



Attachments

General Meeting

**Wednesday 9 September 2026
at 6:30 PM**



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OFFICE OF THE GENERAL MANAGER

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ATTACHMENT/S

REPORT NO. GM19/26

ITEM 2

1. ATTACHMENT 1 - JUNE 2026 PERFORMANCE REPORT

PERFORMANCE REPORT JUNE 2026

2025-2029 DELIVERY PROGRAM
INCLUDING THE 2025/26 OPERATIONAL PLAN

ATTACHMENT 1 - ITEM 2

hornsby.nsw.gov.au



Acknowledgement of Country

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

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 Dharug 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 Dharug 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 Dharug 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

Cover image: View of former Hornsby quarry from the Southern Lookout
Inside cover image: Hawkesbury River Indigenous rock art

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。



Nepali

यस कागजातमा महत्वपूर्ण जानकारी छ।

यदि तपाईंले यसलाई बुझ्नुभएको छैन भने, कृपया अनुवाद र दोभाषे सेवालाई 131 450 मा फोन गर्नुहोस्। तपाईंको तर्फबाट हर्नस्बी शायर काउन्सिललाई 9847 6666 नम्बरमा फोन गरिदिन आग्रह गर्नुहोस्। काउन्सिलको कामकाजी समय सोमबारदेखि शुक्रबार बिहान 8:30 बजे देखि बेलुका 5 बजेसम्म हो।



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 हॉर्नस्बी 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. Hilingin sa kanilang tawagan ang 9847 6666 para sa inyo upang kontakin ang Hornsby Shire Council. Ang oras ng opisina ng Council ay Lunes hanggang Biyernes, 8.30n.u.-5n.h.



Farsi

نیاز به کمک دارید؟

این سند حاوی اطلاعات مهم می باشد. چنانچه آن را درک نمی کنید، لطفاً با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس بگیرید. از آنها بخواهید از جانب شما با شماره 9847 6666 با شورای شهر هورنزبی شایر تماس بگیرند. ساعات کاری شورای شهر دوشنبه تا جمعه، از 8:30 صبح تا 5 بعداز ظهر است.

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CHIEF EXECUTIVE OFFICER'S MESSAGE

This report provides an overview of Council's performance against the 2025–2029 Delivery Program, including the 2025/26 Operational Plan, for the full financial year from July 2025 to June 2026. It outlines Council's progress in delivering key initiatives, major projects, capital works and essential services that support the community's vision for Hornsby Shire.

Reflecting on the year, I am proud of the commitment, professionalism and resilience demonstrated by Council staff as we continued to deliver for our community while navigating a period of organisational change. Throughout 2025/26, Council maintained strong service delivery, sound governance and responsible financial management, ensuring continuity and confidence for Councillors, staff and the wider community.

Council achieved significant progress across a range of major projects that will shape the future of the Shire. Hornsby Park reached an important milestone with the opening of the Crusher Plant Precinct, providing the community with access to a former quarry site for the first time in more than a century. Construction also commenced on the Old Mans Valley Field of Play, while planning and design continued for other priority projects, including Westleigh Park and the Galston Village Public Domain improvements. These projects demonstrate Council's ongoing commitment to creating vibrant, accessible and connected places for our growing community.

During the year, Council invested significantly in local infrastructure, public spaces and community facilities. Road, drainage, stormwater, footpath and recreational infrastructure projects were completed or substantially progressed across the Shire, improving safety, accessibility and liveability for residents while supporting long-term growth and resilience.

Council also continued to deliver a broad range of environmental, sustainability and community initiatives. Highlights included the expansion of sustainability education programs, continued growth in Bushcare participation, the relaunch of the soft plastics recycling service, bushfire mitigation activities and ongoing partnerships to improve environmental outcomes across the Hawkesbury-Nepean catchment. These achievements reflect our commitment to protecting and enhancing the natural environment while supporting community wellbeing.

Supporting a connected and inclusive community remained a focus throughout 2025/26. Strong communications and engagement outcomes were achieved through positive media coverage, growth across Council's digital channels and regular community engagement activities. Council meetings continued to support transparent decision-making, with more than 100 residents addressing Council and over 1,400 people accessing meetings through live streaming and on-demand services. Citizenship ceremonies, cultural events and targeted support programs further strengthened community participation and belonging across the Shire.

Council also made important progress in strengthening organisational capability and long-term planning. Key achievements included development of a draft Strategic Planning Framework, implementation of the HSC Capability Framework, advancement of the Data Strategy and Roadmap, service reviews of Light and Heavy Fleet operations, and continued investment in business intelligence and performance reporting tools to support data-informed decision-making.

Importantly, Council remains in a strong financial position. The Annual Financial Statements and external audit were completed earlier than in previous years, with no monetary misstatements or control issues identified by the NSW Audit Office. Council also updated its Long Term Financial Plan, strengthening long-term financial capacity and supporting the sustainable delivery of services and infrastructure for current and future generations.

This report reflects an organisation committed to delivering tangible outcomes for the community while planning for the future. I thank our Councillors, staff, community partners, volunteers and residents for their continued contribution to making Hornsby Shire a place that inspires and sustains. Together, we will continue to build a resilient, connected and thriving community for generations to come.

Glen Magus

Chief Executive Officer



INTRODUCTION

The Chief Executive Officer is required to report to the elected Council on progress of the Delivery Program at least six monthly.

What is the Delivery Program?

The Delivery Program and Operational Plan is Council's response to Hornsby Shire's 2035 Community Strategic Plan (CSP), *Your Vision | Your Future 2035*, and it describes what Council commits to achieving over the course of its term of office. The Hornsby Shire 2035 Community Strategic Plan identifies our community's main priorities and aspirations for the next ten years. It is Council's key endeavour to bring our community closer to their vision.

Council will not achieve this vision alone, therefore we will partner with state government and non-government organisations, as well as people and businesses in our community.

The Delivery Program and Operational Plan outlines what Council intends to do over the next few years and highlights what its priorities will be. The Plans of action and actions translate the Strategic directions and Long-term goals (identified in the Community Strategic Plan) into practical steps in the right direction.

On 11 June 2025, Council adopted the 2025-2029 Delivery Program including the 2025/26 Operational Plan and Budget setting out the manner in which it intends to deliver projects and services and measure performance.

The document is aligned to the overall strategic direction set within *Your vision | Your future 2035* through four key themes:

LIVEABLE

SUSTAINABLE

PROSPEROUS

COLLABORATIVE



Our Community Vision 2035

The Bushland Shire is a place that inspires and sustains us. A place where we value our connections to each other and our environment, and celebrate living in our unique urban, rural and river communities.

Reporting on actions, capital projects, delivery indicators and Service KPIs provides clear, transparent insights into Council's progress towards delivering our community's vision in the Community Strategic Plan, *Your vision | Your future 2035*

INTRODUCTION

This Performance Report – June 2026

This Performance Report provides an end-of-year update for 2025/26. It is organised around the Themes, Strategic directions, Long-term goals, and Plans of action of the CSP and Delivery Program. Council's efforts focus on the actions within the 51 Plans of action.

The report starts with Highlights and an update on Major Projects. Each Theme begins with a snapshot of overall performance and budget progress (operating expenditure) as at 30 June 2026. Progress commentary is provided for each Strategic direction, along with the latest Delivery indicator and budget results. An update on progress of Capital projects is included after the four Themes, again beginning with a snapshot of overall performance and budget progress (capital expenditure) as at 30 June 2026.

The report uses an exception-based approach, highlighting actions and capital projects requiring attention, placed on hold, closed or completed, as well as any additional projects introduced, including Special Rate Variation (SRV) initiatives.

It also includes the current service framework by Business Unit, showing the latest Service KPI results and associated budgets.

Detailed reporting and oversight

The Delivery Program including the Operational Plan encompasses a significant number of actions and capital projects. Progress against these commitments is reported quarterly, with updates provided alongside a traffic light status indicator. These quarterly reports are comprehensive and detailed and undergo internal review by Council's Senior Leadership Team through the Budget Group Meeting process.

How we measure progress

The following outlines the traffic light system used in quarterly reporting to inform this overall Performance Report:

ON TRACK	Progress is on track, within budget and progressing as planned	NEEDS ATTENTION	Project is experiencing minor delays or issues but is still expected to meet objectives with corrective measures	CRITICAL	Project will not be delivered on time/within budget and needs intervention
ON HOLD	Project is still planned to be delivered, but further investigations are required or waiting on another project	COMPLETED	Project has been delivered	CLOSED	Project will not proceed (eg. funding from other sources not received; funding reallocated; project rescheduled to future year)

Note: During the annual review of the Delivery Program, it was determined that ongoing actions considered business-as-usual would no longer be reported as Delivery Program actions and would instead be monitored through Council's Service Profiles. As a result, 25 actions were closed in 2025/26 ahead of the commencement of the 2026-2030 Delivery Program. A further eight actions were closed and rescheduled to commence in future years, while seven actions were closed as their intended outcomes are being delivered through other Delivery Program actions.

Biannual and annual Delivery Indicator and Service KPI results will be reported for each Strategic direction and Business Unit throughout Council's term to track progress. June reports will also include trend icons comparing results against the 2023/24 baseline, providing a visual indication of performance trends over the term of Council.

QUARTERLY AND ANNUAL MEASURES Trend - Progress against 2023/24 results

	Result has improved by more than 10% compared with the 2023/24 result		Result is broadly consistent with the 2023/24 result (within 10% or within Target)		Result has declined by more than 10% compared with the 2023/24 result
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Note: Trend symbols show the direction of change from 2023/24. For measures with a preferred outcome, symbols indicate whether results have improved, declined or remained broadly unchanged. Some volume measures are reported for information only and may not have a preferred direction of change, despite displaying a trend symbol. Where lower results indicate better performance (for example, staff turnover), symbols reflect performance outcomes rather than numerical movement.

PERFORMANCE

Snapshot of performance

Eighty-one per cent of Actions within the 2025-2029 Delivery Program and 2025/26 Operational Plan have been Completed or are On Track.

Eighty-four per cent of planned Capital projects have been Completed or are On Track, with \$46.9 million spent.

The annual overall percentage of Actions and Capital projects combined gives a result of 82%.

	Actions within Delivery Program/Operational Plan Completed/On Track (includes Capital Projects)	change from 2023/24
2025/26	82%	
2024/25	89%	
2023/24	87%	



AWARDS AND GRANTS

ATTACHMENT 1 - ITEM 2

Kangaroo Point to Brooklyn Boardwalk

In April 2026, Hornsby Council was recognised for its great work designing and delivering the recently opened Kangaroo Boardwalk at Brooklyn by receiving a **Highly Commended Award for Engineering Excellence** at the IPWEA State Conference held in the Hunter Valley.

This boardwalk project is another step in enhancing our active transport network and eventually connecting Kangaroo Point and Brooklyn Town Centre with a continuous shared pathway. This boardwalk section is particularly special as it showcases the unique blend of natural settings along the Brooklyn foreshore – saltmarsh, mangroves and intertidal zones – to visitors.

This \$5.990M project was delivered with the following funding support:

- \$5,070,000 – Transport for NSW's Get NSW Active Program
- \$307,500 – Department of Planning, Housing and Infrastructure's Metropolitan Greenspace Program
- \$612,500 – Hornsby Shire Council.

Architecture recognition

Council celebrated two outstanding achievements at the Australian Institute of Architects NSW Architecture Awards held early in July 2026.

The **Southern Lookout at Hornsby Park**, designed by AJC Architects in partnership with Council, received an award in the **Small Project Architecture category** from a highly competitive shortlist. The Southern Lookout was one of only eight projects shortlisted from more than 50 entries in its category and has been recognised by respected industry experts for its contribution to the built environment.

Since opening, the Southern Lookout and the Crusher Precinct has been warmly embraced by the community, providing a unique vantage point over the former Hornsby Quarry and creating a memorable destination for visitors.

Mark Taylor Oval Pavilion at Waitara Park receive a commendation in the **Public Architecture category**, further highlighting the calibre of design being delivered within our local area. The pavilion was recognised alongside some of the State's leading public infrastructure projects.

These achievements showcase the important role that well-designed public spaces play in enriching community life. From creating places to gather, connect and reflect, to enhancing the character and identity of our Shire, both projects demonstrate how thoughtful architecture can deliver lasting benefits for residents and visitors alike.

Grant funding - Transport for NSW Permit/Plug/Play Program

Council has been successful in securing \$500,000 in grant funding through the **Transport for NSW Permit/Plug/Play Program**.

This initiative will enable Council to review and improve current processes and procedures associated with the delivery of street-based events. A key focus will be reducing complexities and administrative barriers for community groups and other organisations seeking to deliver events within the Hornsby Town Centre and Coronation Street precincts.

The initiative forms part of the **NSW Government's Vibrant Streets Package**, which aims to transform streets into thriving, activated public spaces that support ongoing community engagement and activity within town centres.

Weed biosecurity and pest animal management

Council secured \$23,050 through the **NSW Department of Primary Industries and Regional Development's Weeds Action Program** and \$3,000 through the **New Incursion Project (Frogbit)** to support weed biosecurity initiatives and the management of invasive species.

A **rabbit and fox control program at Fagan Park** was also completed with support from a \$15,000 **NSW Government Crown Lands Improvement Fund** grant, resulting in the removal of 270 pest animals and helping to protect native vegetation and wildlife habitat.

HIGHLIGHTS

Other highlights can be found throughout this Report in Major Projects, Strategic direction highlights, Completed projects, Delivery indicator results and Service KPI results

LIVEABLE

Opening of Crusher Plant Precinct, Hornsby Park

On 28 March 2026, Council officially opened the Crusher Plant Precinct, a landmark destination within the Hornsby Park project. Featuring the fully accessible Southern Lookout, visitors can enjoy panoramic views of the ancient volcanic landscape, former quarry and surrounding bushland. The precinct has quickly become a popular attraction, drawing strong visitor numbers and showcasing the community's enthusiasm for this unique recreational and heritage destination.

Community helps shape the future of Hornsby Shire Libraries

In May, hundreds of library users took part in Council's Library Satisfaction Survey, offering valuable insights into collections, services and facilities. Available in four languages, the survey will help shape future improvements and priorities for the library service.

Australia Day Brings the Community Together at Fagan Park

Thousands of residents gathered at Fagan Park to celebrate Australia Day with a vibrant program of entertainment, community activities and cultural celebrations. A highlight of the event was the Citizenship Ceremony, where 93 people from 30 countries became Australian citizens, further enriching Hornsby Shire's diverse and welcoming community. The ceremony featured a Welcome to Country by Aunty Ros Fogg, along with musical performances and a warm community welcome, creating a memorable occasion for new citizens and their families.

SUSTAINABLE

Rehabilitation works and mangrove planting at Wisemans Ferry boat ramp

Rehabilitation of the decommissioned boat ramp at Wisemans Ferry has been completed, delivering significant environmental benefits for the foreshore. The project restored natural estuarine processes, enabled tidal exchange and supported the re-establishment of native vegetation and mangroves, improving the ecological health and resilience of the area.

Hornsby Heritage Steps

The completion of the Hornsby Heritage Steps, including the final connection between the Crusher Plant Precinct and the Hornsby Aquatic and Leisure Centre, marked a significant milestone, creating a continuous trail that showcases Hornsby's unique heritage and landscape.

Closing the Loop on Soft Plastics Recycling

Council's innovative soft plastics buy-back initiative is transforming locally collected soft plastics into new products available for purchase by residents. By enabling the community to complete the recycling loop, the program supports resource recovery and a more circular economy.

PROSPEROUS

Hornsby Shire Destination Management Plan adopted

In June, Council adopted the Hornsby Shire Destination Management Plan, providing a strategic framework to support the development of the visitor economy and enhance public amenity throughout the Shire.

Hornsby Town Centre Planning Proposal, Special Entertainment Precinct

In June, Council endorsed the progression of the Hornsby Town Centre Special Entertainment Precinct Planning Proposal for submission to the Department of Planning, Housing and Infrastructure for a Gateway Determination. This marks an important step in the statutory planning process, enabling further assessment, stakeholder consultation and public exhibition of the proposal.

COLLABORATIVE

2026-2030 Delivery Program and 2026/27 Operational Plan adopted

In June, Council adopted the 2026-2030 Delivery Program and 2026/27 Operational Plan, including the Budget and 2026/27 Fees and Charges. These documents outline the actions, projects and service levels to be delivered to the community, allocate Council's resources for the year, and provide the principal direction for the organisation.

Hornsby Shire Council turns 120

Council celebrated a significant milestone in March, marking 120 years since its proclamation as Shire 130 of 134 in New South Wales on 7 March 1906. The anniversary recognised Council's long history of serving and supporting the Hornsby Shire community.

TRANSFORMING HORNSBY SHIRE — MAJOR PROJECTS

Hornsby Park

Estimated completion date	Stage 1 – 2026
Grants component – NSW Stronger Communities	\$50M
Development Contributions component	\$28M

Hornsby Park – Enabling and embellishments

Total funding allocation	\$66.6M
Actual Expenditure Life to Date (at 30 June 2026) (from 1 Jul 2018)	\$65.7M
Year to date expenditure (to 30 June 2026)	\$3.24M

Hornsby Park – Old Mans Valley Field of Play

Total funding allocation	\$24.92M
Grants component – Federal Thriving Suburbs	\$12.16M
Actual Expenditure Life to Date (at 30 June 2026)	\$7.23M
Year to date expenditure (to 30 June 2026)	\$7.23M

Hornsby Park – Vegetation management

Total funding allocation	\$6.9M
Actual Expenditure Life to Date (at 30 June 2026)	\$1.85M
Year to date expenditure (to 30 June 2026)	855K

Council is redeveloping the former Hornsby Quarry, located approximately 1km west of Hornsby Town Centre, into a major open space for recreation and community use. The site, returned to Council by NorthConnex in late 2019, covers around 60 hectares of bushland and open space and includes significant heritage features such as early settler relics, the State-listed Old Mans Valley Cemetery, and remnants of the quarry crusher plant.

The rehabilitation of the quarry and surrounding land is the largest construction project ever undertaken by Council. The project has been part-funded by the NSW Government, with \$50 million provided through the NSW Stronger Communities grant program, which has now been fully expended. A further \$28 million is available from development contributions, subject to project prioritisation and contributions received.

As outlined in Report No. IM2/21 – Master Plan for Hornsby and Westleigh Parks (considered by Council at its General Meeting on 14 April 2021), the total estimated cost of the facilities identified in the Master Plan significantly exceeds the level of external funding available. Accordingly, mitigation strategies were agreed to manage cost escalation risks, including the staging of works over time.

Hornsby Park - Enabling and embellishments

All enabling works, including bulk earthworks, quarry stabilisation, and pre-opening embellishments, have reached Practical Completion. Circulation works are at various stages, with some underway and others progressing through procurement.

Hornsby Park – Old Mans Valley Field of Play

In December 2024, Council was advised that it had secured a \$12 million Thriving Suburbs grant to deliver the Old Mans Valley Field of Play, with the Funding Deed finalised in August 2025.

The project has been packaged into five tenders to manage risk and market capacity, covering service enhancements, underboring and civil works, buildings and amenities, and pump track construction.

The project will deliver a new multi-purpose sporting field and recreational green space, supported by amenities including storage, change rooms and toilets. Pump and jump tracks will also be constructed, offering a dedicated area for bike riders to use a series of gentle rises, dips and jumps.

Early site works commenced in January 2026, with construction to be staged through 2026 and completion expected by mid 2027.

Hornsby Park – Vegetation management

Ongoing investment in vegetation management and habitat creation continues to enhance the natural landscape while improving habitat and ecological values.

Hornsby Park - Old Mans Valley North

Old Mans Valley North is a future stage of the Hornsby Park Master Plan and is currently in planning and funding development. The project is proposed to deliver a regional water play facility, community amenities, parking, and supporting infrastructure including public domain works.

In line with Council's staged delivery and risk management approach for Hornsby Park, construction is planned to follow completion of the Old Mans Valley Field of Play to manage delivery risk, market exposure, and financial capacity.

Progress update

In March 2026, Council opened the first stage of Hornsby Park, marking a significant milestone in the transformation of the former quarry into a bushland destination for the community.

The Crusher Plant Precinct is the first area to open to the public. Located off Quarry Road, Hornsby, it features the fully accessible Southern Lookout, offering expansive views of the volcanic landscape, former quarry and surrounding bushland. Named after the site's former industrial use, the precinct has been redeveloped as a passive recreation space with lawns, picnic shelters and barbecue facilities.

The upgraded Heritage Steps provide a steep bushwalk linking the precinct to Hornsby Aquatic and Leisure Centre, the Blue Gum Walk and the Great North Walk, enhancing access and connection to the site's heritage and bushland setting.

In early May 2026, Council marked the next major milestone in the delivery of Hornsby Park with the commencement of works on the Old Mans Valley Field of Play. Located at Old Mans Valley South, the Field of Play will serve as the primary entry and orientation point for the park, providing increased parking and a welcoming gateway as additional stages are progressively delivered.



The striking Southern Lookout features 14-metre-high tapered steel columns, a 13-metre flight of stairs and a 42-metre-long viewing deck

TRANSFORMING HORNSBY SHIRE — MAJOR PROJECTS

Hornsby Town Centre

The Hornsby Town Centre review project will revitalise the Hornsby Town Centre, making it a more liveable, green and accessible centre for our community. We want to strengthen the economic, employment and housing capacities of the Town Centre and improve its public domain, liveability, accessibility, safety, environmental sustainability and visual appeal through quality design and landscape.

"A place for people that reflects the uniqueness of the bushland setting, integrated around key public spaces, where the city meets the bush. An active, thriving centre that exhibits economic diversity, design excellence, liveability and sustainability."

(Adopted Vision Statement for Hornsby Town Centre)

The Hornsby Town Centre Masterplan was adopted by Council on 8 November 2023. The Masterplan is ambitious, promoting a redefinition of the Town Centre skyline by providing opportunities for new dwellings in slender residential towers, varying in height and clustered around the train station and mall.

In addition to facilitating thousands of new jobs within the precinct, the Masterplan promotes revitalisation of the Town Centre through the delivery of new open spaces that reflect the Shire's bushland identity, a new multi-purpose community facility, improved pedestrian and cycling networks, and enhanced access to public transport.

Project evolution

Due to the advanced work completed by Council on its vision and Masterplan for the Hornsby Town Centre, Hornsby was identified as an accelerated precinct through the NSW Government's Transport Oriented Development (TOD) program. The rezoning, completed by the NSW Government in November 2024, amends the planning controls for the Hornsby TOD Accelerated Precinct to provide:

- capacity for over 6,000 new homes
- capacity for 2,900 new jobs across the precinct
- affordable housing contribution of between 3% to 10% for all new residential development in the precinct
- new and upgraded parks and open space
- more community facilities, including new library and community centre
- more open space at the heart of the town centre
- greener streets with better connectivity for walking and cycling
- provisions for a new bus interchange.

Council is encouraged that much of its vision has been reflected in the Hornsby TOD rezoning which was finalised by the NSW Government and came into effect on 27 November 2024. The rezoning introduced updated planning controls and supporting frameworks to guide development in the Hornsby Town Centre, including a Hornsby Precinct Affordable Housing Contribution Scheme.

In May 2025, Council endorsed the Hornsby Town Centre Public Domain Guidelines, Hornsby Town Centre Precinct Section 7.12 Development Contributions Plan 2025 and amendments to the Hornsby Development Control Plan 2024 that will encourage high quality development and public spaces in the Hornsby Town Centre.

Council will continue to work with, and advocate to, the NSW Government to support the delivery of housing, jobs, and essential supporting infrastructure, including a functional transport interchange.

Purple Flag

Purple Flag provides a recognised framework for creating safe, vibrant and well-managed night-time precincts. Council has secured a Purple Flag Readiness Grant to support the application of this best-practice framework within Hornsby Town Centre. The program aims to strengthen precinct management, enhance collaboration between Council, businesses and the community, improve perceptions of safety, and promote awareness of Hornsby's evening and night-time economy. It will also help assess the precinct's readiness to pursue formal Purple Flag accreditation.

Special Entertainment Precinct

A Special Entertainment Precinct (SEP) is being progressed in Hornsby as a trial initiative to support a vibrant and well-managed night-time economy. Applying to the Hornsby Town Centre TOD precinct, the SEP would enable trading hours and sound management to be regulated at a precinct level through an approved planning and management framework, rather than on a venue-by-venue basis.

The trial is expected to commence in the third quarter of 2026/27 and continue until December 2027, allowing Council to assess impacts on local amenity, businesses and the community before determining whether to implement the SEP permanently, amend the framework, or discontinue the initiative.

Integrated Infrastructure Plan

Work is underway to develop an Integrated Infrastructure Plan for Hornsby Town Centre, intended to provide a coordinated framework to identify and align the infrastructure required to support delivery of the Hornsby Town Centre Masterplan. This includes transport, movement and connectivity infrastructure, public domain, open space and community infrastructure, and is intended to inform considerations around the timing, sequencing and funding of infrastructure as the precinct evolves, including in the context of State-led rezoning.



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

TRANSFORMING HORNSBY SHIRE — MAJOR PROJECTS

Westleigh Park

% Complete	10% Life to Date
Grants component – NSW Stronger Communities	* \$40M
Development Contributions component (land purchase)	\$21M
Actual Expenditure Life to Date (at 30 June 2026) (excluding land purchase)	\$8.97M
Year to date expenditure (to 30 June 2026)	\$2.4M

In June 2016, in response to increasing demands on existing open space, Council purchased land along the eastern side of Quarter Sessions Road in Westleigh. Formerly owned by Sydney Water, the site for the new Westleigh Park comprises 36 hectares of cleared open space and bushland. The purchase of the land was funded by development contributions.

Westleigh Park will play a key role in recreational provisions for the district across a diverse range of uses including formal sports, passive recreation (e.g. picnics, walking, playground), mountain biking and ancillary facilities (including internal roads, car parks, amenities buildings, shared paths and water management).

This initiative addresses the increasing need for recreational spaces driven by population growth and higher participation in sports, and represents one of Council's largest planned construction projects.

Stage One will introduce key amenities, including parking, walking, and biking trails, alongside a multi-purpose platform featuring a natural turf sports field adaptable for various sports, such as football, rugby, AFL, and cricket.

Stage Two will expand the facilities with a flexible turf sports field, a senior athletics track, and an internal athletics field, accommodating even more recreational opportunities.

This development not only aims to enhance local infrastructure, as highlighted in the Westleigh Park Master Plan and aligned with the Hornsby Sportsground Strategy and NSW Government funding, but also fulfils our community's need for vital recreational space.

As outlined in Report No. IM2/21 – Master Plan for Hornsby and Westleigh Parks (considered at the General Meeting on 14 April 2021), the total estimated cost of the facilities identified in the Master Plan significantly exceeds the level of external funding available.

Council's adopted Long Term Financial Plan further notes that the NSW Government's June 2024 request for the return of the remaining \$36 million in grant funding places the project at risk, as Council lacks the financial capacity over the next decade to replace funding of this scale. Failure to retain the grant would therefore jeopardise delivery of the initiative.

Project evolution

Following community engagement in 2021, adoption of the draft Westleigh Park Master Plan was deferred to address concerns about mountain bike trails and traffic impacts, leading to further targeted engagement and co-design with key mountain bike and environmental stakeholders and consultation on the Sefton Road extension. The final Master Plan was adopted in June 2023 and establishes a vision for a major parkland that balances active recreation with protection of key bushland areas. A Development Application was lodged in September 2023, publicly exhibited through November 2023, and approved by the Sydney North Planning Panel in December 2024, covering the full project scope to be delivered in stages.

Progress update

Progress continues on key enabling approvals, with the Construction Certificate obtained for Stage 1A works and approval granted by Heritage NSW for the Aboriginal Heritage Impact Permit (AHIP) relating to the relocation of a scarred tree. Stage 1A includes delivery of the southern field of play, associated amenities, access road, car parking and mountain bike trails. These approvals enable Council to commence construction of Stage 1A works.

Construction of the mountain bike trails is funded separately from the NSW Stronger Communities grant. Council has now appointed specialist contractors to deliver the approved Westleigh Park mountain bike trail network. Construction is scheduled to commence 10 August 2026 and will begin with the construction of approximately 900 metres of access road required to facilitate the trail works. Mountain bike trail construction will then follow, with the completed trail network expected to open in early 2027.

*** Progress on this project has been constrained following the NSW Government's request for the return of grant funding.**



Westleigh Park will play a key role in recreation provisions for the district across a range of uses including formal sports, passive recreation and ancillary facilities

TRANSFORMING HORNSBY SHIRE — MAJOR PROJECTS

Public Domain	Galston
Estimated completion date	Sep 2027
% Complete	15% Life to Date
Total funding allocation	\$6.1M
Actual Expenditure Life to Date (at 30 June 2026)	\$714K
Year to date expenditure (to 30 June 2026)	\$382K

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

Public Domain Guidelines were prepared and adopted following community and stakeholder engagement. The Guidelines include generic controls to guide the development of the public domain across all urban areas of Hornsby Shire as well as recommending projects within the nominated five housing strategy areas where major development is expected or has occurred: the Asquith-Mount Colah corridor, Waitara, Thornleigh, West Pennant Hills and Beecroft.

Upgrades are occurring within the Beecroft Village Green and a pedestrian/cycle sharepath from the Beecroft Village Green to Cheltenham Road has been delivered. Upgrades to pavements and streetscape within the Village will be dependent on additional funding being provided and through conditioning on future developments.

Council has endorsed a Shirewide signage design palette, and a number of new gateway and suburb signs have already been installed. The installation of additional signs will proceed as further funding is identified.

Asquith and Mount Colah

Project evolution

Substantial work has been completed in the Asquith-Mount Colah public domain in two identified priority areas:

- Peats Ferry Road, Asquith between Hookhams Corner and Wattle Street
- Pacific Highway corridor between Asquith and Mount Colah.

A budget of \$9.3 million was set aside for these works, funded mostly from development contributions. Minor completion works continue.

Galston

The upgrades will deliver a range of improvements to Galston's main street and surrounding areas, enhancing safety, accessibility and the overall experience for pedestrians, motorists and public transport users.

Landscaping, outdoor seating, angled parking, and signage will be delivered, alongside a full renewal of the corner park to better meet the needs of the growing community. Works will also include raised pedestrian crossings, improved street lighting, upgraded footpaths, bike

racks and improved bus stop facilities, including new bus shelters, along with upgrades to the High Pedestrian Activity Area, reducing the speed limit to 40 km/h.

Project evolution

The Galston Village Public Domain Plan (PDP) was endorsed by Council on 10 July 2024 (Report No. IM6/24) following community engagement and public exhibition, enabling progression to detailed design and documentation for construction.

The project has since progressed through design refinements and technical investigations, including site and road surveys, drainage and water-sensitive urban design review, geotechnical advice, and a Road Safety Audit.

A speed zone review was also completed, reducing the speed limit to 40km/h on Galston Road through Galston Village to improve pedestrian and cyclist safety, consistent with the broader Public Domain Plan.

Progress update

Detailed design has been completed following extensive community consultation and has been approved by Transport for NSW. A construction tender has been awarded and construction commenced in late June 2026. The works are anticipated to take approximately 16 months, with completion expected by September 2027, weather permitting.

A sod turning ceremony was held on 30 June to officially kick off construction of the project.



BUDGET SUMMARY

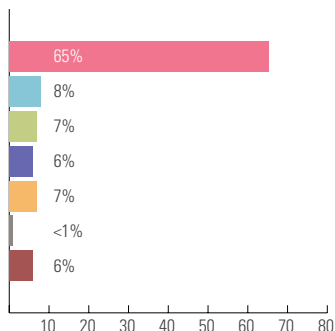
ATTACHMENT 1 - ITEM 2

	For the Period of Jun YTD			Full Year Budget			
	Year-to-Date	Year-to-Date	Year-to-Date	Total Year	Total Year	Total Year	Total Year
	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26
Consolidated Cash Result	Actual	Revised Budget	Variance	Original Budget	Current Revised Budget	Recommended Changes	Projected Final
	\$	\$	\$	\$	\$	\$	\$
OPERATING INCOME							
Rates and annual charges	(135,763,252)	(134,793,596)	969,657	(134,804,066)	(134,793,596)	0	(134,793,596)
User charges and fees	(16,238,305)	(15,078,435)	1,159,869	(14,938,137)	(15,078,435)	0	(15,078,435)
Interest & investment revenue	(15,435,375)	(8,928,982)	6,506,394	(8,928,982)	(8,928,982)	0	(8,928,982)
Other revenue	(5,401,024)	(4,179,866)	1,221,158	(3,932,866)	(4,179,866)	0	(4,179,866)
Grants and contributions (operating)	(13,312,751)	(7,977,565)	5,335,186	(10,238,806)	(7,977,565)	0	(7,977,565)
Other income (including lease income)	(6,014,068)	(3,094,734)	2,919,335	(3,094,734)	(3,094,734)	0	(3,094,734)
Proceeds from the sale of assets	(1,282,262)	(1,000,000)	282,262	(1,000,000)	(1,000,000)	0	(1,000,000)
Total operating income	(193,447,037)	(175,053,177)	18,393,861	(176,937,591)	(175,053,177)	0	(175,053,177)
OPERATING EXPENSES (CONTROLLABLE)							
Employee benefits and on-costs	60,969,482	61,183,169	213,687	61,150,704	61,183,169	0	61,183,169
Materials and services	70,623,943	75,746,875	5,122,932	76,013,426	75,746,875	0	75,746,875
Borrowing costs	28,850	18,000	(10,850)	18,000	18,000	0	18,000
Other expenses	4,868,476	5,100,824	232,348	5,100,824	5,100,824	0	5,100,824
Total operating expenses (controllable)	136,490,751	142,048,868	5,558,117	142,282,954	142,048,868	0	142,048,868
Net operating result before depreciation	(56,956,287)	(33,004,309)	23,951,978	(34,654,637)	(33,004,309)	0	(33,004,309)
CAPITAL INCOME							
Grants and contributions (capital)	(14,829,719)	(17,288,961)	(2,459,242)	(13,630,810)	(17,288,961)	0	(17,288,961)
Total capital income	(14,829,719)	(17,288,961)	(2,459,242)	(13,630,810)	(17,288,961)	0	(17,288,961)
CAPITAL EXPENSES							
WIP Expenditure	41,735,861	47,280,385	5,544,524	59,645,110	47,280,385	0	47,280,385
Asset Purchases	5,219,439	4,075,376	(1,144,063)	2,563,500	4,075,376	0	4,075,376
Total capital expenses	46,955,300	51,355,761	4,400,461	62,208,610	51,355,761	0	51,355,761
FUNDING ADJUSTMENTS							
External restricted assets	8,269,118	(2,787,664)	(11,056,783)	(9,723,977)	(2,787,664)	0	(2,787,664)
Internal restricted assets	15,075,488	(577,979)	(15,653,467)	(6,522,338)	(577,979)	0	(577,979)
Employee leave payments (from provisions)	1,471,875	956,069	(515,806)	956,069	956,069	0	956,069
Total funding adjustments	24,816,481	(2,409,574)	(27,226,056)	(15,290,246)	(2,409,574)	0	(2,409,574)
Net operating & capital result after funding (cash result)	(14,224)	(1,347,083)	(1,332,859)	(1,367,083)	(1,347,083)	0	(1,347,083)
Consolidated Statutory Reporting Result (Non Cash)							
Net operating result before depreciation	(56,956,287)	(33,004,309)	23,951,978	(34,654,637)	(33,004,309)	0	(33,004,309)
FINANCIAL REPORTING ADJUSTMENTS - NON CASH							
Depreciation & amortisation	27,552,391	26,559,589	(992,802)	26,559,589	26,559,589	0	26,559,589
Carrying amount of assets disposed/impaired	3,192,147	2,500,000	(692,147)	0	2,500,000	0	2,500,000
Total financial reporting adjustments - non cash	30,744,539	29,059,589	(1,684,950)	26,559,589	29,059,589	0	29,059,589
Net operating result before capital grants and contributions	(26,211,748)	(3,944,720)	22,267,028	(8,095,048)	(3,944,720)	0	(3,944,720)

BUDGET SUMMARY

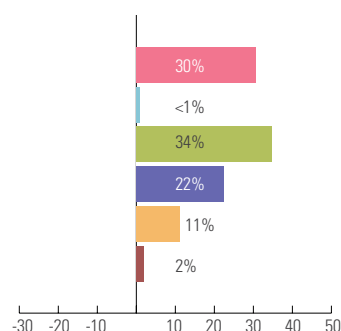
2025/26 Budget summary

Source of funds	%	2025/26 \$
Rates and charges ¹	65	(135,763,252)
Fees and charges ²	8	(16,238,305)
Interest ³	7	(15,435,375)
Grants and Contributions – operating purposes ⁴	6	(13,312,751)
Grants and Contributions – capital purposes ⁵	7	(14,829,719)
Asset sales ⁶	1	(1,282,262)
Other ⁷	6	(11,415,092)
Total Income⁸	100	(208,276,756)



Use of funds	%	2025/26 \$
Employee costs ¹	30	62,441,357
Borrowing repayments ²	1	28,850
Materials and contracts ³	34	70,623,943
Capital expenditure ⁴	22	46,955,300
Restricted assets ⁵	11	23,344,606
Other ⁶	2	4,868,476
Total Expenses⁷	100	208,262,532

Net Budget Surplus ⁷ (14,224)



- 1 Rates and Charges includes all ordinary rates, the Catchments Remediation Rate and garbage charges
- 2 Fees and Charges includes fees from Development Applications and revenue earned from aquatic centres, commercial waste services, park and oval hire and property rentals
- 3 Interest – investment income received from Council's investment portfolio, overdue rates and annual charges interest
- 4 Grants and Contributions – operating purposes includes development contributions, the Federal Government's Financial Assistance Grant and numerous smaller amounts from governments for services including bushfire mitigation, various community services, libraries, roads, various environmental grants and pensioner rate subsidy
- 5 Grants and Contributions – capital purposes includes new facilities and upgrades to footpaths, local roads, leisure and foreshore facilities, parks, playgrounds, sportsgrounds, stormwater drainage and Council buildings
- 6 Asset Sales – proceeds from the sale of property, plant or equipment
- 7 Other includes Other Revenue and Other Income, comprising many revenue sources such as fines, recycling income, private vehicle use fees and income from road closures
- 8 Based on Council's Actual results 2025/26

- 1 Employee Costs includes salaries and wages, employee leave payments from provisions, travel expenses, superannuation, workers compensation insurance, fringe benefits tax and training
- 2 Borrowing Repayments includes principal and interest repayments required from external loan borrowing
- 3 Materials and Contracts also includes Internal Expenses and comprises all costs, other than employee costs, associated with the maintenance of parks, roads, buildings, aquatic centres, drainage and the cost of waste services. Also included are environmental protection and plant operating expenditure
- 4 Capital Expenditure includes WIP Expenditure and Asset purchases and comprises new facilities, upgrades to footpaths, local roads, leisure and foreshores, parks, playgrounds, sportsgrounds, stormwater drainage, Council buildings and fleet
- 5 Restricted Assets is the transfer of funds to reserve accounts to be used in future years and includes External and Internal Restricted Assets
- 6 Other reflects Council's diverse operations and includes such items as statutory levies, street lighting, office equipment, legals, insurance, advertising and utility costs
- 7 Based on Council's Actual results 2025/26

SERVICES THAT DELIVER ON THE STRATEGIC DIRECTIONS

LIVEABLE

1. CONNECTED AND COHESIVE COMMUNITY
2. INCLUSIVE AND HEALTHY LIVING
3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT

SUSTAINABLE

4. RESILIENT COMMUNITY, LIVING SUSTAINABLY
5. HEALTHY NATURAL ENVIRONMENT

PROSPEROUS

6. VIBRANT AND VIABLE PLACES

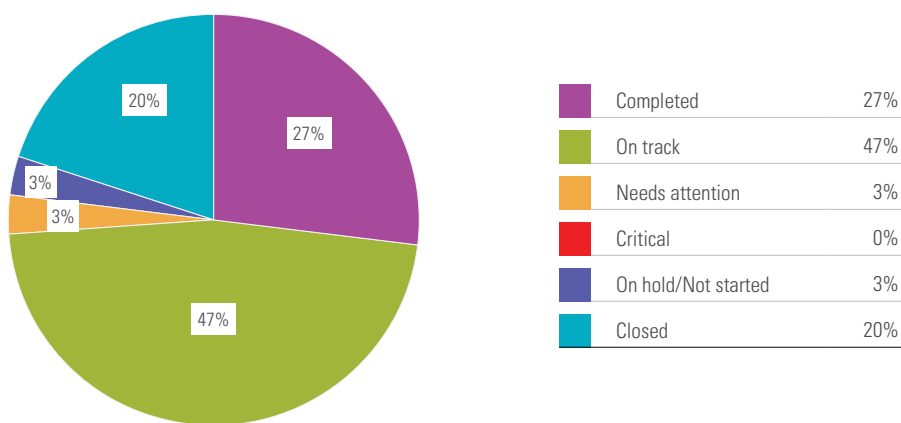
COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY
8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

COUNCIL SERVICES	LIVEABLE			SUSTAINABLE		PROSPEROUS	COLLABORATIVE	
	Strategic direction 1.	Strategic direction 2.	Strategic direction 3.	Strategic direction 4.	Strategic direction 5.	Strategic direction 6.	Strategic direction 7.	Strategic direction 8.
Aquatics and Brickpit								
Audit, Risk and Improvement								
Building Certification								
Bushfire Mitigation								
Bushland, Biodiversity, Biosecurity and Reserve Management								
Business Improvement								
Business Transformation								
Catchment Management								
Change Management								
Communications and Engagement								
Commercial Waste								
Community and Cultural Development								
Community and Cultural Facilities								
Community Events								
Companion Animals								
Corporate Planning and Reporting								
Corporate Support Executive								
Council Administration								
Customer Service								
Development Assessments								
Domestic Waste								
Emergency Management								
Environmental Compliance								
Financial Services								
General Manager								
Governance								
Illegal Dumping								
Infrastructure Delivery								
Infrastructure Operations								
Infrastructure Planning								
Libraries								
Mayoral and Councillor Administration								
Parks and Recreation								
People Operations								
Place Leadership and Development								
Procurement								
Property Management								
Public Cleansing								
Public Health								
Ranger Services								
Risk and Audit								
Safety and Wellness								
Spatial Services (GIS)								
Statutory and Code of Conduct								
Strategic Land Use Planning								
Strategic Property								
Sustainability								
Technology and Transformation Operations								
Transport, Traffic and Road Safety								
Trees								

LIVEABLE

Performance of Key Actions



QUARTERLY AND ANNUAL MEASURES Trend - Progress against 2023/24 results



Result has improved by more than 10% compared with the 2023/24 result



Result is broadly consistent with the 2023/24 result (within 10% or within Target)



Result has declined by more than 10% compared with the 2023/24 result

Note: Trend symbols show the direction of change from 2023/24. For measures with a preferred outcome, symbols indicate whether results have improved, declined or remained broadly unchanged. Some volume measures are reported for information only and may not have a preferred direction of change, despite displaying a trend symbol. Where lower results indicate better performance (for example, staff turnover), symbols reflect performance outcomes rather than numerical movement.

LIVEABLE

1. CONNECTED AND COHESIVE COMMUNITY

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



Long-term goals. Where do we want to be?

- 1.1** A resilient and welcoming community that cares for and looks after each other by connecting and participating in community life
- 1.2** A built environment that is sustainable, accessible and responsive to the community
- 1.3** Safe, inviting, comfortable and inclusive public places are enjoyed by people both day and night

Services helping deliver this Strategic direction

Community and Cultural Development	Financial Services
Community and Cultural Facilities	Infrastructure Operations
Community Events	Libraries
Companion Animals	

Supporting Strategies and Plans

Aboriginal Heritage Study and Implementation Action Plan 2023	Healthy Ageing Hornsby 2022-2026
Active Living Hornsby Strategy 2016	Off Leash Dog Park Strategy 2021
Arts and Cultural Plan 2024-2029	Play Plan 2021
Community and Cultural Facilities Strategic Plan 2021	Social Plan 2024-2034
Disability Inclusion Action Plan 2021-2025	

LIVEABLE

1. CONNECTED AND COHESIVE COMMUNITY

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

Delivery indicators					
	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
1D.a Community satisfaction with library services (mean 1-5)	4.11	–	–	–	Biennial
1D.b Active library members (residents) (%)	22	24.3	29.3	▲	Annual
1D.c Community satisfaction with community centres (mean 1-5)	3.54	–	–	–	Biennial
1D.d Community satisfaction with arts and cultural facilities (mean 1-5)	3.26	–	–	–	Biennial
1D.e Community satisfaction with facilities and services for older people (mean 1-5)	3.39	–	–	–	Biennial
1D.f Community satisfaction with facilities and services for people with disabilities (mean 1-5)	3.28	–	–	–	Biennial
1D.g Community satisfaction with facilities and services for youth (mean 1-5)	3.21	–	–	–	Biennial
1D.h Utilisation of Council owned and operated community and cultural centres (%)	15.2	16.2	13.0	▼	Annual
1D.i Community satisfaction with community events and festivals (mean 1-5)	3.5	–	–	–	Biennial
1D.j Companion animal service requests investigated within seven working days (%)	99	99.8	99.6	▶	Quarterly

STRATEGIC DIRECTION HIGHLIGHTS

- **Events Program review** – Council completed a comprehensive review of its events program, identifying opportunities to strengthen the events portfolio, enhance community outcomes and ensure the program remains sustainable and responsive to community needs. The review informed the future direction of event delivery across the Shire and supported additional funding for the 2026/27 events program, enabling enhancements to existing events and expanded opportunities for community participation.
- **Disability Inclusion Action Plan review** – Council completed a comprehensive review of the Disability Inclusion Action Plan (DIAP) 2021–2025 in partnership with ARTD Consultants. The review included staff, Executive Leadership Team and community consultation, together with benchmarking against current best practice, to inform the development of Council's next Disability Inclusion Action Plan. The renewed DIAP has been strengthened with clearer objectives, measurable Key Performance Indicators (KPIs) and improved governance to better monitor progress and outcomes. It aligns with the NSW Disability Inclusion Act 2014, the Australian Disability Strategy 2021–2031, and Council's other strategic plans. The new DIAP reinforces Council's commitment to creating an inclusive and accessible community by improving access to services, facilities, programs and public spaces, while promoting the participation of people with disability in all aspects of community life.
- **Library visitation** – Library visitation targets were achieved despite temporary closures at Galston and Pennant Hills Libraries to facilitate refurbishment and renovation works. This strong result reflects the continued value the community places on library services, programs and facilities across the Shire.
- **Community Centres and Cultural Facilities utilisation** – Council-owned community centres and cultural facilities continued to support a broad range of community activities throughout the year. Utilisation levels were influenced by several capital improvement projects and facility reconfigurations, including accessibility upgrades, refurbishment works and changes to venue layouts, which temporarily reduced the availability of some spaces while enhancing their long-term functionality and accessibility.
- Demand for **companion animal services** continued to increase during 2025/26, with the Companion Animal Team completing 1,230 service requests, significantly exceeding the annual target. In response to this sustained growth in service demand, Council engaged additional contractor resources during the year and secured approval for an additional permanent position in 2026/27 to support service delivery and community expectations.

LIVEABLE

1. CONNECTED AND COHESIVE COMMUNITY

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

WHAT WE ARE DELIVERING

Long-term goal. Where do we want to be?

1.1 A resilient and welcoming community that cares for and looks after each other by connecting and participating in community life

Plan of action. How are we going to get there?

1.1.1 Support and celebrate our cultures, heritage and diversity

Code	Action	Comment	Responsibility	Status
1.1.1.1	Present the Hornsby Art Prize	The Prize was presented during September at the Wallarobba Arts and Cultural Centre with over 400 entries submitted, 72 displayed and six pieces sold. The estimate for attendance was 375 with a daily average of 25 persons	Library and Community Services	COMPLETED – Sep 2025
1.1.1.2	Review the current delivery of Hornsby's two Art Prizes	A review of Council's art prize program was completed, with a decision made to hold the two art prizes in alternate years to support their ongoing delivery and sustainability	Library and Community Services	COMPLETED – Mar 2026
1.1.1.5	Undertake a comprehensive review of our current events program, including the Community Events Grants Program	A review of Council's events program was completed, informing the future direction of event delivery across the Shire. Additional funding has been allocated to support the enhanced delivery of the 2026/27 events program	Library and Community Services	COMPLETED – Jun 2026

Code	Action	Responsibility	Status
1.1.1.3	Implement Community Development programs to address social isolation	Library and Community Services	ON TRACK

Code	Action	Comment	Responsibility	Status
1.1.1.4	Implement an annual calendar of events	The action has been closed as an ongoing business-as-usual activity	Library and Community Services	CLOSED – Jan 2026

1.1.2 Acknowledge and respect the Traditional Owners and ongoing custodians of the lands and waterways of Hornsby Shire

Code	Action	Comment	Responsibility	Status
1.1.2.1	Develop an Aboriginal Engagement Strategy	Progress on the Aboriginal Engagement Strategy was placed on hold during 2025/26 due to challenges in recruiting an Aboriginal Community Development Officer to lead the project. The project remains a priority for Council, with future timeframes to be reviewed	Library and Community Services	ON HOLD

1.1.3 Support people experiencing hardship

Code	Action	Comment	Responsibility	Status
1.1.3.1	Review, update and implement the Hardship – Rates Relief Policy	The Policy was comprehensively reviewed and referred to Council at the April 2025 General Meeting in Director's Report CS3/25, Review of Policies and Codes. No further update to the Policy is required in 2025/26	Financial Services	COMPLETED – Jul 2025

LIVEABLE

1. CONNECTED AND COHESIVE COMMUNITY

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

Long-term goal. Where do we want to be?

1.2 A built environment that is sustainable, accessible and responsive to the community

Plan of action. How are we going to get there?

