of toilets, seating and water fountain
1H.C20.16	■ Fagan Park, Galston	– Building renewal
1H.C20.19	■ Galston Recreation Reserve – exercise equipment	– Three new fitness stations with state-of-the-art outdoor exercise equipment. The equipment is suitable for body-pulls, leg-raises, push-ups, and chest or leg presses. Sandstone bollards have been installed to the car park and provide opportunities for informal seating for park users
1H.C19.18	■ Upper McKell Park, Brooklyn	– New picnic furniture with shelters installed and area turfed
1H.C20.18	■ Waninga Road Park, Hornsby Heights	– Park furniture renewal and fencing
1H.C20.18	■ Richards Close Park, Berowra	– Seating and water fountains
1H.C20.18	■ Seans Corner Park, Berowra	– Park furniture renewal
1H.C20.18	■ Ferndale Avenue Park, Normanhurst	– Park furniture renewal
1H.C20.18	■ Beecroft Station playground	– Seating and water fountains
1H.C20.18	■ Mills Park, Asquith	– Seating and water fountains
1H.C20.18	■ Montview Oval, Hornsby Heights	– Park furniture renewal
1H.C20.10	■ Berowra Oval	– Shade structure
1H.C20.12	■ Hopeville Park, Hornsby Heights	– The upgraded park features a new accessible path to the playground, new play equipment including accessible pieces, new park furniture, shade trees and a drinking fountain. The playground includes a colourful climbing unit, embankment slide, swings, carousel, nature play area and a musical drum piece. A large amount of open space has been retained for active and passive recreation. Additional native trees are scheduled to be planted on low mounds around the park
1H.C19.14	■ Ruddock Park, Westleigh	– Shade structure and playground undersurface renewal
1H.C20.14	■ Seaview Street Park, Mount Kuring-gai	– Playground undersurface renewal
1H.C20.14	■ Reddy Park, Hornsby	– Playground undersurface renewal
1H.C20.14	■ Holman Park, Hornsby	– Playground undersurface renewal
1H.C20.14	■ Unwin Park, Waitara	– Playground undersurface renewal
1H.C20.05	■ McKell Park, Brooklyn	– Fencing and bollard work
1H.C20.05	■ Parsley Bay, Brooklyn	– Fencing and bollard work
1H.C20.05	■ Erlestoke Park, Castle Hill	– Fence renewal
1H.C20.05	■ Storey Park, Hornsby	– Fence renewal
1H.C20.05	■ Waitara Park	– Fence renewal

SPORTING FACILITIES

1A.C20.04	■ Thornleigh Brickpit Stadium	– Floor treatment / refurbishment
1H.C20.04	■ Warrina Street, Berowra	– Netball court renewal and fencing

CAPITAL PROJECTS



CAPITAL PROJECTS

CAPITAL PROJECTS COMPLETED DURING 2020/21

1H.C20.27	■ Epping Oval	- New irrigation system installed and improved water flow to the adjacent athletics field. New turfing installed to the athletics track, and oval and athletics track top dressed
1H.C19.16	■ Greenway Park, Cherrybrook - Community Sports House and surface works	- Greenway Oval No.1 works completed together with Community and Sports Building

COMMUNITY BUILDINGS

1A.C20.06	■ Cherrybrook Community Centre	- Sanding and polishing of timber floor in small hall
1A.C20.08	■ Pennant Hills Community Centre	- Replace floor coverings to foyers, small hall and intermediate hall
1A.C20.10	■ Pennant Hills Library	- Reopened to the public after being temporarily closed from 15 March to 4 April for urgent maintenance work. Upgrade works included: <ul style="list-style-type: none"> ■ a new air conditioning system ■ freshly painted walls ■ resealed windows ■ new lighting
1A.C20.07	■ Thornleigh Community Centre	- Painting of facility

DRAINAGE

1A.C19.02	■ The Glade, Galston	- Minor remediation
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STORMWATER QUALITY IMPROVEMENT DEVICES

2C.C20.04	■ Heights Place, Hornsby Heights	- Renewal of gross pollutant trap
	■ Reddy Park, Hornsby	- Gross pollutant trap
2C.C20.01	■ Lessing Park, Asquith	- Gross pollutant trap and biofiltration basin
2C.C20.05	■ Normanhurst Park, Harris Road	- Construction and installation of stormwater treatment and harvesting system

BUSHLAND AND WATERWAYS

Track upgrades

2D.C20.10	■ Brooklyn Bush Trails	- Sandstone steps renewed at the point track and at the Stationmasters cottage track within McKell Park Brooklyn. Sixty-seven metres of track upgraded
2D.C20.05	■ Callicoma Walk – Lakes of Cherrybrook and Blackwattle Place Cherrybrook (Stage 2)	- Track upgrade
2D.C20.07	■ Great North Walk – entrance at Morgan Street Pennant Hills	- Trail marker bollards
2D.C20.01	■ Fearnley Reserve Track Entrance – Upgrade entrance and trail from Hannah Street, Beecroft	- Replacement track head and landscaping, and new steps from Hannah Street with extra handrail
2D.C19.02	■ Florence Cotton Reserve, Hornsby - bushland walking track extension - Stage 2	- installation of a staircase for the Pinera Close link. Project completes the Florence Cotton Park Loop Walk

Legislative requirements

This Annual Report also includes some information that is prescribed by the Local Government Act 1993, the Local Government (General) Regulation 2005 and to meet requirements imposed by other legislation and statutory bodies. This information has been included because the Government believes that it is important for community members to know about it – to help their understanding of how Council has been performing both as a business entity and as a community leader.

