



ATTACHMENTS

GENERAL MEETING

**Wednesday 9 March 2022
at 6:30PM**



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OFFICE OF THE GENERAL MANAGER

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ATTACHMENT/S

REPORT NO. GM8/22

ITEM 2

**1. DRAFT COMMUNITY STRATEGIC PLAN 2022-2032,
YOUR VISION | YOUR FUTURE 2032**

2. PLAN ON A PAGE



ATTACHMENT 1 - ITEM 2

CONNECTIONS TO COUNTRY

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

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

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

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

For the Darug and GuriNgai Peoples, this region is still alive and thriving from a cultural perspective. Despite the ever-growing demands for development and community infrastructures, the Hornsby Shire has lush and vibrant bushland areas, fresh and salt water estuaries and breath-taking visual aspects across Country allowing us the ability to continue cultural practices, share cultural beliefs and expand on our relationship and connection with our Country.

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

Tracey Howie, local bloodline descendant

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WELCOME TO HORNSBY SHIRE'S COMMUNITY STRATEGIC PLAN

YOUR VISION | YOUR FUTURE 2032

The Hornsby Shire Community Strategic Plan has been prepared by Hornsby Shire Council in partnership with local residents, other levels of government that deliver educational, health and parks services, Council committees, non-government organisations, community and sporting organisations and businesses. The Plan recognises the important role these groups play in shaping Hornsby Shire now and into the future.

The Community Strategic Plan is a shared vision. At its heart, *Your vision | Your future 2032* is a roadmap to where our people want Hornsby Shire to be in ten years. Leadership at many levels will be required to realise its Vision. Hornsby Shire Council will continue to play a critical leadership and advocacy role, facilitating communication, coordinating activities and ensuring that its resources are focused on achieving the Vision. At the same time, the Plan requires other agencies and levels of government to collaborate and provide resources to achieve the Strategic Directions.

The Hornsby Shire Community Strategic Plan covers the period from 2022 until 2032 and will be reviewed every four years following the local government elections.

The aspirations expressed by our community have been clear and consistent over the years – to improve Hornsby Shire and secure a positive future for our coming generations by having:

Active transport that is integrated and connected | **Infrastructure** to support new development | **Housing diversity** with different dwelling types and sizes | **Sustainable development** with quality design | **Vibrant Town Centres** with cafes and outdoor dining and night-time economy | **Sports and recreation facilities** with water play, basketball courts, swimming pools, picnic areas, bushwalking, organised sports, cycleways and mountain bike tracks | **Parks** with more green spaces, better playgrounds | **Traffic and public transport** with safer roads, less congestion, public transport with connections to outer areas, express services, commuter car parking | **Bushland** that is protected, cared for and maintained, including trees, wildlife, waterways | **Youth** facilities and support | **Economic development** with tourism and local jobs | **Arts and culture** hub | **Hornsby Town Centre** revitalised | **Environmental sustainability** to conserve natural resources and support health and wellbeing into the future, including education | **Community facilities** with community gardens, buildings, public spaces



ATTACHMENT 1 - ITEM 2

MESSAGE FROM THE MAYOR

Hornsby Shire's Community Strategic Plan, *Your vision | Your future 2032* is your plan envisaging what you want Hornsby Shire to be like in 2032.

More than just a vision for the future of Hornsby Shire, the Community Strategic Plan maps out the ways in which we together can turn that vision into practical reality.

The Community Strategic Plan is the highest-level plan that Council prepares, developed collaboratively with our community, directly and through a wide range of local organisations and other levels of government.

The Community Strategic Plan identifies our community's main priorities and aspirations for the next ten years and outlines the strategies needed to achieve them.

Council's Community Engagement Plan and Community Engagement Policy specify our commitment to ensuring that your voice influences Council decision-making.

During the last three years alone, we have undertaken 27 Community Engagement projects, listening to feedback and responses from some 15,000 residents, as we work toward a more prosperous and sustainable future for the people of Hornsby Shire.

The major challenges you have identified for the next ten years include responding to population growth, better housing affordability, adapting to economic and technological change, taking action on climate change, and increasing social diversity and building resilience within the community.

To do so, we must seek to provide the supporting infrastructure to keep up with new developments. We must aim for sufficient housing that is affordable for key workers, people on low and moderate incomes, and first-home buyers and downsizers.



We must improve our energy and water efficiency and reduce our greenhouse emissions, manage waste and recycling, and protect the health of our waterways.

Together, we must aim to make Hornsby Shire a resilient community, especially in relation to bushfires and extreme weather events, and ensure that our community works toward environmental sustainability by reducing environmental impacts and maintaining our beautiful natural environment even as we provide for essential development.

The Hornsby Shire we are working towards should be:

- Connected and cohesive
- Inclusive and healthy
- Resilient and sustainable
- Mindful of our natural environment
- Accessible with integrated transport
- A Shire with vibrant and viable places
- Open and engaged, and
- Smart and innovative.

There is no doubt that the many challenges before us are significant, demanding commitment, wisdom and energy on our part. However, I am confident, given the great goodwill shown across our Community, that we shall succeed.

Philip Ruddock AO
Mayor of Hornsby Shire Council

OUR COMMUNITY VISION 2032

Our Vision acknowledges the community's expressed sentiments of what they want Hornsby Shire to look like in 2032. The Vision has been developed through feedback from the Community Strategic Plan survey.



Our Bushland Shire is on the Traditional Lands of the Darug and GuriNgai Peoples. It is a place for people, wildlife and natural environments to thrive in harmony. Our diverse community is welcoming, inclusive and resilient and we are leaders in caring for our future generations.

We have a flourishing economy with local shopping and dining precincts. Community facilities and infrastructure are modern, accessible and connected. We have many different places for recreation locally. We walk and ride and enjoy exploring parks, bushland and waterways.



WHAT IS THE PLAN?

The Community Strategic Plan represents the highest level of strategic planning undertaken by local councils. It embodies the Vision for the future of the Hornsby Shire community and sets the broad strategic direction for Council's long-term planning documents. The Community Strategic Plan should answer four key questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we know we've arrived?

The Hornsby Shire Community Strategic Plan, *Your vision | Your future 2032*, identifies the community's main priorities and aspirations for the next ten years. Council's planning processes will be informed by, and take account of, the community priorities when planning service delivery and resource allocation.

WHY DO WE HAVE A PLAN?

The Local Government Act 1993 requires councils to have a Community Strategic Plan for the future of the local government area that identifies the main priorities and aspirations of its community and that covers a period of at least ten years.

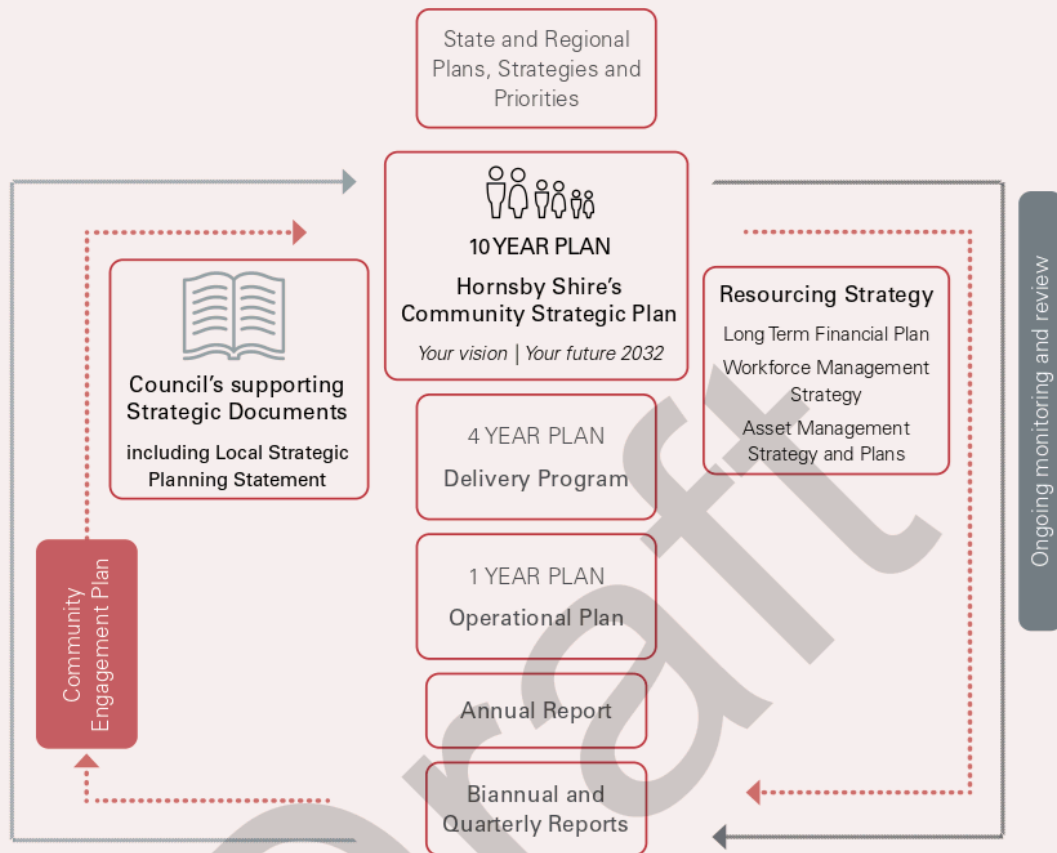
The Community Strategic Plan is the pillar of the NSW Government's Integrated Planning and Reporting (IP&R) framework. The IP&R framework (shown in the figure below) provides the structure which connects all of Council's strategic and operational documents, including reporting and accountability. This framework allows councils to draw their various plans together, understand how they interact and maximise their efforts by planning holistically for the future.

Progress towards achievement of the Strategic Directions in the Hornsby Shire Community Strategic Plan, *Your vision | Your future 2032*, will be comprehensively reported to the next incoming Council at the beginning of their term late in 2024. The Plan will then be reviewed in early 2025 to ensure it continues to reflect the community's long-term priorities.



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The Framework



Community Engagement Plan Outlines how Council will engage with the community to develop the Community Strategic Plan and other Council Plans | **Community Strategic Plan** A vision of where the community wants Hornsby Shire to be in ten years' time and sets Strategic Directions to achieve that vision | **Delivery Program** Outlines Council's plan of action to deliver what the community wants over its term of office | **Resourcing Strategy** Outlines the money, assets and people required by Council to resource the commitments made in the Delivery Program | **Long Term Financial Plan** Outlines how Council will structure its available financial resources to achieve Council's commitments over a ten-year period | **Asset Management Strategy** Sets the direction for Council to manage its infrastructure and assets at the service levels desired by the community in a cost-effective way | **Workforce Plan** Assists Council to have the right number of appropriately skilled people to deliver on Council's commitments | **Operational Plan** Outlines specific actions to be achieved each financial year supported by an annual budget | **Annual Report** A report to the community on performance of Council's commitments and operations during the year | **Biannual Performance Reports** A report from the General Manager to the Councillors and community on progress of the Delivery Program | **Quarterly Budget Reports** To track financial health and ensure Council remains on track to meet the community's priorities.

Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs were agreed and adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable Development (NSW DPIE, 2020). The 17 Goals (shown below) guide efforts to increase global well-being through addressing some of society's key challenges.

The strategic directions and actions outlined in this Community Strategic Plan will help to realise global goals through local action.



GUIDING PRINCIPLES

Our guiding principles underpin this Plan and all of Council's decision-making processes. We will:

- Work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- Work with others to secure appropriate services for local community needs.
- Act fairly, ethically and without bias in the interests of the local community.
- Recognise diverse local community needs and interests.
- Consider the social justice principles of:
 - **Access**
Everyone should have fair access to services, resources and opportunities to improve their quality of life. All residents should be able to access and use public facilities and services regardless of their social and economic circumstances.
 - **Equity**
All people will have an opportunity to participate in the future of our community. This will include those who pay for and benefit from proposed activities, facilities and resources. Therefore, the planning process will involve inclusive engagement and cater for people in vulnerable communities.
 - **Participation**
Everyone should have maximum opportunity to genuinely participate in decisions which affect their lives. This will involve a two-way flow of views and information.
 - **Rights**
All people will have the opportunity to participate in community life. Opportunities should be provided for positive participation to accommodate linguistic, cultural and religious diversity within Hornsby Shire. Information should be provided to and collected from all sections of the community.
- Consider the long term and cumulative effects of actions on future generations. Consider the principles of ecologically sustainable development and the quadruple bottom line:
 - **Social**
Everyone should have access and equity to cultural activities, recreation and active living, community facilities, heritage, public health and safety, transport links, affordable housing and education.
 - **Environmental**
We will consider total water cycle management, preserving biodiversity, waste management, protecting environmental features, climate change impacts and initiatives, alternative energy sources, air quality, environmental impact of development and environmentally sound operation of assets.
 - **Economic**
We will review regional economic profiles and opportunities, economic sustainability strategies, commercial and industrial opportunities, small business strategies, tourism, supply chain issues, transport and trade links and the financial sustainability of Council.
 - **Civic leadership**
We will consider policy frameworks, decision-making principles and allocation of priorities, leadership and representation, levels of service, Council's role as a responsible employer, business efficiency and probity expectation of the council, ethical practices, consultation and community participation in decision making and community ownership and implementation of the Community Strategic Plan.
- Be transparent in our decision-making and decision-makers are to be accountable for decisions and omissions.

