



YOUR Community Plan 2013-2023



HORNSBY SHIRE
**COMMUNITY
STRATEGIC PLAN**
with 4 year **DELIVERY PROGRAM**

ADOPTED 19 JUNE 2013

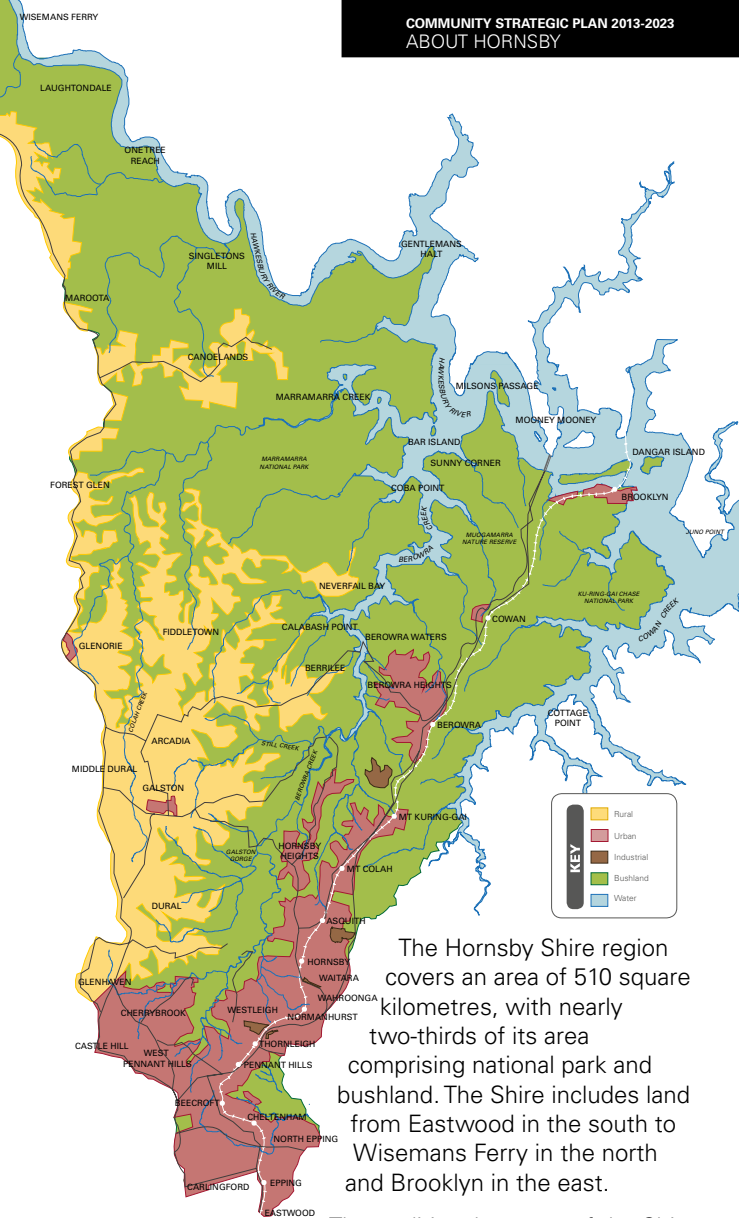
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"Your Community Plan" has been developed in consultation with State agencies, not-for-profit groups and individuals. It is an update of the Hornsby Shire Community Plan 2010-2020 first adopted by Council in June 2010 and amended in March 2011.

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





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

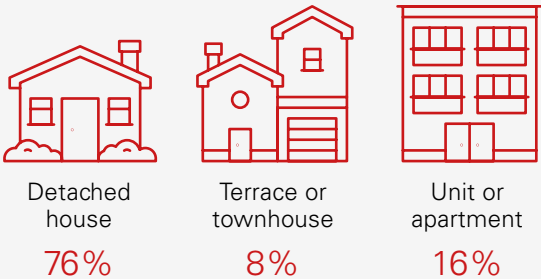
The traditional owners of the Shire were the Aboriginal people of the Darug and Guringai language groups. Council continues to work with these traditional landholder groups to support the celebration of Aboriginal history and culture in the Shire.