Legislative requirements

Mayoral and councillor fees, expenses and facilities

(Local Government (General) Regulation 2005, cl 217(1)(a)(a1) (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii))

AMOUNT SPENT ON MAYORAL AND COUNCILLOR ANNUAL FEES 2020/21		\$326,430
	Mayor	\$68,530
		+ \$25,790
	Councillors	\$232,110
Amount expended during 2020/21 on the provision of councillor facilities and the payment of councillor expenses:		\$
1	(a) Details (including the purpose) of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations)	0
	(a1) (i) The provision during the year of dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs)	13,538
	(ii) Telephone calls made by councillors, including calls made from mobile telephones provided by Council and from landline telephones and facsimile services installed in councillors' homes	0
	(iii) The attendance of councillors at conferences and seminars	4,449
	(iiia) The provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors	0
	(iv) Other training of mayors and councillors and the provision of skill development for mayors and councillors	0
	(v) Interstate visits undertaken during the year by councillors while representing Council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	0
	(vi) Overseas visits undertaken during the year by councillors while representing Council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	0
	(vii) Expenses of any spouse, partner (whether of the same or the opposite sex) or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the <i>Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW</i> prepared by the Director-General from time to time	0
	(viii) Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions	0
		\$17,987

For information on councillor entitlements visit: hornsby.nsw.gov.au, [Council \(tab\)](#), [Forms and Publications, Policies](#)
 "POL00276 Policy – Statutory – Councillors Expenses and Facilities"

Legislative requirements

Councillor professional development

(Local Government (General) Regulation 2005, cl 186)

An induction program did not take place in 2020/21 as the elections were postponed due to COVID-19 until 4 December 2021 and there were no new councillors.

Professional development opportunities were undertaken as follows:

Professional development	Attendee
Managing Media for Councillor – LGNSW	Clr Marr
Social Media for Councillors – LGNSW	Clr Marr
Locally Led Breakfast	Clr Heyde

Senior staff salaries

(Local Government (General) Regulation 2005, cl 217(1)(b), (i), (ii), (iii), (iv), (v))

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	Nil
Total fringe benefits tax for non-cash benefits	Nil

	Period of office	Period in weeks	Total remuneration during period	Superannuation	Salary component
			\$	\$	\$
General Manager	01/07/2020 – 30/06/2021	52 weeks	414,997	39,425	375,572
Executive Management	01/07/2020 – 30/06/2021	52 weeks	1,255,920	119,282	1,136,638
TOTALS			1,670,917	158,707	1,512,210

Legislative requirements

Companion animals

(Local Government (General) Regulation 2005, cl 217(1)(f); Companion Animals Guidelines)

In accordance with the Companion Animals Act 1998 and Local Government (General) Regulation 2005 the Public Health team co-ordinates the management and control of companion animals. Council employs three full time officers to facilitate the management of companion animals. The total expenditure for the program in 2020/21 was \$361,152.

The following table details the financial expenditure to conduct the companion animal management activities that include providing quality education, support and care for residents and their companion animals.

Expenses	\$
Salary and wages	269,823
Materials and equipment	18,059
Legal expenses	13,510
Pound contract expenses	2,377
Internal corporate costs	57,383
TOTAL	361,152

Council received \$110,826 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.

Pound data collection for 2020/21:

Impounding	2020/21
Dogs seized	81
Returned to owner	64
Transferred to Council Pound	17
Euthanised	1
Sold (by Pound)	7
Rehomed with rescue organisations	3

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 works directly with animal care volunteer groups to rehome cats and dogs that do not have an owner.

Off-leash areas provided in the council area

Hornsby Shire has seven full-time off-leash areas for exercising and training dogs. Six of 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 are heavily used:

- 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:

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

Dogs are not permitted at these sites during organised sport, games or maintenance activities.

The oval and reserve are enclosed by a perimeter fence. Council provides access to water and free dog waste bags at these locations.

Dog attacks

Data is lodged through the NSW Companion Animals Register.

Dog attacks	2020/21
Incidents registered	69
Dogs involved in attacks	85
Attacks on persons	28
Attacks on animals	54

Legislative requirements

Enforcement

There were a total of 55 nuisance orders issued.

Nuisance orders	2020/21
Runs at/chases	2
Endangers health of a person/animal	53

A total of 32 Penalty Infringement Notices were issued for breaches of the Companion Animals Act 1998.

Penalty Infringement Notices	2020/21
Dog rushing/harassing/attacking	3
Not under effective control	13
Not registered	1
Not prevented from escaping	12
Other (dog in prohibited area)	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 are provided by Council to improve community awareness and promote responsible pet ownership. These resources include but are not limited to a YouTube promotion with Council's mascot 'Chip', fact sheets providing guidance on keeping cats safe at home, brochures detailing how to register a companion animal and providing the community with free 'Chip' pooch pouches.

A social media presence has been implemented to incorporate 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

Subsidised Cat Desexing and Microchipping Program

Council has partnered with the National Desexing Network to provide a subsidised cat desexing and microchipping program for residents. Information on the program is available on Council's website.

Subsidised Cat Desexing Program	2020/21
Number of cats microchipped	127
Number of cats desexed	141

Legislative requirements

Financially assisting others

(Local Government (General) Regulation 2005, cl 217(1)(a5);
Local Government Act 1993, s356)

Community Grants and Sponsorship

Council adopted a Policy relating to Community Grants and Sponsorship on 12 September 2018 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, Council \(tab\), Forms and Publications, Policies](https://hornsby.nsw.gov.au/Council/tab,FormsandPublications, Policies)
"POL00444 Policy – Community Grants and Sponsorship"

In 2020/21, the following funding was granted under the Community Grants and Sponsorship Policy:

Program	Applications funded	Funded amount \$
1. Community Event Partnership Grant	Nil	Nil
2. Venue Support Program	6	3,977
3. Fee Waiver for Waste Services	1	530
4. Fee Waiver for Council Health, Building and Planning Services	Nil	Nil
5. Mayor's Youth Trust Fund	2	500
6. Emergency Relief Fund		0
TOTAL		\$5,007

More applications were originally approved for funding under the Policy, however due to the COVID-19 pandemic, events were cancelled or postponed.

Other Council initiatives to assist community groups include:

- subsidies to sporting groups for their use of sportsgrounds
- a Community Fundraising Barbeque Trailer that is available for use by community groups as part of their fundraising activities.