HORNSBY SHIRE NOW

Our Place

The traditional inhabitants of Hornsby Shire are the Aboriginal peoples of the Darug and GuriNgai language groups. In 2016, 0.4 per cent of the Shire's population (665 people) identified as being of Aboriginal and/or Torres Strait Islander descent. The majority of Aboriginal peoples live in and around the Hornsby Central Business District (CBD) and in the north of the Shire. Council continues to work with these traditional landholder groups to support the celebration of Aboriginal history and culture in the Shire.

European settlement in the Shire dates from 1794 when the first land grants were made along the Hawkesbury River, with land used mainly for farming. The opening of the Newcastle and North Shore railway lines in the 1890s resulted in Hornsby CBD becoming a railway town and a major centre.

Our 'Bushland Shire' enjoys the benefits and convenience of city living with enviable access to pristine bushland and waterways. It is the place where the city meets the bush. Hornsby Shire forms part of the Northern Suburbs, being located approximately 25 kilometres north of Sydney CBD. The Shire includes land from North Epping in the south to Wisemans Ferry in the north and Brooklyn in the east and includes 38 suburbs and rural localities. Our Shire is a mix of urban areas with freestanding homes, low-rise townhouses and high-rise buildings, large rural areas and a predominance of bushland covering almost 70 per cent of the Shire. Of the remaining land, ten per cent is zoned and used for urban purposes, 15 per cent is used for rural purposes and five per cent is for open spaces.

Hornsby Shire has an area of approximately 460km², largely characterised by bushland comprising national park, major waterways, natural reserves and rural landscape. Berowra Valley National Park and several large national parks account for a significant area of bushland, featuring vegetation growing on the infertile soils and deeply dissected Hawkesbury Sandstone terrain. The Shire lies within the Sydney Basin bioregion and the Central Coast Botanical Subdivision and thus has ecological features characteristic of both. Major water courses within the Shire are the Hawkesbury River, Berowra Creek and Cowan Creek.

Hornsby Shire has developed its role in the Sydney housing market over the previous decades. Like many areas that are at the urban/rural interface, our Shire is especially attractive to families seeking larger detached dwellings, within an area that offers significant natural beauty and high amenity. The attractions of the Shire include excellent public transport and road links, high quality and varied school opportunities, and access to a strong job catchment in northern and central Sydney.

**Area: Shire is approx.
460km²**

- 70%** of land area is bushland
- 10%** of land area is urban
- 15%** of land area is rural
- 5%** of land area is open space

1,328km of rivers and creeks

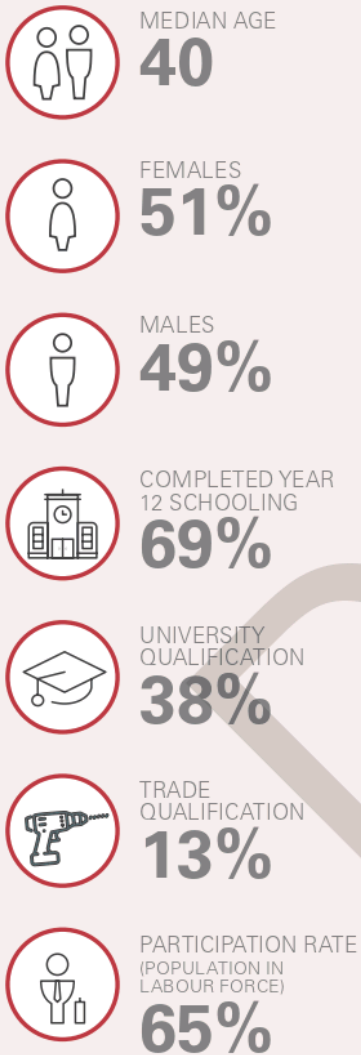
The map displays various towns and locations within Marramara Shire, including WISEMANS FERRY, LAUGHTONDALIE, ONE TREE REACH, SINGLESONS MILL, MARROOTA, CANDELANDS, MARRAMARA CREEK, GENTLEMANS VALLEY, MILSONS PASSAGE, SUNNY CORNER, MOOREY MOONEY, DUNGLAR ISLAND, PATONGA, HAWNSBURY, BLACK ROCK, POTTAGE POINT, BEROMIRA, BEROMIRA WATERS, CALKBASH PORT, NEVERFALL BAY, RIDGETOWN, GLENORE, ARCADEIA, GLALETON, MIDDLE DURAL, DURAL, MT KURUNGGA, MT COLAH, HORRIS RESERVE, HORRIS, WAITARA, NORMANBY, WESTLEIGH, BEERVOOR, PENNANT HILLS, CASTLE HILL, WEST PENNANT HILLS, OBERBROOK, and NORTH BRIDGE.

Legend:

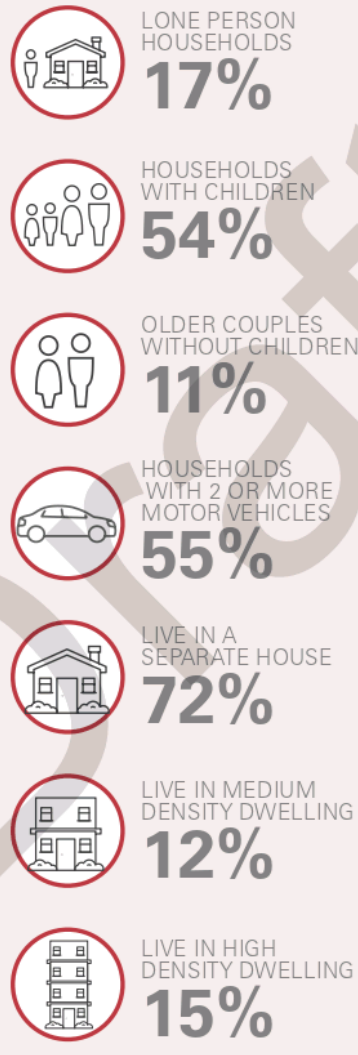
- Rural
- Urban
- Industrial
- Bushland
- Water

Our People Now

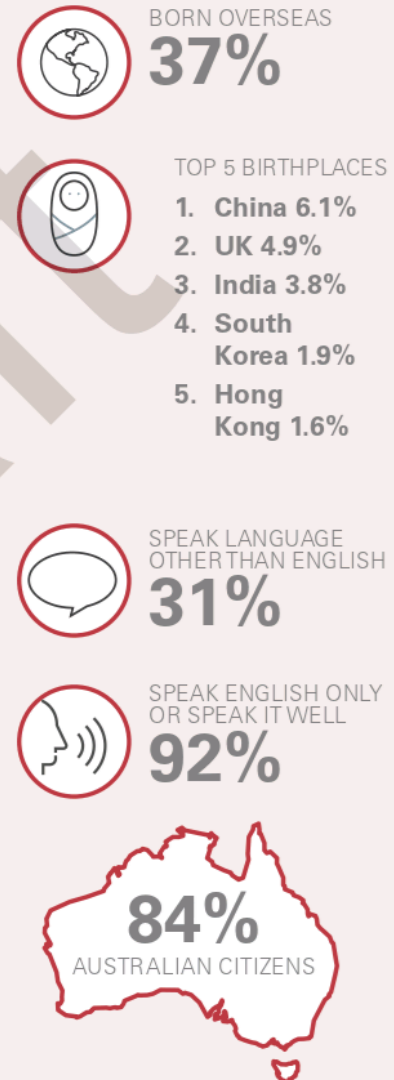
WHO WE ARE



HOW WE LIVE

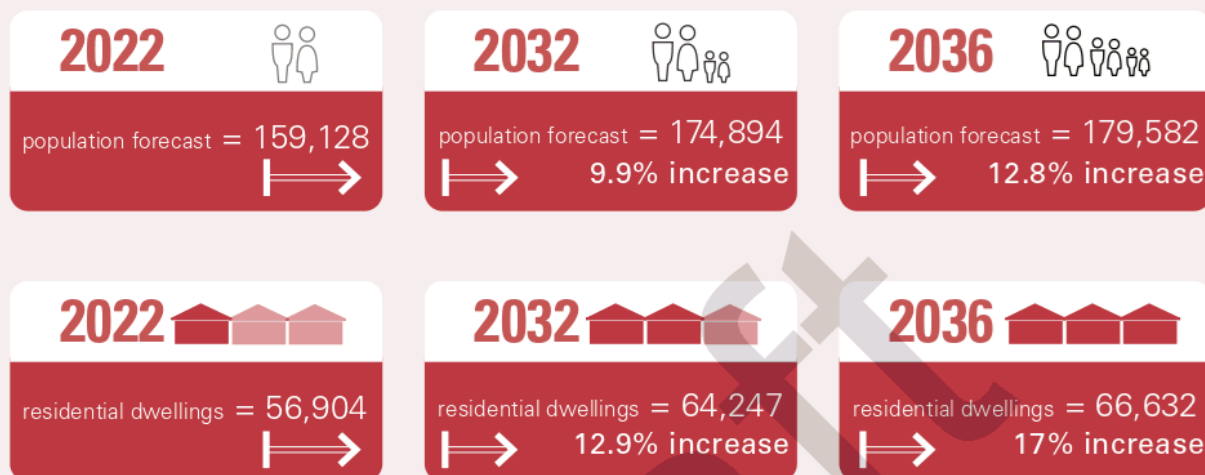


WHERE WE COME FROM



Source: Australian Bureau of Statistics, Census of Population and Housing 2016

Our People in the Future



Forecast age structure

In 2022, the dominant age group for persons in Hornsby Shire is ages 40 to 44, which accounts for 7.4 per cent of the total population. This age group is forecast to still be the largest five year age group in 2036 with a predicted total of 13,331 persons.

The largest increase in persons between 2022 and 2036 is forecast to be in ages 85 and over, which is expected to increase by 1,730 and account for 3.5 per cent of total persons within Hornsby Shire.

Forecast household types

In 2022, the dominant household type in Hornsby Shire Council is Couple families with dependants, which accounted for 43.1 per cent of all households.

The largest increase between 2022 and 2032 is forecast to be in Lone person households, which will increase by 2,519 households and account for 20.7 per cent of all households.

In contrast Other families is forecast to increase by 218 households, to comprise 3.8 per cent of all households in 2032, compared to 3.8 per cent in 2022.

Source: Population and household forecasts, 2016 to 2036, prepared by .id (informed decisions), February 2019



OUR PLACE IN GREATER SYDNEY AND BEYOND

Your vision | Your future 2032 has been prepared encompassing State and Regional strategies and priorities, ensuring it aligns with these broader contexts.

Where Hornsby Shire sits

Hornsby Shire is located on the northern edge of metropolitan Sydney. The northern areas of the Shire are dominated by National Park and rural land uses, while urban development is focused at the southern end and along the Newcastle Railway / Freeway corridor.

The Shire has two major centres, at Hornsby and a secondary centre at Pennant Hills. There are also many suburbs, villages, islands and river communities. Most residential areas are established suburbs, except for Castle Hill, Cherrybrook and Dural, which have developed in more recent decades (Source: profile.id).

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

Our natural environment is one of the hallmarks of Hornsby Shire. We are known as the 'Bushland Shire', not only for our abundant bushland but for the biodiversity in flora and fauna, waterways and rural areas. Hornsby Shire's natural environment plays a vital role, not only for the Hornsby community but also for the region and Greater Sydney.

Beyond Greater Sydney

At the State level, in 2019 the NSW Premier set 14 new Priorities to tackle tough community challenges and lift the quality of life for all citizens. The NSW Government's key policy priorities are:

- a strong economy
- highest quality education
- well connected communities with quality local environments
- putting the customer at the centre of everything we do
- breaking the cycle of disadvantage.

Greater Sydney Commission, North District Plan

The Greater Sydney Commission is a NSW Government agency appointed to lead metropolitan planning for the Greater Sydney Region. The North District Plan, which encompasses Hornsby Shire, is one of five District Plans developed (released 2018) which together map a 20-year vision for Greater Sydney. A plan to manage growth, it aims to enhance the liveability, productivity and sustainability of Sydney into the future and sets out planning priorities and actions for councils to respond to and address in their planning policies.