1.2.1 Centrally locate community and cultural facilities and libraries to provide a network of welcoming places

Code	Action	Responsibility	Status
1.2.1.1	Develop a design brief for a new regional central Hornsby Library and multi-purpose community centre	Library and Community Services	ON TRACK

1.2.2 Provide equitable access to people of all ages and abilities to the full range of services and activities in the community

Code	Action added	Date added	Comment	Responsibility	Status
1B.K04	Review Library opening hours	Jul 2022 (rolled from 2024/25)	An investigation into extending Sunday opening hours at Hornsby Library was completed, including an assessment of the associated financial implications. Following consideration of the findings and available budget, it was determined that there was insufficient funding to support the proposed extension	Library and Community Services	COMPLETED – Mar 2026

Code	Action	Responsibility	Status
1.2.2.1	Explore avenues to identify, reach, and engage seniors and people with dementia who are isolated, linking them with the community	Library and Community Services	ON TRACK
1.2.2.2	Plan and promote inclusive active living, healthy lifestyle, and community participation activities and events	Library and Community Services	ON TRACK
1.2.2.3	Provide and promote inclusive activities and programs in partnership with multicultural services and community groups	Library and Community Services	ON TRACK
1.2.2.6	Review and update the Disability Inclusion Action Plan	Library and Community Services	ON TRACK

Code	Action	Comment	Responsibility	Status
1.2.2.4	Promote events that are accessible and inclusive for older people and people with dementia, and provide information to the community on the specific measures in place that make these events accessible	The action has been closed as an ongoing business-as-usual activity	Library and Community Services	CLOSED – Jan 2026
1.2.2.5	Identify opportunities for the development of resilience in the older population and people with dementia	The action has been closed as an ongoing business-as-usual activity	Library and Community Services	CLOSED – Jan 2026

Long-term goal. Where do we want to be?

1.3 Safe, inviting, comfortable and inclusive public places are enjoyed by people both day and night

Plan of action. How are we going to get there?

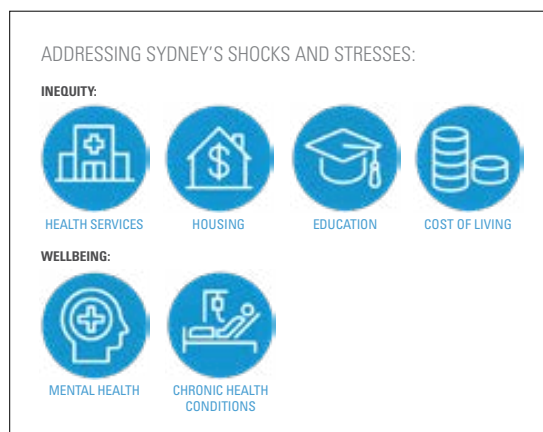
1.3.1 Create and manage inviting public spaces that are of high quality design

Code	Action	Comment	Responsibility	Status
1.3.1.1	Prepare a report outlining options for a Shire-wide Graffiti Strategy with a strong focus on community involvement	Development of the Graffiti Management Strategy was delayed while a graffiti removal trial was completed and evaluated. The project will continue in 2026/27	Infrastructure Operations	AMBER

LIVEABLE

2. INCLUSIVE AND HEALTHY LIVING

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



Long-term goals. Where do we want to be?

- 2.1** Quality, liveable and sustainable urban design and development
- 2.2** A greater diversity of housing for current and future community needs
- 2.3** An active and healthy community that fosters social, mental and physical wellbeing for all ages

Services helping deliver this Strategic direction

Aquatics and Brickpit	Infrastructure Planning
Building Certification	Parks and Recreation
Bushland, Biodiversity, Biosecurity and Reserve Management	Place Leadership and Development
Development Assessments	Public Cleansing
Illegal Dumping	Strategic Land Use Planning
Infrastructure Delivery	Trees
Infrastructure Operations	

Council's supporting Strategies and Plans

Active Living Hornsby Strategy 2016	Local Strategic Planning Statement 2020
Biodiversity Conservation Strategy 2021	Off Leash Dog Park Strategy 2021
Comprehensive Heritage Study Heritage Action Plan 2019	Play Plan 2021
Comprehensive Heritage Study Hornsby Thematic History 2021	Rural Lands Strategy 2022
Disability Inclusion Action Plan 2021-2025	Sportsground Strategy 2018
Healthy Ageing Hornsby 2022-2026	Sustainable Water Based Recreation Facilities Plan 2012

LIVEABLE

2. INCLUSIVE AND HEALTHY LIVING

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

Council's supporting Strategies and Plans

Heritage Interpretation Strategy and Action Plan 2023	Unstructured Recreation Strategy 2008
Hornsby Affordable Housing Strategy 2024	Urban Forest Strategy 2021
Hornsby Park Master Plan 2021	Water Sensitive Hornsby Strategy 2021
Hornsby Town Centre Masterplan 2023	Westleigh Park Master Plan 2023
Local Housing Strategy 2020	

Delivery indicators

	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
2D.a Community satisfaction with parks and recreation areas including playgrounds (mean 1-5)	3.91	–	–	–	Biennial
2D.b Community satisfaction with sporting fields and amenities (mean 1-5)	3.72	–	–	–	Biennial
2D.c Community satisfaction with wharves and boat ramps (mean 1-5)	3.56	–	–	–	Biennial
2D.d Community satisfaction with litter control and rubbish dumping (mean 1-5)	3.57	–	–	–	Biennial
2D.e Community satisfaction with condition of public toilets (mean 1-5)	3.05	–	–	–	Biennial
2D.f Community satisfaction with aquatic centres (mean 1-5)	3.80	–	–	–	Biennial
2D.g Utilisation of Thornleigh Brickpit Stadium (%)	83	74	81	▶	Quarterly
2D.h Community satisfaction with development approvals process (mean 1-5)	2.69	–	–	–	Biennial
2D.i Community satisfaction with the amount and type of development in my area (mean 1-5)	2.90	–	–	–	Biennial
2D.j Annual Fire Safety Statements reviewed (%)	100	100	100	▶	Quarterly

STRATEGIC DIRECTION HIGHLIGHTS

- **Landscape and Archaeological Heritage Studies** – Council endorsed the draft Landscape Heritage Study and Archaeological Heritage Study for public exhibition in June 2026. The studies will help strengthen the protection and management of the Shire's heritage values, with community feedback informing finalisation and associated planning proposals.
- **Recreation Strategies** – Significant progress was made on Council's recreation planning framework, including extensive community engagement and preparation of draft strategies to guide the future provision and management of unstructured recreation opportunities. The Natural Areas Recreational Strategy and Urban Unstructured Recreation Strategy are being combined into a single document to support a coordinated approach to future recreation planning and community consultation.
- **Aquatic Centres** – Council's aquatic centres supported a range of community engagement, health and wellbeing initiatives throughout 2025/26, including the Hornsby Connect Winter 100 Appeal, youth swim programs delivered with NSW Police, and culturally inclusive CPR and First Aid training. These initiatives strengthened community connections and promoted inclusion across the Shire.
- **Brickpit Sports Stadium** – The Stadium continued to experience strong utilisation throughout 2025/26, supporting community, school and representative sporting activities. The representative basketball season attracted strong community interest, with NBL1 home games regularly selling out and reinforcing the Stadium's role as a key regional sporting and community facility.
- **Fire Safety program** – Council's Fire Safety program continued to perform strongly throughout 2025/26, with high volumes of Annual Fire Safety Statements and fire safety-related development applications processed. The program supports community safety by helping ensure compliance with legislative fire safety requirements.

LIVEABLE

2. INCLUSIVE AND HEALTHY LIVING

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

WHAT WE ARE DELIVERING

Long-term goal. Where do we want to be?

2.1 Quality, liveable and sustainable urban design and development

Plan of action. How are we going to get there?

2.1.1 Protect the character of our low density neighbourhoods and rural lands

Code Action	Comment	Responsibility	Status
2.1.1.1 Investigate long-term recommendations for Glenorie Village as part of the Rural Lands Study (Action Plan B)	In November 2025, Council adopted the Glenorie Village Place Plan, finalised the Glenorie Village Investigation Report, and resolved to commence the preparation of a Planning Proposal to implement Actions 1 and 3 from the Glenorie Village Place Plan	Strategic Land Use Planning	COMPLETED – Nov 2025

2.1.2 Plan and deliver urban design and development that balances growth with liveable, sustainable and aesthetic outcomes

Code Action	Responsibility	Status
2.1.2.1 Undertake a review of the effectiveness of Council's tree controls and tree management approach to ensure a balance between community safety, protection of assets and preserving the bushland character of our Shire	Parks, Trees and Recreation	ON TRACK
2.1.2.2 Update the Housing Strategy and Housing Supply Planning Proposal	Strategic Land Use Planning	ON TRACK

Code Action	Comment	Responsibility	Status
2.1.2.4 Undertake Galston Masterplan investigations	Project planning has commenced, including preparation of a request for quotation for specialist consultant support. The project has been deferred and is scheduled to recommence in 2027/28	Strategic Land Use Planning	CLOSED – Jun 2026

2.1.3 Protect our heritage items, heritage conservation areas and cultural heritage

Code Action	Comment	Responsibility	Status
2.1.3.8 Review the Development Control Plan Heritage Chapter	Amendments to Part 9 Heritage was approved by Council on 11 June 2025 and became effective on Monday 23 June 2025	Strategic Land Use Planning	COMPLETED – Jun 2025
2.1.3.11 Implement the Heritage and Housekeeping Planning Proposal	Amendment No. 17 to Hornsby Local Environmental Plan 2013 was gazetted on 13 June 2025, implementing the Heritage and Housekeeping Planning Proposal	Strategic Land Use Planning	COMPLETED – Jun 2025
2.1.3.3 Review the Heritage Landscape Management processes	The Guidelines for Tree Planting and Landscape Heritage Fact Sheet were finalised following review by the Heritage Advisory Committee and are now available to the community online and in print	Strategic Land Use Planning	COMPLETED – Jun 2026

Code Action	Responsibility	Status
2.1.3.1 Update existing Heritage Inventory Sheets to the standard State Heritage Inventory template	Strategic Land Use Planning	ON TRACK
2.1.3.6 Undertake targeted identification of new Local Environmental Plan heritage listings	Strategic Land Use Planning	ON TRACK
2.1.3.9 Exhibit, finalise, and adopt a new Archaeological Heritage Study	Strategic Land Use Planning	ON TRACK
2.1.3.10 Exhibit, finalise, and adopt a new Landscape Heritage Study	Strategic Land Use Planning	ON TRACK

LIVEABLE

2. INCLUSIVE AND HEALTHY LIVING

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

Code	Action	Responsibility	Status
2.1.3.12	Exhibit, finalise, and adopt the Heritage Conservation Area Review	Strategic Land Use Planning	ON TRACK

Code	Action added	Date added	Comment	Responsibility	Status
2B.K06	Prepare a Community Engagement Strategy (heritage specific) (Will be carried forward to 2026/27 for completion)	Jul 2022 (rolled from 2024/25)	The draft study was prepared and presented to the Heritage Advisory Committee in May 2026. Internal consultation is continuing, with the project to be reported to Council for public exhibition in late 2026	Strategic Land Use Planning	AMBER

Long-term goal. Where do we want to be?

2.2 A greater diversity of housing for current and future community needs

Plan of action. How are we going to get there?

2.2.1 Plan for the needs of the community and the growing population while protecting the natural environment

Code	Action	Comment	Responsibility	Status
2.2.1.1	Digitise the Local Environmental Plan	The project is currently on hold pending updates to the State cadastral layer by the NSW Government. Council will continue to advocate for progression of the project, which has been rescheduled to commence 2027/28	Strategic Land Use Planning	CLOSED – Jun 2026

2.2.2 Provide diversity and affordability of housing to cater for people on low and moderate incomes, the ageing population and other vulnerable groups

Code	Action	Comment	Responsibility	Status
2.2.2.2	Review controls for Dual Occupancy Development Control Plan	In June 2025 Development Control Plan controls for dual occupancy development were endorsed by Council. In October 2025 the NSW Government introduced minimum lot size controls for dual occupancy developments into the Hornsby LEP in line with Council's DCP controls	Strategic Land Use Planning	COMPLETED – Jun 2025

Code	Action	Responsibility	Status
2.2.2.3	Review controls for Medium Density Development Control Plan	Strategic Land Use Planning	ON TRACK

Long-term goal. Where do we want to be?

2.3 An active and healthy community that fosters social, mental and physical wellbeing for all ages

Plan of action. How are we going to get there?

2.3.1 Provide diverse recreation and sporting opportunities in urban, rural and natural areas

Code	Action	Comment	Responsibility	Status
2.3.1.8	Develop a program of sportsground improvements	Funding has been identified through the draft 7.12 Contributions Plan. Subject to adoption of the Plan, a delivery program will be developed to guide implementation	Parks, Trees and Recreation	COMPLETED – Mar 2026

LIVEABLE

2. INCLUSIVE AND HEALTHY LIVING

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

Code	Action	Responsibility	Status	
2.3.1.3	Undertake detailed design of park embellishments for Westleigh Park in accordance with DA consent conditions	Infrastructure Delivery	ON TRACK	
2.3.1.4	Undertake construction of stage 1 works for Westleigh Park (subject to confirmation of NSW Government funding)	Infrastructure Delivery	ON TRACK	
2.3.1.5	Prepare an Urban Unstructured Recreation Strategy	Parks, Trees and Recreation	ON TRACK	
Code	Action	Comment	Responsibility	Status
2.3.1.1	Plan and deliver prioritised enhancements for aquatic and leisure centres	The action has been closed as an ongoing business-as-usual activity	Aquatics and Brickpit	CLOSED – Mar 2026
2.3.1.6	Plan for and deliver parks and sporting facilities capital works projects as listed in Council's Delivery Program/Operational Plan	The action has been closed as an ongoing business-as-usual activity	Parks, Trees and Recreation	CLOSED – Mar 2026
2.3.1.7	Explore and implement initiatives that will assist in catering for increased use of sports facilities due to population increases	The action has been closed as an ongoing business-as-usual activity	Parks, Trees and Recreation	CLOSED – Mar 2026
2.3.2 Provide diverse and engaging public places and green spaces for people of all ages and abilities				
Code	Action	Comment	Responsibility	Status
2.3.2.2	Condition assess newly constructed amenities buildings and include the data in AssetFuture to create an asset management plan	Audit completed	Infrastructure Operations	COMPLETED – Apr 2026
Code	Action	Responsibility	Status	
2.3.2.1	Condition assess foreshore assets and include the data in AssetFuture to create an asset management plan	Infrastructure Planning	ON TRACK	
2.3.2.3	Implement the AssetFuture system for Open Space assets to guide and track future work schedules	Parks, Trees and Recreation	ON TRACK	
2.3.2.5	Secure the relevant approvals for all remaining embellishment works at Hornsby Park (post circulation)	Infrastructure Delivery	ON TRACK	
2.3.2.7	Undertake the construction of further embellishment works at Hornsby Park to provide additional near-term public access (circulation works)	Infrastructure Delivery	ON TRACK	
2.3.2.8	Undertake the construction of embellishment works at Hornsby Park, focusing initially on Old Mans Valley Field of Play	Infrastructure Delivery	ON TRACK	
2.3.2.9	Prepare a Natural Areas Recreational Strategy	Environment	ON TRACK	
Code	Action	Comment	Responsibility	Status
2.3.2.4	Prepare an updated Plan of Management for Hornsby Park	Timing for update is under review as current Plan of Management is sufficient for the near term operating expectations for Hornsby Park	Infrastructure Delivery; Parks, Trees and Recreation	ON HOLD
2.3.2.6	Complete the tender process for subsequent embellishment works at Hornsby Park, subject to approval and funding	Pending approvals and funding source(s)	Infrastructure Delivery	ON HOLD

LIVEABLE

3. SAFE, 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:



ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

INEQUITY:



Long-term goals. Where do we want to be?

3.1 Roads and footpaths are safe, reliable and connected to key destinations for people to move around the Shire

3.2 Transport options are well-connected, accessible and integrated to support healthy and active lifestyles and minimise dependency on private cars

Services helping deliver this Strategic direction

Infrastructure Operations	Ranger Services
Infrastructure Planning	Transport, Traffic and Road Safety

Council's supporting Strategies and Plans

Bike Plan 2019	Integrated Land Use and Transport Strategy 2004
Car Parking Management Study 2020	Walking and Cycling Strategy 2021

Delivery indicators

	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
3D.a Community satisfaction with condition of local roads (mean 1-5)	3.03	—	—	—	Biennial
3D.b Community satisfaction with condition of footpaths (mean 1-5)	3.15	—	—	—	Biennial
3D.c Average Pavement Condition Index for roads (score out of 10)	8.2	7.7	7.5	▶	Annual
3D.d Community satisfaction with bike paths (mean 1-5)	2.93	—	—	—	Biennial
3D.e Community satisfaction with managing parking (mean 1-5)	2.96	—	—	—	Biennial
3D.f Parking service requests investigated within three days (%)	95.7	96.5	95.2	▶	Quarterly
3D.g Unattended property (abandoned vehicle and boat trailer) service requests investigated within 28 days (%)	95	97	99.7	▶	Quarterly

LIVEABLE

3. SAFE, 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.

STRATEGIC DIRECTION HIGHLIGHTS

- **Active transport infrastructure** – Council delivered approximately 930 metres of shared path and 1,805 metres of new concrete footpath during 2025/26, improving connectivity, accessibility and opportunities for active transport across the Shire.
- **Transport planning and advocacy** – Council continued to work collaboratively with NSROC and regional partners through regular transport planning forums, helping to coordinate and advocate for transport improvements that support the needs of the Hornsby community.
- **Footpath and shared path program** – Council successfully delivered its 2025/26 footpath construction program, including additional projects beyond those originally planned. Key achievements included completion of the Bellamy Street shared user path and progression of the Amor Street shared path, which has completed the design phase.
- Council continued to respond to increasing demand for **unattended property investigations**, helping maintain public safety and amenity across transport corridors and public spaces. In response to this sustained growth in workload, Council is implementing a combination of recruitment, staff training and contractor support in 2026/27 to maintain service levels.

WHAT WE ARE DELIVERING

Long-term goal. Where do we want to be?

3.1 Roads and footpaths are safe, reliable and connected to key destinations for people to move around the Shire

Plan of action. How are we going to get there?

3.1.1 Deliver safe road and path networks through planning, maintenance, education and regulation

Code	Action	Comment	Responsibility	Status
3.1.1.2	Recommend a rolling condition inspection methodology for all sealed road assets over a four-year period (e.g., 25% assessed per year)	Review undertaken by asset analyst. Methodology recommenced with 25% of network surveyed. Results provided February 2026	Infrastructure Planning	COMPLETED – Dec 2025
Code	Action		Responsibility	Status
3.1.1.1	Undertake a comprehensive review of the 'goasset' pavement management system to ensure accurate and actionable work schedules		Infrastructure Planning	ON TRACK
3.1.1.3	Plan and prioritise the capital works program for footpath and shared path networks		Infrastructure Planning	ON TRACK
Code	Action	Comment	Responsibility	Status
3.1.1.4	Develop a Transport Model to 2036	The action has been closed as an ongoing business-as-usual activity	Infrastructure Planning	CLOSED – Mar 2026

3.1.2 Deliver, maintain and promote new footpaths, cycleways and shared paths for increased walkability and active transport

Code	Action	Comment	Responsibility	Status
3.1.2.1	Undertake an audit of street signage	Audit completed	Infrastructure Operations	COMPLETED – Jul 2025

LIVEABLE

3. SAFE, 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.

Long-term goal. Where do we want to be?

3.2 Transport options are well-connected, accessible and integrated to support healthy and active lifestyles and minimise dependency on private cars

Plan of action. How are we going to get there?

3.2.1 Advocate for, plan and deliver infrastructure improvements for public transport and connections

Code	Action	Responsibility	Status
3.2.1.1	Develop an Active Transport Strategy	Infrastructure Planning	ON TRACK

3.2.2 Maintain public and active transport support assets and amenity at key destinations and transport hubs

Code	Action	Comment	Responsibility	Status
3.2.2.1	Collect physical data for all car parks and footpaths, including those in parks	Physical data collected	Infrastructure Planning	COMPLETED – Dec 2025

Code	Action added	Date added	Comment	Responsibility	Status
5A.K01	Complete audit of car parks to establish location and condition	Jul 2024 (rolled from 2024/25)	The audit was completed, and the findings were incorporated into Council's asset management processes	Infrastructure Operations	COMPLETED – Jun 2026

Code	Action	Comment	Responsibility	Status
3.2.2.2	Implement paid parking at prioritised locations across the Shire	Project scope revised to assess suitable locations for implementing paid parking and has been rescheduled to commence 2027/28	Infrastructure Planning	CLOSED – Dec 2025

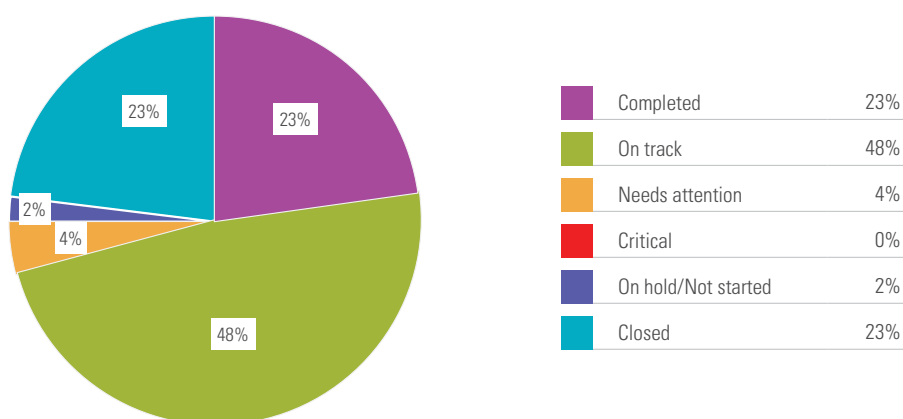
3.2.3 Support implementation of regional transport planning

Code	Action	Responsibility	Status
3.2.3.1	Work with the Northern Sydney Regional Organisation of Councils (NSROC) and state agencies to support the implementation of regional transport planning	Infrastructure Planning	ON TRACK

Code	Action added	Date added	Comment	Responsibility	Status
8A.K35	Complete review of the Integrated Land Use and Transport Strategy and report to Council (Will be carried forward to 2026/27 for completion)	Jul 2022 (rolled from 2024/25)	The project has been reassigned to a newly appointed officer and will progress under the new role. Internal review of the document is underway, ahead of community consultation and formal adoption	Infrastructure Planning	AMBER

SUSTAINABLE

Performance of Key Actions



QUARTERLY AND ANNUAL MEASURES Trend - Progress against 2023/24 results



Result has improved by more than 10% compared with the 2023/24 result



Result is broadly consistent with the 2023/24 result (within 10% or within Target)



Result has declined by more than 10% compared with the 2023/24 result

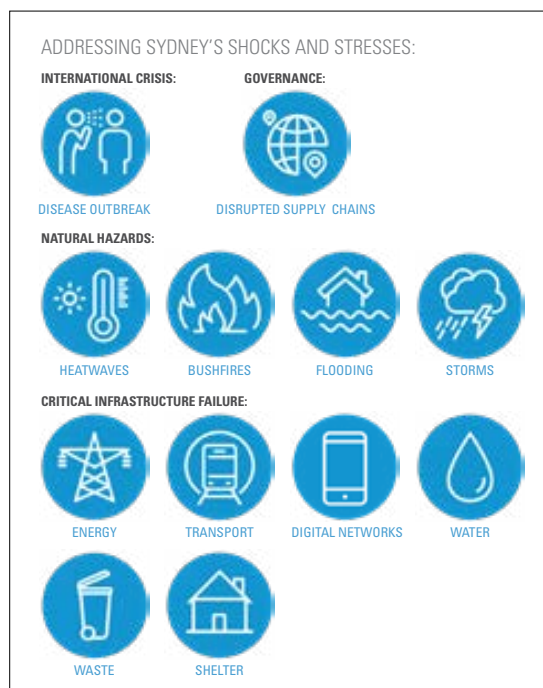
Note: Trend symbols show the direction of change from 2023/24. For measures with a preferred outcome, symbols indicate whether results have improved, declined or remained broadly unchanged. Some volume measures are reported for information only and may not have a preferred direction of change, despite displaying a trend symbol. Where lower results indicate better performance (for example, staff turnover), symbols reflect performance outcomes rather than numerical movement.

SUSTAINABLE

4. RESILIENT COMMUNITY, LIVING SUSTAINABLY

We will survive, adapt and thrive in the face of shocks and stresses.

We will minimise our footprint and transition to net zero.



Long-term goals. Where do we want to be?

- 4.1** A resilient Shire that can adapt to a changing climate and withstand shocks and stresses (e.g. natural hazards or pandemics)
- 4.2** A net zero community
- 4.3** Using resources wisely and supporting the circular economy
- 4.4** A sustainable community that ensures the needs of future generations are met

Services helping deliver this Strategic direction

Domestic Waste	Strategic Land Use Planning
Emergency Management	Sustainability
Infrastructure Operations	

SUSTAINABLE

4. RESILIENT COMMUNITY, LIVING SUSTAINABLY

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Council's supporting Strategies and Plans

Biodiversity Conservation Strategy 2021	Sustainable Hornsby 2040 (2021)
Climate Wise Hornsby Plan 2021	Urban Forest Strategy 2021
Emergency Management Framework 2024	Waste Matters Strategy 2020
Hornsby Ku-ring-gai Bush Fire Risk Management Plan 2023	Water Sensitive Hornsby Strategy 2021

Delivery indicators

	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
4D.a Community satisfaction with domestic waste and recycling collection service (mean 1-5)	3.98	–	–	–	Biennial
4D.b Resource recovery rate (total recycling/total waste generation) (%)	48	48	47.3	►	Annual
4D.c Waste recycled (yellow bin, green bin, bulky waste) (tonnes)	30,562	31,142	30,673	►	Annual
4D.d Community satisfaction with environmental sustainability (mean 1-5)	3.45	–	–	–	Biennial
4D.e Carbon dioxide equivalent (CO ₂ -e) emissions by Council (tonnes)	7,528	6,587	Data not yet available	–	Annual
4D.f Water use (potable) by Council (kL)	209,949	202,805	Data not yet available	–	Annual
4D.g Energy savings from PV generation (kWh)	194,708	415,143	397,996	▲	Annual

STRATEGIC DIRECTION HIGHLIGHTS

- **Sustainability education and community engagement** – More than 425 residents participated in 10 sustainability webinars and workshops that increased community understanding of energy efficiency, renewable energy and emergency preparedness.
- **Climate action and emissions reduction** – Council updated its corporate emissions inventory during 2025/26, confirming achievement of its 2025 emissions reduction target and demonstrating continued progress towards its 2030 emissions reduction goal.
- **Waste education and community engagement** – More than 8,000 residents and community members participated in waste and sustainability education initiatives throughout the year. Programs included repair cafés, clothing swaps, composting workshops, school education activities, community recycling initiatives and contamination reduction campaigns.
- **Waste collection and recycling** – While recycling volumes were slightly lower than the previous year, the community recovered more than 30,600 tonnes of resources through recycling, garden organics, bulky waste recycling and the Thornleigh Community Recycling Centre. Council collected more than 537 tonnes of litter from approximately 735 public bins across the Shire and continued to deliver reliable waste services to the community.
- **Illegal dumping prevention** – Council continued to take a strong stance on illegal dumping, responding to more than 850 reported incidents during 2025/26. Through enforcement, education and cleanup programs, Council facilitated over 600 offender clean-ups and issued more than \$180,000 in penalties, helping to protect the environment and maintain public spaces.
- **Soft plastics recycling** – Council successfully reintroduced its soft plastics recycling service during 2025/26, collecting more than 5,500 tonnes of material and supporting the community's transition back to soft plastics recycling following the resumption of the program.
- **Customer service and waste operations** – Council's Waste Hotline managed almost 19,000 inbound enquiries during 2025/26, supported by proactive customer service and operational responses to ensure reliable waste collection services across the Shire.
- **Waste service improvements** – Council progressed a number of initiatives to strengthen waste and recycling services during 2025/26, including the procurement of new food recycling collections and processing services, and the retendering of garden organics and recycling processing contracts, delivering efficiencies and long-term value for the community.

SUSTAINABLE

4. RESILIENT COMMUNITY, LIVING SUSTAINABLY

We will survive, adapt and thrive in the face of shocks and stresses.

We will minimise our footprint and transition to net zero.

WHAT WE ARE DELIVERING

Long-term goal. Where do we want to be?

4.1 A resilient Shire that can adapt to a changing climate and withstand shocks and stresses (e.g. natural hazards or pandemics)

Plan of action. How are we going to get there?

4.1.1 Embed climate change risks in our decision making and actions

Code	Action	Comment	Responsibility	Status
4.1.1.1	Review and track all actions associated with extreme and high-risk categories in the Climate Wise Hornsby Plan	All extreme and high climate risks identified in the Climate Wise Hornsby Plan have been reviewed and are being tracked. Of the 146 adaptation actions identified, 14% have been completed, 34% have been incorporated into ongoing business operations, 19% are underway, and 5% are funded for future implementation. A small number remain unfunded, while others have been reviewed and determined to no longer be appropriate due to changing circumstances	Strategy and Place	COMPLETED – Mar 2026

Code	Action	Responsibility	Status
4.1.1.2	Implement the Community Resilience Program by employing an Emergency Management Coordinator (SRV)	Emergency Management	ON TRACK

4.1.2 Build community resilience and respond to natural hazards and emergency events

Code	Action added	Date added	Comment	Responsibility	Status
3B.K02	New RFS training facility Cowan Fire Control Centre – construction	Jul 2022 (rolled from 2024/25)	The emergency services training facility at the Cowan Fire Control Centre is now fully operational and in use by the NSW Rural Fire Service, Fire and Rescue NSW and NSW Ambulance. Following relocation from Westleigh, responsibility for PFAS monitoring and remediation now rests with NSW Rural Fire Service State Headquarters	Environment	COMPLETED – Mar 2026

Code	Action	Comment	Responsibility	Status
4.1.2.6	Update and maintain the Hornsby Ku-ring-gai Local Emergency Management Committee's Emergency Management Plan (EMPLAN) and Consequence Management Guides	The EMPLAN and Consequence Management Guides were completed and endorsed by the Local and Regional Emergency Management Committees in 2026	Emergency Management	COMPLETED – Jun 2026

Code	Action	Responsibility	Status
4.1.2.2	Finalise the Hornsby Floodplain Risk Management Study and Plan	Infrastructure Operations	ON TRACK
4.1.2.3	Coordinate emergency scenario exercises for Council staff and test the Emergency Management framework processes and business continuity	Emergency Management	ON TRACK
4.1.2.5	Implement actions from the Wisemans Ferry Community Resilience Project to prepare the community for natural disasters	Emergency Management	ON TRACK

SUSTAINABLE

4. RESILIENT COMMUNITY, LIVING SUSTAINABLY

We will survive, adapt and thrive in the face of shocks and stresses.

We will minimise our footprint and transition to net zero.

Code	Action	Comment	Responsibility	Status
4.1.2.1	Participate in activities for Emergency Ready Week, including a broad communications campaign, a Get Prepared workshop with the Red Cross, and an Emergency Ready stall in high-risk localities	This action is encompassed within existing Action 7.1.1.6 and will be delivered through that action	Strategy and Place	CLOSED – Dec 2025
4.1.2.4	Undertake operational readiness enhancements to the Emergency Operation Centre at Cowan and Council's designated evacuation centres in accordance with legislative requirements	The action has been closed as an ongoing business-as-usual activity	Emergency Management	CLOSED – Mar 2026

Long-term goal. Where do we want to be?

4.2 A net zero community

Plan of action. How are we going to get there?

4.2.1 Support and resource the community to reduce greenhouse gas emissions

No Actions scheduled in 2025/26

4.2.2 Drive behaviour change and empower the implementation of energy efficiency and renewable energy technologies at various scales

Code	Action	Comment	Responsibility	Status
4.2.2.1	Advocate to developers for buildings designed to achieve low energy properties and precincts above planning policy regulations	Given the direction of the NSW Government to fast-track development and feasibility concerns, this project is not progressing. Focus will be on education for residents to minimise their carbon footprint through energy efficiency measures and solar installation	Waste Management	CLOSED – Oct 2025

Long-term goal. Where do we want to be?

4.3 Using resources wisely and supporting the circular economy

Plan of action. How are we going to get there?

4.3.1 Provide engagement and education to promote sustainable resource usage patterns and behaviours

Code	Action	Comment	Responsibility	Status
4.3.1.1	Partner with the Hornsby Art Society to deliver the Remagine Art competition, promoting waste-related issues and awareness	The Remagine Art Prize and Exhibition was successfully delivered in 2026, showcasing 60 finalists across six categories. The exhibition attracted strong community participation, with around 100 attendees at the opening event and nearly 250 visitors to the exhibition at Wallarobba Arts and Cultural Centre. The event will next be held in 2028.	Waste Management	COMPLETED – Jun 2026

SUSTAINABLE

4. RESILIENT COMMUNITY, LIVING SUSTAINABLY

We will survive, adapt and thrive in the face of shocks and stresses.

We will minimise our footprint and transition to net zero.

Code	Action	Responsibility	Status
4.3.1.2	Establish a waste volunteer program	Waste Management	ON TRACK

4.3.2 Provide waste services that increase the recovery and recycling of valuable resources

Code	Action	Comment	Responsibility	Status
4.3.2.2	Undertake public tendering for replacement recycling and green waste processing service contracts	Council entered into a five-year contract with ANL for green waste processing services commencing July 2025. At its 8 October 2025 General Meeting, Council resolved to accept Cleanaway's Rooty Hill Materials Recycling Facility recycling processing services offer and to enter into a 10-year contract commencing 1 November 2025	Waste Management	COMPLETED – Oct 2025
4.3.2.3	Investigate and identify a viable and affordable soft plastics recycling processor to allow the recommencement of accepting soft plastics at the Thornleigh Community Recycling Centre (CRC)	Council has identified a viable soft plastics recycler and accepted an offer for provision of services. Soft plastics acceptance at the Thornleigh CRC recommenced 3 November 2025 with a soft launch communications approach to ensure the facility is not overwhelmed with soft plastics deposits	Waste Management	COMPLETED – Oct 2025
4.3.2.1	Undertake public tendering for a new Food Organics Collection and Processing Services Contracts to commence 1 July 2027	Procurement activities for Council's food organics service were completed, with Council awarding contracts for food organics collection and processing services in June 2026	Waste Management	COMPLETED – Jun 2026
Code	Action	Comment	Responsibility	Status
4.3.2.4	Develop Waste Management Requirements for New Developments document and review the Waste Management Chapter of Council's Development Control Plan to ensure consistency with new requirements	The project was delayed after the consultant engaged to undertake the work was unable to meet Council's requirements. As a result, the development of the Waste Management Requirements for New Developments and review of the Waste Management Chapter of Council's Development Control Plan will continue in 2026/27	Waste Management	AMBER

Long-term goal. Where do we want to be?

4.4 A sustainable community that ensures the needs of future generations are met

Plan of action. How are we going to get there?

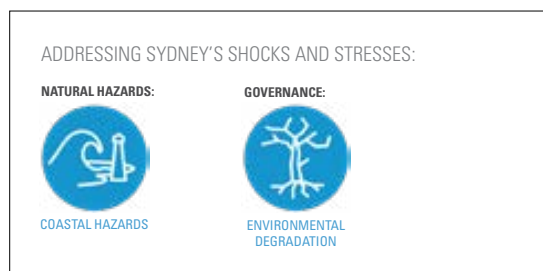
4.4.1 Ensure new development embraces sustainable design principles

Code	Action added	Date added	Comment	Responsibility	Status
8A.K15	Revise and develop DCP provisions to reinforce the hierarchy of protecting, restoring and creating canopy across the local government area consistent with local character statements, tree canopy targets and district planning directions	Jul 2022 (rolled from 2024/25)	This action is encompassed within existing Action 2.1.2.1 and will be delivered through that action	Parks, Trees and Recreation	CLOSED – Mar 2026
8A.K17	Develop an urban tree management policy that standardises decision making processes against clear Council objectives and all elements of street and park tree management	Jul 2022 (rolled from 2024/25)	This action is encompassed within existing Action 2.1.2.1 and will be delivered through that action	Parks, Trees and Recreation	CLOSED – Mar 2026

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.



Long-term goals. Where do we want to be?

- 5.1** A natural environment that is healthy, diverse, connected and valued
- 5.2** Waterways are healthy and biodiverse, and the Shire's urban areas are water sensitive
- 5.3** The environmental value of rural lands is protected and enhanced

Services helping deliver this Strategic direction

Bushfire Mitigation	Infrastructure Planning
Bushland, Biodiversity, Biosecurity and Reserve Management	Spatial Services (GIS)
Catchment Management	Strategic Land Use Planning
Environmental Compliance	Trees

Council's supporting Strategies and Plans

Biodiversity Conservation Strategy 2021	Urban Forest Strategy 2021
Rural Lands Strategy 2022	Water Sensitive Hornsby Strategy 2021
Sustainable Hornsby 2040 (2021)	

Delivery indicators

	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
5D.a Community satisfaction with managing natural bushland (mean 1-5)	3.73	—	—	—	Biennial
5D.b Community satisfaction with trails and tracks (mean 1-5)	3.91	—	—	—	Biennial
5D.c People volunteering and involved in environment through Bushcare and community nursery programs (number)	New	345	354	▶ (from 2024/25)	Annual
5D.d Stormwater harvested for reuse systems (kL)	3,895	1,472	3,945	▶	Annual

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

Delivery indicators					
	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
5D.e Swimmable days at Crosslands (%)	4	0	5	▲	Annual
5D.f Swimmable days at Brooklyn, Dangar Island (%)	92	93.2	63	▼	Annual
5D.g Vegetation extent lost on private lands through development (m ²)	New	7,500	5,500	▲ (from 2024/25)	Annual
5D.h Vegetation extent gained through the biodiversity offsetting process (m ²)	New	5,000	3,000	▼ (from 2024/25)	Annual
5D.i Bushland managed under biodiversity stewardship agreements (m ²)	New	1,760,000	1,619,000	► (from 2024/25)	Annual
5D.j Community satisfaction with management of trees (mean 1-5)	3.23	—	—	—	Biennial
5D.k Community satisfaction with managing and protecting creeks, lagoons and waterways (mean 1-5)	3.51	—	—	—	Biennial
5D.l Community satisfaction with environmental protection and regulation (mean 1-5)	3.44	—	—	—	Biennial
5D.m Environmental compliance service requests investigated within 21 days (%)	98	98.9	99.9	►	Quarterly
5D.n Environmental, health and building assessments undertaken in 21 days (%)	98	96	88.5	▼	Quarterly

* New denotes that this data has not been reported in the past

STRATEGIC DIRECTION HIGHLIGHTS

- **Bushcare and Community Nursery volunteers** – Community volunteers continued to play a vital role in protecting and enhancing the Shire's natural environment. During 2025/26, 319 Bushcare volunteers contributed more than 7,600 hours across 68 Bushcare sites, while Community Nursery volunteers contributed almost 3,700 hours supporting restoration activities. A further 24 new volunteers joined the program, helping to strengthen community stewardship of local bushland and biodiversity.
- **Stormwater harvesting** – Council's stormwater harvesting program achieved its annual target following the restoration of five harvesting systems during 2025/26. The return of these systems to full operation is expected to increase water harvesting outcomes in 2026/27.
- **Recreational water quality** – Water quality at Crosslands and Brooklyn Baths was significantly affected by frequent rainfall, major storm events and associated pollution risks during 2025/26, reducing opportunities for safe swimming. Despite these challenges, Council continued to monitor and report on recreational water quality to support informed community use of these waterways.
- **Bushland and biodiversity management** – Council continued to protect and restore the Shire's natural environment through the active management of more than 5.3 km² of bushland and priority habitat across 128 reserves. Council also managed a further 1.6 km² of bushland under Biodiversity Stewardship Agreements, supporting improved habitat condition, enhanced ecological connectivity and the protection of waterways and riparian corridors.
- **Bushland recreation** – Council's network of bushland walking tracks continued to experience strong community use, with more than 263,000 recorded visits across 19 monitored locations during the final quarter of 2025/26, highlighting the importance of natural areas for recreation and wellbeing.
- **Environmental compliance** – Council responded to sustained growth in community demand during 2025/26, completing more than 2,700 environmental compliance service requests and exceeding annual targets. Additional staffing resources were utilised throughout the year to support increased workloads and maintain service levels, with further resourcing initiatives being considered to meet ongoing demand.
- **Environmental, health and building** – Council continued to deliver a high volume of environmental, health and building assessments during 2025/26. Several complex development applications and management plans progressed during the year, requiring detailed assessment to support quality planning and regulatory outcomes for the community.
- **Tree controls review** – Council completed a comprehensive review of its tree management controls during 2025/26, including a series of Councillor briefings and workshops. The review will inform proposed updates to Council's tree management framework, with recommendations scheduled to be presented to Council for consideration.

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

WHAT WE ARE DELIVERING

Long-term goal. Where do we want to be?

5.1 A natural environment that is healthy, diverse, connected and valued

Plan of action. How are we going to get there?

5.1.1 Protect and conserve ecological values, connect areas of urban habitat, restore degraded ecosystems and create new ecosystems

Code Action	Comment	Responsibility	Status
5.1.1.6 Prepare Biosecurity Policy and management plans	Preparation of the Biosecurity Policy has been completed	Environment	COMPLETED – Dec 2025

Code Action	Responsibility	Status
5.1.1.2 Develop and implement a prioritisation and monitoring program to assess the condition and inform the management of bushland reserves	Environment	ON TRACK
5.1.1.3 Review and update management plans and agreements for Council's Biodiversity Stewardship Sites	Environment	ON TRACK
5.1.1.4 Review and update the Terrestrial Biodiversity Lands Map within the Hornsby Local Environmental Plan	Environment	ON TRACK
5.1.1.5 Review and update the Biodiversity Offsets (Nature Positive) Policy to support biodiversity conservation on private and public land	Environment	ON TRACK
5.1.1.7 Assess Plans of Management for Natural Areas to enhance biodiversity conservation outcomes	Environment	ON TRACK
5.1.1.8 Prepare a biodiversity monitoring program for council-managed lands	Environment	ON TRACK
5.1.1.9 Review the Contaminated Lands Policy	Regulatory Services	ON TRACK
5.1.1.10 Review and update Council planning instruments to implement best practice biodiversity protection	Environment	ON TRACK

Code Action	Comment	Responsibility	Status
5.1.1.1 Deliver identified pavement maintenance and minor drainage programs	The action has been closed as an ongoing business-as-usual activity	Infrastructure Operations	CLOSED – Mar 2026
5.1.1.11 Prepare a Vegetation Mapping Planning Proposal	A Scoping Report has been prepared to support updates to Council's Terrestrial Biodiversity Map. The project has been rescheduled to commence 2027/28 pending review by the Department and Development Coordination Authority	Strategic Land Use Planning	CLOSED – Jun 2026
5.1.1.12 Prepare management plans for areas identified as priority for bushland restoration	This action is encompassed within existing Action 5.1.1.2 and will be delivered through that action	Environment	CLOSED – Jan 2026

5.1.2 Connect people with nature and sustainably manage access to natural areas

Code Action	Responsibility	Status
5.1.2.1 Implement bushland asset management and regeneration at 48 bushland reserves (SRV)	Environment	ON TRACK
5.1.2.2 Implement trail and track maintenance (SRV)	Environment	ON TRACK

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

Code	Action added	Date added	Source/contributing document(s)	Responsibility	Status
5.1.2.4	Strengthen community and infrastructure resilience through bushfire risk mitigation (SRV) (3B.K09)	Sep 2023 (rolled from 2024/25)	Special Rate Variation	Environment	ON TRACK
Code	Action	Comment		Responsibility	Status
5.1.2.3	Develop and implement a behavioural change campaign targeting harmful, unauthorised activities in bushland reserves	Behaviour change initiatives supporting bushland protection continued through Council's Wild Wednesday program, with planning underway for future campaigns targeting harmful and unauthorised activities		Environment	ON HOLD
5.1.3 Protect and enhance tree canopy cover and increase species diversity on private and public land					
Code	Action	Comment		Responsibility	Status
5.1.3.2	Develop an ongoing, sustainable and funded street tree planting program	A budget bid has been prepared for a public tree planting program using funds generated from an updated Section 7.12 Development Contributions Plan. Implementation of tree planting will commence when the new Contributions Plan is adopted		Parks, Trees and Recreation	COMPLETED – Dec 2025
Code	Action	Comment		Responsibility	Status
5.1.3.1	Create canopy mapping baseline data	The project is not proceeding due to delays in the provision of required data by the NSW Government		Parks, Trees and Recreation	CLOSED – Jan 2026

Long-term goal. Where do we want to be?

5.2 Waterways are healthy and biodiverse, and the Shire's urban areas are water sensitive

Plan of action. How are we going to get there?

5.2.1 Transition to a water sensitive city

Code	Action	Comment	Responsibility	Status
5.2.1.5	Prepare a Hornsby Town Centre Total Water Cycle Management Strategy	External consultants provided Council the final Hornsby Town Centre Total Water Cycle Management Strategy in November 2025. The document serves as a guideline for developers and will be made available as proposals are submitted to Council	Environment	COMPLETED – Nov 2025

Code	Action	Responsibility	Status
5.2.1.1	Review conditions of consent applicable to water-sensitive urban design	Environment	ON TRACK
5.2.1.3	Develop catchment-specific environmental values and targets to inform the Hornsby Development Control Plan and Local Environmental Plan	Environment	ON TRACK
5.2.1.6	Prepare Catchment Management Plans for high-priority sub-catchments	Environment	ON TRACK

Code	Action	Comment	Responsibility	Status
5.2.1.4	Integrate water-sensitive and biodiversity outcomes in Council projects, including roads, buildings, parks, and public domains	The action has been closed as an ongoing business-as-usual activity	Environment	CLOSED – Mar 2026

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

5.2.2 Protect waterways and their catchments from pollution and erosion

Code Action	Comment	Responsibility	Status
5.2.2.2 Develop and implement inspection methodologies for all bridge and culvert assets	The inspection methodology was approved and physical inspections are underway through an external contractor	Infrastructure Planning	COMPLETED – Mar 2026

Code Action	Responsibility	Status
5.2.2.6 Implement a proactive education and compliance campaign for the construction industry for activities that have the potential to harm waterway health	Environment	ON TRACK
5.2.2.7 Prepare a Coastal Management Program	Environment	ON TRACK
5.2.2.10 Review and update existing and future public domain guidelines and town centre plans to be consistent with water-sensitive outcomes	Environment	ON TRACK

Code Action	Comment	Responsibility	Status
5.2.2.8 Review the Hornsby Development Control Plan to include planning provisions for coastal inundation and sea level rise (Will be carried forward to 2026/27 for completion)	The review of the Hornsby Development Control Plan to incorporate planning provisions relating to coastal inundation and sea level rise was not completed as scheduled due to competing organisational priorities and resource constraints. The project will be carried forward to 2026/27	Environment	AMBER

Code Action	Comment	Responsibility	Status
5.2.2.1 Develop and implement a rolling program of drainage infrastructure condition inspections (CCTV or similar)	The action has been closed as an ongoing business-as-usual activity	Infrastructure Planning	CLOSED – Mar 2026
5.2.2.5 Undertake an audit, education, and compliance campaign for priority industrial areas	Council completed a preliminary audit of industrial properties to support the development of a targeted education, incentive and compliance program to reduce pollution entering local waterways. The audit identified the Mount Ku-ring-gai and Thornleigh precincts as priority areas for promoting best-practice spill prevention and waste disposal in accordance with the Water Sensitive Hornsby Strategy. Further action is not planned at this stage	Environment	CLOSED – Jan 2026

Long-term goal. Where do we want to be?

5.3 The environmental value of rural lands is protected and enhanced

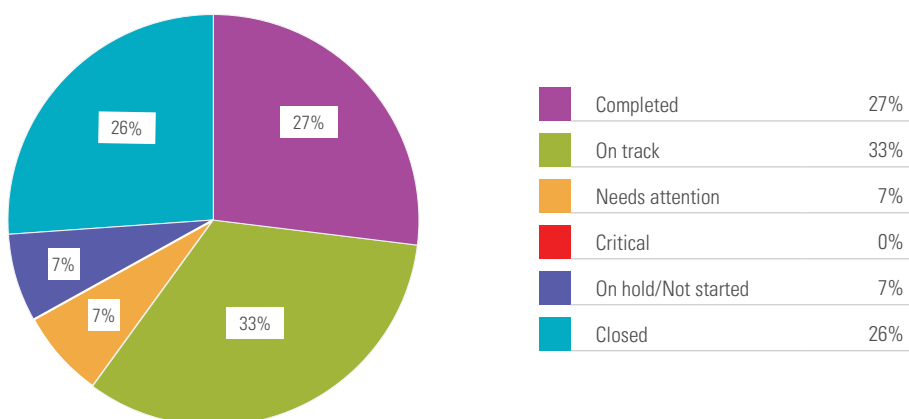
Plan of action. How are we going to get there?

5.3.1 Implement land use controls to protect rural character and landscape

Code Action	Responsibility	Status
5.3.1.1 Implement the Glenorie Village Planning Proposal and/or Development Control Plan amendments	Strategic Land Use Planning	ON TRACK

PROSPEROUS

Performance of Key Actions



QUARTERLY AND ANNUAL MEASURES Trend - Progress against 2023/24 results



Result has improved by more than 10% compared with the 2023/24 result



Result is broadly consistent with the 2023/24 result (within 10% or within Target)



Result has declined by more than 10% compared with the 2023/24 result

Note: Trend symbols show the direction of change from 2023/24. For measures with a preferred outcome, symbols indicate whether results have improved, declined or remained broadly unchanged. Some volume measures are reported for information only and may not have a preferred direction of change, despite displaying a trend symbol. Where lower results indicate better performance (for example, staff turnover), symbols reflect performance outcomes rather than numerical movement.

PROSPEROUS

6. VIBRANT AND VIABLE PLACES

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



Long-term goals. Where do we want to be?

