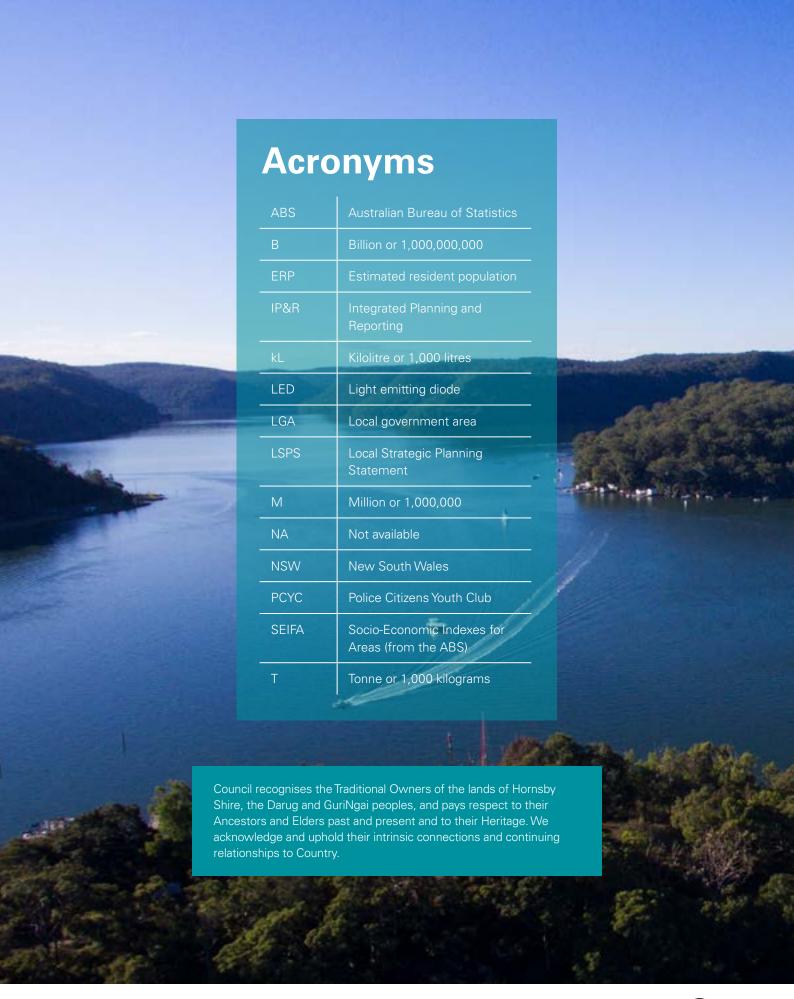


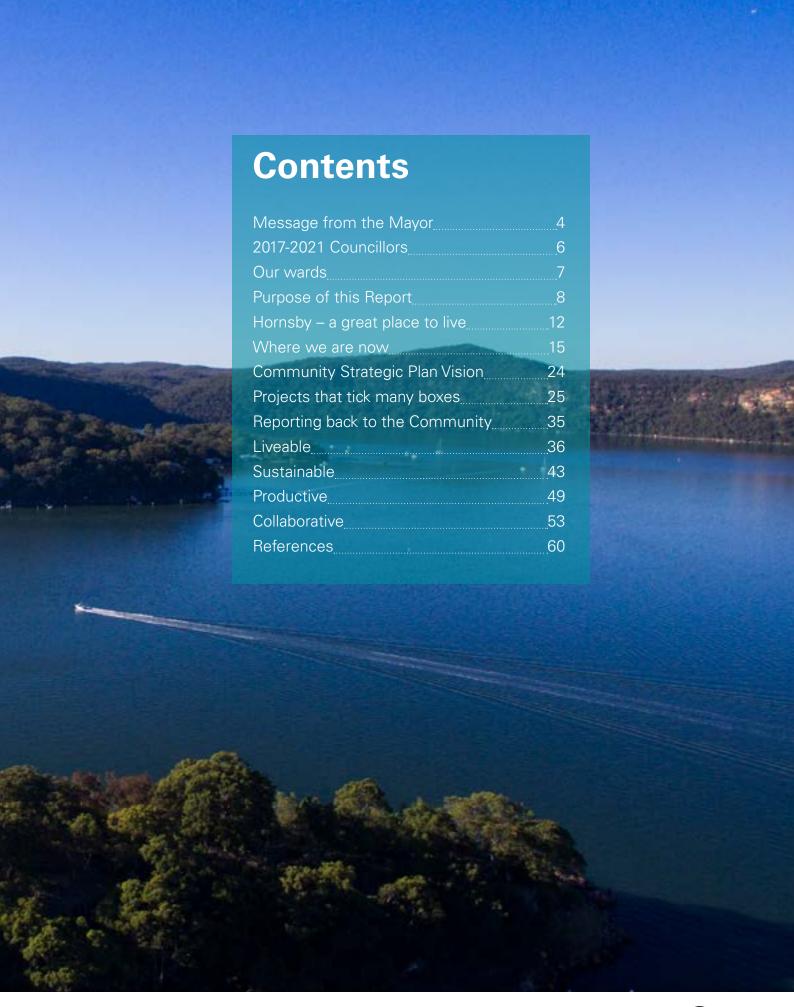
2021 END OF TERM REPORT













Message from the Mayor

Unquestionably, this most recent term of Council, from September 2017 till June 2021, will be long remembered as one of the most noteworthy in the history of Hornsby Shire.

Despite many recent challenges – from the unusually intense 2019–20 Black Summer bushfires to the global Coronavirus emergency and economic crisis – our resilient community has emerged more cohesive, inclusive, diverse and prosperous.

Not least among the many challenges facing Council in this term was the \$10 million hit to our yearly financial bottom-line resulting from the NSW Government's 2016 'Fit for the Future' local government reforms.

Ironically, despite the reforms intending to ensure NSW councils had enough scale to meet the challenges of the future, a large part of Hornsby Shire's rates base was transferred to the City of Parramatta – and so threatened our ability to deliver on both current and future community priorities.

However, by a combination of good financial management, and a willingness by the NSW Government to provide part-compensation for the financial impact of the boundary changes, Council has not only maintained a sustainable financial position but has undertaken many major projects.

Not least of those projects presently underway or now providing a wide range of benefits to our residents are the Hornsby Park and Westleigh Park redevelopments, the award-winning expansion and redevelopment of the Waitara Park/Orara Street Precinct in Waitara, and the Storey Park redevelopment in Asquith, among others. Council has also stepped up efforts advocating with the NSW Government for the needs of the local community.

For example, Council is working with Transport for NSW to develop a master plan and planning controls for the Hornsby Town Centre, we are lobbying the NSW Government to improve active transport and on-demand bus services around the Cherrybrook Metro Station



precinct, and we have teamed up with other councils to develop a Coastal Management Program for the long-term strategic coordination of the Hawkesbury River and its tributaries, along with many other initiatives reported here.

Our residents feel their access to community infrastructure has, for the most part, improved and they continue to feel safe walking and on public transport.

I am proud to say, that notwithstanding the many recent challenges, Hornsby Shire residents have demonstrably maintained their strong sense of living in a wonderful community.

Indeed, if anything, the recent emergencies have heightened our awareness of the bountiful natural gifts bestowed on our Shire.

Nothing better illustrates that than the extraordinary success of our '*Greening Our Shire*' program, in which 2,280 community volunteers worked alongside Council staff to plant 30,000 new trees, including more than 10,000 street trees, and over 40,000 other plants all in less than two years.

It's almost impossible to put a value on community spirit like that – and of that shown by so many other of our other residents, of our volunteers active in so many areas, of our hard-working Council staff and my fellow Councillors.

To them all, I convey my most profound thanks and appreciation.

Philip Ruddock AO Mayor







2017-2021 Councillors

MAYOR



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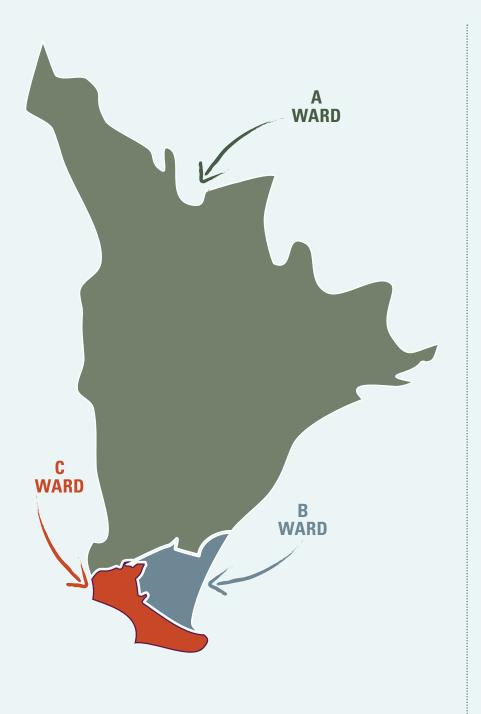


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Our Wards



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



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





Purpose of this Report

This End of Term Report was prepared under section 428 of the Local Government Act 1993. It will be presented at the final meeting of Council prior to the local government elections on 4 September 2021. The Report covers an additional year as the Council term was extended when the September 2020 Council elections were postponed by the NSW Government by one year to address the risks posed by the COVID-19 pandemic.

The End of Term Report is a report 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 Report is structured around the four themes which have guided the community over the past four years:

Liveable Supporting all of our community to succeed and live well. We are the advocates of our community and culture. Productive Collaborative Creating opportunities for the local economy and fostering well-balanced and connected neighbourhoods. Sustainable Custodians of our environment, we will protect and enhance our Shire. Collaborative Working to serve our community, we will listen, be accountable and efficient.

The previous Hornsby Shire End of Term Report also provided a snapshot of where we were as a community based on the latest Census information. The five-yearly cycle for the Australian Census means that new Census information has not become available in this Council term. As much of this information about the Hornsby Shire community is based on the results of the 2016 Census, the community snapshot will be updated when the results of the August 2021 census are available.







The Integrated Planning and Reporting (IP&R) framework

The Integrated Planning and Reporting (IP&R) framework came into practice in NSW councils in 2009.

The framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure – the differences depending on how each community responds to their needs.

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

The Community Strategic Plan is the highest level plan that Council prepares. It identifies our community's main priorities and aspirations for the future and the strategies for achieving these goals.

The Community Strategic Plan is supported by the Local Strategic Planning Statement (LSPS) that sets out a 20-year vision for land use within the Shire. The Hornsby Shire LSPS was released in March 2020. Both documents are structured around the community themes of 'Liveable', 'Sustainable', 'Productive' and 'Collaborative'.

