



BUSINESS PAPER

GENERAL MEETING

**Wednesday 9 July 2025
at 6:30 PM**



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NOTICES OF MOTION

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AGENDA AND SUMMARY OF RECOMMENDATIONS

ACKNOWLEDGEMENT OF COUNTRY

Statement by the Chairperson:

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

PRESENT

NATIONAL ANTHEM

OPENING PRAYER/S

ACKNOWLEDGEMENT OF RELIGIOUS DIVERSITY

Statement by the Chairperson:

"We recognise our Shire's rich cultural and religious diversity and we acknowledge and pay respect to the beliefs of all members of our community, regardless of creed or faith."

VIDEO AND AUDIO RECORDING OF COUNCIL MEETING

Statement by the Chairperson:

"I advise all present that tonight's meeting is being video streamed live via Council's website and also audio recorded for the purposes of providing a record of public comment at the meeting, supporting the democratic process, broadening knowledge and participation in community affairs, and demonstrating Council's commitment to openness and accountability. The audio and video recordings of the non-confidential parts of the meeting will be made available on Council's website once the Minutes have been finalised. All speakers are requested to ensure their comments are relevant to the issue at hand and to refrain from making personal comments or criticisms. No other persons are permitted to record the Meeting, unless specifically authorised by Council to do so."

APOLOGIES / LEAVE OF ABSENCE

POLITICAL DONATIONS DISCLOSURE

Statement by the Chairperson:

"In accordance with Section 10.4 of the Environmental Planning and Assessment Act 1979, any person or organisation who has made a relevant planning application or a submission in respect of a relevant planning application which is on tonight's agenda, and who has made a reportable political donation or gift to a Councillor or employee of the Council, must make a Political Donations Disclosure Statement."

If a Councillor or employee has received a reportable political donation or gift from a person or organisation who has made a relevant planning application or a submission in respect of a relevant planning application which is on tonight's agenda, they must declare a non-pecuniary conflict of interests to the meeting, disclose the nature of the interest and manage the conflict of interests in accordance with Council's Code of Conduct."

DECLARATIONS OF INTEREST

Councillors are reminded of their Oath or Affirmation of Office made under section 233A of the Act and their obligations under the Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

Clause 4.16 and 4.17 of Council's Code of Conduct for Councillors requires that a councillor or a member of a Council committee who has a pecuniary interest in a matter which is before the Council or committee and who is present at a meeting of the Council or committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable. The disclosure is also to be submitted in writing (on the form titled "Declaration of Interest").

- 4.16 *A councillor who has a pecuniary interest in any matter with which the council is concerned, and who is present at a meeting of the council or committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable.*
- 4.17 *The councillor must not be present at, or in sight of, the meeting of the council or committee:*
- a) *at any time during which the matter is being considered or discussed by the council or committee, or*
 - b) *at any time during which the council or committee is voting on any question in relation to the matter.*

Clause 5.10 and 5.11 of Council's Code of Conduct for Councillors requires that a councillor or a member of a Council committee who has a non pecuniary interest in a matter which is before the Council or committee and who is present at a meeting of the Council or committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable. The disclosure is also to be submitted in writing (on the form titled "Declaration of Interest").

- 5.10 *Significant non-pecuniary conflict of interests must be managed in one of two ways:*
- a) *by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or*
 - b) *if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a council or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.16 and 4.17.*
- 5.11 *If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.*

CONFIRMATION OF MINUTES

THAT the Minutes of the General Meeting held on 11 June, 2025 be confirmed; a copy having been distributed to all Councillors.

PETITIONS**PRESENTATIONS****RESCISSION MOTIONS****MAYORAL MINUTES****ITEMS PASSED BY EXCEPTION / CALL FOR SPEAKERS ON AGENDA ITEMS***Note:*

Persons wishing to address Council on matters which are on the Agenda are permitted to speak, prior to the item being discussed, and their names will be recorded in the Minutes in respect of that particular item.

*Persons wishing to address Council on **non agenda matters**, are permitted to speak after all items on the agenda in respect of which there is a speaker from the public have been finalised by Council. Their names will be recorded in the Minutes under the heading "Public Forum for Non Agenda Items".*

GENERAL BUSINESS

- *Items for which there is a Public Forum Speaker*
- *Public Forum for non agenda items*
- *Balance of General Business items*

OFFICE OF THE GENERAL MANAGER**Page Number 1****Item 1 GM30/25 DRAFT DESTINATION MANAGEMENT PLAN FOR EXHIBITION****RECOMMENDATION**

THAT:

1. Council endorse the draft Destination Management Plan 2025-2030 for the purposes of placing the document on public exhibition.
2. The consultation process associated with the exhibition of the draft identify willing industry participants who may wish to collaborate with each other and Council to progress the goals of the Destination Management Plan.

3. A further report is provided for Council's consideration that outlines the results of the engagement process, any changes recommended to the document and final adoption of the Destination Management Plan 2025-2030.

CORPORATE SUPPORT DIVISION

Page Number 5

Item 2 CS33/25 ADOPTION OF LONG TERM FINANCIAL PLAN 2025/26 TO 2034/35

RECOMMENDATION

THAT:

1. The Long Term Financial Plan for the period 2025/26 to 2034/35 attached to Director's Report No. CS33/25 be adopted.
2. Council note the responses provided in Table 1 to the public submission received during the exhibition of the draft 2025/26 – 2034/35 Long Term Financial Plan.
3. Council write to submitters thanking them for their feedback.

Page Number 11

Item 3 CS34/25 INVESTMENTS AND BORROWINGS FOR 2024/25 - STATUS FOR PERIOD ENDING 31 MAY 2025

RECOMMENDATION

THAT the contents of Director's Report No. CS34/25 be received and noted.

Page Number 14

Item 4 CS35/25 WORKFORCE MANAGEMENT PLAN 2025/26 - 2028/29

RECOMMENDATION

THAT the update of Council's 2025/26 to 2028/29 Workforce Management Plan attached to Director's Report No. CS35/25 be received and noted.

COMMUNITY AND ENVIRONMENT DIVISION

Page Number 17

Item 5 CE7/25 HSC SUBMISSION - DRAFT NSW WASTE AND CIRCULAR INFRASTRUCTURE PLAN

RECOMMENDATION

THAT Council endorse the submission to the Draft NSW Waste and Circular Infrastructure Plan (Attachment 1.) to Director's Report No. CE7/25.

Page Number 22**Item 6 CE8/25 SUBMISSION ON SYDNEY WATER ENVIRONMENTAL PROTECTION LICENCE REVIEW****RECOMMENDATION**

THAT Council endorse the submission to the NSW EPA proposing changes to improve water quality protection in the Environmental Protection Licences for sewage treatment plants within the Hornsby Local Government Area.

PLANNING AND COMPLIANCE DIVISION**Page Number 26****Item 7 PC12/25 GLENORIE VILLAGE INVESTIGATION REPORT AND DRAFT GLENORIE VILLAGE PLACE PLAN****RECOMMENDATION**

THAT:

1. The Glenorie Village Investigation Report and draft Glenorie Village Place Plan attached to Director's Report No. PC12/25 be placed on public exhibition for a period of six weeks in accordance with the consultation strategy outlined in this report.
2. Following exhibition, a report on submissions be presented to Council for consideration.

INFRASTRUCTURE AND MAJOR PROJECTS DIVISION

Nil

PUBLIC FORUM – NON AGENDA ITEMS**QUESTIONS WITH NOTICE****MAYOR'S NOTES****Page Number 34****Item 8 MN6/25 MAYOR'S NOTES 01 JUNE 2025 TO 30 JUNE 2025**

NOTICES OF MOTION

SUPPLEMENTARY AGENDA

MATTERS OF URGENCY

1 DRAFT DESTINATION MANAGEMENT PLAN FOR EXHIBITION

EXECUTIVE SUMMARY

- The development of a Destination Management Plan (DMP) for the Shire was a priority action listed in Council's Economic Development and Tourism Strategy (2021-2026).
- A DMP is designed to guide the overall development and representation of the businesses and industries operating within the visitor economy space within the destination area/Shire. The visitor economy includes a range of business types from cafes and restaurants through to tours, events and accommodation providers.
- The draft plan sets out foundational actions that could be taken if Council and most importantly, the businesses operating in the visitor economy, wish to collaborate and progress the development of the visitor economy.
- The consultation process recommended to be undertaken on the draft DMP will seek to identify industry members that may wish to progress the goals of the DMP and who seek Council's assistance in realising this outcome.
- This report recommends the adoption of the draft Destination Management Plan 2025-2030 for the purposes of public exhibition.