- 6.1** A vibrant and connected business, employment and tourism hub that is innovative and sustainable
- 6.2** A '30-minute City' with supporting infrastructure
- 6.3** Rural areas thrive and are a local source of fruits, flowers and other agricultural produce

Services helping deliver this Strategic direction

General Manager	Public Cleansing
Infrastructure Delivery	Public Health
Infrastructure Planning	Strategic Land Use Planning
Parks and Recreation	Trees
Place Leadership and Development	

Council's supporting Strategies and Plans

Brooklyn Discussion Paper (2021)	Local Strategic Planning Statement 2020
Economic Development and Tourism Strategy 2021-2026	Public Domain Guidelines 2021
Employment Land Study 2021	Rural Lands Strategy 2022
Hornsby Town Centre Masterplan 2023	Section 7.11 Development Contributions Plan 2020
Local Housing Strategy 2020	Section 7.12 Development Contributions Plan 2019-2029

PROSPEROUS

6. VIBRANT AND VIABLE PLACES

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

Delivery indicators					
	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
6D.a Community satisfaction with cleaning and appearance of villages and town centres (mean 1-5)	3.72	–	–	–	Biennial
6D.b Community satisfaction with encouraging local industry, businesses and tourism (mean 1-5)	2.92	–	–	–	Biennial
6D.c Cooling tower risk management plans and audits reviewed (%)	100	100	100	▶	Quarterly
6D.d Medium and high risk food premises inspected (%)	100	97	99.5	▶	Quarterly

STRATEGIC DIRECTION HIGHLIGHTS

- **Food and public health** – Council completed 811 food and public health inspections during 2025/26, achieving annual targets and ensuring all food premises were inspected in accordance with requirements of the NSW Food Authority. Council continues to demonstrate strong regulatory performance and remains among a small number of NSW councils to consistently achieve a 100% inspection rate in annual reporting to the NSW Food Authority.
- **Health and safety compliance** – Council achieved annual targets for regulatory health activities during 2025/26, including the review of cooling water system reports and health-related development assessment referrals. All required Risk Management Plans and cooling water system audits were completed, supporting community safety and regulatory compliance across the Shire.
- **Public space waste management** – Council collected more than 537 tonnes of litter from approximately 735 public litter bins across the Shire during 2025/26. Regular collection services, operating up to seven days per week, helped maintain clean, safe and welcoming public spaces for residents and visitors.
- **Destination management and town centre activation** – Council adopted the Destination Management Plan during 2025/26 and progressed the Hornsby Town Centre Special Entertainment Precinct to Gateway Determination. These initiatives support the future growth of the visitor economy, enhanced activation of Hornsby Town Centre, and expanded opportunities for entertainment, hospitality and community events across the Shire.

WHAT WE ARE DELIVERING

Long-term goal. Where do we want to be?

6.1 A vibrant and connected business, employment and tourism hub that is innovative and sustainable

Plan of action. How are we going to get there?

6.1.1 Support economic development through sound planning, information sharing and collaborative partnerships

Code	Action	Responsibility	Status
6.1.1.2	Develop the Employment Lands Planning Proposal	Strategic Land Use Planning	ON TRACK

6.1.2 Revitalise the Hornsby Town Centre and establish flourishing local mixed use centres and rural villages

Code	Action	Comment	Responsibility	Status
6.1.2.1	Develop an Integrated Infrastructure Plan for Hornsby Town Centre	The project remains on hold pending feedback from Transport for NSW (TfNSW), with further progress dependent on the outcome of that review	Infrastructure Planning	ON HOLD

PROSPEROUS

6. VIBRANT AND VIABLE PLACES

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

6.1.3 Cultivate and promote Hornsby Shire's appeal to live, learn, visit and do business

Code	Action	Comment	Responsibility	Status
6.1.3.1	Undertake a Shire-wide gateway signage audit.	Signage audit is complete. Funding for the project is now being sought	Infrastructure Delivery	COMPLETED – Sep 2025
6.1.3.5	Adopt a Destination Management Plan	The Hornsby Destination Management Plan 2026–2031 was adopted by Council in June 2026, providing a strategic framework to support tourism, visitor experiences and destination development across the Shire	Strategy and Place	COMPLETED – Jun 2026
6.1.3.3	Review service and resource requirements for new and enhanced park and public domain landscape areas	The review was completed in conjunction with planning for additional landscape areas within the expanding Hornsby Park precinct	Parks, Trees and Recreation	COMPLETED – Jun 2026
Code	Action	Comment	Responsibility	Status
6.1.3.4	Progress project planning for the realisation of the plans for Hornsby Town Centre	Project on hold as priorities are redetermined	Strategy and Place	ON HOLD
Code	Action	Comment	Responsibility	Status
6.1.3.2	Prepare a masterplan for Council's depot and nursery at Pennant Hills Park	This action is encompassed within existing capital project 2PC25.07 and will be delivered through that project	Parks, Trees and Recreation	CLOSED – Mar 2026

6.1.4 Encourage the development of an early and late evening economy

Code	Action	Comment	Responsibility	Status
6.1.4.1	Develop a Night Time Economy Strategy	The action has rescheduled to commence 2027/28 pending completion of the Special Entertainment Precinct trial	Strategy and Place	CLOSED – Mar 2026

Long-term goal. Where do we want to be?

6.2 A '30-minute City' with supporting infrastructure

Plan of action. How are we going to get there?

6.2.1 Work with businesses, planners and governments at all levels to facilitate key infrastructure to support population growth

Code	Action	Responsibility	Status	
6.2.1.1	Review Development Contributions Plans	Strategic Land Use Planning	ON TRACK	
Code	Action	Comment	Responsibility	Status
6.2.1.2	Implement the Cherrybrook Place Strategy rezoning (Will be carried forward to 2026/27 for completion)	The State-led rezoning public exhibition closed in December 2025. Council officers have been briefed on progress made in updating the masterplan in response to submissions received, with the rezoning review and revised masterplan expected to be finalised in late 2026	Strategic Land Use Planning	AMBER

PROSPEROUS

6. VIBRANT AND VIABLE PLACES

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

6.2.2 Implement a collaborative place-based approach when planning for public spaces to build thriving communities

Code Action	Comment	Responsibility	Status
6.2.2.1 Establish a place-based framework for prioritising and coordinating actions for Hornsby Centre, including governance and reporting to Council to progress the vision for the Hornsby precinct, including the town centre and Hornsby Park	This action has been closed, with its intended outcomes to be delivered through existing Action 6.1.3.4 as Council priorities are reviewed and refined	General Manager	CLOSED – Dec 2025
6.2.2.2 Commence a review of the Pennant Hills Road Corridor following the opening of NorthConnex	The Pennant Hills Corridor project will be progressed in conjunction with the Pennant Hills Town Centre Master Plan to ensure alignment of outcomes and consideration of recent NSW Government planning reforms. The action has been combined with Action 2.1.2.3 (review of Pennant Hills Town Centre and surrounding corridor) scheduled to commence in 2026/27	Strategic Land Use Planning	CLOSED – Jun 2026

Long-term goal. Where do we want to be?

6.3 Rural areas thrive and are a local source of fruits, flowers and other agricultural produce

Plan of action. How are we going to get there?

6.3.1 Support local rural and river economies by encouraging innovation and visitation

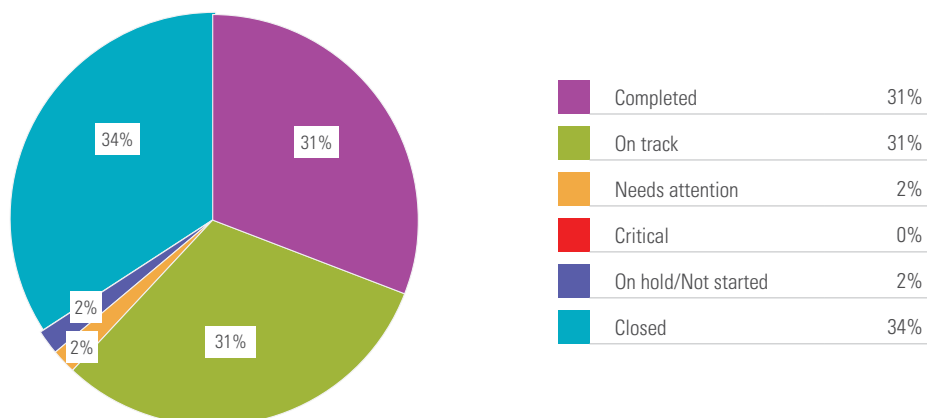
Code Action	Comment	Responsibility	Status
6.3.1.2 Continue community engagement on the Galston Village public domain implementation	Design is finalised following extensive community consultation. Contract is awarded with anticipated commencement of work in February 2026. Council will continue to engage with community as required throughout the construction stage	Infrastructure Delivery	COMPLETED – Dec 2025
Code Action	Comment	Responsibility	Status
6.3.1.1 Undertake construction of the Galston Village public domain project		Infrastructure Delivery	ON TRACK
Code Action	Comment	Responsibility	Status
6.3.1.3 Develop the Brooklyn Place Plan for adoption by Council	It has been agreed to hold progress on car parking management until the river community associations seek legal advice - thereby delaying progress on the Brooklyn Place Plan	Strategy and Place	ON HOLD

6.3.2 Protect agricultural growing areas and the economic productivity of the rural lands in the Shire

No Actions scheduled in 2025/26

COLLABORATIVE

Performance of Key Actions



QUARTERLY AND ANNUAL MEASURES Trend - Progress against 2023/24 results



Result has improved by more than 10% compared with the 2023/24 result



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COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

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:



ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

GOVERNANCE:



LOW TRUST

Long-term goals. Where do we want to be?

- 7.1** An organisation that is transparent and trusted to make decisions that reflect the community vision
- 7.2** An organisation that the community can easily connect and communicate with
- 7.3** A community that actively participates in and understands Council's decision making

Services helping deliver this Strategic direction

Audit, Risk and Improvement	Infrastructure Delivery
Business Improvement	Infrastructure Planning
Business Transformation	Mayoral and Councillor Administration
Communications and Engagement	Parks and Recreation
Commercial Waste	People Operations
Corporate Planning and Reporting	Procurement
Council Administration	Public Cleansing
Customer Service	Risk and Audit
Domestic Waste	Safety and Wellness
Emergency Management	Statutory and Code of Conduct
Financial Services	Strategic Land Use Planning
General Manager	Sustainability
Governance	Technology and Transformation Operations
Illegal Dumping	Trees

Council's supporting Strategies and Plans

Communications and Engagement Strategies 2019	Technology and Transformation Strategy 2025-2029
Community Engagement Strategy 2024	

COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

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.

Delivery indicators

	RESULT 2023/24	FREQUENCY OF MEASURE
7D.a Community satisfaction that Council's decisions are having positive impact (mean 1-5)	3.25	Biennial
7D.b Community satisfaction with consultation and engagement/communication by Council (mean 1-5)	2.98	Biennial
7D.c Community satisfaction with information on Council services (mean 1-5)	3.42	Biennial

STRATEGIC DIRECTION HIGHLIGHTS

- **Strategic Planning Framework** – Council progressed the development of a draft strategic planning framework during 2025/26, including leadership engagement and the establishment of a cross-organisational working group to align strategic priorities with long-term financial and workforce planning.
- **Workforce capability and planning** – Council progressed implementation of the HSC Capability Framework during 2025/26, with position descriptions for all People Leaders completed and capability assessments incorporated into the performance appraisal process. Talent review and succession planning activities were also completed, strengthening Council's approach to leadership development and workforce capability. Further work is underway to align strategic workforce planning with organisational priorities, financial planning and future workforce needs.
- **Communications and community engagement** – Council continued to achieve strong communications and engagement outcomes throughout 2025/26, with positive media coverage, growth across social media channels, strong visitation to Council and Your Say websites, and above-average engagement with digital newsletters. Regular Citizenship Ceremonies were also delivered, helping to welcome new citizens and strengthen community connections across the Shire.
- **Community participation and governance** – Council meetings continued to provide opportunities for community involvement and transparent decision-making throughout 2025/26. Over 100 residents addressed Council meetings, while more than 1,400 people accessed meetings through live streaming and on-demand viewing services, supporting accessible community engagement in local governance.

WHAT WE ARE DELIVERING

Long-term goal. Where do we want to be?

7.1 An organisation that is transparent and trusted to make decisions that reflect the community vision

Plan of action. How are we going to get there?

7.1.1 Deliver strong, accountable and transparent leadership

Code	Action	Comment	Responsibility	Status
7.1.1.1	Review, update and implement Council's Code of Conduct and report complaints to Council	The Code of Conduct was last reviewed and adopted by Council on 9 April 2025. The statutory report on Code of Conduct complaint statistics has been reviewed and was adopted by Council on 10 December 2025	General Manager	COMPLETED – Dec 2025
7.1.1.3	Review and monitor Council's response to all external audit recommendations	There are currently no outstanding external audit recommendations from the NSW Audit Office. All recommendations are otherwise reviewed quarterly by the Audit Risk and Improvement Committee (ARIC) and tracked to completion	Risk and Audit	COMPLETED – Dec 2025
7.1.1.2	Review the organisational structure	The organisation structure review was completed in 2025. Actions arising from the review have been incorporated into ongoing business operations and will be progressed through normal operational activities.	General Manager	COMPLETED – Mar 2026

COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

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.

Code	Action	Responsibility	Status	
7.1.1.4	Implement the priority actions arising from the 2025/26-2028/29 Workforce Management Plan	People and Culture	ON TRACK	
Code	Action	Comment	Responsibility	Status
7.1.1.6	Participate in Resilient Sydney Strategy Action pathways to support collaborative action and increase the resilience of Greater Sydney to shocks and stresses	The action has been closed as an ongoing business-as-usual activity	Strategy and Place	CLOSED – Mar 2026
7.1.2 Demonstrate a high standard of transparency and accountability through rigorous and timely planning and reporting practices				
Code	Action	Comment	Responsibility	Status
7.1.2.5	Review Council’s customer service and complaints management frameworks	The Internal Audit on Customer Service and Complaints Management was submitted to the ARIC meeting on 25 August 2025. Recommendations arising are reviewed by the ARIC each quarter and tracked to completion	Audit, Risk and Improvement Committee; Customer Service	COMPLETED – Oct 2025
7.1.2.6	Conduct audits to evaluate whether Council’s fees and charges comply with Council policies and legislative requirements	The Internal Audit of fees and charges has been completed and was submitted to the ARIC meeting on 5 June 2025	Audit, Risk and Improvement Committee; Financial Services; Risk and Audit	COMPLETED – Jun 2025
7.1.2.9	Conduct internal audits on privacy and records management	The internal audit report on Privacy and Records Management was reviewed by the ARIC at its meeting on 17 December 2025. Recommendations arising are reviewed quarterly by the ARIC and tracked to completion	Governance and Customer Service; Risk and Audit	COMPLETED – Dec 2025
7.1.2.4	Review the Parks, Trees and Recreation Branch to assess the adequacy and effectiveness of the control framework relating to the management of parks, trees, and recreation area	The internal audit was completed and the findings were presented to the Audit, Risk and Improvement Committee on 16 February 2026	Audit, Risk and Improvement Committee; Parks, Trees and Recreation	COMPLETED – Feb 2026
7.1.2.20	Identify and assess modern slavery risks in procurement	Completed in 2025/26, with ongoing activities now incorporated into business-as-usual operations	Financial Services	COMPLETED – Mar 2026
7.1.2.2	Develop a framework for the development of strategies	The draft Framework was presented to Council’s Executive Leadership Team in June 2026. Further work is underway to consolidate Council strategies supported by a Senior Leadership Team working group	Strategy and Place	COMPLETED – Jun 2026
7.1.2.7	Conduct audits on work health and safety, including bullying, harassment, safety management, and psychosocial safety	The audit was completed and reported to the Audit, Risk and Improvement Committee on 18 May 2026	Audit, Risk and Improvement Committee; People and Culture; Risk and Audit	COMPLETED – Jun 2026
Code	Action	Responsibility	Status	
7.1.2.8	Conduct audits on data governance (Will be carried forward to 2026/27 for completion)	Audit, Risk and Improvement Committee; Risk and Audit; Technology and Transformation	ON TRACK	

COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

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Code Action	Comment	Responsibility	Status
7.1.2.19 Progress reviews and/or updates to the Local Strategic Planning Statement (LSPS)	The LSPS review and update has commenced, with future stages to be informed by the NSW Government's review of the LSPS framework	Strategic Land Use Planning	ON HOLD
Code Action	Comment	Responsibility	Status
7.1.2.1 Lead the integrated planning and reporting process for Council, ensuring continuous improvement for community-led, strategy-driven outcomes	The action has been closed as an ongoing business-as-usual activity	General Manager	CLOSED – Mar 2026
7.1.2.3 Develop capacity for business planning across business units	The action has been closed as an ongoing business-as-usual activity	Strategy and Place	CLOSED – Mar 2026

Long-term goal. Where do we want to be?

7.2 An organisation that the community can easily connect and communicate with

Plan of action. How are we going to get there?

7.2.1 Council improves the customer experience through digital transformation

Code Action	Responsibility	Status
7.2.1.1 Implement a new website, including design, navigation, and content review, and establish governance to ensure content remains current	Strategy and Place; Technology and Transformation	ON TRACK
7.2.1.4 Digitise Council's hard copy legacy records to improve accessibility to staff and the public	Governance and Customer Service	ON TRACK

7.2.2 Implement solutions to deliver quality information and customer experiences

Code Action	Comment	Responsibility	Status
7.2.2.1 Review and update the Privacy Management Plan and provide training as required to ensure the protection of residents' and ratepayers' privacy	A review of the Privacy Management Plan has been undertaken and the Plan reported to Council. A review has been undertaken on the in-house online privacy training module and this has now been rolled out to Council's Senior Leadership Team. Training is also provided to all new starters during the onboarding process	Governance and Customer Services	COMPLETED – Dec 2025
7.2.2.2 Review Council's Communications Strategy to incorporate broader organisational strategic communications needs	Council's Communications Strategy was reviewed, with communications activities coordinated through a strategic content calendar to support organisational priorities and key initiatives	Strategy and Place	COMPLETED – Jun 2026

Code Action added	Date added	Comment	Responsibility	Status
7B.K10 Ensure guidelines and templates to enable staff to make all communications easy to read, accessible and inclusive (including to enable web accessibility)	Jul 2023 (rolled from 2024/25)	The action has been closed as an ongoing business-as-usual activity	Strategy and Place	CLOSED – Mar 2026

COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

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Long-term goal. Where do we want to be?

7.3 A community that actively participates in and understands Council's decision making

Plan of action. How are we going to get there?

7.3.1 Deliver community engagement that is open, inclusive, meaningful and builds relationships

Code	Action	Comment	Responsibility	Status
7.3.1.1	Establish regular communications with CALD and hard-to-reach residents, recognising significant cultural celebrations	Council continued to engage with culturally and linguistically diverse (CALD) and hard-to-reach communities through a range of communication channels, including multicultural media, translated materials, local newspapers and community publications. The launch of Council's new website in November 2025 further improved accessibility through enhanced translation functionality	Strategy and Place	COMPLETED – Jun 2026
7.3.1.2	Develop the capability of staff to plan, execute, and analyse community engagement plans	The action has been closed as an ongoing business-as-usual activity	Strategy and Place	CLOSED – Mar 2026

COLLABORATIVE

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

We lead by example and with integrity.

We have strong leadership engaging in effective partnerships which reflect the aspirations of the community as a whole.

We will leave a positive legacy for future generations through responsible stewardship.

Our services are customer focused.



Long-term goals. Where do we want to be?

- 8.1** Integrated and sustainable long term planning for the community's future
- 8.2** An organisation of excellence
- 8.3** A Shire that fosters innovation
- 8.4** Smart Places approaches improve our day to day living

Services helping deliver this Strategic direction

Audit, Risk and Improvement	Libraries
Business Improvement	Parks and Recreation
Business Transformation	People Operations
Change Management	Place Leadership and Development
Communications and Engagement	Property Management
Corporate Support Executive	Risk and Audit
Customer Service	Safety and Wellness
Financial Services	Statutory and Code of Conduct
General Manager	Strategic Property
Infrastructure Planning	Technology and Transformation Operations

Council's supporting Strategies and Plans

Economic Development and Tourism Strategy 2021	Resourcing Strategy – Long Term Financial Plan – Asset Management Strategy – Workforce Management Plan
Property Strategy 2023	Technology and Transformation Strategy 2025-2029

COLLABORATIVE

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Delivery indicators					
	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
8D.a Community satisfaction with Council's overall performance (%)	45	—	—	—	Biennial
8D.b Community satisfaction with Council's customer service (mean 1-5)	3.61	—	—	—	Biennial
8D.c Net operating surplus (\$)	(27,997)	(1,646,180)	(14,224)	▼	Annual
8D.d Financial performance ratios met (number out of possible 6)	5	6	Ratio reporting no longer required by Office of Local Government	—	Annual
8D.e Asset performance ratios met (number out of possible 3)	1	2	3	▲	Annual
8D.f Customer service requests completed within service level agreement (%)	83.8	86.1	86.9	►	Annual
8D.g Voluntary staff turnover (%)	15	12.8	12.7	▲	Annual
8D.h Overall staff engagement score (staff survey, score out of 10)	8.3	8.1	8.1	►	Annual
8D.i Overall employee participation rate in staff survey (%)	86	83	83	►	Annual
8D.j Lost hours through sick leave (%)	4	3.4	3.1	►	Annual
8D.k Council's Lost Time Injury Frequency Rate (LTIFR) maintained (≥) (SafeWork Industry Benchmark for local government = 13.2)	New	29.9	13.9	►	Annual

* New denotes that this data has not been reported in the past

STRATEGIC DIRECTION HIGHLIGHTS

- **Financial sustainability and governance** – Council completed its Annual Financial Statements and external audit ahead of previous years, with no monetary misstatements or control issues identified by the NSW Audit Office. Council also updated its Long Term Financial Plan during 2025/26, with forecasts indicating improved long-term financial capacity and a strengthened average annual cash surplus over the next decade, supporting Council's ongoing financial sustainability and service delivery objectives. Following public exhibition in July 2026, the Long Term Financial Plan is scheduled to be considered for adoption by Council in August 2026.
- **Strategic property** – Priority actions for key strategic sites were progressed during 2025/26, supporting future planning and development opportunities across the Shire. Key achievements included the preparation of Heritage Design Guidelines for the Coronation Street site and ongoing investigations into Council-owned land within Hornsby Town Centre to inform future development and place outcomes. While some sites were not progressed following detailed assessment, strategic planning work has helped clarify future opportunities and constraints for key locations.
- **Service reviews** – Council made significant progress on the review of its Light and Heavy Fleet services during 2025/26, with draft review reports prepared for consideration by Council's Executive Leadership Team. The reviews will help inform future service delivery, operational efficiency and long-term fleet management across the organisation.
- **Data and analytics** – Council continued to strengthen data-informed decision-making during 2025/26 through development of the Data Strategy and Roadmap, and ongoing delivery of Power BI dashboards. Visual reporting tools were developed across key service areas, including Planning, Compliance, Environment, Infrastructure Delivery and Organisational Development, improving access to business insights across the organisation.
- **Work health and safety** – Council continued to prioritise workplace health and safety during 2025/26, with the Lost Time Injury Frequency Rate remaining stable throughout the year. Ongoing initiatives focused on injury prevention, safe work practices and employee wellbeing to support a safe and healthy workplace.

COLLABORATIVE

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

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WHAT WE ARE DELIVERING

Long-term goal. Where do we want to be?

8.1 Integrated and sustainable long term planning for the community's future

Plan of action. How are we going to get there?

8.1.1 Ensure the culture, capability and capacity of Council enables delivery of adopted strategies

Code	Action	Comment	Responsibility	Status
8.1.1.3	Monitor and review the Enterprise Risk Management Plan	The Enterprise Risk Management Plan and Determination have been updated and reviewed by the ARIC and Council's Executive Leadership Team within the last two years. A major review is required every four years	Risk and Audit	COMPLETED – Sep 2025
8.1.1.4	Monitor and review the Business Continuity Plan	The Business Continuity Plan (BCP) has been updated to reflect changes in staff positions. The development of a new BCP is under consideration but is subject to funding and staff availability	Risk and Audit	COMPLETED – Dec 2025

Code	Action	Responsibility	Status
8.1.1.2	Progress priority actions of the Property Strategy – Johnson Road, Galston; Coronation Street and Hornsby Town Centre	General Manager	ON TRACK
8.1.1.6	Develop a Strategic Workforce Planning framework and implement it across Council	People and Culture	ON TRACK

Code	Action	Comment	Responsibility	Status
8.1.1.1	Review and implement the Active Leave Management Plan	The action has been closed as an ongoing business-as-usual activity	General Manager	CLOSED – Mar 2026
8.1.1.5	Develop a Library Strategic Plan	The action has been reprioritised and is scheduled to commence in 2027/28	Library and Community Services	CLOSED – Mar 2026

8.1.2 Ensure the financial sustainability of Council through strategic management of assets and short, medium and long term financial planning

Code	Action	Responsibility	Status
8.1.2.5	Assess the financial position of Council-owned commercial holdings and implement outcomes	Land and Property Services	ON TRACK
8.1.2.8	Review outdoor advertising contracts and prepare tender documentation for bus shelters and other opportunities	General Manager	ON TRACK

Code	Action	Comment	Responsibility	Status
8.1.2.1	Progress asset management improvements in accordance with Council's asset management roadmap	The action has been closed as an ongoing business-as-usual activity	Financial Services	CLOSED – Mar 2026
8.1.2.2	Review the Long Term Financial Plan as part of the development of the Operational Plan, identifying recommendations for financial sustainability	The action has been closed as an ongoing business-as-usual activity	Financial Services	CLOSED – Mar 2026
8.1.2.3	Develop forward work programs for all new and upgrade capital projects where not already available	The action has been closed as an ongoing business-as-usual activity	Infrastructure Planning	CLOSED – Mar 2026

COLLABORATIVE

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Code Action	Comment	Responsibility	Status
8.1.2.4 Evaluate strategic property holdings for highest and best use	This action is addressed under Action 8.1.2.5 and will continue as a business-as-usual activity	General Manager	CLOSED – Mar 2026
8.1.2.6 Review Crown reserves managed by Council as community land with new plans of management	The first tranche of Crown land associated with major leases was progressed in preparation for reporting to Council. The action has been suspended and is scheduled to recommence in 2027/28	Parks, Trees and Recreation	CLOSED – Jun 2026

Long-term goal. Where do we want to be?

8.2 An organisation of excellence

Plan of action. How are we going to get there?

8.2.1 Continuously improve service delivery in response to identified community needs, based on equity, social justice and sustainability principles

Code Action	Responsibility	Status
8.2.1.2 Undertake a review of the Light Fleet, Mechanical and Heavy Fleet service (Will be carried forward to 2026/27 for completion)	Strategy and Place	ON TRACK
8.2.1.10 Review and refine People and Culture metrics to enable enhanced people/business decisions	People and Culture	ON TRACK
8.2.1.11 Implement a Leadership Development Strategy and framework to improve Council's performance	People and Culture	ON TRACK
8.2.1.13 Develop a Psychosocial Hazard and Risk Mitigation Program for staff and implement it as per key agreed milestones and timelines	People and Culture	ON TRACK

Code Action added	Date added	Comment	Responsibility	Status
7A.K18 Implement continuous improvement measures following review of Administration processes	Jul 2023 (rolled from 2024/25)	The action has been closed as an ongoing business-as-usual activity	Strategy and Place	CLOSED – Mar 2026
8B.K05 Review Council's Health and Wellbeing Program and implement approved recommendations	Jul 2022 (rolled from 2024/25)	The action has been closed as an ongoing business-as-usual activity	People and Culture	CLOSED – Mar 2026

Code Action	Comment	Responsibility	Status
8.2.1.1 Implement continuous improvement measures following the service review of Development Assessments	The action has been closed as an ongoing business-as-usual activity	Strategy and Place	CLOSED – Mar 2026
8.2.1.3 Undertake a review of the Library facilities, resources and lending services	The action has been reprioritised and is scheduled to commence in 2027/28	Strategy and Place	CLOSED – Mar 2026

8.2.2 Build and maintain active partnerships and advocate effectively on behalf of the community

Code Action	Comment	Responsibility	Status
8.2.2.1 Advocate for the community by lobbying the NSW and federal governments on community issues	The action has been closed as an ongoing business-as-usual activity	General Manager	CLOSED – Mar 2026

COLLABORATIVE

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

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8.2.3 Strengthen Council's systems security to minimise the impact of cyber attack

Code	Action	Responsibility	Status
8.2.3.1	Implement the Cyber Security Strategy and framework (SRV)	Technology and Transformation	ON TRACK
8.2.3.2	Provide quarterly reporting to the Executive Leadership Team on cyber security metrics and progress against the Cyber Security Plan	Technology and Transformation	ON TRACK

Long-term goal. Where do we want to be?

8.3 A Shire that fosters innovation

Plan of action. How are we going to get there?

8.3.1 Encourage and advocate for innovation in business and education

Code	Action	Comment	Responsibility	Status
8.3.1.1	Actively seek to identify opportunities that encourage and promote innovation in business and education	This action is not funded and will no longer be progressed	Strategy and Place	CLOSED – Dec 2025

Long-term goal. Where do we want to be?

8.4 Smart Places approaches improve our day to day living

Plan of action. How are we going to get there?

8.4.1 Use technology and data to make informed and better decisions

Code	Action	Responsibility	Status
8.4.1.1	Enhance data governance and data management, and improve the availability of analytics and business intelligence	Technology and Transformation	ON TRACK
8.4.1.2	Implement the initiatives identified in the Technology and Transformation Strategic Plan 2025-2029	Technology and Transformation	ON TRACK

BUSINESS UNITS

Continuous improvement became a mandatory element for local government under the revised IP&R framework introduced in September 2021. It emphasises strategies to better align with community expectations regarding priorities and service standards.

The following pages outline our service framework, presenting the latest performance results for service KPIs and associated budgets.

11. Office of the General Manager Executive Support

Office of the General Manager

Total staff numbers (Full-Time Equivalent): 4

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	0	1,326,943	14,811	1,341,754
REVISED BUDGET	0	1,317,009	14,811	1,331,820
FINAL RESULT	0	1,137,650	14,811	1,152,461

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
11.S1 Divisional Delivery Program/Operational Plan actions on track (%)	New	74	81.4	► (from 2024/25)	Quarterly
11.S2 Delivery Program/Operational Plan actions completed or on track (%)	89	91	81	►	Annual
11.S3 Capital works completed on time or on track (%)	80	83	83	►	Annual
11.S4 Customer Service requests received (number)	36,155	40,682	39,446	►	Annual
11.S5 Customer Service requests completed within service level agreement (%)	83.8	86.1	86.9	►	Annual

* New denotes that this data has not been reported in the past

12. Risk and Audit

Office of the General Manager

Total staff numbers (Full-Time Equivalent): 2

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(5,000)	2,606,660	21,883	2,623,543
REVISED BUDGET	(5,000)	2,594,913	21,883	2,611,796
FINAL RESULT	(19,322)	2,738,720	21,883	2,741,282

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	% CHANGE FROM 2023/24	FREQUENCY OF MEASURE
12.S1 Audits in annual internal audit plan completed (%)	95	100	100	►	Quarterly

BUSINESS UNITS

15. Strategy and Place

Office of the General Manager

Total staff numbers (Full-Time Equivalent): 17.8

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(300,000)	5,045,180	79,999	4,825,179
REVISED BUDGET	(350,000)	5,029,630	79,999	4,759,629
FINAL RESULT	(439,424)	5,027,098	83,221	4,670,896

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
15.S1 Followers on social media channels (Facebook, Instagram, X, YouTube and LinkedIn) (number)	45,835	44,586	49,391	►	Quarterly
15.S2 Total page views on Council's website (number)	3,507,742	4,517,791	4,443,166	▲	Annual
15.S3 Subscribers to Council's monthly e-newsletters (number)	25,243	24,388	23,288	►	Quarterly
15.S4 Average open rate of e-newsletters by subscribers (%)	43.8	45.1	31.6	▼	Quarterly
15.S5 Media stories placed (number)	357	317	343	►	Quarterly
15.S6 Total page views on Council's Your Say Hornsby website (number)	80,671	90,181	79,128	►	Annual
15.S7 New Australian citizens conferred (number)	1,652	977	1,512	►	Quarterly
15.S8 Delivery of citizenship ceremonies as planned (%)	100	100	100	►	Quarterly
15.S9 Service reviews completed (number)	New	1	2	▲ (from 2024/25)	Annual
15.S10 Delivery of Integrated Planning and Reporting requirements (%)	100	85.7	92.8	►	Annual
15.S11 Participants in sustainability programs (number)	528	233	435	▼	Quarterly
15.S12 Delivery of planned sustainability activities (%)	100	100	100	►	Quarterly

* New denotes that this data has not been reported in the past

QUARTERLY AND ANNUAL MEASURES Trend - Progress against 2023/24 results

▲	Result has improved by more than 10% compared with the 2023/24 result	►	Result is broadly consistent with the 2023/24 result (within 10% or within Target)	▼	Result has declined by more than 10% compared with the 2023/24 result
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Note: Trend symbols show the direction of change from 2023/24. For measures with a preferred outcome, symbols indicate whether results have improved, declined or remained broadly unchanged. Some volume measures are reported for information only and may not have a preferred direction of change, despite displaying a trend symbol. Where lower results indicate better performance (for example, staff turnover), symbols reflect performance outcomes rather than numerical movement.

BUSINESS UNITS

21. Corporate Support Executive Support

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 2

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	0	1,296,225	0	1,296,225
REVISED BUDGET	0	1,569,552	0	1,569,552
FINAL RESULT	0	874,617	1,692	876,309

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
21.S1 Divisional Delivery Program/Operational Plan actions on track (%)	New	60	100	▲ (from 2024/25)	Quarterly

* New denotes that this data has not been reported in the past

22. Governance and Customer Service

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 23.6

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(1,374,720)	4,417,338	0	3,042,618
REVISED BUDGET	(1,374,720)	4,436,955	0	3,052,235
FINAL RESULT	(1,740,616)	4,176,308	0	2,435,692

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
22.S1 Incoming calls to Customer Service (number)	34,561	32,367	29,661	▼	Quarterly
22.S2 Average speed of answering incoming calls to Customer Service (seconds)	24.4	17	14.7	▲	Quarterly
22.S3 Telephone calls serviced by Customer Service (%)	83.4	71	67.3	▼	Quarterly
22.S4 Hard copy legacy records/files digitised, transferred or destroyed (number)	3,844	4,489	136,857	▲	Quarterly
22.S5 Documents registered in records management system (number)	254,874	261,988	364,078	▲	Quarterly
22.S6 Items registered into Council's records management system by Records Team (as a percentage of total number for organisation) (%)	16.7	18.4	32.5	▲	Quarterly
22.S7 Informal applications processed under Government Information (Public Access) Act (GIPA) legislation (number)	1,407	1,465	1,536	►	Quarterly
22.S8 Formal applications processed under Government Information (Public Access) act (GIPA) legislation (number)	27	41	26	►	Quarterly

BUSINESS UNITS

23. Financial Services

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 20.8

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(105,550,035)	5,390,493	(3,098,471)	(103,258,014)
REVISED BUDGET	(102,522,485)	4,001,086	(3,098,471)	(101,619,870)
FINAL RESULT	(115,631,545)	4,764,914	(3,096,369)	(113,963,000)

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
23.S1 Operating Performance Ratio (%)	-2.1	8.9	Ratio reporting no longer required by Office of Local Government	—	Annual
23.S2 Own Source Revenue Ratio (%)	108.2	74.6			
23.S3 Unrestricted Current Ratio (x)	6.2	6.1			
23.S4 Debt Service Cover Ratio (x)	57.6	410.2			
23.S5 Rates and Annual charges Outstanding Ratio (%)	2.4	2.6			
23.S6 Return on invested funds (%)	4.9	5.1	4.7	►	Annual
23.S7 Non-carbon and socially responsible investments (%)	23	41	33	▲	Annual
23.S8 Expenditure attributed to consultancies compared to budget/externally funded (+/- 10%)	0	0	38	▲	Annual

24. People and Culture

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 17.03

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(135,000)	5,033,985	0	4,898,985
REVISED BUDGET	(135,000)	5,119,534	0	4,984,534
FINAL RESULT	(208,367)	4,832,332	0	4,623,964

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
24.S1 Payroll services delivered accurately and on time (%)	100	100	100	►	Quarterly

BUSINESS UNITS

ATTACHMENT 1 - ITEM 2

25. Technology and Transformation

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 16.6

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	0	6,738,847	3,667	6,742,514
REVISED BUDGET	0	6,696,540	3,667	6,700,207
FINAL RESULT	(1,464)	6,605,006	3,667	6,607,209

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
25.S1 Cyber security incidents reported (number)	New	0	0	► (from 2024/25)	Annual
25.S2 Process system transformation projects completed (number)	New	8	10	▲ (from 2024/25)	Annual
25.S3 Functions for which a new dashboard delivered (number)	New	7	8	▲ (from 2024/25)	Annual
25.S4 HelpDesk tickets resolved (number)	New	862	7,450	▲ (from 2024/25)	Quarterly
25.S5 Devices supported (number)	New	668	2,879	▲ (from 2024/25)	Quarterly

* New denotes that this data has not been reported in the past

27. Land and Property Services

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 3

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(2,952,948)	696,133	0	(2,256,816)
REVISED BUDGET	(2,942,029)	713,800	0	(2,228,229)
FINAL RESULT	(4,326,552)	924,622	5,500	(3,396,431)

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
27.S1 Leased properties – aged debt of 60 days+ <30% of total Aged Balance at end of period (%)	New	1.7	0.4	► (from 2024/25)	Quarterly
27.S2 Caveats complete within 14 days of payment (%)	95	100	100	►	Quarterly

* New denotes that this data has not been reported in the past

BUSINESS UNITS

ATTACHMENT 1 - ITEM 2

31. Infrastructure and Major Projects Executive Support

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 2

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	0	851,705	14,554	866,259
REVISED BUDGET	0	854,631	14,554	869,185
FINAL RESULT	0	998,037	14,447	1,012,484

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
31.S1 Divisional Delivery Program/Operational Plan actions on track (%)	New	73	83.3	▲ (from 2024/25)	Quarterly
31.S2 Divisional capital works on track (%)	New	80	78.5	▶ (from 2024/25)	Quarterly

* New denotes that this data has not been reported in the past

32. Emergency Management

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 1

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(501,473)	1,722,844	91,804	1,313,176
REVISED BUDGET	(501,473)	1,722,844	91,804	1,313,176
FINAL RESULT	(574,366)	1,977,803	110,752	1,514,189

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
32.S1 Delivery of planned emergency preparedness activities (%)	New	50	95	▲ (from 2024/25)	Quarterly
32.S2 Rural Fire Service maintenance and repair requests (number)	New	Data available from 2025/26	254	N/A	Quarterly

* New denotes that this data has not been reported in the past

BUSINESS UNITS

33. Infrastructure Operations

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 69.3

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(2,494,026)	12,272,348	(406,750)	9,371,572
REVISED BUDGET	(3,424,549)	12,287,956	(406,750)	8,456,657
FINAL RESULT	(2,384,837)	9,991,413	(465,856)	7,140,721

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
33.S1 Pothole repairs attended to within 48 hours of request (%)	New	94	95	► (from 2024/25)	Quarterly
33.S2 Road pavement renewed/resurfaced (kilometres)	0.6	0.7	8.5	▲	Annual
33.S3 New/reconstructed kerb and guttering (kilometres)	0.8	1.0	1.0	▲	Annual
33.S4 Incidents of vandalism on Council's assets (number)	2	87	397	▼	Quarterly
33.S5 Expenditure on removal of vandalism on Council's assets (\$)	3,347	9,000	131,599	▼	Quarterly
33.S6 Incidents of graffiti on Council's assets (number)	557	472	523	►	Quarterly
33.S7 Expenditure on removal of graffiti on Council's assets (\$)	69,019	55,990	75,871	►	Quarterly

* New denotes that this data has not been reported in the past

BUSINESS UNITS

ATTACHMENT 1 - ITEM 2

34. Infrastructure Planning

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 29

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(374,400)	2,930,891	775,138	3,331,629
REVISED BUDGET	(434,400)	3,183,339	775,138	3,524,076
FINAL RESULT	(410,770)	2,805,907	778,071	3,173,208

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
34.S1 New paved footpaths constructed (kilometres)	0.9	2.1	1.8	▲	Annual
34.S2 New paved shared paths constructed (kilometres)	1.8	1.6	0.9	▼	Annual
34.S3 Traffic count locations initiated on monitored local roads (number)	New	26	24	► (from 2024/25)	Quarterly
34.S4 Dedicated car share spaces on public roads and in car parks (number)	12	12	16	▲	Quarterly
34.S5 Road safety programs run (number)	4	16	6	▲	Quarterly
34.S6 Participants in road safety education programs (number)	302	335	132	▼	Quarterly

* New denotes that this data has not been reported in the past

36. Aquatics and Brickpit

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 22.39

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(5,551,185)	5,935,044	115,234	499,094
REVISED BUDGET	(5,809,482)	6,039,007	115,234	344,759
FINAL RESULT	(6,373,547)	6,219,261	125,431	(28,855)

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
36.S1 Visits to Hornsby Aquatic and Leisure Centre (number)	402,831	411,807	347,046	▼	Quarterly
36.S2 Visits to Galston Aquatic Centre and Leisure Centre (number)	21,543	43,052	46,947	▲	Quarterly
36.S3 Occupancy rate of Learn to Swim programs at Hornsby Aquatic Centre and Leisure Centre (%)	New	90.2	89.5	► (from 2024/25)	Quarterly
36.S4 Occupancy rate of Learn to Swim programs at Galston Aquatic Centre and Leisure Centre (%)	New	79.9	74.2	► (from 2024/25)	Quarterly

* New denotes that this data has not been reported in the past

BUSINESS UNITS

37. Infrastructure Delivery

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 9.5

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(230,000)	833,070	192,373	795,443
REVISED BUDGET	(25,000)	602,578	192,373	769,951
FINAL RESULT	31,303	2,579,718	212,383	2,823,405

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
37.S1 Civil capital projects delivered on time and on budget (%)	80	83	83	►	Annual

41. Community and Environment Executive Support

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 2.6

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	0	2,194,100	5,336	2,199,436
REVISED BUDGET	0	2,207,424	5,336	2,212,760
FINAL RESULT	(92,924)	2,140,849	5,386	2,053,312

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
41.S1 Delivery Program/Operational Plan actions on track (%)	New	80	82	► (from 2024/25)	Quarterly
41.S2 Divisional capital works on track (%)	New	84.7	85.4	► (from 2024/25)	Quarterly

* New denotes that this data has not been reported in the past

BUSINESS UNITS

42. Library and Community Services

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 59.33

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(2,250,703)	9,413,975	386,899	7,550,171
REVISED BUDGET	(2,250,703)	9,782,918	386,899	7,919,114
FINAL RESULT	(3,002,185)	9,441,493	495,531	6,934,839

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
42.S1 Active library members (number)	42,075	46,758	45,945	►	Annual
42.S2 Visits to libraries (number)	659,691	713,129	729,045	►	Quarterly
42.S3 Items loaned (physical) (number)	621,758	605,375	576,300	►	Quarterly
42.S4 Items loaned (electronic) (number)	414,633	460,133	465,424	▲	Quarterly
42.S5 Average items loaned per library member per year (number)	24.6	22.8	22.6	►	Annual
42.S6 Participants in library programs and sessions (number)	16,813	17,398	20,664	▲	Quarterly
42.S7 Program and seminar sessions held in the libraries (number)	963	1,180	1,203	▲	Quarterly
42.S8 Total bookings at community and cultural facilities (Regular and Casual) (number)	37,675	32,267	11,291	▼	Quarterly
42.S9 Major community events (number)	6	7	7	▲	Quarterly
42.S10 Attendance at major community events (number)	15,000	30,000	6,130	▼	Quarterly
42.S11 Referrals to local service providers (number)	3,004	3,100	4,375	▲	Quarterly
42.S12 People supported through the Home Modification Service (number)	1,177	984	769	▼	Quarterly
42.S13 Total attendance at Community and Cultural Facilities (number)	399,200	418,200	450,650	▲	Quarterly

BUSINESS UNITS

43. Environment

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 30

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(4,866,232)	5,894,777	278,858	1,307,402
REVISED BUDGET	(4,797,540)	5,851,307	278,858	1,332,625
FINAL RESULT	(5,567,636)	6,784,842	280,533	1,497,738

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
43.S1 Asset protection zones maintained (m ²)	39,051	124,628	126,452	▲	Quarterly
43.S2 Properties afforded protection by the application of bushfire mitigation measures on Council tenure (within 100 metres) (number)	New	1,713	1,611	► (from 2024/25)	Annual
43.S3 Participants in biodiversity, bushfire and water catchment education programs (number)	3,693	2,939	8,446	▲	Quarterly
43.S4 Delivery of planned biodiversity, bushfire and water catchment activities (number)	74	114	88	▲	Quarterly
43.S5 Trails and tracks upgraded or constructed (metres)	961	987	1,707	▲	Annual
43.S6 Walkers counted on monitored bushwalking tracks (number)	73,502	67,913	440,900	▲	Quarterly
43.S7 Laps counted on Hornsby mountain bike trail (number)	14,838	13,592	30,318	▲	Quarterly
43.S8 Bushland reserves actively being restored (number)	New	128	128	► (from 2024/25)	Quarterly
43.S9 Area of bushland reserves actively being restored (m ²)	New	9,780,000	5,326,629	▼ (from 2024/25)	Quarterly
43.S10 Biosecurity inspections undertaken (number)	New	6	74	▲ (from 2024/25)	Quarterly
43.S11 Bushcare and community nursery volunteer hours (number)	10,255	11,043	11,374	►	Quarterly
43.S12 Native plants produced at Warada Ngurang Community Nursery (number)	33,832	29,188	32,373	►	Quarterly
43.S13 Number of 'Approval to Burn' permits issued (number)	1,048	1,126	952	►	Quarterly
43.S14 Pollutants removed from waterways through catchment remediation devices (tonnes)	696	666	602	▼	Quarterly
43.S15 Estuary management activities implemented (number)	New	6	9	▲ (from 2024/25)	Quarterly

* New denotes that this data has not been reported in the past

BUSINESS UNITS

45. Waste Management

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 33

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(43,211,456)	44,645,392	459,913	1,892,849
REVISED BUDGET	(43,211,456)	44,716,379	458,913	1,963,836
FINAL RESULT	(44,265,121)	38,801,576	323,803	(5,139,743)

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
45.S1 Domestic waste to landfill (red bin) (tonnes)	32,983	33,986	34,089	►	Annual
45.S2 Resources recycled (yellow bin) (tonnes)	9,618	8,768	8,578	►	Annual
45.S3 Green waste diverted from landfill (tonnes)	18,071	18,731	17,921	►	Annual
45.S4 Illegal dumping incidents (number)	911 (Jan-Jun 2024)	913	821	►	Annual
45.S5 Participants in waste management workshops, programs or tours (number)	5,147	5,200	8,737	▲	Annual
45.S6 Customers dropping off items to Community Recycling Centre (number)	58,000	47,011	51,116	▼	Annual
45.S7 Material collected Community Recycling Centre (tonnes), including as part of EPA program (tonnes)	810	915	764	►	Annual
45.S8 Residential street sweeping operations carried out in accordance with service level agreement (12 week cycle) (%)	100	100	100	►	Quarterly
45.S9 Leaf litter collected by residential street sweepers (tonnes)	738	708	707	►	Annual
45.S10 Litter collected from public litter bins (tonnes)	446	529	537	▲	Annual
45.S11 Public toilet cleaning carried out in accordance with service level agreement (%)	95	95	100	►	Quarterly
45.S12 Hornsby Mall cleaning carried out in accordance with service level agreement (daily) (%)	100	100	100	►	Quarterly

BUSINESS UNITS

46. Parks, Trees and Recreation

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 72

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(1,267,017)	10,631,642	892,658	10,257,284
REVISED BUDGET	(1,266,944)	10,687,726	892,658	10,313,440
FINAL RESULT	(2,111,545)	11,498,358	802,560	10,189,372

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
46.S1 Casual park bookings (number)	3,029	2,446	1,876	▼	Quarterly
46.S2 Vehicles accessing recreational facilities (number)	62,130	70,000	63,785	►	Quarterly
46.S3 Street and park trees planted (number)	1,930	1,795	496	▼	Quarterly
46.S4 Private property tree applications determined (number)	740	757	1,078	volume measure (for information)	Quarterly
46.S5 Average time to determine private property tree applications (days)	New	1	6	▼ (from 2024/25)	Quarterly
46.S6 Development Application referrals relating to trees determined (number)	New	280	497	volume measure (for information)	Quarterly
46.S7 Average time to determine Development Application referrals relating to trees (days)	New	7	5	▲ (from 2024/25)	Quarterly
46.S8 Unauthorised tree works investigated (number)	New	244	392	volume measure (for information)	Quarterly
46.S9 Average time to determine unauthorised tree works investigations (days)	New	11	5	▲ (from 2024/25)	Quarterly
46.S10 Public tree assessments undertaken (number)	New	1,822	3,453	volume measure (for information)	Quarterly
46.S11 Average time to determine public tree assessments (days)	New	15	6	▲ (from 2024/25)	Quarterly

* New denotes that this data has not been reported in the past

BUSINESS UNITS

51. Planning and Compliance Executive Support

Planning and Compliance Division

Total staff numbers (Full-Time Equivalent): 12.6

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(0)	1,553,647	33,385	1,587,032
REVISED BUDGET	(0)	1,562,987	33,385	1,596,371
FINAL RESULT	0	1,559,163	33,385	1,592,547

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
51.S1 Delivery Program/Operational Plan actions on track (%)	New	100	66.6	▼ (from 2024/25)	Quarterly

* New denotes that this data has not been reported in the past

53. Regulatory Services

Planning and Compliance Division

Total staff numbers (Full-Time Equivalent): 40

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(3,593,400)	5,779,214	65,491	2,251,305
REVISED BUDGET	(3,722,400)	5,938,078	65,491	2,281,169
FINAL RESULT	(3,835,130)	6,084,756	65,491	2,315,117