Planning Priorities from the North District Plan relevant to Hornsby Shire are:

Infrastructure and Collaboration

- N1 Planning for a city supported by infrastructure
- N2 Working through collaboration

Liveable

- N3 Providing services and social infrastructure to meet people's changing needs
- N4 Fostering healthy, creative, culturally rich and socially connected communities
- N5 Providing housing supply, choice and affordability with access to jobs, services and public transport
- N6 Creating and renewing great places and local centres, and respecting the District's heritage

Productive

- N8 Eastern Economic corridor is better connected and more competitive
- N9 Growing and investing in health and education precincts
- N10 Growing investment, business opportunities and jobs in strategic centre
- N11 Retaining and managing industrial and urban services land
- N12 Delivering integrated land use and transport planning and a 30-minute city
- N13 Supporting growth of targeted industry sectors
- N14 Leveraging inter-regional transport connections

Sustainable

- N15 Protecting and improving the health and enjoyment of the District's waterways
- N16 Protecting and enhancing bushland and biodiversity
- N17 Protecting and enhancing scenic and cultural landscapes
- N18 Better managing rural areas
- N19 Increasing urban tree canopy cover and delivering Green Grid connections
- N20 Delivering high quality open space
- N21 Reducing carbon emissions and managing energy, water and waste efficiently
- N22 Adapting to the impacts of urban and natural hazards and climate change.

Resilient Sydney – A Strategy for City Resilience 2018

Resilient Sydney is a strategy for all of metropolitan Sydney to build more resilient communities, which has been developed with all of Sydney's metropolitan councils and contributors from the NSW Government, business and community organisations. A five-year strategy, it sets the direction we must take to strengthen our ability to survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses and calls for business, government, academia, communities and individuals to lead and work as one city. As an active member of the Resilient Cities program and a contributor to the development of 'Resilient Sydney', Council is well positioned to develop Hornsby-specific strategies and actions.

Northern Sydney Regional Organisation of Councils (NSROC) 10-Point Plan

NSROC is comprised of eight councils in the northern part of Sydney which have voluntarily come together to address regional issues, work co-operatively for the benefit of the region, and advocate on agreed regional positions and priorities. The eight member councils are Hornsby Shire, Hunters Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby City.

The 10-Point Plan (November 2018) highlights the key areas where partnership with other levels of government has the potential to provide innovative, efficient and effective ways to deliver positive outcomes for our shared constituents. In particular, this Plan supports the aim of NSROC Councils to improve liveability in the Northern Sydney region.

The 10-Points are:

1. A flexible rating system
2. Flexibility in rate pegging to assist infrastructure funding reform
3. Liveability with appropriate social infrastructure
4. Waste management for a better environment
5. Responsive planning and development
6. A flexible procurement process
7. Roads and traffic improvement
8. Leadership in electric vehicles, on-demand public transport and self-driving automated vehicles
9. Better consultation and engagement process between NSW Government and NSROC
10. Stronger engagement and consultation on legislation and regulation.

KEY CHALLENGES

Hornsby Shire is shaped by our natural environment, population growth, housing and employment opportunities. The Shire continues to evolve and grow to cater to the changing needs of the community.

Some of the major challenges that lie ahead include climate change, traffic congestion, economic and technological changes, the rate of population growth and the ever-changing social makeup of the community. These challenges are not unique to our area and all of Greater Sydney is under pressure to address them.

The key challenges identified by the Hornsby Shire community in an online survey held during September/October 2021 are outlined below. As we look to the future, Hornsby Shire will need to address these challenges.

The rate of population growth

Planning for housing developments and ensuring supporting infrastructure keeps up with the new developments is key to meeting the needs of future generations. It is important to understand that what happens across the Shire regarding housing developments, employment lands and infrastructure improvements is not solely determined by Council.

The NSW Government sets housing targets that require Council to approve additional dwellings. In 2016, the NSW Government set a five-year housing target under the Greater Sydney Commission's North District Plan for Hornsby Shire to provide an additional 4,350 dwellings by 2021. In the medium term (2021-2026), the NSW Government's target for Hornsby Shire is 3,800-4,200 additional dwellings.

In the long term (2026-2036), population projections will require a potential 7,500 additional dwellings which Council anticipates will be provided through the revitalisation of the Hornsby Town Centre. Council will have an important advocacy role to ensure that the supporting infrastructure to support the increasing population, e.g., health, education, recreation and transport facilities, is a priority for the NSW Government.

Economic development that encourages business growth and local jobs will be required to complement the projected population growth of the Shire. The planned revitalisation of the Hornsby Town Centre, which includes Westfield Hornsby, Hornsby TAFE and Hornsby Ku-ring-gai Hospital, and the planned reconfiguration of the bus terminal to provide better connection, will promote economic development leading to more local employment. The NSW Government, through the North District Plan, has a jobs target for Hornsby Shire of more than a 25 per cent increase on the 2016 estimate by 2036.



Traffic and transport

Like many local government areas, Hornsby Shire faces challenges to the way we will move around into the future. A steady increase in population and affluence will lead to growth in private vehicle ownership. If the current trend continues, it is anticipated there will be an additional 40,000 private passenger vehicles owned by Hornsby LGA residents competing for road and parking space in the Shire by 2036.

Providing additional road and parking capacity is not a sustainable solution as the increase in trips arising from a growing population and increasing vehicle ownership will continue to outpace the increased capacity. Also, substantial investment would be necessary to accommodate the growth, with significant consequences for our urban centres, impacting the Shire's liveability and amenity.

The delivery of sustainable transport options including higher uptake of public transport and active transport (such as walking and cycling) in the Shire will be critical. Improving public transport infrastructure, service frequencies and reliability together with travel behaviour change will be necessary to make public transport and active transport more viable and attractive options. These needs are consistently raised by the community through a variety of channels and forums.

Technology will also contribute to future proofing the Shire's transport system. Emerging technologies will continue to present opportunities to innovate and embrace smart mobility (such as on-demand and ride-sharing services) and the Shire's transport system will be expected to be flexible to accommodate these opportunities as they arise. Council will need to explore partnerships with the State and Federal governments and the private sector to pilot innovative approaches to service delivery.



Housing affordability and diversity

Council's planning for the medium to long term will need a focus on housing choice and diversity. Keeping our key workers (nurses, police officers and fire fighters, etc.) close to work and family, providing access to housing options for people on low and moderate incomes while retaining social connections and access to services, and providing additional housing choice and affordability for first home buyers and downsizers will be imperative.

This will involve assessment of the demand for medium density development, a form of housing that is lacking within the Shire. However, Council will not consider the expansion of medium density zones unless the NSW Government provides an option to prepare local planning controls for medium density housing that is reflective of the landscape setting of the Shire. One of the key constraints for future housing is our bushland setting. Our bushland is one of the Shire's assets but also presents a significant bushfire risk to a large portion of our population.

Preparation of an Affordable Rental Housing Target Scheme is an action under the Greater Sydney Commission's North District Plan. Affordable rental housing targets for low and very-low-income households is being further investigated under the Hornsby Town Centre Review currently being undertaken by Council.



ATTACHMENT 1 - ITEM 2

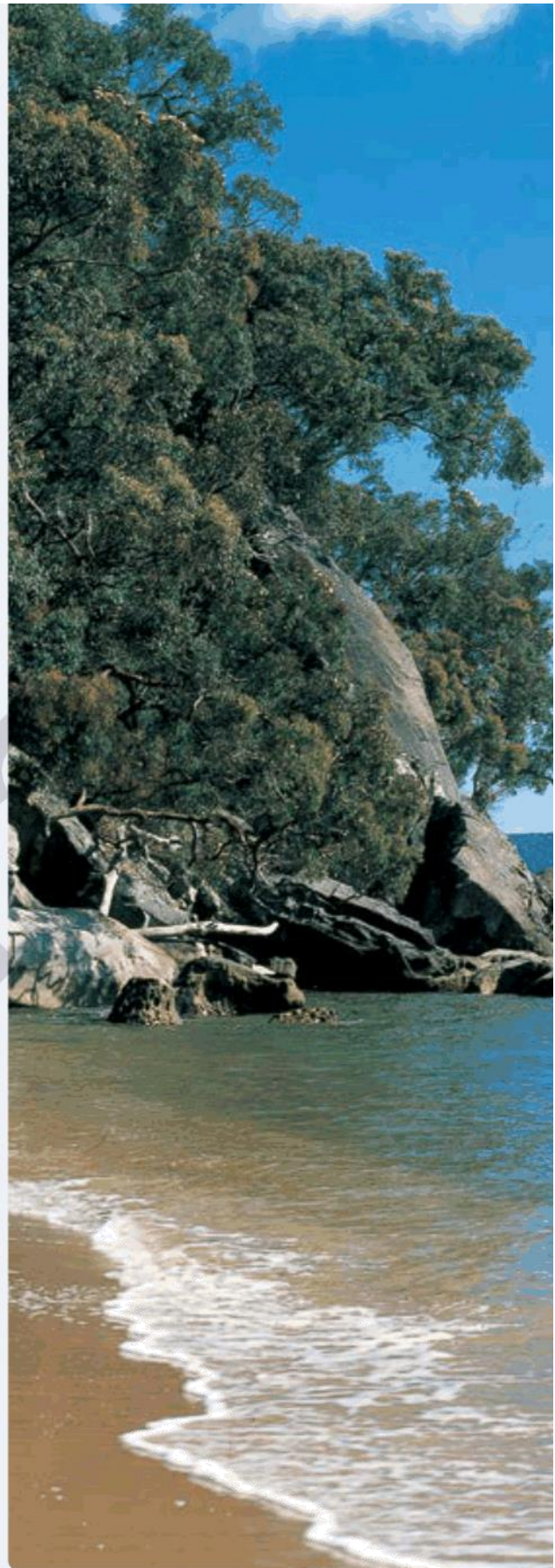
Climate change and environmental sustainability

The world's climate is changing and there is support from all levels of Government to act on climate change and hold the increase in global average temperature to 2 degrees Celsius or less. The Federal Government has developed a whole-of-economy Plan to achieve net zero emissions by 2050, while the NSW Climate Change Policy Framework commits to a target of net zero emissions by 2050 and a 50 per cent cut in emissions by 2030 compared to 2005 levels. Council also has a target of net zero emissions by 2050 and a target for 53 per cent reduction in emissions by 2030 compared to 2016/17 levels.

To achieve this target and ensure environmental sustainability for our community we will need to improve our energy and water efficiency and reduce waste over the next ten years. The current emissions profile for 2019/20 across the Shire identifies that we produce 1.29 million tonnes of CO₂ equivalent emissions each year (Resilient Sydney, 2019 resilientsydney.com.au). Electricity usage is the largest contributor to emissions.

Supporting the community to install solar panels, LED lighting and insulation, or embrace passive solar design in their homes will be integral to addressing this challenge. Given that transport is the second largest contributor to Hornsby Shire's greenhouse gas emissions, encouraging residents to reduce vehicle use by opting to walk and cycle should be a priority. This has the added benefits of improving health and wellbeing outcomes.

Waste is one of the most important issues on a local, regional and national scale. Waste and recycling are an essential service and have the potential to impact on the safety, health, amenity and wellbeing of our community. Currently 14.6 per cent of our Shire's emissions come from waste. At present 44 per cent of residential waste in the Shire is diverted from landfill. We are committed to increasing this towards the NSW State Government's resource recovery target of 80 per cent by 2030. This will be achieved by targeting food and other organics for composting, processing our bulky clean-up service waste and improving diversion of e-waste, unwanted clothing and mattresses.



Resilience planning

Building more resilient communities will be important to protect them against vulnerability. Current climate projections for the Shire indicate warmer and drier conditions with more frequent droughts and bushfires. Extreme weather events such as storms, heavier rainfall and more hot days are projected to become more severe over the next 20 years. Currently 48 per cent of the properties in the Shire are located in bushfire-prone areas. Severe fire weather is projected to increase in summer across Metropolitan Sydney and we will need to work with our community to increase resilience.

Heatwaves kill more Australians each year than any other natural disaster. They place considerable stress on the natural environment, particularly plants and animals. Urban Heat Island effect (which describes the tendency of cities to be much hotter than surrounding rural areas) is expected to increase in Sydney as urban development continues and temperatures increase with climate change. Future development planned for Hornsby to accommodate our growing population, jobs and housing will need to have sustainable urban design features to minimise potential increases in urban temperatures.

The COVID-19 pandemic has been an unexpected stress that we have had to cope with over the last two years. Building resilient communities will strengthen our ability to survive, adapt and thrive in the face of chronic and acute stresses.



ATTACHMENT 1 - ITEM 2

The natural environment

Our natural environment is one of the hallmarks of Hornsby Shire and we need to continue to work collaboratively to achieve a healthy, prosperous and resilient future for all. As with all urban development, the associated land clearing, coupled with densification in urban areas, continues to significantly alter bushland and natural water flows, causing loss of biodiversity, and erosion and water quality impacts on local waterways.

The urban forest, comprising of the trees within Hornsby's urban areas and on rural lands, contributes significantly to the liveability, natural environment and prosperity of the Shire. These trees provide a myriad of benefits from shading, carbon storage, air pollution reduction, stormwater interception, habitat and food for wildlife, as well as contributing to the landscape character that the community value so highly. The urban forest is facing many challenges including urban densification, a changing climate, urban heat and canopy loss through removal of urban trees on private lands.