RECOMMENDATION

THAT:

1. Council endorse the draft Destination Management Plan 2025-2030 for the purposes of placing the document on public exhibition.
2. The consultation process associated with the exhibition of the draft identify willing industry participants who may wish to collaborate with each other and Council to progress the goals of the Destination Management Plan.
3. A further report is provided for Council's consideration that outlines the results of the engagement process, any changes recommended to the document and final adoption of the Destination Management Plan 2025-2030.

PURPOSE

The purpose of this Report is to seek Council's endorsement to publicly exhibit the draft Hornsby Shire Destination Management Plan 2025-2030.

BACKGROUND

At the May 2021 General Meeting, Council considered General Manager's Report No. GM14/21 and resolved that Council:

1. *Adopt the Economic Development and Tourism Strategy (2021-2026) detailed in Attachment 1 to General Manager's Report No. GM14/21.*
2. *Write to all submitters notifying them of the Council's decision and thanking them for their comments and suggested amendments.*
3. *Update the Future Hornsby website to reflect the adoption of the Strategy.*

Following the exhibition period of the Economic Development and Tourism Strategy, the development of a Destination Management Plan was listed as a top 4 priority action. This action was subsequently listed in the Delivery Program and Operational Plan for development and endorsement in the 2024/25 and 2025/26 financial years respectively.

DISCUSSION

Hornsby Shire's visitor economy is growing post pandemic – playing an increasingly important role in the development of the shires social, cultural and economic success. To guide future prosperity, this Plan presents a suite of initiatives designed to enhance visitor experiences; attract more visitors to the Shire; grow visitors' average length of stay; increase visitor spend; and enhance the destination's profile nationally and internationally.

The draft Destination Management Plan (DMP) is aligned with Destination New South Wales's approach to destination management planning and reflects the current themes of the NSW Visitor Economy Strategy 2030. As the plan is the first of its kind for Council, the goals and actions are foundational in nature and modest. The plan envisages a series of unique visitor experiences in the Shire based on river, rural, parks and bushland and towns and villages. These four experiences have formed the pillars of the Hornsby Shire Destination Management Plan and can act to focus collective effort of businesses and agencies throughout the Shire.

Council's destination management planning objectives are underpinned by a set of place-based principles, which provide the organisation with operating guidelines to support the development of a vibrant visitor economy through the provision of readily-available and easy-to-access information for visitors; a clean, safe, accessible and welcoming destination; supporting infrastructure to enable visitation; activated and vibrant spaces and places; and collaborative partnerships that build identity and encourage visitation.

The guiding principles, destination pillars and initiatives presented in this Plan will guide decision-making in three focus areas that:

- 1) Build the Hornsby Brand.
- 2) Facilitate the Growth of Our Visitor Economy.
- 3) Showcase Our Destination's Strengths.

Development of the Plan

The draft DMP 2025-2030 was developed in the knowledge that dedicated staffing resources have not been allocated to the delivery of the plan. As such, the consultation methodology used to inform the plan's development was to focus on engagement predominately with Council staff and government agencies with the expressed goal of aligning any actions that Council may take to enhance and grow the visitor experience with the goals of other agencies and work already undertaken within the organisation.

The plan outlines an approach to building the brand of the destination, facilitating the growth of the visitor economy and showcasing the destination's strengths. Whilst most of the actions in the action plan require additional resources to deliver, be that additional or re-purposed human resources or financial resources, there are actions within the plan that seek to enhance the visitor experience through better coordination of existing funded Council projects and workplans.

The opportunity that requires exploration during the exhibition period, is to determine whether businesses operating in the visitor economy throughout the Shire wish to mobilise and collaborate to help to move the local visitor economy forward. Collective and collaborative effort from industry will be required if the investment in the development of a Destination Management Plan will produce practical outcomes on the ground to grow and improve visitation to the Shire.

CONSULTATION

In the preparation of this Report there was consultation with neighbouring Councils, Destination NSW, Crown Lands (Great North Walk), Wild Walks, The Bush Telegraph/Hornsby Ku-ring-gai Visitor Guide and Hornsby Chamber of Commerce. National Parks were approached for input but were unable to participate in the early engagement stage due to staffing availability. National Parks will be further engaged during the exhibition period.

Consultation proposed during the exhibition period will be focused on identifying industry partners who are willing to collaborate with each other and Council around enhancing the visitor economy across the four destination pillars outlined in the DMP.

BUDGET

There are no budgetary implications associated with this Report. During the exhibition period staff will seek input from industry groups to determine if there is interest in using the foundational work of the draft DMP to engage in further collaborative work to grow the visitor economy in the Shire.

POLICY

There are no policy implications associated with this Report.

CONCLUSION

The draft Destination Management Plan 2025-2030 outlines an approach to growing the visitor economy in the Shire. It is foundational in nature due to it being the first document of its kind for the Hornsby Shire. As a function/service without a dedicated staffing allocation and without an operational budget, the delivery of outcomes articulated in the action plan will require the collaboration, input and funding from businesses operating in the local visitor economy space. The purpose of the exhibition period is to seek feedback as to whether there is interest from potential industry partners in participating in this collaborative endeavour and whether the actions listed in the draft Destination Management Plan are appropriate. The draft Destination Management Plan 2025-2030 is recommended for endorsement for the purposes of public exhibition.

RESPONSIBLE OFFICER

The officer responsible for the preparation of this Report is the Strategic Place Manager – David Johnston - who can be contacted on 9847 6800.

JULIE RYLAND
Manager Strategy and Place
Office of the General Manager

STEVEN HEAD
General Manager
Office of the General Manager

Attachments:

1.  Draft Destination Management Plan

File Reference: F2023/00080
Document Number: D09122362

ITEM 1

2 ADOPTION OF LONG TERM FINANCIAL PLAN 2025/26 TO 2034/35

EXECUTIVE SUMMARY

- Council's draft 2025/26 to 2034/35 Long Term Financial Plan was adopted for public exhibition at the 14 May 2025 General Meeting.
- One submission was received during the formal exhibition period and one late submission, which are summarised in Table 1 below. The submissions have been reviewed by Council staff and no amendments to the publicly exhibited document are recommended from the submissions.
- As a consequence of the forecast decline in Council's financial position to a 10 year annual average surplus of \$1.1 million, a range of actions are recommended to be progressed to improve Council's projected average surplus to \$2.3 million per year.
- The improved result is closer to the average level of financial capacity forecast when the SRV was approved in June 2023 of \$3.0 million and places Council in a better position to respond to budget shocks over the ten-year term of the Plan.

RECOMMENDATION

THAT:

1. The Long Term Financial Plan for the period 2025/26 to 2034/35 attached to Director's Report No. CS33/25 be adopted.
2. Council note the responses provided in Table 1 to the public submission received during the exhibition of the draft 2025/26 – 2034/35 Long Term Financial Plan.
3. Council write to submitters thanking them for their feedback.

PURPOSE

The purpose of this Report is to provide Council with information and recommendations regarding the submissions received in the public exhibition of the draft 2025/26 to 2034/35 Long Term Financial Plan.

BACKGROUND

Under section 403 of the Local Government Act, councils are required to prepare a Long Term Financial Plan (LTFP) in detail every four years that aligns to the integrated planning and reporting (IP&R) framework mandated by the Office of Local Government. The Plan is to be updated annually when developing the Operational Plan.

The IP&R framework requires the Long Term Financial Plan to be placed on public exhibition and for submissions received by Council in that period to be noted and considered before the final adoption by Council and endorsement of the Long Term Financial Plan.

At the General Meeting held on 14 May 2025 Council considered Director's Report CS21/25 and resolved that:

1. Council adopt the draft 2025/26 – 2034/35 Long Term Financial Plan attached to Director's Report No. CS21/25 and place the document on public exhibition from 15 May 2025 to 12 June 2025.
2. Following public exhibition, a further report be prepared for Council's consideration at the 9 July 2025 General Meeting that outlines and responds to any submissions received during the exhibition period and recommends the adoption of Council's 2025/26 – 2034/35 Long Term Financial Plan.

DISCUSSION

During the public exhibition period, the draft 2025/26 to 2034/35 Long Term Financial Plan was publicly exhibited electronically on the 'YourSay' page of Council's website. The exhibition was also advertised on social media and in the June monthly e-newsletter sent to approximately 25,000 subscribers. The public exhibition period commenced on 16 May 2025 rather than 15 May 2025 as anticipated due to a one-day delay. The end date of the exhibition period was therefore extended from 12 June 2025 to 13 June 2025 to ensure submitters had the same duration of time to respond.

Submissions

At the conclusion of the exhibition period a total of two submissions were received, one through Council's Your Say portal, and one late submission emailed directly to Council Officers.

A full list of issues and summary of submissions with an Officer's response is included in Table 1 below. Attachment 1 has been provided in respect to the late submission received to provide greater context for the summarised details listed in Table 1.