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
53.S1 Swimming pools inspected under the Swimming Pool Barrier Inspection Program (number) (Annual Target = 250)	839	642	602	►	Quarterly
53.S2 Environmental protection assessments of development applications and management plans (number) (Annual Target = 220)	265	262	252	►	Quarterly
53.S3 Annual Fire Safety Statements reviewed (number) (Annual Target = 630)	928	917	1,041	▲	Quarterly
53.S4 Primary food premises and public health inspections (number) (Annual Target = 800)	830	903	793	►	Quarterly
53.S5 Reported companion animal incidences investigated (number) (Annual Target = 900)	1,090	983	910	►	Quarterly

BUSINESS UNITS

54. Development Assessments

Planning and Compliance Division

Total staff numbers (Full-Time Equivalent): 19

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(1,978,996)	3,584,485	24,548	1,630,037
REVISED BUDGET	(1,978,996)	3,594,077	24,548	1,639,629
FINAL RESULT	(1,939,296)	2,984,241	24,548	1,069,493

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
54.S1 Development Applications determined (number)	727	612	649	►	Quarterly
54.S2 Average determination time of Development Applications (days) (superseded by 54.S3 from 2024/25)	43	42	N/A	N/A	Quarterly
54.S3 Average determination time for Development Applications from lodgement (days)	New	85	80	► (from 2024/25)	Annual
54.S4 Average time taken to review and accept development applications through the NSW Government planning portal (days)	New	8	5	▲ (from 2024/25)	Annual
54.S5 Subdivision Works Certificates/Subdivision Certificates/SRA determined (number)	34	32	72	▲	Quarterly
54.S6 Average lodgement time for Development Applications from submission (days)	New	14	5	▲ (from 2024/25)	Quarterly
54.S7 Construction value of Development Applications (\$)	589M	1.19B	835M	▲	Annual

* New denotes that this data has not been reported in the past

BUSINESS UNITS

55. Strategic Land Use Planning

Planning and Compliance Division

Total staff numbers (Full-Time Equivalent): 8

Budget 2025/26	OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
ORIGINAL BUDGET (full year)	(301,000)	1,519,567	18,120	1,236,687
REVISED BUDGET	(301,000)	1,570,149	18,120	1,287,269
FINAL RESULT	(553,692)	1,683,077	18,120	1,147,505

HOW WE WILL MEASURE SUCCESS

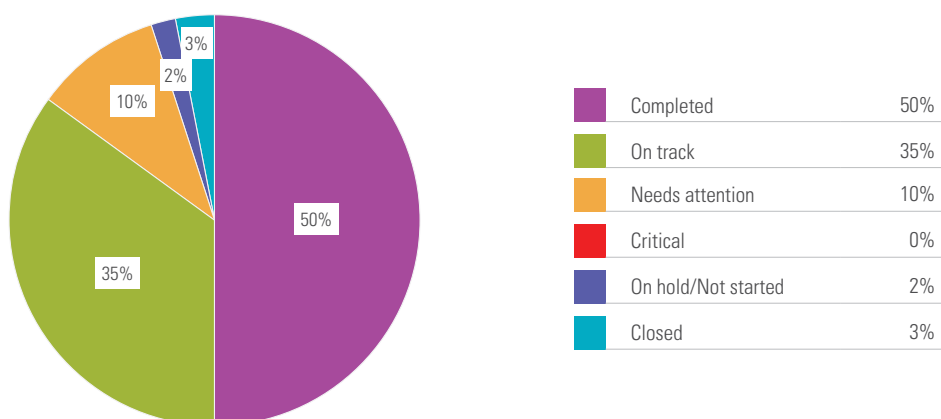
Service KPIs	RESULT 2023/24	RESULT 2024/25	RESULT 2025/26	CHANGE FROM 2023/24	FREQUENCY OF MEASURE
55.S1 Section 10.7 Planning Certificates issued (number)	New	889	4,285	volume measure (for information)	Quarterly
55.S2 Section 10.7 Planning Certificates issued within 5 days (%)	95	93.65	96	►	Quarterly
55.S3 Heritage referrals completed within 14 days (%)	94	87.5	86.5	►	Quarterly
55.S4 Owner-initiated Planning Proposals assessed within 90 days (from lodgement to resolution to submit) for Gateway Determination (%)	(none received)	(none received)	100	►	Quarterly
55.S5 Sections 7.11 and 7.12 (development contributions) income received (\$)	8.06M	8.02M	5.64M	▼	Annual

* New denotes that this data has not been reported in the past

CAPITAL PROJECTS

NEW, IMPROVE, MAINTAIN

Performance of Capital projects



Budget 2025/26	CAPITAL EXPENSES \$
ORIGINAL BUDGET (full year)	62,208,610
REVISED BUDGET	51,355,761
FINAL RESULT	46,955,300

CAPITAL PROJECTS

7

parks/playgrounds
upgraded

7

sporting facilities
upgraded

1

changeroom and
public toilet renewal

1

dog off leash
upgrade

6

footpath
improvements

1,805

metres of new
footpaths

\$500k

spent on local
footpath
improvements

2

new shared paths

930

metres of new
shared path

\$2.6M

spent on shared
paths

3

local road
improvements

\$2.5M

spent on local road
improvements

8,500

metres road
pavement renewed/
resurfaced

1,000

metres new/
reconstructed kerb
and guttering

\$3.9M

spent on pavements
maintenance

1

foreshore
improvement

7

stormwater quality
device improvements

\$2.1M

stormwater quality
device
improvements

3

bushland
improvements

\$1.1M

spent on bushland
improvements

84%

OF PLANNED CAPITAL PROJECTS
COMPLETED/ON TRACK

WITH

\$46.9M

SPENT

ATTACHMENT 1 - ITEM 2

CAPITAL PROJECTS WHERE THE MONEY WAS SPENT



CAPITAL PROJECTS

CAPITAL PROJECTS COMPLETED DURING 2025/26

Completed date

LOCAL ROADS

3LR.C25.01	■ 100901 - Cowan, Chandler Avenue	Both sides – Fraser Road to Alberta Avenue	Dec 2025
3LR.C25.02	■ 101964 - Pennant Hills, Redgum Avenue	Laurence Street to end	Feb 2026
3LR.C25.03	■ 101965 - Hornsby Heights, Grevillea Crescent	Stage 1	Jun 2026

FOOTPATHS

3FC25.06	■ 101963 - Hornsby, Ida Street	Sutton Street to school (east side)	Jan 2026
3FC25.01	■ 101958 - Berowra, Kwyong Road	Yallambee Road to Redwood Avenue	Jun 2026
3FC25.02	■ 101959 - Berowra, Yallambee Road	Yallambee Road to Kwyong Road	Jun 2026
3FC25.03	■ 101960 - Normanhurst, Willowtree Road	Calga Avenue to Pine Place	May 2026
3FC25.04	■ 101961 - Pennant Hills, Bellamy Street	Stevens Street to end (north)	Apr 2026
3FC25.05	■ 101962 - Cherrybrook, Purchase Road	Beechwood Parade to Kentia Parade	Jun 2026

SHARED PATHS/ZONE

3SP.C25.01	■ 101987 - Pennant Hills, Bellamy Street (SRV)	Boundary Road to Stevens Street	Mar 2026
3SP.C25.02	■ 101986 - Cherrybrook, Robert Road (SRV)	Oliver Way to John Road (design only) (Project scope and budget were reduced to design only due to potential conflicts with the NSW Government's proposed rezoning of Cherrybrook)	Jun 2026
5A.C24.16 3SP.C25.03	■ 102049 - Hornsby, Quarry Road (SRV)	Arrival plaza	Jun 2026

PARKS/PLAYGROUNDS

2A.C24.21	■ 101911 - Beecroft, Fearnley Park	Playground upgrade completed and open to community	Sep 2025
2PC25.11	■ 101884 - Asquith, Mills Park	Playground completed and opened in July and fitness equipment completed in September	Jul 2025
2A.C25.15	■ 101912 - Normanhurst, Charles Curtis Park	Playground upgrade completed and open to community	Feb 2026
2PC25.12	■ 101967 - Asquith, Amor Street Park (s7.11)	Playground upgrade	Jun 2026
2PC25.13	■ 101968 - Thornleigh, Headen Park (s7.11)	Fitness equipment	Jun 2026
2PC25.16	■ 101970 - Berowra Waters, Dusthole Bay	Playspace renewal and compliance repairs	Jun 2026
2PC25.14	■ 101969 - Hornsby Heights, Ulolo Park	Playspace renewal	Jul 2026

CHANGEROOMS AND PUBLIC TOILET RENEWALS

2A.C23.17	■ 101835 - Hornsby Heights, Montview Oval (SRV)	Female-friendly toilet and change rooms	Aug 2025
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SPORTING FACILITIES

2S.C25.07	■ 101613 - Pennant Hills No. 1	Irrigation renewal	Dec 2025
2S.C25.07	■ 101613 - Dural Park	Irrigation renewal	Dec 2025
2S.C25.07	■ 101613 - Berowra, Warrina Street Oval	Irrigation renewal	Dec 2025
2A.C24.13	■ North Epping, Ron Payne Park	Drainage and irrigation	Sep 2025
2A.C24.15	■ 101876 - North Epping Oval	Exercise equipment installed and pathways completed prior to Christmas. Final signage to be installed by March 2026	Dec 2025
2S.C25.01	■ 101400 - Waitara, Mark Taylor Oval	Pavilion, Stage 3 completed and formally opened 7 March 2026	Mar 2026
2S.C25.08	■ 101872 - Dural, James Henty Oval (s7.11)	Floodlighting	Jun 2026

CAPITAL PROJECTS

ATTACHMENT 1 - ITEM 2

CAPITAL PROJECTS COMPLETED DURING 2025/26

				Completed date
CAR PARK				
3CP.C25.01	■ 101591 - Hornsby Aquatic and Leisure Centre	Upgrade		Jun 2026
DOG OFF-LEASH				
2A.C24.24	■ 101882 - Asquith Park	Expanded off-leash park		Jul 2026
FORESHORE				
2A.C22.39	■ 101160 - Brooklyn Wharf	Wharf and pontoon upgrade		Jun 2026
COMMUNITY BUILDINGS				
1B.C24.02	■ 101433 - Embellish existing community buildings (s7.11)	Beecroft Community Centre – construction of a new accessible toilet, reconstruction of existing stairs, renovation/conversion of the male and female toilets, and widening of doors to improve accessibility		Jun 2026
1B.C24.03	■ 101956 - Asquith, Storey Park Community Centre (s7.11)	Reconfiguration - conversion of two smaller meeting rooms into one larger hireable community space		Jun 2026
STORMWATER QUALITY IMPROVEMENT DEVICES				
4A.C23.02	■ 101728 - Thornleigh, Derribong Place	Trash rack		Jul 2025
5W.C25.02	■ 101981 - Cheltenham, Lyne Road Reserve	Biofilter basin		Dec 2025
5W.C25.04	■ 101906 - Cherrybrook, Pecan Close	Gross pollutant device		Dec 2025
5W.C25.07	■ 102030 - Hornsby Quarry	Creek rehabilitation		Dec 2025
5W.C25.05	■ 102012 - Pennant Hills, Redgum Avenue	Biofilter basin		Mar 2026
4A.C24.03	■ 101905 - Hornsby, Bridge Road	Gross pollutant device		Jun 2026
5W.C25.06	■ 102025 - Cherrybrook, Edward Bennett Oval	Stormwater harvesting amplification		Jun 2026
BUSHLAND RECREATIONAL IMPROVEMENTS				
2A.C20.11	■ 101691 - Hornsby Heritage steps	Trail construction and heritage restoration (Stages 2 and 3)		Mar 2026
5BS.C25.05	■ 101927 - Hornsby Park and links (SRV)	Bushwalking track signage		Mar 2026
5BS.C25.07	■ 101928 - Brooklyn, Salt Pan Reserve (SRV)	Accessible loop path		Jun 2026

Changes to the program in 2025/26

From time to time, Council may reprioritise capital projects in response to changing circumstances, including community needs, environmental considerations, resource availability, supply constraints, or external funding opportunities. In some cases, grant-funded projects may also be subject to specific delivery requirements and completion timeframes.

CAPITAL PROJECTS CLOSED		Closed Date	Comment	Responsibility Manager Director
3LR.C25.04	101966 – Local road – Normanhurst, Denman Parade (stage 1)	Sep 2025	Further investigation required. Project substituted with Berowra, Anembo Road (3LR.C25.06)	Infrastructure Planning
5BS.C25.08	101983 – Bushland (SRV) – Hornsby, Reddy Park – accessible loop track upgrade	Sep 2025	In planning for 2026/27	Environment
3LR.C25.06	102042 - Berowra, Anembo Road - Yallambee to Waratah Road	Jun 2026	Detailed design completed. Project subsequently removed following community consultation, which did not support the proposed road width	Infrastructure Planning

CAPITAL PROJECTS

ATTACHMENT 1 - ITEM 2

CAPITAL PROJECTS **ON TRACK** that were CARRIED FORWARD from 2024/25 into 2025/26 for completion

		Responsibility Manager Director
1B.C24.02	Building – Embellish Community Centres (Completed Jun 2026)	Infrastructure Operations
1B.C24.03	Building – Lift replacements at George Street, Hornsby Pedestrian Footbridge and Council Administration Building (Needs Attention)	Infrastructure Operations
2A.C22.39	Foreshore - Brooklyn Wharf Upgrade with Pontoon (Completed Jun 2026)	Infrastructure Operations
5A.C24.16	Shared Zone - Quarry Road, Hornsby Park (Completed Mar 2026)	Infrastructure Planning
5A.C24.17	High pedestrian activity area (HPAA), Hornsby East CBD – Design and construction (\$2.8 million grant TfNSW) (Needs Attention)	Infrastructure Planning
2A.C20.11	Bushland - (s7.11) Hornsby Heritage steps trail construction and heritage restoration (Stages 2 and 3) (Completed Mar 2026)	Environment
2A.C23.09	Bushland - Waremba Avenue, Thornleigh – embellishment of track (Needs Attention)	Environment
2A.C23.10	Bushland – Devlins Creek Track to Lyne Road, Cheltenham (Needs Attention)	Environment
2A.C24.24	Dog off leash renewal - Asquith Park (Completed Jul 2026)	Parks, Trees and Recreation
4A.C24.03	CRR – Gross pollutant device - Bridge Road, Hornsby (Completed Jun 2026)	Environment

The projects listed below were not included in the 2025/26 Operational Plan but were delivered or otherwise finalised during 2025/26.

NEW CAPITAL PROJECTS **ADDED TO PROGRAM**

		Date added	Responsibility Manager Director
2P.C25.20	101988 – Hornsby Park – asset renewals (SRV) (Ongoing)	Jul 2025	Infrastructure Planning
3LR.C25.06	102042 – Local road – Berowra, Anembo Road – Yallambee to Waratah Road (Closed Jun 2026)	Oct 2025	Infrastructure Delivery
5W.C25.05	102012 – CRR - Pennant Hills, Redgum Avenue - biofilter basin (\$50k) (Completed Mar 2026)	Oct 2025	Environment
5W.C25.06	102025 – CRR – Cherrybrook, Edward Bennett Oval – stormwater harvesting amplification (\$800k) (Completed Jun 2026)	Oct 2025	Environment
5W.C25.07	102030 – CRR – Hornsby Quarry – creek rehabilitation (\$70k) (Completed Dec 2025)	Oct 2025	Environment
3CP.C25.01	101591 - Car park - Hornsby Aquatic and Leisure Centre (\$115k) (Completed Jun 2026)	Jan 2026	Infrastructure Operations
3SP.C25.03	102049 - Shared path (SRV) - Quarry Road, Hornsby arrival plaza (\$1.36M) (Completed Jun 2026)	Jan 2026	Infrastructure Delivery

Projects carried forward into 2026/27

The projects below are currently classified as **NEEDING ATTENTION** or **ON HOLD** and will be carried forward to 2026/27 for completion. Delays have occurred due to factors such as adverse weather, supply chain constraints, increased construction costs, or dependencies on actions by external agencies.

Other projects that are **ON TRACK**, but not yet complete and not included in the 2026/27 Operational Plan, are also listed below and will be carried forward to 2026/27 for completion.

CAPITAL PROJECTS **NEEDING ATTENTION**

		Comment	Responsibility Manager Director
1B.C24.03	101895 - Building - Lift replacements at George Street, Hornsby Pedestrian Footbridge and Council Administration Building	Works are progressing on site, with Lift 1 installed and construction of Lift 2 underway.	Infrastructure Operations
3T.C25.01	100877 - Traffic (s7.11) - Hornsby, Peats Ferry/ Bridge Roads intersection (5A.C17.03)	New funding application made with Safer Roads Program for 2026/27 seeking \$3,000,000 contribution. Staged implementation of project is being investigated	Infrastructure Planning

CAPITAL PROJECTS

ATTACHMENT 1 - ITEM 2

CAPITAL PROJECTS NEEDING ATTENTION		Comment	Responsibility Manager Director
3T.C25.02	101990 - Traffic - Dural, Quarry Road – wombat crossing	Design for the preferred option was completed and endorsed by the Local Transport Forum. A funding application has been submitted to Transport for NSW under the Get NSW Active Program, with construction planning subject to the outcome of the funding application, as currently allocated Council funding is insufficient to deliver the works	Infrastructure Planning
5A.C24.17	101914 - High pedestrian activity area (HPAA), Hornsby East CBD - Design and construction (\$2.8m grant TfNSW)	Construction was delayed due to contractor-related issues. A new contractor was appointed and works recommenced in June 2026. Transport for NSW approved an extension of the grant funding period to October 2026, with the project on track for completion within the revised timeframe	Infrastructure Planning
2A.C23.09	Bushland - Wareemba Avenue, Thornleigh – embellishment of track	Detailed design for the proposed Larool Creek bridge (off the Wareemba Avenue fire trail) was completed. Council continued to progress approvals with Sydney Water, along with environmental, biodiversity and engineering investigations required to support project delivery	Environment
2A.C23.10	101731 - Bushland - Devlins Creek Track to Lyne Road, Cheltenham	A Crown Lands licence for track upgrade works on Castle Howard Road was approved in May 2026, and updated contractor quotations were received in June 2026. Construction is expected to commence in 2026/27	Environment
2PC25.03	101973 - Park - Amenities building (SRV) - Arcadia Road toilets - Galston, Fagan Park	Design completed. Construction works scheduled to commence early August for completion in September	Parks, Trees and Recreation
2PC25.07	101971 - Park - Pennant Hills Park Nursery (design)	Consultation completed. Resolution of concept design will progress with stakeholders throughout 2026/27	Parks, Trees and Recreation
CAPITAL PROJECTS ON HOLD		Comment	Responsibility Manager Director
1B.C25.04	101748 - Building - Inclusive community centres (SRV) – compliance with audit	Project progress was delayed due to consultant timeframes not being met. The completion date was extended to 31 July 2026, with 10 of the 13 detailed designs received and currently under review by Council.	Library and Community Services
1B.C25.05	101957 - Building - Inclusive community centres (SRV) – Beecroft Community and Cultural Centre	Non-exempt works were completed during 2025/26. Progress on development consent works was delayed while compliance requirements were being assessed and reviewed in consultation with Council's Heritage Team.	Library and Community Services
CAPITAL PROJECTS ON TRACK that will be CARRIED FORWARD into 2026/27 for completion		Comment	Responsibility Manager Director
2PC25.19	101498 - Park - Playground upgrade (s7.11) - Cherrybrook Community Centre – playground upgrade	The stage 2 construction has commenced and is expected to complete early in the new financial year	Parks, Trees and Recreation

ATTACHMENT 1 - ITEM 2

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28-44 George St, Hornsby NSW 2077

Office hours

Please check the website for the latest opening hours for the Customer Service Centre and how to book an appointment with a planner.

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ATTACHMENT 1 - ITEM 2



ATTACHMENT/S

REPORT NO. CS44/26

ITEM 4

- 1. HSC INVESTMENTS SUMMARY REPORT JULY 2026**
- 2. HSC BORROWINGS SUMMARY REPORT JULY 2026**



Investment Summary Report
July 2026

ATTACHMENT 1 - ITEM 4

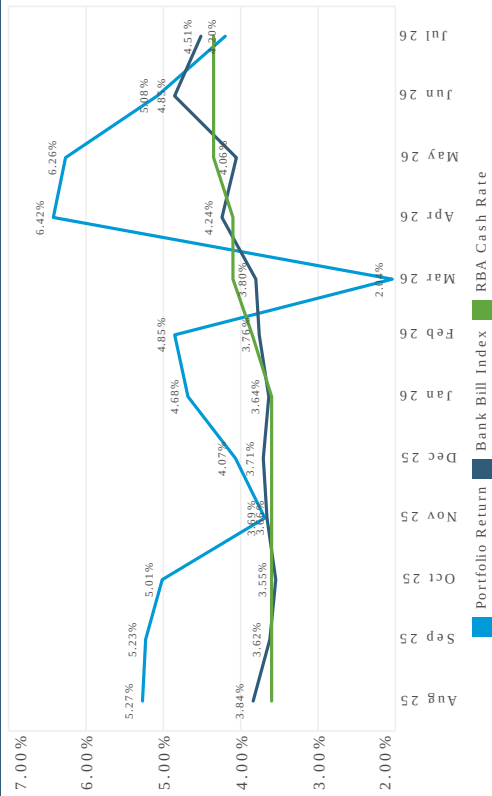
Hornsby Shire Council Executive Summary - July 2026



Investment Holdings

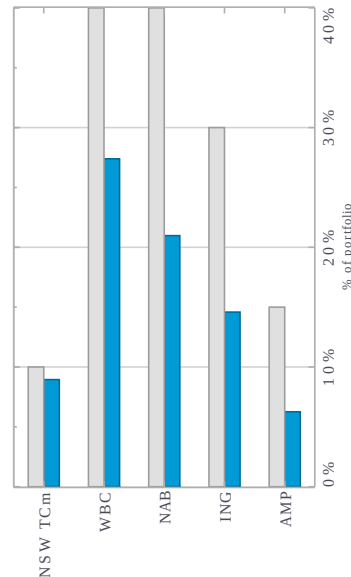
	Face Value (\$)	Current Value (\$)	Current Yield (%)	FYTD Yield (%)
Cash	59,223,102	59,223,102	4.5830	4.5830
Floating Rate Note	21,450,000	21,718,717	5.1074	5.1074
Managed Funds	27,599,426	27,599,426	-0.8909	-0.8909
Term Deposit	200,215,250	206,984,171	4.6960	4.6960
	308,487,777	315,525,414	4.2000	4.2000

Investment Performance

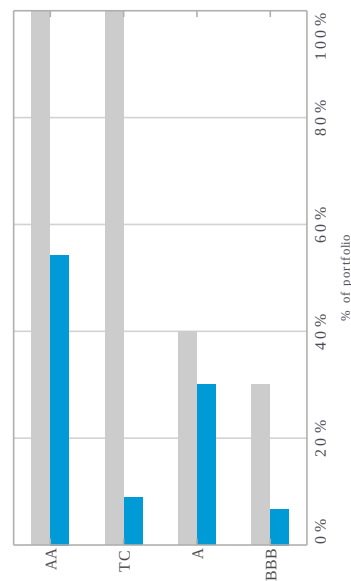


Investment Policy Compliance

Individual Institutional Exposures



Total Credit Exposure



Term to Maturities

	Face Value (\$)	Policy Max *
Between 0 and 0.25 years	123,223,102	40%
Between 0.25 and 1 years	22,665,250	7%
Between 1 and 2 years	89,000,000	29%
Between 2 and 5 years	46,000,000	15%
Between 5 and 10 years	27,599,426	9%
	308,487,777	25%

* Council always retains the flexibility to invest as short as required by internal requirements or the economic outlook



ATTACHMENT 1 - ITEM 4



Hornsby Shire Council Investment Holdings Report - July 2026

Term Deposits							Credit Rating	Institution	Book Value (\$)	Current Value (\$)
Purchase Date	Maturity Date	Term Days	Face Value (\$)	Current Rate (%)						
7-Aug-25	7-Aug-26	365	5,000,000.00	4.1600%			AA-	National Australia Bank	5,000,000.00	5,204,580.82
19-Aug-25	20-Aug-26	366	10,000,000.00	4.1000%			AA-	National Australia Bank	10,000,000.00	10,389,780.82
22-Aug-25	22-Aug-26	365	50,000.00	3.5500%			AA-	Westpac Group	50,000.00	51,672.88
28-Aug-25	28-Aug-26	365	5,000,000.00	4.0700%			AA-	National Australia Bank	5,000,000.00	5,188,446.58
5-Mar-25	9-Sep-26	553	5,000,000.00	4.6600%			A	ING Bank (Australia)	5,000,000.00	5,095,115.07
11-Sep-25	11-Sep-26	365	30,000,000.00	4.2100%			AA-	National Australia Bank	30,000,000.00	31,121,128.77
4-Feb-25	3-Feb-27	729	5,000,000.00	4.6300%			A	ING Bank (Australia)	5,000,000.00	5,112,895.89
11-Feb-26	10-Feb-27	364	5,000,000.00	4.9000%			A	ING Bank (Australia)	5,000,000.00	5,114,780.82
4-Mar-26	3-Mar-27	364	5,000,000.00	5.0700%			A	ING Bank (Australia)	5,000,000.00	5,104,178.08
29-Apr-26	29-Apr-27	365	165,250.00	5.0000%			AA-	Westpac Group	165,250.00	167,377.88
16-Aug-23	16-Aug-27	1461	8,000,000.00	5.1500%			AA-	ANZ Banking Group	8,000,000.00	8,392,810.96
23-Aug-23	23-Aug-27	1461	5,000,000.00	5.2200%			A	ING Bank (Australia)	5,000,000.00	5,243,838.36
30-Aug-23	30-Aug-27	1461	8,000,000.00	5.2800%			AA-	Westpac Group	8,000,000.00	8,389,996.71
3-Sep-25	3-Sep-27	730	10,000,000.00	3.9000%			AA-	National Australia Bank	10,000,000.00	10,354,739.73
16-Dec-25	16-Dec-27	730	10,000,000.00	4.7700%			A	ING Bank (Australia)	10,000,000.00	10,297,961.64
6-Jan-26	6-Jan-28	730	5,000,000.00	4.7900%			A	ING Bank (Australia)	5,000,000.00	5,135,826.03
6-Feb-23	7-Feb-28	1827	10,000,000.00	4.1300%			AA-	Westpac Group	10,000,000.00	10,199,145.21
6-Feb-23	7-Feb-28	1827	5,000,000.00	4.1200%			AA-	Westpac Group	5,000,000.00	5,099,331.51
6-Feb-23	7-Feb-28	1827	10,000,000.00	4.0900%			AA-	Westpac Group	10,000,000.00	10,197,216.44
1-Apr-26	3-Apr-28	733	5,000,000.00	5.5100%			A	ING Bank (Australia)	5,000,000.00	5,092,084.93
28-Jul-23	28-Jul-28	1827	8,000,000.00	5.3200%			A-	Bank of Queensland	8,000,000.00	8,004,664.11
9-Aug-23	9-Aug-28	1827	8,000,000.00	5.2200%			A-	Bank of Queensland	8,000,000.00	8,406,158.90
4-Sep-23	4-Sep-28	1827	15,000,000.00	5.2800%			AA-	Westpac Group	15,000,000.00	15,718,224.66
4-Sep-23	4-Sep-28	1827	15,000,000.00	5.2800%			AA-	Westpac Group	15,000,000.00	15,718,224.66
19-Feb-25	18-Feb-30	1825	8,000,000.00	5.1500%			A	Rabobank Australia	8,000,000.00	8,183,989.04
									200,215,250.00	206,984,170.50



ATTACHMENT 1 - ITEM 4

Hornsby Shire Council Investment Holdings Report - July 2026



Floating Rate Notes									
Purchase Date	Maturity Date	Term Days	Face Value (\$)	Current Rate (%)	Security Name	Credit Rating	Book	Value (\$)	Current Value (\$)
24-Aug-21	24-Aug-26	1826	4,700,000.00	4.8514%	NAB Snr FRN (Aug26) BBSW+0.41%	AA-		4,700,488.10	4,742,569.52
15-Sep-21	15-Sep-26	1826	4,250,000.00	4.9466%	SUN Snr FRN (Sep26) BBSW+0.48%	AA-		4,250,899.98	4,277,446.23
23-Sep-21	23-Dec-26	1917	6,000,000.00	4.8789%	CBA Green Snr FRN (Dec26) BBSW+0.41%	AA-		6,001,440.00	6,032,238.43
10-Feb-22	10-Feb-27	1826	1,500,000.00	5.4318%	NPBS Snr FRN (Feb27) BBSW+1.00%	BBB+		1,502,385.00	1,520,584.42
11-Nov-22	11-Nov-27	1826	5,000,000.00	5.6618%	WBC Snr FRN (Nov27) BBSW+1.23%	AA-		5,089,173.95	5,145,877.95
			21,450,000.00	5.1074%				21,544,387.03	21,718,716.55

Cash Accounts						
	Face Value (\$)	Current Rate (%)	Institution	Credit Rating		Current Value (\$)
	26,596.01	4.9500%	Westpac Group	AA-		26,596.01
	494,631.81	4.1500%	Bendigo and Adelaide Bank	A-		494,631.81
	1,742,137.63	4.6500%	Macquarie Bank	A+		1,742,137.63
	16,259,543.90	4.4000%	Westpac Group	AA-		16,259,543.90
	19,303,129.13	5.0000%	AMP Bank	BBB+		19,303,129.13
	21,397,063.10	4.3500%	Bank of Queensland	A-		21,397,063.10
	59,223,101.58	4.5830%				59,223,101.58

Managed Funds						
	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Funds Name	Current Value (\$)
	27,599,425.71	-0.8909%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	27,599,425.71
	27,599,425.71	-0.8909%				27,599,425.71

Total Investments		Face Value (\$)	Current Value (\$)
		308,487,777.29	315,525,414.34



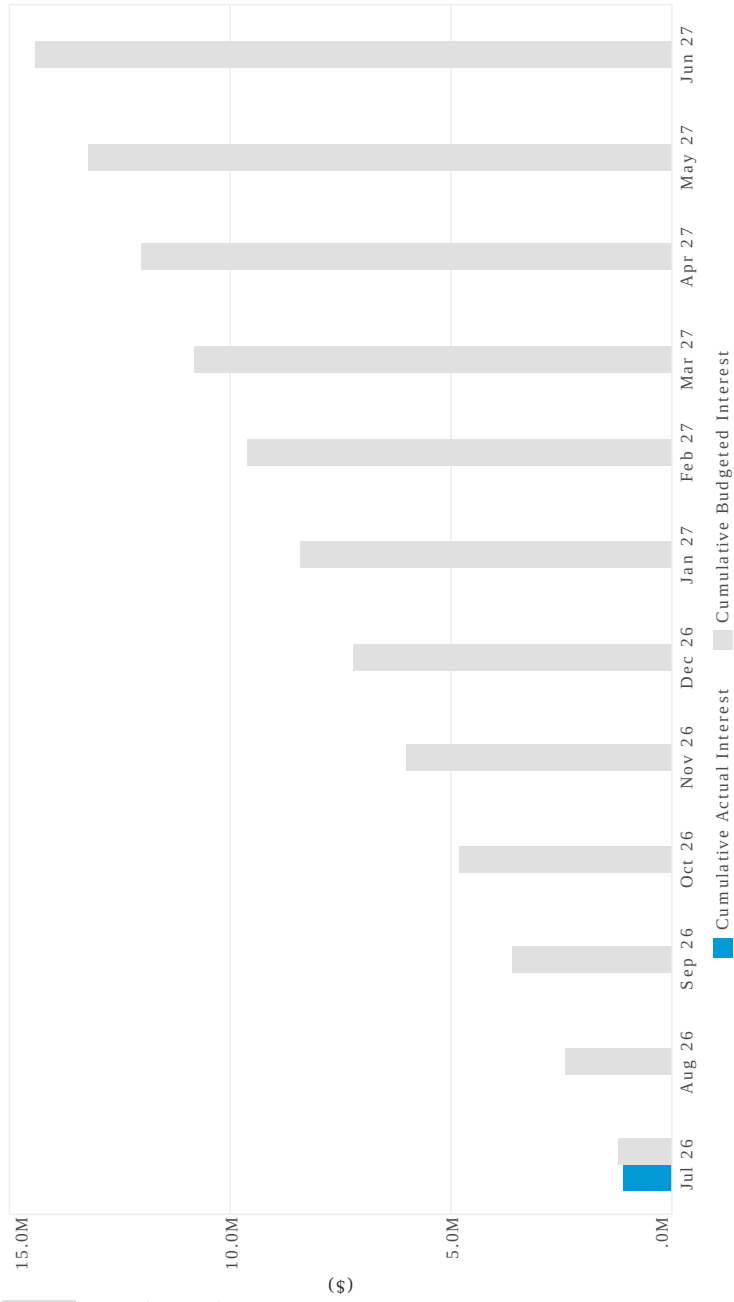
ATTACHMENT 1 - ITEM 4

Hornsby Shire Council Investment Budget Report - July 2026



Budgeted vs Actual Returns

	Cumulative Actual Income	Cumulative Budgeted Income
July 2026	1,096,523	1,199,859
Budget Target		14,398,313



ATTACHMENT 1 - ITEM 4

Hornsby Shire Council Environmental Commitments Report - July 2026



Current Breakdown

ADI Lending Status *	Current Month (\$)	Previous Month (\$)
Fossil Fuel Lending ADIs		
ANZ Group	8,000,000	8,000,000
ING Bank Australia	45,000,000	45,000,000
Macquarie Bank	1,742,138	1,735,284
National Australia Bank	64,700,000	64,700,000
Westpac Group	59,501,390	63,585,059
	178,943,528 58 %	183,020,343 59 %
Non Fossil Fuel Lending ADIs		
AMP Bank	19,303,129	19,221,504
Bank of Queensland	37,397,063	37,318,302
Bendigo and Adelaide Bank	494,632	492,895
Newcastle Greater Mutual Group	1,500,000	1,500,000
Rabobank Australia	8,000,000	8,000,000
Suncorp Bank	4,250,000	4,250,000
	70,944,824 23 %	70,782,700 23 %

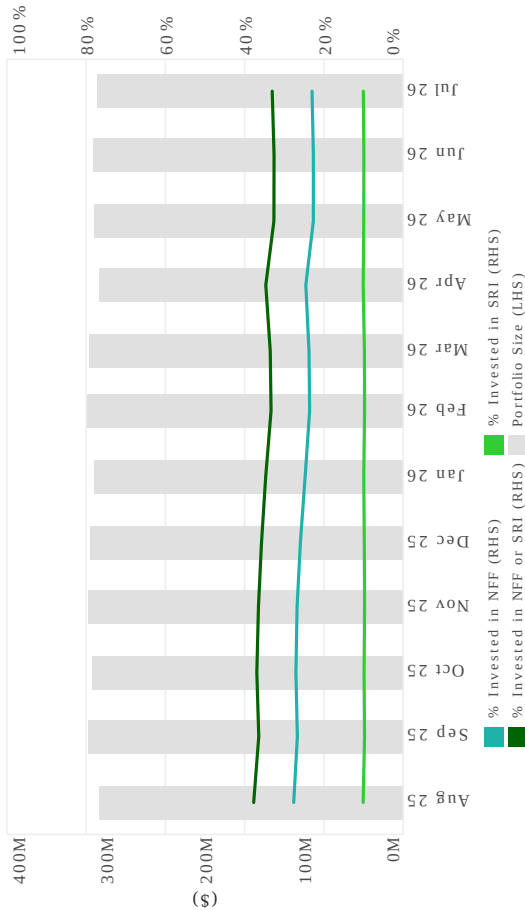
Other

NSW T-Corp (MT)	27,599,426	27,620,411
	27,599,426 9 %	27,620,411 9 %
Socially Responsible Investment		
CBA (Green)	6,000,000	6,000,000
Westpac Group (Green TD)	25,000,000	25,000,000
	31,000,000 10 %	31,000,000 10 %
	308,487,777	312,423,454

* source: Marketforces

Percentages may not add up to 100% due to rounding

Historical Portfolio Exposure to NFF Lending ADIs and SRIs



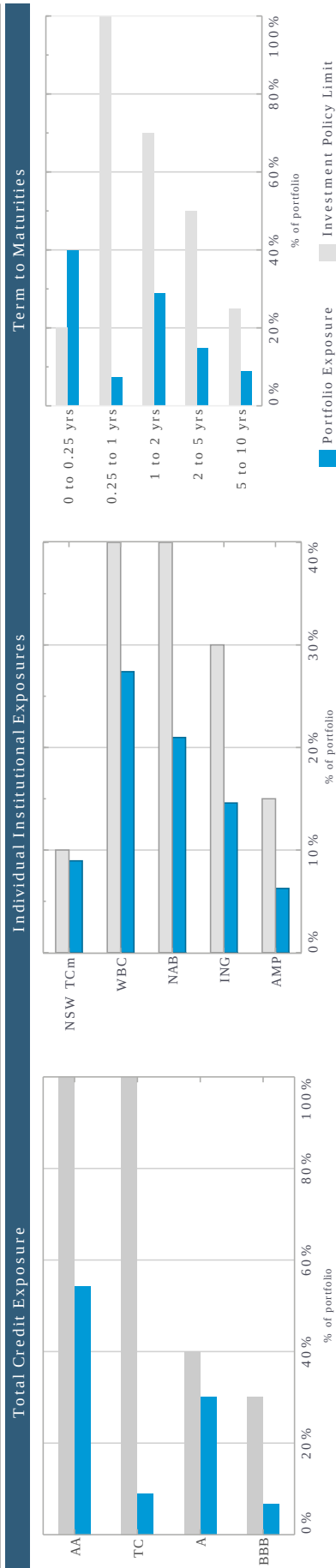
Green Products Summary

	Current Month (\$)	Previous Month (\$)
AMP Bank	19,303,129	19,221,504
Bank of Queensland	37,397,063	37,318,302
Bendigo and Adelaide Bank	494,632	492,895
CBA (Green)	6,000,000	6,000,000
Newcastle Greater Mutual Group	1,500,000	1,500,000
Rabobank Australia	8,000,000	8,000,000
Suncorp Bank	4,250,000	4,250,000
Westpac Group (Green TD)	25,000,000	25,000,000
	101,944,824 33 %	101,782,700 33 %
	308,487,777	312,423,454



ATTACHMENT 1 - ITEM 4

Hornsby Shire Council Investment Policy Compliance Report - July 2026



Credit Rating Group	Face Value (\$)	Policy Max
AA	167,451,390	54% 100% a
TC	27,599,426	9% 100% a
A	92,633,833	30% 40% a
BBB	20,803,129	7% 30% a
	308,487,777	

Institution	% of portfolio	Investment Policy Limit
NSW T-Corp (TCm)	9%	10% a
Westpac Group (AA-)	27%	40% a
National Australia Bank (AA-)	21%	40% a
ING Bank Australia (A)	15%	30% a
AMP Bank (BBB+)	6%	15% a
Bank of Queensland (A-)	12%	30% a
Rabobank Australia (A)	3%	30% a
ANZ Group (AA-)	3%	40% a
Commonwealth Bank of Australia (AA-)	2%	40% a
Suncorp Bank (AA-)	1%	40% a
Macquarie Bank (A+)	1%	30% a

	Face Value (\$)	Policy Max *
Between 0 and 0.25 years	123,223,102	40% 20%
Between 0.25 and 1 years	22,665,250	7% 100%
Between 1 and 2 years	89,000,000	29% 70%
Between 2 and 5 years	46,000,000	15% 50%
Between 5 and 10 years	27,599,426	9% 25%
	308,487,777	

* Council always retains the flexibility to invest as short as required by internal requirements or the economic outlook

Specific Sub Limits	Face Value (\$)	Policy Max
BBB+	20,803,129	7% 30% a

a = compliant
r = non-compliant



ATTACHMENT 1 - ITEM 4



HORNSBY SHIRE COUNCIL SCHEDULE OF BORROWINGS AS AT 31 JULY 2026

1. LOANS				\$'000	\$'000	\$'000	2025/26 YTD Repayments Principal	\$'000	Fixed Interest Rate %
Lender	Date Drawn	Maturity Date	Amount Borrowed	01/07/2025 Opening Balance				Closing Balance	
None									

2. OPERATING LEASES				\$'000	\$'000	\$'000	2026/2027 Repayments YTD	\$'000	Closing Balance
Lessor	Date Executed	Expiry date	Total Lease Payments	01/07/2026 Opening Balance		New Leases			
Vestone Capital Pty Ltd (119)	15-Nov-22	15-Aug-27	64	16					16
Vestone Capital Pty Ltd (120)	15-Aug-23	15-Aug-28	31	12					12
Vestone Capital Pty Ltd (121)	15-Nov-23	15-Nov-28	453	202					202
Vestone Capital Pty Ltd (122)	15-Nov-23	15-Nov-27	134	42					42
Vestone Capital Pty Ltd (123)	15-May-24	15-Feb-27	37	9					9
Vestone Capital Pty Ltd (124)	15-Aug-24	15-Aug-27	77	30					30
Vestone Capital Pty Ltd (125)	15-Feb-25	15-Nov-28	69	43					43
Vestone Capital Pty Ltd (126)	15-May-25	15-Feb-29	42	29					29
Vestone Capital Pty Ltd (127)	15-May-25	15-Feb-29	69	47					47
Vestone Capital Pty Ltd (128)	15-Aug-25	15-May-30	105	84					84
Vestone Capital Pty Ltd (129)	15-Feb-26	15-Nov-29	167	146					146
Vestone Capital Pty Ltd (130)	15-May-26	15-Feb-30	34	32					32
TOTAL			1,283	692					692

ATTACHMENT 2 - ITEM 4

ATTACHMENT/S

REPORT NO. CS45/26

ITEM 5

- 1. SCHEDULE OF ORDINARY MEETINGS - OCTOBER
2026 - SEPTEMBER 2027**
- 2. COUNCIL MEETING ORDER OF BUSINESS - OCTOBER
2026 - SEPTEMBER 2027**



Schedule of ordinary Council Meetings - October 2026 – September 2027

2026 – General Meeting on Second Wednesday of the Month					
	<u>Week 1</u> Workshop Meeting (if required)	<u>Week 2</u> <u>General Meeting</u>	<u>Week 3</u> Workshop Meeting (if required)	<u>Week 4</u> Workshop Meeting (if required)	<u>Week 5</u> Workshop Meeting (if required)
October	7*	14	21	28	
November	4	11	18	25 (NB: LGNSW Annual Conference to be held 22-24 November 2026)	
December	2	9	16	23* (Christmas/New Year Period)	30*
2027 – General Meeting on Second Wednesday of the Month					
	<u>Week 1</u> Workshop Meeting (if required)	<u>Week 2</u> <u>General Meeting</u>	<u>Week 3</u> Workshop Meeting (if required)	<u>Week 4</u> Workshop Meeting (if required)	<u>Week 5</u> Workshop Meeting (if required)
February	3	10	17	24	
March	3	10	17	24	31
April	7	14*	21*	28	
May	5	12	19	26	
June	2	9	16	23	30
July	7*	14*	21	28	
August	4	11	18	25	
September	1	8	15	22	29*

* Meeting falls within school holiday period

ATTACHMENT 1 - ITEM 5



**Order of Business at Ordinary Council Meetings
October 2026 – September 2027**

General Meetings	Workshop Meetings
Welcome/Acknowledgement of Country	Welcome/Acknowledgement of Country
Present	Present
National Anthem	National Anthem
Opening Prayer/s	Opening Prayer/s
Acknowledgement of Religious Diversity	Acknowledgement of Religious Diversity
Video and Audio Recording of Council Meeting	Video and Audio Recording of Council Meeting
Apologies/Leave of Absence	Apologies/Leave of Absence
Political Donations Disclosure	Political Donations Disclosure
Declarations of Interest	Declarations of Interest
Confirmation of Minutes	
Petitions	Petitions
Presentations	Presentations
Rescission Motions	Rescission Motions
Mayoral Minutes	Mayoral Minutes
Items Passed by Exception / Call for Speakers on Agenda Items	Items Passed by Exception / Call for Speakers on Agenda Items
General Business	General Business
Confidential Items	Confidential Items
Public Forum - Non-Agenda Items	Public Forum - Non-Agenda Items
Questions on Notice	Questions on Notice
Mayor's Notes	
Notices of Motion	Notices of Motion
Supplementary Agenda	Supplementary Agenda
Matters of Urgency	Matters of Urgency

ATTACHMENT 2 - ITEM 5

ATTACHMENT/S

REPORT NO. CS46/26

ITEM 6

1. DEPUTY MAYOR ELECTION - NOMINATION FORM



Deputy Mayoral Election – Nomination Form

Hornsby Shire Council Deputy Mayoral Election 2026

to be held on 9 September 2026

We, Councillor
(name in full)

and Councillor
(name in full)

elected members of the Hornsby Shire Council hereby nominate.

Councillor
(name in full)

as a candidate at the abovementioned election.

Signed

Signed

Date day of 2026

I, Councillor
(name in full)

hereby consent to such nomination.

Signed

Date day of 2026

ATTACHMENT 1 - ITEM 6

ATTACHMENT/S

REPORT NO. PC18/26

ITEM 7

- 1. PLANNING PROPOSAL 328A GALSTON ROAD
GALSTON**



APPLICATION FOR A PLANNING PROPOSAL

Amendment to Hornsby Local Environmental Plan 2013 to insert an additional permitted use clause for the purpose of Seniors Housing

328A Galston Road, Galston

Prepared for: Living Choice Australia

REF: M240551

Date: 6 August 2026 (V3)





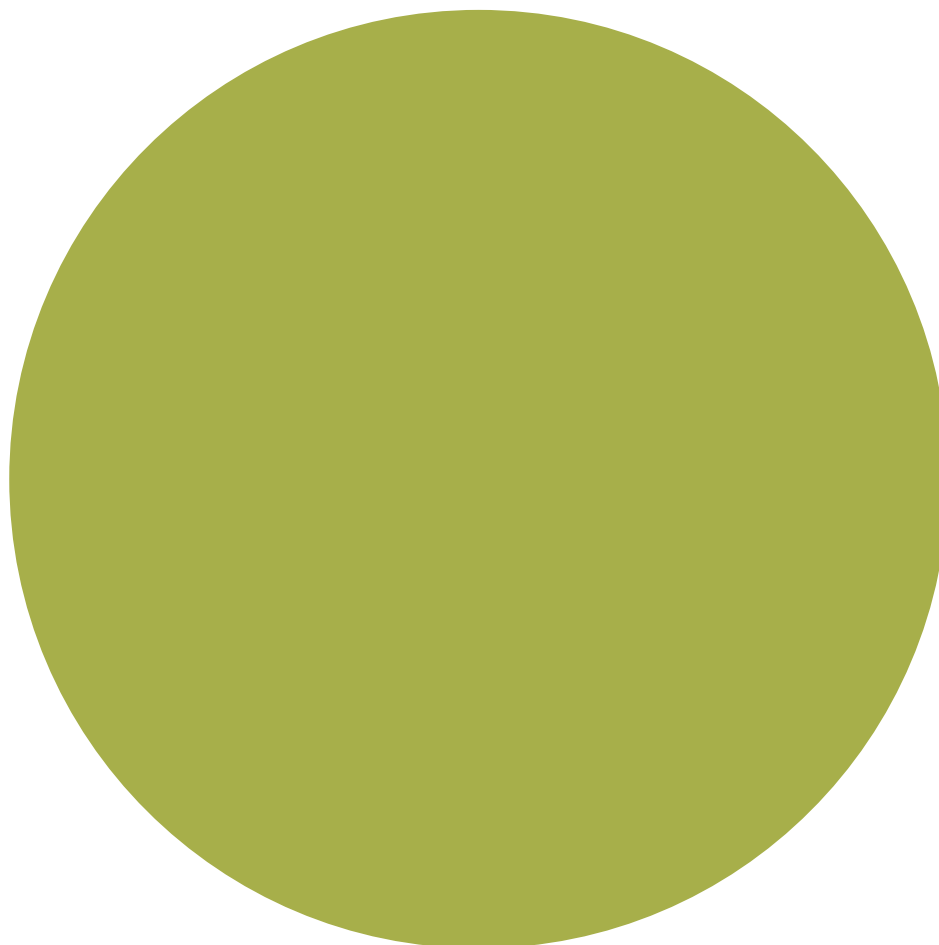
APPLICATION FOR A PLANNING PROPOSAL

Details:

Prepared for: Living Choice Australia

REF: M240551

Date: 6 August 2026 (V3)



ATTACHMENT 1 - ITEM 7



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Acknowledgement of Country: Planning Ingenuity acknowledges the Traditional Custodians of the land and pays respect to Elders past, present and future. We recognise First Nations peoples' unique cultural and spiritual relationships to place and their rich contribution to society.

ATTACHMENT 1 - ITEM 7

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Planning Ingenuity Pty Ltd

No. 328A Galston Rd, Galston
REF: M240551

iii



Executive Summary

This application for a Planning Proposal seeks to amend the provisions of Schedule 1 of the Hornsby Local Environmental Plan (HLEP) 2013 for land at No. 328A Galston Road, Galston (the 'site'). Specifically, the Planning Proposal seeks to insert an additional permitted use clause into Schedule 1 of HLEP 2013 to permit, with development consent, *seniors housing* at No.328A Galston Road, Galston.

There are compelling strategic and site-specific reasons for the proposed additional permitted use, as presented throughout this Report. The additional permitted use is proposed to enable expansion of the seniors housing development which is approved and under construction on the adjoining land located at No. 330-334 Galston Road, Galston. The adjoining seniors housing development was approved under DA/850/2011 (as modified) and will result in eighty-eight (88) independent living units, basement car parking and associated site and landscaping works.

This application for a Planning Proposal will provide a unique opportunity to enable seniors housing on the subject site, allowing for a minor expansion of the seniors housing development under construction with 6-10 additional independent living units to the broader facility. The proposal demonstrates both site-specific and strategic merit, as outlined in this Report.

The site is currently in Zone RU4 – Primary Production Small Lots and Zone SP2 – Infrastructure under HLEP 2013. Seniors housing is not a permissible land use in Zone RU4 to HLEP 2013, nor is it permissible under the provisions of *State Environmental Planning Policy (Housing) 2021* (Chapter 3 Diverse Housing; Part 5 'Housing for seniors and people with a disability').