ATTACHMENT 1 - ITEM 2

WHO AND WHAT HAS INFORMED THE PLAN?

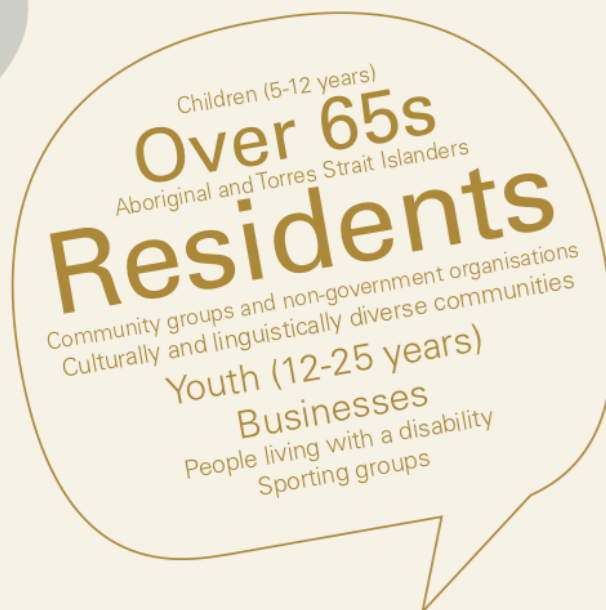
Council has engaged and consulted with the community through many different projects over the last few years (shown in the timeline below). All consultation findings have been instrumental in shaping the priorities and components of *Your vision | Your future 2032*.

Some of the highlights include:

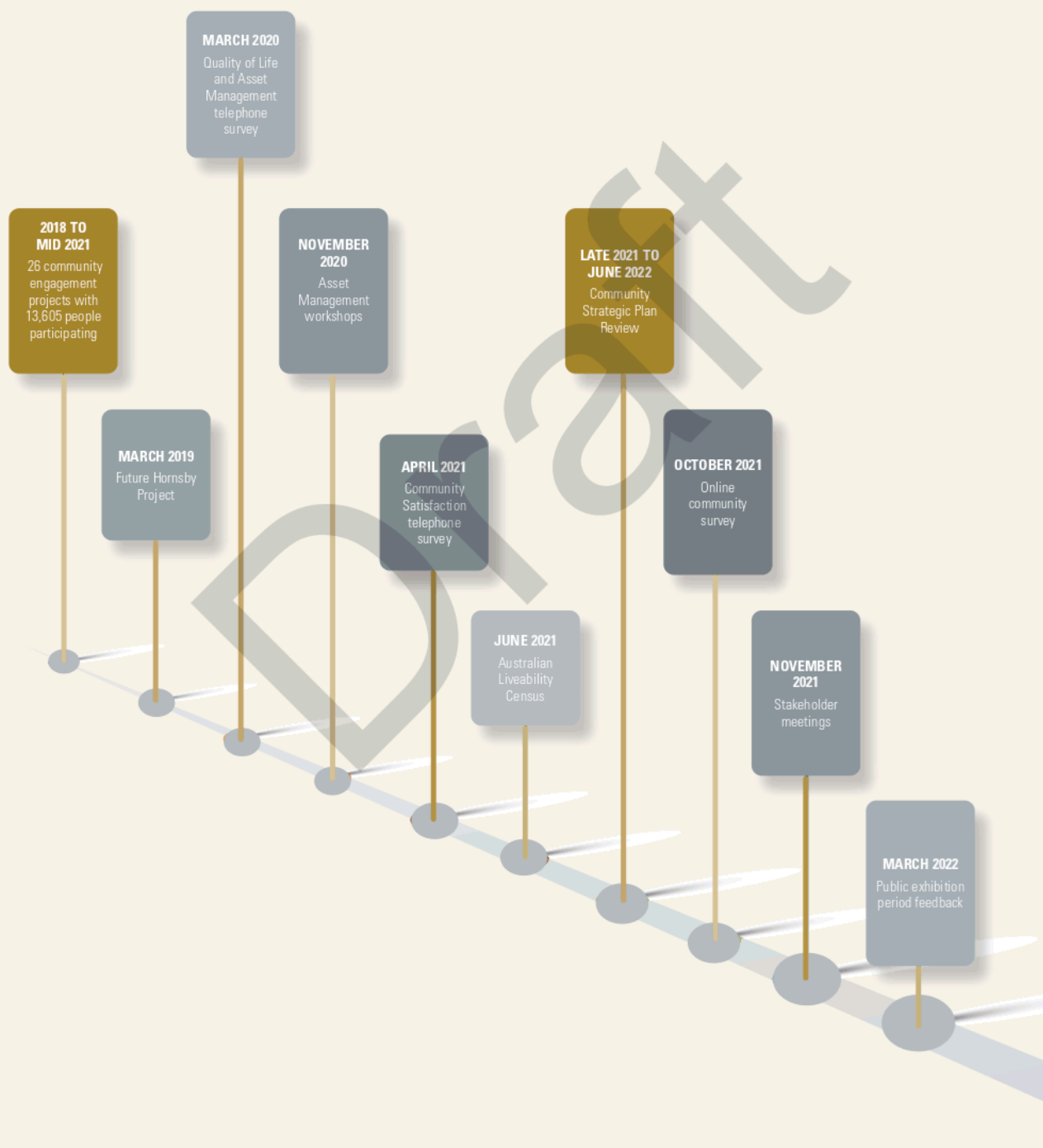
- 27 community engagement projects completed, many used multi-method approaches, e.g., community workshops, online surveys and stakeholder meetings.
- Overall, these projects gained feedback and responses from 15,417 people.
- The Future Hornsby project, to develop the Hornsby Local Strategic Planning Statement, involved a Future Living Summit with Dr Karl Kruszelnicki, Youth Future Forum, Community River Cruise, many pop-up stalls, a focus group, an online survey and written submissions.
- Five representative phone surveys on waste, environmental sustainability, cycling, quality of life and asset management, and community satisfaction with Council.
- An online survey for the Community Strategic Plan Review gathered ideas and responses from 1,812 people.
- Stakeholder meetings for the Community Strategic Plan Review were held with government agencies, including NSW Health, National Parks and Wildlife Service and NSW TAFE, and community committees, including Hornsby Environmental Sustainability Advisory Committee and Hornsby Aboriginal and Torres Strait Islander Committee.

The End of Term Report 2021, a report on the progress of the previous Community Strategic Plan, *Your vision | Your future 2028*, and the achievement of its goals over the Council term 2017-2021, has also been an important contributor. The Report, available on Council's website hornsby.nsw.gov.au, provides details of Council's contributions to realising the community's vision and the progress of Hornsby Shire since the adoption of *Your vision | Your future 2028*.

Who did we engage with?



Community engagement timeline



ATTACHMENT 1 - ITEM 2

WHAT WE HEARD FROM THE COMMUNITY

What our community loves about living in Hornsby Shire

People love living in Hornsby Shire because of the natural environment, particularly the bushland, national parks, trees and green spaces. Consultation shows the community is passionate about protecting the region and looking after each other; they express an appreciation of the peaceful lifestyle, proximity to the city and welcoming community. People also value opportunities to collaborate with Council.

**bushland
open space**

public transport
community
proximity
waterways
recreation

A 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."

Participants at the Youth Future Forum

Top 10 issues

1. Natural environment – bushland, trees and waterways
2. Population growth, housing diversity and supporting infrastructure
3. Climate change, waste and environmental sustainability
4. Transport – traffic, walking and cycling, roads, parking and public transport
5. Community facilities and cultural events
6. Diverse, inclusive and accessible communities
7. Parks, open space, recreation and sports
8. Resilience to shocks and stresses
9. Youth, ageing, family services
10. Economic development and vibrant town centres

What we understand about these community issues

Natural environment – Specific issues relating to bushland and tree management were frequently raised, including opportunities to collaborate with National Parks to improve sustainable and recreational access to national parks; concern with vegetation clearing; and, some community members expressed a desire for better protection of trees on private land, while others argued that current regulation was too tight and was counterproductive to increasing total canopy cover.

Population growth – There is mixed support for greater housing diversity, however most people would prefer development to occur in existing urban areas.

Climate change – Environmental sustainability was a strong theme, with passionate calls for action on climate change at all levels of government as well as motivating and enabling change on a grassroots level.

Transport – The community reported a desire for reducing car related travel by providing better options for walking, cycling and improving access to public transport.

Community facilities – The community expressed a strong desire for walkable access to local shops, cafes, restaurants, community facilities and public open space. Also, modernised facilities were very much appreciated.

Diverse communities – The community acknowledged the need to strive towards an inclusive community, create accessible facilities and celebrate diversity in many forms, in particular cultural diversity.

Parks – Community members highly value the feel of open spaces, bushland areas, views and the greenery across the rural area.

Resilience – Concern about the effects of climate change and calls for measures to improve resilience – particularly in response to risks of bushfires.

Youth and ageing – Collaborating with the community, especially with local young people was strongly supported to enable a greater contribution in decision making, local knowledge / different perspectives.

Economic development – Many community members recognised the importance of local businesses to creating vibrant neighbourhoods and wanted to see Council continue to work closely with commercial operators to revitalise town centres and establish a night-time economy.

For more detail on what you told us visit hornsby.nsw.gov.au/CSP2021review

"Our Bushland Shire is a place for people of all ages, abilities, interests and backgrounds. Known for its impressive natural environments, the Shire offers a great lifestyle for all members of our community"

*Community Strategic Plan Review
Survey response*

"Hornsby Shire has a community that understands the huge importance of its natural spaces and that supporting the transitioning to renewable energy will ultimately protect those spaces for future generations"

*Community Strategic Plan Review
Survey response*

Big ideas!

Below are some of the great examples of how our community thinks the Shire can be more liveable, sustainable, productive and collaborative over the next ten years.

- Drone based last mile logistics
- Becoming the sporting hub of Sydney's north
- Creativity hubs for all age groups
- Focus on the unique, natural beauty of the area
- To be the leading shire combatting climate change in Sydney
- Promote local tourism
- More multicultural events
- Pedestrian friendly community hubs and hospitality precincts
- The Quarry Precinct. There is an opportunity to do something unique and dramatic here that really puts Hornsby on the map. We should become known for this area

Service levels for Council's facilities and services

Assets and resources should meet the needs of current and future generations and contribute to Council's long term sustainability. Council must balance the need for new infrastructure against improving existing assets, particularly given current and projected population increases. A Quality of Life and Asset Management Survey conducted in March 2020 invited residents to suggest specific local Council assets of which they were proud. Specific sporting facilities were the most admired assets, led by (in rough order of priority) the Hornsby Aquatic Centre, the Thornleigh Brickpit Stadium, and Greenway Park. Specific parks, gardens and playgrounds were also popular choices, with Fagan Park the most often mentioned among a wide range of other facilities. Among other, more general assets, a range of specific bushland reserves and green spaces were also admired, these included Crosslands Reserve and Pennant Hills Park. Hornsby and Pennant Hills Libraries were also frequently mentioned.

In November 2020, Council involved its community in further research to inform management of Council's asset portfolio. Three deliberative workshops were held, with approximately 20 participants per workshop, seeking to understand the community's satisfaction with the condition of current assets, service levels and future asset funding priorities.

A community satisfaction survey conducted in April 2021 measured the community's satisfaction with Council's services and facilities.

Results from these surveys, combined with the outcomes of the Asset Management workshops, provide a greater depth of understanding, and ensure Council's decisions relating to priorities, resource allocation and service levels can be reflected in the Delivery Program and Resourcing Strategy. To read the outcomes of the Asset Management and Community Satisfaction engagements please visit hornsby.nsw.gov.au/CSP2021review.

Although Hornsby Shire Council delivers a wide range of services and facilities, many more services are provided by State and Federal agencies, such as public transport, hospitals and education. There are limits to what Hornsby Shire Council alone can control and where direct decision-making and action is possible. Rising costs and increasing demand for key services means we must always be cognisant of the cost to deliver services, however Council is determined to meet its responsibilities and support residents effectively, adapting along the way to changing needs.

"There is a park nearby that is dimly lit. If a place was not safe, I would not consider going there."

"Roads are important because we all need them to get somewhere."

"For me the priority would be footpaths; I just want to get people off the roads as much as possible, especially kids."

Asset Management Workshop participants

"The openness of Council members to include us in the process of decision making. Even if it was a very small component, I valued that my opinion was asked."

"I enjoyed immensely the meeting today and the reality of Council's difficulty in making decisions on priorities."

"...I particularly liked the budget exercise – very thought provoking."

Asset Management Workshop participants

WHO ARE OUR PARTNERS?

Your vision | Your future 2032 includes many and far-reaching actions and goals. However, Council is neither the sole provider of services, infrastructure, funding and resources, nor does it have control over all activities in Hornsby Shire. Therefore, the Community Strategic Plan will only be achieved through a combination of Council, community and government generated strategies, actions and projects.