Table 1: Snapshot of the submissions received on the Long Term Financial Plan	
Submission (s)	Officers Response
The Draft Long Term Financial Plan I found to be a very complex document where its aims are buried beneath layers of bureaucratic speak. An	The LTFP is a technical document that aligns with the Annual Budget and Financial Statements. However, the feedback is partially

executive summary i.e. plain English would help make its stated aims readily understandable for most ratepayers such as myself. For example, why are our rates going up well in excess of inflation. The increase in expenditure does not appear to be offset by savings. This is not fully explained

As I have suggested I would like to see an executive summary.

supported.

Whilst the Executive Summary in this version of LTFP has now been amended to explain changes during the exhibition period, consideration will be given to abbreviating the Executive Summary in future versions.

Late Submission (s)	Officers Response
<p>Refer attachment 1, Late Submission.</p> <p>The attached submission details a range of matters, including:</p> <ul style="list-style-type: none"> • Suggestion that wording is too lengthy. • Confusion on the 2 week hair cut applied to salary and wage budgets. • A suggestion to change the expense categories in the LTFP. • A statement that working from home and corporate costs are not specifically mentioned. • A suggestion that depreciation expenses should reduce in future years as capital expenditure is lower. • A statement that leased equipment is a form of borrowing cost. • A suggestion to factor residential property growth into the LTFP. • Requests for more granular detail of some balances. • Other comments as included in the attachment. 	<p>The LTFP is prepared in line with guidance from the Office of Local Government and contains income and expense categories that align with Council's Annual Financial Statements and the Local Government Code of Accounting Practice.</p> <p>The two-week budget reduction from a full year for salary and wages represents organisational savings which occur because of vacancies across the organisation from replacing staff members who retire or resign. A sensitivity analysis has been performed on the impact of removing this saving, with the results forecasting a deficit budget over the term of the Plan if the saving were to be removed.</p> <p>There are no expected quantifiable savings for Council from flexible work provisions for staff over the next ten years, noting that Council's main offices were remodelled for the requirements of hybrid work in 2023/24.</p> <p>It is agreed that leased expenses are classed as 'borrowing expenses' by Australian Accounting Standards. The total value of Council's lease obligations is in the order of \$550K, and a list of all obligations is reported to Council monthly in the investment and borrowings report. For clarity the commentary regarding external borrowings in the LTFP is specifically regarding the recommendation for no new loan borrowing to be undertaken.</p> <p>Minor residential population increases have</p>

	been factored into the last three years of the ten year Plan to account for development that may occur at Hornsby Town Centre. The increases have an immaterial impact on LTFP, and it is noted that the exact timing of when development will occur is unknown at this stage.
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No changes have been made to the LTFP following a review of submissions received. However, a series of recommended changes have been made during the exhibited period that increase forecast financial capacity from an average of \$1.1 million to \$2.3 million per year.

Two versions of the revised 2025/26 – 2034/35 LTFP are attached to this report. Attachment 2 is a 'clean' version of the LTFP showing no markups while attachment 3 shows the markups to the document that was placed on public exhibition.

Recommended Actions to Increase Forecast Financial Capacity

The draft LTFP indicated that forecast financial capacity had continued to decline over two years since the SRV was approved in June 2023 and the average annual forecast budget (cash) surplus had reduced to \$1.1 million per year, \$1.9 million per year less than the surplus of \$3.0 million forecast when the SRV was approved. The decline in financial capacity was attributable to discretionary and non-discretionary cost increases incurred over this time frame which has been detailed in previous reports to Council (refer to Director's Report CS21/25, Draft Long Term Financial Plan 2025/26 to 2034/35 – Adoption for Public Exhibition at the 14 May 2025 General Meeting).

The draft LTFP concluded that Council was unable to sustain future cost increases and was vulnerable to budget shocks that may arise in any given financial year. A range of actions were recommended by the Chief Financial Officer during the exhibition period and considered by the Executive Leadership Team to improve forecast financial sustainability.

The actions agreed to are listed below:

- **Westleigh Park recurrent maintenance and renewal budget** – Successive versions of the LTFP have included an annual \$1.4 million budget from general funds to provide for the ongoing costs of operating and maintaining Westleigh Park upon completion. This allocation has been reviewed and the recurrent budget reduced by \$600K to \$800K from 2028/29. The \$800K allocation has been calculated using a 2% industry benchmark of a construction cost of \$40 million to provide funding if the grant from the State Government is retained and construction progresses in future years. A \$1.4 million allocation has been retained in 2025/26 and 2026/27 to provide \$2.8 million of capital funding to meet DA conditions of consent and initial works, should the grant be lost. The allocation has been removed fully in 2027/28 to reduce the deficit forecast in this year of the LTFP.
- **SRV Funded Strategic Initiatives** – The IPART's condition of approval for Strategic Initiatives is until 30 June 2033 which after this date allows Council to reassess existing allocations to these initiatives. The funding for a number of initiatives especially in respect to new asset construction and upgrade will be reduced from 2034 due to the impact this has on ongoing maintenance requirements. Initiatives that provide funding to mitigate risk (e.g. bushfire risk & cyber security) or that provide funding for the continuance of normal services through the maintenance and renewal of existing assets have not been adjusted. The table below provides detail in respect to the recommended reductions.

Strategic Initiative	Year 10 of SRV (2033)	Reduction	Future Allocations
Bushfire risk mitigation	428,000	0	428,000
Hello Hornsby,	80,000	0	80,000
Renewal of public amenity buildings	1,000,000	-300,000	700,000
Upgrading community infrastructure for disability requirements	431,000	0	431,000
Renewal and upgrade of community changing rooms	650,000	-150,000	500,000
Prioritised stormwater drainage*	1,000,000	-500,000	500,000
Cyber Security	100,000	0	100,000
Track and trail asset management	97,000	0	97,000
Track and trail upgrade including accessibility and	403,000	-150,000	253,000
Connected walking and cycling paths	1,392,600	-392,600	1,000,000
Bushland reserve asset management	1,164,000	0	1,164,000
New and upgraded playspaces	85,000	-85,000	0
Total	6,830,600	-1,577,600	5,253,000

* 1 million per year is also provided in the Asset Management Plans for stormwater drainage, making a total budget of \$1.5 million per year from 2033/34.

- **Playground Upgrades** –\$1 million from general funds is provided each year in the LTFP to progressively upgrade playground equipment across the Shire aligned to Council's Play Plan. An annual reduction of \$200K has been applied from 2033/34 to reduce the impact on new asset construction and upgrade works and the impact that this has on increased maintenance requirements.
- **Street Lighting Efficiencies** – Over recent years Council has progressively transitioned streetlights in the Shire to LED technology to reduce energy consumption. Savings of \$68K from this initiative have been factored into future years of the Plan.
- **Review of recent Cost Increases** - recent cost increases for the restructure of Council's Infrastructure and Major Projects Division, and for the progression of the Property Strategy have been reassessed in light of the need to improve the financial position. One vacant full-time staff position has been removed from the restructure, inclusive of superannuation that achieves \$130K of savings each year. The consultancy and contractor budget for the Property Strategy has also been reduced, from \$120K to \$50K to provide recurrent savings of \$70K per year.

The improved average forecast budget (cash) result of \$2.3 million per year is closer to the level of financial capacity forecast when the SRV was approved of \$3.0 million and places Council in a better position to respond to budget shocks that typically have a higher likelihood of occurrence over the ten-year term of the Plan.

It should be noted that action is underway such as analysing non-statutory user charges and fees and consideration towards retendering small and large format outdoor advertising sites for opportunities to generate additional revenue. In addition, a working group for the revision of Council's Development

Contribution Plans will commence to consider if new and upgraded assets can be funded from development contribution funds rather than placing pressure on existing general funds.

BUDGET

Budgetary implications are discussed in the attached 2025/26 – 2034/35 Long Term Financial Plan.

POLICY

Section 403 of the Local Government Act, councils are required to prepare a Long Term Financial Plan in detail every four years that aligns to the integrated planning and reporting (IP&R) framework mandated by the Office of Local Government. The Plan is to be updated annually when developing the Operational Plan.

CONCLUSION

A total of two submissions were received and no changes were made to the publicly exhibited Long Term Financial Plan from a review of the submissions.

The 2025/26 to 2034/35 Long Term Financial Plan that was placed on exhibition has changed to reflect a range of actions that were recommended to improve financial sustainability. As a consequence of these changes forecast financial capacity has improved from an average of \$1.1 million to \$2.3 million per year.

The improved result is closer to the average level of financial capacity forecast when the SRV was approved and places Council in a better position to respond to budget shocks over the ten-year term of the Plan.