The proposed additional permitted use is a response to various site and context considerations, including that the site cannot be amalgamated nor is it suitable for agricultural uses anticipated by Zone RU4 as confirmed by feedback from Department of Primary Industries and Rural Development (DPIRD). The site context and setting is more suited to inclusion with the adjoining seniors housing development.

The vision for the Planning Proposal is as follows:

- Facilitate seniors housing to positively contribute to the availability of residential accommodation for households that include seniors and people with a disability;
- Match the development potential of a site to its context and avoid creating an isolated site with no viability for agricultural use due to its location and setting;
- Integrate the future seniors housing development at 328A Galston Road with the existing seniors housing development at 330 Galston Road, providing for a direct and enduring relationship between the two sites;
- Enable the appropriate use of land directly adjoining seniors housing development and located within proximity to the Galston Shopping Village complex, bus transport services and the social infrastructure of Galston.
- To achieve public benefits from a use that will support the health and wellbeing of community members and efficiently use existing infrastructure, and
- Allow for orderly and economic development of the land.

The proposed additional permitted use is accompanied by a suite of public benefits including, but not limited to; providing additional and diverse residential accommodation in the form of seniors housing, creating a positive outcome and having regard to the changing socio-demographic profile of the community. These benefits will not be realised without the changes to the planning controls proposed in this application.

This planning proposal is consistent with the local, regional and state planning strategies for Hornsby LGA, North District Plan, the Greater Sydney Region Plan and the Draft Sydney Plan. This application has the potential to make a substantial positive contribution to the approved development application (DA/850/2011) that applies to adjoining land, and enable the efficient use of a well-served site, to provide diverse housing, promote healthy communities and contribute to a high-quality urban environment.

1. Introduction

This application for a Planning Proposal has been prepared for *Living Choice Australia*, and applies to No. 328A Galston Road, Galston (the subject site). The purpose of this application is to initiate a Planning Proposal process to amend Schedule 1 of HLEP 2013 to permit, with consent, *seniors housing* to the subject site.

Living Choice Australia proposes to expand the seniors housing development currently under construction (at No. 330 Galston Road to the immediate west and north as per DA/850/2011) by consolidation with the subject site. Currently seniors housing is not permitted on the site.

The proposed additional permitted use has site-specific merit because the subject land is not suitable for the uses permitted by Zone RU4. *Seniors housing* is a suitable use for the site consistent with the adjacent seniors housing development. An expanded seniors housing development on the site is considered to be appropriate in the locality being close to established amenities and services in Galston village.

This application has been prepared in accordance with Part 3 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) as well as the NSW Department of Planning, Industry and Environment publication "*Local Environmental Plan Making Guideline*" (August 2023) ('DPIE Guideline'). It explains the intended effect of the proposed amendment to Hornsby LEP 2013 and sets out the justification for making the amendment to that Plan.

This application demonstrates that the proposed HLEP 2013 amendments have strategic and site-specific merits. It is aligned with the relevant matters for consideration set out in the adopted Strategic Plans and the site-specific use is justified based on the unique context and setting.

The additional permitted use is also consistent with local and state government planning strategies to promote healthy and sustainable communities, positive environmental, social and economic outcomes as discussed in this Report.

This application for a Planning Proposal has relied on the following documents submitted with this Report:

Table 1 Supporting Documents	
Document	Author
Concept Plans/Visual Impact Assessment and Urban Design Analysis	<i>CED Building Design/McNally Architects/ I + D Studio</i>
Preliminary Bushfire Risk Assessment Report	<i>Bushfire Consultancy Australia</i>
Services Advice Report	<i>CUBO Consulting</i>
Traffic and Parking Impact Statement	<i>McLaren Traffic Engineering</i>
Flood and Risk Assessment Report	<i>CUBO Consulting</i>
Contamination Assessment	<i>Douglas Partners</i>
Acoustic Report	<i>RWDI and Marshall Day</i>
Preliminary Site Investigation	<i>Douglas Partners</i>

A preliminary informal online meeting with Council's Strategic Planning staff was held on 9 January 2025 to discuss options for expansion of the seniors housing facility. A Formal Pre-Planning Proposal meeting was held with Council the 16 June 2025. Formal Council minutes were provided on the 25 June 2025, as well as agency advice considered in this Report. Further, a number of specialist studies were identified by Council as necessary to support the application, see **Table 1** above. In accordance with the DPIE Guideline a copy of Council's Pre-lodgement Advice is included in with this Report.

This report is divided into sections including a locality and site analysis, background, existing planning provisions, the proposed amendments, justification for the proposal, project timeline and a conclusion. This planning proposal application demonstrates with evidence that there will be positive outcomes from the insertion of the additional permitted uses clauses.

2. Locality and Site Analysis

2.1 THE CONTEXT

2.1.1 Metropolitan Context

The subject site is located in the suburb of Galston, approximately 38km north-west of the Sydney CBD. As part of the *Metropolis of Three Cities – The Greater Sydney Region Plan*, Galston is located within the North District. The North District is envisaged to encourage infrastructure and connectivity, liveability, productivity and sustainability. The North District is expected to accommodate 92,000 new dwellings by 2036 being a combination of greenfield and infill developments. Major infrastructure upgrades are shown in **Figure 1**.

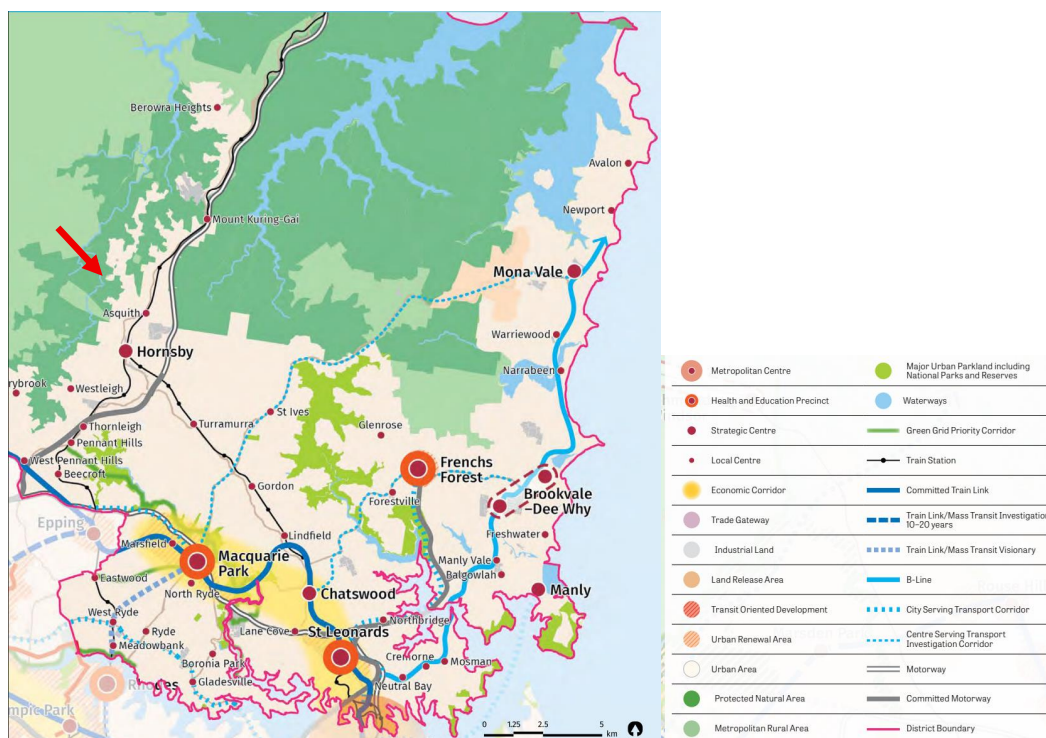


Figure 1 The metropolitan context of the Northern District and approximate location of the subject site indicated by a red arrow (Source: *Northern District Plan*)

2.2 THE SITE

The subject site is known as No. 328A Galston Road, Galston, with legal identification of Lot 21 in DP 851940. The location of the site (outlined in yellow) and surrounds is shown in **Figure 2**.



Figure 2 Aerial image of the subject site 328A Galston Road (outlined yellow) and surrounds (Source: Nearmap Aerial photos 17 March 2026)

The site is generally rectangular in shape with a splayed frontage of 37m to Galston Road and an average depth of 55m. The total site area is 2,212.9m². A battle axe driveway handle that provides access to No. 324 and No.326-328 Galston Road is located adjacent to the eastern boundary of the subject land.

The site is relatively flat and contains a detached single storey residence, with vehicular access provided through the existing driveway crossover from Galston Road. There are a number of mature trees located in the south-eastern corner of the site, with various vegetation scattered throughout the site (see **Figure 3**).

Under HLEP 2013, the subject land is predominantly zoned RU4 – Primary Production Small Lots, with part of the land fronting Galston Road zoned SP2 Infrastructure (Road) (see **Figure 4**). The portion of land in Zone SP2 is also identified on the HLEP 2013 Land Reservation Acquisition Map to be acquired for a Classified Road. Land surrounding the subject site is also zoned RU4 – Primary Production Small Lots.

A portion of the eastern side of the site is identified as being affected by bushfire prone land – “Vegetation Buffer”. The site is within the Hawkesbury-Nepean Catchment.



Figure 3 View of subject property from Galston Road (at right) with Living Choice Seniors Housing development under construction on the adjacent land, (at left and in background) (Source: Google Maps Streetview, capture Jan 2025)

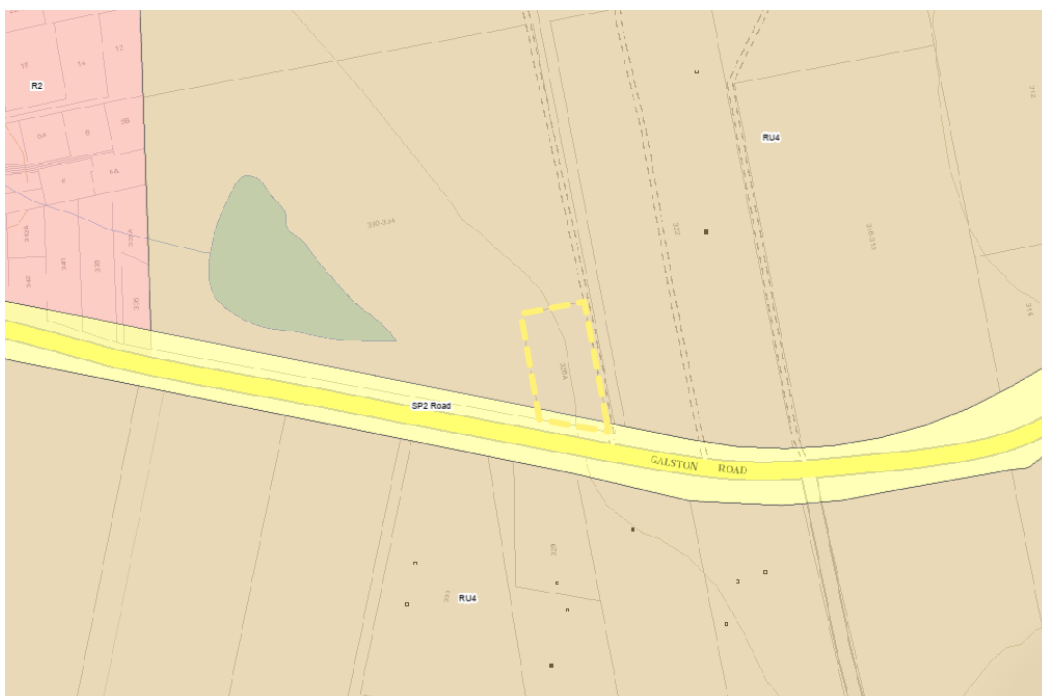


Figure 4 Zoning Map of subject site (Source: NSW Spatial Viewer)

The site is mapped as Vegetation Buffer as shown in **Figure 5** by the yellow shading. The source of bushfire risk is the vegetation on properties east of the site. The management of risk can be achieved within the site as set out in the Preliminary Bushfire Risk Assessment Report by Bushfire Consultancy Australia submitted with this Planning Proposal. The requirements for bushfire risk management have been considered in the future development options set out in Section 6.1.2.

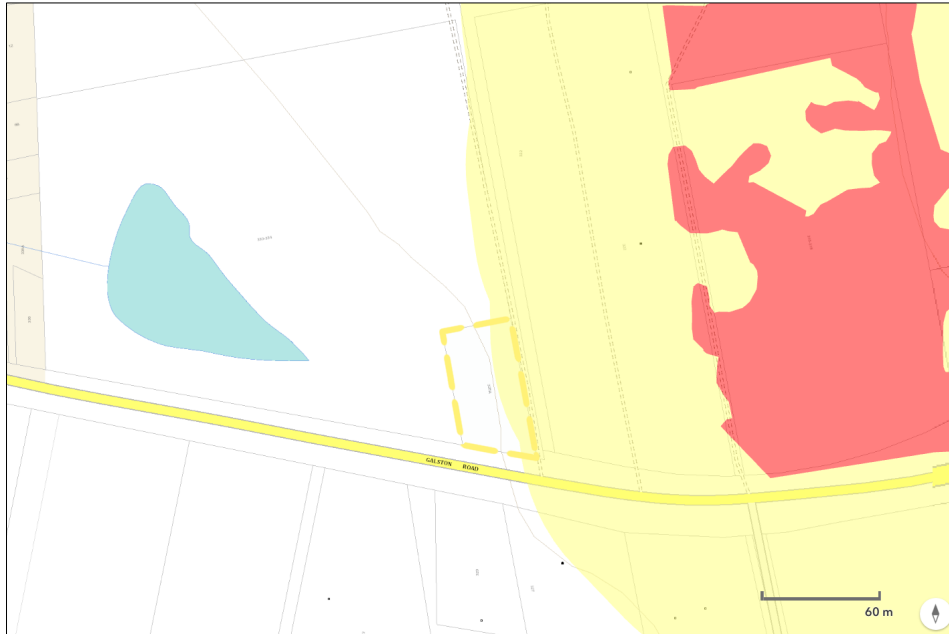


Figure 5 Extract from Bushfire Prone Land Maps with site outlined dashed yellow (Source: NSW Spatial Viewer)

2.3 SURROUNDING DEVELOPMENT

No. 330-334 Galston Road adjoins the site to the north and west. Works are currently underway at this site in accordance with DA850/2011 (as modified) for a seniors living development comprising of 96 self-contained dwellings, basement parking and associated community facilities.

The site is located adjacent to Galston Road, which is zoned SP2 – Infrastructure and classified as State Road 00161.

The immediate area is characterised by predominantly rural and rural-residential land uses of varying lot sizes, containing detached residential dwellings and ancillary rural structures and land uses. The northern

No.326-328 Galston Road is directly north of the seniors housing development site and is used for intensive horticulture with several large growing sheds.

No.324 and No.322 Galston Road are to the north east and east of the site and contain large detached dwellings on lots of approximately 2 hectares. They are used for rural residential purposes with no obvious commercial or hobby scale agricultural uses.

Land in Zone R2 – Low Density Residential is immediately west of the neighbouring seniors housing development and features detached single and double storey dwellings.

The site is approximately 550m east of the Galston Shopping Village Complex located west of the intersection of Galston Road and Arcadia Road. The local shopping centre includes a variety of speciality retail and service shops. Galston Public School is located 1.1km to the north-east of the site.

2.4 CONNECTIVITY TO PUBLIC TRANSPORT

The site is located 11.2km from Asquith Train Station. The nearest bus stop located 450m to the west of the site on Galston Road. This bus stop only services the Arcadia Public school bus service on Route 3128 with services once per weekday. There are currently no public bus routes in the locality.

3. Background

3.1 SENIORS HOUSING DEVELOPMENT APPROVAL AT 330-334 GALSTON ROAD, GALSTON (DA/850/2011)

A Site Compatibility Certificate (SCC) was issued on 8 December 2008 by the (then) Department of Planning on 8 December 2008 under Clause 25 of the *State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004* (the Seniors SEPP 2004). The SCC declared the site suitable for a seniors housing development having regard to compatibility with the surrounding environment and having regard to the criteria specified in Clause 25(5)(b) of the Seniors Housing SEPP.

On 23 February 2012, the Sydney West Joint Regional Panel approved development application DA/850/2011 (JRPP No. 2011SYW096) for 'demolition of existing structures and construction of a seniors living development comprising 96 self-contained dwelling-houses and a community facility to be completed in 6 stages.' The approved development included the following:

- 38 single storey self-contained dwelling-houses (25x 2-bedroom houses and 13x 3-bedroom houses) including four attached and thirty-four detached houses, single garages for each dwelling with additional car space on the access driveway.
- 58 self-contained units accommodated in 3 x two storey apartment blocks (numbered as Blocks A, B and C in the site plan) with car parking located at the basement level. The basements included a total of 58 car spaces.

3.2 SITE COMPATABILITY CERTIFICATE APPLICATION (2018) FOR 328A AND 330-340 GALSTON ROAD, GALSTON

A request for a Site Compatibility Certificate was lodged with the NSW Department of Planning on 7 March 2018 relating to the site of DA/850/2011 at 330-334 Galston Road (referred to in Section 3.1 above) in addition to the subject land (No. 328A). The reason for the SCC application was to include No. 328A Galston Road.

On 9 April 2019, the Sydney North Planning Panel refused the SCC application for reasons that the application has not demonstrated that the site is suitable for the proposal scale and intensity proposed. The proposal had an FSR of approximately 0.4:1. The panel indicated that the intensity of the proposal with a 'quasi-suburban layout' has not demonstrated that it could be compatible with the surrounding existing and proposed future environment and land uses.

However, the Panel noted that the seniors housing use may be compatible with surrounding development so long as the below matters were considered:

- The increased density can be satisfactorily serviced in terms of stormwater and sewer infrastructure
- The FSR of the proposal should be no greater than 0.2:1
- The height of the proposal should be no greater than 8m
- Avoidance of the built form layout reflecting the urban street and residential subdivision pattern, which was considered to be incompatible with rural character
- Ability to achieve compliance with Planning for Bushfire Protection 2006 and the requirements of the NSW Rural Fire Service
- Incorporation of adequate setbacks and landscaping towards Galston Road which demonstrate compatibility with the rural setting.

3.3 MODIFICATION TO DA/850/2011 (2021)

On 8 September 2021, an application to Modify Development Consent DA/850/2011 (Mod B) was approved by the Sydney North Planning Panel and comprised 88 independent living units, being 40 single storey villas and 48 apartments over basement car parking. The development included a leisure facility, internal road network and at-grade visitor parking. The modification included demolition of all existing structures on the site (noting some demolition works had commenced from the previous approval) and

landscaping works were also proposed. The modification maintained a similar building footprint and height to the original consent. An extract of the approved site plan is included in **Figure 6**.



Figure 6 Approved Site Plan as per Modification B. The subject site is shaded blue

3.4 CURRENT STATUS

Development approved with DA/850/2011 (as modified) is currently under construction and is well advanced (see the aerial photo in Figure 2). Living Choice have revisited the incorporation of the subject land (No. 328A Galston Road) within the seniors living development to achieve a more functional development and utilisation of the property that is not feasible nor suited for rural purposes. Following consideration of the planning provisions and consultation with Hornby Council, Living Choice have now opted to pursue a Planning Proposal pathway that will permit the use of land for seniors housing to expand the seniors housing development currently under construction.

Pre-lodgement engagement and enquiries have been undertaken as discussed below.

3.5 CHRONOLOGY OF PLANNING PROPOSAL

Provided below is an overview of the preparations for this Planning Proposal:

- **9 January 2025:** Informal meeting held with Hornsby Council Strategic Planning staff to discuss possible expansion of seniors housing development at No. 330-334 to multiple sites, including No. 326-328 Galston Road
- **8 May 2025:** Lodgement of Scoping Report and a Pre-Lodgement meeting request
- **16 June 2025:** A Pre-Lodgement Planning Proposal meeting held with Hornsby Council to consider the proposed additional permitted use following which Council provided written advice as well as preliminary advice from relevant agencies

3.6 PRE-PLANNING PROPOSAL MEETING

A formal Pre-Lodgement Planning Proposal meeting was held with Council on 16 June 2025, with subsequent written comments provided by Council on 25 June 2025 and copies of advice from relevant agencies.

Table 2 below summarises Council's comments and provides a response as to how each of these matters has been addressed in this report. Table 3 contains comments and information from agency responses.

Table 2 Response to Council comments from Pre-Lodgement Planning Proposal Meeting	
Council Comment	Response
Greater Sydney Region Plan – A Metropolis of Three Cities	
<i>The proposal would need to demonstrate consistency with the relevant objectives and actions of the Greater Sydney Regional Plan (GSRP) and the North District Plan (NDP). Some of the most relevant strategies of the GSRP that the proposal would need to demonstrate consistency with include (but are not limited to):</i> • Strategy 6.1 - Deliver social infrastructure that reflects the needs of the community now and in the future. • Strategy 24.3 - Protect and support agricultural production and mineral resources (in particular construction materials) by preventing inappropriately dispersed urban activities in rural areas. • Strategy 29.1 - Maintain or enhance the values of the Metropolitan Rural Area using place-based planning to deliver targeted environmental, social and economic outcomes. • Strategy 29.2 - Limit urban development to within the Urban Area, except for the investigation areas at Horsley Park, Orchard Hills, and east of The Northern Road, Luddenham <i>Actions of the NDP that the proposal would need to consider and demonstrate consistency with include (but are not limited to):</i> • Action 9 - Deliver social infrastructure that reflects the needs of the community now and in the future • Action 56 - Protect and support agricultural production... by preventing inappropriately dispersed urban activities in rural areas • Action 67 - Identify and protect scenic and cultural landscapes • Action 69 - Maintain or enhance the values of the Metropolitan Rural Area using place-based planning to deliver targeted environmental, social and economic outcomes • Action 70 - Limit urban development to within the Urban Area	Refer to discussion in Section 6.3.2.1 and 6.3.2.2 of this report.
Section 9.1 Local Planning Directions	
<i>The proposal would be required to demonstrate consistency with the Section 9.1 Local Planning Directions. Applicable Directions that the application would need address include (but are not limited to):</i> • 1.1 Implementation of Regional Plans • 1.4 Site Specific Provisions • 4.1 Flooding • 4.3 Planning for Bushfire Protection • 9.1 Rural Zones • 9.2 Rural Lands	Refer to discussion in Table 11 in Section 6.3.2.7.
Hornsby Community Strategic Plan – Your Vision Your Future 2025	
<i>The Hornsby Community Strategic Plan is a 10-year vision that identifies the main priorities and aspirations for the future of Hornsby Shire and is Council's long-term plan to deliver the best possible services for the Shire. The proposal would need to demonstrate consistency with the relevant long term goals and plans of action set out in the plan.</i>	See Section 6.3.2

Table 2 Response to Council comments from Pre-Lodgement Planning Proposal Meeting**Hornsby Local Strategic Planning Statement**

The Hornsby Local Strategic Planning Statement (LSPS) sets out a 20-year vision for land use in Hornsby Shire to manage growth and change. Any planning proposal would need to demonstrate consistency with the relevant priorities and actions of the Hornsby LSPS. With respect to seniors housing, the LSPS prescribes:

Refer to discussion in Section 6.3.2.5.

- The proliferation of seniors housing in our rural area does not represent a strategic approach to the sustainable development of these areas. (p30)
- Our Local Housing Strategy will continue to adopt a precinct-based approach to concentrate housing in certain areas close to transport and services. It will respond to priorities identified by our community and recommendations of various technical studies. Future housing supply in Hornsby will be based on the following principles:...
 - Protecting our rural areas from inappropriate Seniors Housing development (p30)
- Council and the community also share significant concerns about the State Government policy allowing seniors housing developments in the rural areas through the use of what is known as site compatibility certificates. These concerns have been raised with the Minister for Planning and the Greater Sydney Commission (p67)

Some of the most relevant priorities and actions of the LSPS include (but are not limited to):

- LP1: Protecting the character of our low density neighbourhoods
 - Action LA1: Continue with a concentrated housing model in existing housing precincts as identified in Figure 15
- LP6: Providing housing in the right locations that meets the needs of our community with regard to housing type and mix, design, sustainability, affordability and safety.
 - Action A16: Finalise an update to the Hornsby Local Housing Strategy including a local character statement for public exhibition.
- SP8: Maintaining and enhancing the environmental, economic and scenic values of the Metropolitan Rural Areas of Hornsby.
 - Action SA11: Finalise the Rural Lands Study.
 - Action SA12: Continue to partner with the Greater Sydney Commission to advocate for changes to State planning policy to deliver an appropriate outcome for seniors housing that will protect rural lands.
- SP15: Protecting your community from natural disasters
 - Action SA21: Finalise Hornsby Bushfire Management Strategy.

Any planning proposal would need to demonstrate consistency with the priorities and actions of the Hornsby LSPS.

Hornsby Rural Lands Strategy

The Rural Lands Strategy sets the strategic direction for managing the rural lands of Hornsby Shire. It has been prepared as a requirement of the LSPS, noted above. The Strategy applies a place-based approach to planning for rural areas and addresses new pressures and opportunities impacting on rural lands management.

Refer to discussion in Section 6.3.2.6.

The following principles underpin the Strategy:

- Areas for primary production are retained and protected from fragmentation.
- Rural scenic landscape values are protected and enhanced
- New development is designed and sited to support and enhance scenic values of the relevant landscape area.
- The character of rural villages is maintained as important local service and community nodes
- Biodiversity and habitat areas are protected, and conservation measures are enhanced.
- Housing choice and housing diversity is provided in rural villages.

Table 2 Response to Council comments from Pre-Lodgement Planning Proposal Meeting

- *Housing is provided around villages where it can be connected to services and is supported by appropriate infrastructure*
- *The transition between rural villages and nearby primary production land is managed.*

The Strategy identifies the subject site to be within the Galston Plateau landscaped area defined by low, rolling hills and valleys, featuring the significant Turpentine-Ironbark Forest vegetation community. Key principles and recommendations for the Galston Plateau outlined in the Strategy include:

- *Principle: Investigate the potential for rural villages to accommodate some additional housing, where there are no adverse impacts on preferred rural village character, and where the development maintains other values of the rural area.*
 - *Recommendation: Investigate opportunities within 400m from the current residential zoned land around Galston village where the zoning of E4 Environmental Living could be introduced, provided land meets principles for place-based planning outlined in this Strategy. Refer to village map in Section 5.3.*
- *Principle: Recognise and protect productive agricultural land, by limiting further fragmentation and exploring opportunities for rural businesses to value add with activities that are ancillary to, and support, agricultural production.*
 - *Recommendation: Explore additional permissible land uses in the RU2 and RU4 zone, that would enable primary production activities to be supplemented with (e.g.) tourism or other accommodation uses, and enhance connections to the Berowra Valley and further north along Old Northern Road.*

The Strategy also includes recommendations for the Galston Village. The village centres around Arcadia Road, Galston Road and Mid Dural Road, with residential development behind. It has a low scale built form with single storey dwellings on large lots. Key principles and recommendations for the Galston Village area outlined in the Strategy include:

- *Principle: Locate any houses close to existing rural villages. Recommendation: Ensure future character for Galston Village reflects its demographic trends. Ensure any new development within the village boundary has adequate infrastructure connection.*
- *Principle: Housing should be designed and sited to ensure it supports and enhances village character. Recommendation: Ensure housing development occurs in places that do not undermine other values.*

As was discussed at the meeting, Council has not yet progressed or planned for its review of land within 400m of residential zoned land within Galston Village.

With respect to seniors housing the Rural Lands Strategy states:

Seniors living development on rural land can result in land use conflicts with legitimate and routine land uses on adjoining lands and are inconsistent with principles of this strategy to protect areas for primary production from land fragmentation and the character of each landscape area. Furthermore, the rural area is not adequately serviced by infrastructure to support these forms of development

This strategy includes recommendations for investigations around the villages of Dural, Galston and Glenorie for rural lifestyle lots zoned E4 Environmental Living. These areas are not recommended to cater for any form of seniors housing developments. As the E4 Environmental Living zone is not land zoned for urban purposes, it will not further facilitate seniors housing under the State Policy. (p.80)

Table 2 Response to Council comments from Pre-Lodgement Planning Proposal Meeting

A planning proposal would need to address the strategic principles and recommendations identified in the Rural Lands Strategy.

Hornsby Local Housing Strategy

The Local Housing Strategy (LHS) outlines our 20-year vision and priorities for housing in Hornsby Shire in response to the Greater Sydney Region Plan A Metropolis of Three Cities and the North District Plan.

Refer to discussion in Section 6.3.2.6.

The most relevant objectives of the LHS, include (but not limited to):

- *Objective 1: Promote design excellence to ensure new housing delivers high quality buildings and an urban realm that respects current and future desired local character, green spaces and landscaping*
- *Objective 3: Protect sensitive areas from development, and ensure new housing does not detract or erode an area's local character.*
- *Objective 4: Identify opportunities to encourage housing diversity including medium density, adaptable housing for the aging and multi-unit housing in areas of limited choice and availability*
- *Objective 5: Promote sustainable locations for housing growth close to transport which support the role of centres, have adequate infrastructure and maximise opportunities through collaboration*
- *Objective 6: Ensure housing growth aligns with the Region and District Plan priorities, planned infrastructure growth and will deliver the District Plan housing targets.*

With respect to seniors housing the Strategy states:

- *Council and the community share significant concerns about the State policy allowing seniors housing developments in the rural areas through the use of what is known as Site Compatibility Certificates (SCCs). These concerns have been raised with the Minister for Planning and the Greater Sydney Commission (GSC). Council participated in a project working group with the GSC in the preparation of its report titled Investigation into the Cumulative Impacts of Seniors Housing in the rural areas of The Hills and Hornsby local government areas. The report highlighted issues such as inadequate infrastructure capacity, land use conflicts and impacts on the character of the rural areas (p73).*
- *Council is concerned about the consequences of future development to our local areas through State Government Strategic Environmental Planning Policies (SEPPs) which bypass local development controls, these include:*
- *Unplanned and unsustainable growth of Seniors Housing permitted by State Government through Site Compatibility Certificates in our rural areas.*
- *Many of our low density neighbourhoods have particular characteristics and streetscape design. Council supports a more place based approach reflecting a tailored and fine grain approach to development standards.*

A planning proposal would need to address the strategic objectives identified in the Local Housing Strategy.

State Environmental Planning Policies

State Environmental Planning Policies (SEPPs) are environmental planning instruments which address land use and urban and regional development in a state-wide context within NSW. SEPPs will generally address issues related to state-significant sites or provide a legal framework for a specific planning issues and would need to be considered and addressed with any planning proposal. State Environmental Planning Policies that should be addressed in the planning proposal include (but are not limited to):

Refer to discussion in Table 14 in Section 6.3.2.7.

- *SEPP (Biodiversity and Conservation) 2021*
- *SEPP (Housing) 2021*
- *SEPP (Planning Systems) 2021*
- *SEPP (Primary Production) 2021*

Table 2 Response to Council comments from Pre-Lodgement Planning Proposal Meeting

- SEPP (Transport and Infrastructure) 2021
- SEPP (Resilience and Hazards) 2021

Hornsby Local Environmental Plan 2013

Under the Hornsby LEP, the site is zoned RU4 Primary Production Small Lots with a small portion of the site's front boundary with Galston Road zoned SP2 Infrastructure.

Refer to discussion in Section 4.1.

Seniors housing as an additional permitted use on the site would need to demonstrate how the proposal would be consistent with the objectives of each zone.

The proposal would need to demonstrate why the site is suitable for seniors housing.

Development Standards

A maximum building height of 10.5 metres applies in accordance with Clause 4.3 and the Height of Building Map. No maximum FSR applies in accordance with Clause 4.4 and the Floor Space Ratio Map. The proposal and associated concept plans would need to demonstrate the proposed height and FSR development standards which would be applied to the site and associated with its use as a seniors housing development.

No change is proposed to the existing height of buildings controls and density will have consideration to the Seniors Housing Design Guidelines 2023 which recommend FSR not exceed 0.5:1 in a low density residential environment.

Hornsby Development Control Plan

The relevant Parts of the Hornsby Development Control Plan (Hornsby DCP) applicable to the site are:

- Part 1 – General: identifies controls concerning the Built and Natural environment. Some sections relevant to the proposal include transport and parking, effluent disposal, services, landscaping, biodiversity and stormwater management, bushfire and land contamination.
- Part 2 - Rural includes controls concerning the scale and design of rural dwellings/buildings, open space and landscaping.
- Part 7 – Community includes controls for seniors housing.

Refer to discussion in Section 4.2.

The planning proposal and concept plans should demonstrate the intended built form outcomes for new buildings on the site, indicative landscaped areas and setback requirements as well as vehicle access and parking arrangements for the development. Site specific DCP controls may be required. The proposal should detail what if any changes to the Hornsby DCP would be required to support seniors housing on the site.

Site Specific Matters and Potential Impacts**Rural character and streetscape**

Council's strategic land use planning strategies aim at ensuring the rural character of the Metropolitan Rural Areas is maintained. The density of the approved seniors housing development adjoining the site and currently under construction detracts from the character of the surrounding low density rural area. Detailed concept plans and an urban design analysis would be required to demonstrate and detail the design principles for the site and its compatibility with the character of the surrounding rural area and nearby Galston Village.

See discussion of concept options in Section 6.1.2 and the Urban Design Analysis included in the lodgement documents.

Integration with the adjoining seniors housing development

As was discussed at the Pre-Lodgement meeting, a proposal to allow seniors housing on this site is contingent on the development being fully integrated with the adjoining seniors housing development for use of on-site communal facilities and services. Detailed concept plans are required to demonstrate how integration

Refer to Visualisation Plans and the Urban Design Analysis included in the lodgement documents.

Table 2 Response to Council comments from Pre-Lodgement Planning Proposal Meeting

of the existing and future development will be undertaken including lot amalgamation to ensure future residents are able to access on-site facilities and services, minimise driveway crossings and overcome non-compliances with Councils planning controls for rural areas.

Site access and restrictions

Galston Road is a classified state road under the jurisdiction of Transport for NSW (TfNSW). The proposed vehicular access point to the site from Galston Road in addition to the existing approved vehicular access point (for 330 – 334 Galston Road) has not been shown to be supported by TfNSW in previous SCC applications which involve this site. A single consolidated access point with a connection to the existing internal road network may be required by TfNSW. Otherwise, in principle support from TfNSW for access arrangements to Galston Road should be provided as part of the proposal and incorporated into the concept plans and design for the site.

Additionally, as was discussed at the Pre-Lodgement meeting, Council's Traffic and Road Safety Team have concerns with the safety of the existing entry and exist arrangements for development currently under construction at 330 – 334 Galston Road. As part of a future planning proposal, a review and possible reconfiguration of existing entry and exit arrangements should be explored further including the integration of a right hand turn facility onto Galston Road.

A portion of the site's frontage is zoned SP2 Infrastructure (Classified Road) and is identified on Council's Land Reservation Map. All future structures and car parking areas are to be designed clear of the lot area required to widen Galston Road, as indicated under the "Restriction as to User" on the Deposited Plan for the site. It is recommended that the proponent consult directly with TfNSW in preparing the planning proposal to determine the extent of any road works required along Galston Road and to ensure future development is sited outside of the restricted area.

As the site has a frontage with a classified road, the proposal will need to consider and address the requirements of State Environmental Planning Policy (Transport and Infrastructure) 2021 Subdivision 2 'Development in or adjacent to road corridors and road reservations'.

Trees and biodiversity

The south eastern area of the site contains a number of trees identified as Eucalyptus pilularis – Blackbutt and Syncarpia glomulifera – Sydney Turpentine trees.

Preliminary assessment comments from Council's Environment officer is provided for consideration.

The Subject Site contains remnant roadside trees (Eucalyptus pilularis – Blackbutt and Syncarpia glomulifera – Sydney Turpentine trees) which are indicative of mapped Sydney Turpentine Ironbark Forest (STIF) which is listed as Critically Threatened Ecological Community (TEC) under the NSW Biodiversity Conservation Act 2016 and the Commonwealth Environment Protection Biodiversity Act 1999. The remainder of the property is highly modified and of low ecological significance.

The Subject Site is not listed on the NSW Sensitive Biodiversity Values Map (SBV), and therefore, future rezoning/development applications do not require entry into the NSW Biodiversity Offset Scheme.

Approval has been sought from Transport for NSW regarding the access arrangement for the subject site as part of the proposal. A letter from Transport for NSW, dated 22 April 2026, states that the amended proposal to provide an internal road connection to the adjacent seniors living development at No. 330-334 Galston Road results in a vehicular connection and vehicular access to/from the subject site occurring via the recently constructed driveway / vehicular access servicing the seniors housing development. The letter concludes that the "amended access arrangement is supported by Transport for NSW, and it is further noted that the Scoping Proposal is seeking to add seniors housing as a permitted use, with the subject sites built from, internal road connection and vehicular access to be consolidated with the adjacent seniors living development, providing strategic justification for the change in permissible use."

The LEP amendment will not change the LRA mapping or the land use zoning and the details of providing land for road widening can be resolved with a future development application. This Planning Proposal will not be contrary to the future achievement of road widening.

This Planning Proposal does not rely on the removal of trees.

Tree removal on adjoining land will be investigated through a separate process if required. Trees within the south east portion of the site can be retained as demonstrated in the development options shown in Section 6.1.2.

Table 2 Response to Council comments from Pre-Lodgement Planning Proposal Meeting

Whilst no major objections about the overall proposal are raised from a biodiversity planning perspective, it is recommended that the remnant trees belonging to the Sydney Turpentine Ironbark Forest (STIF) which is listed as Critically Threatened Ecological Community (TEC) be retained and protected as part of any future development or planning proposal.

Bushfire risk

The eastern side of the site is partly identified as bushfire prone as a 'vegetation buffer'. A Bushfire Risk Assessment prepared in accordance with the guideline Planning for Bush Fire Protection 2019 is required to be lodged with the planning proposal to the satisfaction to the NSW Rural Fire Service.

The Planning Proposal is supported by a Bush Fire Assessment Report prepared by Bushfire Consultancy Australia.

Flood risk

Council's mapping indicates that the site is affected by both 1 in 100 year ARI and PMF flooding. The adjoining site currently under construction for a seniors housing development is also flood affected. It is likely that the development currently under construction will have changed the behaviour of flood waters onto surrounding land including this site. A future planning proposal must be supported by a Flood and Risk Impact Assessment taking into account the potential changed flooding behaviour resultant of the development currently under construction at 330 – 334 Galston Road, Galston.

The Planning Proposal is supported by a Flood Assessment Report prepared by CUBO Consulting.

Infrastructure and servicing

It is Council's understanding that Sydney Water has completed its priority sewerage program for the villages of Glenorie and Galston which is at capacity and has no plans to further augment its services to the Shire's rural areas in the foreseeable future. A water and sewer servicing strategy is required to be submitted with a future planning proposal and should set out how the site can be adequately serviced by water and sewerage. Sydney Water will need to be consulted and details of the outcomes of these discussions included as part of the planning proposal documentation submitted with the application.

The Planning Proposal is supported by a Services Advice Report prepared by CUBO Consulting. A Feasibility Enquiry is currently in progress regarding connection to reticulated sewer services and an interim strategy can be implemented for connection to the approved on-site wastewater management system (OSWWMS).

Additionally, it is unclear if any additional on-site social and/or recreational facilities and services are being provided to support the additional residents. The planning proposal will need to demonstrate that the development will be adequately serviced with both on and off site social and community facilities to support future residents.

Contamination

The rural land use zoning of the subject site would indicate agricultural/horticultural activities may have occurred on site. A Preliminary Site Investigation prepared in accordance with the NSW Government's Contaminated Land Planning Guidelines is required to be submitted with the planning proposal. If it is determined that the site is contaminated, a Detailed Contamination Assessment is also required to be submitted with the planning proposal demonstrating how the site is or can be made suitable for use as a seniors housing development.

The Planning Proposal is supported by a Preliminary Site Investigation prepared by Douglas Partners which demonstrates the site is suitable.

Public benefit

The Planning Proposal would result in a change to the development potential of the site compared to the existing development permitted under the Hornsby LEP. A future planning proposal is required to address the public benefit that would justify allowing for seniors housing on this site, instead of proposing this use in other areas where the use is already permitted.

Refer to discussion in Section 6.3.3.

Table 2 Response to Council comments from Pre-Lodgement Planning Proposal Meeting**Summary**

Noted and addressed throughout this report and in particular Section 6.1.2.

Should the proponent wish to proceed with lodgement of a planning proposal with Council, based on a preliminary review, the following key site specific matters should be considered and addressed.

- *The proposal would need to address the inconsistency with Council's LSPS. The proposal should address the relevant priorities and actions and demonstrate and justify why this site is appropriate for use as a seniors housing development.*
- *The proposal would need to address the inconsistency with Council's Rural Land Strategy. The proposal should address the principles of the Strategy and its recommendations to protect productive agricultural land and limit fragmentation. The proposal should demonstrate and justify why this site is appropriate for use as a seniors housing development.*
- *The proposal would need to address the inconsistency with Council's Local Housing Strategy. The proposal should address the relevant objectives of the Strategy and demonstrate and justify why this site is appropriate for use as a seniors housing development.*
- *The planning proposal should include details of the civil infrastructure that would be required to support the development, particularly in relation to water and sewerage servicing of the development. It is understood that there is no further sewer capacity in the area.*
- *Further consideration of additional LEP development standards (including height and FSR) applying to the site for use as a seniors housing development should be included in the planning proposal.*
- *Concept plans submitted with the planning proposal must detail proposed lot amalgamation and built form outcomes for new buildings, including height, FSR, indicative setbacks and landscaped area requirements. The concept plans are to demonstrate how a future development can be fully integrated with the adjoining seniors housing development currently under construction and positively contribute to the character of the surrounding rural area. Site specific DCP controls may be required and this should also be addressed in the planning proposal.*
- *Demonstration that the proposal can meet the intent of the SEPP (Housing) 2021, Part 5 Housing for Seniors and people with a disability. The proposal should also demonstrate consistency with the NSW Government's 2023 Seniors Housing Design Guide.*
- *The planning proposal would need to address the matters raised in Council's submissions to State Government for the previous Site Compatibility Certificates, for this site and the adjoining sites (SCC reference numbers: SCC_2010_HORNS_003_00 and SCC_2018_HORNS_004_00).*
- *The planning proposal would need to address the matters raised in the Sydney North Planning Panel's decision to refuse the 2018 Site Compatibility Certificate (SCC_2018_HORNS_004_00).*
- *The planning proposal must ensure that any new development is designed and sited to protect future (vulnerable) residents from the risks and hazards of bushfire and flooding which impact the site.*
- *The planning proposal would need to detail the public benefit that would justify a change to planning controls.*
- *The Proponent is also encouraged to undertake their own enquires with relevant state government agencies (including Sydney Water and Transport for NSW) prior to lodgement of a future planning proposal with Council. Details of the outcomes of these discussions should be included and addressed in the planning proposal.*
- *As discussed at the Pre-Lodgement meeting, should the proponent wish to progress with lodging a planning proposal through Council, a briefing could be arranged with the Councillors to outline the proposal and seek preliminary feedback before a formal proposal is lodged. Councillor workshops are held on Wednesday evenings (excluding Wednesdays reserved for Council meetings).*

Table 3 lists comments and information from agency responses coordinated through Council's pre-lodgement process. Table 3 includes responses as to how each of these matters has been addressed in this report. Table 3 contains.

Table 3 Response to Agency Pre-Lodgement comments	
Agency Comment	Response
Department of Primary Industry and Regional Development Letter dated 3/7/2025 <i>"The Department recognises the importance of preserving productive agricultural land in line with the strategic framework. However, in this instance, the proposed development is not expected to contribute to further fragmentation of the local area, as the subject site is bounded by seniors housing construction on two sides, Galston Road, and access handles for two northern lots. Its agricultural viability is also compromised by its isolation from surrounding development, roads and housing, which will inhibit any future consolidation for agricultural use"</i>	This advice from DPIRD recognises the context and setting make the site non-viable for agricultural use and recognises the site-specific merit of amalgamating it with the adjoining seniors housing development. This advice also acknowledges that due to the site context, the strategic objectives for the Metropolitan Rural Lands (MRU) and rural zoning are not appropriate for the consideration of the future development of the site.
Sydney Water Letter Dated 11/7/2025 Wastewater infrastructure is at capacity Arrangements for pump-in system for the approved Seniors Housing development under construction is limited to the approved number of dwellings Separate arrangements and further investigation needed to address connection of additional dwellings Potable water is available via the Dural Elevated Water Supply Zone	Potable water infrastructure is available and can be confirmed with a future Section 73 Certificate specific to a future development application process. Wastewater infrastructure investigations are ongoing. A Feasibility Application has been submitted to Sydney Water by CUBO Consulting Engineers regarding connection to reticulated sewer services and an interim strategy can be implemented for connection to the approved on-site wastewater management system (OSWWMS). This will be resolved prior to public exhibition of this Planning Proposal.
Transport for NSW (TfNSW) Letter dated 31/6/2025 • Single vehicle access servicing entire seniors housing development is preferred • Road widening order under Section 25 of the Roads Act, 1993, Zone SP2 and Land Reservation Acquisition restrictions to remain in place and be accounted for in future development (see image below) • Transport Impact Assessment required to support the Planning Proposal and examine traffic generation, onsite parking and design of vehicle access	TfNSW matters have been addressed in this PP report: • A Traffic and Parking Impact Assessment by McLaren Traffic Engineers is included with the Planning Proposal report, considered in the future development options in Section 6.1.2 and discussed in Section 6.3.3. • The Road Widening Order, SP2 zoning and LRA restrictions will not be changed by this PP and the future development options do not compromise these restrictions and the potential for future road widening
	
Letter dated 22/4/2026 Support amended concept layout which achieves connection to the approved internal vehicle pathways and uses the vehicle crossing to Galston Road approved with DA/850/2011	

4. Existing Planning Provisions

4.1 HORNSBY LOCAL ENVIRONMENTAL PLAN 2013

The current planning controls that apply to the site under *Hornsby Local Environmental Plan 2013* are summarised as follows:

Table 4 Summary of Current Planning Controls in HLEP 2013		
Control	Existing Requirement	Figure
Zoning	RU4 – Primary Production Small Lots and SP2 – Infrastructure	7
4.2 Rural Subdivision	Not Applicable	N/A
Clause 4.3 - Height of Buildings	10.5m	8
Clause 4.4 - Floor Space Ratio	Not Applicable	N/A
Clause 5.1 Relevant acquisition authority Clause 5.1A Development on land intended to be acquired for public purposes	Clause 5.1 allows "Development on land acquired by an authority of the State under the owner-initiated acquisition provisions may, before it is used for the purpose for which it is reserved, be carried out, with development consent, for any purpose." Southern edge of the site in Zone SP2 mapped as being acquired by TfNSW for road widening	9
Clause 5.10 Heritage Conservation	Not Applicable	N/A
Clause 5.21 Flood Planning	The site affected by both 1 in 100 year ARI and PMF flooding.	10
Clause 6.1 Acid Sulfate Soil	Not Applicable	N/A
Clause 6.4 Earthworks	Depending on extent of excavation proposed with a future DA	-

4.1.1 Existing Zoning

The land use zoning table for RU4 – Primary Production Small Lots states the following:

1 Objectives of zone

- To enable sustainable primary industry and other compatible land uses.
- To encourage and promote diversity and employment opportunities in relation to primary industry enterprises, particularly those that require smaller lots or that are more intensive in nature.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To encourage land uses that support primary industry and align with the rural character of the area, including agritourism and tourist and visitor accommodation.
- To ensure that development does not unreasonably increase the demand for public infrastructure, services or facilities.

2 Permitted without consent

Environmental protection works; Extensive agriculture; Home occupations

3 Permitted with consent

Agritourism; Animal boarding or training establishments; Aquaculture; Building identification signs; Business identification signs; Cellar door premises; Centre-based child care facilities; Community facilities; Dual occupancies (attached); Dwelling houses; Eco-tourist facilities; Environmental facilities; Extractive industries; Farm buildings; Flood

mitigation works; Forestry; Garden centres; Group homes; Home-based child care; Home businesses; Home industries; Information and education facilities; Intensive livestock agriculture; Intensive plant agriculture; Landscaping material supplies; Open cut mining; Plant nurseries; Recreation areas; Recreation facilities (indoor); Recreation facilities (outdoor); Respite day care centres; Roads; Roadside stalls; Rural industries; Rural supplies; Rural workers' dwellings; Secondary dwellings; Tourist and visitor accommodation; Veterinary hospitals; Water reticulation systems; Water storage facilities

4 Prohibited

Backpackers' accommodation; Hotel or motel accommodation; Livestock processing industries; Sawmill or log processing works; Serviced apartments; Stock and sale yards; Any other development not specified in item 2 or 3

The land use zoning table for zone SP2 - Infrastructure states the following:

1 Objectives of zone

- To provide for infrastructure and related uses.
- To prevent development that is not compatible with or that may detract from the provision of infrastructure.