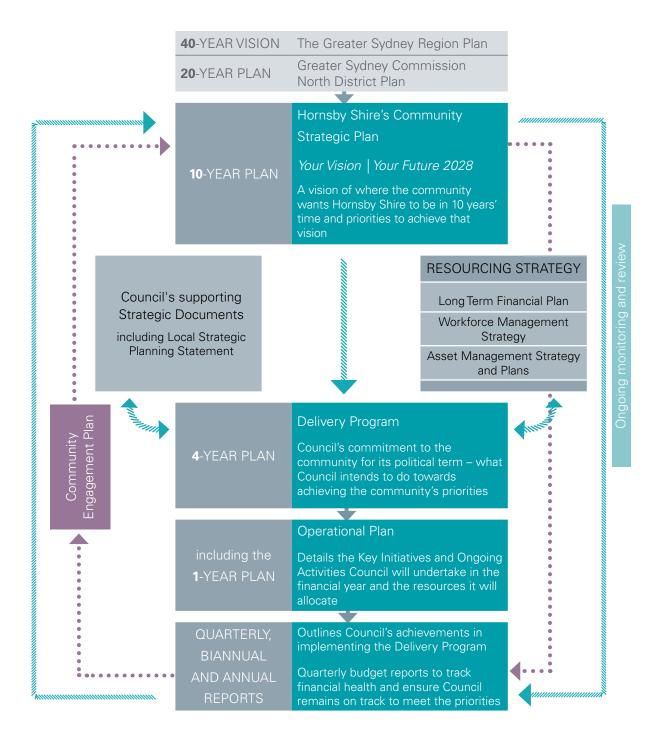
The Community Strategic Plan is implemented by the community as a whole. While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as government agencies and community groups, may be engaged in delivering the long-term outcomes.

Subsequently, Council's Delivery Program and Operational Plan systematically translates the Community Strategic Plan's priorities and aspirations into actions. These are the principal activities to be undertaken by Council to realise the goals of the Community Strategic Plan with the resources available to Council.

The Delivery Program is a statement of Council's commitment to the community and is the single point of reference for all principal activities undertaken by the elected Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this program. Supporting the Delivery Program is an annual Operational Plan. It spells out the details of the Delivery Program, including the individual projects and activities that will be undertaken each year to achieve the commitments made in the Program.



The Integrated Planning and Reporting (IP&R) framework





Hornsby – a great place to live

New Hornsby Shire Boundary

The NSW Government initiated a process for councils to consider amalgamation in 2015. Hornsby Shire Council was severely impacted by this process with a significant part of the Shire, all those areas south of the M2 Motorway, being transferred to the new City of Parramatta Council on 12 May 2016.

The Community Strategic Plan 2018-2028 was based on the new Hornsby Shire boundary.

This boundary change resulted in a \$10 million hit to Council's bottom line each year, threatening our ability to deliver on community priorities. In 2018, the NSW Government provided \$90M towards the Hornsby Quarry and Westleigh Park redevelopments as part compensation for the impact of this loss. Good financial management has also enabled Council to maintain a sustainable financial position.

Hornsby - The Bushland Shire

The Hornsby Shire is a green shire with some 70 per cent of its area being in National Park or zoned Environmental Protection. This bushland backdrop frames the quality of life in the Shire.



Research conducted in 2017 when developing *Your Vision* | *Your Future 2028* and again in 2020 indicates that members of the community **choose to live in Hornsby Shire** because:

- there is affordable living/housing and the quality of housing is good, with large blocks of land
- of the services and facilities overall, particularly schools/educational facilities, and the proximity to the city
- they are close to family and friends
- they like the natural environment, particularly the bushland, national parks, trees and green spaces
- there are choices of transport available, all within reasonable reach
- they are close to work/employment opportunities
- the neighbourhood and general community are friendly and give them an overall sense of wellbeing and belonging
- the air feels clean, the open spaces and waterways make Hornsby Shire feel 'apart' from Sydney
- the lifestyle creates an atmosphere of peacefulness and quie
- Westfield shopping centre and many other shopping precincts are nearby as well as the area being well serviced by medical facilities
- the area feels 'safe' there is a low crime rate and generally residents feel secure in their environment.

These preferences are clearly reflected in the Community Strategic Plan and underpin the outcomes achieved since 2017.





Hornsby – What you are talking about

Community engagements carried out by Council between 2017 and 2021 indicate that there is now a stronger emphasis on a healthy environment, environmental sustainability and resilience. This reflects the impact of global and local events of the past few years. Locally, extreme weather events, storm, bushfires and flooding have modified community views.

In 2015, McCrindle Research prepared a report for Hornsby Shire Council outlining the Top Ten Trends defining and shaping the Hornsby local government area. The table below shows whether the key themes which have emerged from our extensive community engagement over the four years of this Council term have followed the emerging trends predicted by McCrindle:

2017-2021 Community engagement themes	Was it an Emerging Trend in 2015?	The Top Ten Trends identified in 2015 (McCrindle 2015)
 Healthy environment – trees, biodiversity, waterways and foreshores 	No	Growing population, increasing densification
 Managing population growth, over-development, increasing density, housing design and infrastructure planning 	Yes No.1 Growing population, increasing densification	Ageing population, transitioning generations
 Environmental sustainability, climate change mitigation, reducing waste and pollution 	No	Educational attainment, professional employment
 Transport – traffic congestion, walking and cycling networks, wayfinding, roads, parking, public transport 	Yes No.7 Mobile lifestyle enabled though public transport and cars	Entrepreneurship for small and home-based businesses
5. Community building – local shops, playgrounds, community groups, community facilities (multi-purpose, libraries), accessible facilities and accessible parking, events	Yes No.10 The lifestyle shire	5. Property ownership and investment growth
 Resilience – bushfire, extreme weather, food security, water supply 	No	Stable workforce, lower unemployment
7. Equity , social justice, governance, inclusiveness, affordable housing	Yes No.8 A home for families and the next generations No.9 A place of cultural and language diversity	7. Mobile lifestyle enabled though public transport and cars
8. Ageing, families and children	Yes No.2 Ageing population, transitioning generations	8. A home for families and the next generations
9. Rural lands , agriculture, access to services and facilities, rural feel	Yes No.10 The lifestyle shire	9. A place of cultural and language diversity
		√ 10. The lifestyle shire



The themes emerging from our community engagement are summarised by our young people in their Statement from the Next Generation.

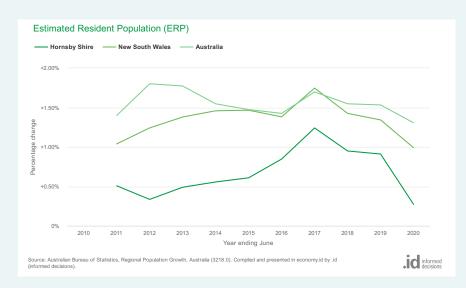
Statement from the Next Generation:

We believe in a culturally diverse and inclusive Shire with a global approach to sustainability and a local sense of community. Where the values of the people are reflected in the actions of our leaders.

Where we are now

Growth

The growth of the Shire has slowed since 2018.



In June 2018, the population of Hornsby Shire was estimated to be 150,632 and predicted to grow by 2,000 new residents each year. The population of Hornsby Shire in June 2020 was estimated to be 152,419, representing a slower increase per year than predicted. The 2021 Census will establish the actual change.

	2018	2021
Population	150,000 (after boundary change)	152,429 (ERP 2020)
Estimated annual population growth	2,035 new residents each year	1,400 new residents each year
New homes each year	1,183 residential building approvals (2016/17)	Residential building approvals: 2017/18 – 1,042 2018/19 – 626 2019/20 – 624 Average of 764 approvals for new dwellings each year (2017/18 to 2019/20)

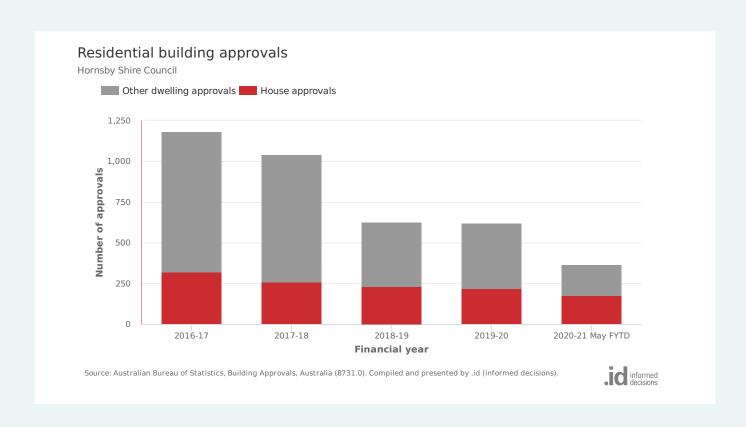


Between 2018/19 and 2019/20, Hornsby Shire experienced a population growth rate of 0.27 per cent, a drop from the previous year's 0.91 per cent. Slower growth was seen to a lesser extent across Greater Sydney, which experienced a growth rate of 1.08 per cent compared with 1.63 per cent the year before. The estimated resident population (ERP) for NSW and Australia also slowed over the same period, with Hornsby Shire proportionally following the national trend.

The lower than predicted growth is in line with a decline in building approvals. The number of approvals for residential buildings in Hornsby Shire declined in 2018/19 (pre-COVID) from the approvals seen in previous years and has remained lower than the predicted 870 new homes required each year.

There is an oversupply of residential apartments in a number of suburbs in Sydney including Hornsby Shire, the decline perhaps due to a market correction after higher than average activity in the preceding years and some COVID impacts in 2019/20. On average across the three years between 2017/18 and 2019/20 there were 764 approvals for new dwellings each year.

Also, in 2017, Epping and Carlingford, which accounted for a significant percentage of dwelling approvals – particularly residential apartments – were transferred to City of Parramatta Council as part of the NSW Government amalgamations. (Although the boundary change was promulgated in May 2016, Hornsby Shire Council continued to assess Development Applications (DAs) that were submitted in Epping and Carlingford on behalf of Parramatta for another six months.)



Analysis of activity in the coming post-COVID years will determine whether the growth rate continues to decline or pick up to the predicted rates by 2036. Hornsby's newly adopted Housing Strategy 2020 focuses future supply of housing to the Hornsby Town Centre and NSW Government land in the Cherrybrook Metro Station precinct.



How we compare to Greater Sydney

Significant differences between Hornsby Shire and the average for Greater Sydney include:

- Hornsby Shire has a slightly higher proportion of residents born overseas and this proportion is increasing
- Hornsby Shire has a lower proportion of residents who speak a language other than English at home but this
 proportion is increasing
- Hornsby Shire has a lower proportion of residents who identify as Aboriginal and Torres Strait Islander but this
 proportion is increasing
- Hornsby Shire has a higher proportion of university qualified residents than Greater Sydney and this is increasing
- Hornsby Shire has fewer one-person households and this proportion is steady
- Hornsby Shire has more households with children and this proportion is steady
- Hornsby Shire has a much higher proportion of residents living in a separate house but this proportion is falling
- Hornsby Shire has a much lower proportion of residents living in high rise dwellings but this proportion is increasing

Hornsby is becoming more diverse, as is Greater Sydney. It remains a place of detached dwellings and families but, increasingly, it is also a place where people live in higher density units. Hornsby Shire is adapting to become a place with more diverse residents who continue to value the Bushland Shire.