Legislative requirements

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, Council \(tab\), Forms and Publications, Policies](https://hornsby.nsw.gov.au, Council (tab), Forms and Publications, Policies)
"POL00258 Policy – Sponsorship and In-Kind Support – Council's Involvement"

Sponsorship arrangements entered into under the Policy during 2020/21 are set out below:

SPONSORSHIP Council gave 2020/21				
	Who to?	What for?	Cash	In-kind
1	The Arthouse Pavilion	ART.AND... 'Celebration' event, November 2020		Promotional support
2	Precedent Productions Pty Ltd	Hornsby Ku-ring-gai Local Business Awards, October 2020	\$2,500	
3	The Convict Trail Project Incorporated	Caring for the Great North Road	\$5,000	

Stormwater levies

(Local Government (General) Regulation 2005, cl 217(1)(e))

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

Coastal Protection Services

(Local Government (General) Regulation 2005, cl 217(1)(e1))

Council does not provide coastal protection services.

Legislative requirements

Capital Expenditure Reviews

(OLG Capital Expenditure Guidelines)

Mandatory Capital Expenditure Reviews are required to be submitted to the Office of Local Government (OLG) when a capital project is expected to cost in excess of 10 per cent of Council's ordinary rate revenue. For Hornsby Shire Council, the threshold is \$6.7 million.

Council applied for a capital expenditure review in May 2021 for the Hornsby Park project which is part funded by a \$50,000,000 grant from the Stronger Communities Fund. OLG Capital Expenditure Guidelines (Guidelines) aim to ensure that Council's evaluation of the proposed capital expenditure is consistent and transparent, that the merits of projects can be compared, and that resource allocation can be made on an informed basis. After reviewing the information provided by Council, the OLG advised in August 2021 that Council has satisfactorily addressed the criteria required in the Guidelines.

Council will continue to update and amend its project documentation and reports in line with the Guidelines to include any operational or financial impacts that may arise during the project. Clear accountability for project reporting to both Council and the community will be provided throughout.

Council's assets

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

In June 2011, Council successfully applied to IPART to increase rates to fund important infrastructure and asset improvement work across the Shire over the next 10 years.

Council has adopted a Resourcing Strategy which includes an Asset Management Framework to assist in the long-term management of assets.

Report on Infrastructure Assets

Council's audited financial statements contain details on maintenance costs and condition of asset classes in Special Schedule 7.

KEY ASSETS HELD BY COUNCIL

LIVEABLE

Administration building and Council Chambers	1
Works depots	2
Rural Fire Service (RFS) buildings	19
Libraries	4
Community centres <i>including :</i>	25
<i>Leisure and Learning Centres</i>	2
<i>Arts and Cultural Centre</i>	1
<i>Youth and Family Centre</i>	1
Community Recycling Centre	1
Indoor sports stadium 'The Brickpit'	1
Four-hectare Rural Sports Facility	1
Quarry site	1
Parks	170
Playgrounds	123
Dog off leash areas	8
Sportsground complexes <i>including:</i>	37
<i>marked Summer sportsfields</i>	85
<i>marked Winter sportsfields</i>	88
Netball courts	36
Tennis courts (at 13 centres)	60
Dirt jump (BMX) facilities	2
Skate parks	5
Aquatic centres	2
Tidal pool	1
Floating pontoons	9
Public wharves	5
Boat launching ramps	4
Hornsby Station Pedestrian Footbridge	1
Pedestrian footbridges (parks and bushland)	52
Sealed public car parks	8
Sealed roads (km)	575.1
Unsealed roads (km)	27.9
Paved footpaths (km)	401.6
Minor road bridges	6
Major culverts	40
Loading docks	2
Drainage pits	18,122
Pipelines (km)	349.44

SUSTAINABLE

Public bushland (hectares)	5,950
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Legislative requirements

Swimming Pools Act 1992

(Swimming Pools Act 1992, s22F(2);
Swimming Pools Regulation 2018 cl 23)

2020/21	
MANDATORY POOL INSPECTION PROGRAM	
Number of swimming pools inspected	343
Number of primary and secondary inspections performed	608
Number of inspections resulting in issuance of a Certificate of Compliance under section 22D of the Act	287
Number of inspections resulting in issuance of a Certificate of Non Compliance under clause 21 of the Regulation	24
Number of inspections of tourist and visitor accommodation	1
Number of inspections of premises with more than two dwellings	7

Rates and charges written off

(Local Government (General) Regulation 2005, cl 132)

During 2020/21, the following rates and charges were written off under the Local Government (Rates and Charges) Regulation 1993:

	\$
Pensioner rates	1,357,891 *
Non-pensioner rates (postponed)	8,285
Interest (postponed)	3,389

* 55% of this is recovered from the State Government

Planning Agreements

(Environmental Planning and Assessment Act 1979, s75(5))

There were no Voluntary Planning Agreements executed during 2020/21.

Environmental Upgrade Agreements

(Local Government Act 1993, s54P(1))

There were no Environmental Upgrade Agreements entered into during 2020/21.

Work carried out on private land

(Local Government Act 1993, s67(2)(b);
Local Government (General) Regulation 2005, cl 217(1)(a4))

Council did not undertake any work on private land during the 2020/21 financial year.

External bodies exercising Council functions

(Local Government (General) Regulation 2005, cl 217(1)(a6))

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 2020/21, 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

(Local Government (General) Regulation 2005, cl 217(1)(a7))

Council did not hold a controlling interest in any company in 2020/21.

Partnerships, cooperatives and joint ventures

(Local Government (General) Regulation 2005, cl 217(1)(a8))

Council works with the Rural Fire Service and participates in the assessment and construction of new facilities as deemed appropriate.