2 Permitted without consent

Environmental protection works; Roads; Water reticulation systems

3 Permitted with consent

Aquaculture; The purpose shown on the [Land Zoning Map](#), including any development that is ordinarily incidental or ancillary to development for that purpose

4 Prohibited

Any development not specified in item 2 or 3

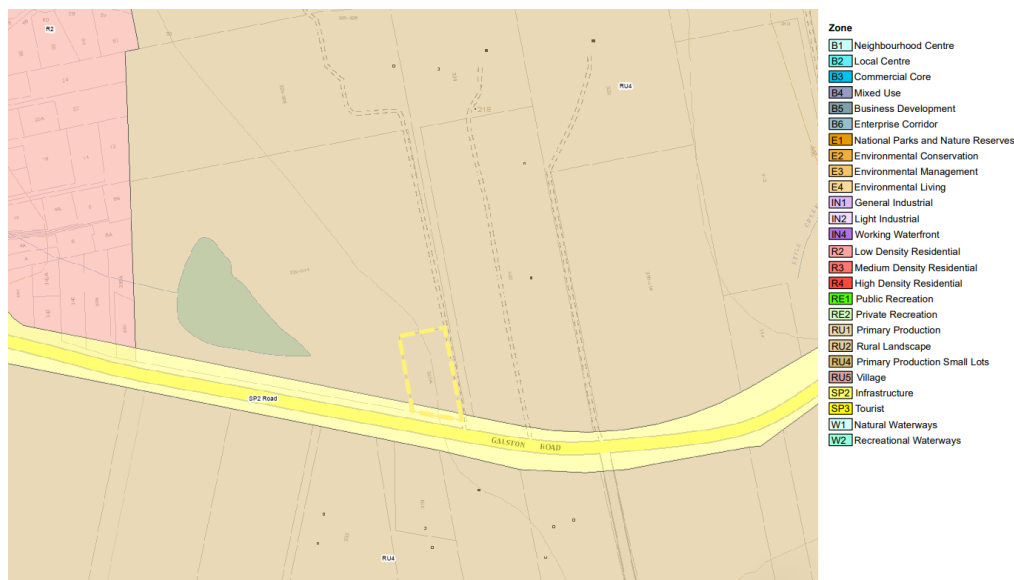


Figure 7 Zoning Map of subject site (outlined dashed yellow) and surrounds (Source: NSW Spatial Viewer)

The zoning and land use tables are to remain unchanged by this Planning Proposal. The use as *seniors housing* is proposed to be included as an Additional Permitted Use in Schedule 1.

4.1.2 Building Height

The height of buildings development standard that applies to the site and surrounding land is 10.5m as shown in Figure 7. This Planning Proposal does not seek to change the building height control.

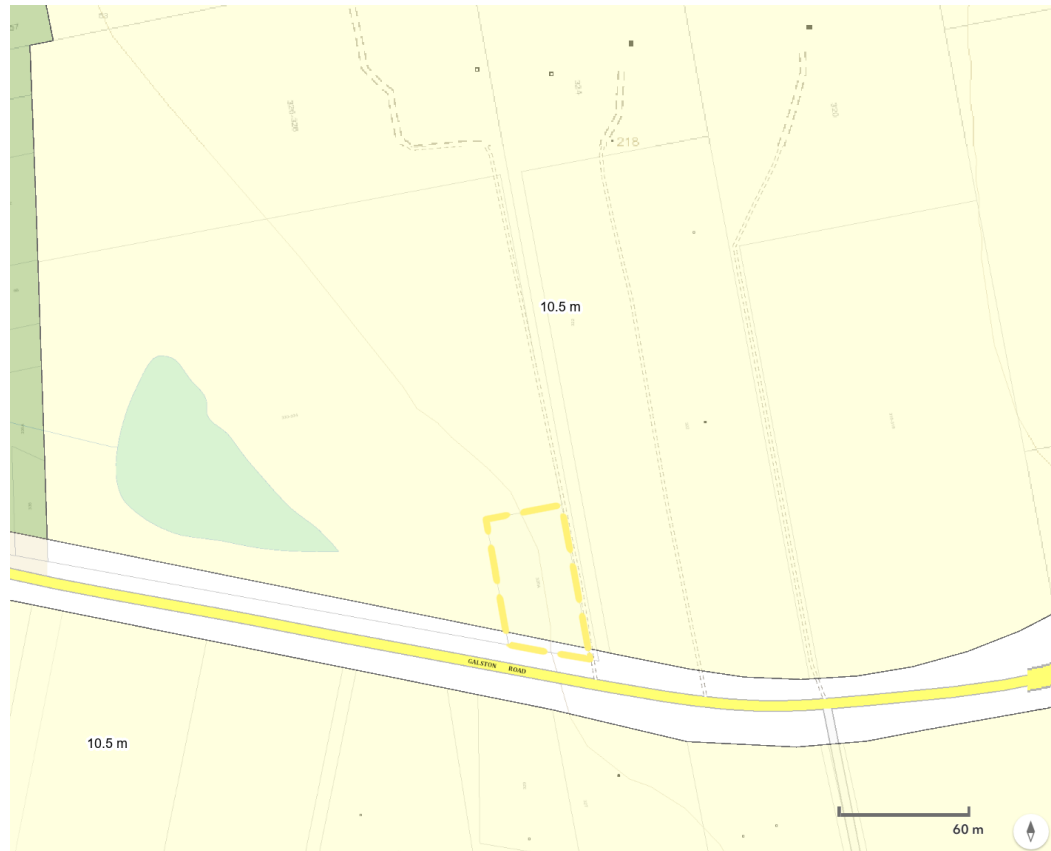


Figure 8 Height of Buildings Map (sited edged in yellow) (Source: DoP Spatial Viewer)

4.1.3 Land Reserved for Acquisition

A portion of the site adjacent to the boundary with Galston Road is identified for future acquisition by TfNSW for the widening of Galston Road. This provision of the LEP is to remain unchanged.

Clause 5.1 to HLEP 2013 allows "Development on land acquired by an authority of the State under the owner-initiated acquisition provisions may, before it is used for the purpose for which it is reserved, be carried out, with development consent, for any purpose." These provisions have been accounted for in the future development options set out in Section 6.1.2.

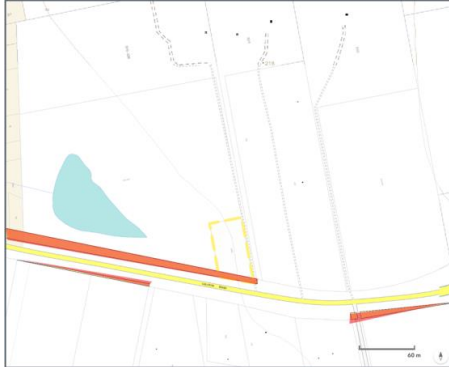


Figure 9 extract from Land Reservation Acquisition Map as shown in NSW Spatial Viewer with land for acquisition shaded red and site outlined dashed yellow



Figure 10 Land identified by TfNSW for acquisition and road widening outlined red with site outlined blue (Source: TfNSW 31/6/2025)

4.1.4 Flood Risk

The site is not identified on Flood Planning Mapping layers available on the NSW Spatial Viewer. However investigations have identified the potential for flooding of the site and the provisions of *Clause 5.21 Flood Planning* and *Clause 5.22 Special Flood Considerations* are relevant to the site.

A Flood Assessment Report prepared by CUBO Consulting is submitted with this Planning Proposal. Figure 10 shows the extent of land affected by the 1% Annual Exceedance Probability (AEP) as modelled on the completion of works approved with DA/850/2011 (as modified). The completed approved works will divert and control overland flow within the seniors housing development site and connect to the water management devices adjacent to Galston Road. In a similar way the future development of the site can be compatible with the management of surface water flows as shown in Figure 10 and with the provisions of *Clause 5.21* and *Clause 5.22*. Further description of flood management is included in Section 6.1.2.



Figure 11 Land affected by 1% Annual Exceedance Probability (AEP) as mapped in the Flood Assessment Report by CUBO Consulting submitted with this Planning Proposal

4.2 HORNSBY DEVELOPMENT CONTROL PLAN 2024

The site at No. 328A Galston Road is subject to Part 1 – General, Part 2 – Rural and Part 7 (provisions specific to Seniors Housing) of the Hornsby Development Control Plan (DCP) 2024. The preparation of a Draft Site-Specific Development Control Plan for the subject site is considered unnecessary. The design of future development will be guided by the *Seniors Housing Design Guide* (November 2023 NSW DPHI) and integration with the development approved with DA/850/2011 (as modified).

5. Proposed LEP Amendments

5.1.1 Proposed Additional Permitted Use

This Planning Proposal seeks to add an additional permitted use clause to Schedule 1 of the Hornsby Local Environmental Plan (HLEP) 2013 to apply to the land currently known as 328A Galston Road, Galston.

It is proposed that the following wording be added to Schedule 1:

“11 Use of certain land at Galston

(1) This clause applies to land identified as “Area 11” on the Additional Permitted Uses Map.

(2) Development for the purpose of seniors housing is permitted with development consent.

(3) Development consent must not be granted to development under subclause (2) unless the consent authority is satisfied that—

(a) the development forms part of a single integrated seniors housing development with the seniors housing development on adjoining land; and

(b) vehicular access, sewer infrastructure and other essential services are provided on an integrated basis across the combined development.”

The above amendments will allow for seniors housing to be permitted with consent at 328A Galston Road and be appropriately integrated with the existing seniors housing at 330 Galston Road. Seniors housing as per the Dictionary to HLEP 2013 is defined as follows:

“seniors housing means a building or place that is—

(a) a residential care facility, or

(b) a hostel within the meaning of [State Environmental Planning Policy \(Housing\) 2021](#), Chapter 3, Part 5, or

(c) a group of independent living units, or

(d) a combination of any of the buildings or places referred to in paragraphs (a)–(c),

and that is, or is intended to be, used permanently for—

(e) seniors or people who have a disability, or

(f) people who live in the same household with seniors or people who have a disability, or

(g) staff employed to assist in the administration of the building or place or in the provision of services to persons living in the building or place,

but does not include a hospital.

Note.

*Seniors housing is a type of **residential accommodation**”*

The draft local environmental plan clause is indicative only and will be subject to drafting by Parliamentary Counsel’s Office, should the proposal progress to finalisation.

6. Planning Proposal

6.1 PART 1 – OBJECTIVES OR INTENDED OUTCOMES

6.1.1 Objectives

The objective of this Planning Proposal is to amend the Hornsby Local Environmental Plan 2013 to add an additional permitted use within Schedule 1 of HLEP 2013 to apply to 328A Galston Road, Galston (Lot 21 DP 851940), for the purposes of seniors housing, to enable the expansion of and integration with the existing seniors housing development at 330 Galston Road. This outcome will also be facilitated through the consolidation of both allotments into a single landholding, ensuring 328A forms part of the same legal parcel as the existing seniors living development approved under DA/850/2011, as amended.

6.1.2 Intended Outcomes

The Planning Proposal will amend the HLEP 2013 to facilitate development of the site in an appropriate manner. The intended outcomes are as follows:

- Facilitate seniors housing to positively contribute to the availability of residential accommodation for households that include seniors and people with a disability;
- Match the development potential of a site to its context and avoid creating an isolated site with no viability for agricultural use due to its location and setting;
- Integrate the future seniors housing development at 328A Galston Road with the existing seniors housing development at 330 Galston Road, providing for a direct and enduring relationship between the two sites;
- Enable the appropriate use of land directly adjoining seniors housing development and located within proximity to the Galston Shopping Village complex, bus transport services and the social infrastructure of Galston.
- To achieve public benefits from a use that will support the health and wellbeing of community members and efficiently use existing infrastructure, and
- Allow for orderly and economic development of the land.

This application has been informed by specialist studies investigating capacity of infrastructure, traffic, bushfire, flood management, acoustics, visual impacts, urban design and compatibility with the adjoining Seniors Housing development approved with DA/850/2011 and contamination.

The proposed LEP Amendment will allow for a minor expansion of the seniors housing development currently under construction at 330-334 Galston Road. The expansion would result in approximately 8-10 additional independent living units to the broader facility and ancillary parking subject to a future development application.

Three (3) schematic options for future development have being considered by Living Choice taking into consideration matters including:

- the integration with DA/850/2011 and works in progress,
- accommodating the siteworks and future site management requirements recommended in the supporting studies including flood risk and bushfire risk management,
- the protection of existing trees in the south east corner of the site,
- potential compliance with the Seniors Housing Design Guide (2023),
- optimising future dwelling amenity including solar access and natural ventilation, outlooks and separation distances,
- costs of construction and maintenance and affordability for future residents,
- visual impact and streetscape character, bulk and scale and landscaped setting and
- transition in built form to the adjoining rural lands.



Planning Ingenuity Pty Ltd

No. 328A Galston Rd, Galston
REF: M240551

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Option 1

- 4 apartments located on Ground Floor
- 4 apartments located on First Floor
- Total of 8 apartments comprising of 2 x 1 bedroom, 6 x 3 bedroom
- Built form connected to approved buildings and adds to bulk and scale of existing approved building
- Basement parking
- Concept Site plan shown in **Figure 12**



Figure 12 Option 1 layout and interface with development at No. 330-334 Galston Road

Option 2

- 4 apartments located on Ground Floor
- 6 apartments located on First Floor
- Total of 10 apartments comprising of 2 x 1 bedroom, 6 x 2 bedroom, 2 x 3 bedroom
- Free-standing built form
- Ancillary parking including undercroft and at-grade layout
- Concept site plan shown in **Figure 13**



Figure 13 Option 2 layout and connection to development at No. 330-334 Galston Road

Option 3

- 3 apartments located on Ground Floor
- 3 apartments located on First Floor
- Total of 6 apartments comprising of 3 x 2 bedroom and 3 x 3 bedroom
- Free standing built form
- Undercroft car parking
- Concept site plan shown in **Figure 14**



Figure 14 Option 3 layout and connection to development at No. 330-334 Galston Road

The option preferred by the applicant is Option 3 (despite being the concept layout which results in the least number of additional dwellings) for the reasons demonstrated in the Urban Design Report and summarised below:

- One and two storey built form
- Single storey elements to the edges of the building which adjoin, and are visible from, Galston Road and the adjoining rural zoned lands
- Setbacks to Galston Road recessive in comparison to the setbacks of approved apartments to the west
- Optimise separation from approved adjoining seniors living apartment buildings

- Free standing building and proposed orientation optimises outlooks, solar access and natural ventilation for all new apartments
- Optimise setbacks to Galston Road and eastern side boundary for landscaping which is also compatible with the flood management infrastructure and asset protection zones
- Setbacks to eastern boundary are no greater than those of the existing dwelling
- Retains trees in south east corner of the site
- Vehicle and accessible pedestrian connections to the north and west can be achieved.

6.2 PART 2 – EXPLANATION OF PROVISIONS

The proposed outcomes will be achieved by amending the *Hornsby Local Environmental Plan 2013* as follows:

- Insert a new clause into Schedule 1 Additional Permitted Uses of Hornsby Local Environmental Plan 2012 to permit seniors housing. It is proposed that the following wording be added to Schedule 1:

“11 Use of certain land at Galston

(1) This clause applies to land identified as “Area 11” on the Additional Permitted Uses Map.

(2) Development for the purpose of seniors housing is permitted with development consent.

(3) Development consent must not be granted to development under subclause (2) unless the consent authority is satisfied that—

(a) the development forms part of a single integrated seniors housing development with the seniors housing development on adjoining land; and

*(b) vehicular access, sewer infrastructure and other essential services are provided on an integrated basis across the combined development.”*All other provisions of Hornsby Local Environmental Plan 2013 are to remain unchanged.

6.3 PART 3 – JUSTIFICATION OF STRATEGIC AND SITE-SPECIFIC MERIT

This section details the reasons for the proposed LEP amendment and is based on a series of questions and matters for consideration as outlined in the *Local Environmental Plan Making Guideline* (DPE August 2023). The matters to be addressed include the strategic planning context of the amendments, strategic merits, site-specific merits, potential local, State and Commonwealth agency interests, environmental, social and economic impacts.

In summary, the proposed amendments to HLEP 2013 as identified above and in Part 5.1.1 of this Report will:

- Align with some the key priorities and strategic merit matters in the *Greater Sydney Regional Plan* and *North District Plan* and the *Draft Sydney Plan* for delivering new housing but not with the strategies for rural lands and the inconsistency with rural lands strategies is acknowledged by DPIRD;
- Be consistent with the relevant key planning priorities and strategies for new housing contained in the *Hornsby Local Strategic Planning Statement* and *Hornsby Local Housing Strategy*;
- Be consistent with the *Hornsby Shire Rural Lands Strategy* to the extent that the site is not suited for rural uses and that the proposed permissibility of seniors housing will not compromise the capabilities of adjoining rural lands nor create issues of rural land use conflict;
- Apply planning provisions which are specific to the merits of the site and its context; and
- Deliver additional seniors housing which will be compatible with the seniors housing development currently under construction directly adjoining the subject site and compatible with the long term use of adjoining land for Rural Small Holdings

The general aims of Hornsby LEP 2013 are listed in Section 1.2 of the LEP. Those relevant to the proposed amendment are listed below along with comments explaining how the amendment is justified to achieve these aims for the subject site:

Aim (a) to facilitate development that creates—

(i) progressive town centres, thriving rural areas and abundant recreation spaces connected by efficient infrastructure and transport systems, and

(ii) a well-planned area with managed growth to provide for the needs of future generations and people enriched by diversity of cultures, the beauty of the environment and a strong economy,

Comment

The specific additional use will enable the site to be connected to, and integrated with, the adjoining seniors housing including infrastructure and vehicle connectivity.

The additional seniors housing is consistent with “managed growth” catering for households with seniors and people with a disability.

Aim (b) to guide the orderly and sustainable development of Hornsby, balancing its economic, environmental and social needs,

Comment:

The LEP amendment will specifically facilitate integration of the site with the adjoining seniors housing development and this is considered to be orderly and economic development which meets the social needs of the community by adding to the diversity of new housing. The development options demonstrate environmental constraints of bushfire and flood risk, scenic and landscape elements can potentially be satisfied subject to a future development application.

Aim (c) to permit a mix of housing types that provide for the future housing needs of the community near employment centres, transport nodes and services,

Comment

The amendment will increase housing supply for seniors and people with a disability. The site is close to the Galston Village local centre. Essential services can be extended into the site only via the adjoining seniors housing development currently under construction. DA/850/2011 (as modified) includes Condition 53 which requires the provision of a dedicated shuttle bus service with minimum 12 passenger capacity to be available to residents of the seniors housing development prior to the issue of an occupation certificate. This shuttle bus service is expected to be available to the new residents of the additional seniors housing units facilitated by this LEP amendment and subsequent development approval.

Aim (e) to maintain and protect rural activities, resource lands, rural landscapes and biodiversity values of rural areas,

Comment

The development options described above and in the Urban Design Report demonstrate landscaped separation distances can be achieved and building bulk transitioned to be compatible with the continued viability of neighbouring rural properties for purposes permitted in Zone RU4. The Visual Analysis diagrams also indicate that the building and scale of future built form can be modulated to create an appropriate edge treatment. The asset protection measures recommended in the Bushfire Assessment Report demonstrate that measures can be retained within the site and will not impact adjoining land.

Aim (j) to minimise risk to the community in areas subject to environmental hazards, including flooding and bush fires.

Comment

The Preliminary Bushfire Risk Assessment Report and Flood Assessment Report submitted with this application demonstrate how these risks can be managed.



Questions for consideration in demonstrating justification as set out in the Local Environmental Plan Making Guidelines (2023)

6.3.1 Section A - The Need for the Planning Proposal

Q1: Is the planning proposal a result of an endorsed LSPS, strategic study or report?

No. The Planning Proposal is not made in response to any endorsed local strategic planning statement, strategic study or report. The proposed amendments do not arise from strategic matters. The amendments are site-specific and context-specific and do not detract from the effectiveness of adopted strategic plans. The need arises from the site-specific and context-specific circumstances of an isolated lot which is not suitable for the land uses and objectives of Zone RU4 but it suited to amalgamation with the adjoining approved seniors housing development and the unique opportunities and conditions currently occurring.

Q2: Is the Planning Proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

Yes. A Planning Proposal is the best and only means of achieving the objectives and intended outcomes and this has been confirmed by Hornsby Council and DPIRD. The main objective of the Planning Proposal is to deliver seniors housing on an allotment which cannot be amalgamated and further developed for agricultural uses instead is most suited to inclusion in the adjoining seniors housing development.

There is no better way of achieving the intended outcomes. It cannot be achieved by changes to the DCP or via Clause 4.6 of HLEP 2013. Site Compatibility Certificates are no longer available. Seniors Housing is prohibited and cannot be approved via a modification to DA/850/2011.

As described in this Report, the subject site and locality has a variety of attributes which would positively enable the use of the site for the purposes of seniors housing. Not only will the Planning Proposal achieve the objectives and intended outcomes, but will also deliver the following public benefits:

- Promote healthy communities through the addition of residential accommodation for an aging population and area expected to undergo significant growth;
- Enhance local amenity by providing seniors housing which is of a high quality design and offers high levels of residential amenity for occupants;
- Provide additional housing supply within proximity to existing services, public transport stops and open recreational space;

The Planning Proposal fits the category of a 'Standard' planning proposal described in the Guidelines as follows:

Standard	A standard planning proposal refers to any one or more of the following proposed LEP amendment types, including an amendment: • To change the land use zone where the proposal is consistent with the objectives identified in the LEP for that proposed zone • That relates to altering the principal development standards of the LEP • That relates to the addition of a permissible land use or uses and/or any conditional arrangements under Schedule 1 Additional Permitted Uses of the LEP • That is consistent with an endorsed District/Regional Strategic Plan and/or LSPS • Relating to classification or reclassification of public land through the LEP
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6.3.2 Section B – Relationship to the Strategic Planning Framework

Assessment against the following matters for consideration listed in the Guidelines (Questions 3-6) demonstrate that the Planning Proposal has clear strategic and site-specific planning merit. The Strategic Merit of the Planning Proposal lies mainly in the opportunity to achieve new housing on the site due to its unique location, isolation and small site area and at the same time protect the continued rural viability and scenic character of adjoining land to the east.

Q3: Will the planning proposal give effect to the objectives and actions of the applicable regional, or district plan or strategy (including any exhibited draft plans or strategies)?

The relevant regional or district plans include the following and are addressed in detail below:

- *The Greater Sydney Region Plan: A Metropolis of Three Cities; and*
- *North District Plan*
- *Draft Sydney Plan*

6.3.2.1 Greater Sydney Region Plan – A Metropolis of Three Cities (GSRP)

On 23 March 2018, the Greater Sydney Commission released *A Metropolis of 3 Cities: The Greater Sydney Region Plan* (GSRP) which sets out strategic priorities for 2016 to 2036. The Regional Plan contains ten directions for the Greater Sydney Metropolitan Area. The Directions include the following:

1. A city supported by infrastructure;
2. A collaborative city;
3. A city for people;
4. Housing the city;
5. A city of great places;
6. A well connected city;
7. Jobs and skills for the city;
8. A city in its landscape;
9. An efficient city;
10. A resilient city.

The Metropolitan Strategy does not identify Galston as being within any Strategic Centre nor accommodating major changes to infrastructure and services or having particular scenic value.

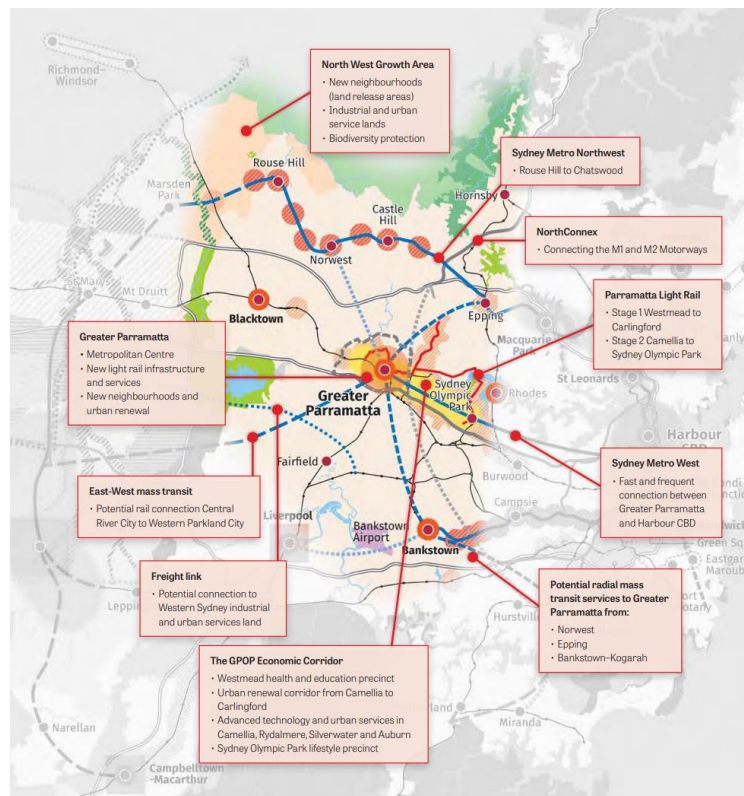


Figure 15 Metro Area Structure Plan (Source: *A Metropolis of 3 Cities: The Greater Sydney Region Plan*)

An assessment against the relevant directions and their objectives is provided in the table below.

Table 5 Greater Sydney Region Plan: A Metropolis of Three Cities Directions
Direction 1 – A city supported by infrastructure
Objectives 1 to 4
These objectives relate to the provision of infrastructure to support the future needs of the three cities. As detailed in Section 1 of this Report, the subject site represents a unique opportunity to create additional housing for households containing seniors and people with a disability. Seniors housing on the site is intended to be connected to the adjoining DA/850/2011 including connection of essential services and the availability of a dedicated shuttle bus service. Additional dwellings and context-specific development close to Galston local centre, will improve the vibrancy of the immediate locality and the diversity of local housing.
Direction 3 – A city for people
Objective 6: Services and infrastructure meet communities' changing needs
This objective is about providing social infrastructure and public places that meet the needs of the community now and in the future. More diverse housing will create opportunities for changing households and special needs households to continue living in their communities, close to family and friends, and established support networks and activities. Integration with DA/850/2011 will give future occupants access to the leisure centre and planned and informal activities, communal spaces and shuttle bus transport required for the neighbouring development. The proposal ensures access to social infrastructure, comprised of the abovementioned facilities, spaces, services and networks that support the quality of life and wellbeing of future residents.
Objective 7 Communities are healthy, resilient and socially connected
This objective is about creating a lively connected neighbourhood that is in close proximity to shops, creative arts centres, schools, health care centres and community facilities. It promotes the benefits of mixed-use centres and the opportunities for public and alternative forms of transport. The site is approximately 550m east from the Galston Shopping Village Complex, and various shops and services along Galston Road (zoned E1 – Local Centre). Galston Public School is located 1.1km to the north-east of the site. As noted above Re: Objective 6, connection to DA/850/2011 includes access to and use of communal facilities which support health and social interaction.
Direction 4 – Housing the city
Objective 10 - Greater housing supply
Objective 11 – Housing is more diverse and affordable
The proposal allows for a specific form of new housing which will add to overall diversity and supply in the Galston locality. A mix of apartment sizes can be delivered and diversity and affordability can be assessed in detail with a future DA.
Direction 5 – A city of great places
Objective 12 - Great places that bring people together
The Metropolitan Plan promotes the following principles for the design of great places: • People friendly public open space areas and streets • Fine grain fabric and activity • A diverse mix of uses • A socially connected region • Ensure adequate car parking which takes into account access to public transport • Encourage the use of car sharing and hybrid vehicles The LEP amendment is specific to senior housing that will be connected to DA/850/2011 which includes a shared leisure centre and landscaped open spaces with picnic, recreation and passive spaces and a shuttle bus service and a variety of opportunities for future occupants to participate in organised and informal social and recreational activities.

Table 5 Greater Sydney Region Plan: A Metropolis of Three Cities Directions
Division 6: A well-connected city
<i>Objective 14: A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities</i>
This objective seeks to create a well-connected city with transport and other services.
The site is not part of a walkable 30 minute city. However, the shuttle bus service and proximity to Galston Local Centre is adequate to meet typical daily needs of residents.
Direction 10 – A resilient city
<i>Objective 37: Exposure to natural and urban hazards is reduced</i>
This objective seeks to ensure the delivery of resilient communities.
The proposal is supported by a Preliminary Bush Fire Assessment Report prepared by Bushfire Consultancy Australia, and a Flood Assessment Report prepared by Cubo Consulting both demonstrating that appropriate risk management can be achieved.
Strategies
<i>Strategy 6.1 - Deliver social infrastructure that reflects the needs of the community now and in the future.</i>
This is a unique opportunity to optimize the long term use of a single isolated site by extending housing and utilities from an approved seniors housing development to a small site which cannot be used to meet the current zoning provisions. The planning proposal facilitates a form of development that can meet the social and housing needs of the community on a small scale which will not set a precedent for small rural holdings elsewhere in the LGA or the Metropolitan Rural Area in general.
<i>Strategy 24.3 - Protect and support agricultural production and mineral resources (in particular construction materials) by preventing inappropriately dispersed urban activities in rural areas</i>
The site has a unique setting and context which has been acknowledged by the DPIRD as having no feasible potential for uses consistent with its RU4 zone. The Planning Proposal will protect and support the potential for agricultural production on other land by establishing a clear and manageable interface between urban and rural land uses subject to a LUCRA accompanying a future DA and due to the separation created by the existing access handle for adjoining rural properties located adjacent to the eastern side boundary. DPIRD have confirmed the proposed use is appropriate for this site.
<i>Strategy 29.1 - Maintain or enhance the values of the Metropolitan Rural Area using place-based planning to deliver targeted environmental, social and economic outcomes</i>
Following on from the responses to Strategies 24.3 and 6.1 above, the Planning Proposal acts on a unique opportunity to apply planning controls that are most appropriate to this specific situation. It will not create a precedent. It will also protect the agricultural potential of adjoining rural land.
• <i>Strategy 29.2 - limit urban development to within the Urban Area, except for the investigation areas at Horsley Park, Orchard Hills, and east of The Northern Road, Luddenham</i>
This Planning Proposal is the mechanism required to ensure this isolated and unique site is used for the most appropriate purpose. This report and the advice from DPIRD demonstrates the site is suited for urban purposes but specifically for the extension of the adjoining seniors housing development (and not for general urban purposes). The unique circumstances of this case will not undermine broader strategies for limiting the urban footprint and protecting the MRA.

6.3.2.2 North District Plan (NDP)

The *North District Plan* (NDP) adopts the Directions of the GSRP and lists Planning Priorities relevant for consideration in this Planning Proposal. The NDP applies to the City of Ryde, Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, Northern Beaches and Willoughby. The NDP establishes a number of priorities and actions to guide growth, development and change, relating to productivity, liveability and sustainability. Additional housing to improve diversity and affordability co-ordinated with transport, development of centres and services is required in response to population growth. As such, the local area will require more dwellings and infrastructure in order to accommodate the needs of the growing population. The NDP also identifies the need for community facilities, places of public worship and public open spaces.

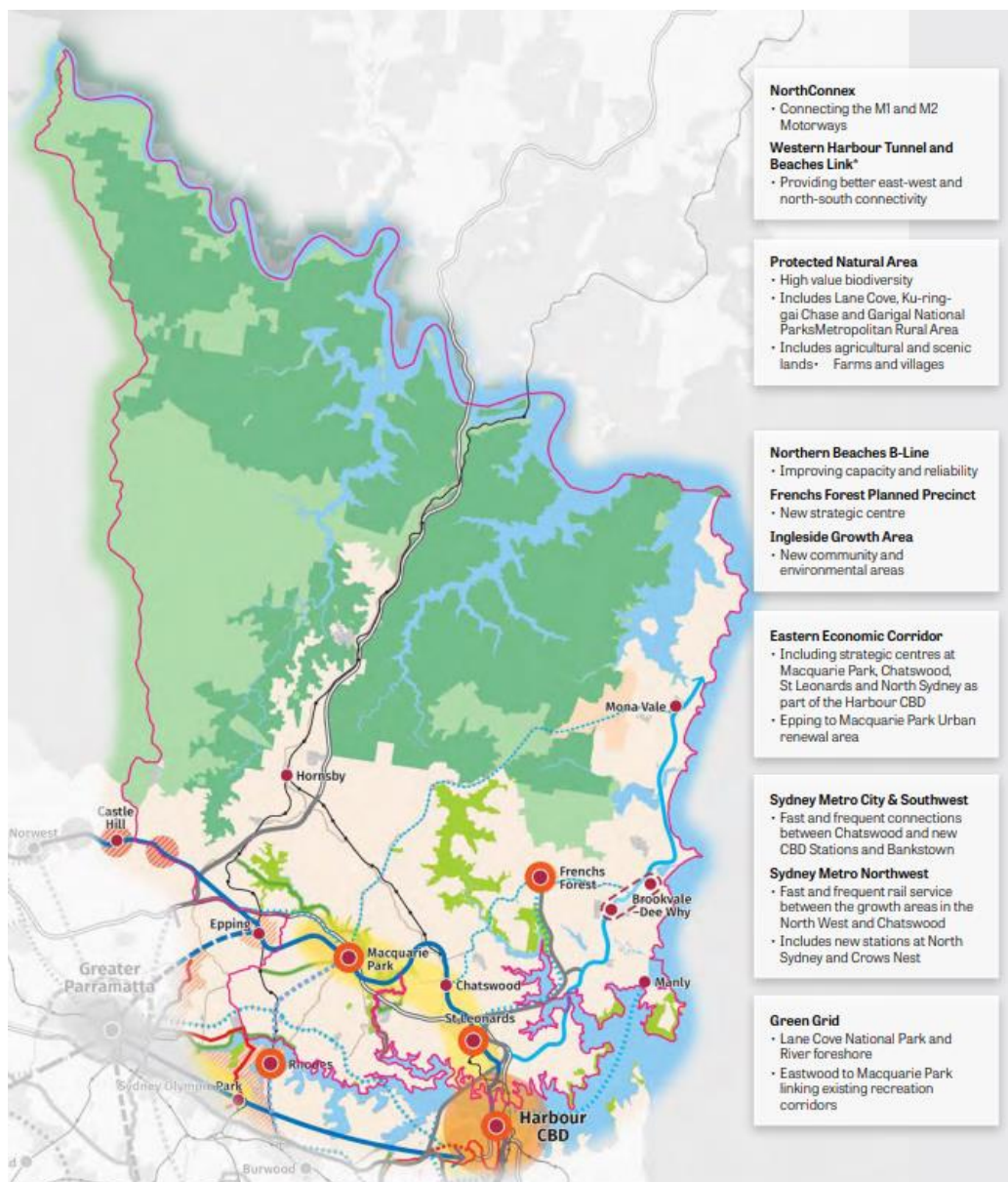


Figure 16 The North District Plan Structure Plan

In accordance with the above, the Proposal is aligned a number of the *Directions* and *Planning Priorities* outlined in the plan as outlined in Table 6 below.:

Table 6 North District Plan
<i>Direction 3 - A city for people</i>
<i>Planning Priority N3 Providing services and social infrastructure to meet people's changing needs</i>

Table 6 North District Plan

Planning Priority N3 states that the District is expected to see an 85% increase in people aged 85 and over, and 47% increase in the 65-84 age group, by 2036. More diverse housing types and medium density housing is required to create opportunities for older people to continue living in their communities, close to family and friends, and established health and support networks.

The proposed development will allow for these housing types to be available in the Galston locality to cater to the aging population, providing for housing opportunities within the existing community.

Furthermore, the proposal will aid in delivering housing for the aging population with direct connections to social infrastructure, located on the wider adjoining seniors housing. The subject site is proposed with direct access, from the north-west, to outdoor BBQ areas, terrace gardens, and a leisure centre offering various facilities and activities. The proposal represents the changing needs of the community with an effort to maintain ongoing social infrastructure.

The proposal ensures access to social infrastructure, comprised of the abovementioned facilities, spaces, services and networks that support the quality of life and wellbeing of future residents.

Direction 4 – Housing the city

Planning Priority N5 Providing housing supply, choice and affordability, with access to jobs, services and public transport

The proposal allows for new housing to be provided to increase the housing supply in the Galston area, offering a variety of housing options and affordability. The new dwellings can be connected to the essential services and transport installed for DA/850/2011.

Planning Priority N5 also states that single parents and couple-only households are expected to increase by 2036, requiring smaller homes, group homes, adaptable homes and aged care facilities. The proposed new dwellings will be available to households containing seniors and people with a disability.

Direction 7 – Jobs and skills for the city

Planning Priority N13 Supporting growth of targeted industry sectors

The proposal is not contrary to this priority. As confirmed by advice from DPIRD, the site is not viable for primary production due to the size of the land and site isolation. The landscaped setbacks that can be achieved within the site and additional separation resulting from the existing access handles for neighbouring lots will be adequate to manage the potential for rural land use conflict and protect the potential land use options for adjoining rural properties.

Direction 8 – Better managing rural areas

Planning Priority N18 Better managing rural areas

Planning Priority N18 states Rural residential development is not an economic value of the District's rural areas and further rural residential development is generally not supported. The proposal will not facilitate new rural residential development. As confirmed by DPIRD, the site is better suited to future development that integrated with DA/850/2011 and establishes an interface to neighbouring rural properties which protects the long term agricultural viability of neighbouring land in Zone RU4.

Action 9 - Deliver social infrastructure that reflects the needs of the community now and in the future

This is a unique opportunity to optimize the long term use of a single isolated site by extending housing and utilities from an approved seniors housing development to a small site which cannot be used to meet the current zoning provisions.

The planning proposal facilitates a form of development that can meet the social and housing needs of the community on a small scale which will not set a precedent for small rural holdings elsewhere in the LGA or the Metropolitan Rural Area in general.

Action 56 - Protect and support agricultural production and mineral resources (in particular, construction materials) by preventing inappropriately dispersed urban activities in rural areas

This Planning Proposal will improve the protection of the potential for agricultural production by creating an opportunity for the site to be redeveloped in a manner most suited to its setting and context and to establish long term management of the site in a manner compatible with protecting the agricultural potential of neighbouring land through a LUCRA which will accompany a future development application. The site is acknowledged by DPIRD as suitable for inclusion with the adjoining seniors housing site and most importantly unsuitable for rural uses.

The unique opportunity for the site to be integrated with the adjoining seniors housing development is NOT an "inappropriately dispersed urban activity". However, leaving the site in its current state leaves it only capable of being used as a single dwelling in a rural setting which has far greater potential to raise issues of land use conflict than the scenario proposed by this planning proposal.

Table 6 North District Plan
<i>Action 67 - Identify and protect scenic and cultural landscapes.</i>
The site is at the urban-rural interface and has frontage to a classified road therefore it is a highly visible 'town edge' site. The Visual Impact Assessment submitted with this Planning Proposal demonstrates effective design and layout measures can be implemented to incorporate the site into the adjoining seniors housing development and achieve large, landscaped separation distances to the adjoining rural land. The integration will also create as visual transition in building height and scale. The consolidation with the seniors housing site allows a cohesive 'edge' to the urban land which would be superior to leaving the site for 'rural residential' development (which is discouraged by Council's strategies). Integration with the seniors housing site also enables connection with the approved vehicle crossing and eliminates the need for additional driveways to Galston Road.
<i>Action 69 - Maintain or enhance the values of the Metropolitan Rural Area using place-based planning to deliver targeted environmental, social and economic outcomes.</i>
The Planning Proposal acts on a unique opportunity to apply planning controls that are most appropriate to this specific situation. It will not create a precedent and will not undermine strategies for the MRA. It will also protect the agricultural potential of adjoining rural land by permanently creating a landscaped separation and a distinctive visual edge which transitions urban form to rural landscape as demonstrated by the Visual Impact Assessment. This Planning Proposal demonstrates net positive environmental, social and economic outcomes that have also been acknowledged by DPIRD.
<i>Action 70 - Limit urban development to within the Urban Area.</i>
This Planning Proposal demonstrates the site has a unique context and setting which makes it more suited to urban than rural uses. This has been acknowledged by DPIRD. Furthermore this Report and DPIRD comments confirm that enabling this specific and unique LEP amendment is the opportunity to establish a superior urban-rural interface which will permanently define the urban-rural edge in a manner better than could be achieved from maintaining the current planning provisions.

6.3.2.3 Draft Sydney Plan

The Draft Sydney Plan was publicly exhibited between 10 December 2025 and 27 February 2026. It is intended to replace the Greater Sydney Region Plan and guide the review of the District Plans and Local Strategic Planning Statements.

The broad strategic planning priorities of the Draft Sydney Plan are listed below along with comments as to the ways in which the Planning Proposal can be considered to be suitably aligned.

Priority – Aboriginal Outcomes

The site has along history of residential use which includes significant site disturbance. There are no known items or sites of Aboriginal significance within the site or in the immediate surroundings.

Priority – Housed – more housing supply, diversity, security of tenure and close to jobs and services

The LEP amendment will facilitate a DA which can increase the number of independent living units connected with DA/850/2011. Future dwellings can include a range of 1, 2 and 3 bedroom dwellings in a secured tenure arrangement with shared facilities for recreation and transport.

Priority – Prosperous – including productive rural lands

Integrating the future development of the site with DA/850/2011 will enable separation distances to adjoining rural lands for the management of rural land use conflict and protect the future viability of adjoining rural properties. This has been identified by DPIRD in pre-lodgement advice.

Priority – Connected housing, jobs and transport

Integrating future dwellings with DA/850/2011 will allow connection of essential services currently being installed on the adjoining land and use of the shuttle bus service required by Condition 53 of DA/850/2011. The Feasibility Assessment in progress with Sydney Water will resolve wastewater infrastructure connectivity for the small number of additional dwellings.

Priority – Resilient – management of natural hazards, sustainable development

The Preliminary Bushfire Risk Assessment Report and the Flood Assessment Report submitted with this Planning Proposal demonstrate these hazards can be managed within the site subject to a future DA. Future dwellings will comply with BASIX requirements.

Priority – Liveable – diversity of land uses and access to services and facilities

The LEP amendment will allow a specific type of land use which is intended to be integrated with DA/850/2011 that will be connected to services and facilities in the same way that was found to be acceptable by the approval of DA/850/2011.

Priority – Coordinated growth with infrastructure capacity

As stated above, the LEP amendment will only facilitate a viable development as seniors housing integrated with DA/850/2011 which will enable connection to the infrastructure currently being installed on the adjoining land.

The Draft Sydney Plan sets a new dwelling target of 5,500 dwellings for the Hornsby LGA between 2024 and 2029. The LEP amendment will make a minor positive contribution to this target particularly since development of the adjoining site provides momentum for future development of the subject site by 2029.

The draft Sydney Plan states that during 2026, all Councils are expected to review planning controls and context for the interface between urban and rural lands to inform the future urban footprint. As already identified in the pre-lodgement advice from DPIRD, the unique context of the site supports the inclusion of this site as 'urban land' integrated with DA/850/2011 and not rural land. The separation that can be achieved from the setback to the eastern boundary and the existing access handles for adjoining lots will create sufficient separation for management of potential rural land use conflicts. The proposed transition of building scale as demonstrated in the Design Options 2 and 3 can create an appropriate scenic and visual interface.

Overall the Planning Proposal is aligned with the relevant strategies and priorities of the Draft Sydney Plan.

6.3.2.4 Strategic Merit

In addressing Question 3, the DPIE Guideline requires an application for a Planning Proposal to address the assessment criteria for strategic merit as listed in the Guideline. Accordingly, the planning proposal is considered against the assessment criteria below.

Strategic Merit

The assessment criteria to determine if a Planning Proposal has strategic planning merit is addressed in **Table 7** below (known as the 'strategic merit test').

Table 7 Strategic Merit Test	
Assessment Criteria	Comment
Will the proposal "Give effect to the relevant regional plan outside of the Greater Sydney Region, the relevant district plan within the Greater Sydney Region, and/or corridor/precinct plans applying to the site. This includes any draft regional, district or corridor/precinct plans released for public comment or a place strategy for a strategic precinct including any draft place strategy".	The applicable strategic plans are <i>A Metropolis of 3 Cities: The Greater Sydney Region Plan</i> and the <i>North District Plan</i>, both of which have been prepared by the Greater Sydney Commission and the Draft Sydney Plan. Alignment with the relevant Planning Priorities of both the GSRP and NDP has been demonstrated in Section 6.3.2.1, 6.3.2.2 and 6.3.2.3.
Will the proposal "demonstrate consistency with the relevant LSPS or strategy that has been endorsed by the Department or required as part of a regional or district plan".	Consideration of the proposal against the Hornsby Local Strategic Planning Statement is addressed in detail under 'Question 4' below, and Section 6.3.2.6 of this Report. In summary, the proposal will give effect to the HSPS by being aligned with the relevant strategic goals and the potential public benefits that can be realised by facilitating an additional permitted use for the site. As discussed, the proposal will provide for an

Table 7 Strategic Merit Test	
	additional permitted use within a strategically located site, in addition to promoting housing options for the aging population.
Does the proposal "Respond to a change in circumstances that has not been recognised".	The proposal is a response to the change in circumstances created by the Site Compatibility Certificate and DA/850/2011 and the resultant context of the site and its isolation and insufficient size to be used for rural purposes that has not been recognised by the LEP provisions.

6.3.2.5 Site-Specific Merit

The planning proposal has site-specific merit given the following:

- The site directly adjoins DA/850/2011 an under-construction seniors housing development directly adjoining the subject site to the north and west, operated by Living Choice.
- The site is isolated and the lot size insufficient for viable rural land use
- Rural residential land uses are discouraged by Hornsby LSPS and the use of the site for seniors housing integrated with DA/850/2011 is a superior planning outcome
- The site is unsuitable to be amalgamated with adjacent site to the east due to an existing access driveway providing access to No. 324 Galston Road (north east of the site).
- If integrated with DA/850/2011, the site can be connected to all essential services currently approved to service DA/850/2011 and serviced by the shuttle bus required in accordance with conditions of DA/850/2011

The Planning Proposal will not result in any significant adverse environmental impacts, explained as follows:

- **Topography:** The site is relatively flat and minimal earthworks are anticipated to integrate new seniors housing on the site with DA/850/2011
- **Restrictions applying to the site – road widening:** The existing road widening restriction along the frontage of the site apply to land between 6.3m and 10.5m inside the boundary with Galston Road. A further 15m wide restriction as to user, imposed by Council, burdens the site adjacent to the entire Galston Road frontage and restricts the erection of any buildings or structures. The LEP amendment will not change the application of Zone SP2 and Land Reserved for Acquisition provisions to facilitate future road widening. The options for redevelopment demonstrate these restrictions will not prevent additional independent living units on the remainder of the site.
- **Tree removal:** No trees are anticipated to be removed to accommodate seniors housing integrated with DA/850/2011. Asset protection zones contained within the site can be achieved with management of existing trees.
- **Amenity Impacts:** This planning proposal does not include any changes to the permitted building height or other controls which influence the bulk and scale of the site. The design options demonstrate new seniors housing can have a cohesive development outcome along with landscaped setbacks that are suitable to manage potential for rural land use conflicts with neighbouring rural properties.
- **Acoustic Privacy:** The site has a frontage to Galston Road, which is a classified road.

Sections 2.119 and 2.120 to the SEPP (Transport and Infrastructure) 2021 require consideration of the potential compatibility of new development to the safe and efficient operation of the classified road and the amenity of any noise sensitive redevelopments, including for residential purposes. Any new noise sensitive land use must be designed to ameliorate potential traffic noise or vehicle emissions that may affect the development.

The proposal is supported by an Acoustic Assessment Report prepared by Marshall Day Acoustics. Noise modelling has been carried out to determine whether regulatory requirements in regard to internal and external acoustic amenity for future and surrounding residents are practicably achievable.

The assessment has included a review of the site and surrounding area, results of previous acoustic measurements to characterise the ambient noise environment, establishment of noise criteria, development of a noise model to predict potential noise emissions to surrounding potentially sensitive properties and a comparison of predicted noise levels with regard to recommended guidelines.

Noise attenuation can be achieved as demonstrated in a manner similar to that approved for DA/850/2011.

- **Bush Fire:** The subject site is identified as being affected by bush fire prone land "Vegetation Buffer" along the eastern portion of the site. The Planning Proposal is supported by a Bushfire Assessment Report prepared by Bushfire Consultancy Australia. The assessment report considers the three design options and includes an analysis of the hazard, threat and subsequent risk of the development proposal and provides recommendations that satisfy the relevant provisions and legislation.

The report concludes that based on the surrounding vegetation and topography, the Bushfire Attack Level (BAL) for the new works on the site will be BAL-Low. As such, all three of the proposed design options can meet the bushfire specific construction requirements and asset protection zones can be contained within the site boundaries.

- **Flooding:** The Flood Assessment Report prepared by Cubo Consulting submitted with this Planning Proposal shows surface water management can be achieved to manage risk to human safety and property with methods similar to, and connected with, those implemented for DA/850/2011. The Flood Assessment Report includes a concept plan as shown in Figure 16. A combination of pits, pipes and overland flow paths can be connected to the swales created with DA/850/2011 to divert surface water flow. Specific modelling with a future DA will determine finished levels and the freeboard and finished floor levels required for new seniors housing dwellings.

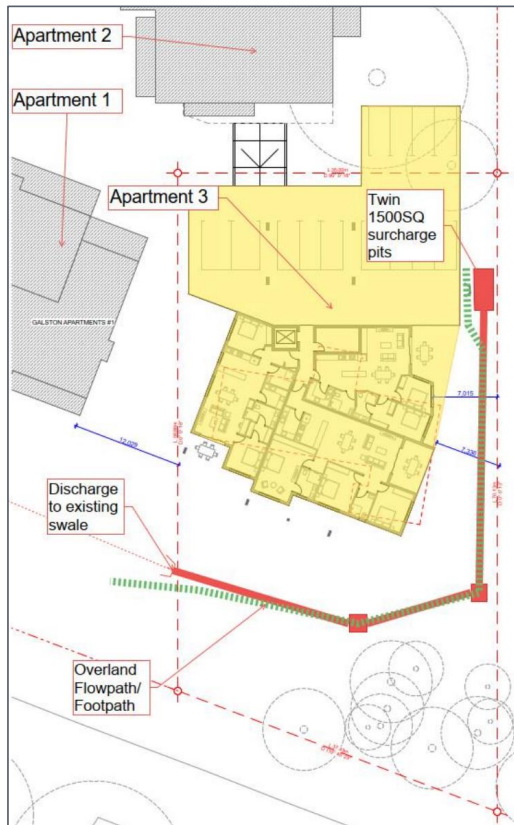


Figure 17 Extract from Flood Assessment Report showing potential methods for managing flood risk within the site compatible with DA/850/2011

- Traffic:** The development options can connect new car parking spaces and vehicle movement areas to the internal vehicle movement routes approved with DA/850/2011. A letter from TfNSW dated 22/4/2026 confirms TfNSW supports the internal connection and maintaining a single vehicular access/egress to Galston Road. The letter concludes that the “amended access arrangement is supported by Transport for NSW, and it is further noted that the Scoping Proposal is seeking to add seniors housing as a permitted use, with the subject sites built from, internal road connection and vehicular access to be consolidated with the adjacent seniors living development, providing strategic justification for the change in permissible use.”