RESPONSIBLE OFFICER

The officer responsible for the preparation of this Report is the Chief Financial Officer, Duncan Chell who can be contacted on 9847 6822.

DUNCAN CHELL
Chief Financial Officer
Corporate Support Division

GLEN MAGUS
Director - Corporate Support
Corporate Support Division

Attachments:

1.  Late Submission
2.  2025/26 - 2034/35 Long Term Financial Plan
3.  2025/26 - 2034/35 Long Term Financial Plan including Mark-up

File Reference: F2024/00060
Document Number: D09138499

3 INVESTMENTS AND BORROWINGS FOR 2024/25 - STATUS FOR PERIOD ENDING 31 MAY 2025

EXECUTIVE SUMMARY

- This Report provides details of Council's investment performance for the period ending 31 May 2025 as well as the extent of its borrowings at the end of the same period.
- Council invests funds that are not, for the time being, required for any other purpose. The investments must be made in accordance with relevant legislative requirements and Council's policies and the Chief Financial Officer must report monthly to Council on the details of funds invested.
- All of Council's investments have been made in accordance with the requirements of the Local Government Act, the Local Government (General) Regulation and Council's Investment of Surplus Funds Policy and Investment Strategy.
- In respect of Council's cash and term deposit investments, the portfolio achieved an annualised return for May 2025 of 5.92% which includes a positive yield of 19.64% from TCorp Managed Funds. On a financial year to date basis the portfolio achieved an annualised return of 5.08% which includes a positive yield of 7.44% from TCorp Managed Funds.

RECOMMENDATION

THAT the contents of Director's Report No. CS34/25 be received and noted.

PURPOSE

The purpose of this Report is to advise Council of funds invested in accordance with Section 625 of the Local Government Act; to provide details as required by Clause 212(1) of the Local Government (General) Regulation and Council's Investment of Surplus Funds Policy; and to advise on the extent of Council's current borrowings.

BACKGROUND

Legislation requires that a report be submitted for Council's consideration each month detailing Council's investments and borrowings and highlighting the monthly and year to date performance of the investments. Initial investments and reallocation of funds are made, where appropriate, after consultation with Council's financial investment adviser and fund managers.

DISCUSSION

Council invests funds which are not, for the time being, required for any other purpose. Such investment must be in accordance with relevant legislative requirements and Council Policies, and the Chief Financial Officer must report monthly to Council on the details of the funds invested.

Council's investment performance for the month ending 31 May 2025 is detailed in the attached document. In summary, the portfolio achieved an annualised return for May 2025 of 5.92%, which includes a positive yield of 19.64% from TCorp Managed Funds. On a financial year to date basis the portfolio achieved an annualised return of 5.08% which includes a positive yield of 7.44% from TCorp Managed Funds.

The returns from TCorp Managed Funds can experience market volatility due to external economic conditions such as the recent emergence of new global trade tariffs. It is noted that this product has a medium to long term investment horizon and will, therefore, reflect marked to market valuations monthly. Advice provided by Council's independent investment advisor, Prudential Investment Services, is to hold this investment for the medium to long term timeframe originally planned. This is due to the anticipated net positive performance returns that will be gained over the long term for this investment.

The Borrowings Schedule as at 31 May 2025 is attached for Council's information, noting that Council became debt free on 1 July 2023 with no loans entered into since. The Borrowings Schedule also discloses future lease repayments for various items of plant and equipment.

BUDGET

Budgeted investment income for the year is \$10,045,266 with an average budgeted monthly income of \$837,106. Net investment income for the month ended 31 May 2025 was \$1,424,144 which includes an unrealised gain of \$383,159 from TCorp Managed Funds.

Budgeted investment income year to date at 31 May 2025 is \$9,208,155. Total investment income year to date at 31 May 2025 is \$12,915,176 which includes a year-to-date unrealised net gain of \$1,616,271 from TCorp Managed Funds.

Approximately 45.03% of the investment income received by Council relates to externally restricted funds (e.g., Stronger Communities Grant funding and Section 7.11 and Section 7.12 development contribution funds) and is required to be allocated to those funds. All investments have been made in accordance with the Local Government Act, the Local Government (General) Regulation and Council's Investment of Surplus Funds Policy and Investment Strategy.

CONCLUSION

The investment of Council funds and the extent of its borrowings as of 31 May 2025 is detailed in the documents attached to this Report. Council's consideration of the Report and its attachments ensures that the relevant legislative requirements and Council protocols have been met in respect of those investments and borrowings.



RESPONSIBLE OFFICER

The officer responsible for the preparation of this Report is the Chief Financial Officer – Duncan Chell - who can be contacted on 9847 6822.

DUNCAN CHELL
Chief Financial Officer
Corporate Support Division

GLEN MAGUS
Director - Corporate Support
Corporate Support Division

Attachments:

1.  HSC Investments Summary Report May 2025
2.  HSC Borrowings Summary Report May 2025

File Reference: F2004/06987-02
Document Number: D09148825

4 WORKFORCE MANAGEMENT PLAN 2025/26 - 2028/29

EXECUTIVE SUMMARY

- Under section 403 of the Local Government Act, a council is required to have a Resourcing Strategy (Long Term Financial Plan, Asset Management Strategy and Workforce Management Plan) aligned to the Integrated Planning & Reporting framework mandated by the Office of Local Government.
- The Workforce Management Plan (WMP) 2025/26 - 2028/29 attached to this report has been developed by identifying the skills, experience and knowledge required across Council to deliver on the Delivery Program and modernise our approach towards attracting, engaging and retaining our current and future workforce.
- The key strategic objectives identified for this revision of the Plan are: 'Culture', 'Leadership', 'Employee Wellbeing' (replacing Workplace Flexibility) and 'Attracting, Developing and Retaining Talent' (replacing Customer & Community Service). Work activities contained under the strategic objectives of Culture and Leadership will contribute towards what was previously identified as a stand-alone strategic objective of Customer and Community.
- Feedback, analysis and research has heavily informed the development of this document and ensures that the objectives, actions and measures identified are relevant to Council and reflective of the organisation's current and future operating context.

RECOMMENDATION

THAT the update of Council's 2025/26 to 2028/29 Workforce Management Plan attached to Director's Report No. CS35/25 be received and noted.

PURPOSE

The purpose of this Report is to present for Council's endorsement the Workforce Management Plan that covers the financial periods from 2025/26 to 2028/29.

BACKGROUND

Under section 403 of the Local Government Act, a council is required to have a Resourcing Strategy (Long Term Financial Plan, Asset Management Strategy and Workforce Management Plan) aligned to the IP&R framework mandated by the Office of Local Government.

The Workforce Management Plan (WMP) 2025/26 - 2028/29 has been developed by identifying the skills, experience and knowledge required across Council to deliver on the Delivery Program and modernise our approach towards attracting, engaging and retaining our current and future workforce.

In January 2025, engagement commenced with Council's Executive Leadership Team (ELT) to update the current WMP 2022-2026. The purpose of this engagement was to gain an understanding of Council's strategic direction, workload drivers, capacity and capability gaps and other contextual insights. The updated Plan was developed via a series of activities and data inputs which included: one-on-one interviews with Council's Executive Leadership Team (ELT); supply and demand analysis of workforce data; workforce profiling and analysis; assessment of future trends for local government; engagement survey data and focus groups; key Integrated Planning and Reporting documents; finalising in a validation workshop with the ELT.

DISCUSSION

The WMP 2025/26-2028/29 highlights the key strategic themes, corresponding actions and measures contained within the attachment to attract and retain workforce requirements needed by Council over the next four years.

The key strategic objectives identified for this revision of the Plan are:

- Culture.
- Leadership.
- Employee Wellbeing (replacing Workplace Flexibility).
- Attracting, Developing and Retaining Talent (replacing Customer & Community Service).

The previous WMP 2022–2026 plan had several deliverables that are continuing and therefore the strategic objectives of Culture and Leadership have been retained. To embed the ideal culture within the organisation focus will be given to articulating the purpose and vision of Council; while refining the current values to ensure they are fit for purpose and drive the right behaviours moving forward. The leadership development framework from the previous workforce management plan was delayed in development and implementation. An in-depth review of leadership needs has occurred, and the new leadership development framework has been endorsed. Over the next three years, the entire framework will be delivered which includes a range of different initiatives outlined in the attachment to this report.

Due to an increased focus in psychosocial safety across all organisations, the previous 'Workplace Flexibility' strategic objective has been replaced with 'Employee Wellbeing'. Key elements of the previous strategic objective 'Workplace Flexibility' will be included with a continuing focus on the wellbeing program, rollout of the psychosocial hazard and risk mitigation program, review of the organisational structure, customer aggression and the development and implementation of the inclusion and belonging program (formally DEI program). It should be noted that the 'Workplace

Flexibility' strategic objective as a stand-alone focus has largely been addressed over the last few years.