At present approximately 10% of the Shire is zoned and used for urban development, 15% for rural purposes, 5% for open space, and the remainder (approx 70%) is Environmental Protection or National Park.

Where we are now

Hornsby Shire, like the rest of Sydney, has been under substantial and continual pressure to accommodate a rapidly growing population. Over the next 10 years, it is forecast that there will be over 4,270 new private dwellings built.

% of Hornsby Shire households by dwelling type



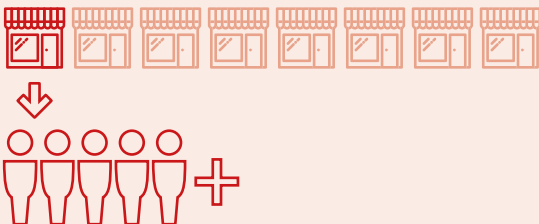
Over 2,380 new jobs created

Business to population ratio



There is one business in the Hornsby Shire for every 10.7 residents

Business size



1 in 8 businesses have 5+ employees

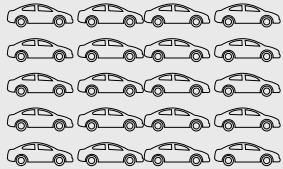
Where We Are Now

The average street in the Shire, if it contained 100 households, looks like this:



home to 290 people
(compared to 263 people on the average Australian street)

200 cars



50 dogs



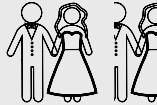
30 cats



3.5 births per year



1.4 marriages per year



The average resident stays longer than the Sydney average, testament to the lifestyle, enjoyment and connection to life in Hornsby Shire.

Average age

39



Males

48.7%



Females

51.3%



Born overseas

35.3%



Born overseas who arrived in Australia in the last 5 years

18.5%

Families are couples with young children (under 15)

35%



Live in separate houses

74.7%



Residents (15+) have formal qualifications
(tertiary and vocational)

58.7%



People work in Hornsby Shire

41,499



Workers also live in Hornsby Shire

49.4%



Working residents are in Health Care and Social Assistance
(highest employment industry)

12.9%

Working residents travel outside of the area to work

63.7%



Working residents travel to work using public transport

23.7%



Our Community Values

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

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

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



What is important to our community:

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

Issues such as health care, aged care and transport are the responsibility of State Government.

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

What's the Plan?

“Your Community Plan” sets the direction for where the people of Hornsby Shire want to be in 2023 and identifies our community’s main priorities and aspirations for the future. It is a 10 year vision developed collaboratively between our community and Council.

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

Your Vision is embodied across five themes:

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

Each Theme has an Outcome with Outcome Indicators assigned to measure our progress. There are 34 Services we will deliver to achieve the five Outcomes. Council’s planning processes are informed by the Outcomes when coordinating service delivery and resource allocation.

Reporting on progress

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

My Environment

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

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

Research Focus Group participant, July 2012

Outcome 1: **Our local surroundings are protected and enhanced**



Leaf After the Rain - Julia Brown - 2011 Photo competition

SERVICES

1A	Protect and conserve our bushland and biodiversity
1B	Improve the health of our waterways and catchments
1C	Improve Council's resource consumption and assist our community to improve resilience to climate related vulnerability
1D	Protect and conserve trees on public and private lands
1E	Manage parks and sporting facilities
1F	Manage aquatic and leisure centres (Business Activity)
1G	Support the Hornsby/Ku-ring-gai District Rural Fire Service and its volunteers

OUTCOME INDICATORS

1.1.P	The existing area of bushland available in 2013 for habitat and ecosystems is not impacted by development
1.2.P	The health of waterways is improving
1.3.P	The total water consumed and per capita consumption is decreasing
1.4.P	Sustainable energy use is combating climate change
1.5.P	An increasing number of community members participate in Council's sustainability initiatives

WHAT YOU CAN DO TO HELP MAKE THIS HAPPEN

Protect the environment by using sustainable energy sources	Use native plants that complement the bushland
Become a bushcare volunteer	Implement energy wise actions

My Community

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

"98% of Hornsby Shire residents feel safe in their local area walking and using public transport during the day"