The proposal is supported by a Traffic and Parking Statement prepared by McLaren Traffic Engineering, which notes the following:

- Access to the site will be achieved via the existing approved driveway serving 330-334 Galston Road, Galston (the adjacent seniors living development, owned by the same operator). This development will be consolidated into the adjacent development. No new vehicular access to Galston Road is proposed or envisaged.*
- Depending on the ultimate scale the final DA proposal (subject to a separate DA), the site will require between eight (8) and 12 car parking spaces. The site can accommodate these car parking spaces within the site, with access obtained from the adjacent Basement car park areas associated with the approved and under construction seniors living development.*
- The proposal will generate 3-5 vehicle trips during the site peak hour (which occurs outside of the network peak hour). This level of additional traffic generation will equate to one additional vehicle every 12-15 minutes which*

will have no adverse impact on the local traffic network and can be supported by the approved and constructed driveway to Galston Road.

- **Essential services:** Essential services installed with DA/850/2011 can be extended to the site. The proposal is supported by a Services Advice Report prepared by CUBO Consulting and notes the following services available to the site:
 - Potable Water connection: the proposed development will connect to the internal network on 330 Galston Rd and capacity is available.
 - Sewer connection: the proposed development can connect to the private sewer pumping station on 330 Galston Rd subject to a Feasibility Application which is currently in progress with Sydney Water and will be resolved prior to the public exhibition of the Planning Proposal.
 - Gas Connection: the site will not be serviced by gas.
 - Electrical Connection – the proposed development will connect to the internal network on 330 Galston Rd approved with DA/850/2011.
 - Telecommunications Connection: the proposed development will connect to the internal network on 330 Galston Rd as approved with DA/850/2011.
 - Stormwater Drainage: the proposed development will direct, detain and discharge stormwater to integrate with the system approved with DA/850/2011.
- **Rural – Urban Interface:** The adjoining land to the east includes lots of 2 hectares which are currently used for rural residential purposes and the RU4 zoning also allows sustainable primary industry uses which are “more intensive”, generate employment and can include agritourism and tourist and visitor accommodation.

It has been established by this Planning Proposal and confirmed by the pre-lodgement advice from DPIRD that the unique setting and context of the site make it unsuitable for viable rural and primary industry purposes as an isolated lot and that it cannot be amalgamated with nearby rural properties. The LEP amendment will facilitate an urban use of the site located on the interface with rural lands.

The Land Use Conflict Risk Assessment Guide published by DPI (see https://www.dpi.nsw.gov.au/data/assets/pdf_file/0018/412551/Land-use-conflict-risk-assessment-LUCRA-guide.pdf) lists potential sources of conflict and ways to manage adjoining land uses to achieve compatibility. In this case, the development Options demonstrate sufficient separation can be achieved from the neighbouring rural properties to maintain screening landscaping which can address visual impacts and reduce the potential for dust and odour impacts. The Flood Risk Assessment shows stormwater can be managed within the site. A future DA can demonstrate how pests and weeds will be managed to protect adjoining rural properties.

The assessment criteria outlined in the DPIE Guideline to determine if a planning proposal has site-specific planning merit is addressed in **Table 8**.

Table 8 Site-Specific Merit Test	
Site-Specific Merit Test	Comment
<i>Does the proposal have site-specific merit, with regards to the following:</i>	
<i>The natural environment on the site to which the proposal relates and other affected land (including known significant environmental areas, resources or hazards)</i>	The site is not subject to any hazards or risks other than bushfire and flooding, as detailed above. The planning proposal will not introduce new hazards.
	The site does not contain items or features that have significant natural or environmental values.
	Rural land use conflicts can be managed to protect the future resource viability of nearby and adjoining rural properties.

Table 8 Site-Specific Merit Test	
<i>The built environment, social and economic conditions</i>	The site adjoins land used for urban purposes. The development options presented in this Planning Proposal demonstrate the built form can be compatible with DA/850/2011 and with the visual qualities of the rural-urban interface. In terms of social and economic conditions, the proposed additional permitted use to provide for seniors housing will deliver distinctive social and economic benefits, providing for the housing needs of the aging population in the locality, aiding further housing stock. As described, the site represents an excellent opportunity to improve the liveability of the area and contribute to creating healthy, thriving communities within the Hornsby LGA.
<i>The existing, approved and likely future uses of land in the vicinity of the land to which the proposal relates</i>	The LEP amendment is specifically intended to facilitate seniors housing on the site in a manner which will be integrated with DA/850/2011. Rural Land use conflict can be managed as described above and can be subject to a development-specific Land Use Conflict Risk Assessment Guide published by DPI (see https://www.dpi.nsw.gov.au/_data/assets/pdf_file/0018/412551/Land-use-conflict-risk-assessment-LUCRA-guide.pdf) with a future DA. With consideration to the above, the proposed use for seniors housing will not impact or restrict the existing approval or future development of neighbouring properties. As discussed in this Report and supporting documentation, it is demonstrated that the proposal will have no adverse impact in terms of amenity to the immediate locality.
<i>The services and infrastructure that are or will be available to meet the demands arising from the proposal and any proposed financial arrangements for infrastructure provision</i>	The supporting Services Advice Report prepared by CUBO Consulting confirms the relevant services are available to the site and further investigations are in progress with a Feasibility Application submitted to Sydney Water for detailed design and capacity requirements for wastewater infrastructure. All essential services can be extended from DA/850/2011. Shuttle bus transport required for DA/850/2011 can be made available to future residents.

6.3.2.6 Local Strategic Plans

Q4: Is the Planning Proposal consistent with a Council's local strategic or other local strategic plan?

The relevant local strategic plans or policies include the following and are addressed in detail below.

- Hornsby Local Strategic Planning Statement – March 2020;
- Hornsby Local Housing Strategy – 2020;
- Hornsby Shire Rural Lands Strategy (SGS Economics and Planning) – May 2022; and
- Seniors Housing Demand and Supply Review (Hornsby Shire Council) – July 2020

6.3.2.7 Hornsby Local Strategic Planning Statement – March 2020

The Hornsby Local Strategic Planning Statement (LSPS) sets out a 20-year vision for land use and how the Council will manage growth and change. The population of Hornsby Shire is forecast to increase by 1% per annum, to 179,582 people in 2036, requiring an additional 14,879 homes (pg. 16).

Galston is located within the Metropolitan Rural Area (MRA) and contains a mixture of land uses, including a local centre, low density residential land and rural land some of which is used for primary production on a small scale and some of which is used for rural residential development.

The LSPS mentions that the Greater Sydney Commission requested Councils participation in a pilot project to conduct detailed research on site compatibility certificates for seniors housing within the MRA, and to deliver an appropriate outcome to protect rural lands and forecast supply and demand for seniors housing. Council's *Seniors Housing Demand and Supply Review* (July 2020) was the contribution to the pilot project and recommended the LGA's rural lands be exempt from SCCs and the Housing SEPP provisions for seniors housing based on projections that expected seniors housing supply to meet demand predicted until 2036. The *Seniors Housing Demand and Supply Review* (July 2020) is discussed further in Section .

The proposed development will have a minor positive impact on the growth and vibrancy of Galston. The proposal is of a minor scale and the context and setting of the site have been recognised by DPIRD as unsuitable for rural use and more suited to integration with DA/850/2011.

The relevant Liveable Priorities and Actions listed in the Hornsby LSPS are addressed below:

Table 9 Liveable Priorities (Hornsby LSPS)	
Liveable Priorities	Proposal
LP1. Protecting the character of our low density neighbourhoods. o Action LA1: Continue with a concentrated housing model in existing housing precincts as identified in Figure 15	The LEP amendment maintains the existing height control. The density will be guided by the setback and separation requirements and the combination of single and two storey built form to achieve the low density character consistent with the Seniors Housing Design Guidelines and the approved density of DA/850/2011. This is a unique situation which will not undermine the broader strategy to concentrate housing in urban areas. In fact, the specific intention to integrate the site with the adjoining seniors housing development is consistent with Council's intentions to limit housing to serviced urban sites because servicing can only be made available to the subject site via the seniors housing development and vehicle access will only be via an approved crossing.
LP2. Promoting design excellence for new housing including having regard to the principles of ecologically sustainable development and universal design.	New dwellings will need to demonstrate BASIX compliance. Universal design is anticipated as set out in Seniors Housing Design Guidelines and accessibility requirements for seniors housing.
LP3. Supporting the development of community and cultural facilities that will adequately service our current and future community.	Integration with DA/850/2011 will create connection to approved communal areas, indoor and outdoor common spaces, the leisure centre and the shuttle bus service.
LP6. Providing housing in the right locations that meets the needs of our community with regard to housing type and mix, design, sustainability, affordability and safety. Action A16: Finalise an update to the Hornsby Local Housing Strategy including a local character statement for public exhibition	The proposal will aid in meeting the needs of the community, in particular the aging population. The proposed housing types will offer ground floor and first floor apartments, within a small scale development of approximately 8-10 dwellings, which will be directly connected to the existing senior's development. See below comments specific to the Housing Strategy.
• SP8: Maintaining and enhancing the environmental, economic and scenic values of the Metropolitan Rural Areas of Hornsby. - o Action SA11: Finalise the Rural Lands Study. - o Action SA12: Continue to partner with the Greater Sydney Commission to advocate for changes to State planning policy to deliver an appropriate outcome for seniors housing that will protect rural lands.	This is a unique opportunity to create a long term rural-urban interface where the potential for rural land use conflicts will be controlled and managed by a LUCRA which will be evaluated as part of a future DA. This LEP amendment will result in a specific form of Seniors housing that will deliver long term protection to the adjoining rural land and this has been recognised by DPIRD.
• SP15: Protecting your community from natural disasters • Action SA21: Finalise Hornsby Bushfire Management Strategy	A future DA for seniors housing must demonstrate appropriate management of risks in the long term. This would be a significant advantage to the nearby urban and rural lands in that ongoing bushfire risk management strategies would be implemented at the site which would be superior to allowing the land to continue its use as rural residential.

The LSPS includes the following statements specific to seniors housing and rural lands:

Page 30: "The proliferation of seniors housing in our rural area does not represent a strategic approach to the sustainable development of these areas"

Comment

The Planning Proposal clearly demonstrates that the RU4 zoning of the site does not match the context and specific features of the site. The site is not suitable for small lot primary production and this has been confirmed by DPIRD. The LSPS does not encourage rural residential development. Limiting the future use of the site only to seniors housing will facilitate a predictable development outcome most suited to the site and the adjoining development approved by DA/850/2011. This Planning Proposal does not represent a “proliferation of seniors housing in a rural area”. It is specific to the potential small-scale incremental extension of an approved independently living development.

Page 30: *“Protecting our rural areas from inappropriate Seniors Housing development ”*

Comment

This Planning Proposal demonstrates the additional use as seniors housing is the most appropriate development outcome for this specific site.

Page 30: *“In considering areas for future housing in the longer term, there will be a focus on creating great places, rejuvenating areas and providing diverse housing choice, whilst avoiding the following areas:*

- *Heritage conservation areas*
- *Areas with established tree canopy*
- *Areas with high biodiversity and environmental value;*
- *Areas that are bush fire prone with high evacuation risk (refer to pages 64-66);*
- *Areas at high risk of flooding and inundation;*
- *Areas with limited transport, waste, water and road infrastructure; and*
- *Areas with steep topography*

Comment

The site is not in a heritage conservation area. The potential development scheme requires setbacks which will protect and maintain existing canopy trees. The site does not have biodiversity or environmental values. The bushfire risk to the site can be managed and the evacuation risk is low with direct access to a classified road in a westward direction to land at Galston local centre which has no bushfire risk. The site does not have a high flood risk. Future residents can have access to the shuttle bus service required by DA/850/2011. Road infrastructure is appropriate and TfNSW supports the potential additional traffic movements using the vehicle crossing approved with DA/850/2011. The site is relatively flat. Overall, the site does not have features which would make it land to be avoided for future housing.

Page 67: Character statements for landscaped areas will *“conserve rural character and protect environmentally sensitive and productive land for future use”*. *“A landscape area is a place with shared characteristics, such as: Physical features (bushland, cleared land, farmland, topography, valleys, waterways Land uses (rural, village, agriculture) Other unique qualities and character”*

Comment

This Planning Proposal demonstrates the site does not contain bushland, farmland or other characteristics which make it suitable for small lot primary production and this has been confirmed by DPIRD. Council’s Rural Lands Strategy identifies the site as being within the Galston Plateau Landscape Area. See Table 13 for further details which demonstrate the Additional Permitted Use of Seniors Housing will not be contrary to the strategic future use of land in the Galston Plateau.

6.3.2.8 Hornsby Local Housing Strategy 2020

The Hornsby Local Housing Strategy provides a 20-year vision for housing in Hornsby Shire. It is focused on residential accommodation and managing growth so that it is sustainable and supports liveability and affordable living for Shire residents over the next 20 years.

The Local Housing Strategy forecasts a growth of the Shires population to reach 179,582 by 2036. This represents an increase of nearly 32,000 people between 2016 and 2036. This results in the need for an additional 14,879 new homes by 2036.

Additionally, the Local Housing Strategy confirms that the demand for residential aged care and seniors living is likely to continue. It was found that the Shire plays a more than prominent role in the residential aged care sector with 11% of the 2019 population aged over 65 years living in seniors housing (compared to the NSW average of 6%). Council acknowledged a pro-active approach was required to identify appropriate locations for housing type and mix, design, sustainability, affordability and safety.

The demographic projections in the Housing Strategy are linked to a need for more one bedroom and bedsits for older people in lone person households, improving affordability and choice to 'age in place'.

Council's Local Housing Strategy objectives relevant to the proposal are addressed in **Table 10** below.

Table 10 Local Housing Strategy Objectives	
Local Housing Strategy Objectives	Proposal
Objective 1: <i>Promote design excellence to ensure new housing delivers high quality buildings and an urban realm that respects current and future desired local character, green spaces and landscaping.</i>	The design options demonstrate setbacks, buildings heights, scale and proportion of built form and deep soil and canopy tree landscaping can match local character suitable to the rural-urban interface. These matters will be assessed with a future DA.
Objective 2: <i>Ensure new housing development minimises environment impact and promotes ecologically sustainable development.</i>	The subject site is identified as flood affected and bushfire prone land and specialist reports demonstrate these risks can be managed to accommodate new housing on the site. Trees can be retained.
Objective 3: <i>Protect sensitive areas from development and ensure new housing does not detract or erode an area's local character.</i> <i>"Council is concerned about the consequences of future development to our local areas through State Government Strategic Environmental Planning Policies (SEPPs) which bypass local development controls, these include:</i> <i>Unplanned and unsustainable growth of Seniors Housing permitted by State Government through Site Compatibility Certificates in our rural areas."</i>	The site is not a 'sensitive area'. Flood and bushfire risks are manageable within the site. The built form and landscaped setting can achieve a transition between low density urban form and small lot rural lands. The Planning Proposal is consistent with a unique context and setting created by a SSC and DA/850/2011 as well as the lot configuration of adjoining rural properties. Independent living units of 8-10 dwellings integrated with senior's development approved by DA/850/2011 is not 'unplanned' nor 'unsustainable'.
Objective 4: <i>Identify opportunities to encourage housing diversity including medium density, adaptable housing for the aging and multi-unit housing in areas of limited choice and availability.</i>	The site is a unique opportunity for new seniors housing in the Galston locality which has a limited urban footprint.
Objective 5: <i>Promote sustainable locations for housing growth close to transport, which support the role of centres, have adequate infrastructure and maximise opportunities through collaboration.</i>	The site is located approximately 550m east from the Galston Shopping Village Complex, and various shops and services along Galston Road. All essential services can be extended from the development of DA/850/2011.
Objective 6: <i>Ensure housing growth aligns with the Region and District Plan priorities, planned infrastructure growth and will deliver the District Plan housing targets.</i>	The Planning Proposal will have a minor positive contribution to new housing targets.

The proposal is demonstrably consistent with the Hornsby Local Housing Strategy.

6.3.2.9 Hornsby Shire Rural Lands Strategy

This Strategy provides key principles and recommendations for managing rural lands and addresses obligations for rural lands prescribed by the State Government, setting a strategic direction for rural areas and amendments to the Local Strategic Planning Statement (LSPS) and planning controls. It addresses relevant planning priorities from the Greater Sydney Commission's North District Plan, including N18 Better Managing Rural Areas.

The Strategy notes Hornsby Shire's rural population is ageing and household size decreasing at faster rates than the urban areas.

Of relevance to the Proposal, the Strategy identifies the following concerns with the use of rural land:

- *More people want to live in rural areas for a range of social, environmental and economic reasons.*
- *More people are living in rural areas for lifestyle reasons not related to farming. This increases the potential for land use conflicts.*
- *People pursuing a rural lifestyle often have amenity expectations that conflict with modern farming practices.*
- *Historic subdivision policies have resulted in fragmentation of rural land and a significant legacy of small rural lots, including lots less than 2ha.*
- *Landowners commonly have expectations they will be able to construct a dwelling or subdivide to create additional small rural lots. However, unrestricted development in the rural area has had significant consequences on rural/ agricultural activities, including increased land prices, divestment in farming operations and land use conflicts.*
- *Development must be managed to avoid conflicts with productive rural and environmental uses.*
- *Most houses in the rural area are separate dwellings.*
- *There are a small number of townhouses, terraces and units in Galston village.*
- *There are two Seniors Living developments in the rural area, one in Galston (135 independent living units, with an additional 74 beds in a residential aged care facility) and one in Glenhaven (181 independent living units).*
- *Other seniors living developments in Galston, Dural and Glenhaven have been granted development consent but have not yet been established.*
- *Hornsby Shire Council has strongly advocated to the State Government for changes to the Seniors SEPP that would prohibit seniors living developments on rural land.*

The Planning Proposal does not exacerbate the above concerns. The site is at the interface of urban and rural land uses and can be connected to all essential services. Land use conflict potential can be managed with landscaped separation distances from the nearest rural properties. The potential use as seniors housing will facilitate amalgamation with DA/850/2011 and will not fragment rural land and will not detract from the ongoing viability of nearby seniors housing at Rowland Village (301 Galston Road) and Glenhaven (6-8 Glen Street) which collectively provide 316 independent living units and 74 aged care beds.

Table 11 below shows the overview of the relevant Planning Principles within the Rural Lands Strategy and how the proposal is aligned.

Table 11 Planning Principles within the Rural Lands Strategy	
Key Planning Principles	Proposal
<i>Retain and enhance opportunities for productive land use.</i>	Due to the size and isolation of the subject site, the land is not viable for primary production uses. A LUCRA can be prepared specific to a future DA.
<i>Limit further fragmentation of rural land.</i>	The Planning Proposal will facilitate amalgamation with DA/850/2011. The Planning Proposal will not fragment rural land
<i>Respond to changing demographics by exploring where some houses could be located close to or within existing rural villages.</i>	The subject site directly adjoins DA/850/2011 which adjoins low density residential land further west. The site is within 550m of Galston local centre.

Table 11 Planning Principles within the Rural Lands Strategy

<i>Manage the interface between urban and rural areas, especially in the southern parts of the rural area near New Line Road and Old Northern Road.</i>	The development options demonstrate an appropriate interface can be achieved in terms of bulk and scale, built form, setbacks and separation, landscaped setting and outlooks.
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Table 12 below lists relevant Recommendations of the Rural Lands Strategy and how the proposal is consistent.

Table 12 Recommendations of the Rural Lands Strategy

Recommendations	Proposal
<i>Retain RU1 (Primary Production) and RU4 (Primary Production, Small Lots) zoning extent and include opportunities for additional land uses including Garden Centres, Markets, Restaurants and Cafés, Function centres and Artisan Food and Drink premises on sites where agriculture occurs.</i>	The Planning Proposal will not change the land use zones. The additional use of seniors housing is the most appropriate future use of the site given its context and setting.
<i>Review zone objectives for the RU1, RU2 and RU4 zone.</i>	No changes are proposed to the zone objectives.

Galston Plateau Landscape Area

The Rural Lands Study describes this Landscape Area as follows:

"This landscape area is defined by low, rolling hills and valleys, featuring the significant Turpentine-Ironbark Forest vegetation community. In and around Galston, there is a sense of being at a high point, with wide skies and a sense of openness associated with rural places. Galston acts as a local service centre for the surrounding rural area, as well as supporting a small local population in the village. Galston's immediate surrounds include several churches, and the well-known Fagan Park, a 55-hectare reserve and local tourist attraction which includes a bushland reserve and local walking track alongside botanic gardens."

The future development of the site for seniors housing will not change the description of the Galston Plateau Landscape Area.

The principles and recommendations for Galston Plateau set out in the Rural Lands Strategy are listed in **Table 13** below along with comments that demonstrate the Planning Proposal is aligned.

Table 13 Galston Plateau Principles and Recommendations

Principle	Recommendations	Proposal
<i>Investigate the potential for rural villages to accommodate some additional housing, where there are no adverse impacts on preferred rural village character, and where the development maintains other values of the rural area.</i>	<i>Investigate opportunities within 400m from the current residential zoned land around Galston village where the zoning of E4 Environmental Living could be introduced, provided land meets principles for place-based planning outlined in this Strategy.</i>	The site is within 200m of land in Zone R2 Low Density Residential.
<i>Recognise and protect productive agricultural land, by limiting further fragmentation and exploring opportunities for rural businesses to value add with activities that are ancillary to, and support, agricultural production.</i>	<i>Explore additional permissible land uses in the RU2 and RU4 zone, that would enable primary production activities to be supplemented with (e.g.) tourism or other accommodation uses and enhance connections to the Berowra Valley and further north along Old Northern Road.</i>	The site is not viable for agricultural production or a value-add rural business as confirmed by pre-lodgement advice from DPIRD.
<i>Provide for a range of tourism-related land uses that support the ongoing viability of the agricultural industry.</i>		

The proposal is demonstrably consistent with the Hornsby Shire Rural Lands Strategy.

6.3.2.10 Seniors Housing Demand and Supply Review (July 2020)

Key Findings from this review were reported as follows:

- *“By 2036, the anticipated demand for over 65 Seniors Independent Living Units will be between 2,050 and 3,008 dwellings*
- *Supply is anticipated to be 3,282 Seniors Independent Living Units*
- *The numbers indicate an oversupply of between 274 and 1,232 dwellings by 2036.*
- *There will be adequate future provision of Seniors Independent Living Units in Hornsby Shire to 2036.*
- *Based on numbers identified in this Review, there is no need to develop planning strategies to stimulate Seniors Independent Living Unit supply in Hornsby to 2036. However, qualitative analysis of supply should be addressed including consideration of residents’ preferences, appropriate locations and affordability.”*

Council has not undertaken these qualitative investigations.

The Planning Proposal represents a very minor increase in supply ancillary to an approved seniors housing development and a unique opportunity to optimise development of the subject site using connections to approved facilities and services under DA/850/2011. The Planning Proposal is not a ‘strategy’ nor will it establish a precedent for oversupply in inappropriate locations.

6.3.2.11 Studies and Strategies

Q5: Is the planning proposal consistent with applicable state and regional studies or strategies?

There are no other state and regional studies or strategies to which the proposed amendments are required to align.

6.3.2.12 State Environmental Planning Policies

Q6: Is the Planning Proposal consistent with the applicable State Environmental Planning Policies?

There are no State Environmental Planning Policies (SEPPs) or draft Policies or Deemed SEPPs that would prohibit or restrict this Planning Proposal. A list of relevant SEPPs is included in **Table 14**.

Table 14 Relevant State Environmental Planning Policies			
SEPP	Relevance	Y/N	Comments
SEPP (Resilience and Hazards) 2021	The Resilience and Hazards SEPP relates to coastal management, hazardous and offensive development and investigation of contamination and remediation of land.	Yes	The Planning Proposal will not change the provisions for contamination and remediation. A Preliminary Site Investigation accompanies the Planning Proposal and demonstrates the site is suitable for seniors housing.
SEPP (Sustainable Buildings) 2022	This SEPP encourages the design and delivery of more sustainable buildings across NSW. It sets sustainability standards for residential and non-residential development and starts the process of measuring and reporting on the embodied emissions of construction materials.	Yes	This application does not change the manner in which this SEPP will apply to any future development consent. BASIX certificates will be required for new dwellings.
SEPP (Housing) 2021	This SEPP aims to incentivise the supply, diversity and affordability of new housing.	Yes	This SEPP does not permit seniors housing in the RU4 zone under Part 5 of the SEPP. The Planning Proposal relates to unique site context and does not undermine the intent of the SEPP for Senior Housing.

Table 14 Relevant State Environmental Planning Policies			
SEPP	Relevance	Y/N	Comments
SEPP (Exempt and Complying Development Codes) 2008	This SEPP defines types of development for which development consent is not required.	Yes	This application for a Planning Proposal does not change the manner in which this SEPP applies to the site.
SEPP (Transport and Infrastructure) 2021	This SEPP aims to facilitate the delivery of new infrastructure and protect the safe and efficient operation of existing infrastructure.	Yes	The application for a Planning Proposal does not change the way in which the SEPP applies to the site or to future development upon the site. The proposal is supported by a Traffic and Parking Impact Assessment prepared by McLaren Traffic Engineering and pre-lodgement support from Transport for NSW dated 22 April 2026.
SEPP (Biodiversity and Conservation) 2021	This SEPP aims for biodiversity conservation, management of vegetation and implementation of catchment management.	Yes	The application for a Planning Proposal does not change the way in which the SEPP would apply to the site or to future development upon the site. The Planning Proposal does not trigger the need to clear vegetation. Stormwater can be integrated with the methods approved for DA/850/2011.
SEPP (Primary Production) 2021	This SEPP seeks to reduce conflicts between rural land and other land uses and ensure the ongoing viability of agricultural land.		The Planning Proposal demonstrates consistency with the objectives of the SEPP "to minimise potential land use conflict between existing and proposed development on land in the zones under a relevant EPI that are equivalent to the rural, residential or environment protection zones concerned (particularly between residential land uses and other rural land uses)." A LUCRA can be prepared specific to a future DA for seniors housing.
SEPP (Planning Systems) 2021	This SEPP identifies state or regionally significant development, state-significant infrastructure, and critical state-significant infrastructure.		This Planning Proposal does not change the way in which this SEPP would apply to the site or to future development

6.3.2.13 Section 9.1 Ministerial Directions

Q7: Is the Planning Proposal consistent with the applicable Ministerial Directions?

The proposal is consistent with all applicable Ministerial Directions under Section 9.1 of the *Environmental Planning and Assessment Act 1979* as outlined in **Table 15** below.

Table 15 Section 9.1 Ministerial Directions			
Ministerial Direction	Relevance	Y/N	Comments
1. Planning Systems			
1.1 Implementation of Regional Plans	<i>Objective</i> <i>The objective of this direction is to give legal effect to the vision, land use strategy, goals, directions and actions contained in Regional Plans. Application This direction applies to a</i>	Y	See Section 6.3.2.2 where it is demonstrated the Planning Proposal is consistent with the Northern District Plan in terms of housing supply. It has been demonstrated that despite the rural zoning of the land, it is not suited nor viable for

Table 15 Section 9.1 Ministerial Directions			
	relevant planning authority when preparing a planning proposal for land to which a Regional Plan has been released by the Minister for Planning. Direction 1.1 (1) Planning proposals must be consistent with a Regional Plan released by the Minister for Planning. Consistency A planning proposal may be inconsistent with the terms of this direction only if the relevant planning authority can satisfy the Planning Secretary (or an officer of the Department nominated by the Secretary), that: (a) the extent of inconsistency with the Regional Plan is of minor significance, and (b) the planning proposal achieves the overall intent of the Regional Plan and does not undermine the achievement of the Regional Plan's vision, land use strategy, goals, directions or actions.		primary production and rural uses and therefore strategies for rural lands in the NDP are not relevant and will not be undermined.
1.4 Site Specific Provisions	This direction applies to all relevant planning authorities when preparing a planning proposal that will allow a particular development to be carried out. (1) A planning proposal that will amend another environmental planning instrument in order to allow particular development to be carried out must either: (a) allow that land use to be carried out in the zone the land is situated on, or (b) rezone the site to an existing zone already in the environmental planning instrument that allows that land use without imposing any development standards or requirements in addition to those already contained in that zone, or (c) allow that land use on the relevant land without imposing any development standards or requirements in addition to those already contained in the principal environmental planning instrument being amended. (2) A planning proposal must not contain or refer to drawings that show details of the proposed development.	Yes	The Planning Proposal will seek to include an additional permitted use to allow for seniors housing on the subject site only. (a) The proposal will allow for an additional permitted use within the RU4 zone on the subject site only. (b) As above, the proposal will not rezone the site, however, will rather include an additional permitted use. (c) The proposal will not include any standards beyond those currently required. The Planning Proposal does not rely on drawings or detailed of proposed development. Design Options are provided to demonstrate concepts and achievement of potential outcomes consistent with strategic plans.
4. Resilience and Hazards			
4.1 Flooding	This direction applies to all relevant planning authorities that are responsible for flood prone land when preparing a planning proposal that creates, removes or alters a zone or a provision that affects flood prone land.	Yes	The site is known to be flood prone land. A Flood Assessment Report prepared by Cubo Consulting accompanies the Planning Proposal. The Planning Proposal does not alter flood planning provisions in clauses 5.21 and 5.22 of HLEP 2013.

Table 15 Section 9.1 Ministerial Directions			
4.3 Planning for Bushfire Protection	<i>This direction applies to all local government areas when a relevant planning authority prepares a planning proposal that will affect, or is in proximity to, land mapped as bushfire prone land. This applies where the relevant planning authority is required to prepare a bush fire prone land map under section 10.3 of the EP&A Act, or, until such a map has been certified by the Commissioner of the NSW Rural Fire Service, a map referred to in Schedule 6 of that Act.</i>	Yes	The subject site is identified as being affected by bush fire prone land "Vegetation Buffer" along the eastern portion of the site. The application is supported by a Bushfire Assessment Report prepared by Bushfire Consultancy Australia. The assessment report considers the three design options and includes an analysis of the hazard, threat and subsequent risk of the development proposal and provides recommendations that satisfy the relevant provisions and legislation.
9. Primary Production			
9.1 Rural Zones	<i>Direction 9.1</i> <i>(1) A planning proposal must:</i> <i>(a) not rezone land from a rural zone to a residential, employment, mixed use, SP4 Enterprise, SP5 Metropolitan Centre, W4 Working Waterfront, village or tourist zone.</i> <i>(b) not contain provisions that will increase the permissible density of land within a rural zone (other than land within an existing town or village).</i> <i>Consistency A planning proposal may be inconsistent with the terms of this direction only if the relevant planning authority can satisfy the Planning Secretary (or an officer of the Department nominated by the Secretary that the provisions of the planning proposal that are inconsistent are:</i> <i>(a) justified by a strategy approved by the Planning Secretary which: i. gives consideration to the objectives of this direction, and ii. identifies the land which is the subject of the planning proposal (if the planning proposal relates to a particular site or sites), or</i> <i>(b) justified by a study prepared in support of the planning proposal which gives consideration to the objectives of this direction, or</i> <i>(c) in accordance with the relevant Regional Strategy, Regional Plan or District Plan prepared by the Department of Planning and Environment which gives consideration to the objective of this direction, or</i> <i>(d) is of minor significance</i>	Yes	The Planning Proposal does not change the land use zones and does not change development standards for density (being the minimum lot size standard). The Planning Proposal is consistent.
9.2 Rural Lands	<i>Objective</i> <i>The objectives of this direction are to:</i> <i>(a) protect the agricultural production value of rural land,</i> <i>(b) facilitate the orderly and economic use and development of rural lands for rural and related purposes,</i> <i>(c) assist in the proper management, development and protection of rural lands to</i>	Y	

Table 15 Section 9.1 Ministerial Directions

	<i>promote the social, economic and environmental welfare of the State,</i> <i>(d) minimise the potential for land fragmentation and land use conflict in rural areas, particularly between residential and other rural land uses,</i> <i>(e) encourage sustainable land use practices and ensure the ongoing viability of agriculture on rural land,</i> <i>(f) support the delivery of the actions outlined in the NSW Right to Farm Policy.</i> <i>Application</i> <i>This direction applies when a relevant planning authority prepares a planning proposal for land outside the local government areas of lake Macquarie, Newcastle, Wollongong and LGAs in the Greater Sydney Region (as defined in the Greater Sydney Commission Act 2015) other than Wollondilly and Hawkesbury, that:</i> <i>(a) will affect land within an existing or proposed rural or conservation zone (including the alteration of any existing rural or conservation zone boundary) or</i> <i>(b) changes the existing minimum lot size on land within a rural or conservation zone.</i> <i>(1) A planning proposal must:</i> <i>(a) be consistent with any applicable strategic plan, including regional and district plans endorsed by the Planning Secretary, and any applicable local strategic planning statement</i> <i>(b) consider the significance of agriculture and primary production to the State and rural communities</i> <i>(c) identify and protect environmental values, including but not limited to, maintaining biodiversity, the protection of native vegetation, cultural heritage, and the importance of water resources</i> <i>(d) consider the natural and physical constraints of the land, including but not limited to, topography, size, location, water availability and ground and soil conditions</i> <i>(e) promote opportunities for investment in productive, diversified, innovative and sustainable rural economic activities</i> <i>(f) support farmers in exercising their right to farm</i> <i>(g) prioritise efforts and consider measures to minimise the fragmentation of rural land and reduce the risk of land use conflict, particularly between residential land uses and other rural land use</i> <i>(h) consider State significant agricultural land identified in chapter 2 of the State</i>	The Planning Proposal affects land in a rural zone. The Planning Proposal addresses a unique situation not addressed nor contemplated in an adopted strategy. DPIRD has confirmed the site is not significant nor viable for primary production. The site does not contain environmental assets that require protection under LEP provisions. The additional use of Seniors Housing is compatible with the land capability as demonstrated by the supporting studies submitted with the Planning Proposal. The site is not suited to rural economic activities. A LUCRA can be implemented specific to a future DA which will protect neighbouring property owners' right to farm. The Planning Proposal will not fragment rural land. The land is not State significant agricultural land.
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Table 15 Section 9.1 Ministerial Directions			
	<i>Environmental Planning Policy (Primary Production) 2021 for the purpose of ensuring the ongoing viability of this land</i> <i>(i) consider the social, economic and environmental interests of the community.</i> <i>(2) A planning proposal that changes the existing minimum lot size on land within a rural or conservation zone must demonstrate that it:</i> <i>(a) is consistent with the priority of minimising rural land fragmentation and land use conflict, particularly between residential and other rural land uses</i> <i>(b) will not adversely affect the operation and viability of existing and future rural land uses and related enterprises, including supporting infrastructure and facilities that are essential to rural industries or supply chains</i> <i>(c) where it is for rural residential purposes:</i> <i>i. is appropriately located taking account of the availability of human services, utility infrastructure, transport and proximity to existing centres</i> <i>ii. is necessary taking account of existing and future demand and supply of rural residential land.</i>		The Planning Proposal will have no detrimental social and economic impacts for the Galston community. The minimum lot size will not be changed. The Planning Proposal is not inconsistent with this Direction.

6.3.3 Section C - Environmental, Social and Economic Impacts

Q8: Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?

The subject site is not mapped as containing terrestrial biodiversity, and will not create adverse impacts on threatened species, populations or ecological communities or their habitats.

Q9: Are there any other likely environmental effects as a result of the Planning Proposal and how are they proposed to be managed?

Tree Retention

The proposal does not require tree removal.

Amenity Impacts

This planning proposal does not include any changes to the permitted building height or other controls which influence the bulk and scale of future built form. Future development will be guided by separation and setback requirements, acoustic attenuation, protection of the land identified for acquisition for road widening, compatible integration with DA/850/2011 and the Seniors Housing Design Guidelines all of which require amenity impacts to be optimised and managed.

Acoustic Privacy

The site has a frontage to Galston Road, which is a classified road.

Section .119 and 2.120 to the SEPP (Transport and Infrastructure) 2021 require consideration of the potential compatibility of new development to the safe and efficient operation of the classified road and the amenity of any noise sensitive redevelopments, including for residential purposes. Any new noise sensitive land use must be designed to ameliorate potential traffic noise or vehicle emissions that may affect the development.

The proposal is supported by an Acoustic Assessment Report prepared by Marshall Day Acoustics. Noise modelling has been carried out to determine whether regulatory requirements in regard to internal and external acoustic amenity for future and surrounding residents are practicably achievable.

The assessment has included a review of the site and surrounding area, results of previous acoustical measurements to characterise the ambient noise environment, establishment of noise criteria, development of a noise model to predict potential noise emissions to surrounding potentially sensitive properties and a comparison of predicted noise levels with regard to recommended guidelines

Bushfire prone land

The subject site is identified as being affected by bush fire prone land "Vegetation Buffer" along the eastern portion of the site. The application is supported by a Bushfire Assessment Report prepared by Bushfire Consultancy Australia. The assessment report considers the three design options and includes an analysis of the hazard, threat and subsequent risk of the development proposal and provides recommendations that satisfy the relevant provisions and legislation.

The Bushfire Assessment Report concludes that based on the surrounding vegetation and topography, the Bushfire Attack Level (BAL) for the new works on the site will be BAL-Low and asset management can be achieved within the site.

Flood Management

The Flood Assessment Report prepared by Cubo Consulting submitted with this Planning Proposal shows surface water management can be achieved to manage risk to human safety and property with methods similar to, and connected with, those implemented for DA/850/2011. The Flood Assessment Report includes a concept plan as shown in Figure 16. A combination of pits, pipes and overland flow paths can be connected to the swales created with DA/850/2011 to divert surface water flow. Specific modelling with a future DA will determine finished levels and the freeboard and finished floor levels required for new seniors housing dwellings.

Traffic Impacts

The proposal is supported by a Traffic and Parking Statement prepared by McLaren Traffic Engineering, which notes the following:

- *Access to the site will be achieved via the existing approved driveway serving 330-334 Galston Road, Galston (the adjacent seniors living development, owned by the same operator). This development will be consolidated into the adjacent development. No new vehicular access to Galston Road is proposed or envisaged.*
- *Depending on the ultimate scale the final DA proposal (subject to a separate DA), the site will require between eight (8) and 12 car parking spaces. The site can accommodate these car parking spaces within the site, with access obtained from the adjacent Basement car park areas associated with the approved and under construction seniors living development.*
- *The proposal will generate 3-5 vehicle trips during the site peak hour (which occurs outside of the network peak hour). This level of additional traffic generation will equate to one additional vehicle every 12-15 minutes which will have no adverse impact on the local traffic network and can be supported by the approved and constructed driveway to Galston Road.*

Furthermore, approval has been sought from Transport for NSW regarding the access arrangement for the subject site as part of the proposal. A letter from Transport for NSW, dated 22 April 2026, states that the amended proposal to provide an internal road connection to the adjacent seniors living development at No. 330-334 Galston Road results in a vehicular connection and vehicular access to/from the subject site occurring via the recently constructed driveway / vehicular access servicing the seniors housing development.

The letter concludes that the "amended access arrangement is supported by Transport for NSW, and it is further noted that the Scoping Proposal is seeking to add seniors housing as a permitted use, with the subject sites built from, internal road connection and vehicular access to be consolidated with the adjacent seniors living development, providing strategic justification for the change in permissible use."

Q10: Has the Planning Proposal adequately addressed any social and economic effects?

This Planning Proposal will result in positive social and economic effects, providing additional housing stock that can be integrated with approved seniors housing on the adjoining site.

Social Impact

Integration of new seniors independent living units with DA/850/2011 will provide future residents with a sense of community and maintain social interaction through shared spaces and facilities and activities. This type of housing is intended to be low maintenance for residents which attracts the aging demographic. The site is close to Galston Local Centre and serviced by a shuttle bus required by conditions of DA/850/2011.

Economic Impact

New seniors housing will contribute to the diversity of existing housing stock and affordability within the locality.

Undertaking the demolition and construction works will have some short-term positive economic impacts through employment generation, both direct employment and multiplier effects. Ongoing maintenance and management will generate employment.

Accordingly, it is considered that the proposed development is likely to have only positive social and economic impacts in the locality.

Other Public Benefits

In addition, the proposal will provide a number of other indirect public benefits which include, but are not limited to:

- Delivery of seniors housing to positively contribute to the availability of residential accommodation for an aging population;
- Utilisation of existing parcels of land for residential accommodation within proximity to the Galston Shopping Village complex and the social infrastructure of Galston;
- Improvement of health and wellbeing of community members and future occupants;
- Foster social interaction between residents of the Living Choice facility;
- Allowing for the orderly and economic development of the land; and
- Increased activation and natural surveillance of the public domain.

In conclusion, the public benefits offered (above) are considered to be substantial in exchange for the additional permitted use.

6.3.4 Section D - State and Commonwealth Interests**Q11: Is there adequate public infrastructure for the Planning Proposal?**

The additional permitted use will not trigger requirements for local or regional scale amplification or introduction of new infrastructure, services or facilities. Subject to future applications, any consent associated with the additional permitted uses can connect to essential services delivered by DA/850/2011.

Q12: What are the views of State and Commonwealth public authorities consulted in accordance with the Gateway determination?

The relevant authorities will be consulted as part of the anticipated public exhibition and referral process in accordance with the relevant legislative requirements and Gateway instructions. It is noted that the proposed LEP amendments will not trigger any changes to:

- Infrastructure and services provided by State agencies and public authorities;
- Resources managed by State agencies and public authorities.

Approval has been sought from Transport for NSW regarding the access arrangement for the subject site as part of the proposal. A letter from Transport for NSW, dated 22 April 2026, states that the amended proposal to provide an internal road connection

to the adjacent seniors living development at No. 330-334 Glaston Road results in a vehicular connection and vehicular access to/from the subject site occurring via the recently constructed driveway / vehicular access servicing the seniors housing development.

The letter concludes that the *"amended access arrangement is supported by Transport for NSW, and it is further noted that the Scoping Proposal is seeking to add seniors housing as a permitted use, with the subject sites built from, internal road connection and vehicular access to be consolidated with the adjacent seniors living development, providing strategic justification for the change in permissible use."*

Sydney Water has confirmed potable water is available and wastewater services are subject to investigations underway with a current Feasibility Application (the outcome of which will be resolved prior to public exhibition).

DPIRD has confirmed the site is not viable as a rural holding or for primary production. DPIRD supports the specific additional use to enable a suitable use of the land connected to DA/850/2011 and demonstration of specific land use conflict management methods with a future DA.

The proposal does not trigger the referral criteria in Attachment B to the DPIE Guideline.

A future Gateway determination will specify the list of agencies and public authorities required to be consulted and the methods and timing of such consultation.

6.4 PART 4 - MAPPING

The Planning Proposal seeks to amend the 'Additional Permitted Uses' Map as per HLEP 2013.

6.5 PART 5 - COMMUNITY CONSULTATION

Consistent with the requirements for a Standard LEP amendment and the DPIE Guidelines, it is anticipated that a draft Planning Proposal would be publicly exhibited for a period of 28 days. The exhibition material will include documents as specified in the Gateway determination and will include a copy of the Planning Proposal, an explanation of provisions, and an indication of the timeframes for completion of the process as estimated by Council.

It is anticipated that the Community and Stakeholder Consultation methods will include forwarding copies of relevant documents to appropriate State and Commonwealth agencies, notice of public exhibition in a local newspaper and on Hornsby Council's website, providing copies of exhibition material in electronic and hard copy form at relevant local government premises and letters of notification to nearby and potentially affected land owners.

6.6 PART 6 - PROJECT TIMELINE

The estimation of the project timeline is provided at **Table 16** below with the intention of optimising efficiency in the process.

Table 16 Indicative Project Timeline	
Stage	Timeframe and/or Date
Consideration by Council	June – September 2026
Council decision	September 2026
Gateway determination	December 2026
Pre-exhibition	January – March 2027
Commencement and completion of public exhibition period	March 2027
Consideration of submissions	April 2027
Post-exhibition review and additional studies	May – June 2027
Submission to the Department for finalisation (where applicable)	June 2027
Gazettal of LEP amendment	August 2027

7. Conclusion

This planning proposal seeks to amend the provisions of Schedule 1 of the Hornsby Local Environmental Plan (HLEP) 2013 for land at No. 328A Galston Road, Galston (the 'site'). Specifically, the Planning Proposal seeks to permit seniors housing only with development consent that will allow for a minor expansion of and integration with the seniors housing development under construction as approved with DA/850/2011 (as modified).

The expansion would result in approximately 6-10 additional independent living units to the facility. The proposal demonstrates both site-specific and strategic merit, as outlined in this Report considering the site is not suitable for the uses anticipated by Zone RU4 Primary Production Small Lots.

This application for a planning proposal has been prepared in accordance with Part 3 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) as well as the NSW DPIE "*Local Environmental Plan Making Guideline*" (August 2023).

The proposal demonstrates that the Planning Proposal has strategic and site-specific merit when considered as a site suitable to be amalgamated with DA/850/2011 and creating the urban-rural interface on a lot isolated from rural holdings and potential rural land uses. The amendment is consistent with the *Greater Sydney Regional Plan*, the *North District Plan*, majority of key priorities of the *Local Strategic Planning Statement* in terms of the strategic intentions for new housing. The Planning Proposal does not change the ways relevant State Environmental Planning Policies apply to the site and achieve their aims. The Planning Proposal is either consistent with the applicable Ministerial Directions or of minor inconsistency as prescribed by Section 9.1 of the EP&A Act.

This Planning Proposal recognises the unique potential of the site and its setting to provide for additional seniors housing and contribute to the overall seniors housing development at No. 330-334 Galston Road. The planning outcome cannot be achieved by any other means or methods. The Planning Proposal addresses a unique land use opportunity that has not been addressed by adopted strategic and statutory plans.

Key issues are summarised as follows:

- The site directly adjoins an under construction seniors housing development directly adjoining the subject site to the north and west, operated by Living Choice;
- The site is isolated from rural properties and cannot be viably used for primary production nor amalgamated to enhance its potential use for primary production;
- The site can be connected to essential services if future development is integrated with the adjoining seniors housing development approved with DA/850/2011; and
- The additional permitted use is the best outcome for future development of the site and its unique context and setting;
- Supporting studies demonstrate the site is capable of accommodating an appropriate form of seniors housing;
- The Planning Proposal will allow for the orderly and economic development of the land.

The additional permitted use have positive environmental effects that:

- Are compatible with the streetscape and rural-urban interface;
- Are within the capacity of essential services; and
- can deliver future social and economic benefits and can benefit from the recreational, social and health benefits to be established by DA/850/2011.

This application has the potential to make a substantial positive contribution to the approved development application (DA/850/2011) for the adjoining site, and results in the efficient use of a well-serviced site, to provide a use which is diverse and promotes healthy communities and delivers a high-quality urban environment and meets the needs of households with seniors and people with a disability. This application for a Planning Proposal is therefore worthy of Council's support.

ATTACHMENT/S

REPORT NO. PC19/26

ITEM 8

1. DEED OF VARIATION



**Voluntary Planning Agreement
7 City View Road, Pennant Hills
Deed of Variation**

Under s203(5) of the *Environmental Planning and Assessment Regulation 2021*

Hornsby Shire Council

**EG Funds Management Pty Ltd ATF EG Unit Trust in
its capacity as Investment Manager of the Yield Plus
Infrastructure Property Fund No.2**

Date: 26 August 2026

© Lindsay Taylor Lawyers



**Deed of Variation
Voluntary Planning Agreement
7 City View Road, Pennant Hills**

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Voluntary Planning Agreement

7 City View Road, Pennant Hills

ATTACHMENT 1 - ITEM 8



Deed of Variation to Voluntary Planning Agreement 7 City View Road, Pennant Hills

Under s203(5) of the *Environmental Planning and Assessment Regulation 2021*

Parties

Hornsby Shire Council ABN 20 706 996 972 of 296 Pacific Highway, Hornsby NSW
(Council)

and

EG Funds Management Pty Ltd ACN 108 198 492, ATF EG Unit Trust in its
capacity as Investment Manager of the Yield Plus Infrastructure Property Fund No.2 of Level
21, Governor Phillip Tower, 1 Farrer Place Sydney, NSW (**Developer**)

Background

- A The Parties are Parties to the Planning Agreement.
- B Pursuant to clause 14 of the Planning Agreement, the Parties agree to amend the Planning Agreement as set out in Schedule to this Deed, including to increase the number of Affordable Housing Units to be dedicated to Council from four (4) to seven (7).

Operative provisions

1 Interpretation

- 1.1 In this Deed the following definitions apply:
 - Deed** means this Deed of Variation and includes any schedules, annexures and appendices to this Deed.
 - Planning Agreement** means the Voluntary Planning Agreement 7 City View Road, Pennant Hills pursuant to s7.4 of the *Environmental Planning and Assessment Act 1979* entered into between the Parties on 16 January 2024.
- 1.2 All other capitalised words used in this Deed have the meanings given to those words in the Planning Agreement.
- 1.3 Clause 4 of the Planning Agreement applies as if it forms part of this Deed with any necessary changes.

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Voluntary Planning Agreement
7 City View Road, Pennant Hills



2 Status of this Deed

- 2.1 This Deed is an amendment to the Planning Agreement within the meaning of section 203(5) of the Regulation.
- 2.2 This Deed is not a planning agreement within the meaning of s7.4(1) of the Act.

3 Commencement

- 3.1 This Deed takes effect on the date when all Parties have executed this Deed.
- 3.2 The Party who executes this Deed last is to insert on the front page the date they did so and provide a copy of the fully executed and dated Deed to any other person who is a Party.

4 Warranties

- 4.1 The Parties warrant to each other that they:
 - 4.1.1 have full capacity to enter into this Deed, and
 - 4.1.2 are able to fully comply with their obligations under this Deed.

5 Amendment to Planning Agreement

- 5.1 On and from the date this Deed takes effect the Planning Agreement is amended in accordance with the marking-up shown on the copy of the Planning Agreement contained in the Schedule.

6 Costs

- 6.1 The Developer is to pay to the Council the Council's reasonable costs of preparing, negotiating, executing and stamping this Deed, and any document related to this Deed within 7 days of a written demand by the Council for such payment.
- 6.2 This clause continues to apply after expiration or termination of this Deed.