Our community often expresses concern about the increasing population and trend to medium and high density development and the lack of additional infrastructure to cater for new residents. Residents want Council to focus effort on minimising the impact of development, including ensuring services such as health care, education, aged care and transport facilities are aligned to the increasing population needs. Council is committed to advocating and facilitating change on behalf of the community in these priority areas, however, delivering on these priorities is largely the responsibility of the NSW Government.

One of the key roles of Council is understanding our community's desired levels of service and demand for key facilities and programs and balancing the level of service the community expects with what they are prepared to pay. Council will seek opportunities to gain external assistance and funding sources where possible. We will also leverage our strong and productive relationships with others to maximise our combined impact. These are some of the agencies we will work with to achieve our community's priorities. This list is not comprehensive and new partners are encouraged.



Council's role

While Hornsby Shire Council takes a lead role in the implementation of this Plan, responsibility for achieving the long-term goals rests with all levels of government, businesses, industry groups, community organisations and the community itself. Collaboration and cooperation are vital and we all need to work together.

In the delivery of this Plan, Hornsby Shire Council acts as:

Provider – As a local government entity, we provide services and facilities that meet our community's needs

Leader – We will be a leader in our field. We will plan and provide direction through policy and practices

Collaborator – We will foster partnerships to achieve positive outcomes for the community

Capacity builder – We will develop and strengthen the skills, abilities, knowledge and processes that our community needs to survive, adapt, and thrive in this fast-changing world

Advocate – We will advocate on behalf of our community to ensure their voices are heard

HOW TO READ THIS PLAN

The Community Strategic Plan identifies the community's main priorities and aspirations for the future and sets the broad strategic direction for Council's operations. Guiding the Plan is the community vision that has been developed through community engagement and describes the kind of place the community wishes Hornsby Shire to be in 2032.

Councils are required to track and report on progress in implementing this Plan using a series of community indicators. Our community indicators are listed in the next section of this Plan.

Your Vision | Your Future 2032 is aligned to the vision through the four key Themes of:

- Liveable
- Sustainable
- Productive
- Collaborative.

Each Theme is then made up of:

Strategic Directions (8 – 2 per Theme) – that highlight specific directions under each Theme

United Nations Sustainable Development Goals (17) – through local action we will work toward achieving global goals (see p11)

Where do we want to be? (25) – the kind of place the community wants Hornsby Shire to aspire to, i.e. goals

How are we going to get there? (55) – a plan of action to achieve the long term goals

Council's role – in the delivery of the plan of action: Provider, Leader, Collaborator, Capacity builder, Advocate (see p29)

Our partners – other agencies that have input in delivering tangible goals for the community (see p29)

Council's Strategies / Plans – existing documents that will help guide the plan of action

Community indicators (30) – to measure progress towards achieving the community's Vision and priorities.

The detail under each Theme sets the roadmap for the four-year Delivery Program, a separate document which outlines what Council will deliver to support the plan of action and allocates the budget to carry it out.

The Delivery Program can be found on Council's website, hornsby.nsw.gov.au.

HOW WE WILL MEASURE PROGRESS

The Community Indicators under each Strategic Direction will be measured in two years to show progress.



Theme → **Liveable**

Strategic Direction → **Connected and cohesive community**

More detail on the Strategic Direction → A caring community where the built environment and people combine to create a sense of belonging and support.

The UN Sustainable Development Goals addressed by the Strategic Direction →

Working towards the United Nations Sustainable Development Goals:



The community's long term goals →

The plan of action – what Council and other partners will do to achieve the community's long term goals

The role Council will take in delivering the plan of action

Other agencies that have input in delivering tangible goals

Where do we want to be?	How are we going to get there?	Council's role	Our Partners
G1.1 A resilient and welcoming community that cares for and looks after each other by connecting and participating in community life	Support and celebrate our cultures, heritage and diversity	Provider Leader Collaborator Capacity builder	Resilient Sydney Multicultural NSW Council committees Community groups Community
	Acknowledge and respect the Darug and GuriNgai Peoples as the Traditional Owners and ongoing custodians of the lands and waterways of Hornsby Shire	Collaborator Advocate	Traditional Owners Metropolitan Local Aboriginal Land Council Community
	Support people experiencing hardship	Collaborator Advocate	NSW Government NGOs Community groups Community

Connected and cohesive community

How we will measure progress in 2024 →

Community indicators

What we will measure	How we will measure it	Baseline	Target
Community sense of belonging and participating in community life	Volunteer participation rates	24.9% (2016)	Increase / Maintain
Safety in the community	Recorded major offences against persons and property	3,404 (Jan-Dec 2020)	Decrease

Council's existing documents that will help guide the plan of action →

Council's supporting Strategies / Plans	
Community and Cultural Facilities Strategic Plan 2021	Disability Inclusion Action Plan 2017-2020

Liveable



Connected and cohesive community

A caring community where the built environment and people combine to create a sense of belonging and support.

Working towards the United Nations Sustainable Development Goals:



Where do we want to be?	How are we going to get there?	Council's role	Our Partners
G1.1 A resilient and welcoming community that cares for and looks after each other by connecting and participating in community life	Support and celebrate our cultures, heritage and diversity	Provider Leader Collaborator Capacity builder	Resilient Sydney Multicultural NSW Council committees Community groups Community
	Acknowledge and respect the Darug and GuriNgai Peoples as the Traditional Owners and ongoing custodians of the lands and waterways of Hornsby Shire	Collaborator Advocate	Traditional Owners Metropolitan Local Aboriginal Land Council Community
	Support people experiencing hardship	Collaborator Advocate	NSW Government NGOs Community groups Community
G1.2 A built environment that is sustainable, accessible and responsive to the community	Centrally locate community and cultural facilities and libraries to provide a network of welcoming places	Provider Collaborator Advocate	NSW Government Community groups
	Provide equitable access to people of all ages and abilities to the full range of services and activities in the community	Provider Collaborator Advocate	NSW Government NSW Health Community service providers NGOs
G1.3 Safe, inviting and inclusive places are enjoyed by people both day and night	Collaborate to minimise crime through community safety programs	Collaborator	NSW Government NSW Police Community
	Create inviting public spaces that are designed to improve safety	Provider Collaborator Advocate	NSW Government NSW Police Developers

ATTACHMENT 1 - ITEM 2



Connected and cohesive community

Community indicators

What we will measure	How we will measure it	Baseline	Target
Community sense of belonging and participating in community life	Volunteer participation rates	24.9% (2016)	Increase / Maintain
Safety in the community	Recorded major offences against persons and property	3,404 (Jan-Dec 2020)	Decrease

Council's supporting Strategies / Plans

Community and Cultural Facilities Strategic Plan 2021

Disability Inclusion Action Plan 2017-2020

Hornsby Thematic Study 2021



Liveable

Inclusive and healthy living

Well designed neighbourhoods with distinct local characters featuring great public spaces that support people's health, wellbeing and growth.

Working towards the United Nations Sustainable Development Goals:



Where do we want to be?	How are we going to get there?	Council's role	Our Partners
G2.1 Quality, liveable and sustainable urban design and development	Protect the character of our low density neighbourhoods and rural lands	Leader Provider Collaborator Advocate	NSW Government Developers Businesses Community
	Plan and deliver urban design and development that balances growth with liveable, sustainable and aesthetic outcomes	Leader Provider Collaborator	Local Planning Panel Design Excellence Panel Council committees
	Protect our heritage items, heritage conservation areas and cultural heritage	Leader Collaborator	NSW Government Council committees Community
G2.2 A greater diversity of housing for current and future community needs	Plan for the needs of the community and the growing population while protecting the natural environment	Leader Collaborator	NSW Government Community housing providers Developers Community groups Community
	Provide diversity of housing to cater for key workers and the ageing population	Leader Collaborator	NSW Government Community housing providers Developers
G2.3 An active and healthy community that fosters social, mental and physical wellbeing for all ages	Provide diverse recreation and sporting opportunities in urban, rural and natural areas	Leader Provider Collaborator	NSW Government NSW Health Community groups Sporting groups
	Provide diverse and engaging public places and green spaces for people of all ages and abilities	Leader Provider Collaborator	NSW Government Chambers of Commerce Businesses Developers
	Improve access to formal and informal education and lifelong learning opportunities, facilities and services	Provider Collaborator Capacity builder Advocate	NSW Government TAFE NSW Education providers

ATTACHMENT 1 - ITEM 2



Inclusive and healthy living

Community indicators

What we will measure	How we will measure it	Baseline	Target
Diversity of housing	Number of medium density dwellings approved	44 (2020/21)	Increase
Social and mental wellbeing of the community	Residents reporting mental and behavioural problems (15+ years)	15.4% (2020)	Decrease
Physical wellbeing of the community – Healthy eating and active lifestyle	Obesity (18+ years)	23.4% (2020)	Decrease
Community quality of life – Growth in post school qualifications	Residents achieving vocational qualifications or higher (15+ years)	62% (2016)	Increase
Community quality of life	Families experiencing financial stress from mortgage or rent	26.9% (2020)	Decrease

Council's supporting Strategies / Plans

Local Strategic Planning Statement 2020	Off Leash Dog Park Strategy 2021
Local Housing Strategy 2020	Unstructured Recreation Strategy 2008
Disability Inclusion Action Plan 2017-2020	Sustainable Hornsby 2040
Active Living Strategy 2016	Biodiversity Conservation Strategy 2021
Play Plan 2021	Urban Forest Strategy 2021
Sportsground Plan 2018	Water Sensitive Hornsby Strategy 2021



Sustainable Resilient and sustainable



We will survive, adapt and thrive in the face of shocks and stresses.
We will minimise our footprint and transition to net zero.

Working towards the United Nations Sustainable Development Goals:



Where do we want to be?	How are we going to get there?	Council's role	Our Partners
G3.1 A resilient Shire that can adapt to a changing climate and withstand shocks and stresses (e.g., natural hazards or pandemics)	Embed climate change risks in our decision making and actions	Leader Provider Collaborator Capacity builder	Resilience NSW Resilient Sydney Combat agencies NGOs Community
	Build community resilience and respond to natural hazards and emergency events	Leader Provider Collaborator Capacity builder	Resilience NSW Resilient Sydney Combat agencies NGOs Community
G3.2 A net zero community	Support and resource the community to reduce greenhouse gas emissions	Leader Provider Collaborator Capacity builder Advocate	NSW Government Resilient Sydney Businesses Community groups Community
	Drive behaviour change and empower the implementation of energy efficiency and renewable energy technologies at various scales	Leader Provider Collaborator Capacity builder	NSW Government Resilient Sydney Businesses Community groups Community
G3.3 Using resources wisely and supporting the circular economy	Provide engagement and education to promote sustainable resource usage patterns and behaviours	Leader Provider Collaborator Capacity builder	NSW Government Businesses NGOs Community groups Community
	Provide waste services that increase the recovery and recycling of valuable resources	Leader Provider	NSW Government Businesses Community
G3.4 A sustainable community that ensures the needs of future generations are met	Ensure new development embraces sustainable design principles	Leader Capacity builder	NSW Government Greater Sydney Commission Design Excellence Panel Developers
	Promote sustainable and local living, e.g. basic services are met at the local level	Capacity builder Collaborator	NSW Government Greater Sydney Commission Community groups NGOs Community

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HORNSBY SHIRE COMMUNITY STRATEGIC PLAN 2022-2032



Resilient and sustainable

Community indicators

What we will measure	How we will measure it	Baseline	Target
The community's capacity to prepare for and recover from natural hazard events	Disaster Resilience – SA2s* with High Resilience	7 (out of 10) (2020)	Increase
The community will be reducing its environmental impact and working towards Net Zero emissions by 2050	Community greenhouse gas emissions	1,300,000 tonnes CO2 equivalent (2016/17)	Decrease 53% below 2016/17 levels by 2030
The community will be separating and recycling their organic waste	Recovered organic waste (The amount of garden and food waste in the green bin)	18,648 tonnes (2020/21)	Increase 25,000 tonnes by 2030
The community will be implementing sustainable resource usage	Domestic waste diverted from landfill	44% (2020/21)	Increase 80% by 2030

*SA2 = Statistical Areas Level 2 – a medium-sized geographical area used by ABS Census

Council's supporting Strategies / Plans

Sustainable Hornsby 2040	Waste Matters Strategy 2020
Climate Wise Hornsby Plan 2021	Bushfire Management Strategy 2020
Hornsby Ku-ring-gai Bush Fire Risk Management Plan 2016-2021	



Sustainable Natural environment



Our unique environment is celebrated, protected and enhanced.