	Hornsby 2016	Hornsby Trend Since 2011	More or Less than Greater Sydney 2016
Median age		•	+
	40 years	(39 years)	(36 years)
Population over 60		•	+
	21.6%	20%	(19%)
Born overseas		•	=
	37%	(33.7%)	(36.7%)
Speak a language other than English at home		•	_
	31%	(25.8%)	(35.8%)
Aboriginal and Torres Strait Islander population		•	_
population	0.5%	(0.3%)	(1.5%)
University qualification		•	+
	38%	(34.7%)	(28.3%)
Trade qualification		=	_
	13%	(13.7%)	(15.1%)
Participation rate (population in labour force)		=	+
	65%	(66%)	(61.6%)
One-person households		=	_
	17%	(17.4%)	(20.4%)
Households with children		=	+
	54%	(53.5%)	(45.8%)
Live in a separate house		•	+
	72%	(75.3%)	(55%)
Live in a medium-density dwelling		=	_
	12%	(11.2%)	(20.3%)
Live in a high-density dwelling		•	_
	15%	(12.9%)	(23.5%)
Household owning or purchasing their home		•	+
	73%	(75.6%)	(59.2%)
Households renting		•	_
	21%	(19.5%)	(32.6%)





Housing and income

Hornsby Shire ranks high on the list of socio-economically advantaged areas at 10th out of the 131 NSW local government areas on the SEIFA index.

Hornsby Shire has higher income levels and house prices than the average for Greater Sydney, in line with its socio-economic ranking.

In 2016, the median weekly household income for Hornsby Shire was \$2,116 compared with an average for Greater Sydney of \$1,745.

Analysis of household income levels in Hornsby Shire in 2016 compared to Greater Sydney shows that:

- Hornsby Shire has a larger proportion of high-income households (those earning \$2,500 per week or more)
- Hornsby Shire has a lower proportion of low-income households (those earning less than \$650 per week)
- Only two suburbs in Hornsby Shire, Hornsby and Waitara, had a median weekly household income slightly below the median for Greater Sydney. While there are variations in income throughout Hornsby Shire, no part of the Shire falls significantly below the average for Greater Sydney.

In 2018, the median house value in Hornsby Shire was over \$ 1.3M, significantly higher than the median for Greater Sydney of just over \$1M. The proportion of people who own their own home or are paying off a mortgage is much higher than the average for Greater Sydney.

Country of birth

The birthplace of residents is one indicator of the diversity of residents and, on this basis, Hornsby Shire is more diverse than the average for Greater Sydney. The proportion of residents born overseas is increasing, in particular, the number of residents born in China increased significantly between 2011 and 2016. However, the proportion of people born in the United Kingdom is decreasing, as it is in Greater Sydney.

This increasing proportion of residents born overseas and not speaking English as their first language has implications for the future delivery of services and community engagement in Hornsby Shire.

Country of birth	Hornsby 2016	Hornsby trend since 2011	More or Less than Greater Sydney 2016
Australia		•	+
	59.5%	(63%)	(57.1%)
China		•	+
	6.1%	(3.6%)	(4.7 %)
United Kingdom		•	+
	4.9%	(5.5%)	(3.7%)
India		•	+
	3.8%	(3.1%)	(2.7%)
South Korea		=	+
	1.9%	(1.8%)	(1.0%)
Hong Kong		=	+
	1.6%	(1.7%)	(0.8%)





Employment

Hornsby Shire residents participate in the workforce at a slightly higher rate than the average for Greater Sydney.

The proportion of residents with a university qualification is high and increasing. The Professional, Scientific and Technical Services industry sector is the largest in Hornsby Shire, representing 20.8 per cent of all registered businesses in the Shire in 2020 compared to 13.5 per cent in New South Wales. The strength of this sector is supported by the high proportion of residents with tertiary qualifications and is an indicator that Hornsby Shire residents are creating their own business opportunities.

The rate of unemployment in Hornsby Shire has been slightly higher than the average for Greater Sydney since 2016. It fell steadily between 2016 and 2019 to a low of 4.4 per cent. In December 2020, it had risen to 5.9 per cent due to the impact of COVID-19. Since June 2020, the average unemployment rate for Greater Sydney has been slightly higher than the Hornsby LGA, and in December 2020 was 6.2 per cent.

A significant proportion of Hornsby Shire's population travel outside the Shire for work (67.8 per cent). The recently adopted Economic Development and Tourism Strategy 2021-2026 and Employment Land Study have identified strategies and actions to address increasing employment opportunities within the Shire.





Community Strategic Plan Vision

One vital feature of a Community Strategic Plan is its community Vision statement, an expression of where the community agrees they would like to journey together. The Vision for *Your Vision* | *Your Future 2028* consists of a Value statement, an Action statement and a statement of External impacts:

VISION

Value statement

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

Action statement

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

External impacts

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

Impacts of COVID-19 on Council

As with every other aspect of life across the globe, COVID-19 impacted our Community Strategic Plan. The pandemic has changed the focus and introduced new priorities for our community since March 2020.

This document seeks to report on the achievements of the whole term of Council while acknowledging the many changes occurring since March 2020. Many of these changes will influence the next version of the Community Strategic Plan that is now in development and will be considered early in the next term of Council.

Resources and focus have been directed towards keeping people safe and ensuring that appropriate communication pathways are in place. Our community's ability to adapt demonstrates its resilience as does Council's success in adjusting to new ways of doing business very quickly.

Some consequences to service delivery of COVID-19 include:

- our great range of open spaces became even more important to people and more highly used
- many services shifted to online delivery. The long term impacts on service delivery will be one of the challenges for the future
- adverse impact on Council's financial position. Although some projects were deferred, Council's financial recovery has occurred faster than expected during 2020/21 and is forecast to fully return to a pre COVID-19 position in 2021/22.

Council undertook a range of measures to help residents, community organisations and local businesses during the first phase of the COVID-19 pandemic. Some of these continue to be made available as resources, such as the 'Hornsby Localised' social network for businesses, a free resource connecting businesses and residents across the Shire, and a dedicated section on Council's website with the latest updates and information on community and business support available, as well as the current status of Council's facilities and services.



Projects that tick many boxes

- Large projects take many years to complete. They require more than one Council term to work through the many steps including: consultation, planning and building.
- Large projects bring together many of the community's key outcomes across all four of the Community Strategic Plan's themes. They provide good evidence of how many projects deliver on multiple community priorities in an integrated way.

	Community Strategic Plan 2018-2028 – OUTCOMES						
LIVE	ABLE	SUS	TAINABLE				
1.1	Infrastructure meets the needs of the population	2.1	The local surroundings are protected and enhanced				
1.2	People have good opportunities to participate in community life	2.2	People in Hornsby Shire support recycling and sustainability initiatives				
1.3	The area feels safe	2.3	The Shire is resilient and able to respond to climate change events and stresses				
PROI	DUCTIVE	COL	COLLABORATIVE				
3.1	The prosperity of the Shire increases	4.1	The community is encouraged to participate in Council's decision making				
3.2	The commercial centres in the Shire are revitalised	4.2	Information about Council and its decisions is clear and accessible				
3.3	The road / path network provides for efficient vehicle and pedestrian flows	4.3	Council plans well to secure the community's long term future				

Large projects completed or substantially commenced since 2017												
	1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	3.3	4.1	4.2	4.3
Waitara Park Precinct: Orara Park and Waitara Park playground	✓	√	✓	✓	√	√			√	✓		✓
Storey Park Community Centre and playground	✓	√	✓	✓	\checkmark	✓				✓		✓
Greening our Shire	\checkmark			✓		\checkmark						√
Local Strategic Planning Statement vision for land use	√	√	✓	✓	√	√	√	√	√	✓	✓	✓
NorthConnex fill to Hornsby Quarry	\checkmark		√	√	\checkmark	√	√	√	√	✓		✓
Hornsby Quarry rehabilitation and redevelopment	√	✓	✓	✓	✓	✓	✓			✓	✓	✓
Westleigh Park rehabilitation and multi-sports	√	√	✓	✓	√					✓	✓	✓
Public Domain streetscape amenity	√	√	√	√			√			✓		✓
Hornsby Town Centre Review	✓	√	✓	√	\checkmark	✓	✓	√	√	✓	✓	✓

Waitara Park Precinct: Orara Park and Waitara Park playground

One of Council's most popular infrastructure projects has been the expansion and redevelopment of the Waitara Park/Orara Street Precinct in Waitara.

The precinct was identified in the Development Control Plan and Master Plan for Waitara High Density Housing Precinct and has been largely funded by development contributions. It provides a wide range of benefits to residents of the higher density precinct in Waitara and includes:

- Tennis Courts Six new tennis courts were completed in late 2017. They serve a double purpose, as they are also a flood detention basin that will significantly reduce the risk of downstream flooding.
- Amenities Building The new amenities building, which provides support to people using the tennis courts, was completed in August 2018. Its many impressive features include solar panels and generous roof overhangs to provide outdoor shade. It also includes a system of electronically controlled fans and louvres which assist natural ventilation, avoiding the need for air conditioning.
- PCYC Hornsby Ku-ring-gai opened at Waitara Park in 2017 and was financially supported by Council. The new state-of-the-art PCYC facility includes indoor courts, meeting rooms and underground parking.
- Mark Taylor Oval New fencing and sightscreens were completed in October 2017.
- Water sensitive urban design has been incorporated into the Orara Park precinct by the installation of a gross pollutant trap to collect larger pollutants such as litter, leaves and sediment. The partially treated runoff filters through a raingarden into a 100,000-litre holding tank and the stored water is then used for irrigation of Mark Taylor Oval.
- Park Avenue Drainage New drainage works on Park Avenue were completed in 2018, along with additional car parking along the Waitara Park frontage.
- Two playgrounds —A refurbished playground in Orara Park opened in 2018. Orara Park completes the green link between Romsey Street and the new Waitara Park playground. As well as providing open space, the lighting to the pedestrian path provides safe and convenient access for people in Orara Street to walk to Hornsby Mall and the town centre.
- A new inclusive playground in Waitara Park opened in 2019. The NSW Department of Planning and Environment contributed \$600,000 towards this playspace, which was carefully designed by Council with extensive consultation with the local community. The playground provides a range of play equipment, including a seven metre high tower slide, in-ground trampolines, an inclusive carousel, cradle swing and more. Adjacent to the new tennis courts and amenities building, the playground is fully fenced and features shade sails, picnic shelters and barbecues. It also features artwork by local artists from Studio Artes. The playground has a strong relationship with the tennis centre, which will provide a kiosk facility and outdoor shaded area, allowing parents and carers to relax while remaining close to their children.
- In August 2020, Council was successful in receiving the Parks and Leisure Australia (NSW) award for play space valued greater than \$500,000 for Waitara Park Playground. In November 2020, Council again received recognition by winning the National Playspace Design Award for Waitara Park Playground.





Storey Park redevelopment, Asquith

Newly built on the former Asquith Community Centre site, this state-of-the-art facility features multi-purpose rooms ideal for a wide range of events and activities, including:

- Park facilities with a bike path and picnic areas
- An inclusive play environment with an adventure area
- Onsite parking
- Fully landscaped surrounds.

Opened in January 2020, the Storey Park project was largely funded by development contributions.

The new Storey Park is both a community centre and parkland specifically designed to meet the evolving needs of the local community.

The modern facility features four multi-purpose function rooms catering for a wide variety of uses, ranging from childcare and community meetings through to large functions such as weddings and parties.