Legislative requirements

EEO Management Plan

Local Government (General) Regulation 2005, cl 217(1)(a9)

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 2020 to June 2021, actions completed from the current EEO Management Plan include:

- A representative Equal Employment Opportunity Advisory Committee was in place for the full year, providing employees with the opportunity to raise EEO-related concerns if they arose
- Induction training, incorporating EEO principles, of 39 new staff
- Completion of an EEO e-learning module by 43 new staff
- Conducting and monitoring of exit interviews by the People and Culture Branch for EEO implications, and actioning appropriately where required. Copies of all exit interviews have also been forwarded to the General Manager and relevant Directors, 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
- Commencement of a project to provide support to staff if they are subjected to customer abuse.

Note: Unfortunately it was necessary to cancel the Committee's planned eighth '*Taste of Harmony*' event, celebrating workplace diversity and cultural differences, as a result of the COVID-19 pandemic. Council's work experience program was also suspended as a result of COVID-19.

Legislative requirements

Compliance with the NSW Carers (Recognition) Act 2010

(Carers Recognition Act 2010, s8(2))

The objectives of the NSW Carers (Recognition) Act 2010 are to enact a Carers Charter to recognise the role and contribution of carers to our community and to the people they care for, and to increase awareness of the valuable contribution that carers make to our community.

Staff who are carers

Council supports staff who are carers in a number of ways and 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 to accommodate any carer's responsibilities through:

- the use of flex time, including flexible start and finish times, and a nine day fortnight
- access to annual leave, long service leave, carers leave, special leave, as well as leave without pay where necessary. This flexibility was extended to assist staff who were required to support their children through home schooling as a result of COVID-19 school closures in 2020
- part time work
- health and wellbeing leave.

Every carer's circumstances are considered individually to ensure that their needs are recognised.

Council promotes R U OK? Day every September, focusing on the mental health of staff by reminding them of the four action steps to start a conversation.

Council also provides an Employee Assistance Program offering confidential counselling for work-related or personal problems. AccessEAP is an independent service focussed on maintaining the mental wellbeing of employees which offers access to professionally qualified and experienced psychologists.

Council has also embarked on a project involving a Working Group made up of representative staff members and management to discuss and expand employee conditions. This project will be concluded in 2021/22.

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

Council programs

Council's Community Services Branch identifies and provides referrals to a comprehensive range of community support services and programs, indirectly supporting carers within the Hornsby Shire community.

Council participated in initiatives organised by a local dementia cafe including helping to organise a dementia forum bringing together carers and people living with dementia.

Council also provides a Home Library Service to residents of Hornsby Shire who have difficulty visiting the libraries, including carers, delivering items and exchanging them on a regular basis. In 2020/21, 2,654 home library visits were made.

Throughout the year, Council promoted a series of events run by its Community Development team. Topics included a *Dietitian Talk for Cantonese Speaking Communities*, *Let's Talk about Male Carers* and *Grandparents as Carers*. These talks were offered online.

Council has a web page dedicated to [support services and resources for carers](#) which was active during 2020/21.

Implementation of the Disability Inclusion Action Plan

(Disability Inclusion Act 2014, s13(1))

Hornsby Shire Council's Disability Inclusion Action Plan 2017-2020 outlines Council's commitment to improving opportunities for people of all ages who live with disabilities to access the full range of services and activities available in the community. Below is a report on the outcomes achieved during 2020/21:

Area of focus	Outcome
<p>Building positive attitudes</p>	<ul style="list-style-type: none"> ■ Council has recently appointed consultants to help review, develop and implement its new Disability Inclusion Action Plan. The review will include an internal staff survey, a public survey to go on Council's website, a dedicated Council Facebook page, and three public consultations across the Shire, with one in Galston, one in Berowra and one in Asquith. ■ Council-organised events, and programs and events submitted by community groups and organisations, have been promoted via our channels (website, monthly eNewsletter, Facebook, Next Door and print advertisements) where appropriate. These include promoting International Day of Disabilities, NDIS in your community and Carers support to raise awareness of people living with a disability. ■ Council's inclusive approach to all events ensures they are wheelchair accessible and have drop off zones, easy to read signage and accessible toilets. ■ A Volunteer Expo was held at Hornsby Mall to allow local volunteer, and service groups to reach out to more residents, particularly seniors and the CALD community. Information was provided on possible volunteering opportunities and local programs. ■ Accessible events / activities were offered through Council's Social Inclusion Week, Photo Exhibition and Connected Communities from Harmony Day to Neighbour Day including Singing in Harmony and Creative Connection concerts, cooking demonstrations and multicultural craft activities for everyone to enjoy online, bringing entertainment as well as participation to the community whilst adhering to COVID-19 restrictions. ■ Online seminars continued to be held. Topics included <i>Dementia Awareness</i>, <i>Let's Talk about Male Carers</i> and <i>Better Outcomes for People with an Intellectual Disability</i>.
<p>Creating liveable communities</p>	<ul style="list-style-type: none"> ■ Council maintains dedicated Access and Inclusion, Living with Disability and Dementia pages on its website. Information includes useful links to information and services, and a list of accessible public toilet locations. Accessible facilities are also included in project and location-specific pages, for example parks and gardens. ■ Council holds special events for people with a disability and the elderly in libraries across the Shire. These events promote good health, physical wellbeing and mindfulness and are free. ■ Council has developed a Hornsby Shire Play Plan to ensure consistency and equity across the Council play areas for both existing and future play areas and uses the NSW Government "Everyone Can Play" Guideline 2019 as its benchmark.