Working towards the United Nations Sustainable Development Goals:



Where do we want to be?	How are we going to get there?	Council's role	Our Partners
G4.1 A natural environment that is healthy, diverse, connected and valued	Protect and conserve ecological values, connect areas of urban habitat, restore degraded ecosystems and create new ecosystems	Leader Provider Collaborator Capacity builder	Federal Government NSW Government Community groups Community
	Connect people with nature and sustainably manage access to natural areas	Leader Provider Collaborator Capacity builder	NSW Government Community groups Community
	Protect and enhance tree canopy cover and increase species diversity on private and public land	Leader Provider Capacity builder	NSW Government Community groups Community
G4.2 Waterways are healthy and biodiverse, and the Shire's urban areas are water sensitive	Transition to a water sensitive city	Leader Provider Collaborator Capacity builder	NSW Government Sydney Water Developers Community Neighbouring councils
	Protect waterways and their catchments from pollution and erosion	Leader Provider Collaborator Capacity builder	NSW Government Developers Businesses Community
G4.3 The environmental value of rural lands is protected and enhanced	Implement land use controls to protect rural character and landscape	Leader Collaborator	Business Developers Community

ATTACHMENT 1 - ITEM 2

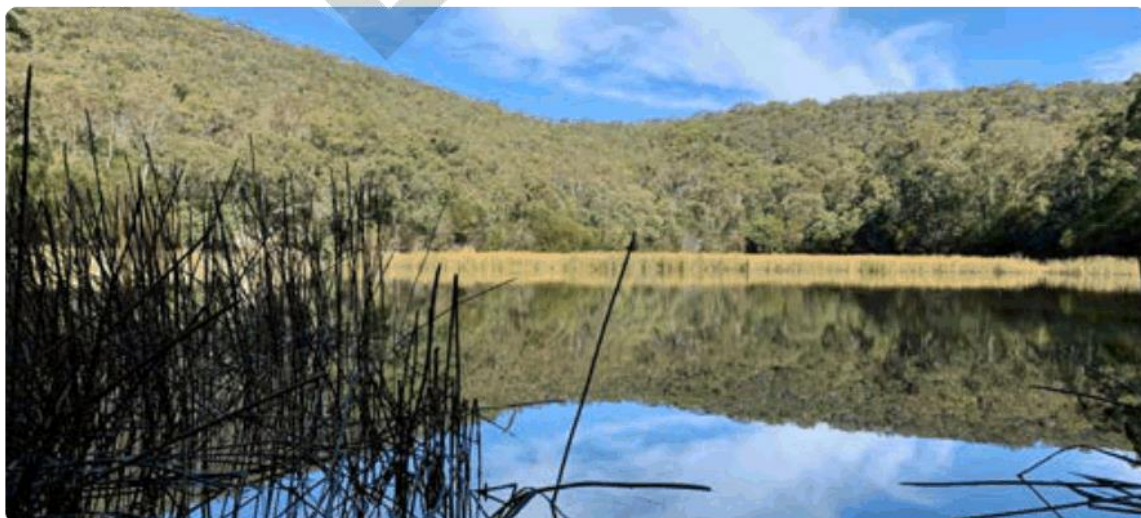


Natural environment

Community indicators			
What we will measure	How we will measure it	Baseline	Target
Tree canopy cover on Private land is protected	Canopy cover on Private land	Canopy cover on Private land 33% (2019)	Maintain Canopy cover on Private land 33% by 2040
Tree canopy cover over Streets is protected and enhanced	Canopy cover over Streets	Canopy cover over Streets 39% (2019)	Increase Canopy cover over Streets 50% by 2040
Tree canopy cover over Commercial zones is protected and enhanced	Canopy cover over Commercial zones	Canopy cover over Commercial zones 11% (2019)	Increase Canopy cover over Commercial zones 15% by 2040
Transition to a water sensitive city	Community consumption of potable water	14,395,743 kL (2020/21) Per capita, per day 259 L (2020/21)	Decrease
Water quality in freshwater creeks	Water testing	52% of monitored sites are healthy	Maintain / Increase
Water quality in lower Hawkesbury River estuary	Water testing	92% of monitored sites are healthy	Maintain / Increase
Rural character and landscape is protected	Land zoned as rural	63,509 square klms (2020/21)	Maintain

Council's supporting Strategies / Plans

Sustainable Hornsby 2040	Urban Forest Strategy 2021
Biodiversity Conservation Strategy 2021	Water Sensitive Hornsby Strategy 2021





Productive

Integrated and accessible transport

Our transport infrastructure and services will be connected and easy to use.
We will increase walking and cycling, and the use of public transport.

Working towards the United Nations Sustainable Development Goals:



Where do we want to be?	How are we going to get there?	Council's role	Our Partners
G5.1 Roads and footpaths are safe and reliable for people to move around the Shire	Deliver safe road and path networks through planning, maintenance, education and regulation	Leader Provider Collaborator Advocate	NSW Government
	Deliver, maintain and promote new footpaths, cycleways and shared paths for increased walkability and active transport	Leader Provider Advocate	NSW Government
G5.2 Transport options are well-connected, accessible and integrated to support healthy and active lifestyles and minimise dependency on private cars	Advocate for, plan and deliver infrastructure improvements for public transport and connections	Advocate	NSW Government
	Deliver and maintain public and active transport support assets and amenity	Provider Collaborator	NSW Government
	Support implementation of regional transport planning	Collaborator	Neighbouring councils NSROC
	Encourage and plan for new technology solutions and mobility innovation	Collaborator Advocate	Businesses



Integrated and accessible transport

Community indicators

What we will measure	How we will measure it	Baseline	Target
Safety on our roads ("Working Towards Zero")	Crashes on our roads resulting in death or serious injury	52 (2020)	Decrease
Reliance on private motor cars	Trips to work using public transport for residents of the Shire	27% (2016)	Increase
The use of sustainable transport	Trips to work using active transport (walking or cycling)	3% (2016)	Increase
The use of sustainable transport	Electric vehicles registered	163 (2020)	Increase

Council's supporting Strategies / Plans

Integrated Land Use and Transport Strategy 2004	Walking and Cycling Plan 2021
Car Parking Management Study 2020	





Productive

Vibrant and viable places

We have attractive and multi-use places that support economic development, innovation and local living.

Working towards the United Nations Sustainable Development Goals:



Where do we want to be?	How are we going to get there?	Council's role	Our Partners
G6.1 A vibrant and connected business, employment and tourism hub that is innovative and sustainable	Support economic development through sound planning, information sharing and collaborative partnerships	Leader Collaborator	NSW Government Chambers of Commerce Businesses
	Revitalise the Hornsby Town Centre and establish flourishing local mixed use centres and rural villages	Leader Collaborator	Businesses Developers
	Cultivate and promote Hornsby Shire's appeal to live, learn, visit and do business	Collaborator	Chambers of Commerce Businesses Education providers Community
	Encourage the development of an early and late evening economy	Collaborator	Chambers of Commerce Businesses
G6.2 A '30-minute City' with supporting infrastructure	Work with businesses, planners and governments at all levels to facilitate key infrastructure to support population growth	Collaborator Advocate	NSW Government Businesses
	Implement a collaborative place-based approach when planning for precincts to build thriving communities	Leader Provider	NSW Government Chambers of Commerce Businesses Community groups Community
G6.3 Rural areas thrive and are a local source of fruits, flowers and other agricultural produce	Support local rural economies by encouraging innovation and visitation	Collaborator	Chambers of Commerce Businesses Community
	Protect the economic productivity of the rural lands in the Shire	Leader Advocate	NSW Government

ATTACHMENT 1 - ITEM 2



Vibrant and viable places

Community indicators			
What we will measure	How we will measure it	Baseline	Target
Economic development	Value of employment generating development approved (retail and commercial)	\$65,594,054 (2020/21)	Increase
Economic development	Resident workers who are employed locally	28% (2016)	Increase
Prosperity of the Shire	Gross Regional Product	\$7.26 billion, representing 1.16% of NSW's GSP (2020)	Increase
Tourism / Visitation	Visitor nights (overnight) and day trips	2,288,169 Total visitor nights and day trips (2019/20)	Increase

Council's supporting Strategies / Plans	
Local Strategic Planning Statement 2020	Public Domain Guidelines 2021
Economic Development and Tourism Strategy 2021	Local Housing Strategy 2020
Employment Land Use Study 2021	Section 7.11 Development Contributions Plan 2020





Collaborative Open and engaged

We aspire to create an organisation that is trusted and respected by the community.
We are proactive in engaging with the community and our decision-making is inclusive, easy and timely.

Working towards the United Nations Sustainable Development Goals:



Where do we want to be?	How are we going to get there?	Council's role	Our Partners
G71 An organisation that is transparent and trusted to make decisions that reflect the community vision	Deliver strong, accountable and transparent leadership	Leader Provider	
	Demonstrate a high standard of transparency and accountability through rigorous and timely reporting practices	Leader Provider	
G72 An organisation that the community can easily connect and communicate with	Council improves the customer experience through digital transformation	Leader Provider	
	Implement solutions to deliver quality information and customer experiences	Leader Provider	
G73 A community that actively participates in decision making	Deliver community engagement that is open, inclusive and meaningful	Leader Provider	
	Build active relationships so that our diverse community is engaged in local matters and understands how and why decisions are made	Leader Provider Collaborator	Businesses Community groups Community

ATTACHMENT 1 - ITEM 2



Open and engaged

Community indicators

What we will measure	How we will measure it	Baseline	Target
Quality of service provided to Council's customers	Customers satisfied with customer experience with Council	55% (2021)	Increase 70% by 2024
Opportunities to participate in Council decision-making	Residents participating in Council's community engagement activities	10% (2018-2021)	Increase / Maintain 10% across 2022-2024

Council's supporting Strategies / Plans

Technology and Transformation Strategy 2020-2023

Community Engagement Policy and Plan 2021



Collaborative Smart and innovative



From global to local connectedness, we will be forward-thinking and find creative solutions to enhance daily living.

Working towards the United Nations Sustainable Development Goals:



Where do we want to be?	How are we going to get there?	Council's role	Our Partners
G8.1 Integrated and sustainable long term planning for the community's future	Ensure the culture, capability and capacity of Council enables delivery of adopted strategies	Leader Provider	
	Ensure the financial sustainability of Council through strategic management of assets and short, medium and long term financial planning	Leader Provider	
G8.2 An organisation of excellence	Continuously improve service delivery in response to identified community needs, based on equity, social justice and sustainability principles	Leader Provider	
	Build and maintain active partnerships and advocate effectively on behalf of the community	Leader Provider Collaborator	NSW Government Businesses Community groups
G8.3 A Shire that fosters creativity and innovation	Encourage and advocate for innovation in business and education	Provider Collaborator Advocate	NSW Government Businesses
G8.4 Smart Cities approaches improve our day to day living	Develop partnerships to roll out a network of 'Internet of Things'	Leader Provider Collaborator	NSW Government Businesses

ATTACHMENT 1 - ITEM 2



Smart and innovative

Community indicators

What we will measure	How we will measure it	Baseline	Target
Council's financial performance against budget	Operating performance ratio > LG benchmark	Ratio > 0% (2020/21)	Maintain
Council's long term management of funds	Long Term Financial Plan (LTFP) in net surplus position (10 year aggregate)	100% (2020/21)	Maintain

Council's supporting Strategies / Plans

Resourcing Strategy

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



THANK YOU

Many individuals and groups were involved in the making of the Hornsby Shire Community Strategic Plan, *Your Vision | Your Future 2032*. We thank the community members, government agencies, community and sporting organisations, local businesses, Councillors and Council staff who participated in the many engagement processes.

Giving your time and providing your valuable input has enabled Council to move forward with planning for the Hornsby Shire over the next ten years and further into the future.

Thank you.



ATTACHMENT 1 - ITEM 2

NEED HELP?

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

Chinese Simplified

需要帮助吗？

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

Chinese Traditional

需要幫助嗎？

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

German

Brauchen Sie Hilfe?

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

Hindi

क्या आपको सहायता की आवश्यकता है?

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

Korean

도움이 필요하십니까?

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

Tagalog

Kailangan ng tulong?