The large deck area overlooking the Storey Park sports ground gives spectators a panoramic view of all the action taking place below. The sprawling parkland features a large array of play equipment designed to feed the imagination and fire the curiosity of children ranging in age from two to 12.

There are slides and play houses for the younger children, while trampolines and a Skywalk climbing apparatus entice the older ones.

A discovery garden at the southern end of the park encourages children to explore and play within a natural setting.

Within the car park, a rain garden filters water before it enters the stormwater system, and roof water is harvested and used for toilet flushing in the facility.







Greening our Shire

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. This initiative also aligned with the Premier's Priority to increase the tree canopy and green cover across Greater Sydney by planting 1 million trees by 2022. 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.



Hornsby Park

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.

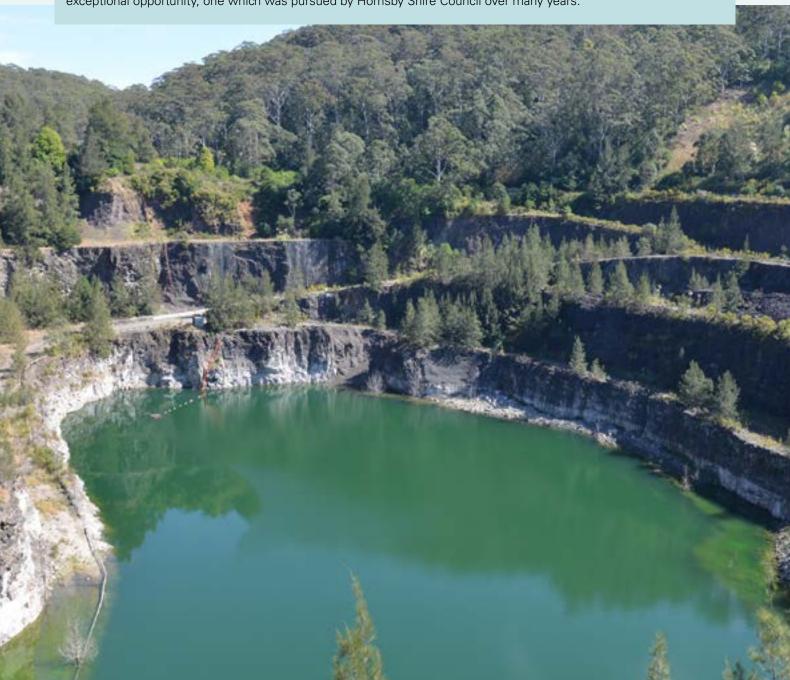
The rehabilitation of the old quarry is the largest single project ever undertaken by Hornsby Shire Council.

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.



Westleigh Park

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

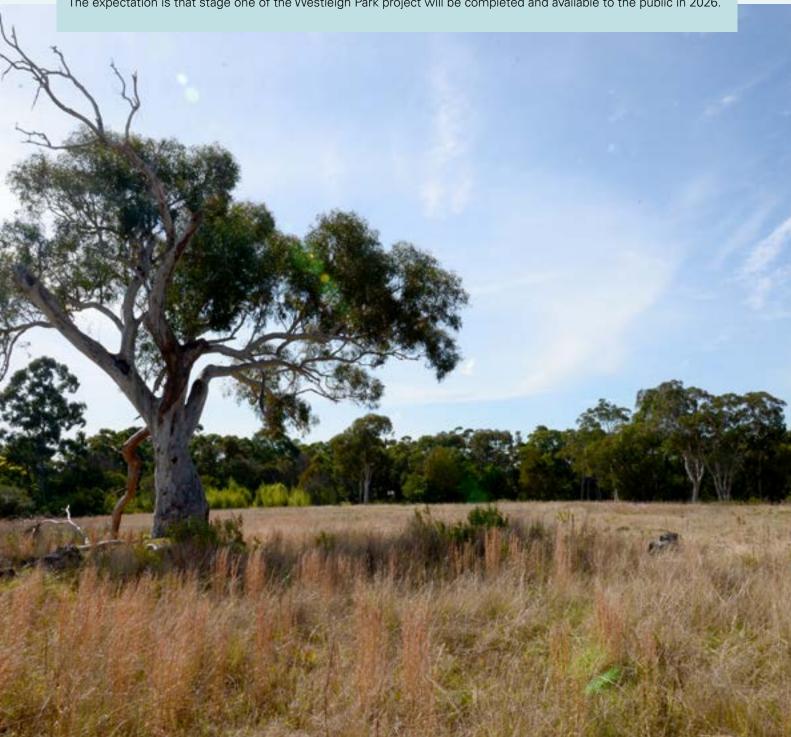
Westleigh Park will be a multi-purpose facility with three sports platforms designed to work within the constraints of the existing bushland vegetation and the future provision of improved road access.

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. Engagement with key stakeholders continues as Council works to finalise this plan.

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



Public Domain

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. 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.



Hornsby Town Centre Review

The Hornsby Town Centre Review project will revitalise the Hornsby Town Centre, making it a more liveable, green and accessible centre for our community. We want 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.

The changes envisioned for the Hornsby Town Centre are ambitious. 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. This reflects a key priority in our Local Strategic Planning Statement – to protect the character of our low-density neighbourhoods.

The Vision and Principles for the Hornsby Town Centre Review were endorsed by the elected Council as part of the Local Strategic Planning Statement.

Council's Housing Strategy acknowledges that over 4,000 new dwellings could be accommodated within the Town Centre by 2036.

Where are we up to?

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.

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 NSW 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.



Reporting Back to the Community

Indicators

The Community Strategic Plan 2018-2028 includes 'Headline and Community Indicators' which support Council's process of engaging with and reporting back to the community.

This End of Term Report tells you about the changes in these indicators. Many of them relate to your satisfaction with the community indicators. These are reported in the 2020 Quality of Life and Asset Management Survey. Other indicators are monitored through Council's Annual Reports.

A few indicators are monitored through the five-yearly Census. The next Census will be the August 2021 Census which will be reported when its results become available in 2022.

Indicator Trend	Meaning
+	Increase / cannot go higher (more than 1% change in the desired direction)
=	No change from 2018 (no more than 1% change)
_	Decrease (more than 1% change not in the desired direction)

NB. The Indicator Trend icons symbolised in the tables below are merely to show the prevailing direction. With both the 2017 and 2020 survey results there is an implied margin of error of +/- 4% at a 95% confidence level. This means that every time the survey is repeated using the same techniques, 95% of the time the results will be within the 4 percentage points interval.

Focus Areas

This report also tells you about how Council and the community working together have delivered change in identified 'focus areas' in the Community Strategic Plan as well as projects overseen by other levels of government or organisations.

Annual Reports

The Annual Report details the activities of Council as set out in its Delivery Program and Operational Plan. This End of Term Report focuses on overall delivery of the Community Strategic Plan by Council, community and other stakeholders. For more detail on Council activity go to the Annual Reports which can be found on Council's <u>website</u>.



Liveable

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

Strategic goal: Residents of Hornsby Shire have a sense of living in a community							
مهم	Headline Indicator	Benchmark 2017	Result 2020	Indicator trend			
la o	Percentage of residents who rate their quality of life as very good to excellent	81%	80%	=			

Residents of Hornsby Shire have maintained their strong sense of living in a community. They feel their access to community infrastructure has, for the most part, improved and they continue to feel safe walking and on public transport. Aged care and disability services is the one area showing a marked significant decrease in community satisfaction. The impacts of COVID-19 on aged care facilities, significant negative publicity regarding costs and lack of choice may be driving this decline.

Community outcomes	Comi	nunity Indicators	Benchmark 2017	Result 2020	Indicator trend
1. 1 Infrastructure meets the needs of the population	1.1.a	Feel able to afford a reasonable standard of housing in the area	41% 12% strongly agree 29% agree	51% 18% strongly agree 33% agree	+
	1. 1.b	Able to access a range of community facilities and services to meet needs	74% 34% strongly agree 40% agree	78% 36% strongly agree 41% agree	+
	1. 1.c	Have access to bushland areas, parks and green space	87% 61% strongly agree 26% agree	91% 69% strongly agree 21% agree	+
	1. 1.d	Sporting facilities in the area meet needs	68% 28% strongly agree 40% agree	66% 29% strongly agree 37% agree	_
	1. 1.e	Aged care and disability services and facilities are adequate	42% 13% strongly agree 29% agree	33% 12% strongly agree 21% agree	_
	1. 1.f	Youth services and facilities are adequate	36% 9% strongly agree 27% agree	44% 13% strongly agree 31% agree	+



Community outcomes	Comi	munity Indicators	Benchmark 2017	Result 2020	Indicator trend
1. 2	1.2.a	A range of community	51%	55%	+
People have good		events and activities take place that help	14% strongly agree	17% strongly agree	_
opportunities to participate in		bring people together	37% agree	38 % agree	
community life	1.2.b	There is a good range	47%	46%	_
		of opportunities for cultural and artistic	12% strongly agree	12% strongly agree	
		activities and expression	35% agree	34% agree	
	1.2.c	There is a good range	60%	72%	+
		of leisure and recreation opportunities	21% strongly agree	22% strongly agree	_
			39% agree	49 % agree	
	1.2.d	People who volunteer	24.9%	NA	NA
		locally	(ABS 2016)		
1. 3	1.3.a	Feel safe walking /	92% / 90%	95% /88%	+/-
The area feels safe		using public transport around local area during the day	Walking:	Walking:	
			62% strongly agree	66% strongly agree	
			30% agree	29%agree	
			Public transport:	Public transport	
			65% strongly agree	63% strongly	
			25% agree	agree	
	10 5	Faal aafaalliina./	700/ / 000/	24% agree	
	1.3.b	Feel safe walking / using public transport	70% / 66%	70%/61%	=/-
		around local area at	Walking:	Walking: 35% strongly agree	
		night	30% strongly agree	35% agree	
			40% agree	Public transport:	
			Public transport:	28% strongly agree	
			27% strongly agree	32% agree	
			39% agree		



Focus Areas

Celebrating diversity and working together

Hornsby Shire is becoming a more diverse place, with 37 per cent of the population born overseas. This increased diversity demands changes to the way services are delivered and it also provides opportunities:

- In April 2019, Hornsby Shire Council took a significant step towards solidarity with the local Aboriginal community by acknowledging the Statement from the Heart which calls for the establishment of a First Nations Voice in the Australian Constitution and a process of truth-telling between various stakeholders, including local government. The resolution was created in cooperation with the Hornsby Aboriginal and Torres Strait Islander Consultative Committee (HATSICC). In 2020, a new plaque acknowledging the important place of local First Nations people in our cultural heritage was placed in front of Council Chambers. In February 2021 Council adopted a new Acknowledgement of Country. The new wording was recommended by HATSICC and will be used in corporate documents and at public events.
- Community-led events demonstrate the enthusiasm and capacity of community members to identify what they would like and to make it happen. Council is happy to support them! The number of Council assisted community-led events increased from two in 2017/18 to eight in 2018/19. While this number reduced in 2019/20 and 2020/21 due to the impact of COVID-19, Council will be encouraging and supporting groups to identify and deliver community events again.
- Recognising the size of the Chinese language community in Hornsby Shire, the library service developed the Chinese Language online public access catalogue.
- Virtual information sessions were held for the Chinese and Korean communities in partnership with other agencies offering support and advice on services available.
- Council and agencies work closely together. Community and cultural programs and events provided opportunities for Council to act as a referral centre providing, in 2020/21 alone, over 3,000 referrals to local support organisations.
- Hornsby Shire Recollect, the Shire's new digital historical platform which holds photographs, documents, maps, plans and oral histories, has 193 registered users.
- 'Connected Communities', a series of Harmony Day and Neighbour Day events were held focusing on celebrating diversity and strengthening community connections, featuring cooking demonstrations and craft activities from Korean, Japanese, South Asian and Chinese communities.
- Google Translate functionality added to Council's website and microsites. This service instantly translates words, phrases and web pages between English and over 100 other languages.