The fourth prior strategic objective of 'Customer and Community Service' has been replaced with 'Attracting, Developing and Retaining Talent'. Some of the key deliverables will include developing a strategic workforce planning framework that can identify emerging skills of the future while identifying key gaps due to factors such as an ageing workforce and then developing strategies to ensure we have the right talent in the right roles at the right time to meet our future requirements. It should be noted that the work activities contained under 'Culture and Leadership' will contribute towards what was previously identified as the stand-alone strategic objective of Customer and Community.

BUDGET

There are no budgetary implications associated with this Report.

POLICY

There are no policy implications associated with this Report.

CONCLUSION

Feedback, analysis and research has heavily informed the development of this document and ensures that the objectives, actions and measures identified are relevant to Council and reflective of the organisation's current and future operating context. The WMP highlights the key programs and initiatives over the next four (4) years to modernise our approach to workforce management and deliver against Councils Delivery Program commencing 2025/26.

RESPONSIBLE OFFICER

The officer responsible for the preparation of this Report is the Director, Corporate Support – Glen Magus - who can be contacted on 9847 6635.

NICOLA DORMAN
Manager - People and Culture
Corporate Support Division

GLEN MAGUS
Director - Corporate Support
Corporate Support Division

Attachments:

1.  Workforce Management Plan 2025/26-2028/29

File Reference: F2024/00060
Document Number: D09149921

5 HSC SUBMISSION - DRAFT NSW WASTE AND CIRCULAR INFRASTRUCTURE PLAN

EXECUTIVE SUMMARY

- In May, the NSW government released the first chapter of the draft NSW Waste and Circular Infrastructure Plan ('the draft Plan').
- The draft Plan will be the first waste infrastructure plan in NSW's history and is required as Greater Sydney is projected to run out of landfill space by 2030 and the draft Plan is required to identify the next steps to build the waste infrastructure required to ensure that Greater Sydney has enough capacity to safely manage its residual waste (red bin) now and into the future.
- Without intervention, waste collection and disposal services could be severely impacted and waste costs for residents and businesses could increase by around 20%.
- The NSW EPA sought feedback on the draft Plan by 25 June, and Council Officers provided a submission on behalf of Council by the deadline.
- This report tables and seeks Council's endorsement of the submission.

RECOMMENDATION

THAT Council endorse the submission to the Draft NSW Waste and Circular Infrastructure Plan (Attachment 1.) to Director's Report No. CE7/25.

PURPOSE

The purpose of this Report is to seek endorsement of a submission made on behalf of Council to the NSW Government's Draft Waste and Circular Infrastructure Plan.

BACKGROUND

Landfill capacity in NSW is rapidly dwindling. Some calculations estimate that there will be an extreme lack of landfill space in NSW, and particularly for the Sydney-metro area, by 2030.

All waste from northern Sydney is currently transported by rail to the Veolia Woodlawn Bioreactor near Goulburn. This facility is fast approaching its capacity.

Concurrently, there is a severe lack of recycling processing infrastructure in NSW. This creates a situation where many materials collected by councils for recycling have few facilities available as processing options.

This infrastructure crisis has multiple operational and pricing impacts on local government.

Councils, ROCs, waste industry groups and peak bodies have been lobbying the NSW EPA for many years regarding the twin issues of landfill capacity and lack of processing infrastructure.

DISCUSSION

In May, the NSW Government released a consultation draft of the first chapter of the NSW Waste and Circular Infrastructure Plan (Attachment 1) which outlines the Government's response to the waste infrastructure crisis confronting Sydney, calling for feedback by 25 June.

The draft Plan sets out how NSW Government agencies will:

- Streamline planning processes to help to extend or expand existing priority landfills.
- Consider energy-from-waste infrastructure while continuing to protect human health and the environment.
- Strengthen long-term waste infrastructure planning to keep pace with a growing Greater Sydney.
- Establish a Ministerial Advisory Committee for strategic waste to support the implementation of the draft Plan.

Council officers provided a submission (Attachment 2) on behalf of Council by the deadline, with high level points noted below:

- The draft Plan should include strategic context regarding wider waste and circular economy issues to gain community acceptance and support for the bold waste management reforms required to achieve State and Federal resource recovery targets.
- Many of the measures contained in the draft Plan are interim, and further clarity regarding short, medium and long-term measures is required as part of a far more comprehensive strategic long-term framework to address the critical lack of waste disposal and processing infrastructure in NSW.
- Waste management services to Sydney should be considered an 'essential service' and receive adequate attention, planning, investment and development from the NSW State Government, in partnership with Local Government and the private sector.

- Waste infrastructure requires collaboration across NSW Government agencies and should be planned for with the detail and rigor that presently accompanies roads, power and sewerage.
- Establishing the required social licence to facilitate energy-from-waste represents a significant challenge and stronger, co-ordinated leadership is required from the NSW Government in this space.
- Going forward, there is a lack of suitable sites and inadequate space to enable Greater Sydney's residual waste to be disposed of in the Greater Sydney catchment meaning that new residual waste facilities (energy-from-waste or landfill) will necessarily be located outside of Sydney. Therefore, effective and efficient transport solutions for waste will be required.
- Prior privatisation of waste transfer stations in the Sydney metropolitan area have resulted in reduced market competition and increased costs to communities. Innovative solutions are required to address these issues.
- The NSW Government should develop a well-planned and strategically geo-located integrated waste infrastructure networks for Sydney that minimises transport costs and the number of waste vehicles on our roads.
- Opportunities exist to consider the development of new landfills in the Hunter Valley as open cut coal mines reach the end of their life and close, taking advantage of existing rail infrastructure.
- Waste Levy Funds should be allocated to direct waste infrastructure investment and development.
- Urgent Government attention and possible intervention is required to:
 - Fast track the acquisition, securing and protection of suitable land for waste infrastructure development.
 - Provide leadership and assistance in gaining the required social licence for essential waste infrastructure.
 - Fast track planning and environmental approvals for new or expanded waste management facilities within Sydney and/or surrounding regions within feasible transport distances.
 - Create difficult to locate industry precincts.

The attached submission to the Draft NSW Waste and Circular Infrastructure Plan outlines a range of high-level recommendations, along with further detailed discussion on all aspects of the Draft Plan.

In summary, whilst the draft Plan is seen a positive first step, it remains that a comprehensive, strategic long-term framework to address the current critical lack of waste disposal and processing infrastructure in NSW is required.

It is hoped that this will be delivered as additional chapters of the draft Plan are developed.

CONSULTATION

In the preparation of this Report there was consultation with the NSROC Regional Waste Strategy team and all other NSROC councils. NSROC has also developed a regional submission on behalf of member councils.

BUDGET

Costs associated with delivering residential waste and recycling services are directly passed on to our community via the Domestic Waste Management Charge (DWMC). Hornsby Shire, along with other councils face increasing cost pressures on the DWMC.

POLICY

There are no policy implications associated with this Report.

CONCLUSION

Greater Sydney faces a waste infrastructure crisis with landfill capacity projected to run out by 2030, along with a lack of recycling processing infrastructure in NSW creating a situation where many materials collected by councils have limited facilities available for disposal and processing.

This infrastructure crisis has multiple operational and pricing impacts on local government and without intervention, waste collection and disposal services could be severely impacted and waste costs for residents and businesses could increase by around 20%.

Councils, Regional Organisation of Councils, waste industry groups and peak bodies have been lobbying the NSW EPA for many years regarding the twin issues of landfill capacity and lack of processing infrastructure.

In response, the NSW EPA have released the first chapter of the draft NSW Waste and Circular Infrastructure Plan for consultation. The draft Plan will be the first waste infrastructure plan in NSW's history and is required to identify the next steps to build the waste infrastructure required to ensure that Greater Sydney has enough capacity to safely manage its residual waste (red bin) now and into the future.

Council officers have provided a submission to the draft Plan on behalf of Council by the 25 June deadline, and this Report tables and seeks Council's endorsement of the submission.

RESPONSIBLE OFFICER

The officer responsible for the preparation of this Report is the Acting Manager Waste Management – Matthew Collins - who can be contacted on 9847 6253.