Community Engagement Survey, May 2012

Outcome 2:

**Our communities are
healthy and interactive**



SERVICES

2A	Provide comprehensive community support programs
2B	Manage and administer the provision of community and cultural facilities
2C	Provide a variety of interesting events for our community to participate in and enjoy
2D	Provide library and information services to meet the educational, cultural and recreational needs of the community
2E	Provide education and care at Council's early childhood centres (Business Activity)

OUTCOME INDICATORS

2.1.P	The right level of support required by our community is provided
2.2.P	Overall levels of health are better than the NSW average
2.3.P	Our community 'sense of belonging' is improving
2.4.P	Council's social programs are well attended and appropriate
2.5.P	Perceptions of safety in Hornsby Shire are improving
2.6.P	Safety in Hornsby Shire is improving

WHAT YOU CAN DO TO HELP MAKE THIS HAPPEN

Know and talk to your neighbours	Attend and enjoy local festivals and events
Be a local volunteer	Be aware of your safety and the safety of others
Take part in council-supported groups	Participate in local healthy lifestyle activities
Support others in times of emergency	Respect the heritage and culture of others

My Lifestyle

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

"...I would like some multi-purpose courts for tennis, basketball etc, and parks, cycle paths that would be better for cyclists or skateboarders to use than using the pedestrian paths"

School child aged 11, December 2009

Outcome 3:

Our living centres are vibrant and viable



SERVICES

3A	Provide a management and maintenance service for Council's assets
3B	Manage and coordinate design and construction of civil works
3C	Provide strategic land use planning and urban design
3D	Manage traffic flows, parking, access to public transport and road safety
3E	Regulate appropriate user activities on road network

OUTCOME INDICATORS

3.1.P	Opportunities for seniors and people with a disability to care for themselves independently are increasing
3.2.P	Use of sustainable transport for local trips is increasing
3.3.P	Use of sustainable transport options is improving
3.4.P	Opportunities to participate in sporting and recreational activities are increasing
3.5.P	Employment rates in the Hornsby Shire are improving
3.6.P	The number of people living and working locally is increasing
3.7.P	Prosperity in the Hornsby Shire is improving

WHAT YOU CAN DO TO HELP MAKE THIS HAPPEN

Support local businesses by buying locally	Pressure State Government to improve transport links
Understand the need for change and growth	Use sustainable transport options (walking, riding or public transport) for local trips
Appreciate the heritage and character of the area	Use sustainable transport whenever possible
Use local facilities and services	Look for local job opportunities

My Property

Council provides services to the community in relation to development, building control and public health and safety. While Council provides waste services and education, the community plays a vital role in reducing the amount of waste to landfill

"...I would like to see a community worm farm, for anyone who has some food scraps that otherwise would be thrown in the red bin"

School child aged 11, December 2009

Outcome 4: Our natural and built environments are harmonious



After the Burn Off - John Porter - 2008 Photo competition

SERVICES

4A	Assess applications for building development, subdivision and land use proposals
4B	Ensure compliance with plans and controls
4C	Provide a domestic recycling and waste service
4D	Provide cleaning of public spaces
4E	Provide a commercial waste service (Business Activity)

OUTCOME INDICATORS

4.1.P	The amount of household waste is decreasing
4.2.P	An increasing number of community members participate in Council's waste education initiatives

WHAT YOU CAN DO TO HELP MAKE THIS HAPPEN

Purchase goods with minimal packaging	Participate in Council's waste education initiatives
Recycle and reuse resources	Be a responsible pet owner
Keep the streets and gutters free of litter	

My Council

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

"...I would like to see a nice and healthy council for very happy people to live in for a long time"

School child aged 10, December 2009

Outcome 5:

Our corporate governance is accountable and proactive



Hover Fly - Mark Minard - 2008 Photo competition

SERVICES

5A	Formulate and deliver the strategic financial direction for the organisation
5B	Provide procurement and store services
5C	Maintain a corporate governance framework
5D	Deliver an effective customer service function
5E	Provide an Information, Communication and Technology infrastructure and maintain the integrity of the network
5F	Demonstrate best practice in leadership
5G	Support an engaged, productive and healthy workforce
5H	Manage Council's property portfolio
5i	Manage cadastral survey services and maintain a geographical information system
5J	Mitigate risk for the organisation, and the community when using Council's facilities and services
5K	Increase Council's positive profile in the community and demonstrate value for money to ratepayers
5L	Lead the integrated planning and reporting process

OUTCOME INDICATORS

5.1.P	Services in the Delivery Program achieve performance success on time and within budget
5.2.P	Council is perceived by residents as providing good customer service

WHAT YOU CAN DO TO HELP MAKE THIS HAPPEN

Provide feedback to council regarding services and customer service	Promote the Shire's tourist attractions to friends and visitors
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Your Involvement

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

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

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

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

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

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

Stakeholder Group	Website survey	YourSay (dedicated email address)	Interagency meetings	Staff forums	Business survey	Travelling kiosks	Councillor workshops	Community forums	Rates notices information	Councils newsletter	Local media	Festivals and events	Primary school visits
Teenage parent group													
Young people with same sex orientation													
Aboriginal and Torres Strait Islanders													
Visitors and commuters to the area													
Childcare workers and parents													
Children (5-12)													
Young people (12-24)													
Families													
Non English speaking residents													
Chinese, Indian, Korean, Iranian and Spanish Communities													
People with a disability													
Older people													
Non-Government organisations													
Businesses in the Shire													
Residents and ratepayers													
Sporting organisations													
Federal and State Government													
Local Federal and State MPs													
Hornsby staff													
Hornsby management staff													
Hornsby Executive Council staff													
Councillors													
Key stakeholders													

Other Influences

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

Vital influencing documents include Hornsby Council's Local Environmental Plan and Housing Strategy, Destination 2036 Action Plan June 2012, the NSW State Plan (NSW 2021), the Northern Sydney Regional Action Plan December 2012, and NSROC Regional Priorities February 2012. The matrix below shows how Council embraces these wider priorities within its five themes

	My Environment	My Community	My Lifestyle	My Property	My Council
NSW 2021 Strategies					
■ Strengthen our local environment	■				
■ Strengthen our communities		■			
■ Return quality services		■	■		
■ Renovate infrastructure			■		
■ Rebuild the economy			■		
■ Restore accountability to Government					■
Regional Priorities (NSROC)					
■ Increased community access to open space and protect the natural environment and waterways	■				
■ Improve social connections, support for vulnerable communities and the ageing		■			
■ Improve access to healthcare		■			
■ Improve road and public transport connections to other parts of Sydney			■		
■ Build liveable cities			■		
■ Grow the economy			■		
■ Increase productivity by cutting government red tape					■
Destination 2036					
■ Efficient and effective service delivery					■
■ Quality governance					■
■ Financial sustainability					■
■ Appropriate structures					■
■ Strong relationships					■



Your Community Plan 2013-2023 reflects extensive consultation and includes issues our community wants Council to think about when planning for the future. It also includes Indicators which over the longer term should show progress towards meeting our community priorities. The Indicators are included in each of the five themes and are also listed here in more detail to provide information on the purpose, data source, target and frequency of reporting.

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

MY ENVIRONMENT						
	Indicator	Purpose	Measure	Data source	Target /Trend	Frequency
1.1.P	The existing area of bushland available in 2013 for habitat and ecosystems is not impacted by development	Track bushland available for habitat and ecosystems	Area of bushland approved for development	Review of development applications	No net loss of bushland	Annual
1.2.P	The health of waterways is improving	Track the health of our waterways	Percentage of the Shire's waterways monitored, and proportion found to be healthy	Water monitoring probes at representative creeks across the Shire	50% of waterways classified as healthy	Annual
1.3.P	The total water consumed and per capita consumption is decreasing	Track community progress towards decreasing the ecological footprint	Total community* water consumption and per capita consumption	Sydney Water	12,660,131 kL Per capita per day = 208 L (2012/13)	Annual
1.4.Pa	Sustainable energy use is combating climate change	To track decrease in greenhouse gas emissions	Council's greenhouse gas emissions (tonnes carbon dioxide)	Hornsby Shire Council's Natural Resources Branch	30% reduction against 1995/96 levels by 2019/20	Annual
1.4.Pb			Number of native plants distributed to the community and used in Council public land projects		44,265 (2012/13)	Annual
1.4.Pc			To track decrease in council's water consumption		Total water consumption at council facilities	Hornsby Shire Council's Natural Resources Branch
1.5.P	An increasing number of community members participate in Council's sustainability initiatives	To track local response to climate change, which has an economic and environmental impact	Number of community members participating in Council's sustainability initiatives	Hornsby Shire Council's Natural Resources Branch	1,315 (2012/13)	Annual