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

Places that bring together people for a variety of reasons are a feature of Hornsby Shire:

- A Play Plan was adopted in May 2021. The Play Plan sets out a vision for the future of play spaces within Hornsby Shire and addresses the outdoor play needs of all people who live in the Hornsby Shire, recognising that contemporary play spaces are inclusive of people of all ages, capabilities and backgrounds.
- An Off Leash Dog Park Strategy was adopted in June 2021 following active community consultation. 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.



- From 2018/19 to 2020/21, Council completed over 50 upgrade works to parks and playgrounds and 31 sporting facilities. These works included new playgrounds, new fitness equipment, floodlighting, synthetic cricket wickets, fencing and irrigation and surface renewals.
- The new Storey Park facility built on the former Asquith Community Centre site which includes a Community Centre with multipurpose rooms, a children's bike path and inclusive play area, and picnic areas in landscaped grounds is a great example.
- Triple H Community Radio and the Hornsby Arts Society have each leased space in the Wallarobba Arts and Cultural Centre and moved in.
- Our libraries are vital community hubs providing many opportunities to engage and learn and are continually improving. The renovation of Hornsby Library is underway, supported by a State Library Infrastructure grant. The range of Library services on offer will be expanded to include a 'Maker Space' where you can take classes in various crafts along with new spaces for events and computer sessions, and a brand new children's area.
- In 2018, Council welcomed 10 new street library hosts, the winners of Council's street library give-away. The initiative was organised in collaboration with Street Library Australia and the 10 winners were chosen based on their application and location in the suburbs of Berowra Heights, Hornsby, Mount Kuring-gai, North Epping, Pennant Hills and Thornleigh. These book sharing spaces will make books available to anybody and generally encourage a 'take one, leave one' approach. Library services were impacted by COVID-19, causing a drop in the previously steady number of patrons. A 'pick and drop' model was introduced to allow books, CDs, DVDs and other resources to be delivered to residents while Council's libraries were closed in 2020 due to the pandemic.
- An updated Community and Cultural Facilities Strategic Plan, a revision of Council's previous Community and Cultural Facilities Strategic Plan 2015, was adopted in July 2021. The Plan provides direction for the future planning, provision and management of Council's community and cultural facilities over the next 10 years.
- The new Waitara Park and Orara Park precinct provides a great recreation space for all ages. A pedestrian path from Orara Park completes the green link between Romsey Street and the new Waitara Park playground where an inclusive playground is on offer. As well as providing open space, the lighting to the path provides safe and convenient access for people in Orara Street to walk to Hornsby Mall and the town centre.





Giving people housing choices

An increase in the proportion of people living in high-density dwellings demonstrates that the mix of housing is changing with the change in population.

The comprehensive Hornsby Local Housing Strategy 2020 has been adopted by Council and has been underpinned by in-depth reviews of the demand for:

- medium density
- childcare centres
- seniors housing.

This is a key element in ensuring that planning for Hornsby Shire will support the optimum mix of housing. The Strategy sets out the priorities, actions and capacity for housing in Hornsby Shire to housing targets prescribed by the State Government set out in the North District Plan.

A key focus for Council will be the review of the Hornsby Town Centre to make it a more liveable, green, and accessible place for the community.

A vision statement for the Town Centre and guiding principles have been developed in consultation with Councillors through visioning workshops and have been incorporated into the Local Strategic Planning Statement.

A comprehensive review of the Hornsby Town Centre planning controls will be undertaken to provide a clear vision to guide future development. The new controls will aim to facilitate employment and housing, improve public spaces and pedestrian connections and identify locations for community facilities.

Value of approved development (DAs) over the term



Community wellbeing and neighbourhood amenity

Town centres are a focus of activity and need renewal and care. Putting the spotlight on smaller centres and preparing urban design guidelines for them will enhance our centres to meet community expectations identified through community and stakeholder engagement. Priority areas identified by Council are:

- Peats Ferry Road, Hornsby
- Asquith-Mount Colah
- Galston
- Waitara
- Thornleigh
- West Pennant Hills
- Beecroft



Council has identified those centres as priority areas for improved public domain. It is planned to improve their streetscape amenity through the planting of advanced trees, landscaped garden beds, footpaths, shared paths, seating and signage. Upgrade works on Peats Ferry Road, Hornsby commenced early in 2021.

A suite of new signs was endorsed by Council in 2020 and installation of new gateway and suburb signs commenced early in 2021.

Two murals on Hornsby Town Centre's west side by renowned artist, Hugues Sineux, have added interest to Dural Lane. In May 2018, Westside Vibe, a vibrant street festival featuring live music, food trucks, pop-up bars and kids' entertainment, took advantage of the transformative impact of these murals attracting almost 6,000 people to the event. Westside Vibe was again held in May 2019, with over 8,000 community members engaging with the colourful and iconic laneway event.

A three-stage mural by Scott Nagy and Krimsone featuring native birds was commissioned and completed at the Thornleigh Community Recycling Centre during 2020. The theme 'Reduce, Reuse, Recycle' helps the community identify the facility.

A mural was also produced on internal walls of the new community facility in Storey Park by artist James Gulliver Hancock. Celebrating the local flora and fauna, it depicts, over nine panels, the local history of the area including celebrating the GuriNgai people through to the pottery that was on the site, the immigration camp set up after World War Two and the original centre on the site.

Westfield Hornsby has now installed wheel locking devices on trolleys restricting them from leaving the centre, thereby reducing the number of abandoned trolleys and improving amenity for nearby residents. This initiative is the result of Council collaborating with Westfield Hornsby and its major retailers to find a solution that worked for retailers as well as improving safety and visual amenity by removing trolleys from the streets.

Advocating with the NSW Government for the infrastructure needs of the local area

Hornsby Shire Council is always active in advocating with the NSW Government for the needs of our residents. The repurposing of Hornsby Quarry as a major park provides a great example where a long term problem will be transformed into an outstanding community asset with funding assistance and collaboration. Westleigh Park is another facility which will offer a range of active and passive recreation opportunities.

Council maintains advocacy with the NSW Government around planning issues, in particular changes to the State policy for seniors' housing in rural and heritage areas, application of our own local controls for medium density development and the impacts of child care centres in low density residential areas.

Council has also been successful in gaining funding assistance from the NSW Government for projects such as:

- Cheltenham Oval's new community building, car parking and netball courts
- The Greenway Park, Cherrybrook upgrade and reconstruction of the oval and building a new clubhouse
- Waitara Park playground
- Greening our Shire
- The Beecroft War Memorial restoration
- A contribution towards the renovation of Hornsby Library.



Hornsby Hospital

The ongoing redevelopment of Hornsby Hospital by the NSW Government is a key component of the infrastructure that supports our community's well being. It is being redeveloped in two stages to deliver a state of the art hospital designed to provide the best possible health care to our community. Stage One is now complete with a \$121M clinical and support services facility named the STAR building for Surgery, Theatres, Anaesthetics and Recovery. A new car park has also been opened bringing the total number of spaces to more than 750.

The NSW Government has committed \$265M for the second stage which will include a refurbished and expanded Emergency Department and Clinical Services building. This will accommodate a combined Intensive Care and High Dependency Unit, combined Respiratory/Cardiac and Coronary Care beds, Cardiac Investigations Unit, Outpatient Services, Medical Imaging, Paediatrics, Medical Assessment Unit, Transit Unit, Inpatient Units as well as a co-located education space with the University of Sydney and retail space. Stage Two is expected to be completed in 2021.

A large-scale solar photovoltaic (PV) system has also been installed at the hospital which will save the facility almost \$250,000 in electricity bills in its first year of operation.

Railway Stations

An upgrade to improve accessibility at the Hawkesbury River Station has been completed under the NSW Government's Transport Access Program. The initiative has delivered modern, safe and accessible infrastructure by providing two new lifts, a new accessible parking space and 'kiss and ride' space, a new accessible pathway and pedestrian crossing to the Dangar Road car park, a new family accessible toilet and unisex ambulant toilet, and improvements to CCTV and lighting to increase safety and security.

Construction is currently underway to improve accessibility at Beecroft Station and planning approval has been granted for accessibility upgrades at Normanhurst and Thornleigh Stations. Upgrades will include installation of lifts, improvements to accessible parking, pathways, CCTV, lighting, wayfinding signage and Kiss and Ride spaces. Studies are underway for planned upgrades at Waitara Station.

Electric buses

Two electric buses are now travelling around Hornsby as a result of the NSW Government's commitment to the transition to Zero Emission technology. The buses currently operate between Hornsby and Macquarie University, Mount Colah and Asquith to Hornsby, and Hornsby to Hornsby Height routes.



Sustainable

land in Hornsby Shire

with tree canopy

coverage

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

Strategic 9	goal: The natural environ	ment within Hornsby Shire enhances the qu	uality of life	
000	Headline Indicator	Benchmark 2017	Result 2020	Indicator trend
	Percentage of private land in Hornsby Shire	2019 baseline 56% NB. Baseline was not available for 2018	NA nevt undete	NA
	with tree canopy coverage	Community Strategic Plan pending data from mapping then underway	next update scheduled for 2022	
	Percentage of council	2019 baseline 83%	NA	NA

NB. Baseline was not available for 2018

Community Strategic Plan pending data

from mapping then underway

next update

scheduled for 2022

Maintenance of the tree canopy is a critical element in maintaining the quality of life that Hornsby Shire residents value. Tree preservation protects the local amenity, landscape character and natural history of Hornsby Shire. The many benefits trees provide to the community include social wellbeing, attracting people and visitors to the area, increasing property values, maintaining the environmental health of our region by protecting soil and water supplies, storing carbon and providing habitat for wildlife. They also help us live sustainably by regulating temperatures and managing urban heat.

While bushland is synonymous with Hornsby Shire, climate events over the past four years have increased our focus not only on the many benefits of trees but also on the importance of managing them well. In the summer of 2018/19, several severe storm fronts battered Hornsby's suburbs, with many parts of the Shire receiving the full brunt. This resulted in over 550 requests for Council assistance associated with the clean-up of tree debris. It was unavoidable that some tree canopy was lost as a result of these weather events. At the same time, Sydney also recorded a record number of consecutive hot days and the hottest January ever, further increasing our need for tree canopy to help cool urban temperatures.