Legislative requirements

Area of focus	Outcome
<p>Supporting access to meaningful employment</p>	<ul style="list-style-type: none"> ■ Section 8 of Council's Recruitment and Selection Determination encourages employment of people with intellectual disabilities, where possible. ■ Council has mandatory Equal Employment Opportunity online learning for all staff. ■ Council held a Hornsby Employment Open Day in partnership with Disability Employment Services for people in the community with a disability looking for employment. This was promoted on the Council website and via Council stakeholders.
<p>Accessible systems, information or processes</p>	<ul style="list-style-type: none"> ■ Council uses the Monsido platform to monitor website accessibility compliance to WCAG 2.0 AA. ■ A new COVID-19 information web page was introduced providing valuable information to the community on local services to provide assistance. A new Facebook page for libraries was launched, and Council commenced utilising 'Next Door', a social media platform. This enabled Council to ensure information was accessible to everyone in the community. ■ Council's Community Directory is updated annually. The community can easily access information on local NDIS providers and services and other community stakeholders and mainstream service providers.
<p>What we are doing or planning for the future to contribute to a greater outcome for people with a disability</p>	<ul style="list-style-type: none"> ■ Commitment to Hornsby Shire becoming a dementia friendly community – consultation with people living with dementia, participating in the Northern Region Dementia collaborative and increasing the community's awareness of dementia through dementia awareness webinars and Council's new dementia information web page to create positive change and a more inclusive community. ■ Council is developing a Dementia friendly plan in consultation with Dementia Australia. ■ The link to the National Relay Service is now available on Council's website next to Council's contact details and is displayed on every page of the website. ■ Council continues to source a range of new images as required from stock image websites, including pictures that represent diversity, inclusiveness and disability in the community. ■ Council continues to update and renovate park spaces and equipment to be accessible and inclusive for everyone in the community to enjoy. Council's website allows people to search for an accessible playground to suit their needs through a search function. ■ All new areas must meet standards outlined in AS 1428 Design for access and mobility standards. ■ Information on community venues on Council's website displays accessible amenities on floor plans. ■ Hornsby Council passed a Notice of Motion in October 2020 to establish a Healthy Ageing Hornsby Strategy to support and improve the quality of life for aged residents and people with disability. The Strategy is being developed with an internal staff survey, a general survey which will appear on the Council website and three public consultations across the Shire. ■ Council is working in partnership with a locally run group dementia café, DCaf, which provides an informal support group. DCaf meets weekly to support people with dementia, their family and carers.

Legislative requirements

Area of focus	Outcome
Meeting the needs of people with disabilities	<ul style="list-style-type: none"> ■ Council has worked with a local group called Studio Artes, who support local people with a disability, to paint community street library book boxes to be established in ten Council parks. ■ Developed a Dementia webpage to help Council move towards becoming a dementia friendly community collaborating with Council's Strategy and Place team. ■ Continuation of vital services for people who are frail, aged or living with a disability include the Home library service, and E-audio devices loaded with E-audio files and loaned to customers with a print disability or vision impairment. Customers can receive 1:1 assistance with E-devices, including computers, subject to COVID-19 restrictions. ■ Providing inclusive and accessible spaces such as Hornsby Aquatic Centre and Galston Aquatic Centre with appropriate signage, adult change table, waterproof wheelchair, disability hoist and/or ramps into pools. ■ Information was provided directly to vulnerable community groups, including five information presentations for CALD community groups regarding Council's services, programs and projects. The groups included the Chinese Seniors group, English Conversation groups and CALD family groups. ■ The library service is planning to introduce storytime sessions for children who are on the autism spectrum.
Challenges and successes in delivering on the Disability Inclusion Action Plan	<ul style="list-style-type: none"> ■ Due to the challenges of COVID-19 with facility closures and social distancing requirements, accessible information was provided through webinars for seniors and the CALD community on initiatives such as a learn to drive program and online storytime. Promotion of Council's new COVID-19 resource web page and information to the community was widely shared through social media platforms such as Facebook and Next Door. ■ Success can be defined through our ability to meet the needs of the community by maintaining essential services during COVID-19.

Legislative requirements

Requests for information

(Government Information (Public Access) Act 2009, s125(1); Government Information (Public Access) Regulation 2018, cl 8, Schedule 2)

To ensure easy accessibility by members of the public, Council includes a great deal of information about a large variety of subjects on its website. Information which is not available on the website can be requested through Council's Access to Information Team who will process the request in accordance with the Government Information (Public Access) (GIPA) Act. A GIPA application is processed as quickly as possible and is generally free of charge.

During 2020/21, Council processed 1,824 GIPA applications. A summary of the type of information sought is shown below.

Request Category	Number	% of total requests
Development Application / Property information – hardcopy files	910	50
Development Application / Property information – electronic files	239	13
Service Request	36	2
Neighbour ID	98	5
Other request	541	30

Privacy and Personal Information Protection Act 1998

Although Council aims to provide as much information as possible, we also aim to protect your privacy. We have adopted a Privacy Management Plan in accordance with the Privacy and Personal Information Protection Act (PIPA). This Plan confirms Council's commitment to the protection of privacy and outlines our practice for dealing with personal information held in our records. The Plan also outlines our process in complying with the Health Records and Information Privacy Act.

For information on Council's Privacy and personal information protection protocol, visit:
[hornsby.nsw.gov.au, Council \(tab\), Forms and Publications, Policies](https://hornsby.nsw.gov.au, Council (tab), Forms and Publications, Policies)

"POL00275 Policy – Statutory – Privacy Management Plan"

Public Interest Disclosures

(Public Interest Disclosures Act 1994, s31; Public Interest Disclosures Regulation 2011, cl 4)

Council has a responsibility under the Public Interest Disclosures Act 1994 to encourage and facilitate the disclosure, in the public interest, of corrupt conduct, maladministration or serious and substantial waste of public money, government information contravention, local government pecuniary interest contravention, or other wrongdoing.

Council has an adopted policy to augment the establishment of procedures for making disclosures, to provide for disclosures to be properly investigated and dealt with, and to protect people from reprisals. The policy also outlines the relevant investigating authorities in NSW.

All employees receive information about Public Interest Disclosures during staff induction. Information about reporting wrongdoing is also displayed throughout Council's offices and is available on Council's intranet.

During 2020/21, there were no reports of wrongdoing.