MATTHEW COLLINS

Acting Waste Contracts and Services Manager
Community and Environment Division

STEPHEN FEDOROW

Director - Community and Environment
Community and Environment Division

Attachments:

1.  Draft NSW Waste and Circular Infrastructure Plan
2.  Submission - NSW Waste and Circular Infrastructure Plan

File Reference: F2004/08805
Document Number: D09155282

ITEM 5

6 SUBMISSION ON SYDNEY WATER ENVIRONMENTAL PROTECTION LICENCE REVIEW

EXECUTIVE SUMMARY

- The NSW Environmental Protection Authority (EPA) is responsible for regulating sewage treatment systems through environment protection licences (EPLs) issued under the Protection of the Environment Operations Act 1997. Sydney Water's EPLs require it to meet legally enforceable conditions relating to the performance of their sewage treatment systems to minimise impacts to the environment. The EPA is currently reviewing Sydney Water's licences for its 23 sewage treatment systems across Greater Sydney and the Illawarra, including relevantly the EPLs for the West Hornsby, Hornsby Heights and Brooklyn Sewage Treatment Plants. Council officers have submitted a response on behalf of Council in respect of the NSW EPA's review of EPL's by the 12 June deadline.
- Points made in the submission have the objective of strengthening regulatory mechanisms to improve waterway health and align with contemporary environmental standards. Key recommendations include:
 - Mandating a "sunset clause" on receiving water discharge such that discharge flows to local creeks will, overtime, be reduced and encourage Sydney Water to invest accordingly.
 - Lowering nutrient discharge thresholds to reduce nutrient loads to receiving waters.
 - Introducing wet weather performance standards within the EPLs, including requirements for bypass minimisation, real-time overflow reporting, and joint stormwater inflow reduction strategies between Sydney Water and local councils.
 - Mandating public reporting of wet weather overflow events at sewage treatment plants to enhance transparency, foster community trust, and support informed public engagement on water quality issues.
 - Aligning the EPL faecal coliform threshold for dry weather discharges with public health guidelines (4000 cfu/100 mL). Currently the EPL dry weather EPL faecal coliform threshold is 10,000 cfu/100ml.
 - Incorporating PFAS monitoring requirements in accordance with national PFAS National Environmental Management Plan (NEMP 3.0) to ensure licences remain responsive to emerging contaminants.

RECOMMENDATION

THAT Council endorse the submission to the NSW EPA proposing changes to improve water quality protection in the Environmental Protection Licences for sewage treatment plants within the Hornsby Local Government Area.

PURPOSE

The purpose of this Report is to seek Council's endorsement of the attached submission to the NSW Environment Protection Authority regarding the review of Environmental Protection Licences for the West Hornsby and Hornsby Heights Sewage Treatment Plants, with the aim of strengthening regulatory measures to improve waterway health and environmental outcomes.

BACKGROUND

The NSW Environment Protection Authority (EPA) is undertaking its statutory five-yearly review of Environmental Protection Licences (EPLs) issued to Sydney Water for its network of sewage treatment systems, including the West Hornsby and Hornsby Heights Sewage Treatment Plants. These licences regulate the discharge of treated effluent and are designed to safeguard environmental and public health by setting enforceable conditions for pollution control, monitoring, and reporting.

The review aims to ensure that EPLs remain fit for purpose, reflect current environmental standards, and incorporate community expectations regarding water quality, wet weather discharges, and the impacts of climate change. Public consultation for this review closed on 12 June 2025, with stakeholders invited to provide feedback on the adequacy of treatment levels, monitoring requirements, and opportunities for improved environmental performance.

In response, Hornsby Shire Council has prepared a submission addressing key issues relevant to the local context, including nutrient discharge limits, wet weather overflow management, public transparency, and emerging contaminants such as PFAS. The submission reflects Council's commitment to protecting local waterways and aligns with broader strategic goals under its Total Water Cycle Management Strategy.

DISCUSSION

Hornsby Shire Council's submission to the NSW Environment Protection Authority (EPA) regarding the review of Environmental Protection Licences (EPLs) for Sewage Treatment Plants within the Hornsby LGA is closely aligned with the strategic objectives outlined in the Water Sensitive Hornsby Strategy, adopted by Council in March 2021.

The Water Sensitive Hornsby Strategy envisions a future where water is managed holistically to support environmental sustainability, community wellbeing, and resilience to climate change. It provides a framework for transitioning Hornsby Shire into a water sensitive city, with a focus on integrated water management, ecological health, and collaborative governance.

Council's EPL submission supports the strategic intent of this strategy by recommending:

- **Stricter nutrient discharge limits** for Total Nitrogen and Phosphorus, particularly during wet weather events, to reduce eutrophication risks within receiving waters.
- A **"sunset clause" mechanism** to progressively reduce wet weather discharges over a 20-year horizon, encouraging investment in **source** control and reuse infrastructure.
- **Improved wet weather performance standards**, including real-time overflow reporting and stormwater inflow reduction plans, to **mitigate** the impact of bypass events on local creeks and rivers.
- **Triennial licence reviews (rather than every 5 years)** incorporating updated scientific assessments and community consultation.

- **Public reporting of overflow events**, to build transparency and trust with residents and stakeholders.
- **Inclusion of emerging contaminants such as PFAS** in monitoring programs to ensure that regulatory frameworks remain responsive to evolving environmental risks, a key principle of the strategy's adaptive planning approach.

By embedding these principles into the EPL framework, Council is actively advancing the transition toward a water sensitive future, one that balances urban growth with the protection of natural systems and community values.

CONSULTATION

In the preparation of this Report there was internal consultation with Council officers within the Environment Branch.

BUDGET

There are no budgetary implications associated with this Report.

POLICY

While there are no direct policy implications arising from this report, the submission strongly supports the objectives of Council's adopted Water Quality and Conservation Policy (POL00145). It reinforces Council's commitment to minimising stormwater pollution, promoting water reuse and efficiency, and protecting the ecological health of local waterways. These principles are embedded in the policy's framework for sustainable water use and best practice management.

The submission also aligns with the Water Sensitive Hornsby Strategy (2021), particularly in advancing integrated water cycle management, improving waterway health, and enhancing resilience to environmental change. Through its recommendations, the submission contributes to the broader strategic direction of ecologically sustainable development and long-term water conservation across the Shire.

CONCLUSION

Hornsby Shire Council's submission to the NSW Environment Protection Authority presents a constructive and forward-looking response to the review of Environmental Protection Licences for the Sewage Treatment Plants within the Hornsby LGA. The submission outlines practical, evidence-based recommendations aimed at improving waterway health, reducing pollutant loads, and enhancing regulatory transparency.

By advocating for tighter nutrient discharge limits, improved wet weather performance standards, public reporting, and the inclusion of emerging contaminants such as PFAS, the submission supports the long-term sustainability of local waterways. These recommendations are consistent with Council's strategic objectives under the Water Sensitive Hornsby Strategy (2021) and reinforce the principles of the Water Quality and Conservation Policy (POL00145).

This submission further notes Council's commitment to working collaboratively with the NSW EPA and Sydney Water to ensure that environmental licensing frameworks continue to evolve in line with best practice, community expectations, and the goals of integrated water cycle management.


RESPONSIBLE OFFICER

The officer responsible for the preparation of this Report is the Manager Environment – Dr Peter Coad who can be contacted on 9847 6766.

PETER COAD
Manager - Natural Resources
Community and Environment Division

STEPHEN FEDOROW
Director - Community and Environment
Community and Environment Division

Attachments:

1.  D09156066 - Submission on Sydney Water Licence conditions

File Reference: F2018/00124-003

Document Number: D09156066

7 GLENORIE VILLAGE INVESTIGATION REPORT AND DRAFT GLENORIE VILLAGE PLACE PLAN

EXECUTIVE SUMMARY

- In November 2023, Council allocated funding to commence implementation of the long-term recommendations from the Hornsby Rural Lands Study, starting with planning investigations at Glenorie Village.
- In 2024, an Opportunities and Constraints Working Paper was prepared and exhibited, seeking preliminary local insight from Glenorie residents, landowners and local community groups on opportunities and constraints and their views for the future of the Village.
- This report presents the Glenorie Village Investigation Report and draft Glenorie Village Place Plan for public exhibition, which have been informed by the Opportunities and Constraints Working Paper and community and agency input.
- Key recommendations for Glenorie Village include the introduction of opportunities for smaller lots ranging in size from 4,000-5,000m² close to the Village to the southeast, townhouses along Old Northern Road within the existing low-density area (subject to sewer servicing constraints) and a mix of commercial and residential development on the southern corner of Cairnes Road and Old Northern Road.
- Also recommended are pedestrian and intersection improvements for Old Northern and Post Office Roads and an expanded open space along Old Northern Road connecting to Glenorie Memorial Park.
- In response to community feedback on a separate long-term recommendation of the Rural Lands Study, a Strategic Bushfire Study is warranted to explore options for a reduced lot size for 10 hectare properties along Moores Road to 2 hectares or similar density capacity that satisfies bushfire requirements.
- It is recommended that the Glenorie Village Investigation Report and draft Village Place Plan attached to this report be placed on public exhibition.