A combination of planting trees, particularly suitable street trees, and helping the community to manage their trees is helping to optimise the benefits of a good tree canopy.

In March 2021, Council adopted the Sustainable Hornsby 2040 Strategy which draws together a suite of supporting strategies including the Waste Matters Strategy (adopted February 2020), Biodiversity Conservation Strategy, Urban Forest Strategy, Water Sensitive Hornsby Strategy and Climate Wise Hornsby Plan. These strategies commit Council to:

- A 70 per cent resource recovery target
- Net-zero emissions by 2050
- Protect and conserve ecological values by implementing a Green Infrastructure Framework and other activities
- Maintain tree canopy cover on private land at 33 per cent, increase tree canopy cover on streets to 50 per cent and increase in commercial areas to 15 per cent
- Ensure water sensitive city outcomes are embedded in policy and planning.



Implementation of the Waste Matters Strategy has included:

- Establishing a clothing reuse and drop-off point at Thornleigh Community Recycling Centre (CRC)
- Completing a waste-themed art mural at the CRC
- Creating a new compost/worm farm demonstration site at the CRC
- Recycling mattresses collected through scheduled bulky waste collections
- Supporting the establishment of four 'Return and Earn' sites
- Adopting a single-use plastics policy.

As shown below, 'Sustainable' theme community indicators have shown good progress in the following areas:

- Water consumption per capita has decreased, likely due to compliance with water restrictions
- Council's greenhouse gas emissions have decreased
- The number of households with solar has grown.

The exceptions are:

- The number of threatened plant and animal species increased in line with national and global trends
- The removal of gross pollutants from waterways where quantities removed depend on the maintenance cycle which staggers the cleaning of large sediment basins
- The diversion of waste from landfill, which is comparable to the results achieved by most Greater Sydney Councils. Council's Waste Matters 2020 Strategy focuses on implementing community engagement programs to improve waste diversion
- The 2019/20 target for 30 per cent reduction of Council's greenhouse gas emissions from 1995/96 levels was not met. This is due to energy saving technologies being offset by increased electricity usage at sporting fields and venues due to lighting upgrades to meet Australian Standards, upgrades at aquatic centres, and provision of more computers and equipment at libraries and Council offices and workshops
- The reduced numbers of residents attending sustainability workshops, which were affected by the focus on workshops for the Local Strategic Planning Statement and then the impact of COVID-19.

Community outcomes	Comi	nunity Indicators	Benchmark 2017	Result 2020	Indicator trend
2.1	2.1.a	Number of threatened	26 plant species	37 plant species	_
The local		plant and animal species	42 animal species	53 animal species	
surroundings are protected and		•	(2006)	(2021)	
enhanced	2.1.b The natural environment is well cared for and protected 2.1.c Waterways are protected – tonnes of gross pollutants removed per annum	is well cared for and	76%	75%	_
			26% strongly agree	29% strongly agree	
			50% agree	46% agree	
			1,280 T	500T	_
		(2016/17)	(2020/21)		



Community outcomes	Comr	nunity Indicators	Benchmark 2017	Result 2020	Indicator trend
2.2	2.2.a	Community water	15,116,546 kL,	14,395,743 kL,	+
People in Hornsby Shire support		consumption per capita per day	280 L per capita per day	259 L per capita per day	•
recycling and sustainability			(2016/17)	(2020/21)	
initiatives	2.2.b Waste diverted from	50%	44%	_	
		landfill	(2016/17)	(2020/21)	
	2.2.c	Council's greenhouse gas emissions – 30% reduction against 1995/96 levels by 2019/20	0.47% reduction 2016/17)	19% cumulative reduction to 2019/20	+
	2.2.d	Community is generally	72%	78%	+
	supportive of recycling and sustainability initiatives	25% strongly agree	29% strongly agree		
		47% agree	49% agree		
2.3	2.3.a Climate change		100%	100%	+
The Shire is resilient and able to respond to climate change events and stresses		adaptation is incorporated into Council's documents	(Target)		
	2.3.b	Number of households	5,787	10,010	+
		with solar panels	(2017/18)	(2020/21)	
	2.3.c	Number of residents	250	147	_
		attending sustainability and climate change adaptation workshops	(2017/18)	(2018/19)	

Focus Areas

Valuing green spaces and landscape

The value our community places on greenspaces is indicated by the high level of use of tracks and trails.

- In 2019/20, just eight of Council's walking tracks recorded a total of 116,000 visits
- There were over 37,500 laps of the Hornsby Mountain Bike Trail in 2019/20 and 2020/21
- Use of Council-managed tracks increased by nearly three times during the COVID-19 lockdown in 2020.

Many green spaces are also highly utilised. For example, visitors to Fagan Park increased as reflected in the number of vehicles using the Park's designated car parks, which increased from 35,949 in 2018/19, then to 39,465 in 2019/20 and 63,760 in 2020/21.

The success of the 'Greening Our Shire' program also shows how much our community values green spaces with 2,280 community volunteers working with Council to plant 30,000 new trees and over 40,000 other plants by July 2021.



Tree planting to re-establish tree canopy and increase shade cover has been a priority. As part of the *Greening our Shire* program, over 10,000 street trees were planted. Many playgrounds have been enhanced by the planting of shade trees.

Council acknowledged community concern with retention of trees by introducing amendments to our planning controls to ensure stronger tree protection in 2018, vastly increasing the number of tree species that cannot be removed without Council approval.

Green spaces include those used for active recreation, which our community needs to be active and healthy. As our population grows and changes, additional sporting grounds are needed. The Westleigh Park redevelopment is responding to some of these predicted shortfalls. An additional 34 hectares of land was purchased by Council in 2016 and planning is now well underway to address the predicted shortfall in sportsgrounds. It is proposed that this active recreation area will provide additional sportsgrounds as well as walking and mountain bike trails and informal areas while also protecting important vegetation.

Upgrading of many much-loved and well-used public green spaces has added value for the community. One example is Beecroft Station Gardens. This highly-utilised public space was upgraded in 2018 with paving, walls and garden edges in recycled brick and new sandstone. A new timber deck and seating as well as a timber shade pergola were constructed. A new car park at the Beecroft Community Centre increased accessibility.

Bushland areas were also enhanced through track upgrades at:

- Reddy Park, Hornsby
- Bushland Link to Pine Street, Normanhurst
- Callicoma Track, West Pennant Hills and Cherrybrook
- Waitara Creek, Normanhurst
- Rosemead and Manor Roads, Hornsby
- Galston Recreation Trail Facility
- Beecroft Reserve Tracks
- Byles Creek, Pennant Hills.
- Bushland reserves were regenerated and enhanced at
- Beecroft Reserve
- Salt Pan Reserve (Brooklyn)
- McKell Park, Brooklyn
- Great North Walk (Pennant Hills)
- Fearnley Reserve Track, Beecroft
- Florence Cotton Reserve, Hornsby

In addition, 61 hectares of native vegetation including endangered ecological communities were restored and enhanced by Bushcare volunteers.

Using resources wisely

The Thornleigh Community Recycling Centre opened in 2017. Already this facility has allowed safe collection and disposal of over 2,000 tonnes of problem waste including paint, e-waste and car batteries. Visitation to the centre is increasing and in 2020/21 it had over 34,000 customers.

Single-use plastics are being phased out of Council operations and large community events by 2022.



The transformation of Hornsby Quarry into a 50-hectare recreational space is being assisted by one million cubic metres of landfill from the NorthConnex tunnel. This reuse of a waste product to create a landform capable of accommodating a range of recreation activities is a great sustainability outcome.

Adapting to a changing environment

Hornsby Shire overall has a high capacity to adjust to change. This is indicated by the high rating given to the Shire in the Australian Natural Disaster Resilience Index. Communities in areas of high disaster resilience have enhanced capacity to use available resources to cope with adverse events, and enhanced capacity to adjust to change through learning, adaptation and transformation. Factors contributing to high disaster resilience may include employment, education, income, good access to or provision of resources and services, strong community cohesion and ample opportunities for adaptive learning and problem-solving. Only Hornsby/Waitara, Galston/Laughtondale and Berowra/ Brooklyn/Cowan are assessed as having a moderate disaster resilience capacity on this index.

In 2019, Council resolved to align itself with the NSW Government target of net zero carbon emissions by 2050 and the Australian Government's commitment to the Paris Agreement. Council has been active in reducing its carbon footprint by:

- Installing LED street lighting
- Installing solar panels at Council facilities
- Working towards increasing the percentage of waste diverted from landfill to 70 per cent
- Putting increased emphasis on sustainability when purchasing
- Developing policies that include installing EV charging on public land and encouraging third parties to install charging stations
- Participating in the Cities Power Partnership to complement the work Council is already undertaking to help meet its corporate energy reduction targets
- Joining the Program for Energy and Environmental Risk Solutions in 2021 (coordinated by the Southern Sydney Regional Organisation of Councils) which aims to procure renewable energy for a number of councils across NSW.

Water sensitive cities are one of the components allowing our urban areas to adapt to changing environments. Community workshops and collaboration between the Water Sensitive Cities Co-operative Research Centre and Council is providing the best start to transition Hornsby Shire to being a water sensitive city over the short to medium term.

Our community was encouraged to grow their own vegetables, taking advantage of the backyards that are still a feature of Hornsby Shire, as well as balconies, with Nursery Express. This project provided vegetable seedlings to homes and aged care centres across the Shire during COVID-19.

Living with bushfire risk

All responsible agencies worked closely to develop and implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan 2016-2021. This plan details bushfire management works, fire trail maintenance and community education to be taken in a five year period such as:

- New Fire Stations for Support Brigade and Berowra Brigades
- Scheduled annual inspections on all Council-managed fire trails
- Asset Protection Zone maintenance works managed in accordance with the plan
- Community education an important focus for living with bushfire risk. Targeted education events in bushfire prone areas helped to empower residents to make informed, realistic decisions when planning for bushfire events.



Review and update of Bushfire Prone Land mapping using improved vegetation mapping across the Shire. Mapping completed and provided to NSW Rural Fire Service (RFS) in October 2019. The updated mapping was certified by the NSW RFS Commissioner in April 2021 with affected property owners notified by letter.

Councillors were briefed in September 2020 on the implications of recommendations presented in the NSW Bushfire Inquiry report. Where relevant, Council will look to implement recommendations in partnership with Resilience NSW and other land managers via the Hornsby Ku-ring-gai Bushfire Management Committee.

Council's Bush Fire Risk Management Strategy (BFRMS) has been prepared by bushfire management specialists who have utilised innovative assessment techniques and industry standard methodologies. The BFRMS will be used to assist in the review and development of a new Hornsby Ku-ring-gai Bushfire Risk Management Plan in 2021 that will be reviewed and certified by the NSW RFS commissioner.

Advocating with the NSW Government for the infrastructure needs of the local area

Six councils along the Hawkesbury Nepean River, including Hornsby Shire, are working together to develop a Coastal Management Program for the long-term strategic coordination of the Hawkesbury River and its tributaries. The first stage of this work has required consultation with more than 20 NSW Government departments in order to develop a strategy with the support of all those agencies with management responsibilities affecting the river.