For information on Council's Public Interest Disclosure protocol, visit:
[hornsby.nsw.gov.au, Council \(tab\), Forms and Publications, Policies](https://hornsby.nsw.gov.au, Council (tab), Forms and Publications, Policies)

"POL00245 Policy – Reporting of Corruption, Maladministration, Substantial Waste, Government Information Contravention and Other Wrongdoing"

Legislative requirements

Special variation expenditure

(Special Rate Variation Guidelines)

Catchments Remediation Rate

The Catchments Remediation Rate (CRR) is levied at five per cent 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 2020/21, income received from the CRR special rate was \$2.97 million

The Catchments Remediation Program identifies locations across the Shire where water quality improvement initiatives are to be constructed and installed. In 2020/21, catchments remediation capital works projects were initiated and completed at a total cost of \$862,000. These works entailed a multifaceted approach of capturing, treating and reusing stormwater which included gross pollutant traps, biofiltration basins and stormwater harvesting at Lessing Park (Asquith), Reddy Park (Hornsby) and Normanhurst Park.

The CRR 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 2020/21, these costs included \$615,000 to have contractors clean and maintain these assets and adjacent landscaped areas. This included the removal of over 500 tonnes of sediment, litter and organic matter, together with bush regeneration and landscaping activities on more than 12 hectares of land adjacent to the assets.

In 2021/22, Council will be constructing a number of water quality treatment devices, as well as undertaking stormwater harvesting projects, to remove pollution before it enters the creeks and bushland of Hornsby Shire.

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 ten-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 2020/21.

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 revised and presented to Council at its General Meeting held on 13 March 2019. This revised LTFP has been developed to include a range of Councillor priorities above recurrent service levels. The LTFP's purpose is to define the financial direction of Council and assist in determining financial issues at an early stage.

Legislative requirements

The following sections provide summary financial information on the actual financial performance of Council over the 2020/21 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, noting that the LTFP will be updated after the December 2021 Council Election.

	Actual \$'000	LTFP \$'000
Income Statement		
Total income	158,206	142,993
Total Expenses	(139,118)	(130,215)
Net Operating Result	19,088	12,778
Balance Sheet		
Total Current Assets	156,459	187,594
Total Current Liabilities	(31,284)	(22,948)
Total Non Current Assets	1,783,829	1,738,451
Total Non Current Liabilities	(5,267)	(311)
Total Equity	1,903,737	1,902,786

Other Financial Information	Actual	LTFP
Unrestricted Current Ratio	6.45 : 1	5.79 : 1
Outstanding Rates and Annual Charges	2.34%	1.95%
Operating Performance Ratio	3.82%	3.47%

The Net Operating Result prepared in accordance with relevant accounting standards was more than the anticipated result when compared to the LTFP forecasts. This was due income from capital grants received during the year from grants applied for by Council after the LTFP was prepared.

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

Current Assets and Non Current Assets

Current assets at 30 June 2021 are less than forecast and non-current assets are greater than the forecast amount. This is because a portion of Council's investment portfolio is now classified as non-current following a revision to the Investment Strategy that included diversification into longer dated products to increase returns.

Current Liabilities

Current liabilities are greater than forecast due to the implementation of new accounting standards for leases and revenue in the year ended 30 June 2020 that have resulted in the recognition of lease liabilities and contract liabilities on the balance sheet. Current provisions have increased following the recognition of a provision in respect of Council's biobanking obligations that were first recognised at 30 June 2020. Council's employee leave balances have also increased because of lockdown measures that impacted staff during the COVID-19 pandemic.

Non Current Liabilities

Non current liabilities are greater than forecast as Council's historic defined benefit accounting scheme was brought to account at 30 June 2019. A \$2.2 million non current liability calculated by actuaries is held at 30 June 2021 to reflect Council's future obligations under the Plan. Council has also recognised a provision for the remediation of Foxglove Oval of \$1.4M at 30 June 2021 that has contributed to the increase in the non current liabilities.

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 per cent increase. This initiative was again applied to 2017/18

Legislative requirements

- Total net savings of \$3 million over the 2012/13 financial year, predominately from higher investment income, reduced statutory levies to those 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
- 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
- In business paper CS6/19 on 13 March 2019, Council adopted a revised LTFP which achieved recurrent savings of \$664K from releasing vacant positions, and recurrent savings of \$250K from reductions in Council's workers compensation premium.

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 2020/21. Any SRV budgeted funds that were unable to be spent in the 2020/21 year are set aside in a restricted asset to be spent in following years.

Asset category	2020/21	
	SRV budget allocated	Actual spent
	\$	\$
Local Road Improvement Program	100,000	100,000
Footpath Improvement Program	150,000	150,000
Drainage Improvement Program	250,000	219,106
Foreshore Facilities Upgrade Program	80,000	5,487
Open Space Assets Program	1,900,000	687,693

Legislative requirements

An additional amount of \$1 million was allocated to the 2020/21 Annual Budget for footpath projects funded from general funds following a revision to Council's LTFP. The LTFP includes a total additional allocation of \$6.5 million for footpaths over 10 years with works currently being completed in line with the allocations provided.

Amounts allocated to the Foreshore Facilities Upgrade Program were unspent at 30 June 2021 due to the timing of works. Unspent funds have been restricted for use in future years and were supplemented by an additional \$100K per year from Council's General Fund following revision to the 2020/21 Annual Budget in September 2020 to fund works at Parsley Bay Boat Ramp.

A portion of Council's 2019/20 and 2020/21 Open Space Assets budget allocations and Council's 2019/20 Drainage Improvement Program budget allocations were deferred due to the COVID-19 pandemic. Accordingly, these amounts were reinstated in the 2021/22 Annual Budget that was adopted by Council in June 2021:

2021/22 SRV Budget Allocated - Drainage Improvement Program:

- \$660K - Kooyong Avenue to Myall Road, Mount Colah drainage improvement.

2021/22 SRV Budget Allocated - Open Space Assets Program:

- \$75K - Fence renewals
- \$50K - Park furniture renewals
- \$395K – Bushland infrastructure
- \$125K - The Lakes of Cherrybrook playground and park furniture renewal
- \$150K - Greenway Park car park renewal
- \$100K - Brooklyn Park sports court renewal
- \$175K - Normanhurst sports field irrigation
- \$70K - Hornsby Park – road centre garden.