RECOMMENDATION

THAT:

1. The Glenorie Village Investigation Report and draft Glenorie Village Place Plan attached to Director's Report No. PC12/25 be placed on public exhibition for a period of six weeks in accordance with the consultation strategy outlined in this report.
2. Following exhibition, a report on submissions be presented to Council for consideration.

PURPOSE

The purpose of this report is to present the draft Glenorie Village Investigation Report with corresponding draft Glenorie Village Place Plan for endorsement for exhibition.

BACKGROUND

In June 2022, Council finalised the Hornsby Rural Lands Study (Hornsby RLS) and endorsed the progression of short and long term implementation plans.

Implementation of the short term recommendations is complete, including:

- Changes to Council's development controls to support agritourism on commercial farms.
- Introduction of planning controls that require new dwellings to consider land use conflict.
- Changes to lot size calculation to allow access handles to be included in lot size area for rural zones.
- Introduction of design controls to improve the rural character of commercial uses along Old Northern Road.

The long term implementation plan includes actions to prepare planning studies that investigate opportunities for rural living by reviewing lot sizes around villages and preparing village place plans for Glenorie, Galston and Dural Villages.

In November 2023, Council resolved to allocate funding to progress the planning investigations for Glenorie Village. Funding was allocated for the engagement of a planning consultancy to assist, as well as additional staff resources to manage the project.

Since then, an opportunities and constraints paper has been prepared, early feedback sought from the community and an investigation report and place plan have been prepared which are discussed in this report. Numerous workshops with Councillors have also been held as the project has progressed.

DISCUSSION

This report presents the outcomes of the Glenorie Village investigations, discussing consultant and community input, the findings of the draft Glenorie Village Investigation Report and the principles and actions of the draft Glenorie Village Place Plan.

1. Consultant Engagement

In March 2024, an open request for quotation was advertised for consultant planning services to undertake the Glenorie Village investigations project. The request for quotation outlined that place based planning services were required to investigate the potential for Glenorie Village to accommodate some additional housing where the values of the rural area are maintained.

In May 2024, a multidisciplinary consultancy team led by GLN Planning was selected to assist with the completion of the project. The team includes:

- GLN Planning – Planning and Development Contributions.
- Inspire Planning – Urban Design and Master Planning.
- Cumberland Ecology – Ecology and Environmental Assessment.
- ARC Traffic and Transport – Transport Consultancy Services.
- Bushfire Hazard Solutions – Bushfire Consultants.

- Infrastructure and Development Consulting (IDC) – Flood Assessment, Utilities and financial review.
- JBS&G – Contamination Consultants.

2. Opportunities and Constraints Paper

Following engagement, the consultant team commenced an opportunities and constraints analysis in and around Glenorie Village. This analysis established baseline data on the Village and its surrounds, identifying key land use, environmental, infrastructure and character considerations. It draws on several supporting technical studies to identify land capable of meeting the State Government and Council's strategic planning framework and vision, while addressing overall land capability and suitability considerations.

The outcomes of these investigations were documented in a draft Opportunities and Constraints Working Paper (OCWP), which found that natural hazards such as bushfires and flooding, along with limited access to sewerage and the protection of productive agricultural land are critical considerations for determining where and how change should occur.

The draft OCWP also acknowledged that some large land holdings may provide the opportunity to delivery improved housing diversity to cater for changing demographics and support improvements to pedestrian connectivity and the public domain. The OCWP was exhibited for targeted feedback (discussed below) and has been updated to clarify or expand on matters raised in feedback and finalised as an Opportunities and Constraints Paper.

3. Feedback Summary Report

In November 2024, the draft Opportunities and Constraints Working Paper was placed on targeted public exhibition. The public exhibition sought preliminary local insight from Glenorie residents, landowners and local community groups on the documented opportunities and constraints and their views for the future of the Village. The targeted consultation included:

- Your Say webpage and survey.
- Letters to over 500 Glenorie residents and landowners.
- Letters to local Community Stakeholder Groups.
- In person community feedback session held at Glenorie RSL (approximately 120 attendees).
- In person workshop with local community groups held at Glenorie RSL.

Details about the consultation and feedback received was published in a Feedback Summary Report, publicly released in April 2025. The feedback included comments on the draft OCWP as well as local views and insights including:

Top 2 improvements	Top 2 constraints	Top 2 lot sizes to accommodation character, services and housing
Active and Public Transport	Bushfire	0 – 2,500m ²
Traffic and Roads	Ecology	3,500 – 5,000m ²

At the in-person feedback sessions, interactive mapping exercises involved attendees identifying locations for inclusion or exclusion in the Village investigation area. Composite mapping detailed

within the Feedback Summary Report highlights a location along Moores Road, which is further to the east of the Village. The Moores Road area is the subject of a separate Hornsby Rural Lands Study (Hornsby RLS) recommendation to review the possibility of harmonising minimum lot size requirements from currently 10 hectares to 2 hectares consistent with the surrounding land.

In response to this feedback and considering efficiencies in progressing the review alongside the Village investigations, preliminary planning and bushfire investigations were added to the project scope in relation to Moores Road. The recommendations for lot size harmonisation along Moores Road are included in the Village Investigation Report but separate from the Glenorie Village Place Plan.

A full summary of community input, including commonly shared insights, survey answers, mapping exercises and written submissions can be viewed in the Feedback Summary Report. The feedback received and key insights have assisted in the finalisation of the Opportunities and Constraints Paper and the preparation of the Glenorie Village Investigation Report and draft Glenorie Place Plan.

As outlined as part of next steps in the Feedback Summary Report, discussions have continued with State agencies and The Hills Shire Council.

3.1 Agency Consultation

Key state agencies and essential service providers were consulted during the investigations for Glenorie Village. These agencies include:

- Sydney Water.
- NSW Rural Fire Service.
- Schools Infrastructure NSW.
- Energy Providers, including Endeavour Energy and Jemena.
- NBN Co.

Consultation with these agencies identified access to sewerage and proximity to bushfire-prone land as key constraints. Actions outlined in the Investigation Report and draft Glenorie Village Place Plan have been established in recognition of these significant constraints, and it is expected that further consultation will be undertaken with state agencies and essential service providers during the delivery of the Place Plan.

3.2 Consultation with The Hills Shire Council

Glenorie Village is dissected by Old Northern Road which forms the boundary between Hornsby Local Government Area (LGS) and The Hills LGA. The Hills Shire Council is currently also conducting place planning investigations in Glenorie, which are expected to be finalised by the end of the year.

Consultation was undertaken with The Hills Shire Council staff throughout the project to seek to ensure the recommendations for the Hornsby side of Glenorie Village align with place planning work on the western side of Glenorie, which lies within The Hills LGA.

This consultation confirmed the findings and recommendations outlined in this report are compatible with the emerging recommendations from The Hills Shire Council investigations. It is anticipated that lot sizes and the extent of the village expansion will be broadly consistent on both sides of Old Northern Road, given the same key constraints to growth, such as access to Sydney Water sewerage infrastructure and bushfire-prone land, affect both sides of the Village.

In regard to public domain infrastructure improvements, preliminary discussions with officers from The Hills Shire Council indicate that any proposals to improve pedestrian connectivity and bus arrangements would not be inconsistent with their objectives and further discussions would be welcomed in delivering such public domain and road improvements. However, a report on any changes would be required to be presented to Council to formalise their position.

Based on the feedback from the community and agencies, the Glenorie Village Investigation Report and draft Glenorie Village Place Plan have been prepared and are attached to this report and recommended for endorsement for public exhibition.

4. Glenorie Village Investigation Report

The Glenorie Village Investigation Report considers changes in population demographics, evolving patterns of urban and agricultural land use, Glenorie's commercial role, pedestrian connectivity, environmental and infrastructure challenges. Natural hazards such as bushfire and flooding, along with limited access to services like sewerage, play a critical role in determining where and how change can occur.

These constraints assist identify which parts of the village are suitable for change, as does community feedback where residents have expressed a strong desire for improved public and active transport options, greater diversity in housing and lot sizes, and additional commercial opportunities within the Village.

Based on the evidence base, the report provides a number of recommendations for Glenorie Village and the lot harmonisation review further east at Moores Road, as follows:

4.1 Glenorie Village

- Rezoning for housing diversity delivery that includes:
 - Small rural 4,000-5,000m² allotments close to the Village to the southeast rezoned to environmental living.
 - Townhouse development along Old Northern Road in the existing low-density area, noting that this may be unlikely to be realised in the short term due to sewer servicing constraints.
 - Mixed use (commercial and residential) on the southern corner of Cairnes Road and Old Northern Road.
- Improved pedestrian access across Old Northern and Post Office Roads by exploring intersection improvements, a redesigned bus turn around area and expanded open space connection.

4.2 Moores Road

- Preparation of a Strategic Bushfire Study that explores lot size options for a reduction from 10 hectares to 2 hectares based on density capacity that satisfies bushfire requirements.