Productive

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

Strategic goal: Our living centres are vibrant and viable					
	Headline Indicator	Benchmark 2017	Result 2020	Indicator trend	
10	Percentage of residents who live and work in the Shire	28%	NA	NA	
	work in the Shire	(2016 Census)			

The Productive headline indicator is based on Census information and will be updated when the 2021 Census data becomes available in 2022.

The Productive Community Indicators detailed in table below all show improvement except for commercial floorspace. The contraction in this number is largely due to the change in the Hornsby LGA boundary in 2016 and also some sites not currently utilised for employment-generating development being rezoned to reflect their use.

The number of registered businesses in Hornsby has grown steadily and in 2020 was at 14,330, an increase of over five per cent since 2017. This steady growth is a counter to the slight contraction in the regional economy in 2019/20 due to the impact of COVID-19 and gives some indication that the Shire's economy is ready to bounce back.

The local road system is increasing in importance for residents. The Household Travel Survey indicated that in 2018/19 over 74 per cent of all trips by Hornsby residents were made by car, up from 70 per cent in 2012/13. The average length of these trips is around eight kilometres, indicating that they are often local trips. Train trips have remained steady at around 10 per cent of all trips and these trips are longer, over 20 kilometres on average.

Community outcomes	Comm	nunity Indicators	Benchmark 2017	Result 2020	Indicator trend
3.1	3.1.a	Gross regional product	\$6.564 B	\$7.26 B	+
The prosperity of the			\$43,982 per capita	\$47,612 per capita	•
Shire increases			(June 2017)	(June 2020)	
	3.1.b	There are adequate	22%	37%	+
	parking facilities in public areas 3.1.c Public transport is adequate for need	. •	7% strongly agree	11% strongly agree	•
			15% agree	26% agree	
		Public transport is	64%	63%	_
		adequate for needs	30% strongly agree	28% strongly agree	_
			34% agree	35% agree	



Community outcomes	Comm	unity Indicators	Benchmark 2017	Result 2020	Indicator trend
3.1	3.1.d	Number of page views	7,427	49,462	+
The prosperity of the Shire increases		on DiscoverHornsby	(2016/17)	(2020/21)	
3.2	3.2.a Square metres of	1,312,406m2	1,173,647m2	_	
The commercial		commercial space	(2008)		
centres in the Shire are revitalised			NB. this figure includes floorspace in centres since excluded from Hornsby Shire		
3.3		3.3.a Travel time to and from	43%	46%	+
The road / path network provides for efficient vehicle and pedestrian flows	3.3.b Road r	work is acceptable	14% strongly agree	19% strongly agree	
			29% agree	27% agree	
		Road network provides for efficient traffic flows	20%	27%	+
			6% strongly agree	7% strongly agree	
			14% agree	20% agree	
	3.3.c Road network is well	40%	47%	+	
		maintained	8% strongly agree	12% strongly agree	•
			32% agree	35% agree	

Focus Areas

A stronger economy

Small businesses are crucial to our local economy and the strength of our community, and Council has always had a strong partnership with the small business community. In 2018, 2019 and 2020, in October during Small Business Month, Council offered support through events providing practical information, ideas and networking opportunities to help local businesses start up and grow. Council's efforts were boosted by grants from the NSW Government – \$5,000 in 2018 and \$2,000 in 2020.

Hornsby Shire Council partnered with Service NSW launching the Easy to do Business program to simplify the process for locals to set up a cafe, small bar or restaurant. A free service, 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.

The importance of digital connection has been highlighted with COVID-19. Businesses and Council have both increased their ability to communicate with their customers and operate in a digital environment. The 'Hornsby.Localised' platform was launched to consolidate and curate Council's digital communication with businesses and to provide a platform for future business engagement across the Shire. It also supports business to business interactions and will ultimately be used to support a Buy Local campaign for the Shire.

The Economic Development and Tourism Strategy adopted in May 2021 provides a vision, principles and tasks for action to grow and develop the Shire's economy to improve the productivity and liveability of the Shire, whilst at the same time



working towards an environmentally sustainable outcome. Thirty-nine opportunities for action have been identified to help activate and grow the local economy – some being Council-led and others Council-supported, to be led by agencies other than Council.

In October 2021, Council endorsed the signing of a Memorandum of Understanding with the Hornsby Chamber of Commerce, a positive step in communicating Council's continued desire to work with and collaborate with business. The themes for collaboration are Building relationships, Supporting communication, Supporting the gatherings of the business community, Collaborating on capacity building initiatives for business, Actively seeking to advocate for business together, and Sharing resources where we can.

Infrastructure supporting new developments

Hornsby Town Centre is a focus for business in the Shire. Its success as a commercial and social hub is essential to our economic wellbeing. Council is working with Transport for NSW and other state agencies to develop a master plan for the centre which will be supported by new planning controls. These will facilitate employment and housing, pedestrian connections and improve public space and community facilities.

It is estimated that by 2036, around 400,000 m2 of additional commercial and industrial space will be needed within the Shire to meet future demand. Hornsby Town Centre is proposed to accommodate a large proportion of the future commercial/retail floorspace demand in the future.

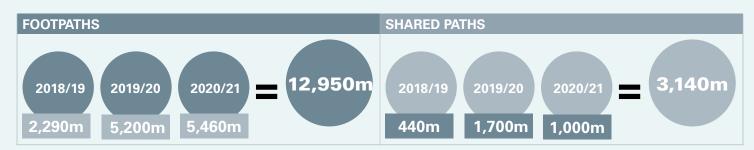
The Employment Land Study adopted in 2021 provides a strategic framework to facilitate and accommodate future employment growth. It has strategies to increase the supply of zoned employment land, establish a pipeline of industrial land and increase the capacity of Urban Service Land.

A well-connected shire

The need to provide alternative transport systems and a road network that caters for an increase in active travel such as walking and cycling is a focus of Hornsby Shire Council's strategic transport initiatives. A trial of a Car Share Scheme in partnership with GoGet is one of the first initiatives to be implemented. It encourages sustainable active transport, reduces on-street parking demand and provides access to a car without the expense of private ownership. The trial started in 2021, running for 12-18 months in 11 locations in Hornsby, Waitara and Pennant Hills.

Council has prepared a draft Walking and Cycling Strategy with the primary objective of increasing participation in, and improve the provision of infrastructure for, walking and cycling in the LGA over the next 10 years. With 'Connection' one of the guiding principles, the Strategy provides a framework to provide continuous safe walking and cycling paths across Hornsby Shire, link important origins and destinations with cycling and walking infrastructure, and incorporate cycling and walking infrastructure in road design.

In 2018/19, 2019/20 and 2020/21, Council built 12,950 metres of new footpaths and 3,140 metres of shared paths, providing good active transport connections and pedestrian/cycling infrastructure.





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.

Acquisition of the property at 302 to 308 Peats Ferry Road, Hornsby will provide an extra option for Council to increase the width of the future Jersey Lane link between Jersey Street and Peats Ferry Road to accommodate bus movements as proposed by the bus network as part of the vision for the revitalisation of the Hornsby Town Centre.

Advocating with the NSW Government for the infrastructure needs of the local area

There have been some major changes to the transport system in Hornsby Shire since 2018 including:

- The NorthConnex tunnel which connects the M1 and M2 freeways opened in late 2020. Council had been advocating for this project to fix this missing link in the nation's transport system for many years. NorthConnex takes traffic, especially heavy traffic, off Pennant Hills Road making Hornsby's suburbs more accessible and providing a boost to the local economy. The tunnel allows motorists to bypass 21 sets of traffic lights cutting 15 minutes off travel times. It boosts productivity of the freight network, supporting businesses to be more competitive and contributing to a stronger economy.
- The Metro North West opened in 2019 and is the first fully automated driverless metro rail system in Australia. It provides frequent services between Tallawong and Chatswood Stations via Macquarie Park and includes a stop in the Hornsby LGA in Cherrybrook.
- Council has advocated with the NSW Government to improve active transport and on-demand bus services around the Cherrybrook Metro Station precinct. Negotiations continue with both the NSW Government and the Federal Government seeking a commitment and timeframe to fund construction of a signalised intersection or pedestrian/ bicycle footbridge to provide safe access over New Line Road connecting County Drive and Shepherds Drive.

Negotiations with the NSW Government for compensation for the financial difficulties caused by the boundary change that saw the transfer of land south of the M2 to the City of Parramatta in 2016 resulted in a compensation payment of \$90 million in 2018. These funds were provided for the rehabilitation of Hornsby Quarry and the creation of new recreation facilities at Westleigh. These projects have been prioritised and planning is now well advanced.

Council has also been successful in gaining some funding assistance from the NSW Government for projects such as:

- A shared path at Brooklyn which has been delivered over several years further extension to Kangaroo Point is planned
- A 1,700 metre shared path around Cherrybrook Metro Station on Castle Hill Road which was delivered in 2019/20
- A shared path linking Hornsby CBD with an existing path along Galston Road, Hornsby construction currently underway
- A shared path linking Hornsby CBD with Hornsby Hospital construction currently underway
- A shared path which is planned for construction between Pennant Hills and Epping, the first stage being from Beecroft Community Centre to Cheltenham Station.



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		
10	Percentage of residents satisfied or very	58%	58%			
	satisfied with Council	Very satisfied 10%	Very satisfied 12%			
		Satisfied 48%	Satisfied 46%			

The community has maintained its high level of satisfaction with Hornsby Council. This is supported by the strong increases in each of the Collaborative community indicators.

Community outcomes	Com	munity Indicators	Benchmark 2017	Result 2020	Indicator trend
4.1	4.1.a	Encouraged to participate in decision	25%	31%	+
The community is		making	5% strongly agree	8% strongly agree	
encouraged to participate in Council's decision making		. J	20% agree	23% agree	
4.2	4.2.a	Information is clear and	36%	43%	+
Information about		accessible via a variety of channels	9% strongly agree	14% strongly agree	-
Council and its decisions is clear and accessible			27% agree	29% agree	
4.3	4.3.a	Plan well for	28%	34%	+
Council plans well to		community's long term future	6% strongly agree	8% strongly agree	
secure the community's long term future			22% agree	26% agree	



Focus Areas

Planning well and leading with good governance

The Hornsby Local Strategic Planning Statement (LSPS) was endorsed in February 2020 and published in March 2020 following extensive consultation. This is a very significant planning document that provides an understanding of the planning context for the Community Strategic Plan themes of 'Liveable', 'Sustainable', 'Productive' and 'Collaborative'. Many of the community's aspirations expressed through the Community Strategic Plan require the support of Local Environment Plans (LEPs) and Development Controls. The planning priorities identified within the LSPS will help guide land-use decisions and earmark changes to our local land-use plans, strategies and policies over the next 20 years.

In drafting the LSPS, Council undertook the development of an extensive set of supporting strategy documents and studies. Funding of \$2.5M was secured from the NSW Government for this work to identify Hornsby Shire's special characteristics and the values that are to be preserved, and how change will be managed into the future. These strategy documents and studies will have a significant impact on the Shire's future development and reflect extensive engagement with the community.