2020/21 was the last year of Council's ten year SRV program. Therefore the provision of the remaining 2020/21 budgets in 2021/22 concludes the end of the program with all amounts in Council's original application to IPART having been provided as required. Any SRV budgeted funds that are unable to be spent in the 2021/22 year will be set aside in a restricted asset to be spent in following years.

Legislative requirements

Summary of legal proceedings

(Local Government (General) Regulation 2005, cl 217(1)(a3))

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 2020 to 30 June 2021.

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 \$379,000 on 13 legal proceedings relating to development and compliance as below:

Property	Court	Status/Outcome
DA759/2019 – 229 New Line Road, Dural Construction of a dwelling house, shed, swimming pool, tennis court and equestrian ring	Class 1 Land & Environment Court	Finalised: Appeal Discontinued 2 July 2021
DA315/2019 – 284 Castle Hill Road and 411-415 and 417-419 Old Northern Road, Castle Hill Demolition of existing buildings, site excavation and earthworks, tree and vegetation removal and construction of a seniors housing comprising a residential care facility, apartment style self-contained dwellings, villa style self-contained dwellings, parking, landscaping, an administration building and café	Class 1 Land & Environment Court	Finalised: Appeal Discontinued 14 December 2020
DA847/2019 – 101-103 Wongala Crescent, Pennant Hills Torrens title subdivision of one lot into two and construction of new dwelling - Integrated	Class 1 Land & Environment Court	Finalised: Appeal Upheld – Application approved 15 October 2020 at combined conciliation and hearing as per agreed conditions of consent
DA1111/2017 – 53-55 Oakleigh Avenue, Thornleigh Construction of a 59 place child care centre	Class 1 Land & Environment Court	Finalised: Appeal Upheld 10 December 2020 – Applicant due to pay Council an amount for costs thrown away
DA1338/2016 – Lots 1 and 3 DP 747423 and Lots 1, 2 and 3 DP 883943 (172, 172A, 174, 174A and 174B Sherbrook Road, Asquith Amended Plans - New multi unit - 10 attached terraces and 46 units - Demolition	Class 1 Land & Environment Court	Finalised: Appeal Dismissed 12 August 2020
DA572/2017 – Lot 3 DP 20358, 112 Chapman Avenue, Beecroft Torrens title subdivision of one lot into two lots, partial demolition of a deck, relocation of an existing Council drainage pipe and construction of an open overland flow path	Class 1 Land & Environment Court	Finalised: Appeal Upheld 6 August 2020
DA668/2018 – Lot 2A DP 158064, 3 Quarry Road and 4 Vineys Road, Dural Seniors living development comprising 146 independent living units, 74 residential aged care beds and associated parking	Class 1 Land & Environment Court	Finalised: Appeal Upheld – Approved by LEC 14 May 2021
DA1344/2017 – Lot 2 DP 703037, 65D Malton Road, Beecroft	Class 1 Land & Environment Court	Finalised: Appeal Discontinued 11 December 2020
DA123/2020 – Lot 2 DP 507514, 18 Turner Road and 67 Woodcourt Road, Berowra Heights Demolition of an existing dwelling and Torrens title subdivision of two lots into five lots	Class 1 Land & Environment Court	Finalised: Appeal Upheld 15 June 2021

Legislative requirements

Property	Court	Status/Outcome
DA259/2020 – Lot 82 DP 9085, 181 and 183 Beecroft Road, Cheltenham Section 8.2 Review – alterations and additions to an existing residential building to create a childcare centre	Class 1 Land & Environment Court	In Progress: Adjourned to an Online Court Communication on 8 September 2021
DA485/2020 – Lot 1 DP 379371, 65-71 Burdett Street, Hornsby Demolition of existing dwellings and construction of a 102 bed nursing home	Class 1 Land & Environment Court	In Progress: s34 agreement to be filed by 3 September 2021
DA859/2020 – Lot 5 DP 23269, 130 Victoria Road, West Pennant Hills Subdivision - One lot into two / demolition of existing garage / removal of four trees / erection of new carport	Class 1 Land & Environment Court	In Progress: Matter listed for resumed conciliation on 7 September 2021
DA65/2019 – Lot B DP 324923, 22-32 Park Avenue, Waitara Construction of 5 x 6 storey residential flat buildings comprising 181 units and consolidation of lots	Class 1 Land & Environment Court	In Progress: Hearing – 30 November and 1 December 2021

Class 1 = Environmental, planning and protection appeals

Legislative requirements

Traffic matters

During 2020/21, Council spent a total of \$15,623 in professional costs on appeals relating to traffic infringements. Fines of \$8,192 were awarded in Council's favour.

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

Infringements appealed to Local Court	
Mention	85
Withdrawn	2
Court hearing	11

Infringement	No. of court proceedings
Disobey no parking sign	3
Disobey no stopping sign	9
Disobey no stopping sign – school zone	9
Double park	2
Double park – school zone	2
Laden mass exceed maximum by not more than 4 tonnes	13
Laden mass exceed maximum by not more than 3 tonnes	1
Laden mass exceed maximum by not more than 2 tonnes	2
Not parallel park near left	3
Not stand vehicle wholly in marked parking space	1
Parallel park close to dividing line/strip	2
Park continuously for longer than permitted	4
Stop in disable parking area without current permit displayed	8
Stop in bus zone not clearway or transit/bus lane	4
Stop in bus zone – school zone	4
Stop on/across driveway/other access to/from land	1
Fail to obtain prior approval for activity under Part E section 68 (Public Roads)	2
Stop on/across driveway/other access to/from land	1
Stop on/across driveway/other access to/from land – school zone	1
Stop in taxi zone	1
Stop on path/strip in built-up area – school zone	1
Stop on path/strip in built-up area	3
Stop within 10 metres of an intersection	7
Stop in loading zone	1

Companion animal matters

Council spent a total of \$13,510 on legal proceedings relating to companion animals.