5. Draft Glenorie Village Place Plan

The draft Glenorie Village Place Plan provides place planning principles for Glenorie Village, including:

Strengthening the Heart of the Village - Enhance the central area of Glenorie Village by improving public spaces, transport systems, and accessibility to homes and businesses.

Encouraging Housing Diversity - Promote a more diverse and accessible share of housing in Glenorie Village to meet the changing needs and expectations of the Glenorie community.

Protecting Ecologically Sensitive Areas - Safeguard the natural landscapes and ecosystems of Glenorie by preserving areas with biodiversity and riparian value whilst keeping homes away from hazard prone areas.

Retaining Rural Character - Retain and preserve the distinctive rural charm and heritage of Glenorie by safeguarding agricultural lands, supporting rural employment, and minimising conflicts between rural activity and adjoining land uses.

The draft Place Plan incorporates the recommendations of the Glenorie Village Investigation Report into actions including:

Action 1 - Small Rural Lots

Transition existing large lots adjacent to the village to smaller rural lifestyle lots of 4,000m² to 5000m².

Small rural lots adjoining the Village area would provide a transition between the suburban areas of Glenorie and productive agricultural uses to the southeast of the Village. These allotments would increase housing diversity options, maintain rural character and would be of a sufficient size to cater for on-site sewerage disposal and preservation of natural features such as Glenorie Creek.

Action 2 – Townhouses

Transition existing low-density dwellings along Old Northern Road and Tecoma Drive to provide greater housing diversity.

Further housing diversity would provide the transition of existing low-density housing to townhouse development in the centre of Glenorie. Focussing new medium density housing within the existing Village footprint will assist protect the surrounding rural and environmentally sensitive areas from further fragmentation and reinforce the centre of the Village.

Constraints related to the capacity for wastewater servicing by Sydney Water mean this vision is unlikely to be realised in the short term. However, identifying the preferred location and development typology now provides a clear long-term direction for future infrastructure planning and investment.

Action 3 – Commercial and Residential

Permit a mix of business and residential uses in the corner of Old Northern Road and Cairnes Road.

Additional commercial floor space on this corner would assist meet the Glenorie Community's identified need for more services. Provided as a mix of commercial and residential development, this area would reinforce the Village centre and provide further housing diversity options as long as on site sewerage management can be accommodated.

Action 4 – New Roundabout and Open Space Connections

Install a roundabout on the corner of Old Northern and Post Office Roads and convert the existing bus turnaround area to parkland and pedestrian connections.

A roundabout would assist in providing a traffic calming measure, as well as improve pedestrian connections across Old Northern and Post Office Roads. Better pedestrian connections would assist in reducing barriers to walking or cycling within the Village and connect the eastern and western side of Glenorie. Additionally, the redesign of the existing bus turnaround area would provide new parkland area in the heart of the Village, with bus services being maintained via a new bus bay area.

Action 5 – Entry Statements

Add clear entry statements adjacent to Harrisons Lane in the south and adjacent to the Glenorie Public school to the North, complimenting existing speed changes.

Glenorie Village currently lacks clearly defined village entry points. In coordination with Hills Shire Council, clear entry statements to Glenorie Village along Old Northern Road would be appropriate. Better entry statements would assist provide a sense of arrival and a visual cue to drivers that they are entering the Village area.

CONSULTATION STRATEGY

The Glenorie Village Investigation Report, and draft Glenorie Village Place Plan attached to this report are recommended to be placed on Shire wide public exhibition for a period of six weeks. Exhibition is proposed to be undertaken via the following channels:

- Council's Your Say website.
- Council E-news.
- Publication of a notice in relevant rural news publications.
- Letters / emails to Glenorie residents, landowners, local stakeholder / community groups and those who provided contact details during the consultation period consultation period for the project.
- Community drop-in sessions in Glenorie.

BUDGET

The budget for this project is covered under the funding set aside in November 2023 to progress the Glenorie Village investigations project.

POLICY

Subject to exhibition, any adopted recommendations for changes to Council's planning controls such as size/density and zoning would require a Planning Proposal to amend the Hornsby Local Environmental Plan. The Village Place Plan, once finalised and adopted, would be incorporated into the DCP along with other relevant supporting development controls to guide future development.

The Investigation Report recommends and Strategic Bushfire Study to consider lot size harmonisation of the 10 hectare minimum lot size near Moores Road. This would require consultation with the Rural Fire Service and a separate future planning proposal based on the outcomes of the Strategic Bushfire Study.

The draft Place Plan identifies public infrastructure works in the heart of Glenorie Village. It is anticipated that these works would be funded (in part) by development contributions generated from new development. Delivery of infrastructure improvements identified on land administered by the State Government and The Hills Shire Council would be required to be negotiated with these agencies during the implementation of the Place Plan.

CONCLUSION

This report presents the Glenorie Village Investigation Report and the draft Glenorie Village Place Plan to seeks endorsement for exhibition.

The Investigation Report and Place Plan provide a framework for change at Glenorie Village and have been informed by detailed planning and environmental investigations, targeted community consultation and the recommendations of the Hornsby RLS.

The project aligns with the visions and principles of the Hornsby RLS. Place Plan actions are focused on ensuring better transitions between urban and rural areas, protection of environmental and productive agricultural lands, management of natural hazards, an improved village centre and housing diversity options.

It is recommended that the Glenorie Village Investigation Report and the draft Glenorie Village Place Plan is placed on public exhibition for a period of six weeks. Following exhibition, a report on submissions would be presented to Council for consideration of issues and next steps.



RESPONSIBLE OFFICER

The officer responsible for the preparation of this Report is the Manager, Strategic Land Use Planning – Katherine Vickery - who can be contacted on 9847 6744.

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Attachments:

1.  Glenorie Village Investigation Report
2.  Draft Glenorie Village Place Plan

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8 MAYOR'S NOTES 01 JUNE 2025 TO 30 JUNE 2025

Note: These are the functions that the Mayor, or his representative, has attended in addition to the normal Council Meetings, Workshops, Mayoral Interviews and other Council Committee Meetings.

Sunday 1st June 2025 – The Mayor attended Asquith Football Club's Female Football Day, at Asquith Park.

Monday 2nd June 2025 – The Mayor attended a Gawura Cultural Immersions Performance, in the Hornsby Mall.

Thursday 5th June 2025 – The Mayor attended the 2025 Hornsby/Ku-ring-gai District Medal Presentation Ceremony, Hornsby Fire Control Centre, Cowan.

Friday 13th June 2025 – The Mayor attended Remagine Art Prize Opening Night, Wallarobba Arts and Cultural Centre, Hornsby.

Friday 13th June 2025 – On behalf of the Mayor, Councillor McClelland attended Neighbourhood Knit-in, at Hornsby Library.

Saturday 14th June 2025 – The Mayor attended the opening of Greenway Park Sports Hub, Cherrybrook.

Sunday 15th June 2025 – The Mayor attended the Sydney Metro North Winter Distance Championships, at Galston Aquatic Leisure Centre.

Monday 16th June 2025 – The Mayor visited the National Centre for Childhood Grief, at 98 Balmoral Street, Hornsby.

Tuesday 17th June 2025 – The Mayor attended Refugee Week Celebrations, hosted by Hornsby / Ku-Ring-Gai Multicultural Network, at the Gordon Baptist Church, Gordon.

Wednesday 18th June 2025 - The Mayor hosted one Citizenship Ceremony in the Council Administration Building, Hornsby.

Thursday 19th June 2025 – The Mayor attended a Lifeline Connect Session, at Hornsby Library.

Friday 20th June 2025 – The Mayor attended a changeover dinner, hosted by West Pennant Hills and Cherrybrook Rotary Club, at Springfield House, Dural.

Sunday 22nd June 2025 – The Mayor attended Hornsby Heights Female Football Celebration Day, at Montview Oval, Hornsby Heights.

Sunday 22nd June 2025 – The Mayor attended Penno Pickleballers Opening Ceremony, at Pennant Hills Park.

Saturday 28th June 2025 – The Mayor attended the re-opening of Berowra Library, Berowra.

Sunday 29th June 2025 – The Mayor attended Glenorie Mission Church's 126th Anniversary, Glenorie.

Sunday 29th June 2025 – The Mayor attended Pennant Hills Junior's AFL Kickability Gala Day, at Ern Holmes Oval in Pennant Hills.

Sunday 29th June 2025 – The Mayor attended a changeover lunch, hosted by the Rotary Club of Beecroft, at the Epping Club.

Monday 30th June 2025 – The Mayor attended Asquith Girls High School's Dance Night Performance, at the Chatswood Concourse Theatre.

File Reference: F2004/07053-002

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ITEM 8