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

MEASURING PROGRESS

MY COMMUNITY						
	Indicator	Purpose	Measure	Data source	Target /Trend	Frequency
2.1.P	More people are able to stay comfortably accommodated in their own homes	To track the level of support required and accessed by the community	Number of people supported through the Home Modification and Maintenance Service	Hornsby Shire Council's Community Services Branch	1,017 (2012/13)	Annual
2.2.Pa	Overall levels of health are better than the NSW average	Reduce overweight and obesity rates	People aged 16 years and over consuming at least 2 serves of fruit per day	Health Statistics NSW	^52.5% (State average 50.4%) (2011)	Annual
2.2.Pb			People aged 16 years and over consuming at least 5 serves of vegetables per day		^5.7% (State average 6.8%) (2011)	
2.2.Pc		Reduce alcohol consumption at levels posing lifetime risk to health	Percentage of persons aged 16 years and over who consume more than 2 standard alcoholic drinks on a day when they consume alcohol		^31.7% (State average 29.6%) (2011)	Annual
2.2.Pd		Enjoying active lives and undertaking adequate physical activity	Number of people aged 16 years and over undertaking physical activity for a total of at least 150 minutes per week over 5 separate occasions		^42.1% (State average 39.5%) (2011)	Annual
2.3.Pa	Our community 'sense of belonging' is improving	To track community 'sense of belonging'	Percentage of people who volunteer locally	ABS census data when available. Statistically valid survey of residents at other times	22.9% (2011 ABS Census)	4 years
2.3.Pb			Number of new Australian citizens conferred			
2.3.Pc		To track community 'sense of belonging'	Percentage of our community who talk to their neighbours regularly	Statistically valid survey of residents	63% (2012 survey)	4 years
2.3.Pd			Percentage of our community who feel they can get help from their local community if needed			

MEASURING PROGRESS

MY COMMUNITY

	Indicator	Purpose	Measure	Data source	Target /Trend	Frequency
2.4.P	Council's social programs are well attended and appropriate	To track social connectedness and inclusion	Number of community members participating in Council's social programs	Hornsby Shire Council's Community Services Branch	9,095 (2012/13)	Annual
2.5.P	Perceptions of safety in Hornsby Shire are improving	To track the perceptions of safety in the Shire	Percentage of our community who feel safe walking in the Shire and using public transport during the day and at night	Statistically valid survey of residents	80% (2012 survey)	4 years
2.6.Pa	Safety in Hornsby Shire is improving	To track recorded criminal incidents, violent and property offences	Incidence of Violent and Property offences - Ratio to NSW #	NSW Bureau of Crime Statistics and Research	Violent offences Ratio to NSW = 0.4 Property offences Ratio to NSW = 0.4 4 year % change: Violent offences -4.6% Property offences -5.2% (December 2012)	Annual
2.6.Pb		To track road safety	Road traffic incidents within the Shire resulting in: ■ fatalities ■ injuries ■ pedestrian casualties	Transport for NSW, Road Crash Data	■ 3 fatalities ■ 480 injuries ■ 25 pedestrian casualties (December 2011)	Annual
2.6.Pc		To track vandalism in public places Shire-wide	Number of recorded criminal incidents for Malicious Damage to Property (public place)	NSW Bureau of Crime Statistics and Research	966 incidents (December 2012)	Annual

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

The ratio to NSW rate statistics are a comparison of a NSW regional rate per 100,000 population to the NSW rate per 100,000 population. A ratio of one indicates parity with the NSW rate