Local Court proceedings		3
Matter	Outcome	
1. Appeal of Penalty Notice issued for owner of dog which rushes at/attacks/bites/harasses/chases any person or animal	Fine of \$1,320 upheld – Council awarded professional costs of \$6,000	
2. Prosecution – Declared Menacing Dog involved in Dog attack	Matter has progressed to hearing – ongoing matter	
3. Appeal of Penalty Notice issued for owner of dog which rushes at/attacks/bites/harasses/chases any person or animal	Fine of \$1,000 – Council awarded professional costs of \$2,500	

Legislative requirements

Contracts awarded greater than \$150,000

(Local Government (General) Regulation 2005, cl 217(1)(a2) (i), (ii))

Nature of Goods or Services Provided	Name of Contractor/s	Total Amount Payable Under the Contract
Air Conditioning Supply, Install and Maintenance Contract	Meridian Air Conditioning Airmaster Australia	Schedule of Rates
Brooklyn Boardwalk Upgrade	Fleetwood Urban Pty Ltd	\$280,646
Carrs Bush Boardwalk Construction	Basco Project Pty Ltd	\$206,326
Collection Truck Livery Design Production	Paper Moose Pty Ltd	\$262,252
Construction of pontoon, boat ramp and carpark at Wisemans Ferry	Delaney Civil	\$4,000,000
Detailed Design for Hornsby Central Library	AK & P Australia Pty Ltd	\$209,042
Detailed Design for Hornsby Park Embellishment	Clouston Associates	\$3,383,369
Detailed Design for Westleigh Park	Taylor Thomson Whitting (NSW) Pty Ltd	\$1,762,285
Development of an Environmental Impact Statement for Boardwalk between Brooklyn Road and Kangaroo Point	Martens and Associates Pty Ltd	\$184,580
Hornsby Aquatic & Leisure Centre Roofing Works	Adco Constructions Pty Ltd	\$656,301
Hornsby Council Chambers Building - Air Conditioning System Refurbishment	Meridian Air Conditioning	\$228,664
Hornsby Park Embellishment & Park Management Approval	SJB Planners	\$451,776
Hornsby Quarry Rehabilitation Works Including Bulk Earthworks	Ditchfield Contracting Proprietary Limited	\$27,000,000
Hornsby Shire Gateway and Suburb Sign Design and Construct	Church Communities Australia	\$408,062
Mark Taylor Oval Surface Upgrade	Landscape Solutions Pty Ltd	\$2,000,000
Microsoft Licencing	Data#3	\$400,699
Natural Areas Vegetation Management Bushland	Apunga Ecological Management Australian Bushland Restoration Bandicoot Bush Regen Pty Ltd Bush Habitat Restoration Cooperative Ltd Dragon Fly Environmental Pty Ltd Gecko Environment Management National Trust of Australia (NSW) Toolijooa Pty Ltd Waratah Eco Works	Schedule of Rates
Panel for Cleaning and Repair of Stormwater Quality Improvement Devices (SQIDs) within Hornsby Local Government Area	Urban Asset Solutions Pty Ltd Total Drain Cleaning Services Pty Ltd R A Bell & Co Pty Ltd	Schedule of Rates
Peats Ferry Road Asquith Main Street Project - Stage 1 Works	North Shore Paving Co Pty Ltd	\$216,100
Property and Land Information System	Infor Global Solutions (ANZ) Pty Ltd	\$188,121

Legislative requirements

Nature of Goods or Services Provided	Name of Contractor/s	Total Amount Payable Under the Contract
Purchase of Street Sweeper	Bucher Municipal Pty Ltd	\$315,868
Refurbishment of Hornsby Central Library	Built Pty Ltd	\$3,189,252
Rental of Premises	McDonalds Australia Limited	\$450,000
Replace fencing - Berowra Waters Road	D & P Fencing Contractors	\$167,172
Restoration of Beecroft War Memorial	Artisan of Stone Pty Ltd	\$157,805
SaaS Core Enterprise Suite	Technology One Pty Ltd	\$378,481
Signal Works at Duffy Avenue and Chilvers Road Thornleigh	Corrigan Traffic Signals Pty Ltd	\$398,000
Sullage Removal Services	Staples Bros (Nowra) Pty Ltd	\$150,000
Telephony	Nexon Asia Pacific Pty Ltd	\$212,727
Wide Area Network	AAPT	\$274,814

Audited Financial Reports

(Local Government Act 1993, s428(4)(a))

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/forms-and-publications/publications/financial-statements.

End of Term Report 2021

(Local Government Act 1993, s428(4)(a))

Also forming part of this Annual Report is the End of Term Report 2021, a publication on the progress of the Hornsby Shire Community Strategic Plan 2018-2028, *Your Vision|Your Future 2028*, and the achievement of its goals over the past four years. It provides details of Council's contributions to realising the community's vision and the progress of the Hornsby Shire since the adoption of the Community Strategic Plan.

The End of Term Report 2021 can be found at hornsby.nsw.gov.au/council/forms-and-publications/publications

NEED HELP?

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

Chinese Simplified

需要帮助吗?

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

Chinese Traditional

需要幫助嗎?

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

German

Brauchen Sie Hilfe?

Dieses Dokument enthält wichtige Informationen. Wenn Sie es nicht verstehen, rufen Sie bitte den Übersetzer- und Dolmetscherdienst unter 131 450 an. Bitten Sie ihn darum, für Sie den Hornsby Shire Council unter der Nummer 9847 6666 zu kontaktieren. Die Geschäftszeiten der Stadtverwaltung sind Montag bis Freitag, 8.30-17 Uhr.

Hindi

क्या आपको सहायता की आवश्यकता है?

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

Korean

도움이 필요하십니까?

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

Tagalog

Kailangan ng tulong?

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



Hornsby Shire Council

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Visit us

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

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