Docur	ments	that support the Hornsby Local Strategic Planning Statement
1.		onmental Sustainability Strategy (Sustainable Hornsby 2040)
	1.1	Urban Forest Strategy
	1.2	Water Sensitive Hornsby Strategy
	1.3	Biodiversity Conservation Management Plan update (Biodiversity Conservation Strategy)
	1.4	Urban Heat Mapping
	1.5	Climate Change Adaptation (Climate Wise Hornsby Plan)
2.	Comp	orehensive Heritage Study
	2.1	Heritage Action Plan
3.	Comr	munity and Cultural Facilities Strategic Plan update
4.	Horns	sby Town Centre Review
5.	Local	Housing Strategy 2020
	5.1	Seniors Housing Demand and Supply Review
6.	Active	e Living Strategy
	6.1	Play Plan
	6.2	Walking and Cycling Strategy
7.	Rural	Lands Study
8.	Econ	omic Development and Tourism Strategy
	8.1	Employment Land Study

Developed with input from the community and endorsed by Councillors, these documents contain recommended actions that are prioritised and implemented as funding becomes available. This means they can directly and transparently inform the Delivery Program and Operational Plans which will implement the Community Strategic Plan.

Commentary on these supporting documents can be found throughout this Report under their relevant 'Themes'.



Council finalised the Hornsby Local Housing Strategy 2020 which aligns with the Local Strategic Planning Statement (LSPS) and reinforces the priorities of promoting design excellence, protecting the landscape character of our low-density neighbourhoods and conserving and promoting our natural, built and cultural heritage. The Housing Strategy contains medium and long term priorities and confirms that, due to the development activity which has occurred since Council's last Housing Strategy in 2011, Council can meet its housing targets set by the NSW Government for the next 10 years under its current planning scheme.

Council committed to undertake a Comprehensive Heritage Study in August 2018 to respond to the changing context, demography and community expectations regarding the identification, policy and protection of Hornsby Shire's heritage. With the continued assistance of the Hornsby Council Heritage Advisory Committee (HAC) and the Hornsby Aboriginal & Torres Strait Islander Consultative Committee (HATSICC), year one of the four-year program is almost complete. Preparation of a new background thematic history was identified as a top priority and our Hornsby Thematic History has now been exhibited. A new Aboriginal Heritage Study, Landscape Heritage Study and Archaeological Study are due to be completed in the coming months.

Council's draft Rural Lands Study will set the strategic direction for rural areas and help decide how Rural Lands will be managed into the future. The draft Study addresses NSW Government requirements in the North District Plan to use place-based planning to maintain and enhance the values of rural areas. Extensive community engagement was undertaken in the preparation of the draft Study.

Council is also undertaking a Byles Creek Planning Study to improve the Hornsby local planning framework to enhance and protect ecology, biodiversity and ecosystems within the Byles Creek corridor in Beecroft. The corridor provides high environmental, scenic, social and heritage value to the local community and Hornsby Shire in general. A Discussion Paper has been produced to encourage conversation and seek comment from the community and stakeholders.

Council has also made changes to ensure that developments better meet community expectations, including:

- amendments to the Hornsby Development Control Plan to improve the design, setbacks and landscaping of developments
- amendments to the Local Environmental Plan to include a design excellence clause to apply to all multi-unit development regardless of height
- establishing the Hornsby Local Planning Panel in accordance with NSW Government legislation
- establishing a formal Design Excellence Review Panel to comment on the urban design merits of planning applications.

Being accountable to the community

Council seeks to be accountable to the community at all times. These are just a few examples:

- Performance management with individual and team goals that are aligned to Council's strategic goals.
- Quarterly budget reviews with reporting on financial key performance indicators that are externally audited.
- Six-monthly Delivery Program progress reports to Council and the community.
- The Hornsby Park recreation facility is being built for all the residents of Hornsby Shire, as well as the many generations who will follow. Council is determined that it will be a park 'designed by the community' with detailed consultation about what type of recreational facilities should be included.
- The many plans and proposals put out for exhibition and public feedback on Council's 'Have Your Say' web page.
- Forming an Environmental Sustainability Advisory Committee first (online) meeting August 2020.



- Involving the community in committees / working parties across a wide range of issues, eg. Bushland Management Advisory Committee (BMAC); Catchments Remediation Rate (CRR) Expenditure Review Committee; Lower Hawkesbury Estuary Management Committee; Waste Strategy Working Group; Hornsby Shire Local Traffic Committee; Hornsby Shire Heritage Advisory Committee; Hornsby Aboriginal and Torres Strait Islander Consultative Committee (HATSICC).
- Scores on Doors a Food Safety Certificate Program which awards a star rating to eligible premises, making it easier for everyone to identify the safety rating of food premises. The program also helps participating food businesses to improve their management of food safety and to promote their business to customers.
- All swimming pools in the Shire are registered on the NSW Government's Swimming Pool Register which is a critical part of keeping our children safe.

Finding innovative and effective ways to consult with the community

A wide range of face-to-face and online engagement techniques have been used by Council, ensuring that all residents have a way to be involved. Some of these are:

- Community Forums, held in each ward in 2018 and 2019 to allow residents to raise issues and gain feedback from their local Councillors
- a monthly Q&A session during 2019 where the community was given access to Council experts to ask questions online
- innovative techniques used to develop the LSPS:
 - a webinar for Sustainable Hornsby 2040 engagement
 - an evening with science communicator Dr Karl Kruszelnicki
 - a community cruise on the Hawkesbury River
 - a Future Youth Forum to engage young people.

In February 2020, Council completed a Communications and Engagement Strategy including four associated policies, to guide all communication and engagement activities. The Community Engagement Policy, and the Community Engagement Plan supporting it, providing a guide for staff and consultants in delivering best practice community and stakeholder engagement with high-quality outcomes, were adopted in July 2021. The Community Engagement Policy and supporting Plan lay the foundation for Council to become a more 'engaging' organisation.

Other activities where community engagement was a focus included:

- LSPS supporting strategies and plans (10 have been adopted)
- Hornsby Tree Survey
- Asset workshops service levels, satisfaction
- Brooklyn Place Discussion Paper
- Hornsby Park 'Plan Your Parkland' Community Engagement Outcomes Report
- National Cycling Participation Survey
- Hornsby Public Domain and Signage Strategy (Pre-Concept Phase) Engagement Summary
- Community Strategic Plan Survey, Quality of Life and Asset Management Survey
- Hornsby Park, Hornsby Park Environment Impact Statement (EIS) Communication and Engagement Outcomes Report
- Hornsby Park, Hornsby Park Development Application (DA) for Landform Earthworks Engagement during Public Exhibition and Hornsby Park, The Hornsby Quarry Rehabilitation Works DA – Response to Submissions and Revised Project Scope: Engagement Outcomes Report



- Hornsby Park and Draft Master Plan engagement
- Youth Survey, Youth Week 2020
- Disability Inclusion Action Plan.

In adapting to COVID-19, many Council events moved online and new initiatives were developed to engage with the community, including the lounge room concert series 'Friday Night Vibes' on Facebook, and free 'vegie' seedlings and plant deliveries via Nursery Express. A new Facebook page for Hornsby Shire Libraries was created to bring many cancelled Library face-to-face events online and more accessible for the community. Council also signed up to the 'Hornsby.Localised' platform to provide businesses with access to a free networking and directory platform.

Council engagement has involved diverse voices reflecting the diversity of Hornsby Shire residents.

Community sector	No. of focused community engagements 2017-2020
Indigenous Australians	7
Children (5-12 years)	2
High school (12-18 years)	1
Youth (12-25 years)	6
Seniors (over 65)	8
People living with a disability	2
Culturally and Linguistically Diverse communities	3
Residents/ratepayers	22
Community groups and Non-Government Organisations	6
Businesses	4
Sporting groups	2
Internal Council staff	4
NSW and Australian Government	2

Sharing information quickly and clearly

Digital technology has provided new opportunities to share information and Hornsby Shire Council has embraced this opportunity. Some examples are:

- The new Hornsby Shire Council website launched in 2018 provides a more user-friendly experience. It has areas for community reporting and feedback including a 'Have Your Say' section. This is an information hub for all Council's community engagement programs
- The Greening Our Shire website provides information on the initiative to residents including locations and tracking progress of trees planted so that volunteers can quickly see the results of their work
- The Future Hornsby website used extensively for the development of the Local Strategic Planning Statement and its supporting strategies
- Web microsites developed for specific events or campaigns like the Festival of the Arts or feedback on Hornsby Park design



- Facebook, Instagram, Twitter, YouTube and LinkedIn accounts with over 37,000 followers as of June 2021
- eNewsletters sent monthly to over 30,000 subscribers
- 'Hawkesbury Watch' was developed by Manly Hydraulics Laboratory for Council to provide information on current estuarine conditions, swimming conditions, algal blooms, estuarine ecosystem health and sediment quality along the lower Hawkesbury River. This information is used by a wide variety of users from recreational users of the estuary to professional fishers and oyster growers to best manage their operations.

Providing a helpful and efficient service

Many Council services can now be accessed online so that residents no longer need to call Council. For example, to request or pay for a park's facility booking. Providing options for customers to contact Council increases the overall efficiency of service delivery with the customer service call abandonment rate being at a very low 1.65 per cent in 2018/19.

The number of customer service requests in 2019/20, at over 24,000, was 10,000 more than the 14,000 requests in 2016. Part of this increase could be due to COVID-19 but it was an emerging trend before then. It is not surprising that improved ease of making a service request has resulted in more requests being made.

Online bookings are available for community venues, Hornsby Mall, and parks and recreation facilities. Taking into consideration that Council's community facilities have many regular hirers who have standing bookings and also the adaptation required during the COVID-19 pandemic with measures such as social distancing and capacity restrictions, the number of customers using the online booking system still increased 18 per cent between 2018/19 and 2020/21.

The average time to determine a Development Application has decreased from 60 days in 2016/17 to 33 days by December 2020, although the number of Development Applications remained steady. The introduction of a new online system enables applicants to lodge Development Applications online, supporting more efficient service.

Council is developing a Customer Experience (CX) Strategy to improve perceptions and feelings of customers resulting from interactions with our organisation. The Strategy will include a vision of what customers can expect in dealing with Council and will focus on building processes around the customer to build connection and trust. Success factors for the Strategy will be strong leadership and governance, resource reallocation to the right areas and maximisation of digital capacity.

Delivering the values of Service, Trust, Respect, Innovation

These values are the cornerstone of all Hornsby Shire Council's actions and services. The high levels of community satisfaction in the day-to-day activities of customer service, parks maintenance, aquatics centres, libraries and community services demonstrate this.

The speed with which Council transitioned to work from home for Council staff in response to the COVID-19 lockdown was possible due to the consistent application of Council's values:

- technology solutions were provided over a three-week period to enable the majority of staff to work from home a staff survey reported that most felt their ability to access and use systems was as good at home as at the office
- a virtual meeting platform was deployed moving Council and Committee meetings and Councillor workshops to being fully online and still compliant with required meeting practice
- an online collaboration tool (Microsoft Teams) for the entire workforce improving the outcomes possible while working from home.

Hornsby Shire Council's values of Service. Trust. Respect. Innovation. are set out over the page.







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