MY LIFESTYLE						
	Indicator	Purpose	Measure	Data source	Target /Trend	Frequency
3.1.P	Opportunities for seniors and people with a disability to care for themselves independently are increasing	To track the number of people able to stay comfortably accommodated in their own homes	Number of new residential dwellings approved for seniors and independent living	Hornsby Shire Council's Planning Division	975 dwellings by 2021 (2011 = 675)	4 years
3.2.P	Use of sustainable transport for local trips is increasing	To track the use of local sustainable transport	Percentage of local trips (less than 5 km) by residents using sustainable transport options (walking, riding, public transport)	Statistically valid survey of residents	50% of all trips	4 years
3.3.Pa	Use of sustainable transport options is improving		Percentage of employed residents who travel to work using sustainable transport most days	ABS census data when available. Statistically valid survey of residents at other times	27.1% (2011 ABS Census)	4 years
3.3.Pb			Percentage of car trips on an average weekday is decreasing	Bureau of Transport Statistics, Household Travel Survey	72% of all trips (2010/11)	Annual
3.4.P	Opportunities to participate in sporting and recreational activities are increasing	To track use of and requirement for leisure and recreation facilities	Percentage of our community who visit parks and bushland reserves, or use sports and recreational facilities once a week or more	Statistically valid survey of residents	57% (2012 survey)	4 years
3.5.Pa	Employment rates in the Hornsby Shire are improving	To track employment and prosperity in the Shire	Unemployment rates compared to March 2012	Department of Education, Employment and Workplace Relations	4.39%, 3,980 persons (March 2012)	Annual
3.5.Pb			Number of local jobs	Hornsby Shire's Economic Profile, economy.id	52,271 (June 2011)	Annual
3.6.P	The number of people living and working locally is increasing	Working locally means pay packets stay in the area	Percentage of the population that live and work in the Shire	ABS Census data when available. Statistically valid survey of residents at other times	26.1% (20,519 workers) (2011 ABS Census)	4 years
3.7.Pa	Prosperity in the Hornsby Shire is improving	To track prosperity in the Shire	Personal income - Average wage and salary	ABS National Regional Profile	\$57,494 (June 2009)	Annual
3.7.Pb			Number of local businesses	ABS National Regional Profile	15,403 (June 2011)	Annual
3.7.Pc			Gross regional product for Hornsby Shire and per capita value	Hornsby Shire's Economic Profile, economy.id	\$6,234 million \$38,062 per capita (June 2011)	Annual



Your Community Plan 2013-2023

MEASURING PROGRESS

MY PROPERTY						
	Indicator	Purpose	Measure	Data source	Target /Trend	Frequency
4.1.P	The amount of household waste is decreasing	To track local response to climate change, which has an economic and environmental impact	Percentage of waste diverted from landfill	Hornsby Shire Council's Waste Management Branch	70% by 2021/22 (State Govt target)	Annual
4.2.P	An increasing number of community members participate in Council's waste education initiatives		Number of community members participating in Council's waste education initiatives	Hornsby Shire Council's Waste Management Branch	9,060 (2012/13)	Annual



Your Community Plan 2013-2023

MEASURING PROGRESS

MY COUNCIL						
	Indicator	Purpose	Measure	Data source	Target /Trend	Frequency
5.1.Pa	Services in the Delivery Program achieve	To track effectiveness of service delivery to our community	Percentage of Key Actions in Delivery Program 2013-17 achieving success	Hornsby Shire Council's corporate reporting system	90% of Key Actions completed / going well	Annual
5.1.Pb	performance success on time and within budget		Overall budget performance (+/- 10% of budget)	Hornsby Shire Council's financial management system	100%	Annual
5.2.Pa	Council is perceived by residents as providing good customer service	To track the timeliness and responsiveness of services	Percentage of Council service requests completed within agreed timeframe	Hornsby Shire Council's Masterview resource	90%	Annual
5.2.Pb	service	To track the provision of service to customers	Percentage of correspondence completed or acknowledged within 14 days	Hornsby Shire Council's Masterview resource	90% of all written correspondence including email	Annual