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

Hornsby Shire Council
ABN 20 706 996 972

Contact us

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Hornsby NSW 1630
Phone: **(02) 9847 6666**
Fax: **(02) 9847 6999**
Email: hsc@hornsby.nsw.gov.au
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Visit us

Hornsby Shire Council Administration Centre
296 Peats Ferry Road, Hornsby NSW 2077

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

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Draft

hornsby.nsw.gov.au

ATTACHMENT 1 - ITEM 2

Community Strategic Plan – Public Exhibition		Plan on a Page
<p>Project details</p> <ul style="list-style-type: none"> » Project Director/Manager: Julie Ryland/Jennifer Mooy 	<p>Level of Impact: Level 1 (high impact whole LGA)</p>	<p>TRIM container: F2020/00006</p>
<p>• Engagement objectives: To 'confirm' the community's vision and aspirations for the next 10 years, which are described in the revised Community Strategic Plan.</p>		
<p>Project scope</p> <ul style="list-style-type: none"> • To review the CSP following the election of a new Council in 2021 as required under the Integrated Planning and Reporting Guidelines. • To confirm that these aspirations of the community are still applicable. The aspirations expressed by our community have been clear and consistent over the years – to improve Hornsby Shire and secure a positive future for our coming generations by having: Active transport, Infrastructure, Housing diversity, Sustainable development, Vibrant Town Centres, Sports and recreation facilities, Parks, Traffic and public transport, Bushland, Youth, Economic development, Arts and culture, Hornsby Town Centre, Environmental sustainability, Community facilities. • To confirm the key themes from recent engagement on the community's vision and aspirations. 	<p>Project and engagement timing</p> <ul style="list-style-type: none"> » February 2022 – CSP document revised » 9 March 2022 – Report to Council to endorse public exhibition. » 10 March to 11 April 2022 – Public Exhibition » 12 April to end April 2022 – review submissions » June 2022 – Council for adoption 	
<p>Engagement approach</p> <ul style="list-style-type: none"> » As broad engagement has been carried out in the last 3 years for strategic projects and subsequently used as part of the review of the CSP, the approach to the public exhibition of the document is intended to make the lengthy document readable and accessible on the website – separating sections so that if people are time poor or only interested in certain themes, they could jump to those parts to read. » Consultation techniques <ul style="list-style-type: none"> - Have your say page with all the information in an easy to read and understandable format - Feedback via a webform, email or in writing » Communication channels <ul style="list-style-type: none"> - Community Engagement newsletter - ENews - Print advertisements - Social media - Digital footbridge - Emails to stakeholders 	<p>Stakeholders</p> <ul style="list-style-type: none"> » Councillors » All residents » Businesses » NSW Government agencies » Local Members of Parliament » Community, Non Government Organisations and Resident Groups » Disability Groups » Schools » Sporting groups » Aged Care providers » CALD Groups 	
<p>Benefits of the work</p> <ul style="list-style-type: none"> • To 'check in' with the community to confirm that we have captured their long term vision for Hornsby Shire correctly in the revised CSP and whether their aspirations are still the same. • To highlight key findings on community satisfaction and priorities, levels of servicing and resourcing levels from recent engagements to review the CSP. 		

22/02/22

ATTACHMENT 2 - ITEM 2

<p>Key messages</p> <p>We've listened to you and your feedback has informed the review of the CSP. Have we got it right?</p> <ul style="list-style-type: none">» The draft Community Strategic Plan <i>Your Vision / Your Future 2032</i> reflects the thoughts and ideas of many members of our community. We have listened to the community over the last 3 years and collected feedback from 27 community engagement projects, with responses from 15,417 people.» We have listened to the concerns raised during consultation for a range of studies and strategic documents (Sportsground Plan, Play Plan, Hornsby Park (EIS, landform earthworks and rehabilitation works), Waste Matters Strategy, Brooklyn Discussion Paper, Affordable Housing, Future Hornsby - Local Strategic Planning Statement, Sustainable Hornsby 2040, Biodiversity Conservation Strategy, Urban Forest Strategy, Water Sensitive Hornsby Strategy, Economic Development and Tourism Strategy, Employment Land Study, Rural Lands Study, Public Domain and Signage, Bike Plan, National Cycling Participation, Community Ward forums, Youth survey, Quality of Life and Asset Management, 2021 Customer Satisfaction Survey) and the CSP Review survey. The feedback has been incorporated into the revised CSP.» We would like to hear what you feel about the long term aspirations (i.e. <i>Where do we want to be?</i>) and plans of action (i.e. <i>How are we going to get there?</i>) under the four key themes detailed in the CSP - Liveable, Sustainable, Productive, Collaborative.	<p>Potential risks</p> <ul style="list-style-type: none">» Consultation fatigue» Short turnaround time between collecting feedback and making any revisions to the plan as a result of community feedback.
<p>What success looks like</p> <ul style="list-style-type: none">» There is overall support for the document within the community, indicating that we have listened to the aspirations of the community and articulated them in the revised document.» Feedback is relevant, thoughtful and considered, showing that all the information was convenient, accessible and available, resulting in informed comments.	

22/02/22

ATTACHMENT 2 - ITEM 2

ATTACHMENT/S

REPORT NO. CS16/22

ITEM 4

- 1. HSC INVESTMENT SUMMARY REPORT JANUARY 2022**
- 2. HSC BORROWINGS SCHEDULE JANUARY 2022**



**Investment Summary Report
January 2022**

ATTACHMENT 1 - ITEM 4

Hornsby Shire Council

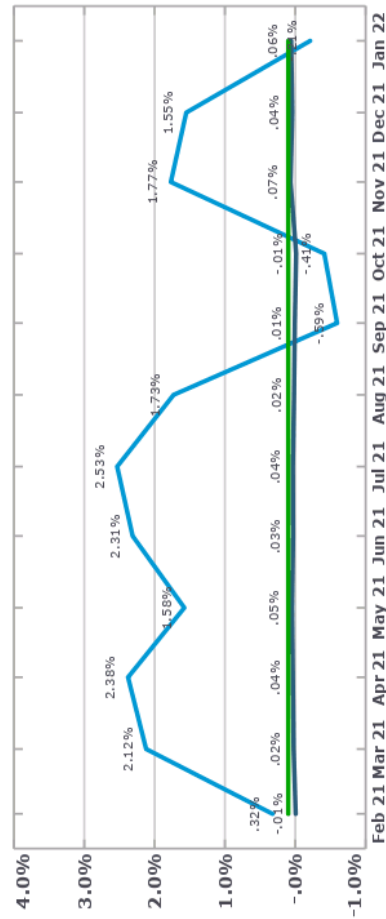
Executive Summary - January 2022



Investment Holdings

By Product	Face Value (\$)	Current Value (\$)	Current Yield (%)	FYTD Yield (%)
Cash	52,336,327.59	52,336,327.59	0.4092	0.4099
Floating Rate Note	52,150,000.00	52,192,210.69	0.7334	0.7570
Floating Rate Term Deposits	60,000,000.00	60,094,827.69	1.0493	1.0200
Managed Funds	22,790,991.28	22,790,991.28	-12.5089	2.4022
Term Deposit	115,781,313.00	116,961,878.86	1.4147	1.3065
	303,058,631.87	304,376,236.11	-0.2112	0.9050

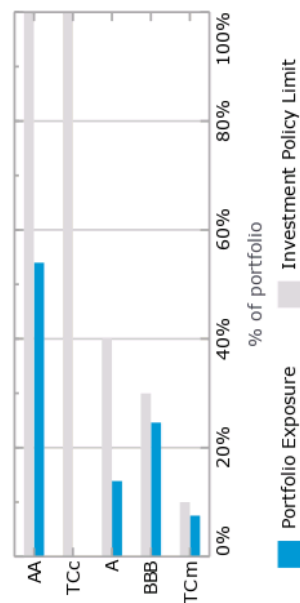
Investment Performance



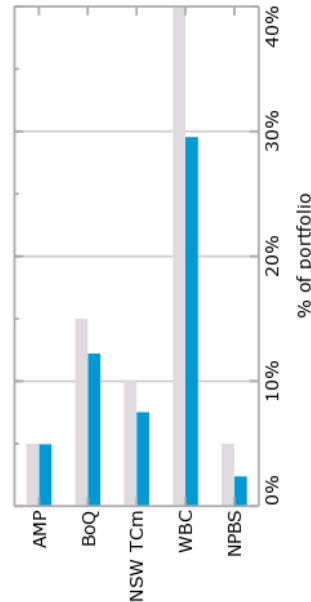
Portfolio Return Bank Bill Index RBA Cash Rate

Investment Policy Compliance

Total Credit Exposure



Highest Individual Exposures vs Policy



Term to Maturities

	Face Value (\$)	Policy Max
Between 0 and 90 days	63,836,328	21%
Between 90 days and 1 year	42,281,313	14%
Between 1 and 2 years	116,000,000	38%
Between 2 and 5 years	80,940,991	27%
	303,058,632	



ATTACHMENT 1 - ITEM 4

Hornsby Shire Council**Investment Holdings Report - January 2022**

Cash Accounts					
	Face Value (\$)	Current Yield	Institution	Credit Rating	Current Value (\$)
	10,476,826.91	0.2000%	ME Bank	BBB+	10,476,826.91
	21,757,899.30	0.4500%	Westpac Group	AA-	21,757,899.30
	10,062,347.70	0.4000%	Macquarie Bank	A+	10,062,347.70
	10,011,380.80	0.5500%	AMP Bank	BBB	10,011,380.80
	27,872.88	-0.0025%	NSW T-Corp (Cash)	Tcc	27,872.88
	52,336,327.59	0.4092%			52,336,327.59

Managed Funds						
	Face Value (\$)	Current Yield	Institution	Credit Rating	Fund Name	Current Value (\$)
	22,790,991.28	-12.5089%	NSW T-Corp (MT)	TCm	Medium Term Growth	22,790,991.28
	22,790,991.28	-12.5089%				22,790,991.28

Term Deposits								
Purchase Date	Maturity Date	Term Days	Face Value (\$)	Rate	Institution	Credit Rating	Book Value (\$)	Current Value (\$)
5-Feb-20	9-Feb-22	735	3,000,000.00	1.6500%	ING Bank (Australia)	A	3,000,000.00	3,048,957.53
12-Feb-20	14-Feb-22	733	5,500,000.00	1.6000%	Westpac Group	AA-	5,500,000.00	5,585,347.95
22-Feb-19	22-Feb-22	1096	3,000,000.00	3.0500%	Newcastle Permanent Building Society	BBB	3,000,000.00	3,086,235.62
17-Nov-21	17-May-22	181	140,000.00	0.1500%	Westpac Group	AA-	140,000.00	140,043.73
19-Oct-21	19-May-22	212	50,000.00	0.2000%	Westpac Group	AA-	50,000.00	50,028.77
15-Dec-21	15-Jun-22	182	91,313.00	0.1500%	Westpac Group	AA-	91,313.00	91,331.01
8-Jul-20	8-Jul-22	730	2,500,000.00	1.2000%	AMP Bank	BBB	2,500,000.00	2,517,095.89
30-Nov-21	29-Jul-22	241	5,000,000.00	0.6100%	Bank of Queensland	BBB+	5,000,000.00	5,005,264.38
1-Dec-21	2-Aug-22	244	5,000,000.00	0.6100%	Bank of Queensland	BBB+	5,000,000.00	5,005,180.82
12-Aug-20	10-Aug-22	728	3,000,000.00	1.0000%	Bank of Queensland	BBB+	3,000,000.00	3,044,219.18

**ATTACHMENT 1 - ITEM 4**

Hornsby Shire Council**Investment Holdings Report - January 2022**

Term Deposits								
Purchase Date	Maturity Date	Term Days	Face Value (\$)	Rate	Institution	Credit Rating	Book Value (\$)	Current Value (\$)
1-Sep-21	17-Aug-22	350	5,000,000.00	0.4200%	Commonwealth Bank of Australia	AA-	5,000,000.00	5,008,802.74
2-Sep-21	24-Aug-22	356	5,000,000.00	0.4200%	Commonwealth Bank of Australia	AA-	5,000,000.00	5,008,745.21
9-Sep-20	7-Sep-22	728	4,000,000.00	0.9500%	Bank of Queensland	BBB+	4,000,000.00	4,015,095.89
26-Sep-19	21-Sep-22	1091	5,000,000.00	1.8000%	Bank of Queensland	BBB+	5,000,000.00	5,211,808.22
15-Nov-21	15-Nov-22	365	2,500,000.00	1.0000%	AMP Bank	BBB	2,500,000.00	2,505,342.47
15-Dec-21	14-Dec-22	364	5,000,000.00	0.7500%	National Australia Bank	AA-	5,000,000.00	5,004,931.51
14-Sep-20	15-Mar-23	912	5,000,000.00	1.0000%	Bank of Queensland	BBB+	5,000,000.00	5,019,178.08
24-Sep-20	29-Mar-23	916	5,000,000.00	0.9500%	Bank of Queensland	BBB+	5,000,000.00	5,016,917.81
1-Oct-20	4-Oct-23	1098	5,000,000.00	0.9500%	Bank of Queensland	BBB+	5,000,000.00	5,016,006.85
17-Nov-21	15-Nov-23	728	10,000,000.00	1.2500%	Westpac Group	AA-	10,000,000.00	10,026,027.40
23-Nov-21	23-Nov-23	730	5,000,000.00	1.2800%	Westpac Group	AA-	5,000,000.00	5,012,273.97
2-Dec-21	5-Dec-23	733	10,000,000.00	1.2100%	Westpac Group	AA-	10,000,000.00	10,020,221.92
19-Mar-19	6-Mar-24	1814	10,000,000.00	3.0000%	Rabobank Australia	A+	10,000,000.00	10,262,191.78
19-Mar-19	13-Mar-24	1821	9,000,000.00	3.0000%	Rabobank Australia	A+	9,000,000.00	9,235,972.60
7-Apr-21	7-Apr-25	1461	3,000,000.00	1.0000%	National Australia Bank	AA-	3,000,000.00	3,024,657.53
							115,781,313.00	116,961,878.86