7 Explanatory Note

- 7.1 The Appendix contains the Explanatory Note relating to this Deed required by section 205 of the Regulation.
- 7.2 Pursuant to section 205(5) of the Regulation, the Parties agree that the Explanatory Note is not to be used to assist in construing this Deed.



Schedule

(Clause 5)

Amended Planning Agreement

DRAFT

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Voluntary Planning Agreement

7 City View Road, Pennant Hills

ATTACHMENT 1 - ITEM 8



Voluntary Planning Agreement 7 City View Road, Pennant Hills

Section 7.4 of the *Environmental Planning and Assessment Act 1979*

Date:

Hornsby Shire Council (**ABN 20 706 996 972**) of 296 Pacific Highway,
Hornsby NSW (**Council**)

and

EG Funds Management Pty Ltd **ACN 108 198 492** ATF EG Unit Trust in
its capacity as Investment Manager of the Yield Plus Infrastructure
Property Fund No.2, Level 21, Governor Phillip Tower, 1 Farrer Place
Sydney , NSW (**Developer**)

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Agreement

Date:

Parties:

First party

Name Hornsby Shire Council (**Council**)
ABN 20 706 996 972
Contact Glen Magus
Telephone (02) 9847 6666

Second party

Name EG Funds Management Pty Ltd ACN 108 198
 492 ATF EG Unit Trust in its capacity as
 Investment Manager of the Yield Plus
 Infrastructure Property Fund No.2 (**Developer**)
Contact David Workman
Telephone (02) 9220 7045

Background

- A. On 4th April 2022, the Developer made an application to the Council for the Instrument Change for the purpose of making a planning proposal to facilitate the Development of the Land.
- B. The Developer has agreed to make Development Contributions in connection with the carrying out of the Development enabled by the Instrument Change, in accordance with the terms of this Agreement.

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Deed of Variation to Voluntary Planning Agreement 7 City View Road, Pennant Hills**Hornsby Shire Council****EG Funds Management Pty Ltd ATF EG Unit Trust in its capacity as Investment Manager of the Yield Plus Infrastructure Property Fund No.2****Operative provisions****1. Planning agreement under the Act**

The Parties agree that this Agreement is a planning agreement within the meaning set out in s7.4 of the Act and governed by Subdivision 2 of Division 7.1 of Part 7 of the Act

2. Application of this Agreement

This Agreement is made in respect of the Development and applies to the Land, the Instrument Change and the Development.

3. Operation of this Agreement

This Agreement operates as a planning agreement for the purpose of the Act from the last to occur of the following:

- the Instrument Change being published in the NSW Government Gazette; and
- the date that this Agreement is executed by both parties.

4. Definitions and interpretation**4.1. In this Agreement the following definitions apply:**

Acquisition Act means the *Land Acquisition (Just Terms Compensation) Act 1991* (NSW).

Act means the *Environmental Planning and Assessment Act 1979* (NSW).

Affordable Housing has the same meaning as in the Act.

Affordable Housing Units means the units described in Schedules 1 and Schedule 2 of this Agreement.

Affordable Housing Units Works means all works in connection with the construction of the Affordable Housing Units as specified or described in **Schedule 2** of this Agreement.

Assign means, as the context requires, any assignment, sale, transfer, disposition, declaration of trust over or other assignment of a legal and/or beneficial interest.

Authority means (as appropriate) any:

- (1) federal, state or local government;
- (2) department of any federal, state or local government;
- (3) any court or administrative tribunal; or
- (4) statutory corporation or regulatory body.

Bank Guarantee means an irrevocable and unconditional undertaking without any expiry or end date by one of the following trading banks:

- (1) Australia and New Zealand Banking Group Limited.
- Commonwealth Bank of Australia.

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Macquarie Bank.

National Australia Bank Limited.

St George Bank Limited.

Westpac Banking Corporation.

Any other financial institution approved by the Council, in its absolute discretion, in response to a request from the Developer.

Claim means, against any person, any allegation, action, demand, cause of action, suit, proceeding, judgement, debt, damage, loss, cost, expense or liability howsoever arising and whether present or future, fixed or unascertained, actual or contingent whether at law, in equity, under statute or otherwise.

Completed means completed in accordance with the requirements of this Agreement.

Completion Notice has the meaning ascribed in clause 7.2.

Construction Certificate has the same meaning as in section 6.4(a) of the Act.

Contribution Value means the amount specified in **Schedule 1** in the column headed "contribution value" for each item of the Development Contributions.

Defect has the meaning ascribed to it in clause 10.1.

Defect Notice has the meaning ascribed to it in clause 10.1.

Defects Liability Period means a period of nine (9) months commencing from Completion of the relevant Affordable Housing Units Works.

Defects Security has the meaning ascribed to it in clause 15.5.

Development means the proposed future development of the Land for a mixed-use development comprising residential, commercial and community facilities and includes development which is State significant development under the Act.

Development Application has the same meaning as in the Act and includes an application for State significant development.

Development Consent means the consent issued under the Act for the Development.

Development Contribution means the contributions being provided by the Developer pursuant to **Schedule 1**, **Schedule 2** and **Schedule 3** of this Agreement, consisting of the Monetary Contribution, grant of the Easement, the Affordable Housing Units Works and the transfer of the Affordable Housing Units to Council free of cost.

Dispute has the meaning ascribed to it in clause 13.

Easement means the easement for public access as described:

- (1) in **Schedule 1**; and
- (2) on the terms outlined in **Schedule 3**.

Encumbrance means an interest or power:

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- (1) reserved in or over an interest in any asset;
 arising under, or with respect to, a Bio-Banking Agreement;
 created or otherwise arising in or over any interest in any asset under any mortgage, charge (whether fixed or floating), pledge, lien, hypothecation, title retention, conditional sale agreement, hire or hire purchase agreement, option, restriction as to transfer, use or possession, easement, covenant, lease, subordination to any right of any other person and any other encumbrance or security interest, trust or bill of sale; or
 by way of security for the payment of a debt or other monetary obligation or the performance of any obligation.

Encumber means to grant an Encumbrance.

GST has the same meaning as in the GST Law.

GST Law means *A New Tax System (Goods and Services Tax) Act 1999* (Cth) and any other Act or regulation relating to the imposition or administration of the GST.

Index means the Consumer Price Index (All Groups - Sydney) as provided by the Australian Bureau of Statistics.

Insolvency Event means the happening of any of the following events:

- (1) An application which is not withdrawn or dismissed within fourteen (14) days is made to a court for an order or an order is made that a body corporate be wound up.
- An application which is not withdrawn or dismissed within fourteen (14) days is made to a court for an order appointing a liquidator or provisional liquidator in respect of a body corporate or one of them is appointed, whether or not under an order.
- Except to reconstruct or amalgamate while solvent, a body corporate enters into, or resolves to enter into, a scheme of arrangement, agreement of company arrangement or composition with, or assignment for the benefit of, all or any class of its creditors, or it proposes a reorganisation, moratorium or other administration involving any of them.
- A body corporate resolves to wind itself up, or otherwise dissolve itself, or gives notice of intention to do so, except to reconstruct or amalgamate while solvent or is otherwise wound up or dissolved.
- A body corporate is or states that it is insolvent.
- As a result of the operation of section 459F(1) of the *Corporations Act 2001* (Cth) (**Corporations Act**), a body corporate is taken to have failed to comply with a statutory demand;
- A body corporate is or makes a statement from which it may be reasonably deduced that the body corporate is, the subject of an event described in section 459C(2)(b) or section 585 of the *Corporations Act*.
- A body corporate takes any step to obtain protection or is granted protection from its creditors, under any applicable legislation or an administrator is appointed to a body corporate.

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A person becomes an insolvent under administration as defined in section 9 of the Corporations Act or action is taken which could result in that event.

A receiver, manager or receiver and manager is appointed to the Company.

A claim is filed in a court against a person that is not defended, released or otherwise settled within twenty eight (28) days of the date of its filing at the court.

Anything analogous or having a substantially similar effect to any of the events specified above happens under the law of any applicable jurisdiction.

Instrument Change means a change to *Hornsby Local Environmental Plan 2013* to include a local provision which would:

- (1) permit residential flat buildings and seniors housing on the Land;
- allow for an increased FSR on the Land consistent with the renewal concept submitted with the Planning Proposal; and
- subject to development consent, allow development on the land which would achieve floor space of at least 0.5:1 for commercial use.

Land means Lot 3 DP 732565, known as 7 City View Rd, Pennant Hills.

Law means all legislation, regulations, by-laws, common law and other binding order made by any Authority.

Monetary Contribution means the monetary contributions specified or described in Schedule 1 (as indexed in accordance with this Agreement).

Occupation Certificate means an occupation certificate as defined under section 6.4(c) of the Act.

Party means a party to this agreement, including their successors and assigns.

Planning Legislation means the Act, the *Local Government Act 1993* (NSW) and the *Roads Act 1993* (NSW).

Primary Security has the meaning ascribed to it in clause 15.5.

Rectification Notice has the meaning ascribed to it in clause 7.2.

Register means the Torrens title register maintained under the *Real Property Act 1900* (NSW).

Regulation means the *Environmental Planning and Assessment Regulation 2021*.

Security means collectively the Primary Security and the Defects Security.

Subdivision Certificate has the same meaning as in section 6.4(d) of the Act.

4.2. In the interpretation of this Agreement, the following provisions apply unless the context otherwise requires:

- (1) Headings are inserted for convenience only and do not affect the interpretation of this Agreement.

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- (2) A reference in this Agreement to a business day means a day other than a Saturday or Sunday on which banks are open for business generally in Sydney.
- (3) If the day on which any act, matter or thing is to be done under this Agreement is not a business day, the act, matter or thing must be done on the next business day.
- (4) A reference in this Agreement to dollars or \$ means Australian dollars and all amounts payable under this Agreement are payable in Australian dollars.
- (5) A reference in this Agreement to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision.
- (6) A reference in this Agreement to any agreement, deed or document is to that agreement, deed or document as amended, novated, supplemented or replaced.
- (7) A reference to a clause, part, schedule or attachment is a reference to a clause, part, schedule or attachment of or to this Agreement.
- (8) An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or governmental agency.
- (9) Where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning.
- (10) A word which denotes the singular denotes the plural, a word which denotes the plural denotes the singular, and a reference to any gender denotes the other genders.
- (11) References to the word 'include' or 'including' are to be construed without limitation.
- (12) A reference to this Agreement includes the agreement recorded in this Agreement.
- (13) A reference to a party to this Agreement includes a reference to the servants, agents and contractors of the party, and the party's successors and assigns.
- (14) Any schedules and attachments form part of this Agreement.

5. Development Contributions to be made under this Agreement

The Developer must make the Development Contributions in the manner and at the times as set out in Schedule 1 of this Agreement.

6. Monetary Contribution

- (1) The Developer must pay the Monetary Contribution in accordance with **Schedule 1**.
- (2) The Monetary Contribution is made for the purpose of this Agreement when Council receives the full amount of the Monetary Contribution payable under this Agreement:
 - a) in cash; or

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- b) by unendorsed bank cheque; or
- c) by the deposit by means of electronic funds transfer of cleared funds into a bank account nominated by Council.

7. Affordable Housing Units

7.1. Design of Affordable Housing Units

- (1) The Developer must consult with Council with respect to the development of the detailed design and specification with respect to each of the Affordable Housing Units.
- (2) Before commencing construction of any of the Affordable Housing Units, the Developer will provide council with details of the design and specification for each Affordable Housing Unit.

7.2. Completion of Affordable Housing Units Works

- (1) If the Developer considers that any particular item of the Affordable Housing Units Works is complete it must serve a notice on Council which:
 - a) is in writing;
 - b) identifies the particular Affordable Housing Units Works to which it relates; and
 - c) specifies the date on which the Developer believes the relevant Affordable Housing Units Works was completed,

(Completion Notice).

- (2) Council must inspect the Affordable Housing Units Works set out in a Completion Notice within ten (10) business days of the receipt of that notice. If Council fails to carry out this inspection, the Affordable Housing Units Works referred to in the relevant Completion Notice will be deemed to be Complete.
- (3) Within fifteen (15) business days of inspecting the Affordable Housing Units Works set out in a Completion Notice Council must provide notice in writing (Rectification Notice) to the Developer that the Affordable Housing Units Works set out in the Completion Notice:
 - a) have been Completed; or
 - b) have not been Completed, in which case the notice must also detail:
 - i. those aspects of the Affordable Housing Units Works which have not been Completed; and
 - ii. the work Council requires the Developer to carry out in order to rectify the deficiencies in those Affordable Housing Units Works.
- (4) If Council does not provide the Developer with a Rectification Notice in accordance with paragraph (3), the Works set out in the Completion Notice will be deemed to have been Completed.
- (5) Where Council serves a Rectification Notice on the Developer, the Developer must:
 - a) rectify the Works in accordance with that notice; or
 - b) serve a notice on the Council that it disputes the matters set out in the notice.
- (6) Where the Developer:

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- a) serves notice on Council in accordance with paragraph b), the dispute resolution provisions of this Agreement apply; or
- b) rectifies the Works in accordance with paragraph a), it must serve upon the Council a new Completion Notice for the Affordable Housing Units Works it has rectified.

7.3. Developer Access to Affordable Housing Units

If the Developer is required to Complete, maintain or rectify any Defects in the Affordable Housing Units Works after the Affordable Housing Units have been transferred or dedicated to the Council pursuant to clause 7.4, Council will take all necessary steps to provide the Developer with reasonable access to the Affordable Housing Units in order to enable the Developer to satisfy its obligations under this Agreement, provided that, at all times, the Developer complies with:

- (1) Council's reasonable written directions; and
- (2) Council's policies and procedures from time to time,

as they relate to this right of access,

7.4. Dedication free of Encumbrances

The Developer must dedicate or transfer the Affordable Housing Units to Council free of any trusts, estates, interests, covenants and Encumbrances in accordance with **Schedule 2**.

7.5. Costs

The Developer must meet all costs (including legal and registration costs) associated with the dedication or transfer of the Affordable Housing Units in accordance with clause 7.4 including any costs incurred by Council in relation to that dedication or transfer.

7.6. Process for dedication

For the purpose of this Agreement, the Affordable Housing Units are dedicated to Council:

- (1) **(Deposited Plan)** if the relevant allotments in respect of the Affordable Housing Units are dedicated in a deposited plan registered at NSW Land Registry Services, when that plan is so registered; or
- (2) **(Instrument of Transfer)** otherwise when the Developer delivers to Council:
 - a) a transfer of the relevant allotments in respect of the Affordable Housing Units in registrable form;
 - b) any consent required by an interested party in the relevant allotments in respect of the Affordable Housing Units; and
 - c) any document in registrable form which, when registered, will remove any Encumbrances registered on the title of those allotments in respect of the Affordable Housing Units, excluding encumbrances that would not in the Council's opinion, acting reasonably, impede the intended use of all or any part of the Affordable Housing Units to be dedicated to the Council including but not limited to easements and covenants for services and drainage and encumbrances with respect to the common property of the Development.

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8. Easement

8.1. *Dedication of Easement*

The Developer must register the Easement on the title to the Land.

8.2. *Costs for grant of Easement*

The Developer must meet all costs (including legal and registration costs) associated with the grant of the Easement in accordance with paragraph 8.1.

8.3. *Process for grant of Easement*

For the purpose of this Agreement, the Easement is granted to Council:

- (1) **(Deposited Plan)** if the relevant Easement is granted to Council in a deposited plan of easement (incorporating the easement terms set out in **Schedule 3** in an accompanying section 88B instrument) registered at NSW Land Registry Services, when that plan is so registered; or
- (2) (Instrument of Transfer) otherwise when the Developer delivers to Council:
 - a) a transfer granting Easement in registrable form, which incorporates the easement terms in Schedule 3; and
 - b) any consent required by an interested party to the grant of Easement.

9. Indexation of Contribution Values

The Contribution Values for the Monetary Contribution will increase (with the calculation to be made as from the date the relevant Development Contribution is required to be provided to Council under this Agreement) in accordance with the following formula.

$$A = B \times \frac{C}{D}$$

where:

A = the indexed amount;

B = the relevant amount as set out in this Agreement;

C = the Index most recently published before the date that the relevant payment or the calculation with respect to the relevant amount is to be made; and

D = the Index most recently published before the commencement date of this Agreement.

If **A** is less than **B**, then the amount of the relevant Contribution Value will not change.

10. Defects

10.1. *Defects Notice*

- (1) Where any part of the Affordable Housing Units Works has been Completed but those Affordable Housing Units Works contain a material defect which:
 - a) adversely affects the ordinary use and/or enjoyment of the relevant Affordable Housing Units Works; and/or

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- b) will require rectification works to be performed on them as a result of the existence of the defect;

(Defect) Council may issue a defects notice (**Defects Notice**) concerning those Affordable Housing Units Works but only within the Defects Liability Period.

- (2) A Defects Notice must contain the following information:
 - a) the nature and extent of the Defect;
 - b) the work Council requires the Developer to carry out in order to rectify the Defect; and
 - c) the time within which the Defect must be rectified (which must be a reasonable time and not less than ten (10) business days).

10.2. Developer to Rectify Defects

- (1) The Developer must rectify the Defects contained within a Defects Notice as soon as practicable after receipt of the Defects Notice.
- (2) The Developer must follow the procedure set out in clause 7.2 in respect of the satisfaction of the Defects Notice.

10.3. Right of Council to Step-In

Council, at its absolute discretion, may enter the Affordable Housing Units (and the Land upon which the Affordable Housing Units are situated) for the purpose of satisfying the Defects Notice where the Developer has failed to comply with a Defects Notice but only after giving the Developer five (5) business days written notice of its intention to do so.

10.4. Consequence of Step-In

If Council elects to exercise the step-in rights granted to it under clause 10.3 then:

- (1) Council may:
 - a) enter upon any part of the Affordable Housing Units (and the Land upon which the Affordable Housing Units are situated) that it requires access to in order to satisfy the obligations of the Developer in accordance with the Defects Notice; and
 - b) rectify the relevant Defects in accordance with the Defects Notice; and
- (2) the Developer must not impede or interfere with Council in undertaking that work.

10.5. Costs of Council

Where Council exercises its step-in rights and incurs costs in rectifying the relevant Defects, it may call upon the Defects Security provided by the Developer pursuant to clause 15.5 and recover as a debt due in a court of competent jurisdiction any difference between the amount of the Defects Security and the costs incurred by the Council in rectifying the Defects.

11. Application of s7.11, s7.12 or s7.24 of the Act to the Development

This Agreement does not exclude the application of section 7.11, section 7.12 or section 7.24 of the Act to the Development. The benefits provided under this

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Agreement are not to be taken into consideration in determining a development contribution under section 7.11 of the Act.

12. Registration of Agreement

12.1. Registration

The Developer acknowledges and agrees that:

- (1) this Agreement must be registered on the title to the Land pursuant to section 7.6 of the Act; and
- (2) the Developer will pay or reimburse Council for all its legal and registration costs associated with registration in accordance with paragraph (1)

12.2. Obligations on Developer

- (1) The Developer, at its own expense, will promptly after this Agreement comes into operation, and before the issue of any Construction Certificate or Subdivision Certificate for the Development, take all necessary and practical steps, and otherwise do anything that Council reasonably requires, to procure:
 - a) the consent of each person who:
 - i. has an estate or interest in the Land; or
 - ii. is seized or possessed of an estate or interest in the Land;
 - b) the execution of any Agreements; and
 - c) the production of the relevant title documentation,

to enable the registration of this Agreement in accordance with clause 12.1.

- (2) The Developer, at its own expense, will take all necessary and practical steps, and otherwise do anything that the Council reasonably requires:
 - a) to allow the lodgement of this Agreement with the Registrar-General as soon as reasonably practicable after this Agreement comes into operation but in any event, no later than thirty (30) business days after that date; and
 - b) to allow the registration of this Agreement by the Registrar-General in the relevant folios of the Register for the Land as soon as reasonably practicable after this Agreement is lodged for registration

12.3. Discharge from the Register

The Council will provide its consent to the release and discharge of this Agreement so that it may be removed from the folios of the Register for the Land (or any part of it) when:

- (1) the Developer's obligations under this Agreement have been satisfied; or
- (2) if this Agreement is terminated or rescinded.

13. Dispute Resolution

13.1. Notice of Dispute

- (1) If a dispute or lack of certainty between the parties arises in connection with this Agreement or its subject matter (**Dispute**), then either party (**First Party**) must give to the other (Second Party) a notice which:

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- a) is in writing;
 - b) adequately identifies and provides details of the Dispute;
 - c) stipulates what the First Party believes will resolve the Dispute; and
 - d) designates its representative (**Representative**) to negotiate the Dispute.
- (2) The Second Party must, within five (5) Business Days of service of the notice of dispute, provide a notice to the First Party designating as its representative a person to negotiate the Dispute (the representatives designated by the parties being together, the Representatives).

13.2. Conduct pending resolution

The parties must continue to perform their respective obligations under this Agreement if there is a Dispute but will not be required to complete the matter the subject of the Dispute, unless the appropriate party indemnifies the other parties against costs, damages and all losses suffered in completing the disputed matter if the Dispute is not resolved in favour of the indemnifying party.

13.3. Further steps required before proceedings

Subject to 13.14 and 13.15 and except as otherwise expressly provided in this Agreement, any Dispute must, as a condition precedent to the commencement of litigation, mediation under clause 13.5 or determination by an expert under clause 13.6, first be referred to the Representatives. The Representatives must endeavour to resolve the dispute within five (5) Business Days of the date a notice under clause 13.1 is served.

13.4. Disputes for mediation or expert determination

If the Representatives have not been able to resolve the Dispute, then the parties must agree within five (5) Business Days to either refer the matter to mediation under clause 13.5 or expert resolution under clause 13.6.

13.5. Disputes for mediation

- (1) If the parties agree in accordance with clause 13.4 to refer the Dispute to mediation, the mediation must be conducted by a mediator agreed by the parties and, if the parties cannot agree within five (5) Business Days, then by a mediator appointed by the President of the Law Society of New South Wales for the time being.
- (2) If the mediation has not resulted in settlement of the Dispute and has been terminated, the parties may agree to have the matter determined by expert determination under clause 13.6.

13.6. Choice of expert

- (1) If the Dispute is to be determined by expert determination, this clause (2) applies.
- (2) The Dispute must be determined by an independent expert in the relevant field:
 - a) agreed between and appointed jointly by the parties; or
 - b) in the absence of Agreement within five (5) Business Days after the date that the matter is required to be determined by expert determination, appointed by the President of the Law Society of New South Wales for the time being.

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- (3) If the parties fail to agree as to the relevant field within five (5) Business Days after the date that the matter is required to be determined by expert determination, either party may refer the matter to the President of the Law Society of New South Wales for the time being whose decision as to the relevant field is final and binding on the parties.
- (4) The expert appointed to determine a Dispute:
 - a) must have a technical understanding of the issues in dispute;
 - b) must not have a significantly greater understanding of one party's business, functions or operations which might allow the other side to construe this greater understanding as a bias; and
 - c) must inform the parties before being appointed of the extent of the expert's understanding of each party's business or operations and, if that information indicates a possible bias, then that expert must not be appointed except with the written approval of the parties.
- (5) The parties must promptly enter into an Agreement with the expert appointed under this clause (2) setting out the terms of the expert's determination and the fees payable to the expert.

13.7. Directions to expert

- (1) In reaching a determination in respect of a dispute under clause (2) the independent expert must give effect to the intent of the parties entering into this Agreement and the purposes of this Agreement.
- (2) The expert must:
 - a) act as an expert and not as an arbitrator;
 - b) proceed in any manner as the expert thinks fit without being bound to observe the rules of natural justice or the rules of evidence;
 - c) not accept verbal submissions unless both parties are present;
 - d) on receipt of a written submission from one party, ensure that a copy of that submission is given promptly to the other party;
 - e) take into consideration all documents, information and other material which the parties give the expert which the expert in its absolute discretion considers relevant to the determination of the Dispute;
 - f) not be expected or required to obtain or refer to any other documents, information or material (but may do so if the expert so wishes);
 - g) issue a draft certificate stating the expert's intended determination (together with written reasons), giving each party ten (10) Business Days to make further submissions;
 - h) issue a final certificate stating the expert's determination (together with written reasons); and
 - i) act with expedition with a view to issuing the final certificate as soon as practicable.
- (3) The parties must comply with all directions given by the expert in relation to the resolution of the Dispute and must within the time period specified by the expert, give the expert:
 - a) a short statement of facts;
 - b) a description of the Dispute; and

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- c) any other documents, records or information which the expert requests.

13.8. Expert may commission reports

- (1) Subject to paragraph (2):
 - a) the expert may commission the expert's own advisers or consultants (including lawyers, accountants, bankers, engineers, surveyors or other technical consultants) to provide information to assist the expert in making a determination; and
- (2) The parties must approve the costs of those advisers or consultants in writing prior to the expert engaging those advisers or consultants.

13.9. Expert may convene meetings

- (1) The expert must hold a meeting with all of the parties present to discuss the Dispute. The meeting must be conducted in a manner which the expert considers appropriate. The meeting may be adjourned to, and resumed at, a later time in the expert's discretion.
- (2) The parties agree that this meeting is not a hearing and is not an arbitration.

13.10. Other courses of action

If:

- (1) the parties cannot agree in accordance with clause 13.4 to refer the matter to mediation or determination by an expert; or
- (2) the mediation referred to in clause 13.5 has not resulted in settlement of the dispute, the mediation has been terminated and the parties have not agreed to refer the matter to expert determination within five (5) Business Days after termination of the mediation,
- (3) then either party may take whatever course of action it deems appropriate for the purpose of resolving the Dispute.

13.11. Confidentiality of information provided in dispute resolution process

- (1) The parties agree, and must procure that the mediator and the expert agree as a condition of his or her appointment:
 - a) subject to paragraph (2), to keep confidential all documents, information and other material disclosed to them during or in relation to the mediation or expert determination;
 - b) not to disclose any confidential Agreements, information and other material except:
 - i. to a party or adviser or consultant who has signed a confidentiality undertaking; or
 - ii. if required by Law or any Authority to do so; and
 - c) not to use confidential Agreements, information or other material disclosed to them during or in relation to the mediation or expert determination for a purpose other than the mediation or expert determination.
- (2) The parties must keep confidential and must not disclose or rely upon or make the subject of a subpoena to give evidence or produce Agreements in any arbitral, judicial or other proceedings:

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- a) views expressed or proposals or suggestions made by a party or the mediator or the expert during the expert determination or mediation relating to a possible settlement of the Dispute;
- b) admissions or concessions made by a party during the mediation or expert determination in relation to the Dispute; and
- c) information, Agreements or other material concerning the dispute which are disclosed by a party during the mediation or expert determination unless such information, Agreements or facts would be discoverable in judicial or arbitral proceedings.

13.12. Final determination of expert

The parties agree that the final determination by an expert will be final and binding upon them except in the case of fraud or misfeasance by the expert.

13.13. Costs

If any independent expert does not award costs, each party must contribute equally to the expert's costs in making the determination.

13.14. Remedies available under the Act

This clause 13 does not operate to limit the availability of any remedies available to Council under the Act.

13.15. Urgent relief

This clause 13 does not prevent a party from seeking urgent injunctive or declaratory relief concerning any matter arising out of this Agreement.

14. Review of Agreement

- (1) This agreement may be reviewed or modified as agreed by the parties. Any review or modification of this Agreement will be conducted in the circumstances and in the manner determined by the parties.
- (2) No modification or review of this Agreement will be of any force or effect unless it is in writing and signed by the parties to this Agreement.
- (3) A party is not in breach of this Agreement if it does not agree to an amendment to this Agreement requested by a party in, or as a consequence of, a review.

15. Breach and Enforcement

15.1. Default

The Developer commits a default under this Agreement if it:

- (1) fails to comply with a Default Notice under clause 15.2; or
- (2) becomes subject to an Insolvency Event.

(Default).

15.2. Default Notice

If the Developer breaches this Agreement, Council may serve a notice on the Developer (**Default Notice**) specifying:

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- (1) the nature and extent of the alleged breach;
- (2) if:
 - a) the breach is capable of being rectified other than by the payment of compensation, what Council requires the Developer to do in order to rectify the breach; or
 - b) the breach is not capable of being rectified other than by payment of compensation, the amount of compensation Council requires the Developer to pay in order to rectify the breach, and
 - c) the time within which Council requires the breach to be rectified, which must be a reasonable time of not less than twenty-one (21) days.

15.3. Consequences of Default

Where the Developer commits a Default, Council may, in addition to any rights it has at Law call on the Security to the extent of any compensation claimed in a Default Notice and not paid by the Developer.

15.4. General Enforcement

Without limiting any other remedies available to the parties, this Agreement may be enforced by any party in any Court of competent jurisdiction.

Nothing in this Agreement prevents:

- (1) a party from bringing proceedings in the Land and Environment Court to enforce any aspect of this Agreement or any matter to which this Agreement relates; and
- (2) the Council from exercising any function under the Act or any other Act or law relating to the enforcement of any aspect of this Agreement or any matter to which this Agreement relates

15.5. Provision of Securities

- (1) Subject to paragraph (2), prior to the issue of a Construction Certificate in respect of the Development, the Developer must deliver to Council separate Bank Guarantees, bonds or other forms of security to the satisfaction of the Council:
 - a) for the amount equivalent to the sum of the Monetary Contribution (Primary Security).
- (2) The Developer may satisfy its obligations under paragraph (1) (either in whole or in part), by directing Council to retain any Security held by Council which is required to be released by Council under this Agreement.
- (3) Prior to the issue of an Occupation Certificate in respect of the Development, the Developer must deliver to Council a Bank Guarantee, bond or other form of security to the satisfaction of Council for an amount equivalent to 10% of the Contribution Value of the Affordable Housing Units (Defects Security).

15.6. Replacement of Security

- (1) The Developer may replace any Security provided by it at any time, provided that the amount of that replacement is not less than that which is required to be provided under this Agreement.

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- (2) On receipt of a replacement Security, Council must immediately release the Security being replaced and return it to the Developer.

15.7. Council may call on Security

- (1) If the Developer commits a Default under this Agreement, Council, without limiting any other remedies available to it, may call on any Security provided by the Developer.
- (2) If Council calls on any Security, it may use the amount so paid to it in satisfaction of any costs incurred by it in remedying the relevant Default.

15.8. Top up of Security

If Council calls on the Security, Council, by notice in writing to the Developer, may require the Developer to provide a further or replacement Security in an amount that, when added to any unused portion of any Security then held by Council, does not exceed the amount of the Security Council is entitled to hold at that time under this Agreement.

15.9. Release of Primary Security

Unless:

- (1) Council has made a demand against any Security provided by the Developer;
- (2) the Development Contributions on account of which that Security was provided have not been made; or
- (3) the Developer is in breach of this Agreement at the relevant time,

Council, upon a written request being made by the Developer, must return the Primary Security within ten (10) business days of such a request being made.

15.10. Release of Defects Security

Unless:

- (1) Council has made a demand against any Security provided by the Developer for that Stage;
- (2) the relevant Defects Liability Period has not expired; or
- (3) the Developer is in breach of this Agreement at the relevant time,

Council, upon a written request being made by the Developer, must return the Defects Security within ten (10) business days of such a request being made.

15.11. Indexation of value of Contribution Value

The Developer must ensure that the Security held by Council at all times equals the indexed amount notified to the Developer by Council and calculated in accordance with clause 9.

15.12. Compulsory acquisition

- (1) The Developer consents to the compulsory acquisition of the Affordable Housing Units
 - a) in accordance with the Acquisition Act; and
 - b) on the terms set out in this clause 15.12.
- (2) Council may only acquire the Affordable Housing Units in accordance with the Acquisition Act if the Developer has committed a default under this

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Agreement under this Agreement in respect of the dedication of the Affordable Housing Units.

- (3) If Council acquires the Affordable Housing Units compulsorily in accordance with the Acquisition Act:
 - a) the Developer agrees that the compensation payable to it on account of an acquisition of the Affordable Housing Units under the Acquisition Act is \$1.00; and
 - b) Council must complete that acquisition within twelve (12) months of the relevant Default.
- (4) The parties agree that the provisions of this clause 15.12 are an agreement with respect to the compulsory acquisition of the Affordable Housing Units for the purpose of s30 of the Acquisition Act.
- (5) If Council:
 - a) acquires the Affordable Housing Units under paragraph (3); and
 - b) is required to pay any compensation to a third party as a result of that acquisition,
- (6) then the Developer must pay Council the amount of that compensation as a Monetary Contribution:
 - a) within ten (10) business days of demand for payment being made by Council; and
 - b) prior to the issue of the then next Occupation Certificate or Subdivision Certificate with respect to the Development.

15.13. Council may withhold Subdivision Certificate

- (1) The Developer may only make, or cause, suffer or permit the making of, an application for a Subdivision Certificate in respect of the Development if, at the date of the application, the Developer is not in breach of its obligation to make any Development Contributions under this Agreement.
- (2) Council may withhold the issue of a Subdivision Certificate if, at the relevant time, the Developer is in breach of any obligation to make any Development Contributions under this Agreement until such time as:
 - a) the breach is rectified; or
 - b) Council calls upon the Security provided by the Developer in respect of the Contribution to which the breach relates.

15.14. Council may withhold Occupation Certificate

- (1) The Developer may only make, or cause, suffer or permit the making of, an application for an Occupation Certificate in respect of the Development if, at the date of the application, the Developer is not in breach of its obligation to make any Development Contributions under this Agreement.
- (2) Council may withhold the issue of an Occupation Certificate if, at the relevant time, the Developer is in breach of any obligation to make any Development Contributions under this Agreement until such time as:
 - a) the breach is rectified; or
 - b) Council calls upon the Security provided by the Developer in respect of the Development Contributions to which the breach relates.

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16. Termination, Rescission or Determination

- (1) This Agreement terminates in the following events:
 - a) if the parties agree in writing to terminate the operation of the Agreement at any time.
 - b) Council serves notice on the Developer terminating this Agreement where the Developer has failed to comply with a Default Notice issued in accordance with clause 15.2.
 - c) Any Development Consent in respect of the Development lapses.
 - d) The Instrument Change is not implemented.
- (2) Upon termination of this Agreement:
 - a) all future rights and obligations of the parties are discharged; and
 - b) all pre-existing rights and obligations of the parties continue to subsist.

17. Developer Warranties and Indemnities

17.1. Warranties

The Developer warrants to Council that it is:

- (1) legally and beneficially entitled to the Land;
- (2) able to fully comply with its obligations under this Agreement;
- (3) it has full capacity to enter into this Agreement; and
- (4) there is no legal impediment to it entering into this Agreement, or performing the obligations imposed under it.

17.2. Indemnity

The Developer indemnifies Council in respect of any Claim that may arise as a result of the Developer's obligations under this Agreement but only to the extent that any such Claim does not arise as a result of the negligent acts or omissions of Council.

18. Notices

- (1) Any notice consent, information, application or request that must or may be given or made to a Party under this Agreement is only given or made if it is in writing and sent in one of the following ways:
 - a) Delivered or posted to that Party at its address set out below.
 - b) Faxed to that Party at its fax number set out below.
 - c) Emailed to that Party at its email address set out below.

Council

Attention	Hornsby Shire Council
Address	296 Peats Ferry Road Hornsby NSW 2077

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Fax Number (02) 9847 6999

Email hsc@hornsby.gov.au

Developer

Attention David Workman

Address Level 21, Governor Phillip Tower, 1 Farrer Place, Sydney NSW 2000

Fax Number N/A

Email dworkman@eg.com.au

- (2) If a Party gives the other Party three (3) business days notice of a change of its address, any notice, consent, information, application or request is only given or made by that other Party if it is delivered, or posted to the latest address.
- (3) Any notice, consent, information, application or request is to be treated as given or made at the following time:
 - a) If it is delivered, when it is left at the relevant address.
 - b) If it is sent by post, two (2) business days after it is posted
- (4) If any notice, consent, information, application or request is delivered, on a day that is not a business day, or if on a business day, after 5pm on that day in the place of the Party to whom it is sent, it is to be treated as having been given or made at the beginning of the next business day.

19. Assignment and Dealings

19.1. Restriction on Assignment

Other than in accordance with this clause 19, the Developer may not:

- (1) Assign any part of the Land; and/or
- (2) Assign their rights or obligations under this Agreement.

19.2. Procedure for Assignment

- (1) If the Developer:
 - a) wishes to Assign any part of the Land; and/or
 - b) wishes to Assign its rights or obligations under this Agreement,
 then the Developer must:
 - c) at no cost to Council, and only with the written consent of Council, procure:
 - i. the execution by the Assignee of an appropriate deed where the Assignee agrees to be bound by the terms of this Agreement; and
 - ii. the provision of all Securities to Council by the Assignee that the Developer is required to provide under this Agreement (and any

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additional securities if required by Council acting reasonably) at the same time as, or prior to, entering into that deed.

- (2) Council is under no obligation to grant its consent to the Developer under clause (1) if the Developer is in breach of this Agreement and/or does not provide Council with any evidence requested by Council, acting reasonably, required for Council to grant that consent.

20. Costs

The Developer agrees to pay or reimburse the reasonable legal costs and disbursements of Council for:

- (1) the negotiation, preparation, execution, stamping, administration and enforcement of this Agreement;
- (2) the registration or removal of this Agreement on the title to the Land in accordance with clause 12; and
- (3) any breach or default by the Developer of its obligations under this Agreement,

within ten (10) business days of receipt of a tax invoice from Council.

21. Entire agreement

This Agreement contains everything to which the Parties have agreed in relation to the matters it deals with. No Party can rely on an earlier document, or anything said or done by another Party, or by a director, officer, agent or employee of that Party, before this Agreement was executed, except as permitted by law.

22. Further acts

Each Party must promptly execute all Agreements and do all things that another Party from time to time reasonably requests to affect, perfect or complete this Agreement and all transactions incidental to it.

23. Governing law and jurisdiction

This Agreement is governed by the law of New South Wales. The Parties submit to the exclusive jurisdiction of its courts and courts of appeal from them. The Parties will not object to the exercise of jurisdiction by those courts on any basis.

24. Joint and individual liability and benefits

Except as otherwise set out in this Agreement, any agreement, covenant, representation or warranty under this Agreement by two (2) or more persons binds them jointly and each of them individually, and any benefit in favour of two (2) or more persons is for the benefit of them jointly and each of them individually.

25. No fetter

25.1. Consent authority

The parties acknowledge that Council is a consent authority with statutory rights and obligations pursuant to the terms of the Planning Legislation.

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25.2. Agreement does not fetter discretion

This Agreement is not intended to operate to fetter, in any unlawful manner:

- (1) the power of Council to make any Law; or
- (2) the exercise by Council of any statutory power or discretion,

(Discretion).

25.3. Severance of provisions

- (1) No provision of this Agreement is intended to, or does, constitute any unlawful fetter on any Discretion. If, contrary to the operation of this clause, any provision of this Agreement is held by a court of competent jurisdiction to constitute an unlawful fetter on any Discretion, the parties agree:
 - a) they will take all practical steps, including the execution of any further documents, to ensure the objective of this clause 25.3 is substantially satisfied; and
 - b) in the event that paragraph (1)a) cannot be achieved without giving rise to an unlawful fetter on a Discretion, the relevant provision is to be severed and the remainder of this Agreement has full force and effect; and
 - c) to endeavour to satisfy the common objectives of the parties on relation to the provision of this Agreement which is held to be an unlawful fetter to the extent that it is possible having regard to the relevant court judgment.
- (2) Where the Law permits Council to contract out of a provision of that Law or gives Council power to exercise a Discretion, then if Council has in this Agreement contracted out of a provision or exercised a Discretion under this Agreement, then to the extent of this Agreement is not to be taken to be inconsistent with the Law.

25.4. No Obligations

Nothing in this Agreement will be deemed to impose any obligation on Council to exercise any of its functions under the Act in relation to the Instrument Change, the Land or the Development in a certain manner.

26. Representations and warranties

The Parties represent and warrant that they have power to enter into this Agreement and comply with their obligations under the Agreement and that entry into this Agreement will not result in the breach of any law.

27. Severability

If a clause or part of a clause of this Agreement can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way. If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Agreement, but the rest of this Agreement is not affected.

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28. Modification

No modification or variation of this Agreement will be of any force or effect unless it is in writing and signed by the Parties to this Agreement.

29. Waiver

The fact that a Party fails to do, or delays in doing, something the Party is entitled to do under this Agreement, does not amount to a waiver of any obligation of, or breach of obligation by, another Party. A waiver by a Party is only effective if it is in writing. A written waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.

30. GST

- (1) If GST is payable on a taxable supply (as that term is defined under the GST Law) made under, by reference to or in connection with this Agreement, the party providing the consideration for that taxable supply must also pay the GST Amount as additional consideration.
- (2) This clause does not apply to the extent that the consideration for the taxable supply is expressly agreed to be GST inclusive.
- (3) Unless otherwise expressly stated, prices or other sums payable or consideration to be provided under or in accordance with this Agreement are exclusive of GST.
- (4) This clause will continue to apply after expiration or termination of this Agreement.

Deed of Variation to Voluntary Planning Agreement 7 City View Road, Pennant Hills



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Schedule 1 - Development Contributions

Contribution	Public Purpose	Timing	Contribution Value
Monetary contribution of \$450,000 in total (excluding GST)	Contribution to the provision of open space, community facilities and civic improvements within the Pennant Hills Town Centre	Prior to the issue of an Occupation Certificate for the Development	\$450,000, subject to indexation.
Construction and Transfer to Council of 7 Affordable Housing Units, in accordance with Schedule 2	Provision of affordable housing	Within 15 business days of the issue of an Occupation Certificate for the Development	Estimated Value: \$5,200,000. This is based on an estimated market value for the studio, 1 and 2 bedroom units.
Grant of an Easement to provide public access to a walkway through the pocket park on the Land, in accordance with Schedule 3	To facilitate access between City View Rd and Boundary Rd	Within 15 business days of the issue of an Occupation Certificate for the Development	\$837,700 This is based on an estimated land value of \$2,393/m2.

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Schedule 2 - Affordable housing units

Item of Works	Specification
Construction and Transfer of Affordable Housing Units	- The Developer will design, construct and complete the Affordable Housing units. - The Developer will dedicate to Council in perpetuity by way of transfer, free of cost, a total of 7 Affordable Housing Units consisting of either studio or 1 bedroom units in addition to a 2 bedroom unit. Specific units to be dedicated to be determined by the Developer at the DA stage and agreed with Council. The minimum internal apartment and balcony areas should be consistent with or exceed that of the 'Apartment Design Guide' (NSW Department of Planning & Environment, 2015, as amended). The Affordable Housing Units will be fit out with the standard inclusions provided for in other similar studio, 1 bedroom or 2 bedroom units within the development but will not include any furniture. The units would be provided with at least 1 parking space unless there was no demonstrated need. - The units to be transferred to Council as affordable housing will be of the same standard as other units in the Development in terms of solar access.

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Schedule 3 - Terms of Grant of Easement

The Developer, at its own expense, must register the Easement on the title to the Land.

The Easement will:

- (1) Be a public access Easement;
- (2) Provide pedestrian access from City View Rd to Boundary Rd
- (3) Be over a land area of approximately maximum of 350m2.

The exact location, design and area of the Easement is to be determined in consultation with Council prior to the issue of a Development Consent for the Development. The exact location, design and area of the easement, once agreed between the Parties following consultation, is to be reflected in a Development Application that is submitted for the Development and form part of the conditions of Development Consent.

Indicative maps below - (Easement Terms/mapping to be confirmed)



ATTACHEMENT DRAFT DEED OF VARIATION - 7 CITY VIEW ROAD.DOCX

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Schedule 4 - Requirements under s7.4

REQUIREMENT UNDER THE ACT	THIS PLANNING AGREEMENT
Planning instrument and/or development application – (Section 7.4(1)) The Developer has: (a) sought a change to an environmental planning instrument. (b) made, or proposes to make, a Development Application. (c) entered into an agreement with, or is otherwise associated with, a person, to whom paragraph (a) or (b) applies.	(a) Yes (b) Yes (c) Not applicable
Description of land to which this agreement applies – (Section 7.4(3)(a))	Lot 3 DP732565
Description of change to the environmental planning instrument to which this agreement applies – (Section 7.4(3)(b))	Yes. See definition of "Instrument Change at clause 4.1.
Application of section 7.11 of the Act – (Section 7.4(3)(d))	Does apply
Applicability of section 7.12 of the Act – (Section 7.4(3)(d))	Does apply
Consideration of benefits under this agreement if section 7.11 applies – (Section 7.4(3)(e))	See clause 11.
Mechanism for Dispute resolution – (Section 7.4(3)(f))	See clause 13.
Enforcement of this agreement (Section 7.4(3)(g))	See clause 15.
No obligation to grant consent or exercise functions – (Section 7.4(3)(9))	See clause 25

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Execution

Executed as a Deed

Dated:

Executed on behalf of the Council pursuant to s377 of the *Local Government Act 1993* in accordance with the resolution of the Council dated

General Manager

Witness

Executed on behalf of the Developer in accordance with s127(1) of the Corporations Act (Cth) 2001

Director/Secretary

Director/Secretary

Name

Name

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Appendix

(Clause 7)

Environmental Planning and Assessment Regulation 2021

(Section 205)

Explanatory Note

Draft Deed of Variation to Voluntary Planning Agreement 7 City View Road, Pennant Hills

Under s203(5) of the *Environmental Planning and Assessment Regulation 2021*

Parties

Hornsby Shire Council ABN 20 706 996 972 of 296 Pacific Highway, Hornsby NSW
(**Council**)

and

EG Funds Management Pty Ltd ACN 108 198 492 ATF EG Unit Trust in its capacity as Investment Manager of the Yield Plus Infrastructure Property Fund No.2 of Level 21, Governor Phillip Tower, 1 Farrer Place Sydney, NSW (**Developer**)

Description of the Land to which the Draft Deed of Variation Applies

Lot 3 DP 732565, known as 7 City View Rd, Pennant Hills.

Description of Proposed Development

The proposed future development of the Land for a mixed-use development comprising residential, commercial and community facilities per state significant development application SSD-96436708.

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Summary of Objectives, Nature and Effect of the Draft Deed of Variation

Objectives of Draft Deed of Variation

The objective of the Draft Deed of Variation is to require the Developer to increase the number of Affordable Housing Units to be delivered and dedicated to Council as part of the Development and to make amendments necessary as a result of the passing of time.

Nature of Draft Deed of Variation

The Draft Deed of Variation is a deed of variation of the Planning Agreement under s 203(5) of the *Environmental Planning and Assessment Regulation 2021*.

Effect of the Draft Deed of Variation

The Draft Deed of Variation:

- amends the Planning Agreement by increasing the number of Affordable Housing Units to be delivered and dedicated to Council in Schedules 1 and 2 of the Planning Agreement
- addresses the fact that the Development is likely to be state significant development approved by the Minister rather than by the Council
- addresses s7.4(3)(e) of the Act

Assessment of the Merits of the Draft Deed of Variation

The Planning Purposes Served by the Draft Deed of Variation

The Draft Deed of Variation:

- promotes the supply, delivery and maintenance of housing, including affordable housing

How the Draft Deed of Variation Promotes the Public Interest

The Draft Deed of Variation facilitates the provision of three (3) affordable housing units in addition to the four (4) affordable housing units provided by the Planning Agreement. This will benefit very low, low, and moderate-income earners.

For Planning Authorities:

Development Corporations - How the Draft Deed of Variation Promotes its Statutory Responsibilities

N/A

Other Public Authorities – How the Draft Deed of Variation Promotes the Objects (if any) of the Act under which it is Constituted

N/A

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Hornsby Shire Council

EG Funds Management Pty Ltd ATF EG Unit Trust in its capacity as Investment Manager of the Yield Plus Infrastructure Property Fund No.2



Councils – How the Draft Deed of Variation Promotes the Guiding Principles for Councils in section 8A of the Local Government Act 1993

The Draft Planning Agreement promotes the guiding principles for Councils in section 8A of the Local Government Act 1993 by:

- providing strong and effective planning and decision-making,
- ensuring that lands and other assets are managed so that current and future local community needs can be met in an affordable way, and
- ensuring that the local community is actively engaged through the public notification of the Draft Deed of Variation and allowing the wider community to make submissions to the Council in relation to the Deed.

All Planning Authorities – Whether the Draft Deed of Variation Conforms with the Authority's Capital Works Program

The Draft Deed of Variation conforms with the Council's capital works program.

All Planning Authorities – Whether the Draft Deed of Variation specifies that certain requirements must be complied with before a construction certificate, occupation certificate or subdivision certificate is issued

The Draft Deed of Variation does not change certain requirements in the Planning Agreement that must be complied with before certificates are issued.

ATTACHMENT/S

REPORT NO. NOM15/26

ITEM 13

- 1. HORNSBY GARDEN FESTIVAL WORKING GROUP -
PROPOSED TERMS OF REFERENCE**

Attachment 1**Hornsby Garden Festival Working Group - Proposed Terms of Reference:**

1. Purpose & Objective:
 - To provide strategic advice, local knowledge and recommendations to Council regarding the Hornsby Garden Festival.
 - To choose a Garden Festival name that captures Hornsby's botanical, community focused, active, immersive, educational framework of the Festival.
 - To act as a forum for consultation between Council, staff, business groups and the community.
2. Committee Composition and Membership
 - Chairperson: A designated Councillor appointed by Committee resolution
 - Councillor Members (at least three)
 - Council Staff (at least three) with representatives from the Community & Environment Division and Strategy & Place Branch
 - A member of the Beecroft Garden Club;
 - A representative of the Chamber of Commerce;
 - At least two Hornsby Shire community members who may be interested in contributing to the Garden festival committee.
3. Committee Meetings
 - Committee meets monthly, commencing October, 2026, or more frequently if deemed necessary by the Chairperson.
 - Meetings require a quorum of 50% of members to proceed.
4. Resource allocation and design
 - Coordinate with Garden Clubs of Australia (GCA) in relation to officially recording the Festival event in the GCA Calendar of Events.
 - Garden Festival program should focus on budget; council community parks, gardens and venues; accessibility; volunteer coordination; coordination with partner garden clubs and community groups; business and community engagement and sustainability
 - Decisions regarding the best resource options and design of Garden Festival should be based on creating the greatest impact at reasonable minimal cost.