Floating Rate Term Deposits

Purchase Date	Maturity Date	Term	Face Value (\$)	Current Rate	Security Name	Credit Rating	Book Value (\$)	Current Value (\$)
3-Sep-18	3-Sep-23	1826	15,000,000.00	1.0387%	Westpac Group BBSW+0.98%	AA-	15,000,000.00	15,025,611.78
4-Sep-18	4-Sep-23	1826	15,000,000.00	1.0550%	ANZ Banking Group BBSW+1.00%	AA-	15,000,000.00	15,024,713.01
10-Sep-18	11-Sep-23	1827	15,000,000.00	1.0418%	Westpac Group BBSW+0.98%	AA-	15,000,000.00	15,022,691.26
12-Sep-18	12-Sep-23	1826	15,000,000.00	1.0615%	ANZ Banking Group BBSW+1.00%	AA-	15,000,000.00	15,021,811.64
							60,000,000.00	60,094,827.69

**ATTACHMENT 1 - ITEM 4**

Hornsby Shire Council**Investment Holdings Report - January 2022**

Floating Rate Notes								
Purchase Date	Maturity Date	Term	Face Value (\$)	Current Rate	Security Name	Credit Rating	Book Value (\$)	Current Value (\$)
26-Sep-18	26-Sep-23	1826	9,000,000.00	.9918%	NAB Snr FRN (Sep23) BBSW+0.93%	AA-	9,120,960.00	9,105,784.82
16-Nov-18	16-Nov-23	1826	7,000,000.00	.9949%	WBC Snr FRN (Nov23) BBSW+0.95%	AA-	7,100,450.00	7,096,731.81
24-Oct-19	24-Oct-24	1827	1,500,000.00	1.1850%	GSB Snr FRN (Oct24) BBSW+1.12%	BBB	1,490,610.00	1,521,824.59
4-Feb-20	4-Feb-25	1827	4,200,000.00	1.1650%	NPBS Snr FRN (Feb25) BBSW+1.12%	BBB	4,166,778.00	4,270,688.88
2-Dec-20	2-Dec-25	1826	3,400,000.00	.5785%	BEN Snr FRN (Dec25) BBSW+0.52%	BBB+	3,400,000.00	3,380,337.15
9-Dec-20	9-Dec-25	1826	10,000,000.00	.5407%	MAC Snr FRN (Dec25) BBSW+0.48%	A+	10,000,000.00	9,947,602.90
24-Feb-21	24-Feb-26	1826	2,100,000.00	.4950%	SUN Snr FRN (Feb26) BBSW+0.45%	AA-	2,100,000.00	2,084,325.08
18-Aug-21	24-Aug-26	1832	4,700,000.00	.4550%	NAB Snr FRN (Aug26) BBSW+0.41%	AA-	4,700,000.00	4,653,376.64
9-Sep-21	15-Sep-26	1832	4,250,000.00	.5421%	SUN Snr FRN (Sep26) BBSW+0.48%	AA-	4,250,000.00	4,203,134.82
21-Sep-21	23-Dec-26	1919	6,000,000.00	.4721%	CBA Green Snr FRN (Dec26) BBSW+0.41%	AA-	6,000,000.00	5,928,404.00
			52,150,000.00	.7334%			52,328,798.00	52,192,210.69
Total Investments								
			Face Value (\$)					Current Value (\$)
			303,058,631.87					304,376,236.11

**ATTACHMENT 1 - ITEM 4**

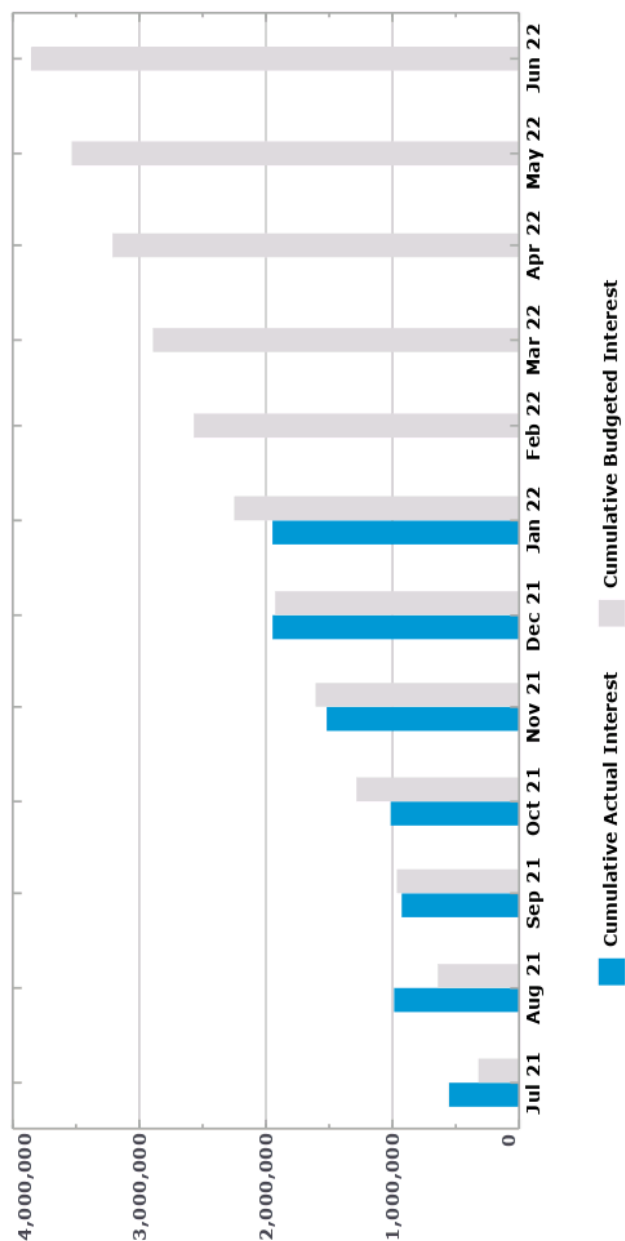
Hornsby Shire Council

Budget vs Actual Income Report - January 2022



Budgeted vs Actual Returns

	Cumulative Actual Income	Cumulative Budgeted Income
July 2021	553,652	321,265
August 2021	987,122	642,530
September 2021	927,164	963,795
October 2021	1,014,664	1,285,060
November 2021	1,519,713	1,606,325
December 2021	1,947,415	1,927,590
January 2022	1,948,174	2,248,855
Budget Target		3,855,180



ATTACHMENT 1 - ITEM 4

Hornsby Shire Council

Environmental Commitments Report - January 2022



Historical Portfolio Exposure to Non Fossil Fuel Lending ADIs



* source: <http://www.marketforces.org.au>
Percentages may not add up to 100% due to rounding

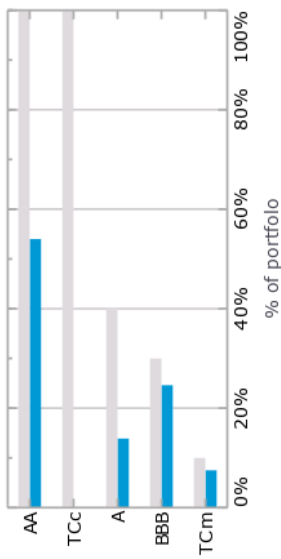


ATTACHMENT 1 - ITEM 4

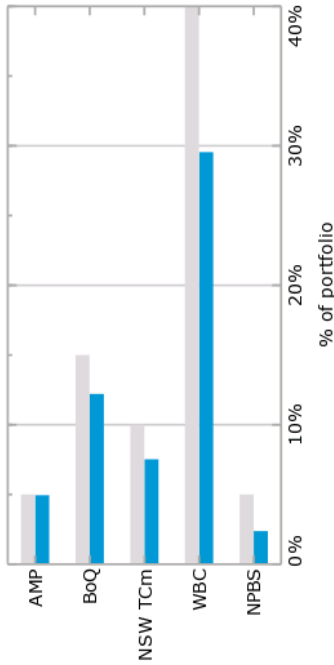


Hornsby Shire Council Investment Policy Compliance Report - January 2022

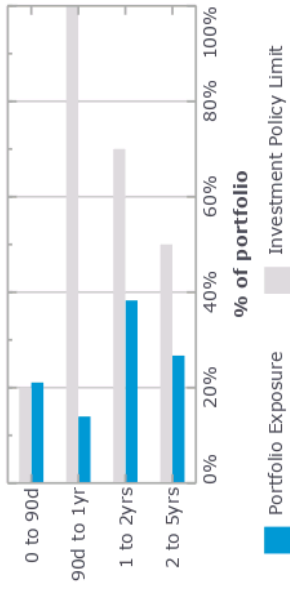
Total Credit Exposure



Individual Institutional Exposures



Term to Maturities



Credit Rating Group	Face Value (\$)	Policy Max
AA	163,589,212	54%
TCc	27,873	0%
A	42,062,348	14%
BBB	74,588,208	25%
TCm	22,790,991	8%
	303,058,632	

	Portfolio Exposure	Investment Policy Limit
AMP Bank (BBB)	5%	5%
Bank of Queensland (BBB+)	12%	15%
NSW T-Corp (TCm)	8%	10%
Westpac Group (AA-)	30%	40%
Newcastle Permanent Building Society (BBB)	2%	5%
ANZ Group (AA-)	10%	40%
Members Equity Bank (BBB+)	3%	15%
Macquarie Bank (A+)	7%	30%
Rabobank Australia (A+)	6%	30%
National Australia Bank (AA-)	7%	40%
Commonwealth Bank of Australia (AA-)	5%	40%
Great Southern Bank (BBB)	0%	5%
Bendigo and Adelaide Bank (BBB+)	1%	15%
Suncorp Bank (AA-)	2%	40%
ING Bank Australia (A)	1%	30%

Detailed Maturity Profile	Face Value (\$)
00. Cash	52,336,328
01. Less Than 30 Days	11,500,000
04. Between 90 Days and 180 Days	7,781,313
05. Between 180 Days and 365 Days	34,500,000
06. Between 365 Days and 2 Years	116,000,000
07. Between 2 Years and 5 Years	80,940,991
	303,058,632

Specific Sub Limits	
BBB+	50,876,827
BBB	23,711,381
	17%
	8%
	10%

☐ = compliant
☐ = non-compliant



ATTACHMENT 1 - ITEM 4



HORNSBY SHIRE COUNCIL SCHEDULE OF BORROWINGS AS AT 31 JANUARY 2022

1. LOANS	Lender	Date Drawn	Maturity Date	\$'000 Amount Borrowed	\$'000 01/07/2021 Opening Balance	\$'000 New Loan	2021/22 YTD Repayments Principal	\$'000 Closing Balance	% Fixed Interest Rate %
Westpac(61)		26-Jun-13	25-Jun-23	2,000	499		118	380	5.89
*TOTAL				2,000	499		118	380	

2. OPERATING LEASES	Lessor	Date Executed	Expiry date	\$'000 Total Lease Payments	\$'000 01/07/2021 Opening Balance	\$'000 New Leases	2021/2022 Repayments YTD	\$'000 Closing Balance
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (105)		22-Sep-17	15-Aug-21	444	28		28	0
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (107)		22-Sep-17	15-Aug-22	56	14		6	8
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (108)		15-Aug-18	15-Aug-22	242	71		28	43
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (109)		15-Aug-18	15-May-23	85	34		8	25
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (110)		15-Nov-18	15-Aug-22	26	8		3	5
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (111)		15-Nov-18	15-Aug-23	632	285		63	221
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (112)		15-Feb-19	15-Nov-21	55	9		9	
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (113)		15-Feb-19	15-Aug-22	11	4		1	2
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (114)		15-May-19	15-Aug-23	15	7		2	6
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (115)		23-Aug-19	15-May-24	95	71		12	59
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (116)		15-Feb-20	15-May-23	11	7		2	5
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (101)		15-Feb-21	15-May-22	6	36	month to month lease extension	20	16
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (103)		15-Feb-21	15-May-22	6	14	month to month lease extension	7	7
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (105)		15-Feb-22	15-May-22	2	56	month to month lease extension	0	56
Veststone Capital Pty Ltd - previously known as Macquarie Equipment Finance (106)		15-Feb-21	15-Feb-22	5	6	month to month lease extension	4	2
Canon Finance Australia Pty Ltd		15-Nov-17	01-Nov-22	109	31		13	18
*McDonalds - Central Ave Lease		12-Apr-21	11-Apr-22	485	386		330	56
TOTAL				2,274	1,067	0	536	531

*McDonalds is a 12 month lease part payment from 12 April to 30 April 2021 - \$26,125 & monthly payments are \$41,250 (Rent for July and August 2021 were paid in July 2021)

3. DEBT SERVICE RATIO	Ratio %
Year ended Jun 21	0.31
Year ended Jun 20	0.61
Year ended Jun 19	0.78
Year ended Jun 18	1.08
Year ended Jun 17	1.73

Debt Service Ratio =	Debt Service Cost
	Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions