



Attachments

General Meeting

Wednesday 8 April 2026
at 7:00 PM



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ATTACHMENT/S

REPORT NO. GM3/26

ITEM 1

- 1. ATTACHMENT 1 - DRAFT 2026-2030 DELIVERY PROGRAM INCLUDING THE 2026/27 OPERATIONAL PLAN**
- 2. ATTACHMENT 2 - DRAFT 2026-2027 FEES AND CHARGES**

2026-2030 DELIVERY PROGRAM

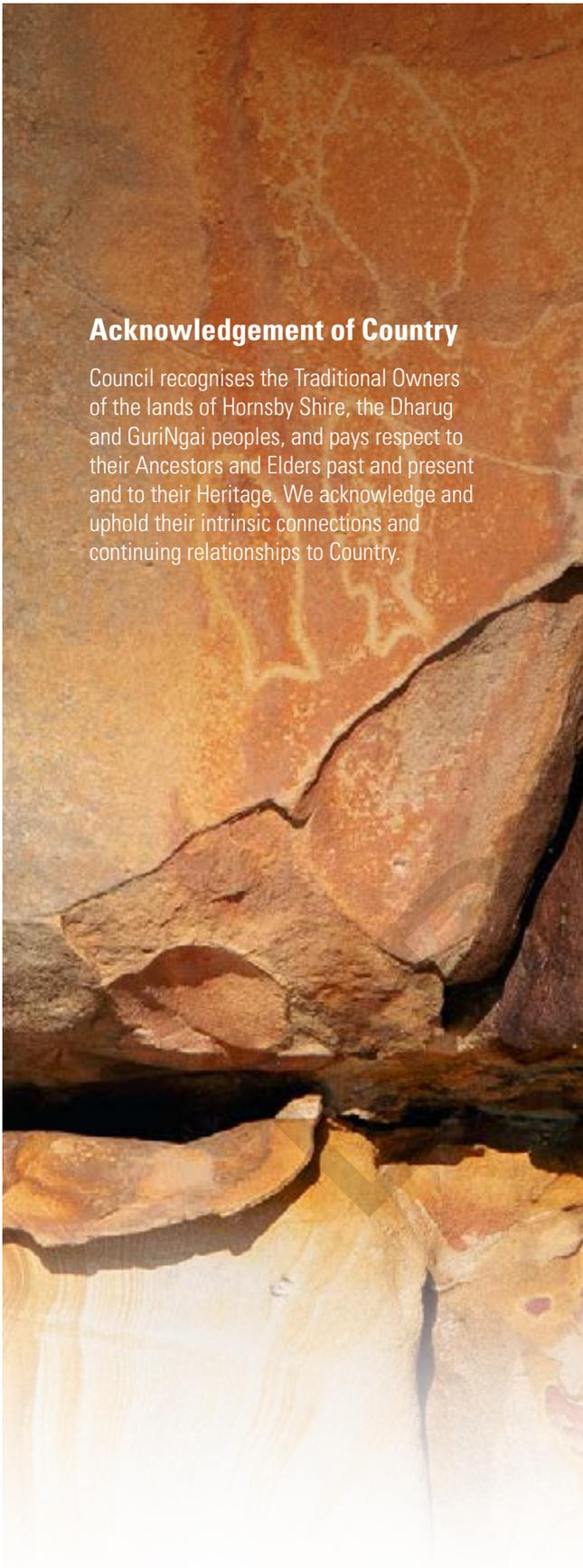
INCLUDING THE 2026-2027 OPERATIONAL PLAN

Draft –
on exhibition
9 April to 11 May
2026

hornsby.nsw.gov.au



ATTACHMENT 1 - ITEM 1



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: Hornsby Park 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。郡議會工作時間為週一至週五，早上 8:30 - 下午 5 點。



Nepali

यस कागजातमा महत्वपूर्ण जानकारी छ।

यदि तपाईंले यसलाई बुझ्नुभएको छैन भने, कृपया अनुवाद र दोभाषे सेवालार्इ 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 हर्नस्बी 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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INTRODUCTION

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.

This document, the Delivery Program and Operational Plan is Council's response to Hornsby Shire's 2035 Community Strategic Plan, *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 the 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.

This document also contains Council's budget and other financial details including resourcing information, information on rates and domestic waste management relating to 2026/27. Capital projects – construction works Council will carry out on its assets – are at the back of the document commencing p139. Council's Fees and Charges (a separate document) also form part of the Operational Plan and can be downloaded at [hornsby.nsw.gov.au /Council/Forms-and-publications/Publications/Fees-and-charges](https://hornsby.nsw.gov.au/Council/Forms-and-publications/Publications/Fees-and-charges).

This document is structured to align with the four Themes in the Community Strategic Plan:

The preparation of the Delivery Program and Operational Plan is based on best estimates on a range of factors currently known and forecasted to occur. Council operates in a changing political, regulatory and financial environment that comes with various levels of uncertainty and risks. Council will remain flexible and agile to respond to changing circumstances as appropriate with any project changes reported to Council through quarterly budget reviews.

LIVEABLE

SUSTAINABLE

PROSPEROUS

COLLABORATIVE

Supporting the four Themes there are eight Strategic directions, 25 Long-term goals defining where our community wants to be in 2035, and 51 Plans of action to achieve the Long-term goals. The Strategic directions align with the 17 United Nations Sustainable Development Goals and address the 30 Resilient Sydney shocks and stresses identified for Greater Sydney.

Each Strategic direction outlines:

- Council's services contributing to the Strategic direction
- Council's supporting Strategies and Plans
- Biennial, annual and quarterly measures.

Council's work will concentrate on the Actions under each of the 51 Plans of action. Each Plan of action outlines:

- How it helps to realise the Community Strategic Plan
- Actions proposed for implementation between 2026/27 and 2029/30. Actions included in the 2026/27 Operational Plan are highlighted
- Responsibility for delivering the Action
- Source of the Action (strategy, plan, legislation etc).

The Delivery Program is Council's commitment to the community and it has an important place in the NSW Government's Integrated Planning and Reporting (IP&R) framework (shown on p11). Under the IP&R framework all councils are required to deliver a suite of strategic documents which support a holistic approach to planning for the future.

While the Delivery Program is a four-year program, it will be reviewed and updated annually when preparing the Operational Plan.

Council's current service framework by Business Unit has been included (commencing p91) outlining service profiles, service KPIs and budgets. As we move forward with a program of continuous improvement and service reviews our service profiles will be reviewed and refined.

Progress on the Delivery Program and Operational Plan is reported to Council every six months, with key achievements detailed in Council's Annual Report published each November.

FROM THE MAYOR

Hornsby Shire Council's Delivery Program and Operational Plan for 2026–2030 set out how we will deliver on the community's vision for the next four years. Shaped by extensive community engagement, this Plan translates *Your Vision | Your Future 2035* into clear actions, priorities and commitments.

Our community has been clear about the challenges and opportunities ahead. Managing population growth, improving housing affordability, addressing traffic and transport pressures, adapting to economic and technological change, responding to climate change and strengthening social resilience are all critical issues for Hornsby Shire. This Plan outlines how Council will respond to these challenges while continuing to protect what makes our Shire such a special place to live.

A key focus of the Delivery Program and Operational Plan is creating a liveable Shire. Council will continue to invest in community facilities, parks, open space and recreation opportunities that support health, wellbeing and social connection. Major projects and public domain improvements, in particular in Galston, Asquith, Mount Colah, and Hornsby, will enhance our town centres and villages, improve accessibility and create welcoming places for people of all ages and abilities.

Supporting a prosperous Shire is another priority. The Plan sets out how Council will strengthen local centres, support economic activity and employment, and work with other levels of government to deliver infrastructure that meets the needs of a growing community. Planning for housing diversity, including more affordable housing options, is an important part of ensuring Hornsby Shire remains inclusive and liveable at every stage of life.

Sustainability and resilience are also central to this Plan. Hornsby Shire's bushland, waterways and natural environment are defining features of our community. Council is committed to protecting and enhancing these assets while building resilience to bushfires, flooding and extreme weather events. The Plan outlines how we will support environmental sustainability and responsible resource use, now and into the future.

In 2026/27, Council will also deliver a significant program of capital works that will deliver real, lasting benefits for our community. This includes extensive renewal of local roads, footpaths and shared paths; stormwater upgrades to reduce flood risk and new wetlands and pollution capture devices to protect waterways.

Strong governance, financial sustainability and continuous improvement underpin everything we do. This Plan details how Council will manage community resources responsibly, maintain and renew essential infrastructure, and regularly review services to ensure they meet community expectations. Clear performance measures and reporting processes will track progress and ensure accountability.

Council cannot achieve this vision alone. Partnerships with our community, businesses, organisations and other levels of government are essential. We remain committed to open and transparent engagement and encourage everyone to stay involved through Council's consultation activities and the Your Say Hornsby website.

This Delivery Program and Operational Plan represent a significant body of work already underway, with much more planned for the years ahead. I am proud to present this Plan as we continue working together towards a liveable, sustainable, prosperous and collaborative Hornsby Shire.

Warren Waddell
Mayor of Hornsby Shire Council



FROM THE ACTING GENERAL MANAGER

The 2026–2030 Delivery Program and 2026/27 Operational Plan is Council's primary delivery document. It sets out, in practical terms, what Council will do over the next four years, how services will be delivered, how resources will be allocated, and how performance will be measured and reported.

This document translates the Community Strategic Plan, *Your Vision | Your Future 2035*, into a structured program of actions across Council's services, projects and operations. It provides clear direction for Council staff and a transparent commitment to the community about what will be delivered and when.

The Delivery Program is supported by a detailed Operational Plan, annual budget and resourcing strategies covering workforce, assets and long term financial planning. Together, these ensure that Council's commitments are realistic, affordable and aligned with our financial capacity. Council operates in a complex and changing environment, and this Plan recognises the need to remain flexible and responsive while maintaining a strong focus on service delivery and risk management.

A key focus of this Delivery Program is the effective management of Council's significant asset base. Council is responsible for a wide range of infrastructure, facilities and public spaces that support daily life across the Shire. Maintaining, renewing and upgrading these assets in a financially sustainable way is critical. This Plan prioritises investment based on condition, risk and community benefit, and is supported by ongoing improvements to asset management systems and practices.

Service delivery and continuous improvement are central to this document. Each Strategic Direction includes clear delivery indicators to measure performance and outcomes. Service reviews are scheduled over the four year term to ensure Council's services remain efficient, effective and aligned with community expectations. Progress against the Delivery Program and Operational Plan will be reported to Council every six months, with financial performance monitored through quarterly budget reviews and outcomes reported annually.

The Delivery Program also reflects Council's commitment to prudent financial management. The Plan outlines how Council will manage operating costs, fund capital works, and maintain long term financial sustainability while continuing to deliver a high level of service. The approved Special Rate Variation is incorporated into this framework, with funding directed to priority asset maintenance, renewals and strategic initiatives identified through Council's planning processes.

Delivering this program relies on a capable and committed workforce. Council's organisational structure, service profiles and workforce planning are aligned to support delivery of the actions in this Plan. As General Manager, my role is to ensure the organisation has the capability, systems and culture required to deliver consistently, manage risk and adapt to change. This includes supporting staff through clear accountability, strong governance and a focus on performance and professionalism.

This Delivery Program and Operational Plan provide a clear and disciplined framework for action. I am confident that it positions Council to deliver services effectively, manage community assets responsibly and respond to future challenges in a structured and accountable way.

Glen Magus
Acting General Manager



HIGHLIGHTS FOR 2026/27

- We will spend \$61M on capital works across 95 projects

- We will progress 121 actions

- We will spend \$150M on services for the community

Transforming our Shire

Major Projects

HORNSBY PARK – from quarry to parklands

Council is redeveloping the abandoned Hornsby Quarry and adjacent Old Mans Valley, approximately 1km west of the Hornsby Town Centre, and transforming the site into a major parkland, providing new recreational spaces and restored bushland for all to enjoy.

HORNSBY TOWN CENTRE

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

WALLAROBBA ARTS AND CULTURAL CENTRE

The project will deliver a contemporary arts and cultural hub that supports local artists and creative communities, provides flexible exhibition and community spaces, and contributes to Hornsby Town Centre's role as a civic and cultural destination.

WESTLEIGH PARK

Council will create a major parkland with spaces for play and sporting activities, and a choice of unstructured recreation experiences including mountain biking, walking and cycling while conserving important bushland areas.

(Council is awaiting confirmation of NSW Government funding.)

PUBLIC DOMAIN

Council has identified priority areas and is improving streetscape amenity through the planting of advanced trees, landscaped garden beds, footpaths, shared paths, seating and signage. The first of these priority areas are the Asquith-Mount Colah corridor and Galston Village.

BUDGET OVERVIEW

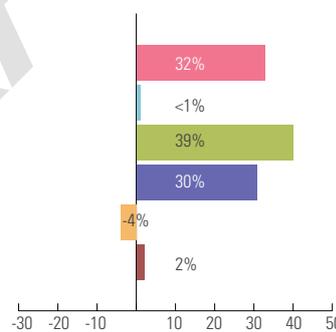
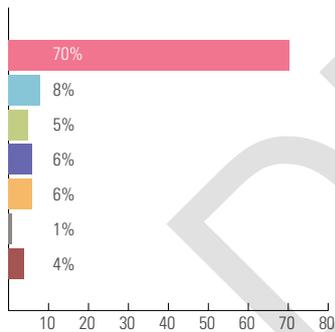
Council's budget for 2026/27 has been prepared after taking into account community demands for services, obligations to present and future generations, statutory income constraints and expenditure commitments.

With Hornsby Shire's high expectation of the many different services to be provided, Council's income is not able to realise all services and expectations. The budget therefore represents Council's best efforts to meet community priorities after recognising these constraints.

2026/27 Budget overview

Source of funds	%	2026/27 \$
Rates and charges ¹	70	(144,804,275)
Fees and charges ²	8	(15,989,194)
Interest ³	5	(9,440,967)
Grants and Contributions – operating purposes ⁴	6	(12,947,451)
Grants and Contributions – capital purposes ⁵	6	(13,155,502)
Asset sales ⁶	1	(1,000,000)
Other ⁷	4	(8,534,800)
Total Income⁸	100	(205,872,188)

Use of funds	%	2026/27 \$
Employee costs ¹	32	64,509,621
Borrowing repayments ²	1	12,000
Materials and contracts ³	39	81,007,023
Capital expenditure ⁴	30	61,084,498
Restricted assets ⁵	-4	(8,753,084)
Other ⁶	2	4,885,826
Total Expenses⁷	100	202,745,884
Net Budget Surplus⁷		(3,126,304)



- Rates and Charges includes all ordinary rates, the Catchments Remediation Rate and garbage charges
- Fees and Charges includes fees from Development Applications and revenue earned from aquatic centres, commercial waste services, park and oval hire and property rentals
- Interest – investment income received from Council's investment portfolio, overdue rates and annual charges interest
- 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
- 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
- Asset Sales – proceeds from the sale of property, plant or equipment
- 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
- Based on Council's draft budget for 2026/27 as at March 2026

- Employee Costs includes salaries and wages, employee leave payments from provisions, travel expenses, superannuation, workers compensation insurance, fringe benefits tax and training
- Borrowing Repayments includes principal and interest repayments required from external loan borrowing
- 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
- 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
- Restricted Assets is the transfer of funds to reserve accounts to be used in future years and includes External and Internal Restricted Assets
- Other reflects Council's diverse operations and includes such items as statutory levies, street lighting, office equipment, legals, insurance, advertising and utility costs
- Based on Council's draft budget for 2026/27 as at March 2026

CAPITAL PROJECTS WHERE THE MONEY WILL BE SPENT



ATTACHMENT 1 - ITEM 1

PLAN, SUPPORT, REPORT — THE PLANNING AND REPORTING FRAMEWORK

All councils are required to deliver a suite of strategic documents supporting a holistic approach to planning for the future. The Integrated Planning and Reporting (IP&R) framework provides the structure which connects all of Council’s strategic and operational documents, including reporting and accountability activities.

Council will provide leadership in Council’s Integrated Planning and Reporting Framework by coordinating all elements of strategic planning, performance monitoring, and compliance. This involves aligning organisational objectives with community priorities, ensuring transparency and accountability in decision-making, and embedding a culture of continuous improvement. Through robust engagement, evidence-based analysis and visionary leadership, it will drive the delivery of outcomes that shape a sustainable future for the community.

Council’s supporting strategic documents are developed with input from the community and are adopted by the elected Council. They play an informing role in the Delivery Program by translating the high level outcomes described in the Community Strategic Plan into technically informed strategic action plans.

See the Strategic Document Map on the previous page for further information on these supporting strategic documents.



TRANSFORMING OUR SHIRE

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	\$66.3M
Actual Expenditure Life to Date (at 31 Dec 2025) (from 1 Jul 2018)	\$63.1M
Year to date expenditure (to 31 Dec 2025)	\$2.19M
Hornsby Park – Old Mans Valley Field of Play	
Total funding allocation	\$24.3M
Grants component – Federal Thriving Suburbs	\$12.2M
Actual Expenditure Life to Date (at 31 Dec 2025)	\$600K
Year to date expenditure (to 31 Dec 2025)	\$597K
Hornsby Park – Vegetation management	
Total funding allocation	\$6.9M
Actual Expenditure Life to Date (at 31 Dec 2025)	\$1.34M
Year to date expenditure (to 31 Dec 2025)	\$350K

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.

A contract for Quarry Road improvements was awarded, with works commencing in November 2025. The Project Team has advised that the remaining pre-opening works are on track for completion ahead of a public opening in early 2026.

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 divided into five separate tender packages to manage risk and market capacity. These cover service enhancements, underboring works and civil works, building and amenities works, and pump track construction. Four of the five tender packages have been awarded. Early site works began in January 2026, with construction staged throughout 2026 and expected to be completed by May 2027. The remaining tender package for pump track construction is expected to be awarded in 2026.

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.

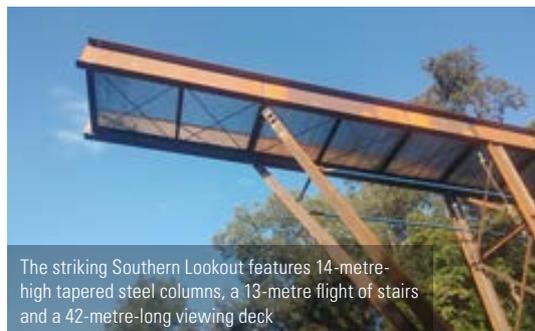
In line with Council's staged delivery and risk management approach for Hornsby Park, construction is planned to follow completion of the Old Mans Valley Field of Play to manage delivery risk, market exposure, and financial capacity.

Progress update

Final preparations are well advanced to enable public access to the site for the first time in over a century.

Key elements nearing completion include the former crusher plant area with new picnic facilities, multiple lookout areas with boardwalks and trails, and new track connections to Rosemead Road. Additional scenic lookouts and a new walking and cycling path around the former quarry are under construction.

The final stage of the Hornsby Heritage Steps restoration is also progressing, supporting the long-term preservation of these historic features.



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 OUR SHIRE

ATTACHMENT 1 - ITEM 1

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.

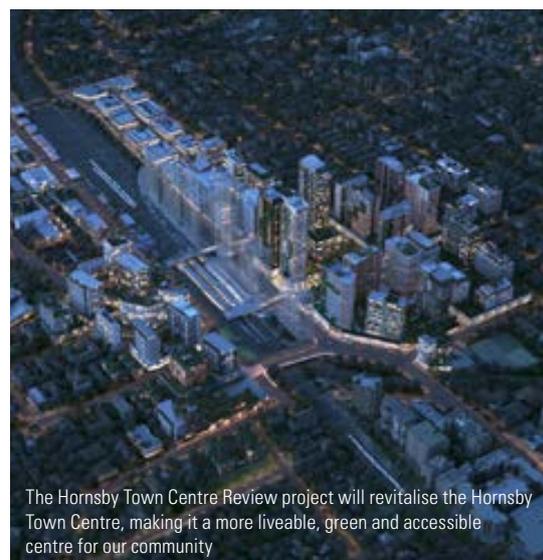
Special Entertainment Precinct

A Special Entertainment Precinct (SEP) in Hornsby is being progressed as a trial initiative to support a managed and vibrant night-time economy. The SEP would apply to a defined area (the Hornsby Town Centre Transport Oriented Development footprint) and enable Council to manage trading hours and sound conditions at a precinct level through an approved planning and management framework, rather than on a venue-by-venue basis. The trial approach will allow Council to assess impacts on amenity, businesses and the community before determining whether the SEP should be implemented on a permanent basis.

The SEP trial is anticipated to commence in the first quarter of 2026/27 and run through to June 2027. Following completion of the trial, Council will determine whether to proceed with permanent implementation or discontinue the trial if issues are identified.

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 OUR SHIRE

Wallarobba Arts and Cultural Centre	
Estimated completion date	2028
% Complete	10% Life to Date
Total funding allocation	\$10.93M
Development Contributions component	\$9.93M
(Held in) Restricted Asset	\$1M
Actual Expenditure Life to Date (at 31 Dec 2025)	\$471K
Year to date expenditure (to 31 Dec 2025)	\$67K

Historic Wallarobba house, at 25 Edgeworth David Avenue Hornsby, was originally built in 1903. Since its restoration and renovation by Council in 2011, Wallarobba house has served as Hornsby Shire's primary centre for arts and culture and functions as home for the Hornsby Art Society. The site was intended to house the relocated Hornsby Art Gallery which was located at 208 Pacific Highway, Hornsby from 2002-2011, to provide a home for the establishment of a Hornsby Printmaking workshop and to provide maker/workshop spaces in addition to dedicated exhibition space. The wider precinct also includes other community facilities within the surrounding grounds and Willow Park playground.

The redevelopment of the Wallarobba Arts Precinct is guided by Council's Community and Cultural Facilities Strategic Plan, Arts and Culture Plan and Play Plan which identify the need to improve and expand access to fit for purpose creative and play facilities across the Shire and to address the loss to Hornsby Shire of creative spaces in Epping such as the Epping Creative Centre and the Epping School of the Arts following local government boundary adjustments.

The Strategic Plan and Arts and Culture Plan highlighted gaps in the provision of visual arts spaces, artist workspaces, flexible creative facilities and the adaptive reuse of heritage assets to support contemporary community needs, and the Play Plan identified the opportunities for Wallarobba and the Willow Park playground to provide an ideal venue for art play and external exhibition space. These priorities have directly informed the scope, scale and design approach for the Wallarobba Arts Precinct, ensuring the redevelopment responds to identified service gaps while supporting long term, sustainable use of the site.

Project Evolution

The need to regenerate and expand Wallarobba was identified during the move from the 208 Pacific Highway Gallery in 2011 and formally resolved by Council in 2015 when adopting the Community and Cultural Facilities Strategic Plan. Funds from the sale of 208 Pacific Highway were set aside for this purpose and subsequently funds have been specifically collected for Wallarobba's redevelopment and expansion through Council's Development Contributions Plan.

The project responds to growing demand for creative and community spaces across the Shire, driven by population growth and increased participation in visual arts, creative practice and flexible working. It supports Council's strategic objectives by strengthening creative infrastructure, supporting artists and creative industries and conserving heritage assets through adaptive reuse.

Following Council endorsement to progress the project, a process was undertaken to appoint specialist architects to support Council in developing designs to redevelop the Wallarobba Precinct into an integrated arts precinct.

Community and stakeholder engagement has informed the design, including consultation with local arts organisations, community surveys, heritage specialists, internal stakeholders and the broader community.

Development Outcomes

The Wallarobba Arts Precinct will play a key role in strengthening Hornsby Shire's creative network, supporting visual arts practice and creative enterprise and providing high quality, flexible spaces for community use, while respecting and celebrating the site's heritage significance.

Redevelopment and enhancement of this site is intended to address the critical lack of dedicated arts infrastructure in the Shire and to support the ultimate development of future visual and performing arts facilities proposed as part of the adopted Hornsby Town Centre Masterplan and rezonings.

The project will provide a diverse mix of facilities, including internal and external visual arts exhibition spaces, maker and workshop areas, studios, co-working and creative enterprise spaces, art play areas and public amenities. Central to the project is the conservation and adaptive reuse of Wallarobba House, ensuring its long-term preservation while improving public access to the site.



The Wallarobba Arts and Cultural Centre redevelopment project will transform the site into an integrated arts precinct

TRANSFORMING OUR SHIRE

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 31 Dec 2025) (excluding land purchase)	\$6.69M
Year to date expenditure (to 31 Dec 2025)	\$282K

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 fulfills 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. Work has progressed on preparing a tender package for the mountain bike trails upgrade, which is expected to be released in the first half of 2026.

*** 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 OUR SHIRE

Public Domain	Galston
Estimated completion date	Jun 2027
% Complete	15% Life to Date
Total funding allocation	\$6.1M
Actual Expenditure Life to Date (at 31 Dec 2025)	\$474K
Year to date expenditure (to 31 Dec 2025)	\$141K

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.

Project evolution

Asquith and Mount Colah

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.

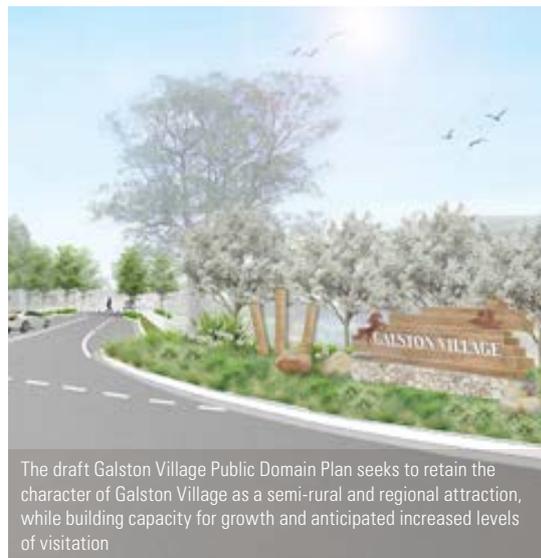
Galston

The 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.

Detailed design has been completed following extensive community consultation. A construction tender has been accepted, with works to commence subject to final Transport for NSW approval and suitable weather conditions. The construction phase is anticipated to extend over a period of more than 12 months.



The draft Galston Village Public Domain Plan seeks to retain the character of Galston Village as a semi-rural and regional attraction, while building capacity for growth and anticipated increased levels of visitation

OUR ASSETS

\$2.3B
worth of assets

ATTACHMENT 1 - ITEM 1

Liveable:

4 Libraries	37 Netball courts (across 8 sites)
25 Community centres, including :	64 Tennis courts (at 14 centres)
2 Leisure and Learning Centres	6 Pickleball courts
1 Arts and Cultural Centre	2 Dirt jump (BMX) facilities
1 Youth and Family Centre	5 Skate parks
1 Indoor sports stadium 'The Brickpit'	27 Basketball backboards
1 Four-hectare Rural Sports Facility	13 Fitness stations
1 Quarry site	2 Aquatic centres
170 Parks	1 Tidal pool
123 Playgrounds	12 Floating pontoons
10 Dog off leash areas	6 Public wharves
39 Sportsground complexes, including:	4 Boat launching ramps
85 marked Summer sportsfields	1 Hornsby Station Pedestrian Footbridge
88 marked Winter sportsfields	2 Works depots

Sustainable:

1,595 Public bushland (hectares)	19 Rural Fire Service (RFS) buildings
1 Mountain bike track	1 Community Recycling Centre

Prosperous:

8 Sealed public car parks	6 Minor road bridges
584.74 Sealed roads (km)	40 Major culverts
18.72 Unsealed roads (km)	2 Loading docks
412.97 Paved footpaths (km)	18,122 Drainage pits
	349.44 Pipelines (km)

Collaborative:

1 Administration building and Council Chambers

OUR AREA

154,834

Estimated residential population (June 2024)

\$8.98b

Gross regional product (2024)

82

Languages spoken

155,481

Population forecast for 2026

86,859

Employed residents (2024)

112

Different birthplaces represented

170,887

Population forecast for 2036

50,923

Jobs (2024)

25

Kilometres from Sydney CBD

9.9%

Change 2026-2036

14,278

Local businesses (2024)

38

Suburbs

55,762

Dwellings

RENTAL, HIRING AND REAL ESTATE SERVICES

Highest industry of worker productivity – generating \$368,755 per worker (2022/23)

13

Railway stations

340.1

Persons per square km

HEALTH CARE AND SOCIAL ASSISTANCE

Largest industry of employment (2024)

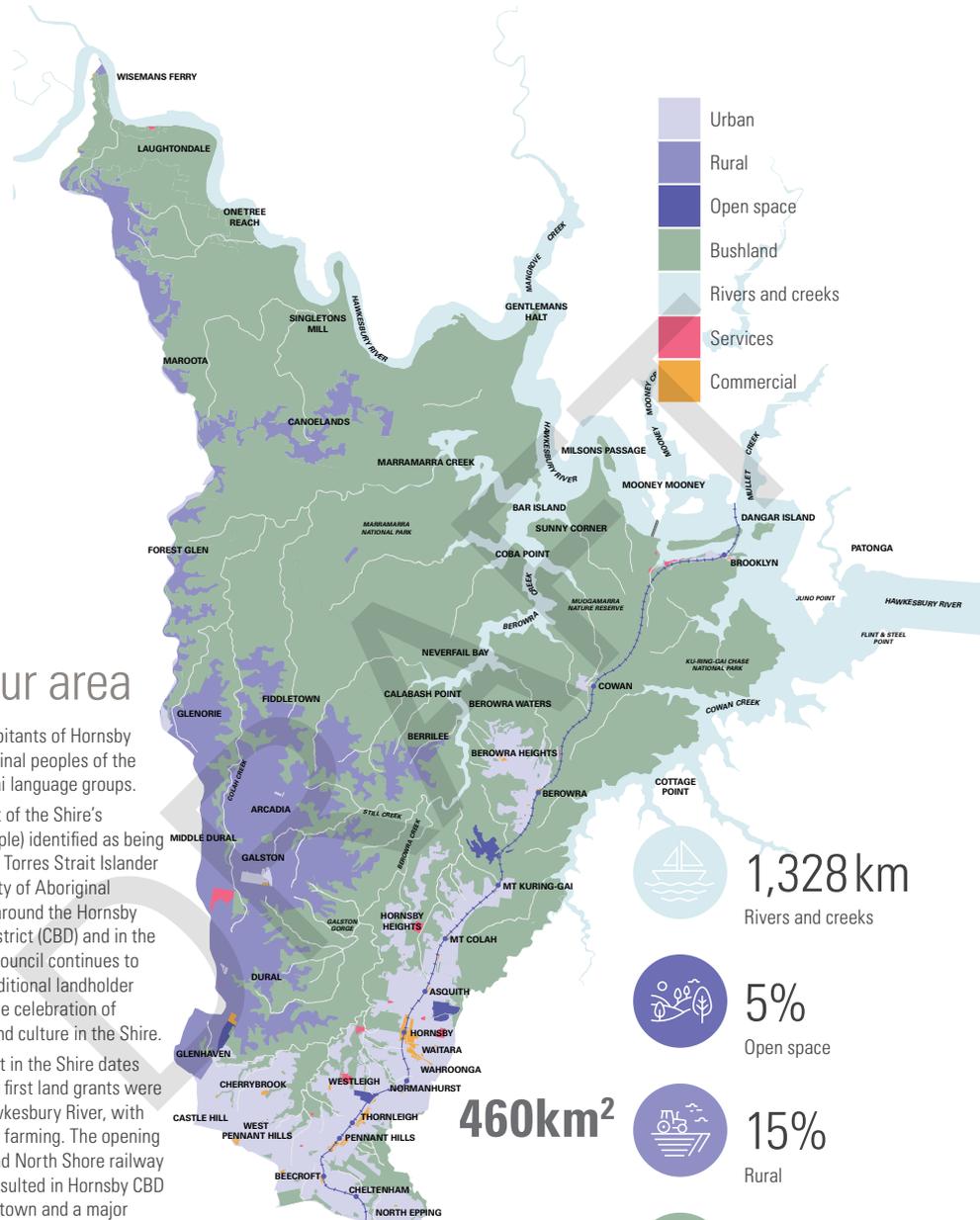
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Metro stop

Source: Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled and presented by .id (informed decisions).

OUR AREA

ATTACHMENT 1 - ITEM 1



About our area

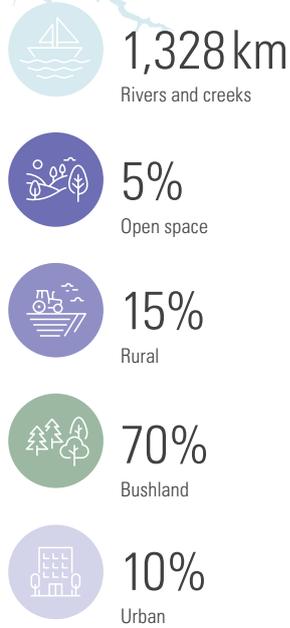
The traditional inhabitants of Hornsby Shire are the Aboriginal peoples of the Dharug and GuriNgai language groups.

In 2021, 0.6 per cent of the Shire's population (870 people) identified as being of Aboriginal and/or Torres Strait Islander descent. The majority of Aboriginal peoples live in and around the Hornsby Central Business District (CBD) and in the north of the Shire. Council continues to work with these traditional landholder groups to support the celebration of Aboriginal history and culture in the Shire.

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

Our bushland shire enjoys the benefits and convenience of city living with enviable access to pristine bushland and waterways. It is the place where the city meets the bush. Hornsby Shire forms part of the northern suburbs, being located approximately 25 kilometres north of Sydney CBD.

Hornsby Shire is shaped by our natural environment, population growth, housing and employment opportunities. The Shire continues to change, evolve and grow to cater to the changing needs of the community. Some of the major challenges ahead include climate change, traffic congestion, economic and technological changes, the rate of population growth and the social makeup of the community. These challenges are not unique to our area and all of Sydney is under pressure to address them.



OUR COUNCILLORS

ATTACHMENT 1 - ITEM 1

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The elected Council for Hornsby Shire is made up of 10 local residents:



A popularly elected mayor and nine elected councillors

Hornsby Shire Council has three wards that divide the geographic area



Three councillors represent each ward



Four-year elected council terms

1234

Elections were last held September 2024



Elections are next scheduled to be held September 2028



OUR WARDS

Ward A

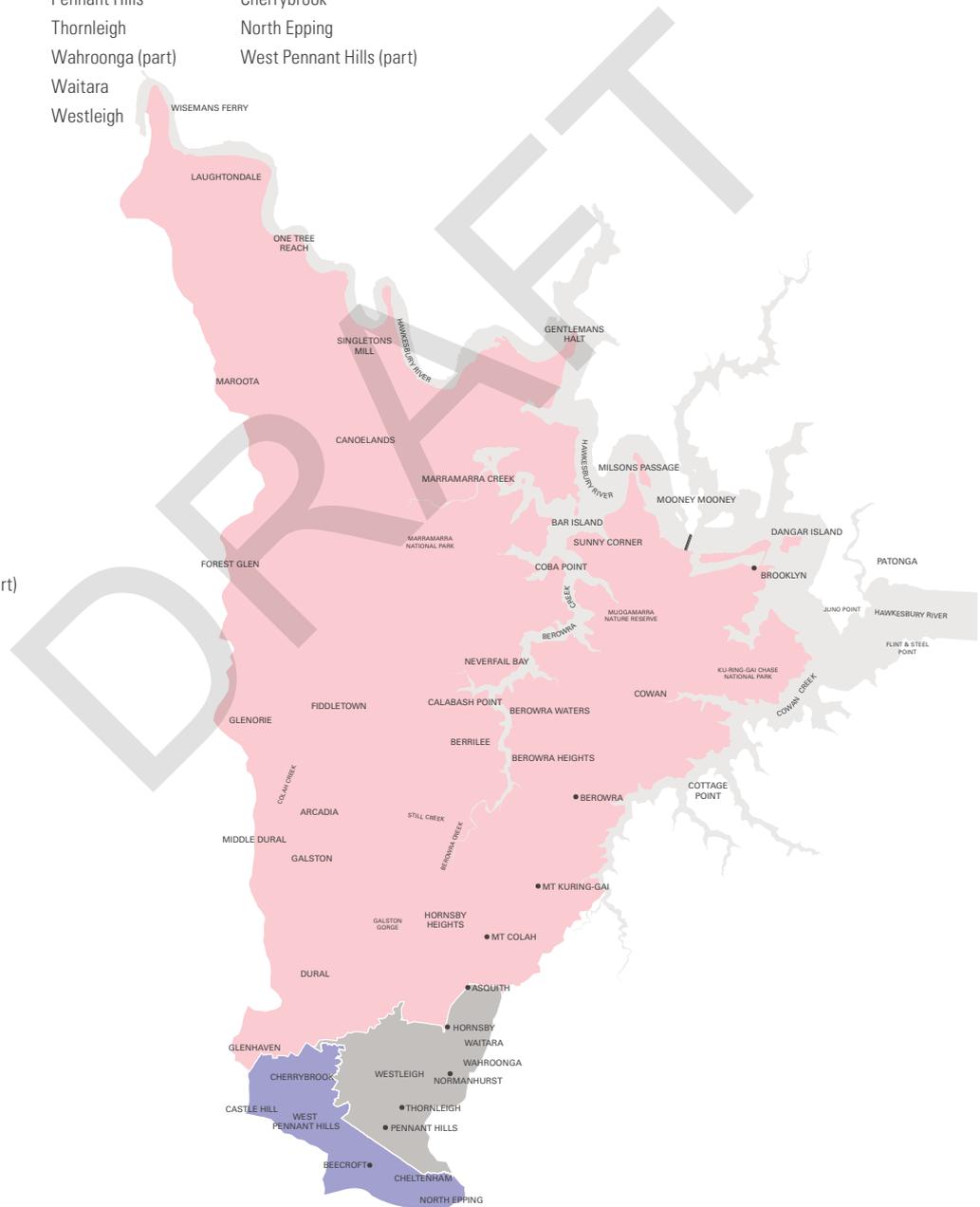
- Arcadia
- Berowra
- Berowra Creek
- Berowra Heights
- Berrilee
- Brooklyn
- Canoelands
- Cowan
- Dangar Island
- Dural (part)
- Fiddletown
- Forest Glen
- Galston
- Glenhaven (part)
- Glenorie (part)
- Hornsby Heights
- Laughtondale
- Maroota (part)
- Middle Dural (part)
- Milsons Passage
- Mount Colah
- Mount Kuring-gai
- Singletons Mill
- Wisemans Ferry (part)

Ward B

- Asquith
- Hornsby
- Normanhurst
- Pennant Hills
- Thornleigh
- Wahroonga (part)
- Waitara
- Westleigh

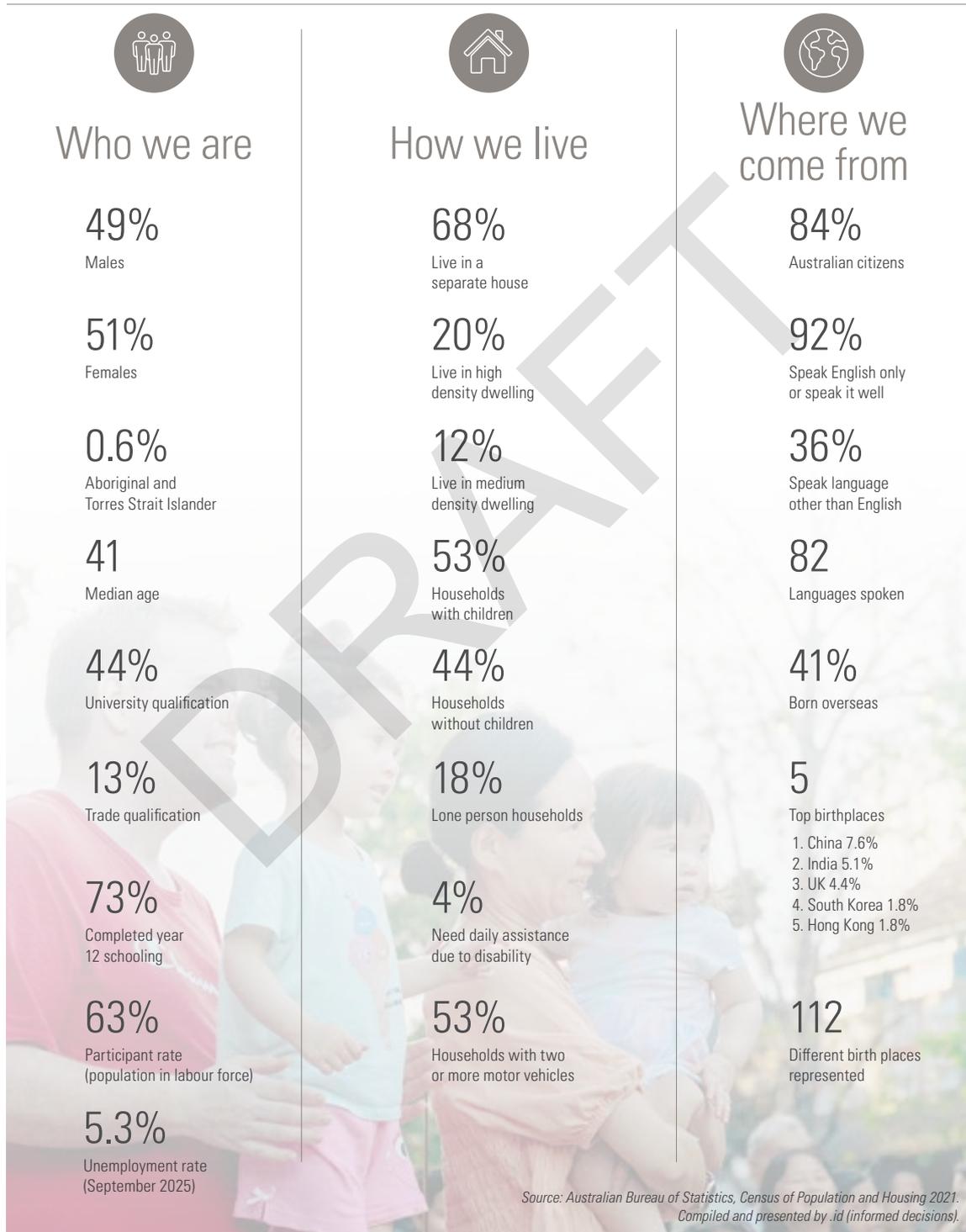
Ward C

- Beecroft (part)
- Castle Hill (part)
- Cheltenham
- Cherrybrook
- North Epping
- West Pennant Hills (part)



ATTACHMENT 1 - ITEM 1

OUR COMMUNITY



OUR COMMUNITY INVOLVEMENT

Community consultation

Council undertook significant community engagement over the three-year period 2018-2021 involving over 15,000 stakeholders across a wide range of demographics. Much of the engagement was to gain community feedback to allow Council to develop strategies and technical documents for the long-term future of the Shire. During 2022-2024, we engaged on further broad projects involving over 10,000 stakeholders.

The development of the Delivery Program and Operational Plan has been informed by the community's priorities and expectations. Information about what is important to the community has been gathered and analysed through three Asset Management workshops (November 2020), a Quality of Life and Asset Management telephone survey (March 2020), the Community Strategic Plan Review online survey (October 2021), Community Satisfaction telephone surveys to gauge satisfaction with Council's services and facilities (April 2021, February 2023 and November 2024) and Social Plan consultations early in 2024 involving nearly 1,000 people. Council also participated in Place Score's Liveability Census 2023 where 557 people identified what matters to local communities and their priorities and ideas for making their neighbourhood better. Combined, these consultation activities from 2018 to 2024 involved over 25,000 participants. The four telephone surveys were random and representative samples of the Hornsby Shire adult population.

Council continues to seek community feedback on its performance and community priorities on a regular basis. This feedback informs Council's decisions on priorities and areas for continuous improvement. The latest Community Satisfaction telephone survey was undertaken in November 2024 with feedback from 600 local residents (see p30 for more information). In 2025, Council once again participated in Place Score's Australian Liveability Census inviting local communities to share what was important to them, giving a glimpse into how their local neighbourhoods are performing. More than 690 local residents contributed to the survey (see p29 for more information).

Council remains committed to championing the interests of the community by actively engaging with NSW and federal governments to influence policy decisions, secure vital resources, and advocate for solutions that address local priorities and emerging issues.

The draft 2026-2030 Delivery Program including the 2026/27 Operational Plan was placed on public exhibition between 9 April and 11 May 2026.

Ways you can contribute to our decisions

As a local council, we work at the level of government closest to the community.

What you think matters to us and we want you to be involved in our activities and decisions, so we strive to ensure our community engagement is meaningful, transparent and open to everyone.

There are a number of ways to get involved:

<p>Have your say</p>	<ul style="list-style-type: none"> ■ Provide your feedback directly on a project, plan or document via an online form or survey, by email or in writing. ■ Participate in workshops or come along to a drop-in. <p>Your feedback helps us make better decisions.</p>
<p>Talk to a Councillor</p>	<ul style="list-style-type: none"> ■ The Councillors are your representatives and are keen to hear your thoughts and address your concerns.
<p>Join an Advisory Group</p>	<ul style="list-style-type: none"> ■ Project Advisory Groups draw on the local knowledge, expertise and lived experience of residents.
<p>Speak at a Council meeting</p>	<ul style="list-style-type: none"> ■ You can speak to an agenda item or another matter that is important to you at Council Meetings. <p>More details are available at hornsby.nsw.gov.au/council/about-council/meetings.</p>
<p>Attend a Council meeting</p>	<ul style="list-style-type: none"> ■ You are always welcome to attend Council Meetings. By attending meetings you can gain a better understanding about the way Council works and the decision-making process.
<p>Keep up to date</p>	<ul style="list-style-type: none"> ■ Stay informed with Council's news, events, services and information via our website and Your Say Hornsby page, Facebook pages, X (formerly Twitter), YouTube, local newspapers and eNewsletters.

ENSURING A STRONG FINANCIAL FUTURE

Addressing our financial situation

In June 2023, the Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a Special Rate Variation (SRV), with rates rising by 8.5% in 2023/24, 7.5% in 2024/25, 6.5% in 2025/26 and 5.5% in 2026/27, representing a cumulative increase of 31.05% over four years including the annual rate peg set by IPART.

The decision to progress the application for a SRV was not taken lightly but was the responsible choice to ensure Council meets its legislated obligation to manage its budget responsibly.

Following the success of Council's application, the budget includes \$8.27 million in 2026/27 to implement previously unfunded initiatives identified in a number of strategic and technical documents endorsed by Council and desired by the community, which includes \$1.4 million to fund asset maintenance and renewals at Hornsby Park. The SRV also includes \$3.8 million of funding for the planned maintenance and renewal of Council's asset base outlined in the Asset Management Strategy that was referred to Council as part of the application for the SRV. The SRV budget includes similar allocations over ten years that will deliver an extensive program of priority projects to the community.

A condition of the SRV is that Council must use the additional income for the purpose of funding the program of expenditure included within Council's application, which contained \$67.26 million to be spent on strategic initiatives over a ten-year period. Council will report progress against the program of expenditure in the Annual Report each year.

Council has implemented a robust governance process for Executive Leadership Team approval of strategic initiatives and release of SRV funds to ensure that the detailed program of works included in the budget commences with the highest priority projects. Council will report progress against the program of expenditure each year in the Annual Report.

More detail on the strategic initiatives can be found from p127.



ENSURING A STRONG FINANCIAL FUTURE

Further actions we plan to take

Our Long Term Financial Plan 2025/26 to 2034/35 (pp57-58) also recommends a range of actions, in addition to the SRV, to improve the financial direction including:

- No further non-discretionary recurrent cost increases to be incurred unless offset by the substitution of existing budgets elsewhere
- No new general fund positions to be created unless offset by an equivalent position elsewhere, or unless funding is identified such as from external grants, existing capital works budgets or additional income, with a business case required for the creation of new positions
- Council to consider increasing User Charges and Fees to catch up on missed cost growth
- Council's advertising space at bus stops and bus shelters to be retendered with the aim of increasing the level of income received compared to current levels
- Cash reserves to be maintained at existing levels with any funding that is transferred to respond to immediate financial challenges or unforeseen events to be repaid, to preserve Council's cash liquidity position over the term of the 2025/26-2034/35 Long Term Financial Plan and beyond
- Consideration for paid parking to be implemented on a staged basis with the aim of testing the assumptions that underpin the Car Parking Management Study before committing significant funding to new infrastructure and technology
- The Section 7.11 Development Contributions Plan to prioritise projects that maximise development contribution funding on hand instead of Council's general fund
- No new loan borrowing to be undertaken
- Continuance of financial improvement initiatives (the development of business improvement plans and service reviews), ensuring that any such plans are based on a principle of increasing financial capacity, having caution to potential cost increases that can arise where improvements are reliant on the implementation of new technology
- Maximise returns from Council's property holdings, subject to appropriate business cases, including independent due diligence of key financial assumptions. Undertake a review of progressed initiatives that examines whether the benefits forecast in the original business case have been achieved
- Progress areas for improvement identified in Council's Asset Management Plans to ensure assets used by the community are maintained and renewed to the level of service required, to further protect Council from the risk of budget shocks from reactive asset maintenance
- Future capital grants to be carefully considered, including identification of a funding source for recurrent costs before they can be accepted. It is recommended that Council decline future capital grants for major new discretionary infrastructure projects, unless additional funding to cover ongoing maintenance and renewal costs is identified, noting the current forecast Budget (cash) surplus is insufficient to fund an expansion of Council's asset base above the level already forecast.

OUR SERVICE DELIVERY

Management

Council's organisation structure encompasses the Office of the General Manager and four operational Divisions. Administration of service delivery is led by the General Manager, with four Directors guiding delivery through Business Units. Hornsby Shire Council delivers many services across the Hornsby Shire Local Government Area (LGA). Services range from waste services to community development – a snapshot of services undertaken by each Division is shown below.



OFFICE OF THE GENERAL MANAGER
Glen Magus
 ACTING GENERAL MANAGER

Business units:

- Executive Support
- Risk and Audit
- Strategy and Place

As chief executive officer, the General Manager implements the decisions of Council's elected representatives. He is also responsible for the day-to-day management of Council as a corporate organisation and provides the most direct link between the Councillors and staff.



CORPORATE SUPPORT DIVISION
Nicola Dorman
 ACTING DIRECTOR

Business units:

- Executive Support
- Financial Services
- Governance and Customer Service
- Land and Property Services
- People and Culture
- Technology and Transformation

Provides management support to Councillors and Council staff, including customer service, governance, technology and transformation and property management.



INFRASTRUCTURE AND MAJOR PROJECTS DIVISION
Fiona Leatham
 DIRECTOR

Business units:

- Executive Support
- Aquatic and Brickpit
- Emergency Management
- Infrastructure Delivery
- Infrastructure Operations
- Infrastructure Planning

Responsible for aquatic and indoor recreation facilities, our extensive local road system, and all of our buildings and foreshore facilities. Also manages the flow of traffic and safety on our local non-state controlled roads.



COMMUNITY AND ENVIRONMENT DIVISION
Steve Fedorow
 DIRECTOR

Business units:

- Executive Support
- Environment
- Library and Community Services
- Parks, Trees and Recreation
- Waste Management

Manages the Shire's natural resources, is responsible for the design, construction and maintenance of the Shire's open space network, provides a wide range of community services including waste and recycling services, community development and community centre management, and runs our library network.



PLANNING AND COMPLIANCE DIVISION
Katherine Vickery
 DIRECTOR

Business units:

- Executive Support
- Development Assessments
- Regulatory Services
- Strategic Land Use Planning

Seeks to strike a sustainable balance between meeting the needs of Hornsby Shire's growing population and protecting our natural environment.

OUR CORPORATE VALUES

VISION

The Bushland Shire is a place that inspires and sustains us. A place where we value our connections to each other and our environment.

PURPOSE

Together, we enhance the lives of our community, both now and in the future.

VALUES

Our values underpin all that we do; they provide us with a shared vision of who we are and what we stand for as an organisation.

 <p>We Serve through connection</p> <p>We serve and connect by being present, responsive and collaborative across our community.</p>	<p>We build Trust</p> <p>We grow trust when we treat people fairly, speak openly even when it's hard, and honour our commitments.</p> 
 <p>We act with Respect</p> <p>We listen actively, speak with care, and treat people, land and community with dignity and fairness.</p>	<p>We Innovate together</p> <p>We welcome ideas from all levels, try better ways, and build a culture where change feels safe.</p> 

Collaboration

OUR PEOPLE

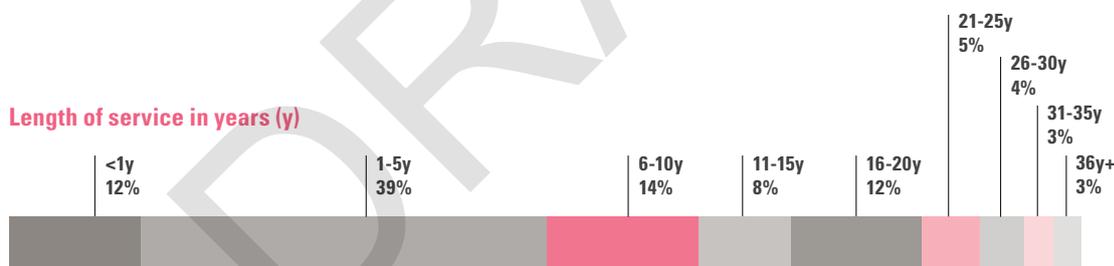
ATTACHMENT 1 - ITEM 1

We are committed to ensuring our workforce has the skills and experience to deliver our many and varied services and reflects the community we serve. Our **Workforce Management Plan** will help guide our future decision making, ensuring that the staff we manage, engage and develop are the very best we need to deliver exceptional service to the Hornsby Shire community.

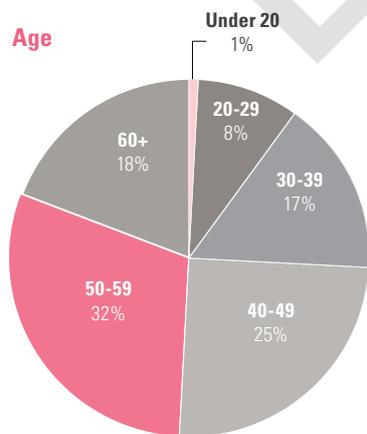
Our workforce as at 31 December 2025

Full-time	517.53 Establishment – full-time equivalent positions (formally created and budgeted positions)	489.48 Establishment – full-time equivalent positions filled (as at 31 December 2025)	516 Headcount (permanent, temporary and term contract staff working on a full-time or part-time basis in those positions)	263 Female	253 Male
Casual			234 (for information – all other statistics on this page relate to the headcount only)	152 Female	82 Male

Length of service in years (y)



Age



Employees who reside in Hornsby LGA



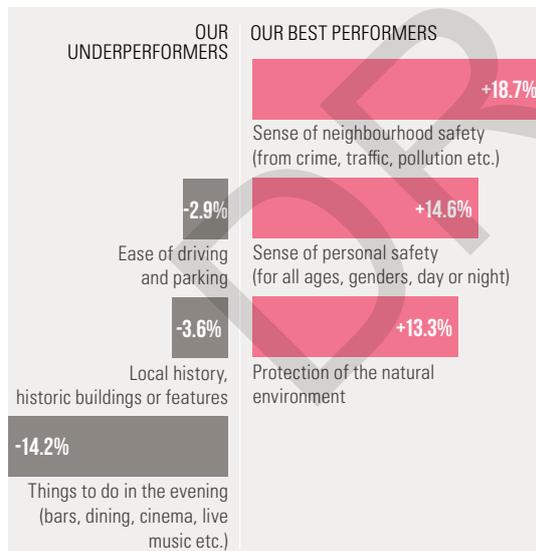
LIVEABILITY IN HORNSBY SHIRE

The Australian Liveability Census provides a robust evidence base for planning, policy and investment decisions that reflect community priorities. It asks residents what matters most in their neighbourhoods and how well those needs are being met, going beyond traditional metrics (eg. housing prices) by focusing on lived experience—such as safety, walkability, access to amenities, and social connection. Results data identifies strengths (attributes valued and performing well) and priorities (valued but underperforming), guiding resource allocation and improvement efforts.

Liveability in Hornsby Shire is rated higher than the state and national average, performing 3 points higher.

Score out of 100			
	2025	2023	2021
Hornsby LGA	69	69	71
NSW	66	67	70
Australia	66	67	68

Compared to national benchmark:



Our community's ideal neighbourhood is green, safe, well-connected and convenient

Top 3 Strengths:

Elements of natural environment (natural features, views, vegetation, topography, water, wildlife etc.)

Access to neighbourhood amenities (cafes, shops, health and wellness services etc.)

General condition of public open space (street trees, footpaths, parks etc)

Top Liveability Priority:

Walking/jogging/bike paths that connect housing to communal amenity (shops, parks etc.)

Top Priority for impact:

Invest in well maintained, quality public spaces with real modal choice



Top improvement areas:

Where our community identified they would most benefit from change

51%
Movement

25%
Open space

24%
Economy

COMMUNITY SATISFACTION WITH COUNCIL

Ensuring customer satisfaction

As a council, it is important for us to understand how satisfied the community is with our performance so we can meet their expectations. We seek community feedback on our performance and community priorities on a regular basis. This informs our decisions on priorities and areas for continuous improvement.

Every two years we undertake a representative Community Satisfaction survey. Most recently conducted in November 2024, 600 residents were asked to rate their satisfaction with 30 different services and facilities provided by Hornsby Shire Council. The results of the survey appear in this document against the relevant Strategic direction as Delivery indicators (for example at p42). A snapshot of key results is below.

Overall satisfaction with Council has continued to drop marginally. This should be viewed against an average 10% decline in overall satisfaction across 27 NSW local government areas measured by the survey provider since mid 2022.

Satisfaction with Council	Results			
	2021	2023	2024	
Overall satisfaction with Hornsby Shire Council (mean)	3.43	3.35	3.29	▼
Very satisfied/satisfied (%)	52%	46%	45%	▼
Not satisfied (%)	11%	13%	18%	▼
Neutral (%)	37%	41%	38%	▼

Results are based on a 1-5 satisfaction scale, where:

- 1 = very dissatisfied
- 3 = neutral
- 5 = very satisfied

Respondents who had interacted with Council in the past 12 months (other than to make a payment) rated their satisfaction with Customer Service on four areas. All of these four areas show a positive trend from the 2023 survey.

Customer service (mean)	Results			
	2021	2023	2024	
The way you were treated	3.90	3.96	3.99	▲
The process	3.38	3.44	3.56	▲
Timeliness of Council's response	3.48	3.42	3.69	▲
The outcome	3.31	3.37	3.50	▲

For the first time in the 2024 Community Satisfaction survey respondents were asked how satisfied they were that Council's decisions are having a positive impact on Hornsby.

Council's decisions having a positive impact	Result
Council's decisions having a positive impact on Hornsby (mean)	3.15
Very satisfied/satisfied (%)	35%
Not satisfied (%)	21%
Neutral (%)	44%

Satisfaction with services and facilities

Of the 30 Council services and facilities respondents rated their satisfaction with, set out below are the Top 5 and Bottom 5.

Top five services/facilities

- Library services
- Domestic waste and recycling collection service
- Parks and recreation areas (including playgrounds)
- Trails and tracks
- Aquatic centre/s

Bottom five services/facilities

- Development approvals process
- Consultation and engagement
- Amount and type of development
- Encouraging local industry, businesses and tourism
- Bike paths

How residents like to hear from Council

The top five ways residents would like to hear about Council activities, events, policies etc:

Top five ways residents would like to hear from Council

- Council's website
- Facebook
- Enews
- Pamphlets/leaflets
- Local newspapers

CONTINUOUS IMPROVEMENT

A requirement to undertake a program of continuous improvement was introduced for local government in the revised Integrated Planning and Reporting Guidelines (governed by the Local Government Act 1993) in September 2021. Focusing on ways to better meet the community's service level expectations, Delivery Programs must identify areas of service that Council will review during its term, and how Council will engage with the community and other stakeholders to determine service level expectations and appropriate measures.

Each annual Operational Plan must specify service reviews to be undertaken in that year and the Annual Report must include information on how Council has progressed on delivery of the service reviews it has committed to undertake in that year, the results and any changes made to levels of service.

Why pursue continuous improvement?

Council has delivered and continues to deliver the benefits of a significant program of cost containment and savings that have contributed to Council's financial sustainability and capacity to redirect savings into new services and to reduce debt.

It is recognised that both an ongoing program of continuous improvement and review of services will be required to maintain financial sustainability in an increasingly challenging financial environment combined with high community expectations.

A continuous improvement program is a vital process to ensure local government services delivered to the Hornsby Shire community are:

- **appropriate** – services meet current community needs and priorities and can be adapted to meet future needs
- **effective** – Council delivers targeted, quality services equitably
- **efficient** – Council improves resource use (people, materials, plant and equipment, infrastructure, buildings) and redirects any savings to finance improved services or improved financial sustainability.

The key benefits of a continuous improvement program include:

- alignment of services with community needs and a more engaged community
- higher quality service provision and customer satisfaction
- increased efficiency of often limited resources
- stronger financial performance and sometimes income generation
- staff who work cooperatively across departments
- a more systematic approach to understanding future community needs and responding to changing strategic priorities.

Service improvement program

In 2022/23, Council commenced identifying areas for continuous improvement, with a focus on better aligning staff and services to deliver what the community values. A Service Improvement Program has been established and will continue to be developed and reviewed periodically.

In 2024/25, a review of the Development Assessment service was completed. While assessment timeframes remain well below NSW

2026-2030 DELIVERY PROGRAM INCLUDING 2026/27 OPERATIONAL PLAN

averages, the review identified opportunities to improve clarity around the application and assessment process. Recommendations arising from the review will be implemented over the next 18–24 months.

Looking ahead, priorities for service reviews over the four year period from 2026/27 to 2029/30 have been established and will be reviewed annually. The planned sequence of service reviews is as follows:

- 2025/26 – Internal Light Fleet, Heavy Fleet and Mechanical Services
- 2026/27 – Community and Cultural Facilities, Communications and Engagement, and Emergency Management
- 2027/28 – Library Services, and Tree Management
- 2028/29 – Ranger Services, Place Leadership and Development, and Bushland Operations
- 2029/30 – Community Events and Aquatics.

Council also has in place an internal audit program which conducts risk-based audits of particular parts of Council's business. This program is complemented by the service improvement program.

To support ongoing transparency as Council moves forward, our current service framework by Business Unit has been included in this document outlining service profiles, service KPIs and budgets (commencing p91).

Audit, Risk and Improvement Committee

Council is required to appoint an Audit Risk and Improvement Committee (ARIC) pursuant to section 428A of the Local Government Act 1993. The ARIC must keep under review the following aspects of Council's operations: compliance, risk management, fraud control, financial management, governance, implementation of the strategic plan, delivery program and strategies, service reviews and collection of performance measurement data by Council. The Office of Local Government has published Guidelines which inform how the ARIC should operate.

Council's ARIC has an independent Chair, Mr Stephen Coates and two independent members with requisite skills and experience. On 11 March 2026, Council reappointed independent members Mr Richard Jones for a two-year term and Ms Hayley Elson for a three-year term. Council last reviewed and adopted the ARIC Terms of Reference on 9 April 2025 and the Internal Audit Charter on 12 June 2024.

A new four year Internal Audit Plan was endorsed by the ARIC in September 2024. The ARIC reviews all internal audit reports and monitors outstanding recommendations on a quarterly basis. Internal audits will progress in accordance with the endorsed Internal Audit Plan and actions arising from audits will be kept under constant review by the ARIC.

Each year, the draft financial statements are also reviewed by the ARIC prior to referral to the external auditors. The ARIC also receives an update at each meeting from the General Manager and Chief Financial Officer on significant items impacting, or potentially impacting, the operations of the Council.

The Strategic and Emerging Risk Register currently comprises 16 Strategic Risks and four Emerging Risks. This register is reviewed and updated quarterly by the Executive Leadership Team and is then referred to each ARIC meeting for further review.

The additional operations required to resource and implement the ARIC and its requirements have been absorbed into existing staff functions.

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STRATEGIC DOCUMENTS

Under the Integrated Planning and Reporting framework, all councils are required to deliver a suite of strategic documents supporting a holistic approach to planning for the future.

Council's supporting strategic documents are developed with input from the community, are endorsed by elected members and provide an important link between the Delivery Program and achievement of the outcomes in the Community Strategic Plan.

Our supporting strategic documents by Theme

Strategic documents define Council's role in relation to specific issues and recommend the best path forward.

Set out on the next page is a Strategic Document Map showing Council's strategic documents split across the four themes of **Liveable, Sustainable, Prosperous, Collaborative**. While the documents may drive outcomes across all four themes, organising them in this way creates a clear alignment with the adopted structure in *Your vision | Your future 2035* at the highest level.

Our overarching strategy document is the Community Strategic Plan.

The strategic documents are our lead strategies which identify key challenges and set out high level action plans to address them and help guide decision-making. They contain recommended actions which are then prioritised and implemented as funding becomes available.

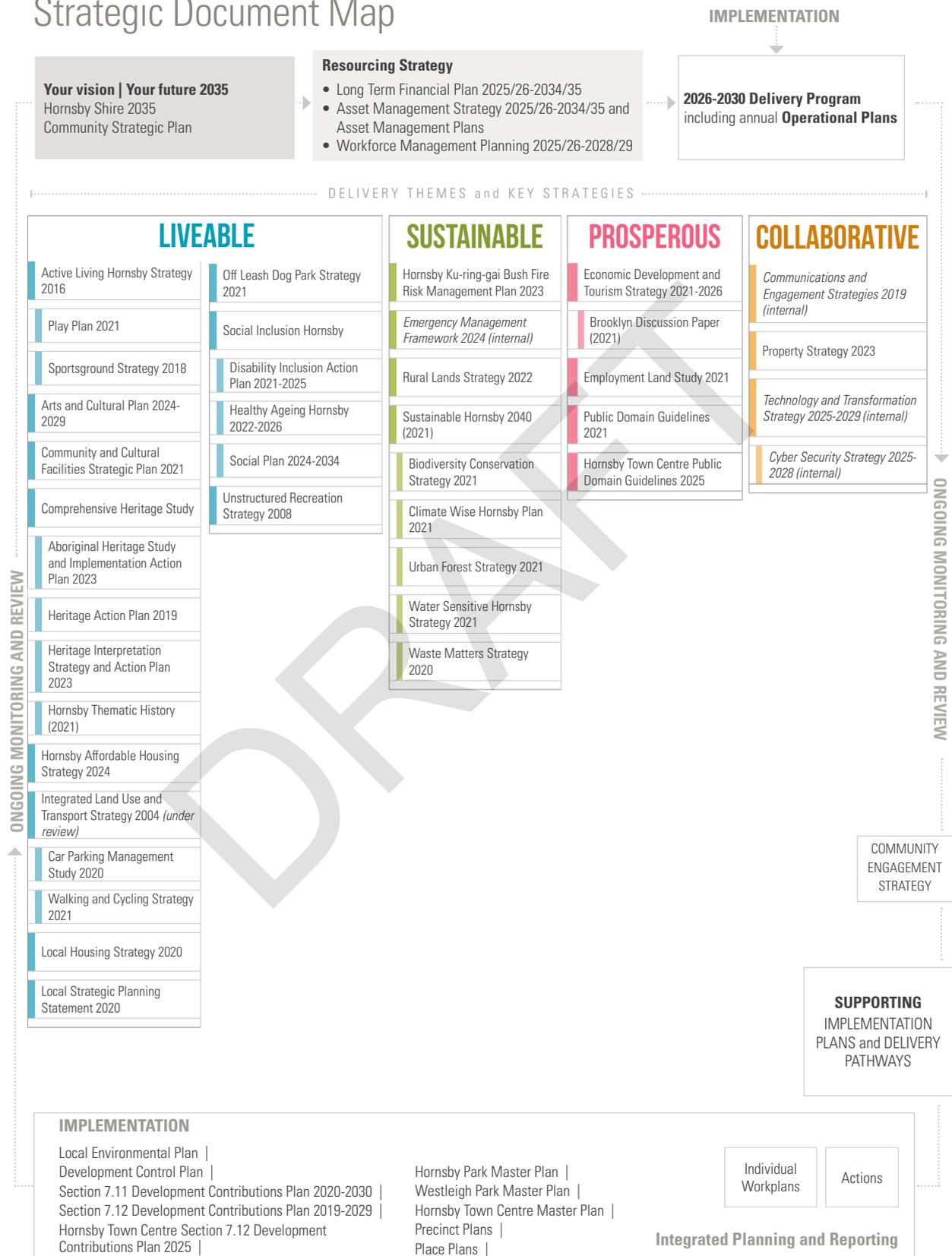
The Delivery Program and Operational Plan is the key pathway of implementation for these strategic documents. Pathways of implementation are also shown under **Supporting Implementation Plans and Delivery Pathways**.

These strategic documents will take on a strong focus in this and future Delivery Programs and Operational Plans.

Strategies from the Strategic Document Map on the next page can be viewed on hornsby.nsw.gov.au/Council/Forms-and-publications/Publications/Strategies-and-Plans.

STRATEGIC DOCUMENTS

Strategic Document Map



OUR COMMUNITY STRATEGIC PLAN



LIVEABLE OUR COMMUNITY WANTS

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

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

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 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

SUSTAINABLE OUR COMMUNITY WANTS

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

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

OUR COMMUNITY STRATEGIC PLAN



OUR GUIDING PRINCIPLES

Work cooperatively with other councils and the NSW Government to achieve desired outcomes for the local community.

- Work with others to secure appropriate services for local community needs.
- Act fairly, ethically and without bias in the interests of the local community.
- Recognise diverse local community needs and interests.
- Consider the social justice principles of:
 - Access
 - Equity
 - Participation
 - Rights
 - Social
 - Environmental
 - Economic
 - Civic leadership

PROSPEROUS

OUR COMMUNITY WANTS

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

COLLABORATIVE

OUR COMMUNITY WANTS

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.

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

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.

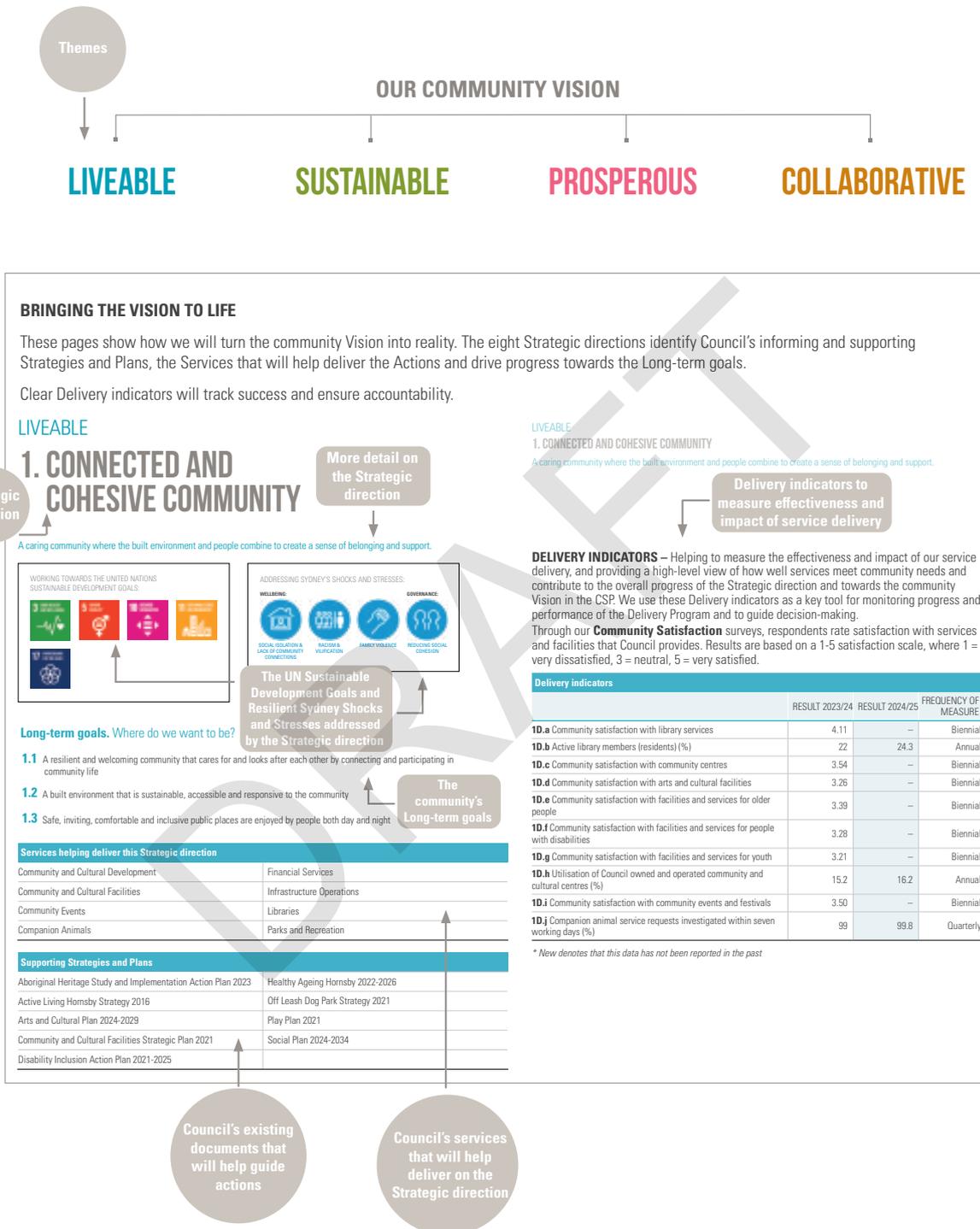
We will leave a positive legacy for future generations through responsible stewardship.

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

HOW TO READ THIS DOCUMENT



HOW TO READ THIS DOCUMENT

WHAT WE WILL DELIVER

These pages show the Plans of action we will follow over the four-year Council term, and the Actions we have committed to delivering for 2026/27 and beyond. Each Action clearly identifies the Branch responsible for delivery and the source, ensuring alignment with our strategic priorities.

Long-term goal (CSP). 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

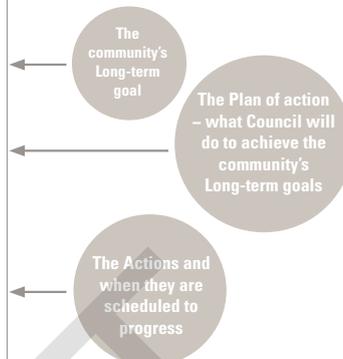
Plan of action (CSP and Delivery Program). How are we going to get there?

1.1.1 Support and celebrate our cultures, heritage and diversity

Action (Delivery Program and Operational Plan)		2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing documents
1.1.1.1	Present the Hornsby Art Prize	*•	•		•		Library and Community Services	Arts and Cultural Plan
1.1.1.2	Review the current delivery of Hornsby's two Art Prizes	*•					Library and Community Services	Arts and Cultural Plan
1.1.1.3	Implement Community Development Programs to address social isolation	•	•	•	•	•	Library and Community Services	Special Rate Variation
1.1.1.4	Implement an annual calendar of events	*!	•	•	•		Library and Community Services	Calendar of events
1.1.1.5	Undertake a comprehensive review of our current events program, including the Community Events Grant Program	*•					Library and Community Services	Council resolution NOM 12/24
1.1.1.6	Review Arts and Cultural Plan 2024-2029	new				•	Library and Community Services	Arts and Cultural Plan

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

Action		2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing documents
1.1.2.1	Develop an Aboriginal Engagement Strategy	•	•	•			Library and Community Services	Council Resolution CS72/23



BEING ACCOUNTABLE

We are committed to transparency and responsibility. These pages highlight the services we provide, the funding needed to deliver them and the key measures we use to track performance and continually improve. By clearly outlining these elements we ensure a strong focus on delivering value to the community.

46. Parks, Trees and Recreation

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 72

CSP STRATEGIC DIRECTIONS it contributes to

- 2. INCLUSIVE AND HEALTHY LIVING
- 4. RESILIENT COMMUNITY, LIVING SUSTAINABLY
- 5. HEALTHY NATURAL ENVIRONMENT
- 6. VIBRANT AND VIABLE PLACES
- 8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

Council's services with Service Profiles (scope of the service), Budget and KPIs to track performance

RESPONSIBILITY: Manager, Parks, Trees and Recreation

- Parks and Recreation**
- Managing and maintaining sportsgrounds and recreational facilities throughout the Shire
 - Managing and maintaining parks, reserves, picnic facilities and playgrounds and recreational facilities throughout the Shire
 - Managing park and recreational facility bookings
 - Identifying and planning future renewals and upgrades for Council's open space assets and recreation facilities
 - Encouraging multi-use by ensuring accessible and inclusive design for all new and refurbished playgrounds
 - Undertaking planning for new and enhanced recreational opportunities and facilities
 - Hornsby Park - maintaining, improving and managing high visitation areas.
- Trees**
- Managing trees in streets and parks and maintaining public landscaped areas
 - Implementing Council's urban forest program and public area planting programs
 - Considering impacts to trees on development sites and administering Tree Permit applications
 - Updating tree protection measures in the Hornsby Development Control Plan
 - Reviewing and updating tree/landscape controls in the residential component of the Hornsby Development Control Plan
 - Implementing a tree asset management system.

Budget 2026/27			
OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(1,284,550)	8,420,733	1,664,604	8,800,788

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
46.S1 Casual park bookings (number)	3,029	2,446	Quarterly
46.S2 Vehicles accessing recreational facilities (number)	62,130	70,000	Quarterly
46.S3 Street and park trees planted (number)	1,930	1,795	Quarterly
46.S4 Private property tree applications determined (number)	740	757	Quarterly
46.S5 Average time to determine private property tree applications (days)	New	1	Quarterly
46.S6 Development Application referrals relating to trees determined (number)	New	280	Quarterly
46.S7 Average time to determine Development Application referrals relating to trees (days)	New	7	Quarterly
46.S8 Unauthorised tree works investigated (number)	New	244	Quarterly
46.S8 Average time to determine unauthorised tree works investigations (days)	New	11	Quarterly

HOW CHANGES TO ACTIONS FROM PREVIOUS YEAR'S PLAN ARE SHOWN AND MARKED

Council operates a four-year rolling Delivery Program that is reviewed annually to ensure it continues to cover a new four-year period. As part of this process, the 2025–2029 Delivery Program has been carried forward and extended to 2029/30 to form the 2026-2030 Delivery Program. Actions have been retained across the Themes and Strategic directions, with mark-ups applied to clearly demonstrate how actions are continuing and evolving over time.

Mark-up key – Action is ...

text	Deleted for forward years
•	No longer proceeding in that year
#	Closed – no longer proceeding
!	Reflected in Service Profiles
*	Completed
^	Due to be completed 2025/26
•	New action/years/text added

Note: Actions identified as business as usual (!) have been removed as they are managed through the relevant Business Unit Service Profiles commencing p91.

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 Insurance								
Building Certification								
Bushfire Mitigation								
Bushland, Biodiversity, Biosecurity and Reserve Management								
Business Improvement								
Business Transformation								
Catchment Management								
Commercial Waste								
Communications and Engagement								
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								
Governance								
Illegal Dumping								
Infrastructure Delivery								
Infrastructure Operations								
Infrastructure Planning								
Leadership								
Libraries								
Mayoral and Councillor Administration								
Organisational Development								
Parks and Recreation								
People and Culture								
Place Leadership and Development								
Procurement								
Property Management								
Public Cleansing								
Public Health								
Ranger Services								
Records								
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

24%

Hornsby Shire residents are library members

2,700

Home library visits (annually)

1,065,000

Library items loaned (physical and electronic) (annually)

713,000

Visits to Hornsby Shire libraries (annually)

23

Average items loaned per library member (annually)

418,000

Public attend our community and cultural facilities (annually)

410,000

Visits to Hornsby Aquatic and Leisure Centre (annually)

13,500

Laps of Hornsby mountain bike trail (annually)

1,000

Companion animal incidents investigated (annually)

85

Average determination time for Development Applications from lodgement (days)

14

Average lodgement time for Development Applications from submission (days)

640

Swimming pools inspected under the Swimming Pool Barrier Inspection Program (annually)

LIVEABLE

1. CONNECTED AND COHESIVE COMMUNITY

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

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
17 PARTNERSHIPS FOR THE GOALS

ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

WELLBEING:

GOVERNANCE:

SOCIAL ISOLATION & LACK OF COMMUNITY CONNECTIONS
RACISM & VILIFICATION
FAMILY VIOLENCE
REDUCING SOCIAL COHESION

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	Parks and Recreation

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	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	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	Annual
1D.i Community satisfaction with community events and festivals (mean 1-5)	3.50	–	Biennial
1D.j Companion animal service requests investigated within seven working days (%)	99	99.8	Quarterly

Budget			
OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$

ATTACHMENT 1 - ITEM 1

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 WILL DELIVER

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
1.1.1.1	Present the Hornsby Art Prize	•*	•		•		Library and Community Services	Arts and Cultural Plan
1.1.1.2	Review the current delivery of Hornsby's two Art Prizes	•*					Library and Community Services	Arts and Cultural Plan
1.1.1.3	Implement Community Development programs to address social isolation	•	•	•	•	•	Library and Community Services	Special Rate Variation
1.1.1.4	Implement an annual calendar of events	•!	•	•	•		Library and Community Services	Calendar of events
1.1.1.5	Undertake a comprehensive review of our current events program, including the Community Events Grants Program	•*					Library and Community Services	Council resolution NOM12/24
1.1.1.6	Review the Arts and Cultural Plan 2024-2029	new				•	Library and Community Services	Arts and Cultural Plan

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
1.1.2.1	Develop an Aboriginal Engagement Strategy	•	•	•			Library and Community Services	Council Resolution CS72/23

1.1.3 Support people experiencing hardship

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
1.1.3.1	Review, update and implement the Hardship – Rates Relief Policy	•*	•	•	•	•	Financial Services	Hardship – Rates Relief Policy

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
1.2.1.1	Develop a Functional Design Brief for a new regional central Hornsby Library and multi-purpose community centre	•	•	•			Library and Community Services	Community and Cultural Facilities Strategic Plan
1.2.1.1	Develop functional design layouts for a new local level library and multi-purpose community centre at Cherrybrook Metro precinct	new	•	•			Library and Community Services	Community and Cultural Facilities Strategic Plan

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
1.2.2.1	Explore avenues to identify, reach, and engage seniors and people with dementia who are isolated, connecting them with the community	•	•	•			Library and Community Services	Healthy Ageing Hornsby
1.2.2.2	Plan and promote inclusive active living, healthy lifestyle, and community participation activities and events	•	•	•			Library and Community Services	Social Plan
1.2.2.3	Provide and promote inclusive activities and programs in partnership with multicultural services and community groups	•	•	•			Library and Community Services	Social Plan
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	•!	•				Library and Community Services	Disability Inclusion Action Plan
1.2.2.5	Identify opportunities for the development of resilience in the older population and people with dementia	•#	•				Library and Community Services	Healthy Ageing Hornsby
1.2.2.6	Review and update the Disability Inclusion Action Plan	•^	•				Library and Community Services	Disability Inclusion Action Plan
1.2.2.7	Review and update the Healthy Ageing Hornsby Strategy 2022-2026	new	•	•			Library and Community Services	Healthy Ageing Hornsby
1.2.2.8	Plan and promote activities, to support health and mental wellbeing for young people and their families	new	•	•			Library and Community Services	Social Plan
1.2.2.9	Review Community Lease and Licensing Policy	new	•				Library and Community Services	Community and Cultural Facilities Strategic Plan
1.2.2.10	Implement rollout of renewed leases and licences including tennis courts	new	•	•	•		Parks, Trees and Recreation	

LIVEABLE

1. CONNECTED AND COHESIVE COMMUNITY

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

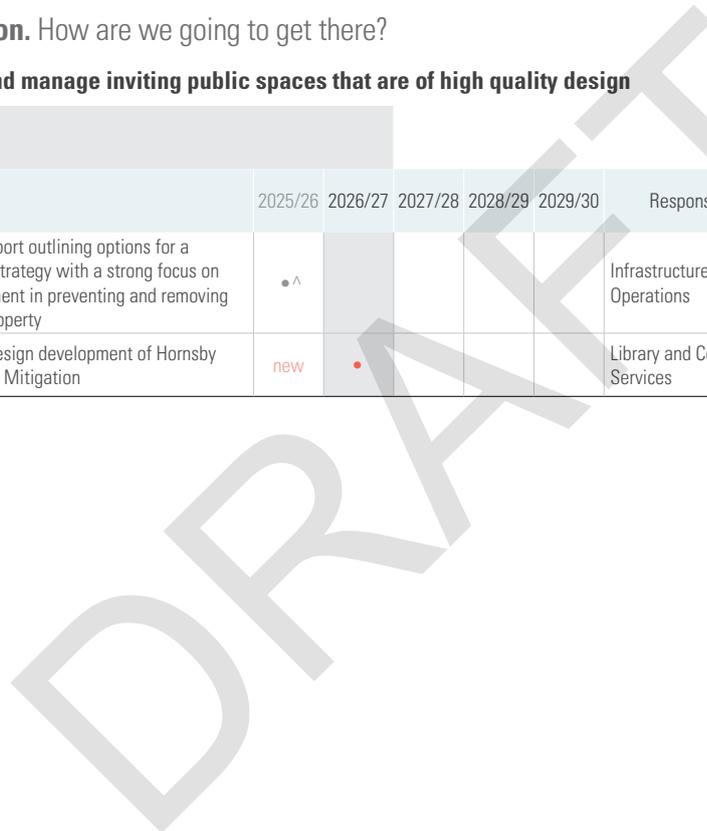
Long-term goal. Where do we want to be?

1.3 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

Action		2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
1.3.1.1	Prepare a report outlining options for a Shire-wide Graffiti Strategy with a strong focus on community involvement in preventing and removing graffiti on private property	•^					Infrastructure Operations	Council Resolution SU8/24
1.3.1.2	Undertake design development of Hornsby Mall Hostile Vehicle Mitigation	new	•				Library and Community Services	



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.

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

ADDRESSING SYDNEY’S SHOCKS AND STRESSES:

INEQUITY:

WELLBEING:

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

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

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

Delivery indicators

	RESULT 2023/24	RESULT 2024/25	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
2De 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	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	Quarterly

Budget

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$

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 WILL DELIVER

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

Action		2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
2.1.1.1	Investigate long-term recommendations for Glenorie Village as part of the Rural Lands Study (Action Plan B)	•*					Strategic Land Use Planning	Special Rate Variation

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

Action		2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
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	Council resolution MM3/25
2.1.2.2	Update the Housing Strategy and Housing Supply Planning Proposal Prepare a Medium Density Housing (townhouse) Strategy	•	•				Strategic Land Use Planning	Local Strategic Planning Statement; Local Housing Strategy; State Government housing target
2.1.2.3	Commence a review of the Pennant Hills Town Centre and surrounds surrounding corridor		•	•	•		Strategy and Place; Strategic Land Use Planning	Special Rate Variation
2.1.2.4	Undertake Galston Masterplan investigations	•	•	•			Strategic Land Use Planning	Rural Lands Strategy
2.1.2.5	Prepare a Medium Density Housing (townhouse) Planning Proposal	new	•	•			Strategic Land Use Planning	Local Strategic Planning Statement; Local Housing Strategy; State Government housing target
2.1.2.6	Prepare a Mixed-Density Housing Strategy	new		•			Strategic Land Use Planning	Local Strategic Planning Statement; Local Housing Strategy; State Government housing target
2.1.2.7	Prepare a Mixed-Density Housing Supply Planning Proposal	new			•		Strategic Land Use Planning	Local Strategic Planning Statement; Local Housing Strategy; State Government housing target

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.

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
2.1.3.1	Update existing Heritage Inventory Sheets to the standard State Heritage Inventory template	•	•				Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.2	Review information in the existing Heritage Inventory Sheets		•				Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.3	Review the Heritage Landscape Management processes	•	•				Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.4	Investigate mapping of Heritage Conservation Areas (contributory, neutral)		•	•			Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.5	Review current Local Environmental Plan Schedule 5 and potential heritage items		•				Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.6	Undertake targeted identification of new Local Environmental Plan heritage listings	•	•				Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.7	Pursue Local Environmental Plan Amendment in relation to the Comprehensive Heritage Study		•	•			Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.8	Review the Development Control Plan Heritage Chapter	•*					Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.9	Exhibit, finalise, and adopt a new Archaeological Heritage Study	•	•				Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.10	Exhibit, finalise, and adopt a new Landscape Heritage Study	•	•				Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.11	Implement the Heritage and Housekeeping Planning Proposal	•*					Strategic Land Use Planning	Comprehensive Heritage Study
2.1.3.12	Exhibit, finalise, and adopt the Heritage Conservation Area Review	•	•				Strategic Land Use Planning	Comprehensive Heritage Study

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
2.2.1.1	Digitise the Local Environmental Plan	•	•	•			Strategic Land Use Planning	State Government reforms to move to Planning Portal spatial

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.

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
2.2.2.1 Prepare a Local Seniors Housing Strategy	#	•	•			Strategic Land Use Planning	Local Strategic Planning Statement; Local Housing Strategy
2.2.2.2 Review controls for Dual Occupancy Development Control Plan	•*					Strategic Land Use Planning	State Government low and mid rise reforms
2.2.2.3 Review controls for Medium Density Development Control Plan	•	•				Strategic Land Use Planning	State Government low and mid rise reforms

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
2.3.1.1 Plan and deliver prioritised enhancements for aquatic and leisure centres	•!	•	•	•		Aquatics and Brickpit	Asset Management Plan
2.3.1.2 Review playground safety data maintained by Playinspect and determine its suitability for migration into the AssetFuture system		•				Parks, Trees and Recreation	Asset Management Improvement Plan
2.3.1.3 Undertake detailed design of park embellishments for Westleigh Park in accordance with DA consent conditions	•	•	•			Infrastructure Delivery	Westleigh Park Master Plan
2.3.1.4 Undertake construction of stage 1 works for Westleigh Park (subject to confirmation of NSW Government funding)	•	•	•			Infrastructure Delivery	Westleigh Park Master Plan
2.3.1.5 Prepare an Urban Unstructured Recreation Strategy	•	•				Parks, Trees and Recreation	Unstructured Recreation Strategy
2.3.1.6 Plan for and deliver parks and sporting facilities capital works projects as listed in Council's Delivery Program/Operational Plan	•!	•	•	•		Parks, Trees and Recreation	Local Government Act
2.3.1.7 Explore and implement initiatives that will assist in catering for increased use of sports facilities due to population increases	•!	•	•			Parks, Trees and Recreation	Sportsground Strategy; Review of Supply and Demand for Sports Facilities in the NSROC Region
2.3.1.8 Develop a program of sportsground improvements	•^					Parks, Trees and Recreation	Sportsground Strategy

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.

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
2.3.1.9	Review the Active Living Hornsby Strategy 2016	new		•			Parks, Trees and Recreation	Active Living Hornsby Strategy
2.3.1.10	Review the Sportsground Strategy 2018	new		•			Parks, Trees and Recreation	Sportsground Strategy

2.3.2 Provide diverse and engaging public places and green spaces for people of all ages and abilities

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
2.3.2.1	Condition assess foreshore assets and include the data in AssetFuture to create an asset management plan	•	•				Infrastructure Planning	Asset Management Improvement Plan
2.3.2.2	Condition assess newly constructed amenities buildings and include the data in AssetFuture to create an asset management plan	•^					Infrastructure Operations	Asset Management Improvement Plan
2.3.2.3	Implement the AssetFuture system for Open Space assets to guide and track future work schedules	•	•				Parks, Trees and Recreation	Asset Management Improvement Plan
2.3.2.4	Prepare an updated Plan of Management for Hornsby Park	•	•	•			Infrastructure Delivery Parks, Trees and Recreation	Hornsby Park Master Plan
2.3.2.5	Undertake sitewide Review of Environmental Factors and secure the relevant approvals for all remaining embellishment works at Hornsby Park (post circulation)	•	•				Infrastructure Delivery	Hornsby Park Master Plan
2.3.2.6	Undertake the tender process for subsequent embellishment works at Hornsby Park, subject to approval and funding	•	•	•	•		Infrastructure Delivery	Hornsby Park Master Plan
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	Hornsby Park Master Plan
2.3.2.8	Undertake the construction of embellishment works at Hornsby Park, focusing initially on Old Mans Valley Field of Play	•	•	•	•		Infrastructure Delivery	Hornsby Park Master Plan
2.3.2.9	Prepare a Natural Areas Recreational Strategy	•	•				Environment	Biodiversity Conservation Strategy
2.3.2.10	Commence planning and progress opportunities for grant funding for Old Mans Valley North	new	•				Infrastructure Planning	Hornsby Park Master Plan

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:

7 AFFORDABLE AND CLEAN ENERGY
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
13 CLIMATE ACTION
17 PARTNERSHIPS FOR THE GOALS

ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

INEQUITY:

TRANSPORT

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

LIVEABLE

3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT

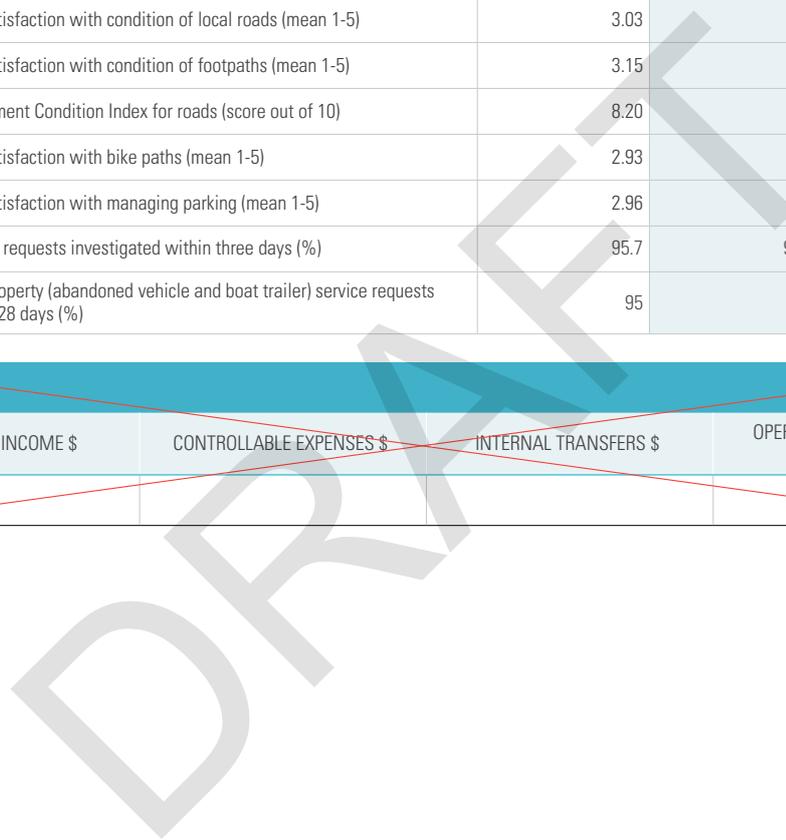
Our transport infrastructure and services will be connected and easy to use.

We will increase walking and cycling, and the use of public transport.

Delivery indicators			
	RESULT 2023/24	RESULT 2024/25	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)	8.20	7.7	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	Quarterly
3D.g Unattended property (abandoned vehicle and boat trailer) service requests investigated within 28 days (%)	95	97	Quarterly

Budget			
OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$

ATTACHMENT 1 - ITEM 1



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.

WHAT WE WILL DELIVER

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

Action		2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
3.1.1.1	Undertake a comprehensive review of the 'goasset' pavement management system to ensure accurate and actionable work schedules	•	•				Infrastructure Planning	Asset Management Improvement Plan
3.1.1.2	Recommence a rolling condition inspection methodology for all sealed road assets over a four-year period (25% assessed per year)	•*	•				Infrastructure Planning	Asset Management Improvement Plan
3.1.1.3	Plan and prioritise the capital works program for footpath and shared path networks	•	•	•	•	•	Infrastructure Planning	Local Government Act
3.1.1.4	Develop a Transport Model to 2036	•^					Infrastructure Planning	Integrated Land Use and Transport Strategy

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

Action		2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
3.1.2.1	Undertake an audit of street signage	•*	•	•	•		Infrastructure Operations	

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
3.2.1.1	Develop an Active Transport Strategy	•	•				Infrastructure Planning	Integrated Land Use and Transport Strategy
3.2.1.2	Adopt the updated Integrated Land Use and Transport Strategy 2026	new	•				Infrastructure Planning	Integrated Land Use and Transport Strategy

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
3.2.2.1	Collect physical data for all car parks and footpaths, including those in parks	•*	•				Infrastructure Planning	Asset Management Improvement Plan
3.2.2.2	Implement Evaluate paid parking at prioritised locations across the Shire	•#	•	•	•		Infrastructure Planning	Car Parking Management Study

3.2.3 Support implementation of regional transport planning

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
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	Infrastructure Priority Statement (NSROC)



ATTACHMENT 1 - ITEM 1

SUSTAINABLE

225

Bushland reserves managed by Council

133,414

Bush fire asset protection zones under active management (m²)

29

Bushwalking tracks maintained by Council (km)

1,595

Total area of bushland reserves (ha)

7

Average size of bushland reserves (ha)

21

Fire trails (km)

365

Stormwater quality improvement devices

35%

Dwellings with solar installations

16

Car share spaces

220

Community water consumption per person per day (L) (annually)

1.11M

CO₂-e community emissions produced Shire-wide (t) (annually)

6,587

CO₂-e emissions produced by Council's activities and sites (t) (annually)

33,900

Domestic waste to landfill (t) (annually)

8,760

Domestic waste recycled (t) (annually)

18,700

Domestic waste composted (t) (annually)

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.

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

- INTERNATIONAL CRISIS:** DISEASE OUTBREAK
- GOVERNANCE:** DISRUPTED SUPPLY CHAINS
- NATURAL HAZARDS:** HEATWAVES, BUSHFIRES, FLOODING, STORMS
- CRITICAL INFRASTRUCTURE FAILURE:** ENERGY, TRANSPORT, DIGITAL NETWORKS, WATER, WASTE, SHELTER

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

Catchment Management	Infrastructure Operations
Domestic Waste	Strategic Land Use Planning
Emergency Management	Sustainability

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.

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	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	Annual
4D.c Waste recycled (yellow bin, green bin, bulky waste) (tonnes)	30,562	31,142	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	Annual
4D.f Water use (potable) by Council (kL)	209,949	202,805	Annual
4D.g Energy savings from PV generation (kWh)	194,708	415,143	Annual

Budget

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$

ATTACHMENT 1 - ITEM 1

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 WILL DELIVER

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
4.1.1.1	Review and track all actions associated with extreme and high-risk categories in the Climate Wise Hornsby Plan	• ^					Strategy and Place	Climate Wise Hornsby Plan
4.1.1.2	Implement the Community Resilience Program by employing an Emergency Management Coordinator	•	•				Emergency Management	Special Rate Variation
4.1.1.3	Review the Climate Wise Hornsby Plan 2021		•				Strategy and Place	Climate Wise Hornsby Plan
4.1.1.4	5.2.2.8 Review the Hornsby Development Control Plan to include planning provisions for coastal inundation and sea level rise	•	•	•			Environment	Hawkesbury-Nepean-River Coastal-Management Program
4.1.1.5	5.2.2.9 Implement the recommendations of the review of coastal inundation for inclusion in the Hornsby Development Control Plan			•			Strategic Land Use Planning	Hawkesbury-Nepean-River Coastal-Management Program

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
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	• #	•	•	•		Strategy and Place	Climate Wise Hornsby Plan
4.1.2.2	Finalise the Hornsby Floodplain Risk Management Study and Plan	• ^					Infrastructure Operations	NSW Flood Prone Land Policy and Local Government Act
4.1.2.3	Coordinate emergency scenario exercises for Council staff and test the Emergency Management Framework processes and business continuity	•	•	•	•		Emergency Management	Emergency Management Framework; Business Continuity
4.1.2.4	Undertake operational readiness enhancements to the Emergency Operation Centre at Gowan and Council's designated evacuation centres in accordance with legislative requirements	• !	•	•	•		Emergency Management	State Emergency and Rescue Management Act
4.1.2.5	Implement actions from the Wisemans Ferry Community Resilience Project to prepare the community for natural disasters	•	•	•	•		Emergency Management	Climate Wise Hornsby Plan

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.

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
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	•^					Emergency Management	State Emergency and Rescue Management Act
4.1.2.7	Review and update the Emergency Management Framework 2025	new	•				Emergency Management	Emergency Management Framework

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
4.2.1.1	Review the Sustainable Hornsby 2040 Strategy		•				Strategy and Place	Sustainable Hornsby 2040

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
4.2.2.1	Advocate to developers for buildings designed to achieve low energy properties and precincts above planning policy regulations	•#	•	•	•		Strategy and Place	Climate Wise Hornsby Plan

There are currently no actions scheduled under this Plan of action

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 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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
4.3.1.1 Partner with the Hornsby Art Society to deliver the Remagine Art competition, to promote waste-related issues and awareness	•	•	•	•		Waste Management	Waste Matters Strategy
4.3.1.2 Establish Coordinate a waste volunteer program	•*	•	•	•	•	Waste Management	Waste Matters Strategy

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
4.3.2.1 Undertake public tendering for a new Food Organics Collection and Processing Services Contracts to commence 1 July 2027	•	•				Waste Management	Waste Matters Strategy
4.3.2.2 Undertake public tendering for replacement recycling and green waste processing service contracts	•*					Waste Management	Waste Matters Strategy
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)	•*					Waste Management	Waste Matters Strategy
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	•	•				Waste Management	Waste Matters Strategy
4.3.2.5 Implement amendments to the Waste Development Control Plan based on new guidelines		•				Strategic Land Use Planning	Waste Matters Strategy
4.3.2.6 Commence new food organics recycling collection and processing service			•	•	•	Waste Management	Waste Matters Strategy

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 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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
4.4.1.1	Conduct investigations for the All Electric Development Control Plan			•			Strategic Land Use Planning	Council resolution PC6/24

DRAFT

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

NATURAL HAZARDS:  **COASTAL HAZARDS**

GOVERNANCE:  **ENVIRONMENTAL DEGRADATION**

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
Environmental Protection	

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)	

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

Delivery indicators			
	RESULT 2023/24	RESULT 2024/25	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	Annual
5D.d Stormwater harvested for reuse systems (kL)	3,895	1,472	Annual
5D.e Swimmable days at Crosslands (%)	4	0	Annual
5D.f Swimmable days at Brooklyn, Dangar Island (%)	92	93.2	Annual
5D.g Vegetation extent lost on private lands through development (m ²)	New	7,500	Annual
5D.h Vegetation extent gained through the biodiversity offsetting process (m ²)	New	5,000	Annual
5D.i Bushland managed under biodiversity stewardship agreements (m ²)	New	1,760,000	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	Quarterly
5D.n Environmental, health and building assessments undertaken in 21 days (%)	98	96	Quarterly

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

Budget			
OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

WHAT WE WILL DELIVER

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

Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
5.1.1.1 Deliver identified pavement maintenance and minor drainage programs	•!	•	•	•		Infrastructure-Operations	Asset Management Plan
5.1.1.2 Develop and implement a prioritisation and monitoring program to assess the bushland reserve condition and inform the management of bushland reserves actions and plans	•	•	•	•		Environment	Biodiversity Conservation Strategy
5.1.1.3 Review and update management plans and agreements for Council's Biodiversity Stewardship Sites	•	•				Environment	Biodiversity Conservation Strategy
5.1.1.4 Review and update the Terrestrial Biodiversity Lands Map within the Hornsby Local Environmental Plan	•^					Environment	Biodiversity Conservation Strategy
5.1.1.5 Review and update the Biodiversity Offsets (Nature Positive) Policy to support biodiversity conservation on private and public land	•	•				Environment	Biodiversity Conservation Strategy; Urban Forest Strategy
5.1.1.6 Prepare Biosecurity Policy and management plans	•*					Environment	Biodiversity Conservation Strategy
5.1.1.7 Assess Plans of Management for Natural Areas to enhance biodiversity conservation outcomes	•	•				Environment	Biodiversity Conservation Strategy
5.1.1.8 Prepare a biodiversity monitoring program for council-managed lands	•	•				Environment	Biodiversity Conservation Strategy
5.1.1.9 Review the Contaminated Lands Policy	•	•				Regulatory Services	Contaminated Lands Policy
5.1.1.10 Review and update Council planning instruments to implement best practice biodiversity protection	•	•				Environment	Biodiversity Conservation Strategy
5.1.1.11 Prepare a Vegetation Mapping Planning Proposal	•	•	•			Strategic Land Use Planning	Biodiversity Conservation Strategy
5.1.1.12 Prepare management plans for areas identified as priority for bushland restoration	•#	•	•	•		Environment	Biodiversity Conservation Strategy
5.1.1.13 Review and update Council's commitments within the Hornsby Ku-ring-gai Bushfire Risk Management Plan (BFRMP)			•	•		Environment	Biodiversity Conservation Strategy
5.1.1.14 Implement amendments to the Biodiversity Development Control Plan			•			Strategic Land Use Planning	Biodiversity Conservation Strategy
5.1.1.15 Review the Biodiversity Conservation Strategy 2021	new	•	•			Environment	Biodiversity Conservation Strategy

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
5.1.2.1 Implement bushland asset management and regeneration at 48 Council-managed bushland reserves	•	•	•	•	•	Environment	Special Rate Variation; Biodiversity Conservation Strategy
5.1.2.2 Implement trail and track maintenance	•	•	•			Environment	Special Rate Variation; Biodiversity Conservation Strategy
5.1.2.3 Develop and implement a behavioural change campaign targeting harmful, unauthorised activities in bushland reserves	•	•				Environment	Biodiversity Conservation Strategy
5.1.2.4 Strengthen community and infrastructure resilience through bushfire risk mitigation by mitigating bushfire risks through hazard complaint response, burn preparation, fire permits, bushfire education, maintaining fire trails and access and establishing additional Asset Protection Zones	•	•	•	•		Environment	Special Rate Variation

5.1.3 Protect and enhance tree canopy cover and increase species diversity on private and public land

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
5.1.3.1 Create canopy mapping baseline data	•#					Parks, Trees and Recreation	Urban Forest Strategy
5.1.3.2 Develop an ongoing, sustainable and funded street tree planting program	•*					Parks, Trees and Recreation	Urban Forest Strategy
5.1.3.3 Implement amendments to the tree elements of the Canopy Development Control Plan			•			Strategic Land Use Planning	Urban Forest Strategy
5.1.3.4 Review the Urban Forest Strategy 2021	new	•				Parks, Trees and Recreation	Urban Forest Strategy

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
5.2.1.1 Review conditions of consent applicable to water-sensitive urban design to improve water management outcomes	•	•				Environment	Water Sensitive Hornsby Strategy

SUSTAINABLE

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

5.2.1 Transition to a water sensitive city

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
5.2.1.2	Develop a business case to articulate the economic benefits of water-sensitive outcomes		•	•			Environment	Water Sensitive Hornsby Strategy
5.2.1.3	Develop catchment-specific environmental values and targets to inform be considered in the Hornsby Development Control Plan and Local Environmental Plan to improve water management outcomes	•	•	•			Environment	Water Sensitive Hornsby Strategy
5.2.1.4	Integrate water-sensitive and biodiversity-outcomes in Council projects, including roads, buildings, parks, and public domains	•!	•	•	•		Environment	Water Sensitive Hornsby Strategy; Biodiversity Conservation Strategy
5.2.1.5	Prepare a Hornsby Town Centre Total Water Cycle Management Strategy	•*					Environment	Water Sensitive Hornsby Strategy; Biodiversity Conservation Strategy
5.2.1.6	Prepare Catchment Management Plans for high-priority sub-catchments West Pennant Hills (Walumeda Wetland) and Glenorie	•	•	•	•		Environment	Water Sensitive Hornsby Strategy
5.2.1.7	Review and update Council planning instruments to implement best practice waterway protection		•	•			Environment	Water Sensitive Hornsby Strategy
5.2.1.8	Implement the Water Sensitive Urban Design (WSUD) Strategy, guidelines and Development Control Plan amendments recommendations from the review of the best practice water protection			•			Strategic Land Use Planning	Water Sensitive Hornsby Strategy
5.2.1.9	Review Water Sensitive Hornsby Strategy 2021	new	•	•			Environment	Water Sensitive Hornsby Strategy

5.2.2 Protect waterways and their catchments from pollution and erosion

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
5.2.2.1	Develop and implement a rolling program of drainage infrastructure condition inspections (CCTV or similar)	•!	•	•	•		Infrastructure Planning	Asset Management Improvement Plan
5.2.2.2	Develop and implement inspection methodologies for all bridge and culvert assets	•	•				Infrastructure Planning	Asset Management Improvement Plan
5.2.2.3	Reconcile GIS to PipePak to ensure drainage asset data completeness and develop a singular technical register/system for managing drainage assets		•				Infrastructure Planning	Asset Management Improvement Plan
5.2.2.4	Develop a routine documented inspection regime for Council-owned and managed assets		•				Infrastructure Planning	Asset Management Improvement Plan

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
5.2.2.5 Undertake an audit, education, and compliance campaign for priority industrial areas	•#	•	•			Environment	Water Sensitive Hornsby Strategy
5.2.2.6 Implement an proactive education and compliance campaign for the construction industry for activities that have the potential to harm waterway health	•	•				Environment	Water Sensitive Hornsby Strategy
5.2.2.7 Prepare a Coastal Management Program	•	•				Environment	Hawkesbury-Nepean River Coastal Management Program
(moved to) 4.1.1.4 5.2.2.8 Review the Hornsby Development Control Plan to include planning provisions for coastal inundation and sea level rise	•	•	•			Environment	Hawkesbury-Nepean River Coastal Management Program
(moved to) 4.1.1.5 5.2.2.9 Implement the recommendations of the review of coastal inundation for inclusion in the Hornsby Development Control Plan			•			Strategic Land Use Planning	Hawkesbury-Nepean River Coastal Management Program
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	Water Sensitive Hornsby Strategy

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
5.3.1.1 Implement the Glenorie Village Planning Proposal and/or Development Control Plan amendments	•	•				Strategic Land Use Planning	Rural Lands Study



ATTACHMENT 1 - ITEM 1

PROSPEROUS

530

Collected from public litter bins (t) (annually)

900

Primary food premises and public health inspections (annually)

560

'Scores on Doors' rating certificates issued with scores of 3 or higher (annually – for hygiene and food safety)

1.97%

Hornsby Shire contributes to overall New South Wales employment (2024)

52%

Workers employed in Hornsby Shire are female

48%

Workers employed in Hornsby Shire are male

50%

Workers employed in Hornsby Shire also live in area

\$405.7M

Value of total building approvals (2024/25)

0.8%

Hornsby Shire contributes to overall New South Wales total value of building approvals (2024/25)

\$977.4M

Total tourism sales in Hornsby Shire (2023/24)
(Total visitor spending [business turnover], including food supplies, utilities, transport)

\$462.9M

Tourism value added (2023/24)
(Net wealth created in the economy)

3,968

Tourism employment (2023/24)
(Jobs supported by tourism demand)

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

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

Council's supporting Strategies and Plans

Brooklyn Discussion Paper (2021)	Local Housing Strategy 2020
Economic Development and Tourism Strategy 2021-2026	Local Strategic Planning Statement 2020
Employment Land Study 2021	Public Domain Guidelines 2021
Hornsby Town Centre Masterplan 2023	Rural Lands Strategy 2022
Hornsby Town Centre Public Domain Guidelines 2025	Section 7.11 Development Contributions Plan 2020
Hornsby Town Centre Section 7.12 Development Contributions Plan 2025	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	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	Quarterly
6D.d Medium and high risk food premises inspected (%)	100	97	Quarterly

Budget			
OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$

ATTACHMENT 1 - ITEM 1

DRAFT

PROSPEROUS

6. VIBRANT AND VIABLE PLACES

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

WHAT WE WILL DELIVER

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
6.1.1.1	Review and update the Economic Development and Tourism Strategy 2021-2026, and include an annual review of progress		•				Strategy and Place	Economic Development and Tourism Strategy
6.1.1.2	Develop the Employment Lands Planning Proposal	•	•				Strategic Land Use Planning	Employment Lands Study
6.1.1.3	Implement the Employment Land Study Development Control Plan amendments		•				Strategic Land Use Planning	Employment Lands Study
6.1.1.4	Implement the medium-term recommendations of the Employment Lands Study		•	•			Strategic Land Use Planning	Employment Lands Study

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
6.1.2.1	Develop an Integrated Infrastructure Plan for Hornsby Town Centre	•	•				Infrastructure Planning	Hornsby Town Centre Masterplan
6.1.2.2	Undertake the Special Entertainment Precinct Trial for Hornsby Town Centre	new	•				Strategy and Place	Council resolution

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
6.1.3.1	Undertake a Shire-wide gateway signage audit	•*					Infrastructure Delivery	
6.1.3.2	Prepare a masterplan for Council’s depot and nursery at Pennant Hills Park	•^					Parks, Trees and Recreation	Urban Forest Strategy
6.1.3.3	Review service and resource requirements for new and enhanced park and public domain landscape areas	•^					Parks, Trees and Recreation	
6.1.3.4	Progress project planning for the realisation of the plans for Hornsby Town Centre Progress an Implementation Plan for Hornsby Town Centre identifying short, medium and long-term actions	•	•	•	•		Strategy and Place	Hornsby Town Centre Masterplan
6.1.3.5	Adopt a Destination Management Plan	•	•				Strategy and Place	Economic Development and Tourism Strategy
6.1.3.6	Review use and management of Hornsby Park to improve visitation	new	•	•	•		Parks, Trees and Recreation	Hornsby Park Plan of Management

6.1.4 Encourage the development of an early and late evening economy

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
6.1.4.1	Develop a Night Time Economy Strategy	•	•	•			Strategy and Place	Economic Development and Tourism Strategy

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
6.2.1.1	Review Development Contributions Plans	•	•				Strategic Land Use Planning	Environmental Planning and Assessment Act
6.2.1.2	Implement the Cherrybrook Place Strategy rezoning	•^					Strategic Land Use Planning	State Government-led rezoning

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
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	•#					General Manager	
6.2.2.2	Commence a review of the Pennant Hills Road Corridor following the opening of NorthConnex	•#					Strategic Land Use Planning	Local Strategic Planning Statement; Local Housing Strategy

There are currently no actions scheduled under this Plan of action

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
6.3.1.1	Undertake construction of the Galston Village public domain project	•#	•				Infrastructure Delivery	Biodiversity Conservation Strategy; Urban Forest Strategy; Public Domain Guidelines
6.3.1.2	Continue community engagement on the Galston Village public domain implementation	•*					Infrastructure Delivery	Local Strategic Planning Statement
6.3.1.3	Develop the Brooklyn Place Plan for adoption by Council	•	•				Strategy and Place	Brooklyn Discussion Paper

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
6.3.2.1	Actively seek to identify opportunities that encourage and promote existing agricultural growing areas in the Shire as part of the Destination Management Plan	#	•				Strategy and Place	Destination Management Plan (draft)

There are currently no actions scheduled under this Plan of action



ATTACHMENT 1 - ITEM 1

COLLABORATIVE

45,000

Social media followers (Facebook, Instagram, X (formerly Twitter), LinkedIn)

24,000

Subscribers to monthly newsletter

4.5M

Total page views on Council's website (annually)

90,100

Total page views on Council's 'Your Say Hornsby' engagement website (annually)

300

Members of public remotely viewing Council meetings live (real time) (annually)

530

Members of public remotely viewing Council meetings on demand (recorded) (annually)

1,460

Informal applications processed under Government Information (Public Access) Act (GIPA) (annually)

32,000

Incoming calls to customer service (annually)

17

Average speed of answering customer service calls (seconds)

40,600

Customer service requests received (annually)

260,000

Documents registered in records management system (annually)

970

New Australian citizens conferred (annually)

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

COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

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Council's supporting Strategies and Plans

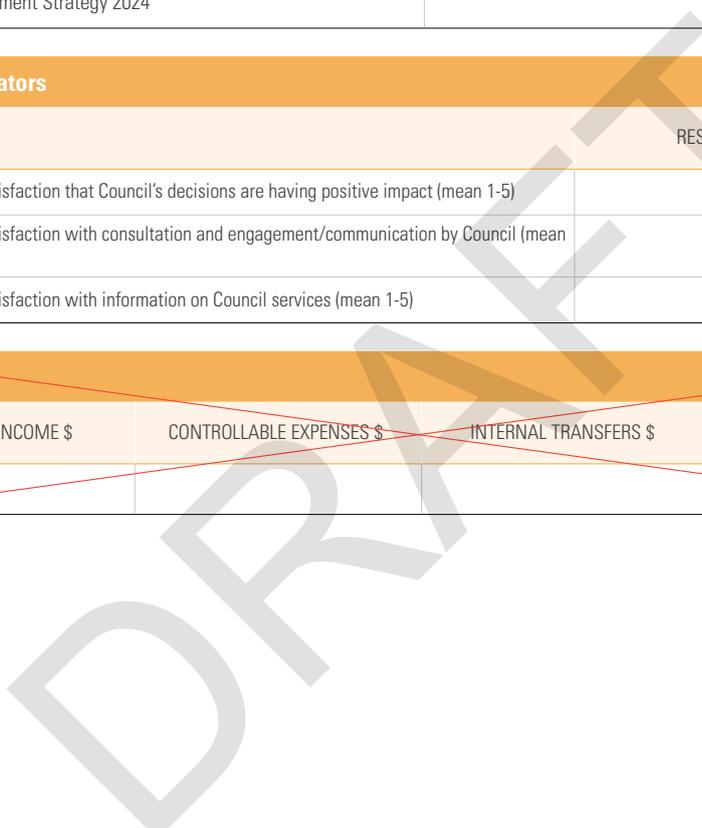
Communications and Engagement Strategies 2019	Technology and Transformation Strategy 2025-2029
Community Engagement Strategy 2024	

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

Budget

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$



ATTACHMENT 1 - ITEM 1

COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

We aspire to create an organisation that is trusted and respected by the community.

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WHAT WE WILL DELIVER

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
7.1.1.1	Review, update and implement Council's Code of Conduct and report complaints to Council	•!	•	•	•		General Manager	Local Government Act
7.1.1.2	Review the organisational structure	•*					General Manager	Local Government Act
7.1.1.3	Review and monitor Council's response to all external audit recommendations	•!	•	•	•		Risk and Audit	Audit, Risk and Improvement Committee
7.1.1.4	Implement the priority actions arising from the 2025/26-2028/29 Workforce Management Plan	•	•	•	•		People and Culture	Workforce Management Plan
7.1.1.5	Assist in conducting the local government elections in September 2028, ensuring accessibility requirements are met				•		Governance and Customer Service	Local Government Act
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	•!	•	•	•		Strategy and Place	Resilient Sydney Strategy

7.1.2 Demonstrate a high standard of transparency and accountability through rigorous and timely planning and reporting practices

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
7.1.2.1	Lead the integrated planning and reporting process for Council, ensuring continuous improvement for community led, strategy driven outcomes	•!					General Manager	Local Government Act
7.1.2.2	Develop a framework for the development of strategies	•^					Strategy and Place	
7.1.2.3	Develop capacity for business planning across business units	•!	•	•	•		Strategy and Place	
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	•^					Audit, Risk and Improvement Committee; Parks, Trees and Recreation	Internal Audit Plan

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.

7.1.2 Demonstrate a high standard of transparency and accountability through rigorous and timely planning and reporting practices

Action		2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
7.1.2.5	Review Council's customer service and complaints management frameworks	•*					Audit, Risk and Improvement Committee; Customer Service	Internal Audit Plan
7.1.2.6	Conduct audits to evaluate whether Council's fees and charges comply with Council policies and legislative requirements	•*					Audit, Risk and Improvement Committee; Risk and Audit; Financial Services	Internal Audit Plan
7.1.2.7	Conduct audits on work health and safety, including bullying, harassment, safety management, and psychosocial safety	•^					Audit, Risk and Improvement Committee; Risk and Audit; People and Culture	Internal Audit Plan
7.1.2.8	Conduct audits on data governance	•^					Audit, Risk and Improvement Committee; Risk and Audit; Technology and Transformation	Internal Audit Plan
7.1.2.9	Conduct internal audits on privacy and records management	•*					Risk and Audit; Governance and Customer Service	Internal Audit Plan
7.1.2.10	Conduct internal audits on major projects		•				Risk and Audit; Infrastructure Delivery	Internal Audit Plan
7.1.2.11	Conduct internal audits on cyber security		•	•			Risk and Audit; Technology and Transformation	Internal Audit Plan
7.1.2.12	Conduct internal audits on budget setting or fraud and corruption prevention		•				Risk and Audit; Financial Services	Internal Audit Plan
7.1.2.13	Conduct internal audits on strategic procurement		•	•			Risk and Audit; Financial Services	Internal Audit Plan
7.1.2.14	Conduct internal audits on ICT security controls			•	•		Risk and Audit; Technology and Transformation	Internal Audit Plan
7.1.2.15	Conduct internal audits on disaster recovery			•			Risk and Audit; Emergency Management	Internal Audit Plan
7.1.2.16	Conduct internal audits on business continuity planning			•			Risk and Audit	Internal Audit Plan
7.1.2.17	Conduct internal audits on waste management			•	•		Risk and Audit; Waste Management	Internal Audit Plan
7.1.2.18	Conduct internal audits on risk management maturity assessment			•	•		Risk and Audit	Internal Audit Plan

COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

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7.1.2 Demonstrate a high standard of transparency and accountability through rigorous and timely planning and reporting practices

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
7.1.2.19	Progress reviews and/or updates to the Local Strategic Planning Statement	•	•	•	•		Strategic Land Use Planning	Environmental Planning and Assessment Act; Ministerial Statement of Expectations
7.1.2.20	Identify and assess modern slavery risks in procurement	•^					Financial Services	Modern Slavery Act
7.1.2.21	Conduct internal audits on DRIVES24 (Driver and Vehicle System)	new	•	•	•	•	Risk and Audit	Internal Audit Plan

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
7.2.1.1	Implement a new website, including design, navigation, and content review, and establish governance to ensure content remains current. Establish governance framework to ensure website content remains current and rationalise microsites	•*	•				Strategy and Place; Technology and Transformation	
7.2.1.2	Assess system workflows to ensure customer requests flow to the correct team as determined by the Executive Leadership Team	!	•				Financial Services	Asset Management Improvement Plan
7.2.1.3	Develop a procedure for the Asset Operations team to inform Finance and GIS as work on sealed roads, pipes, and culverts is completed, ensuring system alignment	!	•				Infrastructure Planning	Asset Management Improvement Plan
7.2.1.4	Digitise Council's hard copy legacy records to improve accessibility to staff and the public	•	•				Governance and Customer Service	Technology and Transformation Strategy

COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

We aspire to create an organisation that is trusted and respected by the community.

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7.2.2 Implement solutions to deliver quality information and customer experiences

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
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	•*			•		Governance and Customer Services	Privacy and Personal Information Protection Act
7.2.2.2	Review Council's Communications Strategy to incorporate broader organisational strategic communications needs	•^					Strategy and Place	Communications and Engagement Strategies

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

Action								
Code	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
7.3.1.1	Establish regular communications with CALD and hard-to-reach residents, recognising significant cultural celebrations	•^					Strategy and Place	Disability Inclusion Action Plan
7.3.1.2	Develop the capability of staff to plan, execute, and analyse community engagement plans	•!	•				Strategy and Place	
7.3.1.3	Undertake a Community Satisfaction Survey of Council services and facilities		•		•		Strategy and Place	
7.3.1.4	Review, exhibit and endorse the Community Engagement Strategy and Community Strategic Plan			•	•		Strategy and Place	Local Government Act

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.

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

INTERNATIONAL CRISIS:



GOVERNANCE:



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

Aquatics and Brickpit	Libraries
Audit, Risk and Insurance	Organisational Development
Bushland, Biodiversity, Biosecurity and Reserve Management	Parks and Recreation
Business Improvement	People and Culture
Business Transformation	Place Leadership and Development
Communications and Engagement	Property Management
Community and Cultural Facilities	Ranger Services
Community Events	Safety and Wellness
Council Administration	Statutory and Code of Conduct
Customer Service	Strategic Property
Financial Services	Technology and Transformation Operations
Leadership	Trees

COLLABORATIVE

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Council's supporting Strategies and Plans

Economic Development and Tourism Strategy 2021	Resourcing Strategy – Long Term Financial Plan – Asset Management Strategy – Workforce Management Plan
Cyber Security Strategy 2025-2028	Technology and Transformation Strategy 2025-2029
Property Strategy 2023	

Delivery indicators

	RESULT 2023/24	RESULT 2024/25	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)	Annual
8D.d Financial performance ratios met (number out of possible 6)	5	6	Annual
8D.e Asset performance ratios met (number out of possible 3)	1	2	Annual
8D.f Customer service requests completed within service level agreement (%)	83.8	86.1	Annual
8D.g Voluntary staff turnover (%)	15	12.8	Annual
8D.h Overall staff engagement score (staff survey, score out of 10)	8.3	8.1	Annual
8D.i Overall employee participation rate in staff survey (%)	86	83	Annual
8D.j Lost hours through sick leave (%)	4	3.4	Annual
8D.k Council's Lost Time Injury Frequency Rate (LTIFR) maintained (≥) (SafeWork Industry Benchmark for local government = 13.2)	New	29.93	Annual

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

Budget

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$

COLLABORATIVE

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

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Our services are customer focused.

WHAT WE WILL DELIVER

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
8.1.1.1 Review and implement the Active Leave Management Plan	•!	•				General Manager	
8.1.1.2 Progress priority actions of the Property Strategy — Johnson Road, Galston; Coronation Street and Hornsby Town Centre Review the Property Strategy and progress priority actions as identified	•	•	•			General Manager	Property Strategy
8.1.1.3 Monitor and review the Enterprise Risk Management Plan	•*		•			Risk and Audit	Audit, Risk and Improvement Committee
8.1.1.4 Monitor and review the Business Continuity Plan	•*	•	•	•		Risk and Audit	Audit, Risk and Improvement Committee
8.1.1.5 Develop a Library Strategic Plan	•#	•	•			Library and Community Services	
8.1.1.6 Develop a Strategic Workforce Planning framework and implement it across Council	•	•	•			People and Culture	Workforce Management Plan

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
8.1.2.1 Progress asset management improvements in accordance with Council’s asset management roadmap	•!	•	•	•		Financial Services	Asset Management Strategy
8.1.2.2 Review the Long Term Financial Plan as part of the development of the Operational Plan, identifying recommendations for financial sustainability	•!	•	•	•		Financial Services	Local Government Act
8.1.2.3 Develop forward work programs for all new and upgrade capital projects where not already available	•!	•	•	•		Infrastructure Planning	
8.1.2.4 Evaluate strategic property holdings for highest and best use	•!	•				General Manager	Property Strategy
8.1.2.5 Assess the financial position of Council-owned commercial holdings and implement outcomes	•	•				Land and Property Services	

COLLABORATIVE

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

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Our services are customer focused.

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
8.1.2.6 Review Crown reserves managed by Council as community land with new plans of management Prepare new Plans of Management for Crown land	•	•	•			Parks, Trees and Recreation	Crown Lands Act
8.1.2.7 Review opportunities for revenue-generating initiatives across all Council asset classes to support long-term financial sustainability	#	•	•			General Manager	Long Term Financial Plans
8.1.2.8 Review outdoor advertising contracts and prepare tender documentation for bus shelters and other opportunities	•	•				General Manager	Long Term Financial Plans
8.1.2.9 Prepare new Plans of Management for Beecroft Village Green, Berowra Park, Hornsby Park, Mills Park, Montview Park, North Epping Oval, Pennant Hills Park	new	•				Parks, Trees and Recreation	
8.1.2.10 Prepare new Plans of Management for Council land	new			•		Parks, Trees and Recreation	
8.1.2.11 Review and update Asset Management Plans for Council asset classes	new			•		Financial Services	Resourcing Strategy

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
8.2.1.1 Implement continuous improvement measures following the service review of Development Assessments	•!					Strategy and Place	Local Government Act
8.2.1.2 Undertake a service review of the Light Fleet, Mechanical and Heavy Fleet service	•^					Strategy and Place; Governance and Customer Service	Local Government Act
8.2.1.3 Undertake a service review of the Library facilities, resources and lending services	•#		•			Strategy and Place; Library and Community Services	Local Government Act
8.2.1.4 Undertake a service review of the Community and Cultural Facilities service		•				Strategy and Place; Library and Community Services	Local Government Act
8.2.1.5 Undertake a service review of the Communications and Engagement service		•				Strategy and Place	Local Government Act

COLLABORATIVE

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

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Our services are customer focused.

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
8.2.1.6 Undertake a <i>service</i> review of the Bushland Operations service			•	•		Strategy and Place; Environment	Local Government Act
8.2.1.7 Undertake a <i>service</i> review of the Tree Management service			•			Strategy and Place; Parks, Trees and Recreation	Local Government Act
8.2.1.8 Undertake a <i>service</i> review of Ranger services				•		Strategy and Place; Regulatory Services	Local Government Act
8.2.1.9 Undertake a <i>service</i> review of the Place Leadership and Development service				•		Strategy and Place	Local Government Act
8.2.1.10 Review and refine People and Culture metrics to enable enhanced people/business decisions	•	•				People and Culture	Workforce Management Plan
8.2.1.11 Implement a Leadership Development strategy and framework to improve Council's performance	•	•	•			People and Culture	Workforce Management Plan
8.2.1.12 Develop a Diversity, Equity and Inclusion Program; subject to review by the Executive Leadership Team		•	•			People and Culture	Workforce Management Plan
8.2.1.13 Develop and implement a Psychosocial Hazard and Risk Mitigation Program for staff it as per key agreed milestones and timelines	•	•				People and Culture	Workforce Management Plan
8.2.1.14 Undertake a service review of the Emergency Management service	new	•				Strategy and Place; Infrastructure and Major Projects Executive	Local Government Act
8.2.1.15 Undertake a service review of the Community Events service	new				•	Strategy and Place; Library and Community Services	Local Government Act
8.2.1.16 Undertake a service review of the Aquatic Operations service	new				•	Strategy and Place; Aquatics and Brickpit	Local Government Act

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
8.2.2.1 Advocate for the community by lobbying the NSW and federal governments on community issues	•!	•	•	•		General Manager	Community Strategic Plan

There are currently no actions scheduled under this Plan of action

COLLABORATIVE

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

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

Our services are customer focused.

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
8.2.3.1 Implement the actions in the Cyber Security Plan to improve cyber security maturity Strategy and framework	•	•	•	•	•	Technology and Transformation	Special Rate Variation; Technology and Transformation Strategy
8.2.3.2 Provide quarterly reporting to the Executive Leadership Team on cyber security metrics and progress against the Cyber Security Plan Strategy	•	•	•	•	•	Technology and Transformation	Technology and Transformation Strategy
8.2.3.3 Review and update the Cyber Security Strategy 2025-2028 and framework	new		•			Technology and Transformation	Technology and Transformation Strategy

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
8.3.1.1 Actively seek to identify opportunities that encourage and promote innovation in business and education	•#	•	•	•		Strategy and Place	Economic Development and Tourism Strategy

There are currently no actions scheduled under this Plan of action

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

Action							
Code Action	2025/26	2026/27	2027/28	2028/29	2029/30	Responsibility	Source/contributing document(s)
8.4.1.1 Enhance data governance and data management, and improve the availability of analytics and business intelligence	•	•	•	•	•	Technology and Transformation	Technology and Transformation Strategy
8.4.1.2 Implement the initiatives identified in the Technology and Transformation Strategy 2025-2029	•	•	•	•	•	Technology and Transformation	Technology and Transformation Strategy
8.4.1.3 Develop the Data Strategy 2025-2029 and submit for formal approval		•				Technology and Transformation	Technology and Transformation Strategy

COUNCIL BUSINESS UNITS DELIVERING OUR SERVICES

Continuous improvement was introduced as a requirement for local government in the revised IP&R framework released in September 2021 and focuses on ways to better meet the community's expectations around priorities and service levels.

The following pages set out our service framework. Each of our business units identifies full-time equivalent staff numbers, service profiles, service KPIs and budgets.

Hornsby Council's service framework is structured on the chart of accounts per Division and Business unit as can be seen in the diagram below. *(Some numbers do not appear as they are inactive.)*

The current blueprint of business units and service profiles converts Strategic directions from the Community Strategic Plan into actionable, measurable outcomes. This approach ensures every business unit contributes to community objectives, provides transparency for our community, and enables ongoing monitoring of progress and change.

1.	OFFICE OF THE GENERAL MANAGER	2.	CORPORATE SUPPORT DIVISION	3.	INFRASTRUCTURE AND MAJOR PROJECTS DIVISION	4.	COMMUNITY AND ENVIRONMENT DIVISION	5.	PLANNING AND COMPLIANCE DIVISION
11.	Office of the General Manager Executive Support	21.	Corporate Support Executive Support	31.	Infrastructure and Major Projects Executive Support	41.	Community and Environment Executive Support	51.	Planning and Compliance Executive Support
12.	Risk and Audit	22.	Governance and Customer Service	32.	Emergency Management	42.	Library and Community Services	53.	Regulatory Services
15.	Strategy and Place	23.	Financial Services	33.	Infrastructure Operations	43.	Environment	54.	Development Assessments
		24.	People and Culture	34.	Infrastructure Planning	45.	Waste Management	55.	Strategic Land Use Planning
		25.	Technology and Transformation	36.	Aquatic and Brickpit	46.	Parks, Trees and Recreation		
		27.	Land and Property Services	37.	Infrastructure Delivery				

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

11. Office of the General Manager Executive Support

Office of the General Manager

Total staff numbers (Full-Time Equivalent): 4

CSP STRATEGIC DIRECTIONS it contributes to

1. CONNECTED AND COHESIVE COMMUNITY	2. INCLUSIVE AND HEALTHY LIVING	3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT	4. RESILIENT COMMUNITY, LIVING SUSTAINABLY	5. HEALTHY NATURAL ENVIRONMENT	6. VIBRANT AND VIABLE PLACES	7. INFORMED AND ENGAGED COMMUNITY	8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP
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RESPONSIBILITY: General Manager

SERVICE PROFILES	Leadership
	<ul style="list-style-type: none"> Leading and managing the Council as an organisation to achieve its strategic intent Providing strategic information, professional advice and support to allow responsible decisions to be made Championing the development and effective implementation of corporate programs and activities Optimising the use of Council's resources including leveraging relationships with government and other stakeholders to achieve community outcomes.
	Mayoral and Councillor Administration
	<ul style="list-style-type: none"> Supporting Mayor and Councillors to deliver effective governance of the Council.
	Strategic Property
	<ul style="list-style-type: none"> Optimising total returns of Council's property assets through strategic property investigations, providing recommendations on future use and dealings, and management of property development projects.

Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
0	889,400	93,761	983,161

HOW WE WILL MEASURE SUCCESS

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

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

12. Risk and Audit

Office of the General Manager

Total staff numbers (Full-Time Equivalent): 2

CSP STRATEGIC DIRECTIONS it contributes to

<p>7. INFORMED AND ENGAGED COMMUNITY</p>	<p>8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP</p>
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RESPONSIBILITY: Risk and Audit Manager

SERVICE PROFILES	<p>Audit, Risk and Insurance</p> <ul style="list-style-type: none"> ■ Implementing Council's Enterprise Risk Management framework ■ Managing insurance renewals and insurance claims ■ Coordinating audit assignments outlined in Council's Internal Audit Plan ■ Providing secretariat support to the Audit Risk and Improvement Committee. <p>Statutory and Code of Conduct</p> <ul style="list-style-type: none"> ■ Monitoring compliance with council-wide statutory responsibilities and Code of Conduct obligations ■ Coordinating Delegations of Authority ■ Performing the role of Complaints Coordinator for Code of Conduct complaints ■ Performing the role of Disclosures Coordinator for Public Interest disclosures, disclosures of interest, gifts and benefits.
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Budget 2026/27			
OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(5,000)	2,754,306	35,101	2,784,407

HOW WE WILL MEASURE SUCCESS			
Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
12.S1 Audits in annual internal audit plan completed (%)	95	100	Quarterly

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

15. Strategy and Place

Office of the General Manager

Total staff numbers (Full-Time Equivalent): 17.8

CSP STRATEGIC DIRECTIONS it contributes to

- 2. RESILIENT
COMMUNITY,
LIVING
SUSTAINABLY**
- 6. VIBRANT AND
VIABLE
PLACES**
- 7. INFORMED
AND
ENGAGED
COMMUNITY**
- 8. RESPONSIVE
AND
EFFECTIVE
CIVIC
LEADERSHIP**

RESPONSIBILITY: Manager, Strategy and Place

SERVICE PROFILES	<p>Communications and Engagement</p> <ul style="list-style-type: none"> ■ Delivering Council's broad public profile via strategic communications, marketing and engagement through channels including: <ul style="list-style-type: none"> ■ digital communications ■ print communications ■ social media ■ advertising ■ media management ■ websites management ■ brand management ■ corporate communications ■ Providing a contemporary and dignified citizenship function ■ Managing community engagement within the organisation. <p>Business Improvement</p> <ul style="list-style-type: none"> ■ Coordinating Council's continuous improvement program and defining services across the organisation. <p>Corporate Planning and Reporting</p> <ul style="list-style-type: none"> ■ Managing and implementing the integrated planning and reporting process for Council. <p>Place Leadership and Development</p> <ul style="list-style-type: none"> ■ Strategically planning and aligning multi-disciplinary stakeholder groups to influence and direct positive economic outcomes, functionality and appeal of town centres, villages and destinations within the Shire. <p>Sustainability</p> <ul style="list-style-type: none"> ■ Fostering and embedding sustainable action to achieve net zero emissions across the organisation and community ■ Undertaking strategic studies and implementing projects associated with sustainability, resource efficiency, resilience and climate change adaptation and mitigation ■ Maintaining and renewing Council owned renewable energy assets.
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Budget 2026/27			
OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(350,000)	4,742,602	428,423	4,821,025

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

15. Strategy and Place

Office of the General Manager

(cont'd)

HOW WE WILL MEASURE SUCCESS

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

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

21. Corporate Support Executive Support

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 2

CSP STRATEGIC DIRECTIONS it contributes to

<p>1. CONNECTED AND COHESIVE COMMUNITY</p>	<p>7. INFORMED AND ENGAGED COMMUNITY</p>	<p>8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP</p>
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RESPONSIBILITY: Director, Corporate Support

SERVICE PROFILES ■ Direct and manage the Corporate Support Division to achieve its strategic objectives.

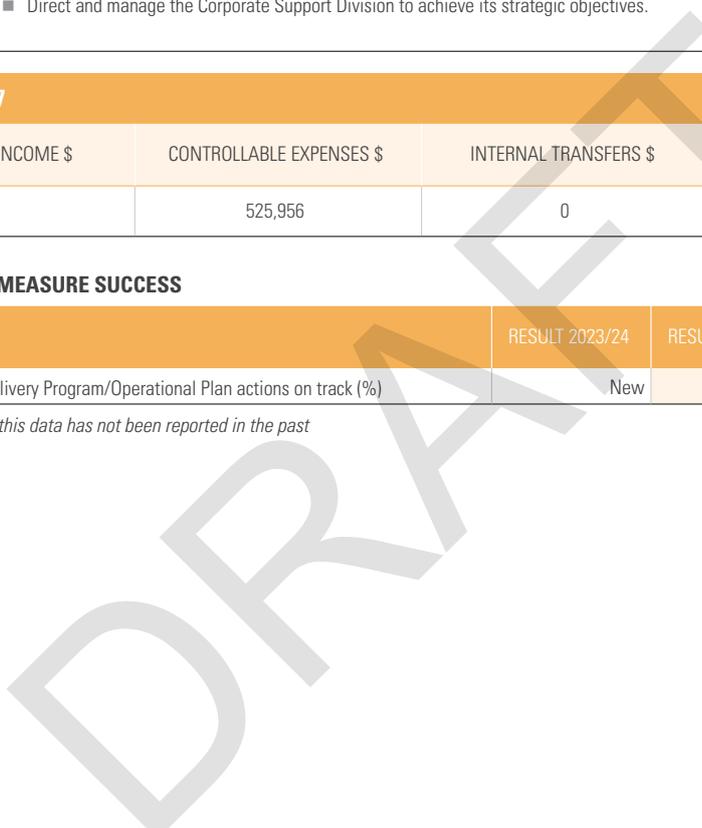
Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
0	525,956	0	525,956

HOW WE WILL MEASURE SUCCESS

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

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



ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

22. Governance and Customer Service

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 23.6

CSP STRATEGIC DIRECTIONS it contributes to

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

RESPONSIBILITY: Manager, Governance and Customer Service

SERVICE PROFILES	<p>Customer Service</p> <ul style="list-style-type: none"> ■ Providing main Customer Service point of contact for the organisation, including an after hours call response services ■ Managing and having input into the effective running of key customer service functions to ensure the provision of professional, knowledgeable high level customer service internally and externally ■ Monitoring and managing various applications lodged via the NSW Planning Portal (DAs, CDC, CC etc.) including registration in Content Manager and Pathway, raising invoices and managing payments ■ Registering and allocating Tree and Animal applications via Pathway and Companion Animal Register. <p>Customer Service and Records</p> <ul style="list-style-type: none"> ■ Monitoring and managing Council's Service Requests via Pathway – registering and allocating requests to the relevant department for actioning. <p>Records</p> <ul style="list-style-type: none"> ■ Managing Council's corporate records and electronic records management system, including storage and retrieval of Council's legal documents. <p>Council Administration</p> <ul style="list-style-type: none"> ■ Managing Council's light vehicle fleet. <p>Governance</p> <ul style="list-style-type: none"> ■ Coordinating Council Meetings, including preparing Agendas and Business Papers ■ Preparing minutes for Council, Audit Risk and Improvement Committee (ARIC) and Local Planning Panel (LPP) meetings ■ Overseeing and advising the organisation regarding proper management and availability of information in accordance with the Privacy Act ■ Providing public access to information held by Council through the Government Information Public Access (GIPA) Act. <p>Performing the role of Public Officer to assist the community to access information under section 343 of the Local Government Act 1993.</p> <p>Performing the role of Privacy Contact Officer to assist the application of the Privacy and Personal Information Protection Act 1998 (PPIP Act) within the organisation.</p>
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Budget 2026/27			
OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(1,374,720)	6,042,706	(1,979,628)	2,688,360

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

22. Governance and Customer Service

Corporate Support Division

(cont'd)

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
22.S1 Incoming calls to Customer Service (number)	34,561	32,367	Quarterly
22.S2 Average speed of answering incoming calls to Customer Service (seconds)	24.4	17	Quarterly
22.S3 Telephone calls serviced by Customer Service (%)	83.4	71	Quarterly
22.S4 Hard copy legacy records/files digitised, transferred or destroyed (number)	3,844	4,489	Quarterly
22.S5 Documents registered in records management system (number)	254,874	261,988	Quarterly
22.S6 Items registered into Council's records management system by Records Team (as a percentage of total number for organisation) (%)	16.78	18.47	Quarterly
22.S7 Informal applications processed under Government Information (Public Access) Act (GIPA) legislation (number)	1,407	1,465	Quarterly
22.S8 Formal applications processed under Government Information (Public Access) act (GIPA) legislation (number)	27	41	Quarterly

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

23. Financial Services

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 20.8

CSP STRATEGIC DIRECTIONS it contributes to

- 1. CONNECTED
AND
COHESIVE
COMMUNITY**
- 7. INFORMED
AND ENGAGED
COMMUNITY**
- 8. RESPONSIVE
AND
EFFECTIVE
CIVIC
LEADERSHIP**

RESPONSIBILITY: Chief Financial Officer

SERVICE PROFILES	<p>Financial Services</p> <ul style="list-style-type: none"> ■ Assisting elected members and management to set the strategic financial direction for the organisation ■ Raising and collecting rates ■ Paying suppliers ■ Investing surplus and restricted funds ■ Preparing, coordinating and reporting on the annual budget ■ Completing statutory requirements such as Financial Statements, GST and FBT returns ■ Providing corporate financial advice to the organisation ■ Coordinating and preparing Asset Management Strategy and Asset Plans, implementation and monitoring of Improvement Program and coordination of Asset Management Steering Committee. <p>Procurement</p> <ul style="list-style-type: none"> ■ Sourcing procurement of goods and services through Council, Local Government Procurement and state contracts ■ Providing inventory services and stock management for outdoor staff ■ Recommending and implementing changes in procurement practices that result in corporate cost reductions/savings, emission reductions and process efficiencies ■ Coordinating the completion of contractor performance reviews and reporting results.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(114,582,367)	23,702,010	(3,098,471)	(93,978,828)

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
23.S1 Operating Performance Ratio (%)	-2.08	8.94	Annual
23.S2 Own Source Revenue Ratio (%)	108.23	74.67	Annual
23.S3 Unrestricted Current Ratio (x)	6.21	6.13	Annual
23.S4 Debt Service Cover Ratio (x)	57.61	410.22	Annual
23.S5 Rates and Annual charges Outstanding Ratio (%)	2.42	2.60	Annual
23.S6 Return on invested funds (%)	4.9	5.12	Annual
23.S7 Non-carbon and socially responsible investments (%)	23	41	Annual
23.S8 Expenditure attributed to consultancies compared to budget/externally funded (+/- 10%)	100	100	Annual

BUSINESS UNITS

24. People and Culture

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 17.03

CSP STRATEGIC DIRECTIONS it contributes to

**7. INFORMED
AND ENGAGED
COMMUNITY**

**8. RESPONSIVE
AND
EFFECTIVE
CIVIC
LEADERSHIP**

RESPONSIBILITY: Manager, People and Culture

SERVICE PROFILES	<p>People and Culture</p> <ul style="list-style-type: none"> ■ Delivering strategic and operational People and Culture programs, initiatives and advice to the organisation across the full employee lifecycle including recruitment/appointment/onboarding/performance/reward and recognition and termination management. <p>Business Partnering</p> <ul style="list-style-type: none"> ■ Providing employee/industrial relations; annual performance review coordination; equal employment opportunity management; employee engagement; work experience management; talent management and development ■ Regularly reviewing systems, processes, policies and practices to ensure optimal business efficiencies and alignment to current legislation. <p>Organisational Development</p> <ul style="list-style-type: none"> ■ Developing, implementing and reviewing organisational development programs across culture, learning, capability, performance and leadership ■ Providing internal training; external training; individual, group and organisational development; licences and certificates; apprentice/traineeship management; and education assistance scheme. <p>Payroll</p> <ul style="list-style-type: none"> ■ Processing pay; superannuation and tax disbursements; payroll deductions; and leave management. <p>Safety and Wellness</p> <ul style="list-style-type: none"> ■ Providing a safety and wellness service that promotes and supports organisational WH&S risk management; health and wellbeing; workers insurance, compensation; and injury management.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(135,000)	4,620,525	(2,285,132)	2,200,393

HOW WE WILL MEASURE SUCCESS

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

25. Technology and Transformation

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 16.6

CSP STRATEGIC DIRECTIONS it contributes to

<p>7. INFORMED AND ENGAGED COMMUNITY</p>	<p>8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP</p>
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RESPONSIBILITY: Manager, Technology and Transformation

SERVICE PROFILES	<p>Business Transformation</p> <ul style="list-style-type: none"> Transforming Council's business, by optimising the use of technology to support effective business processes and to improve customer experiences Providing data management, data analysis and reporting to enable informed decision-making and strategic planning across Council functions. <p>Technology and Transformation Operations</p> <ul style="list-style-type: none"> Providing and supporting reliable infrastructure, systems, telecommunications and software solutions to support Council's business requirements Taking effective measures to ensure the security of Council's systems and data against cyber attack Providing a high quality help desk service to Councillors, management and staff Ensuring all users have the IT tools (systems and equipment) required to effectively and efficiently fulfil their roles Providing technical advice to the organisation as required.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
0	5,683,168	(3,887,273)	1,795,895

HOW WE WILL MEASURE SUCCESS

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

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

BUSINESS UNITS

27. Land and Property Services

Corporate Support Division

Total staff numbers (Full-Time Equivalent): 4

CSP STRATEGIC DIRECTIONS it contributes to

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

RESPONSIBILITY: Property Asset Manager

SERVICE PROFILES	Property Management
	<ul style="list-style-type: none"> Managing the delivery of significant projects, acquisitions, disposals, leases and other transactions and matters in relation to Council's property assets and property development
	<ul style="list-style-type: none"> Managing Council's property leases, licences and other occupancy agreements to ensure appropriate financial returns and prudent asset and risk management
	<ul style="list-style-type: none"> Responding to enquiries from owners, lawyers and consultants in relation to easements, caveats, restorations on title and covenants
	<ul style="list-style-type: none"> Processing and administering outdoor dining applications Managing road closures.

Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(3,800,783)	1,348,487	0	(2,452,296)

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
27.S1 Leased properties – aged debt of 60 days+ <30% of total Aged Balance at end of period (%)	New	1.77	Quarterly
27.S2 Caveats complete within 14 days of payment (%)	95	100	Quarterly

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

31. Infrastructure and Major Projects Executive Support

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 2

CSP STRATEGIC DIRECTIONS it contributes to

1. CONNECTED AND COHESIVE COMMUNITY	2. INCLUSIVE AND HEALTHY LIVING	3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT	4. RESILIENT COMMUNITY, LIVING SUSTAINABLY	5. HEALTHY NATURAL ENVIRONMENT	6. VIBRANT AND VIABLE PLACES	7. INFORMED AND ENGAGED COMMUNITY
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RESPONSIBILITY: Director, Infrastructure and Major Projects

SERVICE PROFILES ■ Direct and manage the Infrastructure and Major Projects Division to achieve its strategic objectives.

Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
0	1,247,007	101,285	1,348,292

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
31.S1 Divisional Delivery Program/Operational Plan actions on track (%)	New	73	Quarterly
31.S2 Divisional capital works on track (%)	New	80	Quarterly

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

32. Emergency Management

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 0

CSP STRATEGIC DIRECTIONS it contributes to

**4. RESILIENT
COMMUNITY,
LIVING
SUSTAINABLY**

**7. INFORMED
AND ENGAGED
COMMUNITY**

RESPONSIBILITY: Director, Infrastructure and Major Projects

SERVICE PROFILES	<ul style="list-style-type: none"> ■ Implement Council’s Emergency Management Framework and provide advice throughout the mitigation, preparation, response and recovery phases of an emergency ■ Provide representation on the Local Emergency Management Committee (LEMC), Regional Emergency Management Committee (REMC), state and national emergency forums ■ Provide leadership and advice internally, and fulfil the role of Council’s Local Emergency Management Officer (LEMO) liaising with external agencies ■ Represent Council at the Rural Fire Service District Liaison Committee (DLC) ■ Coordinate Council’s actions to meet to meet legislative and policy requirements in emergency management ■ Provide guidance to local communities to build resilience and adapt to the impact of natural disasters.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(501,473)	1,689,400	91,804	1,279,732

HOW WE WILL MEASURE SUCCESS

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

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

33. Infrastructure Operations

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 68.78

CSP STRATEGIC DIRECTIONS it contributes to

1. CONNECTED AND COHESIVE COMMUNITY	2. INCLUSIVE AND HEALTHY LIVING	3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT	4. RESILIENT COMMUNITY, LIVING SUSTAINABLY
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RESPONSIBILITY: Manager, Infrastructure Operations

SERVICE PROFILES	<ul style="list-style-type: none"> ■ Maintaining and renewing Council's assets including public buildings, aquatic centres, roads, stormwater drainage and foreshore facilities ■ Providing maintenance and annual capital renewal programs; on-ground construction programs and services and reactive maintenance and field works.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(3,176,011)	11,221,139	539,690	8,584,818

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
33.S1 Pothole repairs attended to within 48 hours of request (%)	New	94	Quarterly
33.S2 Road pavement renewed/resurfaced (kilometres)	0.65	0.775	Annual
33.S3 New/reconstructed kerb and guttering (kilometres)	0.87	1.070	Annual
33.S4 Incidents of vandalism on Council's assets (number)	2	87	Quarterly
33.S5 Expenditure on removal of vandalism on Council's assets (\$)	3,347	9,000	Quarterly
33.S6 Incidents of graffiti on Council's assets (number)	557	472	Quarterly
33.S7 Expenditure on removal of graffiti on Council's assets (\$)	69,019	55,990	Quarterly

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

34. Infrastructure Planning

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 29

CSP STRATEGIC DIRECTIONS it contributes to

2. INCLUSIVE AND HEALTHY LIVING	3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT	5. HEALTHY NATURAL ENVIRONMENT	6. VIBRANT AND VIABLE PLACES
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RESPONSIBILITY: Manager, Infrastructure Planning

SERVICE PROFILES	<ul style="list-style-type: none"> Strategic planning and design for Council's civil core infrastructure improvement programs and projects. An integrated infrastructure approach to programs and projects and the packaging of works enabling construction and implementation Undertaking asset planning; designs and surveys; transport and traffic planning including active transport, car share and electric vehicles; road safety education; managing paid parking; supporting Local Traffic Forum; and strategic project planning and development.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(374,400)	2,039,939	1,308,853	2,974,392

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
34.S1 New paved footpaths constructed (kilometres)	0.9	2.1	Annual
34.S2 New paved shared paths constructed (kilometres)	1.89	1.63	Annual
34.S3 Traffic count locations initiated on monitored local roads (number)	New	26	Quarterly
34.S4 Dedicated car share spaces on public roads and in car parks (number)	12	12	Quarterly
34.S5 Road safety programs run (number)	4	16	Quarterly
34.S6 Participants in road safety education programs (number)	302	335	Quarterly

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

BUSINESS UNITS

36. Aquatics and Brickpit

Infrastructure and Major Projects Division

Total staff numbers (Full-Time Equivalent): 22.39

CSP STRATEGIC DIRECTIONS it contributes to

2. INCLUSIVE AND HEALTHY LIVING

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

RESPONSIBILITY: Manager, Aquatics and Brickpit

SERVICE PROFILES	<p>Aquatics</p> <ul style="list-style-type: none"> ■ Providing quality service and optimisation of recreational programs in a safe and comfortable environment at Hornsby and Galston Aquatic and Leisure Centres. <p>Brickpit</p> <ul style="list-style-type: none"> ■ Maintaining the Thornleigh Brickpit Sports Stadium to the expectations of all user groups.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(5,809,482)	5,483,495	769,760	443,773

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
36.S1 Visits to Hornsby Aquatic and Leisure Centre (number)	402,831	411,807	Quarterly
36.S2 Visits to Galston Aquatic Centre and Leisure Centre (number)	21,543	43,052	Quarterly
36.S3 Occupancy rate of Learn to Swim programs at Hornsby Aquatic Centre and Leisure Centre (%)	New	90.25	Quarterly
36.S4 Occupancy rate of Learn to Swim programs at Galston Aquatic Centre and Leisure Centre (%)	New	79.96	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

CSP STRATEGIC DIRECTIONS it contributes to

- 2. INCLUSIVE
AND HEALTHY
LIVING**
- 6. VIBRANT AND
VIABLE
PLACES**
- 7. INFORMED
AND ENGAGED
COMMUNITY**

RESPONSIBILITY: Manager, Infrastructure Delivery

SERVICE PROFILES	<ul style="list-style-type: none"> Leading and driving the delivery of major capital projects for the community within the scope of Council's Delivery Program Developing project management methodologies, templates and governance frameworks and providing project management advice for project portfolio Reporting on capital projects to ensure appropriate governance and delivery.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
0	69,490	247,923	317,413

HOW WE WILL MEASURE SUCCESS

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

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

41. Community and Environment Executive Support

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 2.6

CSP STRATEGIC DIRECTIONS it contributes to

<p>1. CONNECTED AND COHESIVE COMMUNITY</p>	<p>2. INCLUSIVE AND HEALTHY LIVING</p>	<p>4. RESILIENT COMMUNITY, LIVING SUSTAINABLY</p>	<p>5. HEALTHY NATURAL ENVIRONMENT</p>	<p>6. VIBRANT AND VIABLE PLACES</p>	<p>7. INFORMED AND ENGAGED COMMUNITY</p>	<p>8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP</p>
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RESPONSIBILITY: Director, Community and Environment

SERVICE PROFILES ■ Direct and manage the Community and Environment Division to achieve its strategic objectives.

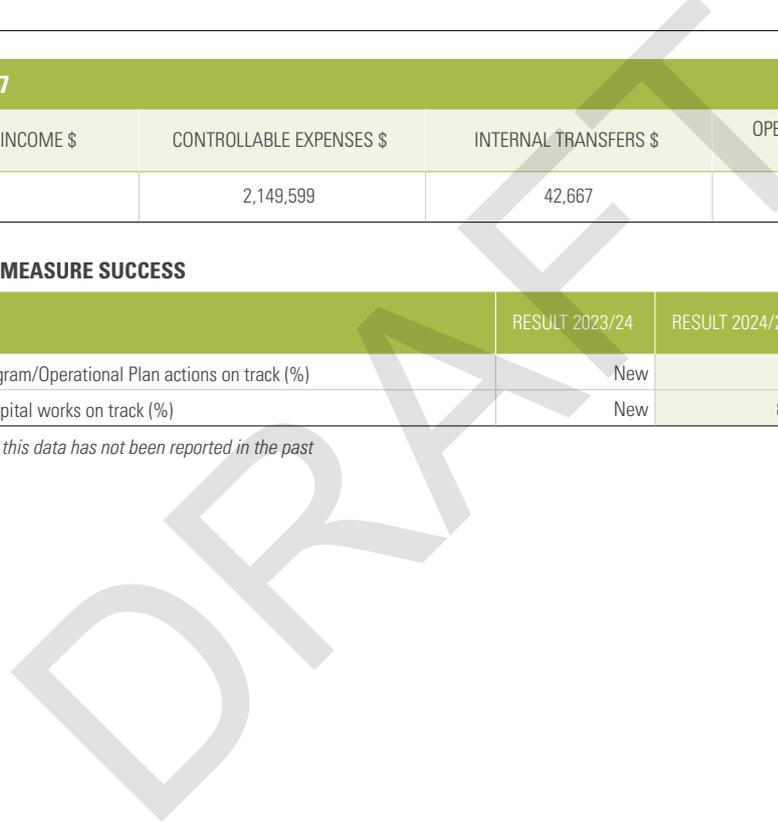
Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
0	2,149,599	42,667	2,192,266

HOW WE WILL MEASURE SUCCESS

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

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



ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

42. Library and Community Services

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 59.33

CSP STRATEGIC DIRECTIONS it contributes to

**1. CONNECTED
AND
COHESIVE
COMMUNITY**

**8. RESPONSIVE
AND
EFFECTIVE
CIVIC
LEADERSHIP**

RESPONSIBILITY: Manager, Library and Community Services

SERVICE PROFILES	Libraries
	<ul style="list-style-type: none"> ■ Developing and maintaining balanced physical and digital collections including preservation of, and access to, local studies collections ■ Enhancing customer experience through the ongoing development of technologies ■ Providing specialist, targeted programs and services for community members including home library, literacy, community languages, community information and research assistance ■ Providing equitable, accessible and efficient library customer service.
	Community and Cultural Development
	<ul style="list-style-type: none"> ■ Providing opportunities for community members to connect with others, community groups and services ■ Providing educational and recreational programs and events which are responsive to community needs.
	Community and Cultural Facilities
	<ul style="list-style-type: none"> ■ Providing oversight of operational activities within community facilities to ensure they remain functional and available for community hire and events ■ Maintaining inclusive, well-functioning community facilities that promote wellbeing and provide spaces for shared experiences.
	Community Events
	<ul style="list-style-type: none"> ■ Providing diverse community events which are accessible and contribute to the community's sense of wellbeing ■ Delivering a program of events that supports arts and cultural development.
	Hornsby Mall
	<ul style="list-style-type: none"> ■ Providing a safe, functional and inclusive space that supports wellbeing, participation and connection ensuring Hornsby Mall remains safe and hireable for community, events and daily use.

Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(2,267,034)	7,669,536	1,737,696	7,140,198

HOW WE WILL MEASURE SUCCESS

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

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

BUSINESS UNITS

43. Environment

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 30

CSP STRATEGIC DIRECTIONS it contributes to

<p>2. INCLUSIVE AND HEALTHY LIVING</p>	<p>5. HEALTHY NATURAL ENVIRONMENT</p>	<p>8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP</p>
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RESPONSIBILITY: Manager, Environment

SERVICE PROFILES	<p>Bushland, Biodiversity, Biosecurity and Reserve Management</p> <ul style="list-style-type: none"> ■ Providing strategic advice to minimize human settlement impacts on biodiversity through avoid, mitigate, offset, and rehabilitate principles, and lead development of local planning policies and strategies for conservation ■ Managing and restoring bushland and priority habitats to protect native vegetation, waterways, and riparian corridors across a connected, resilient natural areas network ■ Implementing biosecurity duties and responsibilities by controlling invasive species and raising community awareness ■ Monitoring, evaluating and reporting on biodiversity and bushland health ■ Providing technical advice and support to investigations of environmental breaches and compliance matters relating to bushland and biodiversity ■ Delivering community biodiversity education and engagement through guided bushwalks, citizen science, events and digital platforms ■ Building community connections and an awareness of the local environment through Council's volunteer Bushcare and nursery programs ■ Propagating native plants at Council's Warada Ngurang Community for Council projects and the community (native plant giveaways) ■ Collaborating and building partnerships with research institutions, agencies, industry and community groups ■ Providing safe and sustainable access to natural areas by constructing and maintaining tracks, boardwalks, bridges and signage ■ Responding to customer enquiries relating to the management of biodiversity, natural areas and waterways. <p>Bushfire Mitigation</p> <ul style="list-style-type: none"> ■ Supporting the preparation and implementation of the District Bush Fire Risk Management Plan ■ Assisting in bushfire emergency operations and response ■ Implementing bushfire treatments and works, including asset protection zones, hazard reduction burns, fire trail maintenance ■ Supporting the Burning in the Open Permit process and ensuring community adherence to relevant legislation ■ Delivering community bushfire engagement, education programs and messaging. <p>Catchment Management</p> <ul style="list-style-type: none"> ■ Providing expert advice and leading planning to reduce settlement impacts on waterways and driving policies and strategies that improve water quality ■ Integrating water sensitive urban design into Council works and private development ■ Improving waterway health through the construction and maintenance of Catchment Remediation Rate works ■ Undertaking monitoring, evaluation and reporting activities for catchment and estuarine health ■ Planning and delivering coastal and estuary management projects ■ Providing technical advice and support to investigations of environmental breaches and compliance matters relating to water quality ■ Engaging with the community to raise awareness and participating in reducing the impacts to water quality, catchment and estuarine health. <p>Legacy Site Management</p> <ul style="list-style-type: none"> ■ Monitoring and assessing legacy landfill sites ■ Implementing remedial works and site management at legacy landfill sites in accordance with regulatory requirements. <p>Spatial Services (GIS)</p> <ul style="list-style-type: none"> ■ Providing Geographic Information Systems and mapping support.
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BUSINESS UNITS

43. Environment

Community and Environment Division

(cont'd)

Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(5,036,770)	5,001,216	1,226,147	1,190,593

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
43.S1 Asset protection zones maintained (m ²)	39,051	14,396	Quarterly
43.S2 Properties afforded protection by the application of bushfire mitigation measures on Council tenure (within 100 metres) (number)	New	1,713	Annual
43.S3 Participants in biodiversity, bushfire and water catchment education programs (number)	3,693	2,939	Quarterly
43.S4 Delivery of planned biodiversity, bushfire and water catchment activities (number)	114	114	Quarterly
43.S5 Trails and tracks upgraded or constructed (metres)	961	987	Annual
43.S6 Walkers counted on monitored bushwalking tracks (number)	73,502	67,913	Quarterly
43.S7 Laps counted on Hornsby mountain bike trail (number)	14,838	13,592	Quarterly
43.S8 Bushland reserves actively being restored (number)	New	128	Quarterly
43.S9 Area of bushland reserves actively being restored (m ²)	New	9,780,000	Quarterly
43.S10 Biosecurity inspections undertaken (number)	New	6	Quarterly
43.S11 Bushcare and community nursery volunteer hours (number)	10,255	11,043	Quarterly
43.S12 Native plants produced at Warada Ngurang Community Nursery (number)	33,832	29,188	Quarterly
43.S13 Number of 'Approval to Burn' permits issued (number)	1,048	1,126	Quarterly
43.S14 Pollutants removed from waterways through catchment remediation devices (tonnes)	696	666	Quarterly
43.S15 Estuary management activities implemented (number)	New	6	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

CSP STRATEGIC DIRECTIONS it contributes to

<p>2. INCLUSIVE AND HEALTHY LIVING</p>	<p>4. RESILIENT COMMUNITY, LIVING SUSTAINABLY</p>	<p>6. VIBRANT AND VIABLE PLACES</p>	<p>7. INFORMED AND ENGAGED COMMUNITY</p>
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RESPONSIBILITY: Manager, Waste Management

SERVICE PROFILES	<p>Commercial Waste</p> <ul style="list-style-type: none"> ■ Providing commercial waste services to local businesses to assist with waste management, resource recovery and sustainability outcomes. <p>Domestic Waste</p> <p>Domestic waste management services involve the collection, recycling, processing and disposal of waste materials including general waste, recycling, green waste and bulky waste:</p> <ul style="list-style-type: none"> ■ Providing customer support services, including a waste hotline and customer service centre for all residents (and local businesses), to assist with the effective use of council waste services ■ Providing policy, strategic, education and behavioural change programs and initiatives to assist change the way the community manages their waste to recover useful resources and minimise waste to landfill ■ Operating the Thornleigh Community Recycling Centre to accept problematic domestic waste materials that are not able to be collected from household kerbsides ■ Ensuring new developments are designed and constructed to meet Council's waste management requirements so that cost effective waste services can be provided. <p>Illegal Dumping</p> <ul style="list-style-type: none"> ■ Managing illegal dumping within our community, including implementing prevention strategies, undertaking regulatory investigations and imposing penalties/prosecutions, and cleaning up and disposing of dumped waste. <p>Public Cleansing</p> <p>Undertaking the cleansing of identified public places and assets across the Shire including:</p> <ul style="list-style-type: none"> ■ Cleaning public toilets and amenities ■ Inspecting and cleaning council bus shelters ■ Servicing public litter bins across the Shire, including emptying bins and disposing of waste, cleaning bin enclosures and mobile bins, removing graffiti, and installing new bin stations and undertaking maintenance ■ Cleaning Hornsby Mall and commercial centres ■ Cleaning up illegally dumped materials ■ Operating street sweeper for council streets and car parks ■ Litter cleanup and removal across the Shire ■ Picking up and disposal of dead animals on roadways.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(47,828,932)	43,579,067	923,710	(3,326,155)

BUSINESS UNITS

45. Waste Management

Community and Environment Division

(cont'd)

HOW WE WILL MEASURE SUCCESS

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

46. Parks, Trees and Recreation

Community and Environment Division

Total staff numbers (Full-Time Equivalent): 74

CSP STRATEGIC DIRECTIONS it contributes to

- 1. CONNECTED AND COHESIVE COMMUNITY**
- 2. INCLUSIVE AND HEALTHY LIVING**
- 5. HEALTHY NATURAL ENVIRONMENT**
- 6. VIBRANT AND VIABLE PLACES**
- 7. INFORMED AND ENGAGED COMMUNITY**
- 8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP**

RESPONSIBILITY: Manager, Parks, Trees and Recreation

SERVICE PROFILES	<p>Parks and Recreation</p> <ul style="list-style-type: none"> ■ Managing and maintaining sportsgrounds and recreational facilities throughout the Shire ■ Managing and maintaining parks, reserves, picnic facilities and playgrounds and recreational facilities throughout the Shire ■ Managing park and recreational facility bookings ■ Identifying and planning future renewals and upgrades for Council’s open space assets and recreation facilities ■ Encouraging multi-use by ensuring accessible and inclusive design for all new and refurbished playgrounds ■ Undertaking planning for new and enhanced recreational opportunities and facilities ■ Hornsby Park – maintaining, improving and managing high visitation areas. <p>Trees</p> <ul style="list-style-type: none"> ■ Managing trees in streets and parks and maintaining public landscaped areas ■ Implementing Council’s urban forest program and public area planting programs ■ Considering impacts to trees on development sites and administering Tree Permit applications ■ Updating tree protection measures in the Hornsby Development Control Plan ■ Reviewing and updating tree/landscape controls in the residential component of the Hornsby Development Control Plan ■ Implementing a tree asset management system.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(1,284,550)	8,420,733	1,664,604	8,800,788

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
46.S1 Casual park bookings (number)	3,029	2,446	Quarterly
46.S2 Vehicles accessing recreational facilities (number)	62,130	70,000	Quarterly
46.S3 Street and park trees planted (number)	1,930	1,795	Quarterly
46.S4 Private property tree applications determined (number)	740	757	Quarterly
46.S5 Average time to determine private property tree applications (days)	New	1	Quarterly
46.S6 Development Application referrals relating to trees determined (number)	New	280	Quarterly
46.S7 Average time to determine Development Application referrals relating to trees (days)	New	7	Quarterly
46.S8 Unauthorised tree works investigated (number)	New	244	Quarterly
46.S9 Average time to determine unauthorised tree works investigations (days)	New	11	Quarterly
46.S10 Public tree assessments undertaken (number)	New	1,822	Quarterly
46.S11 Average time to determine public tree assessments (days)	New	15	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

CSP STRATEGIC DIRECTIONS it contributes to

1. CONNECTED AND COHESIVE COMMUNITY	2. INCLUSIVE AND HEALTHY LIVING	3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT	4. RESILIENT COMMUNITY, LIVING SUSTAINABLY	5. HEALTHY NATURAL ENVIRONMENT	6. VIBRANT AND VIABLE PLACES	7. INFORMED AND ENGAGED COMMUNITY	8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP
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RESPONSIBILITY: Director, Planning and Compliance

SERVICE PROFILES ■ Direct and manage the Planning and Compliance Division to achieve its strategic objectives.

Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
0	828,869	240,576	1,069,444

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
51.S1 Delivery Program/Operational Plan actions on track (%)	New	100	Quarterly

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

53. Regulatory Services

Planning and Compliance Division

Total staff numbers (Full-Time Equivalent): 40

CSP STRATEGIC DIRECTIONS it contributes to

<p>1. CONNECTED AND COHESIVE COMMUNITY</p>	<p>2. INCLUSIVE AND HEALTHY LIVING</p>	<p>3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT</p>	<p>5. HEALTHY NATURAL ENVIRONMENT</p>	<p>6. VIBRANT AND VIABLE PLACES</p>	<p>8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP</p>
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RESPONSIBILITY: Manager, Regulatory Services

SERVICE PROFILES	<p>Building Certification</p> <ul style="list-style-type: none"> ■ Providing a building and swimming pool certification service in accordance with statutory regulations ■ Providing a fire safety program in accordance with regulatory requirements ■ Implementing actions contained in the Awareness Program for Safety of Awnings over Public Lands. <p>Companion Animals</p> <ul style="list-style-type: none"> ■ Managing the registration and control of companion animals ■ Investigating complaints related to companion animals ■ Implementing actions contained in the cat desexing and microchip program. <p>Environmental Compliance</p> <ul style="list-style-type: none"> ■ Investigating and enforcing compliance in relation to unlawful building works, unlawful land uses and breaches of consents. <p>Environmental Protection</p> <ul style="list-style-type: none"> ■ Responding to environmental pollution incidents. <p>Public Health</p> <ul style="list-style-type: none"> ■ Inspecting local food businesses and providing education on food safety ■ Responding to public health and safety incidents in relation to food, skin penetration, public swimming pools and cooling towers ■ Contributing to the management of public health and public cemeteries ■ Regulating on-site sewerage management systems in accordance with regulatory requirements. <p>Ranger Services</p> <ul style="list-style-type: none"> ■ Enforcing the road rules and parking restrictions ■ Regulating unattended vehicles and boat trailers on Council roads ■ Regulating unapproved activities on our roads ■ Implementing actions contained in the Smoke Free Environment Policy for Hornsby Mall.
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Budget 2026/27			
OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(3,910,169)	5,100,133	1,114,166	2,304,130

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
53.S1 Swimming pools inspected under the Swimming Pool Barrier Inspection Program (number)	839	642	Quarterly
53.S2 Environmental protection assessments of development applications and management plans (number)	265	262	Quarterly
53.S3 Annual Fire Safety Statements reviewed (number)	928	917	Quarterly
53.S4 Primary food premises and public health inspections (number)	830	903	Quarterly
53.S5 Reported companion animal incidences investigated (number)	1,090	983	Quarterly

BUSINESS UNITS

54. Development Assessments

Planning and Compliance Division

Total staff numbers (Full-Time Equivalent): 19

CSP STRATEGIC DIRECTIONS it contributes to

2. INCLUSIVE AND HEALTHY LIVING

RESPONSIBILITY: Manager, Development Assessments

SERVICE PROFILES ■ Assessing Development Applications, Subdivision Works Certificates and Subdivision Certificates.

Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(1,978,996)	3,141,971	497,341	1,660,315

HOW WE WILL MEASURE SUCCESS

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

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

ATTACHMENT 1 - ITEM 1

BUSINESS UNITS

55. Strategic Land Use Planning

Planning and Compliance Division

Total staff numbers (Full-Time Equivalent): 8

CSP STRATEGIC DIRECTIONS it contributes to

<p>2. INCLUSIVE AND HEALTHY LIVING</p>	<p>4. RESILIENT COMMUNITY, LIVING SUSTAINABLY</p>	<p>5. HEALTHY NATURAL ENVIRONMENT</p>	<p>6. VIBRANT AND VIABLE PLACES</p>	<p>7. INFORMED AND ENGAGED COMMUNITY</p>
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RESPONSIBILITY: Manager, Strategic Land Use Planning

SERVICE PROFILES	<ul style="list-style-type: none"> ■ Managing the development of land to plan for the needs of the community and the growing population while protecting the natural environment and our heritage ■ Assessing owner-initiated proposals and providing formal and informal pre-lodgement advice ■ Issuing 10.7 Planning Certificates to assist property transactions ■ Providing strategic land use planning advice to Council to determine the manner in which land is used to enhance the social, economic and environmental wellbeing of the community ■ Undertaking strategic studies associated with land use planning ■ Developing and managing development contribution plans ■ Providing heritage planning advice to Council to inform development and to maintain best practice in heritage asset management ■ Maintain Planning GIS layers to meet end user needs.
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Budget 2026/27

OPERATING INCOME \$	CONTROLLABLE EXPENSES \$	INTERNAL TRANSFERS \$	OPERATING RESULT BEFORE DEPRECIATION \$
(301,000)	1,422,973	271,669	1,393,642

HOW WE WILL MEASURE SUCCESS

Service KPIs	RESULT 2023/24	RESULT 2024/25	FREQUENCY OF MEASURE
55.S1 Section 10.7 Planning Certificates issued (number)	New	889	Quarterly
55.S2 Section 10.7 Planning Certificates issued within 5 days (%)	95	93.6	Quarterly
55.S3 Heritage referrals completed within 14 days (%)	94	87.5	Quarterly
55.S4 Owner-initiated Planning Proposals assessed within 90 days (from lodgement to resolution to submit) for Gateway Determination (%)	(none received)	(none received)	Quarterly
55.S5 Sections 7.11 and 7.12 (development contributions) income received (\$)	8.06M	8.02M	Annual

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

ATTACHMENT 1 - ITEM 1

THE FINANCES

DRAFT

ATTACHMENT 1 - ITEM 1

FINANCIAL COMMENTARY

The 2026/27 Budget

The Draft 2026/27 Budget (March 2026)

Council staff commenced the preparation of the draft 2026/27 Budget in November 2025. To minimise some of the financial constraints and considerations impacting local government generally and Council specifically, and to avoid excessive bids for funding which could not be met, the draft 2026/27 budget parameters included:

- Alignment with the parameters and projects identified in the Long-Term Financial Plan (LTFP) adopted by Council at the 9 July 2025 General Meeting
- Initiatives agreed to in successive versions of the LTFP for inclusion in the 2026/27 budget including \$5.0 million for Galston Public Domain, funded from surpluses set aside in previous years as directed by the LTFP
- A \$653K increase in the allocation for new footpath construction from \$500K to \$1.153 million. The increase has been funded by \$500K set aside from the 30 June 2025 budget surplus and \$153K from Section 7.12 development contributions
- A general rate increase of 5.5% for 2026/27, representing the fourth and final year increase in the Special Rate Variation approved by IPART
- Additional funding allocated from the Special Rate Variation of \$3.82 million for the renewal and maintenance of Council's asset base, as supported by Council's Asset Management Strategy
- Allocations totalling \$8.27 million for Strategic Initiatives funded by the Special Rate Variation that align with Council's application to IPART for the SRV. Funding is to be directed towards high priority actions to upgrade community infrastructure, protect bushland and improve open space, construct connected walking and cycling paths, improve cyber security technology and progress community development and climate change adaptation programs. \$1.4 million to fund asset maintenance and renewals at Hornsby Park is also included
- Zero external loan borrowing and the continuation of prudent financial management
- A nil increase to non-contractual Divisional expenditure (net of direct labour) – price increases for non-contractual expenditure have been required to be offset by productivity improvements or reviewing service provision
- Direct salaries and wages based on an estimated Local Government (State) Award increase of 3.5% and calculated on a 50 pay week year. The two-week reduction from a full year represents organisational savings which occur because of the average delay in replacing staff members who retire/resign/etc. and/or productivity improvements that are required
- The use of Council staff where possible to undertake grant funded projects and Section 7.11 and 7.12 development contributions projects.

After applying the parameters above, the draft 2026/27 Net Operating and Capital result after funding is a cash surplus of \$3.13 million (1.5% of the total expenditure budget), which is \$242K below the surplus forecast in the LTFP, but remains materially in line with the Plan. The difference is because the LTFP included an estimated 3.0% increase to salaries and wages from the Local Government Award, which has since been revised up to 3.5%.

The actual Award increase is expected to be known by June 2026 and a revised 2026/27 – 2035/36 Long Term Financial Plan will be referred to Council later in the year.

A justification of the Special Rate Variation was to generate a sufficient year end budget surplus that could be applied to 'budget shocks' that can occur throughout a financial year and to meet the financial performance measures set by the Office of Local Government. This requires commencing the year with a forecast surplus to enable Council to respond in a timely manner towards infrastructure assets that may fail, the impact of natural disasters on local service provision and clean-up costs, or cost shifting from other tiers of government.

There is an evolving risk of budget shocks from the war in the Middle East. Rising fuel prices and supply disruption could increase the cost of service delivery and infrastructure construction, noting \$61.1 million of capital works is currently planned in 2026/27 that could be affected. Council will continue to monitor this situation and will respond appropriately if needed.

It is therefore financially prudent to commence the year with the forecast surplus of \$3.13 million (1.5% of the total expenditure budget), to respond to possible budget shocks such as those outlined without affecting the normal continuance of service provision throughout the year.

Capital Works Program

The total capital works budget for 2026/27 is \$61.1 million and is largely funded from external reserves such as grants and development contributions.

Capital budgets have been provided by Project Managers and include budget estimates for large projects, with work scheduled to take place over several financial years. For these projects, the completion of works planned in 2026/27 is dependent upon the delivery of earlier stages currently programmed for delivery in the 2025/26 financial year. Projects requiring the utilisation of grant funds are contingent upon those funds being available.

Fees and Charges

The proposed Fees and Charges for 2026/27 have been reviewed and increased by CPI or by an amount which has regard to market conditions and the appropriate cost recovery level. Opportunities to recover administrative and overhead costs in respect of business activities have also been investigated and implemented where appropriate. Where applicable, the final price includes GST which does not contribute revenue to Council but is forwarded to the Federal Government.

Over previous years, Council's fees and charges have not kept pace with cost increases. This is because annual CPI was estimated to be lower than actually occurred during the high inflationary environment, which proved difficult to predict. As a result, most fees have fallen behind by 8.7%, equating to around \$800K in cost growth.

	2022	2023	2024	Total
Council Increase	1.40	2.10	3.50	7.00
Actual CPI (RBA)	6.10	6.00	3.60	15.70
Difference	4.70	3.90	0.10	8.70

THE FINANCES
FINANCIAL COMMENTARY

Instead of estimating future inflation, fees will now be adjusted using actual CPI at the end of the previous financial year, as published by the Reserve Bank of Australia. Therefore, for 2026/27 most fees and charges have been increased by actual CPI of 2.7% as at 30 June 2025.

To maintain financial capacity, the adopted Long Term Financial Plan recommended that Council catch up on the previous years' shortfall of 8.7%. Therefore, fees for Parks and Community Services will rise by an additional 2% in 2026/27, meaning an increase of 4.7% has been applied to these fees.

In respect to the Domestic Waste Management charge, a 10% increase has been applied to the draft 2026/27 Fees and Charges and draft 2026/27 Annual Budget. The increase is required to contribute to the cost of historic landfill remediation works at Foxglove Oval, contractual cost increases for waste collection and disposal, and the introduction of new food organics services.

Rating Structure

Council reviewed its rating structure at the April 2006 Ordinary Meeting when it considered Executive Manager's Report No. CC20/06. That structure has applied in respect of the calculation of the rates since that time and it is recommended that the same rating structure continue in 2026/27. Details of the rate types and yields, rating categories, base amounts, minimum rates for business properties, ad valorem amounts, and other statutory rating information are set out later in this document on p134.

The Valuer General supplied Council with new land values for properties across the Shire as at 1 July 2024. These values have been used for the 2026/27 financial year and will continue to be used in 2027/28.

The rating information is in line with the 5.5% Special Rate Variation increase approved by IPART for 2026/27. The base amount for ordinary, residential and farmland rates will increase from \$740 in 2025/26 to \$781 in 2026/27.

Council currently provides a rates rebate of \$300 per annum to eligible pensioners, which is greater than the statutory requirement set by the NSW Government that provides a reduction of up to \$250.

BUDGET 2026/27

CONSOLIDATED CASH RESULT	Full Year Budget			
	Total Year	Total Year	Total Year	Dec YTD
	2026/27	2025/26	2025/26	2025/26
	Original Budget	Total Revised Budget	Original Budget	Actual
	\$	\$	\$	\$
OPERATING INCOME				
Rates and annual charges	(144,804,275)	(134,793,596)	(134,804,066)	(135,678,272)
User charges and fees	(15,989,194)	(15,099,435)	(14,938,137)	(8,777,747)
Interest & investment revenue	(9,440,967)	(8,928,982)	(8,928,982)	(7,763,242)
Other revenue	(4,602,676)	(4,179,866)	(3,932,866)	(2,529,083)
Grants and contributions (operating)	(12,947,451)	(7,978,929)	(10,238,806)	(3,384,379)
Other income (including lease income)	(3,932,124)	(3,094,734)	(3,094,734)	(2,080,993)
Proceeds from the sale of assets	(1,000,000)	(1,000,000)	(1,000,000)	(703,079)
Total operating income	(192,716,686)	(175,075,541)	(176,937,591)	(160,916,794)
OPERATING EXPENSES (CONTROLLABLE)				
Employee benefits and on-costs	63,553,552	61,183,169	61,150,704	29,959,765
Materials and services	81,007,023	75,453,371	76,013,426	33,588,572
Borrowing costs	12,000	18,000	18,000	0
Other expenses	7,513,076	5,100,824	5,100,824	2,963,633
Total operating expenses (controllable)	152,085,651	141,755,364	142,282,954	66,511,970
Net operating result before depreciation	(40,631,035)	(33,320,177)	(34,654,637)	(94,404,824)
CAPITAL INCOME				
Grants and contributions (capital)	(13,155,502)	(17,288,961)	(13,630,810)	(7,873,079)
Total capital income	(13,155,502)	(17,288,961)	(13,630,810)	(7,873,079)
CAPITAL EXPENSES				
WIP Expenditure	53,670,998	48,703,280	59,645,110	13,577,854
Asset Purchases	7,413,500	3,903,476	2,563,500	1,706,771
Total capital expenses	61,084,498	52,606,756	62,208,610	15,284,625
FUNDING ADJUSTMENTS				
External restricted assets	(9,776,250)	(3,092,818)	(9,723,977)	30,129,185
Internal restricted assets	(1,604,084)	(1,207,952)	(6,522,338)	(783,615)
Employee leave payments (from provisions)	956,069	956,069	956,069	1,110,640
Total funding adjustments	(10,424,265)	(3,344,701)	(15,290,246)	30,456,209
Net operating & capital result after funding (cash result)	(3,126,304)	(1,347,083)	(1,367,083)	(56,537,069)
Consolidated Statutory Reporting Result (Non Cash)				
Net operating result before depreciation	(40,631,035)	(33,320,177)	(34,654,637)	(94,404,824)
FINANCIAL REPORTING ADJUSTMENTS - NON CASH				
Depreciation & amortisation	27,781,370	26,559,589	26,559,589	13,510,263
Carrying amount of assets disposed/impaired	2,627,250	0	0	374,814
Total financial reporting adjustments - non cash	30,408,620	26,559,589	26,559,589	13,885,077
Net operating result before capital grants and contributions	(12,849,665)	(6,760,588)	(8,095,048)	(80,894,561)

LONG TERM FINANCIAL PLANNING

Interest on investments and borrowings

Council has adopted an investment strategy which provides the framework to maximise revenue from interest on investments and minimise risk.

Average forecast investment portfolio balance 2026/27	Estimated interest earned at a rate of	Forecast investment income 2026/27
\$228 million	4.5%	\$10.25 million

No borrowings are planned for 2026/27, in accordance with the recommendations in Council's Long Term Financial Plan for no loan borrowing to be undertaken to ensure long term financial sustainability.

Long Term Financial Plan

A full revision of Council's Long Term Financial Plan (LTFP) was undertaken in 2025 and, after public exhibition, the Long Term Financial Plan 2025/26–2034/35 was adopted by Council on 9 July 2025.

A further revision of the Long Term Financial Plan based on Council's 2026/27 draft budget is in progress and will be referred to Council later this year.

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THE FINANCES
LONG TERM FINANCIAL PLANNING

Introduction

The Long Term Financial Plan (LTFP) will be updated later in the year to align with the 2026/27 draft budget, noting that the LTFP informed the parameters used to set the 2026/27 budget. Forward budget estimates from the current 2025/26–2034/35 Long Term Financial Plan are outlined below:

Hornsby Shire Council 10 Year Financial Plan BUDGET SUMMARY – GENERAL FUND	Projected Years								
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations									
Rates & Annual Charges	141,081,995	144,891,209	148,803,271	152,523,353	156,336,437	160,244,848	164,250,969	168,357,243	172,566,174
User Charges & Fees	15,341,467	15,755,687	16,181,090	16,585,617	17,000,258	17,425,264	17,860,896	18,307,418	18,765,104
Other Revenues	4,039,054	4,148,108	4,260,107	4,366,610	4,475,775	4,587,669	4,702,361	4,819,920	4,940,418
Grants & Contributions provided for Operating Purposes	10,515,254	10,799,166	11,090,744	11,368,012	11,652,213	11,943,518	12,242,106	12,548,158	12,861,862
Grants & Contributions provided for Capital Purposes	14,538,380	7,667,500	7,736,823	7,802,743	7,870,312	7,939,569	8,010,559	8,083,323	8,157,906
Interest & Investment Revenue	7,508,573	6,915,185	6,957,791	6,851,034	6,774,049	6,878,490	6,986,287	7,097,549	7,212,389
Fair value increment on investment properties	256,750	263,682	270,802	277,572	284,511	291,624	298,914	306,387	314,047
Other Income	3,071,541	3,304,473	3,543,694	3,782,286	3,876,843	3,973,764	4,073,109	4,174,936	4,279,310
Total Income from Continuing Operations	196,353,014	193,745,009	198,844,321	203,557,227	208,270,397	213,284,747	218,425,200	223,694,935	229,097,210
Expenses from Continuing Operations									
Employee Benefits & On-Costs	62,434,651	64,145,234	65,886,205	67,961,764	70,103,740	72,314,260	74,595,516	76,949,773	79,379,366
Borrowing Costs	18,486	18,985	19,498	19,985	20,485	20,997	21,522	22,060	22,611
Materials & Contracts	77,326,193	80,246,503	84,060,077	83,678,155	84,996,907	86,509,408	89,360,602	89,684,117	91,848,761
Depreciation & Amortisation	27,621,973	28,726,851	29,875,926	31,011,211	32,189,637	33,412,843	34,682,531	36,000,467	37,368,485
Other Expenses	5,238,546	5,379,987	5,525,247	5,663,378	5,804,962	5,950,086	6,098,839	6,251,310	6,407,592
Net Losses from the Disposal of Assets	2,611,786	2,716,258	2,824,908	2,932,255	3,043,680	3,159,340	3,279,395	3,404,012	3,533,365
Total Expenses from Continuing Operations	175,251,635	181,233,818	188,191,860	191,266,747	196,159,412	201,366,935	208,038,405	212,311,738	218,560,180
Net Operating Profit/(Loss) for the Year	21,101,379	12,511,191	10,652,461	12,290,480	12,110,985	11,917,812	10,386,795	11,383,197	10,537,030
Capital (Balance Sheet) and Reserve Movements									
Capital Expenditure	(45,603,942)	(42,483,108)	(40,284,688)	(40,667,044)	(41,554,098)	(42,769,389)	(43,736,470)	(42,846,166)	(43,750,644)
ELE Provisions paid out	(956,069)	(956,069)	(956,069)	(956,069)	(956,069)	(956,069)	(956,069)	(956,069)	(956,069)
Other Capital Payments from Provisions	-	-	-	-	-	-	-	-	-
Proceeds from Sale of intangible & tangible Assets	1,027,000	1,054,729	1,083,207	1,110,287	1,138,044	1,166,495	1,195,658	1,225,549	1,256,188
Non-cash Expense Contra Income	27,621,973	28,726,851	29,875,926	31,011,211	32,189,637	33,412,843	34,682,531	36,000,467	37,368,485
Net Transfers (to)/from Reserves	(2,434,366)	(2,434,482)	(2,548,630)	(2,437,180)	(2,753,220)	(3,246,669)	(3,554,770)	(4,231,282)	(4,168,712)
Total Capital (Balance Sheet) and Reserve Movements	(20,345,404)	(16,092,079)	(12,830,255)	(11,938,796)	(11,935,707)	(12,392,789)	(12,369,121)	(10,807,501)	(10,250,752)
Net Result (including Depreciation & Other non-cash items)	755,975	(3,580,888)	(2,177,794)	351,684	175,278	(474,977)	(1,982,326)	575,696	286,278
Add back net loss from disposal of assets (non cash) and funds released from provisions	2,611,786	2,716,258	2,824,908	2,932,255	3,043,680	3,159,340	3,279,395	3,404,012	3,533,365
Cash Budget Surplus/(Deficit)	3,367,761	(864,630)	647,114	3,283,939	3,218,959	2,684,363	1,297,069	3,979,708	3,819,642
	Average Cash Surplus (2025/26 to 2034/35)					2,286,901			

THE FINANCES

LONG TERM FINANCIAL PLANNING

The Special Rate Variation

Background – Building a strong future for Hornsby Shire

To deliver our community's vision for our beautiful Shire, including securing a positive future for our coming generations that is liveable, sustainable, prosperous and collaborative, it is essential that we have sound financial foundations and continue to spend only within our means.

A Special Rate Variation (SRV) is a common way for local councils to change the rates residents and businesses pay in order to fund future community needs.

We are proud to have provided excellent services and infrastructure for the community for the past decade. However, like many other organisations, a range of internal and external factors emerged putting us under financial pressure and making it necessary to secure our future through a SRV.

We consulted with the community on this issue in October 2022 and submitted our application for a permanent SRV in February 2023. The Independent Pricing and Regulatory Tribunal (IPART) approved our application in June 2023.

The SRV is staged over four years and includes the annual rate peg IPART determines for every council in NSW setting the maximum amount councils can increase the general income they collect from ratepayers.

These are the % rate increases that will apply to rates in year 4 and the final year of the approved Special Rate Variation:

YEAR		HSC rating increase (including rate peg)
Y1	2023/24	8.50%
Y2	2024/25	7.50%
Y3	2025/26	6.50%
Y4	2026/27	5.50%
Aggregate		28%
Cumulative		31.05%

The next seven pages contain detail and proposed annual expenditure on the 16 high level strategic initiatives Council proposed in its application for a SRV.

THE FINANCES
LONG TERM FINANCIAL PLANNING

#	capital expenditure
^	operating expenditure

Strategic initiatives – What you have told us is important

	WE NEED	WHAT THAT MEANS	HOW THE SRV WILL BE USED	STRATEGIC ALIGNMENT
Long term financial sustainability	<p>\$ Long term financial sustainability</p>			
	<p>Ensure that we have sufficient funding to deliver the services you have come to expect and have capacity to respond to unknown shocks, such as natural disasters</p>	<p>Financial sustainability in local government is not only just about balancing budgets; it also involves ensuring that the level of services that the community has come to expect is maintained and continues to be provided into the future. We need to ensure that we have sufficient funding to deliver these services, as well as having the capacity to respond to unknown shocks, such as natural disasters.</p> <p>Council's current operating capacity is insufficient to fund each of the items desired by the community, notably:</p> <ul style="list-style-type: none"> ■ The normal continuance of services into the future ■ An asset management funding gap of \$4.1 million per year ■ Recurrent funding for Hornsby Park of up to \$3.1 million per year ■ Strategic initiatives totalling \$67.26 million over ten years ■ Sufficient capacity to achieve at least a 2 per cent Operating Performance Ratio each year to respond to unknown shocks. 	<p>Additional funding will strengthen our long-term financial sustainability, it would also give us the ability to maintain our assets, deliver the services the community has come to expect and deliver some of the priority projects identified by the community as most important over the next 10 years.</p>	<p>Long Term Financial Plan</p>

	WE WILL DELIVER	WHAT THAT MEANS	HOW THE SRV WILL BE USED	STRATEGIC ALIGNMENT	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Maintaining our assets	<p>🔧 Maintaining our assets</p>							
	<p>Ensure we maintain our buildings, open spaces, roads and drainage at a standard which meets the needs of our community</p>	<p>Hornsby Shire Council delivers a wide range of services and facilities to the community and we need to ensure that we are capable of maintaining our assets – buildings, open spaces, roads and drainage – at a standard you have come to expect.</p> <p>According to the modelling done in the Long Term Financial Plan, there will be insufficient funds to maintain Council's assets in a satisfactory condition into the future. As a result, the condition of Council's assets is expected to decline, and the level of infrastructure backlog will increase unless funding is found</p>	<p>Additional funding through an SRV will enable Council to maintain our assets to a sufficient standard and it is recommended that additional funding is allocated in the Long Term Financial Plan to cover the funding shortfalls.</p> <p>The consequences of not receiving additional funding would be:</p> <ul style="list-style-type: none"> ■ Deteriorating quality of existing assets ■ Inability to renew ageing assets ■ Inability to adequately maintain newly constructed assets ■ Increased exposure of Council to litigation relating to deteriorating assets. 	<p>Asset Management Strategy</p>	<p>3,824,000</p>	<p>7,691,000</p>	<p>5,373,000</p>	<p>3,647,000</p>

THE FINANCES
LONG TERM FINANCIAL PLANNING

capital expenditure
^ operating expenditure

WE WILL DELIVER	WHAT THAT MEANS	HOW THE SRV WILL BE USED	STRATEGIC ALIGNMENT	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
 Upgrading your community infrastructure – \$30,807,000 (over ten years)							
Upgrading your community infrastructure	Renew our public amenities	<p>Providing safe, accessible, and inclusive public toilets is critical to ensure community participation in our Shire. While public toilets physically come in many forms, they are all, at a minimum, a private space within a larger public place that supports physical and mental health and hygiene. There are approximately 50 public toilet blocks located across the Shire with most being built in the 1960s or 1970s. Except for the most recent installations, our public toilets do not meet accessibility standards or are aged and do not meet community expectations. Council's Disability Inclusion Action Plan 2021-2025 and Healthy Ageing Hornsby Strategy 2022-2026 identify access to public toilets as a priority.</p>	<p>Additional funding through an SRV will enable Council to undertake a rolling renewal program for public toilets that would enable both accessibility and community expectations to be met.</p> <ul style="list-style-type: none"> ■ Disability Inclusion Action Plan 2021-2025 ■ Healthy Ageing Hornsby Strategy 2022-2026 ■ (Draft) Flood Risk Management Study and Plan 	# 1,000,000	# 1,000,000	# 1,000,000	# 1,000,000
	Community centre access and use upgrades	<p>Council has a network of 23 community centres. Most of them are legacy centres that were built at a time when accessibility wasn't considered. Accessibility audits have been completed on the network (an action in the Disability Inclusion Action Plan) and \$4.3M is required to implement audit recommendations.</p>	<p>Additional funding through an SRV will enable Council to upgrade community centres to be accessible by all.</p>	# 430,700	# 430,700	# 430,700	# 430,700

ATTACHMENT 1 - ITEM 1

THE FINANCES
LONG TERM FINANCIAL PLANNING

#	capital expenditure
^	operating expenditure

	WE WILL DELIVER	WHAT THAT MEANS	HOW THE SRV WILL BE USED	STRATEGIC ALIGNMENT	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Upgrading your community infrastructure	Improve sportsgrounds change rooms	<p>Council maintains 43 sportsgrounds, 42 netball courts and 75 tennis courts at 17 centres. Council's emphasis is on grassroots sports and in addition to the playing fields themselves, the supporting amenities/change rooms are crucial to the effective use of these facilities.</p> <p>Council's Sportsground Strategy 2018 identifies sites where sportsground works are required to meet demands. Most of our change rooms are dated and do not meet current sports standards, or community expectations, particularly catering for female participation. In addition, most of the public toilets do not meet accessibility standards or meet contemporary expectations.</p>	Additional funding through an SRV will enable Council to renew and update change rooms and amenities at major sporting hubs to meet accessibility requirements and community needs.		# 650,000	# 650,000	# 650,000	# 650,000
	Prioritised stormwater upgrades	<p>Council has prepared a draft Flood Risk Management Study and Plan for the various urban catchments within our LGA. The primary purpose of this Plan is to quantify the nature and extent of existing and potential flooding problem and provide a range of options that could be implemented to expand the capacity and effectiveness of our stormwater network.</p>	<p>Additional funding through an SRV will enable Council to implement some of the high priority initiatives identified in our Plan.</p>	<ul style="list-style-type: none"> ■ Climate Wise Hornsby Plan 2021 ■ (Draft) Flood Risk Management Plan and Study 	# 1,000,000	# 1,000,000	# 1,000,000	# 1,000,000

ATTACHMENT 1 - ITEM 1

THE FINANCES
LONG TERM FINANCIAL PLANNING

capital expenditure
^ operating expenditure

	WE WILL DELIVER	WHAT THAT MEANS	HOW THE SRV WILL BE USED	STRATEGIC ALIGNMENT	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Protecting bushland and improving open space	Protecting bushland and improving open space – \$10,283,419 (over ten years)							
	Bushland asset management	The protection of the Shire's biodiversity depends on the careful management of our bushland assets. Our bushland is under pressure from land-use development, invasive species, diseases, climate change, altered bushfire regimes and other human activities. Of the 213 bushland reserves either owned or under the care and control of Council, Council actively manages approximately 80 reserves on an annual basis.	Additional funding from an SRV will enable Council to protect our bushland and undertake ongoing ecological restoration works including: primary, secondary and maintenance weeding, target weeding, post-fire weeding, weed biocontrol monitoring, exotic vine control, revegetation, removal of rubbish/dumped materials, managing vegetation along tracks/reserve boundaries, soil erosion control, installation of exclusion fencing/edging, soft natural landscaping and habitat creation.	<ul style="list-style-type: none"> ■ Biodiversity Conservation Strategy 2021 ■ Play Plan 2021 	^ 868,219	^ 911,630	^ 957,211	^ 1,005,072
	Playground upgrades	Play is essential for a child's healthy development and is recognised in the UN Convention on the Rights of the Child as a universally accepted right. Contemporary play spaces are inclusive for people of all ages, capabilities and backgrounds. Council's Play Plan 2021 sets the direction and priorities for play space development. The Plan also establishes a four-tier hierarchy of provision, including Regional, District, Local and Pocket.	To meet the demand of a growing population, changing demographics, the impacts of climate change on play and the increasing focus on technology and decreasing time spent outdoors, additional funding through an SRV will enable Council to deliver current shortfalls in play spaces in some districts across the local government area.		# 85,000	# 85,000	# 85,000	# 85,000

ATTACHMENT 1 - ITEM 1

THE FINANCES
LONG TERM FINANCIAL PLANNING

capital expenditure
^ operating expenditure

WE WILL DELIVER	WHAT THAT MEANS	HOW THE SRV WILL BE USED	STRATEGIC ALIGNMENT	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Sustainable and resilient community – \$6,035,096 (over ten years)							
 Community Resilience Program – climate change adaptation and mitigation	With a changing climate, the Hornsby Shire local government area is expected to experience more frequent and intense storm events, floods, fire weather and natural disasters (not funded after 2025/26)	Additional funding from an SRV will allow for the development of a community resilience program to focus on emission reduction, and preparedness and resilience to natural disasters. A resilient and informed community can reduce risk to life and property, and make future disasters (as best as is possible) less challenging and expensive to prepare for, respond to and recover from. The program will involve community engagement and public education on disaster risk and preparations and emissions reduction.	<ul style="list-style-type: none"> ■ Climate Wise Hornsby Plan 2021 ■ Sustainable Hornsby 2040 Strategy (2021) ■ Bushfire Management Strategy 2020 ■ Healthy Ageing Hornsby Strategy 2022-2026 	0	0	0	0
Bushfire risk mitigation	Bushfire is both an inevitable and essential part of our bushland shire. Many of our residents live with the direct risk of bushfire with 34% (19,804) of properties identified as being within bushfire prone land. In response, Council collaborates with many agencies to mitigate the bushfire risk in Hornsby Shire. Further, Council has responsibility (refer to section 63, Rural Fires Act 1997) to take practicable steps to prevent the occurrence of bushfires on, and to minimise the danger of the spread of bushfires from, the 15,000 hectares of natural areas that it manages. Noting this responsibility and risk to residents, Council undertakes a range of operational bushfire management programs and activities designed to mitigate bushfire risk to adjacent properties and the community.	Additional funding from an SRV will allow: <ul style="list-style-type: none"> ■ Bushfire mitigation activities such as managing hazard complaint response, burn preparation, fire permits ■ Bushfire education ■ Fire trail access and maintenance ■ Asset Protection Zone funding to allow an additional 55 sites to be established during the next five years. 		^ 643,709	^ 427,720	^ 427,720	^ 427,720

THE FINANCES
LONG TERM FINANCIAL PLANNING

capital expenditure
^ operating expenditure

	WE WILL DELIVER	WHAT THAT MEANS	HOW THE SRV WILL BE USED	STRATEGIC ALIGNMENT	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Sustainable and resilient community	Community Development Programs (e.g. social isolation – Hello Hornsby)	The impact of COVID-19 on the health and wellbeing of the community has been significant. Social isolation and loneliness can be harmful to both mental and physical health. They are considered significant health and wellbeing issues in Australia because of the impact they have on peoples' lives.	To address social isolation Council is looking to create a range of events and activities as a way of providing inclusive and accessible opportunities to all parts of our community (like the current grant-funded Hello Hornsby program). Whilst seemingly fun and simple, these sorts of opportunities would encourage greater connection within our community and an overall sense of inclusion and belonging.		^ 80,000	^ 80,000	^ 80,000	^ 80,000
	Connected walking and cycling paths – \$17,982,370 (over ten years)							
Connected walking and cycling paths	Shared paths – footpaths and cycleways	A key priority for Council is prioritising easy, safe and accessible walking and cycling options across the Shire. Council's Walking and Cycling Strategy 2021 and Bike Plan 2019 support walking and cycling as the mode of choice for journeys to our schools, our commercial centres, natural attractions and public transport interchanges.	Additional funding through an SRV will enable Council to invest in safe, accessible and attractive pedestrian paths, crossings, cycleways, bicycle parking and supporting infrastructure.	<ul style="list-style-type: none"> Walking and Cycling Strategy 2021 Biodiversity Conservation Strategy 2021 Active Living Hornsby 2015 Unstructured Recreation Strategy 2008 	# 1,392,600	# 1,392,600	# 1,392,600	# 1,392,600
	Track and trail upgrades for accessibility	Council has 23kms of formal bushwalking track on Council managed lands, made up of 27 bushwalking track experiences. Maintenance is required on both the natural surfaces and the hard infrastructure including steps, boardwalks, signage, handrails, pedestrian bridges, platforms/lookouts and seating	Additional funding from an SRV will enable Council to manage overgrown vegetation and fallen trees, maintain soil erosion controls, maintain drainage controls, clean signs and oil or paint boardwalks to ensure bushwalking in Hornsby Shire continues to be a pleasant and rewarding experience.	<ul style="list-style-type: none"> Sustainable Hornsby 2040 Strategy (2021) Disability Inclusion Action Plan 2021-2025 Healthy Ageing Hornsby Strategy 2022-2026 	# 300,983	# 316,032	# 331,833	# 348,425
	Track and trail maintenance	It is important that all members of our community have the opportunity to enjoy our natural environment and there has been an increased focus on upgrading our bushwalking tracks to make them accessible.	Council has a commitment to accessibility through our Disability Inclusion Action Plan and Healthy Ageing Hornsby Strategy and additional funding from an SRV would enable Council to increase the number of accessible tracks across the Shire		^ 72,352	^ 75,969	^ 79,768	^ 83,756

THE FINANCES
LONG TERM FINANCIAL PLANNING

capital expenditure
^ operating expenditure

	WE WILL DELIVER	WHAT THAT MEANS	HOW THE SRV WILL BE USED	STRATEGIC ALIGNMENT	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
	Planning for our future – \$1,000,000 (over four years commencing 2026/27)							
Planning for our future	Improve strategic planning, including developing the Pennant Hills Town Centre Master Plan and Place Plan	<p>Following completion of NorthConnex, traffic on Pennant Hills Road and surrounding local roads will ease and there will be opportunities for different types of land uses and business investments, improved amenity, and opportunity for alternative modes of transport.</p> <p>Pennant Hills Town Centre requires revitalisation and renewal, and a review of the Pennant Hills Road Corridor between Pennant Hills and Thornleigh will be undertaken.</p> <p>The Hornsby Community Strategic Plan, the Hornsby Local Strategic Planning Statement, the Employment Land Study and the Housing Strategy all identify the revitalisation of the Pennant Hills Town Centre, urban growth opportunities and the potential to leverage the investment in NorthConnex in Pennant Hills and along the Pennant Hills Road Corridor.</p>	<p>Additional funding through an SRV will enable Council to prepare a revised master plan and investigate potential placed-based opportunities aimed at improving the amenity and public spaces for local residents.</p>	<ul style="list-style-type: none"> Local Strategic Planning Statement 2020 Housing Strategy 2020 	^ 250,000	^ 250,000	^ 250,000	^ 250,000
	Improving our technology – \$1,150,000 (over ten years)							
Improving our technology	Providing better customer service, including enhanced cyber security	<p>As more and more community members interact with Council through digital channels, it is important that Council continues to provide quality customer service and keeps your data safe.</p>	<p>Additional funding through an SRV will enable Council to enhance cyber security and continue to manage data with the appropriate privacy, security and cyber controls.</p>	<ul style="list-style-type: none"> Technology and Transformation Strategy 2025-2029 	^ 100,000	^ 100,000	^ 100,000	^ 100,000
Total operating expenditure					2,014,279	1,845,319	1,894,699	1,946,548
Total capital expenditure					4,859,283	4,874,332	4,890,133	4,906,725
Asset management					3,824,000	7,691,000	5,373,000	3,647,000
TOTAL					10,697,562	14,410,651	12,157,832	10,500,273

RATING INFORMATION

Rating statement based on Special Rate Variation increase of 5.5% (including rate peg) on Ordinary Rates and Catchments Remediation Rate

On 15 June 2023, the Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a Special Rate Variation under Section 508A of the Local Government Act 1993.

The increases approved by the IPART are as follows, inclusive of the annual rate peg:

YEAR	HSC rating increase (including rate peg)
Y1 2023/24	8.50%
Y2 2024/25	7.50%
Y3 2025/26	6.50%
Y4 2026/27	5.50%
Aggregate	28%
Cumulative	31.05%

The increase in general income to apply for 2026/27, year 4 and the final year of the approved Special Rate Variation, is 5.5% (including the rate peg) of the combined Ordinary Rate (residential, farmland, business including Hornsby CBD and Shopping Centre) and Catchments Remediation Rate.

The rate peg

Every year the IPART decides a rate peg for each council in NSW which sets the maximum amount councils can increase the general income they collect from ratepayers (rates income). The IPART implemented a new rate peg methodology from 2024/25 to more accurately reflect council cost changes by using forecasts to measure changes in base costs and better account for council diversity through the inclusion of council-specific factors and adjustments.

In 2026/27, the rate peg for each council is based on:

- The Base Cost Change for each council group
- A separate Emergency Services Levy (ESL) factor. Year-on-year changes in Council ESL invoices and some previous costs not captured in the rate peg when these increases were subsidised. Council ESL contributions support the work of emergency services in NSW
- Local Government election costs.

The rate peg also includes a population factor that varies for each council in NSW depending on how fast its population is growing.

For 2026/27, the IPART has set the rate peg for each council at between 2.7% and 5.7%, depending on its population factor.

For Hornsby Shire Council, the 2026/27 rate peg has been set at 3.6% which includes a base cost change of 3.0%, an ESL factor of 0.1%, an ESL subsidy catch-up adjustment of 0.4%, an election cost adjustment of -0.1%, and a population factor and adjustment of 0.3%. (For more information, see ipart.nsw.gov.au)

This 3.6% is absorbed into the overall 5.5% Special Rate Variation increase already approved by the IPART for 2026/27.

Rates for 2026/27

The following rates in the dollar have been calculated on the 5.5% rate increase:

Category	Number of properties	Minimum Rate \$	Number of Minimums	Property value Minimums	Base Amount \$	Ad Valorem Rate	Ordinary Rate Yield \$	Ad Valorem Rate	Catchment Remediation Rate Yield \$	Total Yield \$
Business	2,212	819	1,144	179,646,821		0.264849	6,473,755	0.014255	323,617	6,797,373
Farmland	311				781	0.068210	830,986	0.004819	41,549	872,535
Hornsby CBD	507	819	104	11,495,580		0.497937	3,264,122	0.025112	163,208	3,427,329
Major Retail Shopping Centre	5					1.791811	1,681,095	0.089592	\$84,056	1,765,151
Residential	52,355				781	0.075533	82,906,696	0.007452	4,145,403	87,052,098
Total	55,390		1,248	191,142,401			\$95,156,653		\$4,757,832	\$99,914,486

THE FINANCES

RATING INFORMATION

Rates are levied on properties in accordance with their categorisation. Properties are categorised as Residential, Business or Farmland based on their dominant use. The Hornsby CBD and Shopping Centre sub categories of the Business rate are levied on properties located within defined areas. Maps of Council's rating categories are available on Council's website. For more information please contact Council's Revenue Team Leader on 9847 6650.

Council sets the amount of the Minimum Rate, levied on Business and Hornsby CBD properties, at the maximum permissible level determined by IPART each year. Council increases the base amount of the Ordinary Rate, levied on Residential and Farmland properties, by the same dollar value as the increase in the Minimum Rate, rounded up to the nearest whole dollar. The maximum amount of the Ordinary Rate base charge is capped at a value where the total yield from the base charge raises 50% of the total amount of the Ordinary Rate in each category.

Rate reductions for eligible pensioners

In accordance with statutory requirements, eligible pensioners across NSW are entitled to a reduction of up to \$250 in the Ordinary Rates and Domestic Waste Management services that are payable to their councils in respect of their properties.

Rebates are granted pro rata if you become an eligible pensioner part-way through the year, calculated on a quarterly basis. Rebates are also reversed pro rata if you become ineligible part-way through the year. If you have not claimed a pension rebate you are entitled to, Council will grant the rebate retrospectively for the current year and the previous year only. Please note there are some qualifications to this reduction as set out in Section 575 of the Local Government Act 1993 (the Act).

Following feedback from the community regarding issues of pensioner rate rebates relating to the 2023 approved Special Rate Variation, Council's Hardship Policy was reviewed and the rebate to eligible pensioners increased by \$50 to \$300 per annum from 2023/24.

Postponement of rates

Where a property is used as a single dwelling but because of zoning or permitted use has a land value that reflects potential use rather than actual use, Council will provide a postponement of rates in accordance with Section 591 of the Act.

Interest on overdue rates

Interest accrues on a daily basis on rates and charges that remain unpaid after they become due and payable, at the maximum interest allowable under Section 566(3) of the Act. For the period 1 July 2026 to 30 June 2027 the maximum rate of interest payable is (TBA)% per annum.

Non-Rateability

Council deems land to be non-rateable strictly in accordance with Sections 555 and 556 of the Act.

Land Value

The ad valorem system of rating used by Council requires land valuations to be furnished by the Valuer General. Council cannot make and levy a rate in respect of a parcel of land unless Council has been provided with a valuation of that land under the Land Valuation Act. Council does not participate in the valuation of land for rating purposes.

Under the Valuation of Land Act 1916, the Valuer General is required to carry out a general revaluation of all properties in Council's LGA every

2026-2030 DELIVERY PROGRAM INCLUDING 2026/27 OPERATIONAL PLAN

three years for the purposes of levying land rates. However, Council will be required to use land values provided by the Valuer General with a valuation base date of 1 July 2024 for the purpose of levying rates for the 2026/27 year.

Summary

The raising of general rate income for 2026/27 is based on the following:

- The total amount of general rates levied (general income) comprising what Council has defined as the Ordinary Rate and the Catchments Remediation Rate
- The annual amount levied for the Catchments Remediation Rate being 5% of the annual amount levied for Ordinary Rates
- A rate increase to general income of 5.5% including the rate peg.

Catchments Remediation Rate

The Catchments Remediation Rate (CRR) plays a key role in Council's ongoing efforts to enhance water quality across the Shire. Levied at 5% of Council's total ordinary rate revenue in 2026/27, the CRR is dedicated solely to funding water quality improvements, benefiting all rateable properties within the catchments and residents' lifestyles.

In 2026/27, the CRR is expected to yield over \$4.7 million, contributing significantly to our ongoing water quality improvement initiatives. Since its inception in July 1994, the CRR has generated over \$80 million, demonstrating the long-term commitment to enhancing water quality across the Hornsby Shire.

The funds generated through the CRR have been critical for the implementation of numerous water quality improvement projects. To date, over 400 water quality improvement assets have been constructed and installed, effectively preventing thousands of tonnes of pollution, including litter, sediment, and organic matter, from entering our waterways. Notably, in 2025/26 over 600 tonnes of material were successfully removed from stormwater quality assets across the Shire.

Capital projects

The capital works program under the CRR focuses on installing water quality treatment devices, such as gross pollutant traps, wetlands, biofiltration basins, and stormwater harvesting systems. In 2026/27, Council intends to construct and upgrade stormwater quality devices in Hornsby Heights (Clarinda wetlands), West Pennant Hills (Walumeda wetlands), and Cherrybrook (Kenburn Avenue, Woodgrove Avenue).

Also supported by the CRR

In addition to capital projects, the CRR program supports various pollution prevention initiatives, including regular maintenance and repair of catchment remediation assets, ongoing catchment health monitoring, daily swimming conditions maps, monitoring of stormwater harvesting systems, remote estuary water quality monitoring, and support for water conservation, environmental education, and emergency spill response.

The Catchments Remediation Program continues to make significant contributions in improving water quality across the Hornsby Shire. For more information on the current Catchments Remediation Program see our website or call Council's Environment Operations Manager on 9847 6860.

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DOMESTIC WASTE MANAGEMENT

The Domestic Waste Management Charge

The Domestic Waste Management Charge (DWMC) is an annual charge levied for the availability and actual provision of waste management services provided to all domestic premises under Sections 496 and 504 of the Local Government Act 1993. All domestic properties are charged the DWMC "Availability Charge" that covers costs associated with making services potentially available to all domestic premises. The annual DWMC "Services Charge" is levied on domestic properties receiving domestic waste management services.

Council operates a Waste Management Restricted Reserve (WMRR) to manage waste budget cost pressures and unforeseen budget impacts, contract variation costs, funding for one-off non-recurrent projects, waste asset replacements, managing historical landfills and to assist minimise any budgetary shocks from costs associated with providing domestic waste management services or improving resource recovery outcomes. Council is prohibited from funding domestic waste management services from its Ordinary Rates and is required to fund these services from the DWMC and the WMRR. Where WMRR accrued funds are insufficient, borrowings from the Ordinary Rates general fund budget are permitted, with the DWMC budget being required to repay such borrowings

Domestic Waste Management services include:

- Domestic kerbside garbage, recycling and green waste collection services (excluding user pays services)
- Domestic bulky waste collection services (excluding user pays services)
- Waste, recyclables, organics and bulky waste processing, recycling and disposal services
- Customer services including Waste Hotline, face to face counter and online support services
- Community engagement, education and communication services associated with the provision of domestic services
- Waste compliance activities associated with the provision of domestic services including development control activities, managing bulky collections and illegal dumping management
- Waste management strategic planning, procurement and contract management activities, administrative support services of the Waste Management Branch and associated Council corporate overheads
- Rehabilitation and remediation of historical landfill sites, including long term maintenance, and environmental monitoring, advisory services and environmental protection works.

Domestic waste management charge calculation

The DWMC reflects the reasonable costs of providing waste management and associated services to domestic premises. The DWMC is calculated to cover the costs of providing domestic waste management services and to maintain a Waste Management Restricted Reserve in accordance with Council's Restricted Asset Account – Waste Reserve Policy.

Domestic Waste Management costs for 2026/27 include:

SERVICE DESCRIPTION	2026/27 \$
Collection services	15,100,000
Disposal services	13,032,616
Green waste processing	3,100,000
Recyclables acceptance	1,200,000
Thornleigh Community Recycling Centre	790,000
Waste Services direct operating costs (* includes \$2.289M for Foxglove Oval landfill remediation and management)	* 6,937,269
Council corporate overheads	681,326
TOTAL	\$40,841,211

THE FINANCES

DOMESTIC WASTE MANAGEMENT

INCOME for 2026/27 Type of service	Number of users	Availability of service charge \$	Annual service charge \$	TOTAL \$ per serviced property pa \$	% increase from 2025/26	Service charge revenue \$	TOTAL \$
Single Unit Dwelling / up to 5-storey Multi Unit Dwelling (SUD)	48,113	139	695	834	10% increase (subject to rounding)	(40,126,242)	
High Rise Multi Unit Dwelling (MUD – 6-storeys and above)	4,065	139	556	695	10% increase (subject to rounding)	(2,825,175)	
Single Rateable Property with multiple dwellings (combined charge)	1,082			834		(902,388)	
Vacant land availability	414	139			10% increase	(57,546)	
Additional user pay bin services			Variable based on service			(1,931,584)	
Sub-Total							(45,842,935)
Pensioner Rebate							650,000
TOTAL							(45,192,935)

Domestic waste management charge increase or decrease justification

Council has increased the Availability Charge and the Domestic Waste Management Service Charge (DWMC) for 2026/27 by 10 per cent to fund the rollout of a new food recycling service that commences 1 July 2027 to comply with the Protection of the Environment Operations Act Food Organics mandate by the NSW Government. Food recycling bins, kitchen caddies and compostable liners will be delivered to residents April-June 2027. Additional cost pressures from increased waste collection and processing contract costs, and historical landfill remediation costs, will also be funded under the DWMC increase. The DWMC also includes the NSW Government's Waste Levy tax of \$174.20 per tonne (26-27 rate is plus CPI) on waste disposed of to landfill representing over 12 per cent of total DWMC cost or 41 per cent of disposal costs.

Based on forecast figures, domestic waste management operational expenditure of \$40,841,211 and income of \$45,192,935 is expected to generate an operating surplus of \$4,351,724 at 30 June 2027.

As Council prepares to transition to a new food organics collection and processing service commencing 1 July 2027, new food organics wheelie bins and kitchen caddies will be required. The estimated one-off capital cost of this initiative is approximately \$4.85M. This expenditure has been included in the 2026/27 domestic waste management budget, as the service rollout campaign will occur between April and June 2027. The inclusion of this one-off capital expense will result in a net waste budget deficit of \$498,276, which will be funded from the Waste Management Reserve Restricted (WMRR).

In addition, the 2026/27 Foxglove historical landfill monitoring and remediation costs of \$2.289M have been accommodated within the domestic waste management operational budget and WMRR. As a result, internal borrowing from Council's General Fund will not be required for this year.

Domestic Waste Management Charge Refund Policy

Council advises that it is the property owner's responsibility to annually (or on purchasing a new property) check their Domestic Waste Management Charge(s) and the actual services or bin numbers at the premises. It is the property owner's responsibility to promptly contact council's Waste Hotline 13 70 30 to raise any concerns regarding listed charges, where services may not be at the property – such as missing bins or additional bins that may have been removed from the property, or unwanted additional bin services.

In such circumstances, Council will only refund up to three months of the relevant pro rata charges.

If you have any questions, please call Council's Waste Manager on 9847 4816.

CAPITAL PROJECTS

NEW, IMPROVE, MAINTAIN

DRAFT

ATTACHMENT 1 - ITEM 1

CAPITAL PROJECTS 2026/27

Project delivery may be subject to cost increases, labour and supply shortages

Capital connections to the Community Strategic Plan

CSP STRATEGIC DIRECTION	1. CONNECTED AND COHESIVE COMMUNITY	<ul style="list-style-type: none"> Community buildings Library resources
CSP STRATEGIC DIRECTION	2. INCLUSIVE AND HEALTHY LIVING	<ul style="list-style-type: none"> Foreshores Major project – Hornsby Park Major project – Westleigh Park Parks and sporting
CSP STRATEGIC DIRECTION	3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT	<ul style="list-style-type: none"> Local footpaths and shared paths Local roads and traffic
CSP STRATEGIC DIRECTION	5. HEALTHY NATURAL ENVIRONMENT	<ul style="list-style-type: none"> Bushland recreational and accessibility Stormwater drainage Waterways
CSP STRATEGIC DIRECTION	6. VIBRANT AND VIABLE PLACES	<ul style="list-style-type: none"> Major project – Public Domain
CSP STRATEGIC DIRECTION	7. INFORMED AND ENGAGED COMMUNITY	<ul style="list-style-type: none"> Light and heavy fleet
CSP STRATEGIC DIRECTION	8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP	<ul style="list-style-type: none"> Corporate items

NEW, IMPROVE, MAINTAIN

CAPITAL PROJECTS 2026/27

	General funds	Restricted Asset	s7.11/s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
Major projects									
HORNSBY PARK									
<i>Responsibility: Manager, Infrastructure Delivery</i>									
Embellishment									
102052	Circulation vegetation		200,000						200,000
102110	Crusher Plant – feasibility and concept planning		100,000						100,000
101441	Hornsby Quarry vegetation management		200,000						200,000
102111	Old Mans Valley North – design development	500,000							500,000
<i>Responsibility: Manager, Infrastructure Delivery</i>									
Old Mans Valley Field of Play									
102037	Buildings and amenities		2,011,500			2,011,500			4,023,000
102036	Civil landscape and Field Of Play		3,884,248			3,884,248			7,768,496
102038	Mountain bike facilities		202,800			202,800			405,600
102034	Project team		908,419			908,419			1,816,838
102035	Services enhancement		1,048,535			1,048,535			2,097,070
<i>Responsibility: Manager, Infrastructure Operations</i>									
Asset renewals									
101988	Hornsby Park asset renewals (SRV)							716,000	716,000
<i>Responsibility: Manager, Infrastructure Delivery</i>									
WESTLEIGH PARK									
100614	100614 – Westleigh Park development – construction		200,000						200,000
<i>Responsibility: Manager, Infrastructure Delivery</i>									
PUBLIC DOMAIN									
102105	Gateway and suburb signage		1,270,000						1,270,000
101734	Galston Village Public Domain upgrades	5,000,000							5,000,000
<i>Manager, Library and Community Services</i>									
COMMUNITY/CULTURAL/ARTS CENTRE									
100403	Wollarobba Arts and Cultural Centre redevelopment		550,000						550,000
Major projects totals		5,500,000	10,575,502			8,055,502		716,000	24,847,004
Funding source definitions									
General funds	Council's 'base' funding – general revenue			DWM	Domestic Waste Management				
Restricted Asset	Funds transferred to reserve accounts to be used in future years			Grants	Funds provided by external sources and spent in accordance with the relevant funding agreement				
s7.11/s7.12	Contributions imposed as a condition of development consent and expended in accordance with an adopted Development Contributions Plan			AMP	Asset Management Plan				
CRR	Catchments Remediation Rate			SRV	Special Rate Variation				

NEW, IMPROVE, MAINTAIN

CAPITAL PROJECTS 2026/27

	General funds	Restricted Asset	s7.11/ s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
<i>Responsibility: Manager, Infrastructure Planning</i>									
Local footpaths									
102099			40,000						40,000
102095			8,811						8,811
102101		120,000							120,000
102066	215,250								215,250
102097			22,750						22,750
102067	71,500								71,500
102103		195,000							195,000
102096			6,750						6,750
102100			52,000						52,000
102098			22,500						22,500
102104		110,000							110,000
102068	99,500								99,500
102069	45,250								45,250
102070	68,500								68,500
102102		75,000							75,000
Local footpaths totals	500,000	500,000	152,811						1,152,811
<i>Responsibility: Manager, Infrastructure Planning</i>									
Foreshores									
100221	91,000								91,000
Foreshores totals	91,000								91,000

NEW, IMPROVE, MAINTAIN
CAPITAL PROJECTS 2026/27

ATTACHMENT 1 - ITEM 1

	General funds	Restricted Asset	s7.11/s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
Local roads and traffic									
<i>Responsibility: Manager, Infrastructure Planning</i>									
LOCAL ROADS									
102071	Berowra Heights, Turner Road – Elizabeth Street to Cambewarra Crescent	1,077,000				820,000			1,897,000
102073	Cheltenham, Boronia Place – Boronia Avenue to Lyne Road	880,000							880,000
102072	Thornleigh, Lovett Street – Wells Street to Pritchard Street	543,000				117,000			660,000
<i>Responsibility: Manager, Infrastructure Delivery</i>									
UNSEALED ROADS MAINTENANCE									
102085	Singletons Mill, Singleton Road (Stage 2)	300,000							300,000
<i>Manager, Infrastructure Operations</i>									
ROADS PRECONSTRUCTION AND MAINTENANCE									
100129	Kerb and gutter various	120,000							120,000
100128	Local roads preconstruction	150,000							150,000
100184	Pavements resurfacing and rehabilitation	2,025,000				560,927			2,585,927
<i>Manager, Infrastructure Planning</i>									
TRAFFIC									
100877	Hornsby, Peats Ferry/Bridge Roads intersection upgrade		1,870,000						1,870,000
101853	Traffic planning and design	329,000							329,000
<i>Manager, Infrastructure Planning</i>									
SHARED PATHS									
102074	Asquith, Amor Street – Pacific Highway to Old Berowra Road (SRV)							1,000,000	1,000,000
102077	Cherrybrook, Robert Road – Oliver Way to John Road to Hall Road (SRV)		620,000						620,000
102075	Hornsby, Clarke Road – Malsbury Road to Holmwood Avenue (SRV)		207,000					393,000	600,000
102076	Hornsby, Neutral Road – Clarke Road to Hall Road (SRV)		300,000						300,000
Local roads and traffic totals		5,424,000	2,997,000			1,497,927		1,393,000	11,311,927

NEW, IMPROVE, MAINTAIN
CAPITAL PROJECTS 2026/27

ATTACHMENT 1 - ITEM 1

	General funds	Restricted Asset	s7.11/ s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
<i>Manager, Infrastructure Planning</i>									
Stormwater drainage									
101984 Galston drainage upgrade, Gardener Road – The Glade and The Knoll (Stage 2) (SRV)							996,545	1,000,000	1,996,545
100201 Drainage investigations	200,000								200,000
101996 Minor drainage works	270,000								270,000
Stormwater drainage totals	470,000						996,545	1,000,000	2,466,545
	General funds	Restricted Asset	s7.11/ s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
<i>Manager, Environment</i>									
Bushland and waterways									
BUSHLAND RECREATIONAL AND ACCESSIBILITY									
102108 Berowra Heights, Deep Bay Creek to Turner Road Fire Trail – Great North Walk upgrades (SRV)								195,500	195,500
101557 Hornsby mountain bike trail – upgrades		250,000							250,000
101983 Hornsby, Reddy Park – accessible loop track upgrade (SRV)		45,000							45,000
102109 Hornsby, Rofe Park to Asquith Park – establishing connections and bushwalking track upgrades			150,000						150,000
101622 Thornleigh, Larool Creek – bridge (shared use) (SRV)		60,000	140,000						200,000
102113 Thornleigh-Normanhurst bushwalking trail links – Begonia Reserve			190,000						190,000
101889 Westleigh Park – mountain bike trails		2,000,000							2,000,000
101982 Bushland wayfinding signage upgrades (SRV)		20,000						105,500	125,500
WATERWAYS (Catchments Remediation Rate)									
102093 Cherrybrook, Kenburn Avenue – gross pollution device (underground vaults)				400,000					400,000
102091 Cherrybrook, Woodgrove Avenue – gross pollution device (trash rack)				200,000					200,000
102090 Hornsby, Clarinda Street – wetland				800,000					800,000
102092 West Pennant Hills, New Farm Road – wetland (Walumeda)				1,000,000					1,000,000
Bushland and waterways totals		2,375,000	480,000	2,400,000				301,000	5,556,000

NEW, IMPROVE, MAINTAIN
CAPITAL PROJECTS 2026/27

	General funds	Restricted Asset	s7.11/ s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
<i>Manager, Parks and Recreation</i>									
Parks and sporting									
SPORTING FACILITIES									
Sporting change room renewals									
101977	Asquith Oval changerooms (SRV)	200,000							200,000
102107	Normanhurst Oval amenities (SRV)	400,000	600,000						1,000,000
101369									
101978	North Epping Oval amenities (SRV)							600,000	600,000
101934	Sportsground amenities program investigation, design and mangement (SRV)							50,000	50,000
Sportsfield renewals									
101611	Cricket wicket renewal	60,000							60,000
102079	Sportsground renewal	135,000							135,000
PARKS									
100322	Parks asset group – parks						515,711		515,711
101610	Park fencing renewal	100,000							100,000
101609	Park furniture renewal	90,000							90,000
Public amenities building renewals									
101976	Accessibility improvements public toilets (public amenities) (SRV)							150,000	150,000
101975	Asquith Oval public toilets (SRV)							500,000	500,000
101974	Galston, Fagan Park – American Garden toilet (public amenities) (SRV)							150,000	150,000
101972	Galston, Fagan Park – Netherby toilet (public amenities) (SRV)	50,000						100,000	150,000
101933	Public toilet program investigations, design and mangement (SRV)							100,000	100,000
Playground renewals (including equipment and facilities)									
101519	Cherrybrook, Edward Bennett Oval – oval and playground upgrade	200,000	1,150,000						1,350,000
102082	Cherrybrook, Parkhill Crescent Park – playground upgrade	150,000							150,000
102017	Galston, Fagan Park – Netherby and Childrens Forest	100,000							100,000
101568	Galston, Fagan Park – playground		500,000						500,000
102080	Glenorie, Cairnes Road Park – playground	300,000							300,000
101874	Hornsby, Willow Park (design)		40,000						40,000
102083	Pennant Hills, Briddon Close Park – playground upgrade	150,000							150,000
102081	Westleigh, Western Crescent Park – playground upgrade	300,000							300,000
102084	Minor playground improvements	100,000							100,000
101350	Playground undersurfacing	100,000							100,000
101753	Playground renewal (SRV)							85,000	85,000
Parks and sporting totals		1,485,000	950,000	2,290,000			515,711	1,735,000	6,975,711

NEW, IMPROVE, MAINTAIN
CAPITAL PROJECTS 2026/27

	General funds	Restricted Asset	s7.11/s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
<i>Manager, Library and Community Services</i>									
Community centres									
101955 Berowra Community Centre – electrical upgrades			340,000						340,000
101997 Berowra Community Centre – internal access works (SRV)		499,000						351,000	850,000
101748 Inclusive Community Centres – compliance with audit (SRV)								80,000	80,000
Community centres totals		499,000	340,000					431,000	1,270,000
	General funds	Restricted Asset	s7.11/s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
<i>Manager, Library and Community Services</i>									
Library resources									
100545 Library and Community Branch Administration	95,000								95,000
100551 Library Childrens and Youth Services	98,000								98,000
100554 Library Customer and Network Services	28,100		90,000						118,100
100555 Library Customer Services	64,200								64,200
100549 Library Reference and Local Studies	100,000								100,000
100547 Library Technology and Resource	13,200								13,200
Library resources totals	398,500		90,000						488,500
	General funds	Restricted Asset	s7.11/s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
Fleet									
<i>Responsibility: Manager, Governance and Customer Service</i>									
LIGHT FLEET									
100010 Fleet administration	1,480,000								1,480,000
<i>Manager, Infrastructure Operations</i>									
HEAVY FLEET									
100098 Heavy fleet and mechanical services	595,000								595,000
Fleet totals	2,075,000								2,075,000

NEW, IMPROVE, MAINTAIN
 CAPITAL PROJECTS 2026/27

	General funds	Restricted Asset	s7.11/ s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
<i>Manager, Waste Management</i>									
Corporate items									
102087 Domestic Waste Management – Food Organics Collection Contract					4,850,000				4,850,000
Corporate items totals					4,850,000				4,850,000
	General funds	Restricted Asset	s7.11/ s7.12	CRR	DWM	Grants	AMP	SRV	TOTAL
CONSOLIDATED TOTAL 2026/27	10,443,500	12,821,000	13,928,313	2,400,000	4,850,000	9,553,429	1,512,256	5,576,000	61,084,498

DRAFT

ATTACHMENT 1 - ITEM 1

PLANNED CAPITAL PROJECTS 2027/28 TO 2029/30

Project changes to future years may be required due to cost increases, labour and supply shortages, reprioritisation and community input. Exact locations will be confirmed following detailed planning and site assessment.

Major projects	
2027/28	
<i>Responsibility: Manager, Infrastructure Delivery</i>	
HORNSBY PARK	
Crusher Plant development	
Old Mans Valley North development	
PUBLIC DOMAIN	
Asquith to Mount Colah (Stage 2)	
TRAFFIC	
Hornsby, Peats Ferry/Bridge Roads intersection upgrade	
WESTLEIGH PARK	
Stage 1A development	
TOTAL = (\$'000) (TBA)	

Major projects	
2027/28	
<i>Manager, Library and Community Services</i>	
COMMUNITY/CULTURAL/ARTS CENTRE	
Wallerobba Arts and Cultural Centre redevelopment	
TOTAL = (\$'000) 10,380	

Local footpaths	
2027/28	
<i>Responsibility: Manager, Infrastructure Planning</i>	
Berowra, Pacific Highway – Berowra Waters Road to Rickard Road (eastern side of highway)	
Cherrybrook, Hancock Drive – Purchase Road to Kentia Place (northern side of Hancock Drive)	
Hornsby, Sherbrook Road – Stephen Street to Salisbury Road	
Normanhurst, Denman Parade – Normanhurst Road to Edwards Avenue	
Thornleigh, Eddy Street – Tillock Street to Janet Avenue (northern side of Eddy Street)	
Wahroonga, Jubilee Street – Collings Street to Edgeworth David Avenue	
TOTAL = (\$'000) 500	
2029/30	
Berowra Heights, Mangaloo Street – Turner Road and Lingellen Street (connecting to Lingellen Street)	
Berowra Heights, Lingellen Street – Elizabeth Street to end (connecting to Mangaloo Street)	
Galston, Nancy Place – end to end (connecting to Arcadia Road)	
Normanhurst, Knox Place – Milson Place to end (side TBD)	
West Pennant Hills, Jadchalm Street – Cardinal Avenue to end	
TOTAL = (\$'000) 500	

2028/29	
Berowra, High Street – Rural Fire Service to end (northern side)	
Berowra Heights, Woodcourt Road – Alan Road to Longdale Avenue (northern – school side)	
Mount Kuring-gai, Glenview Road – Crawford Road to end (southern)	
Mount Kuring-gai, King Street – Low Street to Leeming Street (northern)	
Mount Kuring-gai, Low Street – King Street to Church Street (western)	
Westleigh, Duffy Avenue – Quarter Sessions Road to Elouera Road (southern)	
TOTAL = (\$'000) 500	

NEW, IMPROVE, MAINTAIN

PLANNED CAPITAL PROJECTS 2027/28 TO 2029/30

Responsibility: Manager, Infrastructure Planning

Local roads and traffic

2027/28	2028/29
Local roads planning and design, shoulder, kerb and gutter, resurfacing upgrades	Local roads planning and design, shoulder, kerb and gutter, resurfacing upgrades
ROADS	ROADS
Berowra, Waratah Road – Anembo Road to Pacific Highway	Unsealed road upgrade (TBA)
Berowra Heights, Turner Road – Elizabeth Street to Cambewarra Crescent (continued)	Berowra, Waratah Road – Anembo Road to Pacific Highway (continued)
Maroota, Laughtondale Gully Road – unsealed road upgrade	Berowra Heights, Easton Road – Wyanna Street to Barnetts Road
West Pennant Hills, New Farm Road – Cheyne Walk to New Line Road	Hornsby, Dural Lane – William Street to Frederick Street
TRAFFIC	TRAFFIC
Traffic planning and design	Pennant Hills, Orchard Street – end to end
Cherrybrook, New Line Road – upgrade existing refuge near Cherrybrook Public School	Pennant Hills, Victoria Road – Leo Road to Wilson Road
Cherrybrook, Purchase Road – new pedestrian crossing near Cherrybrook Technology High School	TRAFFIC
Dural, Quarry Road – wombat crossing (Stage 2) (subject to grant funding)	Traffic facility capital improvement projects (TBA)
SHARED PATHS	Traffic planning and design
Asquith, Amor Street, shared user path – Pacific Highway to Old Berowra Road (SRV)	SHARED PATHS
SRV funded shared paths (TBA)	SRV funded shared paths (TBA)
TOTAL = (\$'000) 8,996	TOTAL = (\$'000) 8,736
2029/30	
Local roads planning and design, shoulder, kerb and gutter, resurfacing upgrades	
ROADS	
Unsealed road upgrade (TBA)	
Local road improvements (TBA)	
TRAFFIC	
Traffic facility capital improvement projects (TBA)	
Traffic planning and design	
SHARED PATHS	
SRV funded shared paths (TBA)	
TOTAL = (\$'000) 7,169	

Responsibility: Manager, Infrastructure Planning

Foreshores

2027/28	2028/29
Foreshore facilities – investigations and planning	Foreshore facilities – investigations and planning
TOTAL = (\$'000) 91	TOTAL = (\$'000) 182
2029/30	
Foreshore facilities – investigations and planning	
TOTAL = (\$'000) 182	

NEW, IMPROVE, MAINTAIN
 PLANNED CAPITAL PROJECTS 2027/28 TO 2029/30

Responsibility: Manager, Infrastructure Planning

Stormwater drainage

2027/28	2028/29
Galston, Gardner Road – The Glade and The Knoll (stage 4) (including SRV)	Galston, Gardner Road – The Glade and The Knoll (stage 4) (including SRV)
Minor drainage improvements – investigation, planning, design and construction	Stormwater drainage (AMP)
TOTAL = (\$'000) 3,403	Minor drainage improvements – investigation, planning, design and construction
	Stormwater drainage planning and design
	TOTAL = (\$'000) 2,603
2029/30	
Stormwater drainage (AMP)	
Minor drainage improvements – investigation, planning, design and construction	
Stormwater drainage planning and design	
TOTAL = (\$'000) 2,203	

Responsibility: Manager, Environment

Bushland and waterways

2027/28	2028/29
BUSHLAND RECREATIONAL AND ACCESSIBILITY	BUSHLAND RECREATIONAL AND ACCESSIBILITY
Asquith East – bushland trail links	Dural, Fallon Drive to Keighran Fire Trail and Beverly Place – bushwalking track upgrades
Berowra Heights, Deep Bay Creek to Turner Road fire trail – Great North Walk upgrades	Hornsby Park – mountain bike track improvements
Hornsby – recreation trail improvements	Normanhurst Park – track improvements
Hornsby, Reddy Park – accessible loop track upgrade	Wahroonga – wayfinding track links
Hornsby, Valley Road – track upgrade of staircase	Bushwalking tracks construction and upgrade
Westleigh, Dog Pound Creek – bushwalking improvements	Bushland wayfinding signage upgrades
Bushland wayfinding signage upgrades	TOTAL = (\$'000) 1,293
TOTAL = (\$'000) 1,252	
WATERWAYS (Catchments Remediation Rate)	WATERWAYS (Catchments Remediation Rate)
Castle Hill, Odney Place – gross pollution device	Berowra, Mary Wall Crescent – wetland
West Pennant Hills, New Farm Road – wetland (Walumeda)	Hornsby, Neil Park – gross pollution device (trash rack)
TOTAL = (\$'000) 2,600	Thornleigh, Eddy Street – biobasin
	TOTAL = (\$'000) 2,550
2029/30	2028/29
BUSHLAND RECREATIONAL AND ACCESSIBILITY	WATERWAYS (Catchments Remediation Rate)
Hornsby – Florence Cotton Reserve improvements	Berowra, Wideview Oval – stormwater harvesting
Hornsby Park – mountain bike track improvements	Castle Hill, Hastings Street – wetland
Pennant Hills, Mambara Track – bushwalking track and interpretive signage upgrades	TOTAL = (\$'000) 2,500
Bushwalking tracks construction and upgrade	
Bushland wayfinding signage upgrades	
TOTAL = (\$'000) 1,364	

NEW, IMPROVE, MAINTAIN
 PLANNED CAPITAL PROJECTS 2027/28 TO 2029/30

Responsibility: Manager, Parks, Trees and Recreation

Parks and sporting

2027/28	2028/29
Cricket wicket renewal	Cricket wicket renewal
Irrigation renewal	Irrigation renewal
Park fencing renewal	Park fencing renewal
Park furniture renewal	Park furniture renewal
Playground undersurfacing	Playground undersurfacing
Berowra Heights, Crossroad Park	Brooklyn Marina toilet (SRV)
Cherrybrook, Elderberry Park	Brooklyn, Parsley Bay toilet (SRV)
Epping Oval amenities (design) (SRV)	Cherrybrook, Thomas Thompson amenities (SRV)
Galston, Fagan Park playground	Epping Oval amenities (SRV)
Hornsby, Clarke Road playground	Galston Recreation Reserve playground
Hornsby, Willow Park	Mount Kuring-gai Oval amenities (SRV)
Thornleigh Oval toilet (SRV)	Pennant Hills, Britannia Street playground
Normanhurst Oval amenities (SRV)	Thornleigh, Yaralla Park
West Pennant Hills, Campbell Park amenities (design) (SRV)	West Pennant Hills, Campbell Park amenities (SRV)
TOTAL = (\$'000) 4,310	TOTAL = (\$'000) 5,520
2029/30	
Cricket wicket renewal	
Irrigation renewal	
Park fencing renewal	
Park furniture renewal	
Playground undersurfacing	
Beecroft, Gunbalanya Park playground	
Berowra Oval amenities (SRV)	
Cherrybrook, Yanderra Grove playground	
Mount Colah, Foxglove Oval playground	
Mount Colah, Orr Park playground	
Pennant Hills car park toilet (SRV)	
TOTAL = (\$'000) 2,375	

ATTACHMENT 1 - ITEM 1

Hornsby Shire Council

ABN 20 706 996 972

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Visit us

Hornsby Shire Council Administration Centre at Hornsby Library
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.

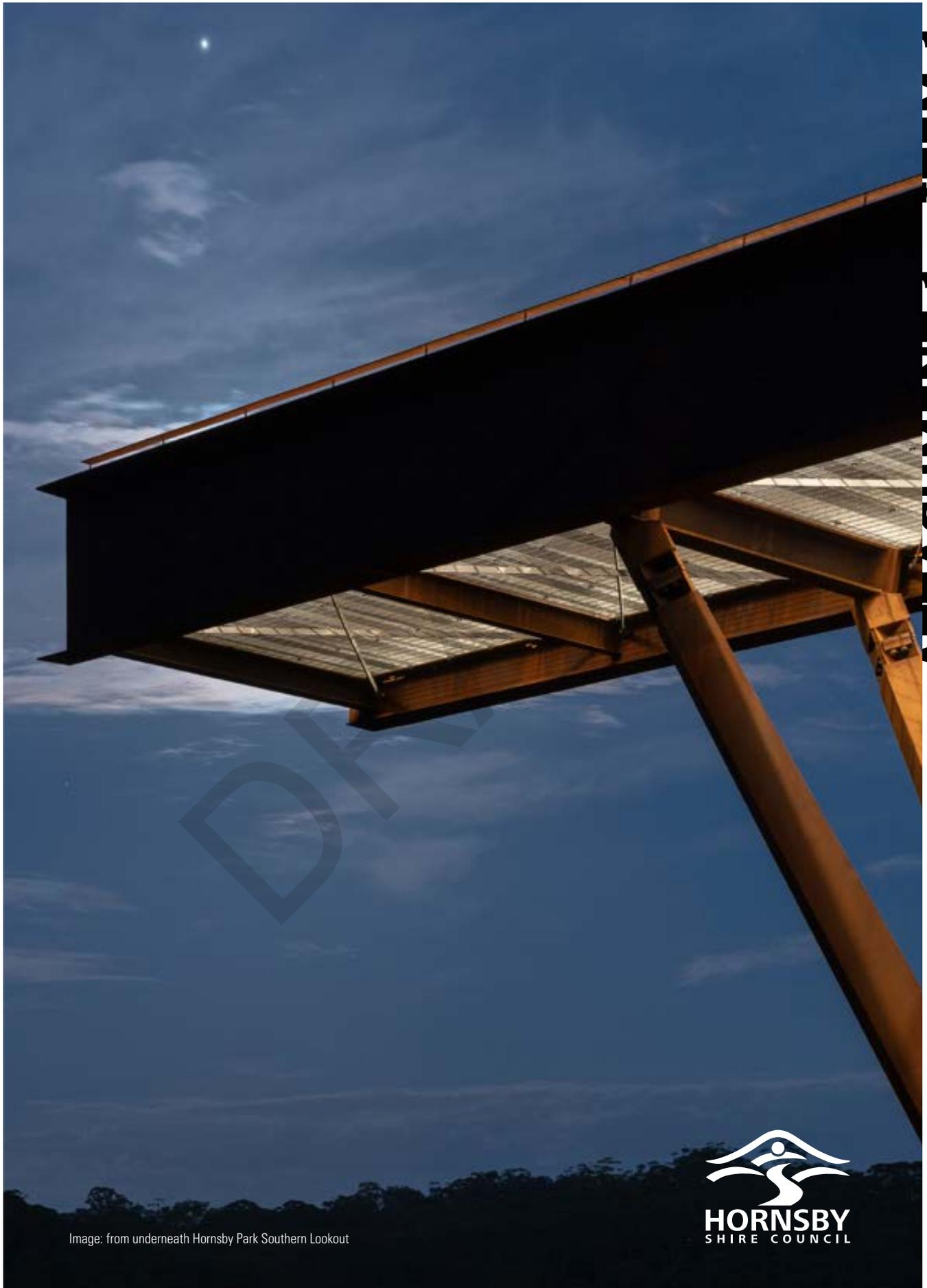
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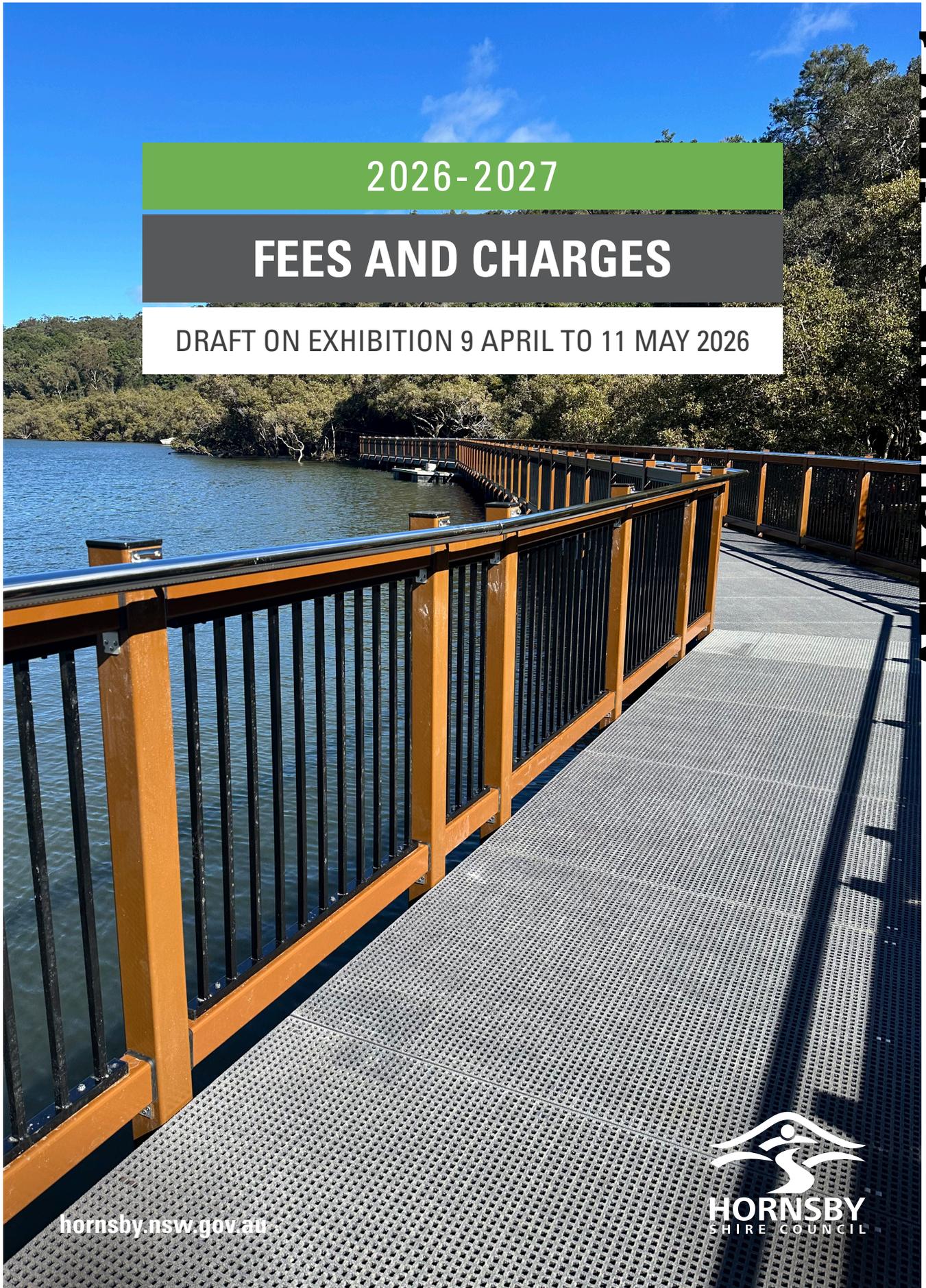
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ATTACHMENT 1 - ITEM 1

Image: from underneath Hornsby Park Southern Lookout





2026-2027
FEES AND CHARGES
DRAFT ON EXHIBITION 9 APRIL TO 11 MAY 2026

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Policy Statement

Pricing methodology

As part of the annual budget process, Council Officers review the Fees and Charges. This typically involves revising existing fee amounts, introducing new fees, and/or discontinuing fees that are no longer relevant.

When determining an appropriate price setting methodology, Council considers several key factors, including:

- The full cost of providing the service (direct and indirect costs)
- Whether the goods or services are delivered on a commercial basis
- The level of usage of facilities and associated demand
- The application of competitive neutrality principles

This approach helps ensure that fees are fair, transparent, financially sustainable, and aligned with regulatory and policy requirements.

According to the *Local Government Act 1993*, Section 610D states that a Council, if it determines the amount of a fee for a service, then it must take into consideration the following factors:

- The cost to Council providing the service
- The price suggested for that service by a relevant industry body or in any schedule of charges published, from time to time, by the department
- The importance of service to the community
- Any factors specified in the regulations.

The following pricing structure by service category is applied:

1. Statutory fee (Council has no power to alter the amount)
2. Zero cost recovery (because of significant community benefit, practical constraints or resolution of Council)
3. Partial cost recovery (to stimulate demand or there are 'public good' considerations)
4. Full cost recovery (including operating and asset cost recovery)
5. Commercial/business activity (the amount may include a profit objective)
6. Demand management (may include recognition of indirect costs or act as a disincentive).

Application of CPI

At a minimum all non -statutory fees and charges are indexed annually by the prior year Consumer Price Index (CPI) published by the Reserve Bank of Australia at 30 June, prior to rounding.

Typically, fees are rounded to the nearest \$0.50 or \$1.00 to ensure simplicity.

Review

All fees and charges are to be reviewed at least every four years to ensure they remain aligned with the actual costs of service delivery. This review is to include:

- Review of the pricing structure, to ensure it is still appropriate
- All costs associated with providing the service including direct and indirect costs
- Any historical agreements or arrangements to assess whether they remain viable

Non-profit Organisation/Financial Hardship

To qualify for Not for Profit Fees or Financial Hardship the following criteria must be met:

- i) The person or organisation must provide a copy of their Not for Profit certification and be able to demonstrate that the service or product that they require will provide them with some reasonable benefit and that this benefit is not available to them through means other than Council.
- ii) The person or organisation must be able to demonstrate that their personal financial situation is such that they are unable to pay the adopted fee or charge.

Fee Waivers and Concessions

- Fee waivers, reductions, or exemptions may only be approved by a Director, the Executive Leadership Team or Council resolution.
- All fee waivers are to be retained for audit and reporting purposes.
- Historical fee waivers are subject to cyclical review at least every four years.

Credit/Debit Card Merchant Service Fee

- A merchant service fee applies to all payments made by credit or debit card.

METHOD FOR CALCULATING

ATTACHMENT 2 - ITEM 1

PRICING STRUCTURE	1. Statutory	2. Zero Cost Recovery	3. Partial Cost Recovery
	A	B	E
SERVICE CATEGORIES	<p>Statutory – This is the amount required to be charged by statute. Where this principle applies, Council has no power to alter the amount.</p>	<p>Significant Community Benefit – Service provides a broad community benefit. Generally these services would not be provided if other principles were used to fund them.</p>	<p>Evasion – Where the imposition of a fee or charge to recover full cost may result in widespread evasion.</p>
		C	F
		<p>Practical Constraints – Where the service provided is a minor part of the overall operation of the Council or where the potential for revenue collection is so minor as to be outweighed by the costs of collection.</p>	<p>Stimulate Demand – Where a service is subsidised to provide a stimulus for the demand of a service for:</p> <ul style="list-style-type: none"> ■ the development of a new service; ■ to promote community or environmental benefits; ■ to ensure the economic well being of the community.
	D	G	
	<p>Council Resolution – where a Council resolution is made which effectively states that the service is to be provided as a “public good”.</p>	<p>Public Good including Equity and Social Justice – Where a service is subsidised to ensure access by low income users or other similarly disadvantaged persons.</p>	

FEES AND CHARGES 2026/27

4. Full Cost Recovery	5. Commercial / Business Activity	6. Demand Management
<p>H</p> <p>Operating costs – Where the fee or charge is calculated based on the full recovery of annual operating and maintenance costs, on-costs and overheads, including debt servicing.</p>	<p>K</p> <p>Commercial / Business Activities – Goods and services provided are of a commercial nature and recovery of costs is based on commercial principles. As a result of these principles a profit may accrue to Council as a compensation for exposure to market risk.</p>	<p>M</p> <p>Demand Management – Fee or charge is determined at a level greater than the direct cost of the service so as to provide a disincentive, or to recognise indirect costs associated with the provision of the service.</p>
<p>I</p> <p>Operating and Assets Costs – As above plus recovery of asset costs such as asset depreciation and the like.</p>	<p>L</p> <p>Internal Services – These services are provided predominantly for Council’s “in-house” use but may be made available for sale to external markets to defray operating costs. The fee or charge is determined with a profit objective.</p>	
<p>J</p> <p>Service Fee – Recovery of costs for “one-off” or irregular services provided by Council. Fee or charge is based on actual cost of providing the service.</p>		

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Parking Management

Electric Vehicle Parking / Parking Management

Electric Vehicle Parking Space Fee for New Installation (including signage) - Per Bay	\$649.00	N	4	J
Electric Vehicle While Charging Pavement Marking - Per Bay	\$442.00	N	4	J
Annual Electric Vehicle Space Fee - Per Bay	Various	N	4	H

Car Share Parking / Parking Management

Car Share Parking Space Fee for New Installation (including signage) - Per Bay	\$649.00	N	4	J
Car Share Only Pavement Marking - Per Bay	\$442.00	N	4	J
Annual Car Share Fee (Tier 1 site) - Per Bay	\$514.00	N	3	F
Annual Car Share fee (Tier 2 site) – Per Bay	\$360.00	N	3	F

Paid Parking - Wisemans Ferry

Car Parking Only- first 2 hours	Free	Y	5	K
Car Parking Only- 2-3 hours	\$4.00	Y	5	K
Car Parking Only- 3-24 hours	\$7.50	Y	5	K
Car with Trailer - Free for first 30 minutes. Daily rate will apply thereafter.	\$9.00	Y	5	K

DRAFT

ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Cemeteries – Wisemans Ferry and Brooklyn

Application to erect a monument, permit and administration	\$149.00	N	3	F
Burial application, inspection, permit and administration	\$310.00	N	3	F
Purchase of niche	\$1,300.00	Y	3	F
Niche plaque – engraved and installed	\$691.00	Y	3	F
Transfer of the internment Right to a new owner	\$310.00	N	3	F

DRAFT

ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Community Venues

1. General Requirements

- 1.1. All bookings for Council Community Venues are subject to the Terms and Conditions of Use and the General Conditions of Hire, available as PDF attachments shown during the booking process.
- 1.2. By submitting a booking, the Hirer agrees to follow all requirements, conditions, and fees that apply.
- 1.3. Council may refuse, cancel, or amend bookings to ensure fair access, safety, and compliance.

2. Not for Profit (NFP) Eligibility

- 2.1. An organisation is considered Not for Profit (NFP) if it operates without the purpose of generating profit, personal gain, or private benefit.
- 2.2. To receive NFP rates, organisations must provide valid documentation from the Australian Charities and Not for profits Commission (ACNC) at the time of registration.
- 2.3. Approved NFP organisations may access NFP rates for both Regular and Casual Hire.
- 2.4. Council may request updated documentation at any time.

3. Hire Categories

3.1. Regular Hire

- 3.1.1. Regular Hirers are groups or individuals who hire the same Community Venue 10 or more times in a calendar year.
- 3.1.2. Regular Hire is not available on weekends, to ensure a variety of community activities can access Council Venues.
- 3.1.3. Regular Hirers who make additional weekend bookings outside their approved Regular Hire agreement will be charged Casual Hire rates, and a bond will apply where applicable. See Clause 8.

3.2. Casual Hire

- 3.2.1. Casual Hirers are groups or individuals who hire a Community Venue up to nine times per calendar year.

3.3. Emergency Services

- 3.3.1. Emergency Services may be granted nil hire fees for Community Venue bookings, subject to assessment by the Venue Management Team.

4. Minimum Hire Period

- 4.1. All Venues have a minimum hire period of two hours, with additional time charged in 15 minute increments, unless otherwise stated.
- 4.2. If a two-hour booking cannot be accommodated due to scheduling, Council may reconsider the minimum hire period.

5. Commercial Filming

continued on next page ...

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Community Venues [continued]

- 5.1. Commercial Filming within Community Venues is charged at Casual Hire rates, plus any additional fees listed under Commercial Filming in Council's Fees and Charges.
- 5.2. Filming activities must be disclosed at the time of booking. Additional conditions may apply.

6. Misleading or Incorrect Booking Information

- 6.1. If a booking is made using misleading, false, or incomplete information about the type of hire or intended use, Miscellaneous Charges may apply.
- 6.2. Council may cancel or amend bookings where incorrect information has been provided.

7. Miscellaneous Charges

- 7.1. Miscellaneous Charges apply to all Community Venues.
- 7.2. Charges may be applied for noncompliance identified during the hire period, including
 - incorrect hire type
 - breach of venue conditions
 - unauthorised activities
 - failure to meet booking requirements
- 7.3. Charges are determined based on the nature and extent of the noncompliance.

8. Bond Requirements

- 8.1. A refundable bond applies to bookings made between 17:00 and midnight on Fridays and Saturdays.
- 8.2. The bond will be refunded after the hire period if the venue is left clean, undamaged, and free of additional waste.
- 8.3. Council may withhold part or all the bond to cover cleaning, waste removal, repairs, or breaches of Terms and Conditions of Use and General Conditions of Hire.

9. Council's Rights

- 9.1. Council may inspect the venue at any time during the hire period.
- 9.2. Council may refuse future bookings where repeated noncompliance or misconduct has occurred.
- 9.3. Council may update Terms and Conditions of Use and General Conditions of Hire at any time. The latest version will apply to all future bookings.

Arcadia Community Centre

Hire per hour	\$20.00	Y	3	F
Not for profit organisations – per hour	\$14.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F

Baden Powell Hall

Hire per hour	\$16.00	Y	3	F
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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Baden Powell Hall [continued]				
Not for Profit Organisations – Per Hour	\$15.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F
Beatrice Taylor Hall				
Regular Hire – Per hour	\$25.00	Y	3	F
Casual Hire - Per hour	\$44.00	Y	3	F
Not for Profit Organisations – Per hour	\$21.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F
Becroft Community Centre				
Regular Hire – Per hour	\$29.00	Y	3	F
Casual Hire – Per hour	\$50.00	Y	3	F
Not for Profit Organisations – Per hour	\$25.00	Y	3	F
Refundable Bond	\$500.00	N	3	F
Storage (Subject to Availability)				
Storage Room - Per Month	\$32.00	Y	3	F
Berowra Community Centre				
Berowra Community Centre – Please note, Friday (past 17:00) / Saturday / Sunday is not available for individual room hire. Whole centre fees apply.				
Auditorium				
Regular Hire – Per hour	\$29.00	Y	3	F
Casual Hire – Per hour	\$42.00	Y	3	F
Not for Profit Organisations – Per hour	\$28.00	Y	3	F
Balcony Room				
Regular Hire – Per hour	\$24.00	Y	3	F
Casual Hire – Per hour	\$32.00	Y	3	F
Not for Profit Organisations – Per hour	\$22.00	Y	3	F
Whole Centre				
Regular Hire – Per hour	\$36.00	Y	3	F
Casual Hire – Per hour	\$57.00	Y	3	F
Not for Profit Organisations – Per hour	\$32.00	Y	3	F
Refundable Bond	\$500.00	N	3	F
Storage (Subject to Availability)				
Storage Room - Per Month	\$21.00	Y	3	F
Storage Cupboard	Assessed on Enquiry	Y	3	F

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Brooklyn Community Meeting Room				
Hire Per Hour	\$18.00	Y	3	F
Not for Profit Organisations – Per hour	\$15.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F
Cherrybrook Community and Cultural Centre				
Ironbark Hall				
Regular Hire - Per hour	\$49.00	Y	3	F
Casual Hire - Per hour	\$151.00	Y	3	F
Not for Profit Organisations - Per hour	\$45.00	Y	3	F
Refundable Bond	\$500.00	N	3	F
Red Gum Hall				
Regular Hire - Per hour	\$42.00	Y	3	F
Casual Hire - Per hour	\$62.00	Y	3	F
Not for Profit Organisations - Per hour	\$39.00	Y	3	F
Refundable Bond	\$500.00	N	3	F
Meeting Rooms (per room)				
Regular Hire - Per hour	\$26.00	Y	3	F
Casual Hire - Per hour	\$31.00	Y	3	F
Not for Profit Organisations - Per hour	\$22.00	Y	3	F
Whole Centre				
Regular Hire - Per hour	\$106.00	Y	3	F
Casual Hire - Per hour	\$196.00	Y	3	F
Not for Profit Organisations - Per hour	\$103.00	Y	3	F
Refundable Bond	\$500.00	N	3	F
Storage rental (Subject to Availability)				
Note: Storage allocation is subject to change with sufficient notice				
Red Gum Hall Store Room - Per month	\$152.00	Y	3	F
Cupboards – Per Month	\$26.00	Y	3	F
Entire Room Storage – Per Month	\$49.00	Y	3	F
Foyer Storerooms – Per Month	Assessed on Enquiry	Y	3	F
Cowan Community Centre				
Hire Per Hour	\$21.00	Y	3	F
Not for Profit Organisations – Per hour	\$13.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F
Dangar Island Community Centre				
Hire Per Hour	\$12.00	Y	3	F

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Dangar Island Community Centre [continued]				
Not for Profit Organisations – Per hour	\$11.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F
Galston Community Centre				
Hall				
Regular Hire - Per hour	\$33.00	Y	3	F
Casual Hire - Per hour	\$54.00	Y	3	F
Not for Profit Organisations - Per hour	\$31.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F
Meeting Room				
Hire Per Hour	\$21.00	Y	3	F
Not for Profit Organisations - Per hour	\$19.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Whole Centre				
Regular Hire - Per hour	\$50.00	Y	3	F
Casual hire - Per hour	\$71.00	Y	3	F
Not for Profit Organisations - Per hour	\$48.00	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Tennis Court				
Seasonal hire - per hour (minimum 6 hires per year)	\$12.00	Y	3	F
Casual hire - per hour	\$21.00	Y	3	F
Glenorie Community Centre				
Hire per hour	\$18.00	Y	3	F
Not for Profit Organisations – Per hour	\$16.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Hawkins Hall				
Regular Hire – Per hour	\$21.00	Y	3	F
Casual Hire – Per hour	\$33.00	Y	3	F
Not for Profit Organisations – Per hour	\$20.00	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Storage Fees (Subject to Availability)				
Note: Storage allocation is subject to change with sufficient notice				
Hire Fee – Per Room, Per Month	\$25.00	Y	3	F

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Hornsby Leisure and Learning Centre				
Regular Hire – Per hour	\$25.00	Y	3	F
Casual Hire – Per hour	\$44.00	Y	3	F
Not for Profit Organisations – Per hour	\$21.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Hornsby Heights Community Centre				
Hire per hour	\$21.00	Y	3	F
Not for Profit Organisations – Per hour	\$20.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Hornsby Youth and Family Centre				
Regular Hire – Per hour	\$22.00	Y	3	F
Casual Hire – Per hour	\$33.00	Y	3	F
Not for Profit Organisations – Per hour	\$21.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Lillian Fraser Gardens - Meeting Room				
Note: The gardens are a public venue, there is no guarantee other patrons will not enter Lillian Fraser Gardens space if Ceremony is booked				
Hire per hour	\$18.00	Y	3	F
Not for Profit Organisations - Per hour	\$17.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Mount Colah Community Centre				
Note: Friday past 17:00 /Saturday/ Sunday is not available for individual room hire - Whole Centre fees apply				
Main Hall				
Regular Hire – Per hour	\$27.00	Y	3	F
Casual Hire – Per hour	\$51.00	Y	3	F
Not for Profit Organisations – Per hour	\$22.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Meeting Room				
Regular Hire – Per hour	\$21.00	Y	3	F
Casual Hire – Per hour	\$32.00	Y	3	F
Not for Profit Organisations – Per hour	\$20.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Whole Centre				
Regular Hire – Per hour	\$31.00	Y	3	F
Casual Hire – Per hour	\$63.00	Y	3	F
Not for Profit Organisations – Per hour	\$27.00	Y	3	F

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Whole Centre [continued]				
Function Rate - Refundable Bond	\$500.00	N	3	F
Mount Kuring-gai Community Centre				
Hire per hour	\$21.00	Y	3	F
Not for Profit Organisations – Per hour	\$20.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Hornsby Community Centre				
Hall 1				
Regular Hire - Per hour	\$30.00	Y	3	F
Casual Hire - Per hour	\$42.00	Y	3	F
Not for Profit Organisations - Per hour	\$27.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F
Hall 2				
Regular Hire - Per hour	\$40.00	Y	3	F
Casual Hire - Per hour	\$57.00	Y	3	F
Not for Profit Organisations - Per hour	\$37.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F
Both Halls				
Regular Hire - Per hour	\$110.00	Y	3	F
Casual Hire - Per hour	\$152.00	Y	3	F
Not for Profit Organisations - Per hour	\$107.00	Y	3	F
Refundable Bond	\$500.00	N	3	F
Pennant Hills Community Centre				
Main Hall				
Regular Hire – Per hour	\$31.00	Y	3	F
Casual Hire – Per hour	\$57.00	Y	3	F
Not for Profit Organisations – Per hour	\$28.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Intermediate Hall				
Regular Hire – Per hour	\$28.00	Y	3	F
Casual Hire – Per hour	\$49.00	Y	3	F
Not for Profit Organisations – Per hour	\$26.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Small Hall				
Regular Hire – Per hour	\$25.00	Y	3	F
Casual Hire – Per hour	\$42.00	Y	3	F
Not for Profit Organisations – Per hour	\$24.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Storage Fees (Subject to Availability)				
Note: Storage allocation is subject to change with sufficient notice.				
Storage Hire Fee – per cage, per month	\$30.00	Y	3	F
Storage Hire Fee – per cupboard, per month	\$19.00	Y	3	F
Storage Hire fee – room, per month	\$25.00	Y	3	F
Pennant Hills Leisure and Learning Centre				
Regular Hire – Per hour	\$24.00	Y	3	F
Casual Hire – Per hour	\$37.00	Y	3	F
Not for Profit Organisations – Per hour	\$22.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F
Storey Park Community Centre				
Fowler Hall				
Regular Hire - Per hour	\$40.00	Y	3	F
Casual Hire - Per hour	\$57.00	Y	3	F
Not for Profit Organisations - Per hour	\$37.00	Y	3	F
Refundable Bond	\$500.00	N	3	F
Jonas Fear Hall				
Regular Hire - Per hour	\$30.00	Y	3	F
Casual Hire - Per hour	\$42.00	Y	3	F
Not for Profit Organisations - Per hour	\$27.00	Y	3	F
Refundable Bond	\$500.00	N	3	F
Balts Hall				
Regular Hire - Per hour	\$25.00	Y	3	F
Casual Hire - Per hour	\$35.00	Y	3	F
Not for Profit Organisations - Per hour	\$20.00	Y	3	F
Refundable Bond	\$500.00	N	3	F
Whole Centre				
Regular Hire - Per hour	\$110.00	Y	3	F
Casual Hire - Per hour	\$152.00	Y	3	F
Not for Profit Organisations - per hour	\$107.00	Y	3	F
Function Rate - Refundable Bond	\$1,000.00	N	3	F

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Storage (Subject to Availability)

Note: Storage allocation is subject to change with sufficient notice

Cage Per Month	\$32.00	Y	3	F
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Thornleigh Community Centre

Thornleigh Community Centre – Please note, Friday past 17:00/Saturday/Sunday is not available for individual room hire - Whole Centre fees apply.

Main Hall

Regular Hire – Per hour	\$33.00	Y	3	F
Casual Hire – Per hour	\$62.00	Y	3	F
Not for Profit Organisations – Per hour	\$27.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F

Meeting Room

Regular Hire – Per hour	\$22.00	Y	3	F
Casual Hire – Per hour	\$32.00	Y	3	F
Not for Profit Organisations – Per hour	\$21.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F

Whole Centre

Regular Hire – Per hour	\$48.00	Y	3	F
Casual Hire – Per hour	\$88.00	Y	3	F
Not for Profit Organisations – Per hour	\$40.00	Y	3	F
Function Rate - Refundable Bond	\$500.00	N	3	F

Wallarobba Arts and Cultural Centre

Community Art Studio

Regular Hire – Per hour	\$21.00	Y	3	F
Casual Hire – Per hour	\$33.00	Y	3	F
Not for Profit Organisations – Per hour	\$20.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F

Office Space

Office Space (Weekly Rate)	\$99.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F

Exhibition Space

Weekly Exhibition Rate (Monday – Sunday)	\$367.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F

Wisemans Ferry Community Centre

Hall 1

Hire Per hour	\$14.00	Y	3	F
Not for Profit Organisations – Per hour	\$11.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Hall 1 [continued]				
Function Rate - Refundable Bond	\$500.00	N	3	F
Hall 2				
Hire Per hour	\$14.00	Y	3	F
Not for Profit Organisations – Per hour	\$11.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Function Rate - Refundable bond	\$500.00	N	3	F
Whole Centre				
Whole Centre Hire - Per hour (Excluding Office Space)	\$27.00	Y	3	F
Not for Profit Organisations – Per hour (Excluding Office Space)	\$20.00	Y	3	F
Storage	Assessed on Enquiry	Y	3	F
Refundable Bond	\$500.00	N	3	F
Storage Fees (Subject to Availability)				
Note: Storage allocation is subject to change with sufficient notice				
Hire Fee – Per Cupboard - Per Month	\$11.00	Y	3	F
Hire Fee – Per Room - Per Month	\$13.00	Y	3	F
Office Space				
All Office Spaces (Weekly Rate)	\$125.00	Y	3	F
Office Space (Weekly rate)	\$45.00	Y	3	F
Booking Charges				
Booking Fee (Non Refundable and Non Transferable)	\$20.00	Y	3	F
Booking Alteration Fee	\$20.00	Y	3	F
Regular Hire Application Processing Fee	\$60.00	Y	3	F
Cancellation Fees				
7 Days or More Notice	100% refund (excluding booking fee)	Y	4	J
Less Than 7 Days Notice	Full Hire Fees Payable	Y	4	J
Miscellaneous Charges				
After Hours Call Out Fee	Cost Recovery	Y	4	J
Cost Recovery for Not Complying with All Terms and Conditions of Hire including cleaning, damage and garbage (outside of BOND held)	Cost Recovery	Y	4	J
Community Stage Set Up	\$250.00	Y	3	E

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Community Services

Council Managed Major Events

If an event is cancelled by Council, 90% of the stallholder fee will be returned at the discretion of Council taking into account any stall trading time. Stallholder fees are not refundable if cancellation is made by stallholder within 4 weeks of the event.

Stallholder Site Fee (Council-run events)

Commercial - Per Site Fee	\$120.50	Y	3	F
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Commercial Stall Holder

Any commercial, general stallholder or food stallholder who will operate a stall within a Council-run Event.

Community Group Stallholder

Community Group Stallholder	Based on Hire Cost	Y	3	F
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Hornsby Art Prize

Entry Fee – per artwork	\$46.00	Y	3	F
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Reimagine Art Prize

Reimagine Art Competition Entry	\$31.00	Y	5	K
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Home Modification Services

Notes:

The cost of modifications is income assessed. Maintenance is charged at an hourly rate plus the full cost of materials. Fees are charged according to the NSW Government Home Modification Fees Policy July 2015.

People receiving Commonwealth Home Care Packages are ineligible for a subsidised Commonwealth Home Support Programme (CHSP).

A variable merchant fee may apply for Home Care Packages (HCP) and Commonwealth Home Support Programme (CHSP) Home Care services.

Modifications	Variable	N	3	C
Maintenance hourly rate plus full cost for all materials - per hour	Variable	N	3	C

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Construction

1. Gutter Crossings – Pipe crossings, including pipes up to 375mm diameter and headwalls

a. Crossings up to 4.8m long	\$4,090.00	Y	4	J
b. Each additional 1.2 m or part to maximum 9.6m	\$673.00	Y	4	J

2. Vehicular Crossings – Concrete (excluding layback)

Residential gateways up to 2.5m wide and gutter width up to 3.5m clear width at kerb (125mm thick with SL62 mesh). Includes fee for supervision of crossing construction and provision of levels (item 6.l. below)

a. Distance between boundary and kerb 3.5m	\$4,550.00	Y	4	J
b. Distance between boundary and kerb 4m	\$5,295.00	Y	4	J
c. Distance between boundary and kerb 4.5m	\$6,040.00	Y	4	J
d. Distance between boundary and kerb 5.5m	\$7,535.00	Y	4	J

Residential gateways up to 2.5m wide and gutter width up to 3.5m clear width at kerb (125mm thick with SL62 mesh) in conjunction with Hornsby Council road upgrade project

e. Distance between boundary and kerb 3.5m	\$3,160.00	Y	4	J
f. Distance between boundary and kerb 4m	\$3,735.00	Y	4	J
g. Distance between boundary and kerb 4.5m	\$4,310.00	Y	4	J
h. Distance between boundary and kerb 5.5m	\$5,465.00	Y	4	J

Areas over items 2.a to 2.h above and Heavy Duty/Commercial crossings to be charged at following rates

i. The area of concrete in addition to above to be charged for at rate per square metre:	\$497.00	Y	4	J
j. Heavy Duty (150mm thick and reinforced with SL82)	\$555.00	Y	4	J
k. Commercial and industrial crossings (200mm thick and reinforced with two (2) layers of SL82)	\$720.00	Y	4	J

3. Laybacks

a. Cut and turn kerb only (4.5m overall length) incl. saw cut	\$2,795.00	Y	4	J
b. Each additional metre	\$460.00	Y	4	J
c. Cut and turn kerb in conjunction with crossover (4.5 m overall length)	\$2,485.00	Y	4	J
d. Each additional metre	\$421.00	Y	4	J
e. Provide layback only (4.5m overall length)	\$3,695.00	Y	4	J
f. Each additional metre	\$630.00	Y	4	J
g. Provide layback in conjunction with crossover (4.5m overall length)	\$3,310.00	Y	4	J
h. Each additional metre	\$589.00	Y	4	J

4. Adjusting Utility Services

a. Adjusting Utility Services in conjunction with vehicular crossing construction	At cost + 10%	Y	4	J
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5. Concrete Sawing

a. Concrete sawing in conjunction with vehicular crossing construction	At cost + 10%	Y	4	J
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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
6. Miscellaneous – Construction				
a. Provide 100mm thick concrete slab to support pavers (allowing for extra excavation) – per sq.m	\$423.00	Y	4	J
b. Pipe headwalls (where constructed separately) – each	\$498.00	Y	4	J
c. Asphalt seal (30mm thick) where existing base is suitable – per sq.m	\$408.50	Y	4	J
d. Provision of base course of 150mm road base material – per sq.m	\$247.00	Y	4	J
e. Asphalt seal + provision of base course – per sq.m	\$644.00	Y	4	J
f. Footpath paving 80mm thick – per sq.m	\$347.00	Y	4	J
g. Kerbing and guttering – 150mm kerb – per lin.m	\$703.00	Y	4	J
h. Adjustments to 100mm diameter stormwater pipes – min charge/ metre	\$136.00	Y	4	J
i. Fee for supply of plans and supervision of crossings for construction by private contractor	\$461.00	N	4	J
Paving requires an additional inspection*				
j. Fee for supervision of crossing where levels have previously been provided	\$230.50	N	4	J
k. Fee for supply of vehicular crossing design levels for the purpose of ensuring correct matching of levels at boundary	\$230.50	N	4	J
l. Fee for supervision of crossing construction by Council's contractor (includes issue of levels)	\$461.00	N	4	J
m. Additional inspections regarding * above or where otherwise required – each	\$149.50	N	4	J
n. Fee for changing Authorised Contractor once plans have been issued (item 6.i or 6.j above)	\$115.50	N	4	J
7. Authorised contractors – vehicular crossings				
a. Registration Fee	\$522.00	N	4	J
b. Annual Fee	\$261.00	N	4	J
8. Tender Documents				
a. Paper copy	\$357.00	N	4	H
b. Electronic – via Tenderlink	\$0.00	N	4	H

ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Commercial Filming

Applications must be submitted at least 10 business days before the requested filming date.

Additional Information

1. Use of Council Facilities

Additional fees may apply when using Council facilities, including facility hire fees, vehicular access fees, cleaning bonds and other associated charges. Refer to the relevant sections of the Fees and Charges document.

2. Surcharges for Late Submissions or Major Revisions

A surcharge of 75% of the original application fee applies to:

- Applications submitted with fewer than 5 business days notice, and
- Major revisions made to an existing filming application.

3. Fee Waivers or Reductions

Fees may be waived or reduced in accordance with the *Local Government Filming Protocol 2025*, as determined by Council

4. Still and Commercial Photography

For fees relating to still photography or commercial photography, refer to the 'Parks and Ovals' section of the Fees and Charges document

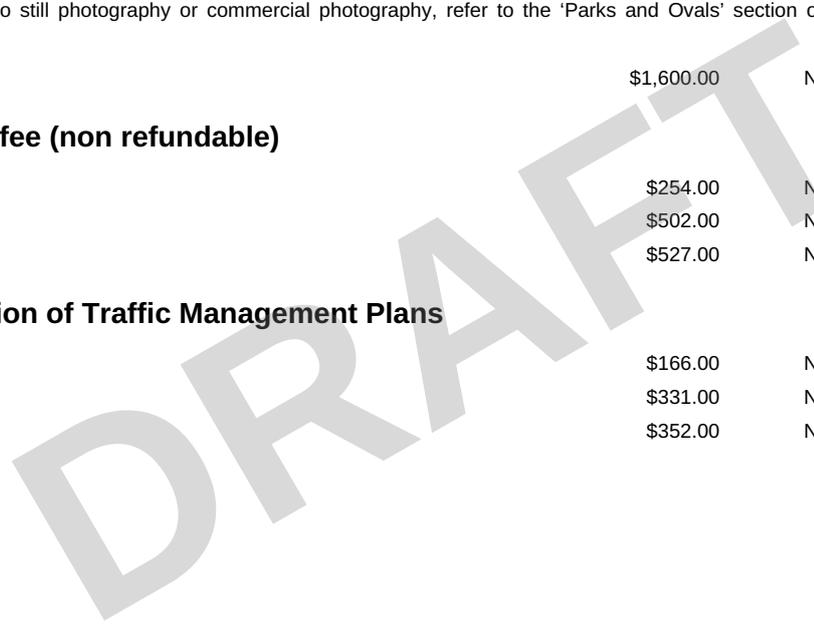
Filming bond	\$1,600.00	N	4	J
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Application fee (non refundable)

Low impact	\$254.00	N	4	H
Medium impact	\$502.00	N	4	H
High impact	\$527.00	N	4	H

Administration of Traffic Management Plans

Low impact	\$166.00	N	4	J
Medium impact	\$331.00	N	4	J
High impact	\$352.00	N	4	J



Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Financial Services

Interest on Overdue Rates

Interest on Overdue Rates - per annum	10.5%	N	1	A
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The applicable interest rate is set each year by the Minister of Local Govt. Council will adopt the maximum rate applicable as set by the Minister

Section 603 Certificate

603 Certificate fee is subject to annual adjustment determined by the Office of Local Government. The amount charged from 1 July 2025 will be published in the NSW Government Gazette and will be updated in the final version of this document.

Certificate under Section 603 for each property separately assessed Statutory fee	\$100.00	N	1	A
Urgency fee for Section 603 certificate (provided on same day if received by 1pm)	\$50.00	N	4	J

Rate Notice Copies

Copy of Rate/Instalment Notice - Current Year & One Prior Year	\$0.00	N	4	J
Copy of Rate/Instalment Notice - Previous Years (per year)	\$10.00	N	4	J
Rates Detailed Enquiry - Administration Fees	\$75.00	N	4	J

Dishonoured Payment

Dishonoured Cheque / Direct Debit fee (bank charge and handling fee)	\$30.00	N	4	J
Dishonoured Australia Post payment fee	\$27.50	N	4	H

Credit/Debit Card Merchant Service Fee

American Express - Credit/Debit Card Payment Merchant Service Fee - Percentage of transaction value - GST items	0.50%	Y	4	J
American Express - Credit/Debit Card Payment Merchant Service Fee - Percentage of transaction value - non GST items	0.50%	N	4	J
Visa/Mastercard - Credit/Debit Card Payment Merchant Service Fee – Percentage of transaction value - GST items	0.50%	Y	4	J
Visa/Mastercard - Credit/Debit Card Payment Merchant Service Fee – Percentage of transaction value - non GST items	0.50%	N	4	J

ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Governance				
Subpoenas				
Production – per hour	\$108.50	N	4	H
Courier/Postage charges for Subpoena	At Cost	N	4	H
Council Reports and Minutes – Current Meeting				
Printed version – if collected free of charge	No charge	N	6	M
Council Reports and Minutes – Previous Meetings				
Printed version – at Copying charges (see Copying – Governance)	see below	N	6	M
Note: All non-confidential Council Reports, Business Papers and Minutes are available on Council's website				
Request for Information – under the Government Information (Public Access) Act – (GIPA)				
Informal GIPA Applications				
No application or processing fee (Copying charges may apply – see Copying – Governance below)	No charge	N	6	M
Formal GIPA Applications				
i. By a person about their personal affairs	\$30.00	N	1	A
i.a Plus processing fee per hour – after first 20 hours	\$30.00	N	1	A
ii. All other requests – per application	\$30.00	N	1	A
ii.a Plus processing fee per hour – after first hour	\$30.00	N	1	A
Formal GIPA Internal Review Applications	\$40.00	N	1	A
Copying – Governance				
A4 photocopying – first 10 pages	No charge	N	2	B
A4 photocopying – 11 pages or more (charged per page from page 1)	\$2.50	N	6	M
A1 photocopying – per page	\$17.00	N	6	M

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Hornsby Mall

Busking

Busking is a 2 hour time slot from 1st January to 30th November. Busking is a 1 hour time slot from 1st December to 31st December.

Busking	\$12.00	N	3	F
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Authorised Activity Site

Commercial Operation Charges - Maximum 4 (3x3m) Site Locations

Commercial operators intending to or making a profit or commercial/personal gain including professional fundraisers

Fee per site per day (8 hours)	\$503.00	N	5	K
Fee per site per half day (4 hours)	\$377.00	N	5	K
Fee Per Site Per Hour (Minimum 2 Hours)	\$105.00	N	5	K

Community Groups - Maximum 4 (3x3m) Site Locations

Community groups – charity or not for profit organisation generating business, volunteers or members and/or fundraising for a registered charity

Fee per site per day (8 hours)	\$95.00	N	3	F
Fee per site per half day (4 hours)	\$74.00	N	3	F
Fee Per Site Per Hour (Minimum 2 Hours)	\$32.00	N	5	K

Emergency Services - Maximum 4 (3x3m) Site Locations Emergency Service Organisations completing advertisement, information sessions, community engagement or alike.

Fee per site per half day (4 hours)	\$0.00	N	3	F
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Vehicular Access

Any vehicles requiring access to complete any works within the Hornsby Mall

Per Vehicle Per Day – Max Weight 15 Tonne	As Assessed	N	3	E
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Any vehicles requiring access for deliveries or alike

Per Vehicle Per Day – Max Weight 15 Tonne	\$26.00	N	3	E
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Activations

Entire Site (30-40 Stall Locations)

Commercial (additional fees apply)	\$1,670.00	N	5	K
Commercial Activity Operated by Not for Profit (additional fees apply)	\$1,257.00	N	3	F
Community Activation	\$943.00	N	3	F
Per market day – market vehicle access fee (one off charge for vehicle access - flat fee)	\$49.00	N	5	K

20-30 Stall Locations

Commercial (additional fees apply)	\$1,257.00	N	5	K
Commercial Activity Operated by Not for Profit (additional fees apply)	\$1,048.00	N	3	F
Community Activation	\$733.00	N	3	F
Per market day – market vehicle access fee (one off charge for vehicle access - flat fee)	\$49.00	N	5	K

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
10-20 Stall Locations				
Commercial (additional fees apply)	\$1,048.00	N	5	K
Commercial Activity Operated by Not for Profit (additional fees apply)	\$838.00	N	3	F
Community Activation	\$524.00	N	3	F
Per market day – market vehicle access fee (one off charge for vehicle access - flat fee)	\$49.00	N	5	K
5-10 Stall Locations				
Commercial (Additional Fees Apply)	\$838.00	N	5	K
Commercial Activity Operated by Not for Profit (Additional fees apply)	\$629.00	N	3	F
Community Activation	\$262.00	N	3	F
Per Market Day – Market Vehicle Access Fee (one off charge for vehicle access - flat fee)	\$49.00	N	5	K
Outdoor Dining - For Hornsby Mall Only				
Outdoor Dining Fee calculated on \$ per square metre per annum, paid monthly	\$648.00	N	5	K
Processing Fee for new application for all Outdoor Dining Approval (Mall and non Mall - non refundable) (Extra fees may be payable if extra items eg surveys, DA required)	\$357.00	N	5	K
Processing Fee for amending existing Outdoor Dining Approval (Mall and non Mall - non refundable) (Extra fees may be payable if extra items eg surveys, DA required)	\$178.50	N	5	K
Bond (refundable)	\$500 or 2 months of the Annual Approval fee, whichever is the greater	N	5	K
Approval fee under NSW Roads Act 1993, Section 139(1) to Scentre Group				
Hornsby Mall – signs, banners and structures per annum	\$14,355.00	N	5	K
Coronation StrEat! (Hornsby)				
Miscellaneous charges may apply to venue hire including security deposit or any associated fees in relation to site set up for an activation.				
Busking				
Busking is a 2-hour time slot and can only be completed in Site 1.				
Authorised Activity Site				
Hand billing and professional fundraisers not permitted; activity can only be conducted in Site 1.				
Commercial Operation Charges				
Operators intending to or making a profit or commercial/personal gain static, maximum 2 people at any one time.				
Fee per day (8 hours)	\$367.00	N	5	K
Fee per half day (4 hours)	\$262.00	N	5	K
Community Group Charges				
Charity or not for profit organisation generating business, volunteers or members and/or fundraising for a registered charity.				
Fee per day (8 hours)	\$95.00	N	3	F

continued on next page ...

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Community Group Charges [continued]				
Fee per day (4 hours)	\$74.00	N	3	F
Markets and Activation				
Commercial Operation Charges				
Operators intending to or making a profit or commercial/personal gain static, maximum 2 people at any one time. Minimum 2 hour hire. Additional fees may be applied.				
Site 1 – per hour	\$90.00	N	5	K
Site 2 – per hour	\$90.00	N	5	K
Site 3 – per hour	\$90.00	N	5	K
Entire Site – per hour	\$262.00	N	5	K
Community Group Charges				
Charity or not for profit organisation generating business, volunteers or members and/or fundraising for a registered charity. Additional Fees may be applied.				
Site 1 – per hour	\$32.00	N	3	F
Site 2 – per hour	\$32.00	N	3	F
Site 3 – per hour	\$32.00	N	3	F
Entire Site – per hour	\$84.00	N	3	F
Miscellaneous charges				
Note: Hoardings and Commercial Filming - See elsewhere within the Fees and Charges document				
Booking Fee (non refundable and non transferable)	\$18.00	Y	3	F
Alterations to hire or permit times and/or dates (per alteration)	\$18.00	N	4	J
Penalty Fee for Non Conformance – Licence/Agreement	\$176.00	N	6	M
Security Deposit Community BBQ Trailer	\$250.00	N	3	F
Security Deposit – Event or market	\$524.00	N	3	F
Cleaning and garbage surcharge	As Assessed	Y	4	J
Damage to Council Property	As Assessed	N	4	J
Cancellation fees				
7 days or more notice	100% refund (excluding booking fee)	N	4	J
Less Than 7 Days Notice	Full Hire Fees Payable	N	4	J

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Libraries

Requests from other Libraries	\$4.50	Y	4	J
Stock Processing Charge – Lost or damaged materials	\$10.00	N	4	H
Other Charges: Plus original cost of item	Various	N	4	I
Replacement Borrowers Card	\$2.00	N	4	H
Extended research per hour	\$65.00	Y	4	J
Seminars/Workshops	Various	Y	2	B
Individual seminars/workshops will be charged at a rate based on factors such as the length of the seminar/workshop (1 hour, half day, etc) and costs associated with the seminar/workshop (speakers' fee; production of handouts, materials etc).				
Sale of publications	Various	Y	4	H
Inter-library loan charges as charged by lending library and passed on to customer	Various	Y	4	H
Library bags	Various	Y	6	M
Materials	Various	Y	2	B

Photocopying/printing charges – Libraries

Black and White – A4 - per page	\$0.20	Y	4	H
Black and White photocopying – A3 - per page	\$0.40	Y	4	H
Colour – A4 - per page	\$1.00	Y	4	H
Colour photocopying – A3 - per page	\$2.00	Y	4	H
Portable copy media	Various	Y	4	H
Audio technologies	Various	Y	4	H

Hornsby - Meeting Room 1 and 8 hire

Standard rate per hour	\$33.00	Y	3	F
Community/Not for profit rate per hour	\$16.50	Y	3	G

Hornsby - Meeting Room 2 hire

Standard rate per hour	\$17.00	Y	3	F
Community/Not for profit rate per hour	\$9.50	Y	3	G

Hornsby - Meeting Room 4 hire

Standard rate per hour	\$42.00	Y	3	F
Community/Not for profit rate per hour	\$20.00	Y	3	G

Sale of Materials (Unsuitable donations and library discards)

Charges range depending on value of item	Various	Y	2	C
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Reproduction of photographs from local studies collection – Council owned

Handling fee	\$12.00	Y	4	J
Photograph	Various	Y	4	J

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Miscellaneous				
Annual Commercial Boat Pumpout Service Fee	\$8,290.00	Y	5	J
Dinghy and Watercraft Storage				
Per year	\$221.00	N	5	K
Berowra Waters Water Supply (Water Mains)				
Detached Dwellings	\$149.50	N	3	G
Boat Sheds/Commercial Enterprises	\$488.00	N	3	G
Marinas	\$740.00	N	3	G
Provision of Directional Signs				
(see Policy PWR5 – "Street Signs")				
Standard Directional Sign and Post	\$673.00	Y	4	J
Standard Directional Sign Plate Replacement	\$280.00	Y	4	J
Non-standard Directional Sign and Post	Actual Cost	Y	4	J
Non-standard Directional Sign Plate Replacement	Actual Cost	Y	4	J
Not for profit organisations – new signs (maximum of 2)	Nil	Y	4	J
Not for profit organisations – sign maintenance & replacement	First four charges apply	Y	4	J

ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Natural Resources

Biosecurity Certificate Section 184 Biosecurity Act

Issuing certificate	\$55.00	N	4	J
Inspection / expert consultation per hour	\$225.50	N	4	J

Resources

Environmental Education Workshops	Various	Y	3	F
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Expert opinions

Pre Development Application advice – Bushland / Water (per hour)	\$230.50	Y	4	J
Offset Agreement – inspection/expert consultation (per hour)	\$230.50	Y	4	J
Expert opinion – consulting (per hour)	\$230.50	Y	4	J
Expert opinion – court (per hour)	\$230.50	Y	4	J
Water Quality monitoring (Not analytical costs) (per hour)	\$230.50	Y	4	J

Bar Island

Commercial Group Access Licence Fee	\$150.50	N	3	F
Community Group Access Licence Fee	\$80.00	N	3	F

Mountain Bike Track Hire

Subject to approvals authorised by POM

Commercial <30 people/day	\$248.50	Y	4	H
Commercial 30-50 people/day	\$468.00	Y	3	G
Commercial 51-100 people/day	\$992.00	Y	3	G
Commercial >100 people/day	\$1,875.00	Y	3	G
Not for profit community <100 people/day	\$200.50	Y	3	G
Not for profit community >100 people/day	\$416.00	Y	3	G
Schools outside the Shire / schools inside the Shire after hours (schools inside the Shire free during school hours)	\$330.00	Y	3	G
Small Group Mountain Bike Coaching (up to 6 people for a maximum of 15 sessions per year)	\$777.00 per annum	Y	3	G
Eligibility such as VETAB accreditation and/or TAFE or UNI, 1 st Aid for MTB coaches				
Refundable security/damage/cleaning bond/event high impact/ commercial event	\$1,070.00	N	3	G

Vegetation

Vegetation offset on public land to offset loss on private land – per hectare based on area removed	\$290,465.00	N	4	J
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Maps/Prints

Sale of GIS maps – black and white print

A4 size – GIS maps – b&w	\$33.00	N	4	J
A3 size – GIS maps – b&w	\$38.00	N	4	J
A2 size – GIS maps – b&w	\$44.00	N	4	J
A1 size – GIS maps – b&w	\$55.00	N	4	J

continued on next page ...

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Sale of GIS maps – black and white print [continued]				
A0 size – GIS maps – b&w	\$70.00	N	4	J
Sale of GIS maps – colour print				
A4 size – GIS maps – colour	\$44.00	N	4	J
A3 size – GIS maps – colour	\$48.50	N	4	J
A2 size – GIS maps – colour	\$61.50	N	4	J
A1 size – GIS maps – colour	\$86.50	N	4	J
A0 size – GIS maps – colour	\$116.00	N	4	J

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Planning and Building

Development Assessments

- All fees and charges and GST applicability are correct at the time of adoption of the Schedule.
- Any statutory charges or GST treatment that changes following adoption will be amended from the applicable date.
- In the event of any inconsistency between the fee shown in this document and the Regulation, the fee in the Regulation prevails.
- All fees and charges are GST inclusive (where applicable).

Part 2 Fees for Development Application - other than State significant development

2.1 Development application for development, other than a development application referred to in item 2.2 or 2.3, involving the erection of a building, the carrying out of a work or the demolition of a work or building with an estimated cost of development

Up to \$5,000	\$129.00	N	1	A
\$5,001-\$50,000				
(a) base fee	\$198.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000	\$3.00	N	1	A
\$50,001-\$250,000				
(a) base fee	\$412.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$50,000	\$3.64	N	1	A
\$250,001-\$500,000				
(a) base fee	\$1,356.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000	\$2.34	N	1	A
\$500,001-\$1million				
(a) base fee	\$2,041.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000	\$1.64	N	1	A
\$1,000,001-\$10million				
(a) base fee	\$3,058.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million	\$1.44	N	1	A
More than \$10million				
(a) base fee	\$18,565.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million	\$1.19	N	1	A
2.2 Development application for development for the purposes of 1 or more advertisements, but only if the fee under this item exceeds the fee that would be payable under item 2.1				
(a) 1 advertisement	\$333.00	N	1	A
(b) plus, for each additional advertisement	\$93.00	N	1	A

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
2.3 Development application for development involving the erection of a dwelling house with an estimated cost of \$100,000 or less				
2.3 Development application for development involving the erection of a dwelling house with an estimated cost of \$100,000 or less	\$532.00	N	1	A
2.4 Development application involving subdivision, other than strata subdivision, involving the opening of a public road				
(a) base fee	\$777.00	N	1	A
(b) plus, for each additional lot created by subdivision	\$65.00	N	1	A
2.5 Development application involving subdivision, other than strata subdivision, not involving the opening of a public road				
(a) base fee	\$386.00	N	1	A
(b) Plus, for each additional lot created by subdivision	\$53.00	N	1	A
2.6 Development application involving strata subdivision				
(a) base fee	\$386.00	N	1	A
(b) plus, for each additional lot created by subdivision	\$65.00	N	1	A
2.7 Development application for development not involving the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a work or building	\$333.00	N	1	A
Part 3 Additional Fees for Development Application - other than State significant development				
Matter for which fee is payable:				
3.1 Additional fee for development application for integrated development				
(a) fee payable to consent authority	\$164.00	N	1	A
(b) fee payable to approval body	\$374.00	N	1	A
3.2 Additional fee for development application for development requiring concurrence, other than if concurrence is assumed under this Regulation, section 55				
(a) fee payable to consent authority	\$164.00	N	1	A
(b) fee payable to concurrence authority	\$374.00	N	1	A
3.3 Additional fee for development application for designated development	\$1,076.00	N	1	A
3.4 Additional fee for development application that is referred to design review panel for advice	\$3,508.00	N	1	A
3.5 Giving of notice for designated development	\$2,596.00	N	1	A
3.6 Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development	\$1,292.00	N	1	A
3.7 Giving of notice for prohibited development	\$1,292.00	N	1	A
3.8 Giving of notice for other development for which a community participation plan requires notice to be given	\$1,292.00	N	1	A
Part 4 Fees for modifications of Development Consents - other than State significant development				
4.1 Modification application under the Act, section 4.55(1)	\$83.00	N	1	A
4.2 Modification application - lesser of				
(a) under the Act, section 4.55(1A)	\$754.00	N	1	A

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
4.2 Modification application - lesser of [continued]				
(b) or, under the Act, section 4.56(1) that involves, in the consent authority's opinion, minimal environmental impact	50% fee for original application	N	1	A
4.3 Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original development application was (a) less than 1 fee unit or (b) 1 fee unit or more and the original development application did not involve the erection of a building, the carrying out of a work or the demolition of a work or building	50% fee for original application	N	1	A
4.4 Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if— (a) the fee for the original development application was 1 fee unit or more, and (b) the original development application involved the erection of a dwelling house with an estimated cost of \$100,000 or less	\$222.00	N	1	A
4.5 Modification application under the Act, section 4.55(2) or 4.56(1) that does not, in the consent authority's opinion, involve minimal environmental impact, if the fee for the original application was 1 fee unit or more and the application relates to an original development application, other than an original development application specified in item 4.3 or 4.4, with an estimated cost of development o				
Up to \$5,000	\$64.00	N	1	A
\$5,001-\$250,000				
(a) base fee	\$99.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000	\$1.50	N	1	A
\$250,001-\$500,000				
(a) base fee	\$585.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000	\$0.85	N	1	A
\$500,001-\$1 million				
(a) base fee	\$833.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000	\$0.50	N	1	A
\$1,000,001-\$10million				
(a) base fee	\$1,154.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million	\$0.40	N	1	A
More than \$10 million				
(a) base fee	\$5,540.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million	\$0.27	N	1	A
4.6 Additional fee for modification application if notice of application is required to be given under the Act, section 4.55(2) or 4.56(1)	\$778.00	N	1	A
4.7 Additional fee for modification application that is accompanied by statement of qualified designer	\$889.00	N	1	A
4.8 Additional fee for modification application that is referred to design review panel for advice	\$3,508.00	N	1	A
4.9 Submitting modification application under the Act, section 4.55(1A) or (2) on the NSW planning portal	\$40.00	N	1	A

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Part 5 Fees for application for State significant development and approval of State significant infrastructure				
Refer to Schedule 4 of the Environmental and Assessment Regulation 2021				
Part 7 Fees for reviews and appeals				
7.1 Application for review under the Act, section 8.3 that relates to a development application not involving the erection of a building, the carrying out of a work or the demolition of a work or building	50% fee for original development application	N	1	A
7.2 Application for review under the Act, section 8.3 that relates to a development application involving the erection of a dwelling house with an estimated cost of \$100,000 or less	\$222.00	N	1	A
7.3 Application for review under the Act, section 8.3 that relates to a development application, not referred to in item 7.1 and 7.2 for development with an estimated cost of				
Up to \$5,000	\$64.00	N	1	A
\$5,001-\$250,000				
(a) base fee	\$100.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$5,000	\$1.50	N	1	A
\$250,001-\$500,000				
(a) base fee	\$585.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$250,000	\$0.85	N	1	A
\$500,001-\$1 million				
(a) base fee	\$833.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$500,000	\$0.50	N	1	A
\$1,000,001-\$10 million				
(a) base fee	\$1,154.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$1 million	\$0.40	N	1	A
More than \$10 million				
(a) base fee	\$5,540.00	N	1	A
(b) plus, for each \$1,000, or part \$1,000, by which estimated cost exceeds \$10 million	\$0.27	N	1	A
7.4 Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is				
(a) less than \$100,000	\$64.00	N	1	A
(b) \$100,000-\$1 million	\$175.00	N	1	A
(c) more than \$1 million	\$292.00	N	1	A
7.5 Appeal against determination of modification application under the Act, section 8.9	50% fee that was payable for the application the subject of appeal	N	1	A

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
7.4 Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) if the estimated cost of development is [continued]				
7.6 Submitting application for review of a determination under the Act, section 8.3 on the NSW planning portal	\$5.00	N	1	A
7.7 Notice of application for review of a determination under the Act, section 8.3	\$725.00	N	1	A
Part 8 Fees for site compatibility certificates and site verification certificates under SEPPs				
8.1 Application for site compatibility certificate under State Environmental Planning Policy (Housing) 2021				
(a) base fee	\$310.00	N	1	A
(b) plus, for each dwelling	\$42.00	N	1	A
Maximum fee - including base fee & additional fee	\$626.00	N	1	A
8.2 Application for site compatibility certificate under State Environmental Planning Policy (Transport and Infrastructure) 2021, Chapter 2 or 3				
(a) base fee	\$310.00	N	1	A
(b) plus, for each hectare, or part hectare, of area of land	\$265.00	N	1	A
Maximum fee - including base fee & additional fee	\$626.00	N	1	A
8.3 Application for site verification certificate under State Environmental Planning Policy (Resources and Energy) 2021, Part 2.4	\$4,373.00	N	1	A
8.4 Submitting application for site compatibility certificate on the NSW planning portal	\$40.00	N	1	A
Part 9 Other fees				
9.1 Consideration of request for the Minister or Planning Secretary to refer matter to the Independent Planning Commission or a Sydney district or regional planning panel under this Regulation, section 262(1)	\$5,746.00	N	1	A
9.2 Referral of matter by the Minister or Planning Secretary to the Independent Planning Commission or a Sydney district or regional planning panel under this Regulation, section 262(2)	\$17,238.00	N	1	A
9.3 Submitting complying development certificate on the NSW planning portal	\$36.00	N	1	A
9.4 Submitting application for construction certificate, subdivision works certificate, occupation certificate, subdivision certificate, building information certificate or complying development certificate on the NSW planning portal	\$40.00	N	1	A
9.5 Payment of monetary contribution or levy under the Act, Division 7.1 on the NSW planning portal	\$5.00	N	1	A
9.6 Submitting planning agreement on the NSW planning portal	\$5.00	N	1	A
9.7 Application for planning certificate under the Act, section 10.7(1)	\$62.00	N	1	A
9.8 Additional fee if planning certificate includes advice under the Act, section 10.7(5)	\$94.00	N	1	A
9.9 Provision of certified copy of a document, map or plan under the Act, section 10.8(2)	\$62.00	N	1	A
9.10 Public hearing by Independent Planning Commission under the Act, section 2.9(1)(d)				
(a) base fee	\$66,193.00	N	1	A
(b) plus, additional fee for estimated costs of hearing	\$66,192.50	N	1	A
Other Council Fees				
Admin Processing Fee - Per Application Type				

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Amended Plans/Additional Information				
Minor Development (\$0 to \$300,000)	\$65.50	N	5	K
Medium Development (\$300,001 to \$900,000)	\$149.50	N	5	K
Large Development (\$900,001 to \$10,000,000)	\$311.00	N	5	K
Extra Large Development (more than \$10,000,000)	By quotation - min fee \$360	N	5	K
Amended Application Plans	50% of original application fee or \$180 which ever is greater	N	5	K
Design Excellence Panel - Professional fees - initial consideration				
Administration Fee - per meeting - Non refundable - paid on booking	\$398.00	N	5	K
i) less than 3 storeys	\$2,000.00	N	5	K
ii) Greater than 3 storeys	\$4,200.00	N	5	K
Section 4.54 Application to Extend Lapsing Period	\$442.64	N	5	K
Subsequent referrals to the DEP				
i) less than 3 storeys	\$1,000.00	N	5	K
ii) Greater than 3 storeys	\$2,100.00	N	5	K
Miscellaneous Fees				
Connect private stormwater system into Council's piped stormwater drainage system	\$553.00	N	5	K
Written reply to letters of enquiry regarding development consent and other matters	\$229.00	N	5	K
Pre-Lodgement Meetings				
Development with an estimated cost <\$1,000,000	\$770.00	Y	5	K
Development with an estimated cost >\$1,000,000	\$1,650.00	Y	5	K
State Significant Developments	\$2,800.00	Y	5	K
Subdivisions	\$990.00	Y	5	K
Subdivision Services				
Subdivision Works Certificates				
Roadworks, public pathway, drainage works, interallotment drainage, on-site detention system, right of way and access driveway, etc. – Fee per hour or part thereof. (Quotation to be obtained from Council)	By Quotation	Y	5	K
Section 138 of the Roads Act 1993				
For any works or activities in a public reserve, public road way or footpath (nature strip or verge). For all unclassified roads and many classified roads Local Government is the consent authority with TfNSW giving concurrence or consent on classified roads	By Quotation	N	5	K
Engineering Inspections				
For roadworks, public pathway, drainage works, interallotment drainage, on-site detention system, right of way and access driveway – Fee per hour or part thereof – minimum fee (Quotation to be obtained from Council prior to commencement of work)	By quotation	N	5	K

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Engineering Inspections [continued]				
Inspection fee for second and subsequent inspections of the same work – per inspection	\$280.00	N	5	K
In all cases where defective road pavements are detected a charge per test will be made to the subdivider – Fee per hour or part thereof	\$280.00	N	5	K
Bonding of Works				
Application fee for bonding of works below \$2,500	\$439.00	N	5	K
Application fee for bonding of works over \$2,500	\$745.00	N	5	K
Release or partial release of bond	\$427.00	N	5	K
Subdivision Certificate – Linen Release				
Torrens Title				
Lodgement Fee for Subdivision Certificate – per lot:				
1-10 lots – Fee per lot	\$676.00	N	5	K
11 lots and above – Fee per lot	\$628.00	N	5	K
Inspection fee for Principal Certifying Authority when Council did not issue construction certificate and/or compliance certificates – Fee per hour or part thereof	\$224.00	N	5	K
Strata Plan Applications – (s37 of the Strata Schemes Act)				
Strata Plan Application Fees	By Quotation	Y	5	K
Miscellaneous Items – Subdivision				
Stormwater Drainage/Detention Volume & Flow Rates Enquiry	\$313.00	N	5	K
Application for a house number and/or re-numbering	\$313.00	N	6	M
Application for naming of a street	\$2,735.00	N	6	M
Execution of legal documents				
Endorsement by General Manager/Authorised Officer	\$505.00	N	5	K
Release or variation of restriction	\$404.00	N	5	K
Electronic Registration of legal documents using PEXA	\$225.94	Y	5	K
NSW Government Planning Reform Fee – (Clause 266)				
For each development application having an est. cost exceeding \$50,000, an amount calculated as follows is to be set aside for payment to the Director-General.	$P = \frac{0.64 \times E}{1,000.00} - 5$	N	1	A
Advertising Fees for Development Applications, Modifications and Reviews				
Category 1 (Major Applications)	\$850.00	N	5	K
Category 2 (Minor Applications)	\$425.00	N	5	K
Development Services				
Other Approvals and Permits, including S.68 of the Local Government Act 1993				
Install a manufactured home, moveable dwelling or associated structure on land	As per DA & building services fees	N	5	K
Install a domestic/oil or solid heating appliance	\$514.00	N	5	K
Operate a caravan park or camping ground – Approval to operate – per site	\$10.00	N	5	K

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Other Approvals and Permits, including S.68 of the Local Government Act 1993 [continued]

Operate a manufactured home estate – per site	\$10.00	N	5	K
Mobile Food Vendor – Application for Approval to Operate	\$350.00	N	4	J
Use a standing vehicle or any article for the purpose of selling in a public place	\$350.00	N	4	J

Bonds and Levies

Footpath / Road and Kerb & Gutter Damage Inspections levy – Non Refundable

Total cost of works under \$25,000	No fee	N	5	K
BCA Class 1 & 10	\$180.50	N	5	K
BCA Class 2 to 9 – except for Residential Flat Buildings	\$1,205.00	N	5	K
Class 2 Residential Flat Buildings	\$4,790.00	N	5	K

Building Services

For a comprehensive fee quote, please contact our Customer Service on 9847 6760

Construction Certificates

Once you have your development consent you will need a Construction Certificate, a building certifier (Principal Certifier) to do your inspections and an Occupation Certificate.

Building Class 1 and 10 Structures

By Quotation OR

Granny Flat	\$577.00	Y	5	K
Dwelling-house	\$727.00	Y	5	K
Alterations and additions	\$380.00	Y	5	K
Swimming pool	\$347.00	Y	5	K
Shed or garage	\$347.00	Y	5	K
Minor Structure (decks, carports, retaining walls)	\$263.00	Y	5	K
Demolition	\$263.00	Y	5	K

Building Class 2 to 9 Structures

Multi-Unit Housing	By quotation	Y	5	K
Commercial	By quotation	Y	5	K
Industrial	By quotation	Y	5	K

Complying Development Certificates

If you are planning to build under the NSW Housing Code you will need a Complying Development Certificate, a building certifier (Principal Certifier) to do your inspections and an Occupation Certificate

General Housing Code

By Quotation OR

Granny Flats	\$1,295.00	Y	5	K
Dwelling-house	\$1,745.00	Y	5	K
Alterations and Additions	\$890.00	Y	5	K
Swimming pools	\$668.00	Y	5	K
Sheds and garages	\$890.00	Y	5	K
Minor Structures (decks, carports, retaining walls)	\$668.00	Y	5	K
Demolition	\$451.00	Y	5	K

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
General Housing Code [continued]				
Pre-lodgment advice	\$228.50	Y	5	K
General Commercial & Industrial Code				
By Quotation OR				
Building Alterations (internal)	\$1,010.00	Y	5	K
Change of Building Use	\$1,010.00	Y	5	K
Shop fronts and awning alterations	\$1,010.00	Y	5	K
Mechanical ventilation	\$1,010.00	Y	5	K
Commercial & Industrial Code	By quotation	Y	5	K
Pre-lodgment advice	\$228.50	Y	5	K

Mandatory Building Inspections

You will need to appoint a Principal Certifying Authority (Principal Certifier) to carry out mandatory inspections before commencing your building project.

Building Class 1 and 10 Structures and Appointment of HSC as Principal Certifier

Appointment of HSC as Principal Certifier (plus inspection fees)	\$291.50	Y	5	K
Appointment of HSC as Replacement Principal Certifier (plus inspection fees)	\$992.00	Y	5	K
Granny Flat (includes 6 inspections)	\$1,375.00	Y	5	K
Dwelling-house (includes 6 inspections)	\$1,375.00	Y	5	K
Alterations and Additions (includes 5 inspections)	\$1,150.00	Y	5	K
Swimming pool (includes 3 inspections)	\$685.00	Y	5	K
Sheds and garages (includes 3 inspections)	\$685.00	Y	5	K
Minor Structures, including decks, carports and retaining walls (includes 3 inspections)	\$685.00	Y	5	K
Each additional reinspection	\$228.50	Y	5	K

Building Class 2 to 9 Structures and Appointment of HSC as Principal Certifier

Appointment of HSC as Principal Certifier	By quotation	Y	5	K
Appointment of HSC as Replacement Principal Certifier	By quotation	Y	5	K
Multi-Unit Housing	By quotation	Y	5	K
Commercial	By quotation	Y	5	K
Industrial	By quotation	Y	5	K

Occupation Certificates – Final – Where Council is the Principal Certifier

Prior to using or occupying a new structure you must obtain an Occupation Certificate. This certificate authorises:
(a) The occupation and use of a new building; (b) A change of building use for an existing building

Fee	\$228.50	Y	5	K
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Building Information Certificate (BIC) Applications

(Division 6.7)

Class 1 and 10 Buildings (Authorised)	\$297.50	N	1	A
Class 2-9 Buildings (Authorised)	By quotation	N	1	A
Buildings (Unauthorised)	By quotation	N	1	A

Where a development consent, complying development certificate or construction certificate was required for the erection of the building and no such consent or certificate was obtained. The fee payable is the total of the maximum fee payable for development consent, or a complying development certificate and the maximum fee payable for a construction certificate

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
(Division 6.7) [continued]				
Additional inspection fee	\$229.00	N	1	A
Authorised building urgency Fee (additional to application fee) – Certificate issued within two working days on receipt of application	\$686.00	N	5	K
Swimming Pools				
Swimming Pool Exemption Applications				
Exemption Under Section 22 of the Swimming Pools Act, 1992	\$250.00	N	1	A
Swimming Pool Inspections – Section 22F of the Swimming Pools Act, 1992				
Initial Swimming Pool Barrier Inspection Statutory fee	\$150.00	Y	1	A
Subsequent Swimming Pool Barrier Inspection Statutory fee	\$100.00	Y	1	A
Swimming Pool Barrier urgency fee (additional)	\$228.50	Y	5	K
Miscellaneous Building Services Fees				
Annual Fire Safety Statement Registration Fee	\$158.50	Y	5	K
Annual Fire Safety Statement Inspection Fee - Hourly Rate	\$228.50	Y	5	K
Re-issue of Fire Safety Schedules under s80a	\$158.50	Y	5	K
Request for extension of time to submit AFSS	\$350.00	N	5	K
Request for extension of time to submit overdue AFSS	\$500.00	N	5	K
Principal Certifying Authority Signs	\$13.50	Y	4	H
Bushfire Attack Level Advice (s 4.14)	\$535.00	Y	5	K
Building Certifications – Hourly Rate	\$229.00	N	5	K
You might need a service that we do not cover in this price sheet. If you do, we will charge you an hourly rate for the service				
Strategic Planning Services				
Planning Certificates				
Planning Certificate – the prescribed fee for the issue of a certificate under section 10.7(2) of the Act is specified in Schedule 4, EP&A Regulation 2021	\$62.00	N	1	A
Additional fee if planning certificate includes advice under the Act, section 10.7(5)	\$94.00	N	1	A
Amendment of Environmental Planning Instrument				
Pre Planning Proposal Lodgement Meeting Fee	\$1,430.00	Y	5	K
Minor Rezoning (Planning Proposal)	\$37,000.00	N	5	K
Major Rezoning (Planning Proposal) that would facilitate development with a potential construction value greater than \$20 Million.	\$74,000.00	N	5	K
Reclassification – public hearing fee	Full cost recovery	N	5	K
Fees for external consultants to peer review additional studies post Gateway Review approval	Full cost recovery	N	5	K
Fees for amendment to the existing DCP	\$5,000.00	N	5	K
Fees for amendment to the existing DCP requiring the engagement of external consultants (which may include the preparation of a site specific masterplan, DCP part or change to figures)	Full cost recovery	N	5	K

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Voluntary Planning Agreements				
Preparation / Legal Review	Full cost recovery	N	5	K
Advertising	Full cost recovery	N	5	K
Miscellaneous Items – Strategic Planning				
Map and Publication Sales				
Provision of certified copy of a document, map or plan under the Act, section 10.8(2)	\$66.50	N	1	A
Miscellaneous Services				
Professional/technical advice – Hourly Rate	\$230.00	N	5	K
You might need a service that we don't cover in this price sheet. If you do, we will charge you an hourly rate for the service				
Print and copy service for plans and documents – Charge per page				
AO Size (841mm x 1,189mm)	Full cost recovery	N	4	J
A1 Size (594mm x 841mm)	Full cost recovery	N	4	J
A2 Size (420mm x 594mm)	Full cost recovery	N	4	J
A3 Size (297mm x 420mm)	\$6.50	N	4	J
A4 Size (210mm x 297mm) – first 10 pages	\$0.00	N	4	J
A4 Size (210mm x 297mm) – 11 pages or more (charged per page from page 1)	\$2.50	N	4	J

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Regulatory Services

Unattended Items

Public Spaces (Unattended Property) Act 2021

Transporting a Class 1 item to a place of care or a place of storage	\$47.50	N	1	A
Transporting a Class 2 item to a place of care or a place of storage	\$105.50	N	1	A
Transporting a Class 3 item to a place of care or a place of storage	Actual Cost	N	1	A
Storing an item at a place of storage, per day	\$14.00	N	1	A
Storage of a Class 3 item at a place of storage, per day	Actual Cost	N	1	A
Cost of serving a notice notifying that the property has been taken to a place of care	\$17.00	N	1	A

Companion Animal Services

Registration

Restricted Dog Annual Permit Statutory fee	\$236.00	N	1	A
Permit Late Fee Statutory fee	\$23.00	N	1	A
Dangerous Dog Annual Permit Statutory fee	\$236.00	N	1	A
Dog – Registration fee (by 12 weeks or when sold if earlier than 12 wk) Statutory fee	\$80.00	N	1	A
Dog – Registration Combined fees (for not Desexing dog by 6 months) Statutory fee	\$269.00	N	1	A
Dog – Registration (by eligible pensioner) / Dog – Registration (not recommended eligible pensioner) Statutory fee	\$35.00	N	1	A
Dog – Registration (recognised breeder) Statutory fee	\$80.00	N	1	A
Dog – Registrations (desexing not recommended) Statutory fee	\$80.00	N	1	A
Trained Assistance Animal / Working Dog / Service of the State Dog (required to be microchipped) Statutory fee	Free	N	2	B
Dog – Desexed (sold by pound/shelter) Statutory fee	\$0.00	N	1	A
Undesexed Cats over 4 months of age - annual permit fee Statutory fee	\$99.00	N	1	A
Cat – Registration fee (by 12 weeks or when sold if earlier than 12 wk) Statutory fee	\$70.00	N	1	A
Cat – Registration (eligible pensioner) / Cat – Registration (desexing not recommended - eligible pensioner) Statutory fee	\$35.00	N	1	A

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Registration [continued]				
Cat – Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	\$0.00	N	1	A
Statutory fee				
Cat – Registration (desexing not recommended)	\$70.00	N	1	A
Statutory fee				
Cat – Registration (recognised breeder)	\$70.00	N	1	A
Statutory fee				
Registration Late Fee	\$23.00	N	1	A
Statutory fee				
Companion Animals Compliance				
Dangerous Dog Enclosure Certificate of Compliance	\$150.00	N	1	A
Impounding Fees – (Hawkesbury Pound)				
Refer to service provider for fees				
Administration & Release Fee	Refer to service provider for fees	N	4	J
Daily Boarding Fee – Dog under 20kg	Refer to service provider for fees	N	4	J
Daily Boarding Fee – Dog over 20kg	Refer to service provider for fees	N	4	J
Daily Boarding Fee – Cat	Refer to service provider for fees	N	4	J
Daily Boarding Fee – Mother with litter of kittens	Refer to service provider for fees	N	4	J
Euthanasia – Dog under 20kg	Refer to service provider for fees	N	4	J
Euthanasia – Dog over 20kg	Refer to service provider for fees	N	4	J
Euthanasia – Cat	Refer to service provider for fees	N	4	J
Euthanasia – Kittens < 2kg	Refer to service provider for fees	N	4	J
Identification & Disposal of dog/cat DOA	Refer to service provider for fees	N	4	J
Public Holiday Surcharge – extra	Refer to service provider for fees	N	4	J
Daily Boarding – Dangerous Dog/Dog waiting to be declared as Dangerous Dog	Refer to service provider for fees	N	4	J
Surrender Dog	Refer to service provider for fees	N	4	J
Surrender Cat	Refer to service provider for fees	N	4	J
Extra charge for after hours access	Refer to service provider for fees	N	4	J
Impounding & Release Fees from approved premises – Vets, etc.				
Refer to service provider for fees				
Administration & Release Fee	Refer to service provider for fees	N	4	J

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Impounding & Release Fees from approved premises – Vets, etc. [continued]				
Daily Boarding Charge – Dog up to 20kg	Refer to service provider for fees	N	4	J
Daily Boarding Charge – Dog over 20kg	Refer to service provider for fees	N	4	J
Daily Boarding Charge – Cat	Refer to service provider for fees	N	4	J
Euthanasia – Dog under 20kg	Refer to service provider for fees	N	4	J
Euthanasia – Dog over 20kg	Refer to service provider for fees	N	4	J
Euthanasia – Cat	Refer to service provider for fees	N	4	J
Seizure & Release Fees from Council				
Administration & Release Fee	\$52.50	N	4	J
Daily Boarding Charge – Dog up to 20kg	\$52.50	N	4	J
Daily Boarding Charge – Dog over 20kg	\$71.00	N	4	J
Daily Boarding Charge – Cat	\$46.50	N	4	J
Euthanasia – Dog under 20kg	\$124.00	N	4	J
Euthanasia – Dog over 20kg	\$255.50	N	4	J
Euthanasia – Cat	\$124.00	N	4	J
Micro-chipping	\$32.50	Y	4	J
Processing of identification/microchipping forms for the Companion Animals Register (C.A.R)	\$12.50	N	4	J
Conveyance fee per animal	\$46.50	N	4	J
Public Spaces (Unattended Property) Act 2021				
Transporting an animal to a place of care or to the responsible person	\$105.50	N	1	A
Transporting an animal to a market or sale yard	\$105.50	N	1	A
Providing an animal in possession with food, water or veterinary care	Actual Cost	N	1	A
Damage caused by an animal while in possession	Actual Cost	N	1	A
Environmental Protection				
Notices under POEO Act 1997				
Issuing of a Notice / Direction	\$840.00	N	1	A
Cost compliance service fee associated with an issued Notice/Direction, including time spent ensuring the Order is complied with, monitoring action under the Order, review of documentation, inspections, or any other associated matters with the issued Notice/Direction.	\$229.00 for first hour (our hourly rate), plus \$114.50 per each additional 30 mins	N	1	A
Lodgement fee for documentation required to be submitted to Council under a Notice/Direction for review or the like	\$45.50	N	4	J
Clean-Up Notice in relation to the depositing of litter or waste under Section 144AG of the POEO Act 1997	\$286.00	N	1	A
Onsite Sewage Management Applications				
This fee will only apply should Council adopt a policy for inspection of onsite sewage systems				
Waste Water Inspection Fee - hourly rate for technical inspections	\$229.00	N	4	H
Application to Install Wastewater Treatment In Unsewered Area	\$672.00	N	4	J

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Onsite Sewage Management Applications [continued]				
Application to Install Wastewater Treatment in Unsewered Areas (Over 10 equivalent people)	\$808.00	N	4	J
Licence to operate a sewer management system	\$52.00 per annum	N	4	D
Environmental Planning and Assessment				
Compliance Cost Notice service fee relating to the preparation or serving of an EP&A Act Notice	\$229.00 for first hour (our hourly rate), plus \$114.50 per each additional 30 mins	N	4	J
<i>Note: The maximum amount that may be charged under a compliance cost notice for the preparation or serving of a notice is \$750.00 for any associated costs and expenses (or as amended by the EP&A Regulation).</i>				
Cost compliance service fee associated with an issued Order, including time spent ensuring the Order is complied with, monitoring action under the Order, review of documentation, inspections, or any other associated matters with the issued Order.	\$229.00 for first hour (our hourly rate), plus \$114.50 per each additional 30 mins	N	4	J
Compliance Cost Notice service fee for costs and expenses relating to an investigation that leads to the issuing of a EP&A Order including site inspections and officer time investigating	\$229.00 for first hour (our hourly rate), plus \$114.50 per each additional 30 mins	N	4	J
Environmental Compliance				
Professional Technical Advice per hour or part thereof	\$229.00	N	4	J
Underground Petroleum Storage System – Audit	\$458.00	N	4	J
Underground Petroleum Storage System - Additional inspections	\$229.50	N	4	J
Out of Hours Construction Applications	\$1,600.00	N	4	J
Out of hours construction application for building works occurring outside of approved hours. One application required for each period of 24 hours in which out of hours working is to be conducted.				
Property Searches				
Notices and Orders Searches under the Local Government Act or Environmental Planning and Assessment Act	\$179.50	N	5	K
Urgency Fee (within 24 hours)	\$64.50	N	4	J
88G Certificate – Conveyancing Act 1919				
88G Certificate	\$12.64	N	1	A
If the authority has inspected the relevant land for the purpose of issuing the certificate	\$44.25	N	1	A
Health Services				
Food Premises – Administration Charge – Per NSW Food Authority Categories				
Small – 5 or less equivalent full time food handlers selling high risk food but no direct food handling required (eg. packaged only)	\$229.00	N	3	E
Small – 5 or less equivalent full time food handlers	\$358.00	N	3	E
Medium – 6-50 equivalent full time food handlers	\$796.00	N	3	E
Large – 51 or more equivalent full time food handlers	\$3,595.00	N	3	E
Food premises – inspection fees				
Low Risk Food Premises	\$110.00 per primary inspection	N	3	E

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Food premises – inspection fees [continued]				
Medium Risk Food Premises	\$231.50 per primary inspection	N	3	E
High Risk Food Premises	\$231.50 per primary inspection	N	3	E
Food Businesses				
Food Business – re-inspections	\$231.50 per re-inspection	N	3	E
Food Business – Requested pre-opening inspection of new premises	\$231.50 per pre-opening inspection	N	4	J
Food Business – Requested inspection of food premises for the purchase of the business	\$231.50 per requested inspection	N	4	J
Mobile Food Vendor – inspection	\$231.50 per inspection	N	4	E
Temporary Food Stall inspection	\$149.00	N	4	E
Public health incident inspection	\$110.00 per public health incident inspection	N	4	J
Skin penetration				
Hairdressing and beauty salon – health inspection	\$110.00 per primary inspection	N	4	J
Hairdressing and beauty salon re-inspection	\$110.00 per re-inspection	N	4	J
Skin Penetration inspection	\$231.50 per primary inspection	N	4	E
Skin Penetration re-inspection	\$231.50 per re-inspection	N	4	E
Skin Penetration Notification Fee	\$105.00	N	4	E
Notification of carrying out of skin penetration procedure				
Notification of carrying out of skin penetration procedure				
Cooling towers				
Administration Fee	\$131.50	N	4	E
Inspection fee per cooling tower system	\$231.50 per inspection	N	4	E
Re-inspection fee per cooling tower system	\$231.50 per re-inspection	N	4	E
Cooling Tower Notification Fee	\$120.00	N	4	J
Public Swimming Pools				
Public swimming pool inspections	\$231.50 per primary inspection	N	4	E
Public swimming pool re-inspection	\$231.50 per re-inspection	N	4	E
Public Swimming Pool Notification Fee	\$105.00	N	4	J
Public health consultation Fee	\$231.50 per consultation	N	4	J

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Notices and order under the Public Health Act 2010				
Cooling towers – Public Health Act 2010				
Improvement Notice	\$665.00	N	1	A
Prohibition Order	\$665.00	N	1	A
Follow up re-inspection fee for Prohibition Order	\$255.00	N	1	A
Public Swimming Pool and Skin Penetration Premises – Public Health Act 2010				
Improvement Notice	\$309.00	N	1	A
Prohibition order	\$309.00	N	1	A
Follow up re-inspection for Prohibition Order	\$255.00	N	1	A
Notices under the Food Act 2003				
Improvement Notice – including one re-inspection	\$565.00	N	1	A
Assessment/Review of Construction, Environmental or Traffic Management Plans				
i) Non-complex Management Plan, generally of the type associated with single residential construction.	\$229.00	N	1	A
ii) Moderately complex Management Plans, generally of the type associated with residential flat buildings, commercial and industrial buildings within industrial and medium density zones.	\$687.00	N	1	A
iii) Complex Management Plans, generally of the type associated large development sites, and may have significant environmental constraints, and /or contamination issues.	\$2,650.00	N	1	A
Assessment/Review of Plans of Management & Contamination Reports				
Review of a Contamination Report (PSI, DSI, RAP)	\$229.00	N	1	A
Assessment/Review of a Plan of Management	\$229.00	N	1	A
Assessment/Review of an Amended Approved Plan of Management	\$115.00	N	1	A
Lodgement of a Filming Management Plan	\$229.00	N	1	A
Storing of items other than vehicles				
Fee for Administration, Advertising, Seizure, Removal Costs and Release Fee				
Up to 1.2m2	\$124.00	N	4	H
>=1.2m2	\$243.50	N	4	H
Storage charges per day	\$14.00	N	4	H
Private Carpark Management Fees				
To patrol & manage privately owned carparks - fee per carspace per year	\$344.00	Y	4	H
Misc Traffic				
Supply of Photograph (Traffic Matter)	\$22.00	N	4	H

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Hoardings

Erection over public roads or parks for construction purposes, storage or materials, etc

Class A Hoarding

Class A Hoarding is of the fence type that is located not more than 300mm into Council's footpath/footway.

Fee per lineal metre/month – Class A	\$40.00	N	4	I
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Class B Hoarding

Class B Hoarding is with overhead protection across the whole of Council's footpath/footway with pedestrian access below and may be without or with site sheds over the protection.

Fee per lineal metre/month – Class B	\$105.50	N	1	A
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Class C Hoarding

Class C Hoarding is of the fence type or scaffolding that is located more than 300mm and up to 1,800mm into Council's footpath/footway where the width is at least 3,500mm or not more than half the width of the footpath/footway whichever is the lesser.

Fee per lineal metre/month – Class C	\$62.00	N	1	A
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Tower Cranes

Operate a Tower Crane

Fee per month	\$990.00	N	4	I
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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Property Services				
Property Services General Admin Fee (includes applications for dealing with Council and Crown land, roads, excluding telecommunications sites - non refundable)	\$1,940.00	Y	4	J
Property Services Application Fee for lease/licence of telecommunication site (non refundable)	\$2,365.00	Y	4	J
Property Services Road Closure Admin Fee (non refundable)	\$2,935.00	N	4	J
GIS Services Data Provision Fee – per half hour Such as data/maps that are not readily available	\$71.50	N	4	J
Certificate for Classification of Council Land	\$156.50	N	4	J
Outdoor Dining - All areas except Hornsby Mall				
Outdoor Dining Fee (Ongoing) - Tier 1 - calculated on \$ per square metre per annum, paid monthly	\$357.00	N	5	K
Outdoor Dining Fee (Ongoing) – Tier 2 (areas located > 800m from a Train Station) - calculated on \$ per square metre per annum, paid monthly	\$267.50	N	5	K
Outdoor Dining Fee (Ongoing) – Tier 3 (areas less than 2 square metres) – Flat Fee per annum	\$357.00	N	5	K
Processing Fee for new application for all Outdoor Dining Approval (Mall and non Mall - non refundable) (Extra fees may be payable if extra items eg surveys, DA required)	\$357.00	N	5	K
Processing Fee for amending existing Outdoor Dining Approval (Mall and non Mall - non refundable) (Extra fees may be payable if extra items eg surveys, DA required)	\$178.50	N	5	K
Bond (refundable)	\$500 or 2 months of the Annual Approval fee, whichever is the greater	N	5	K
Property Services – Miscellaneous				
Processing fee for Withdrawal of Caveat – to extinguish, modify or release where Council is the authority (excluding legal fees and disbursements - non refundable)	\$726.00	Y	4	J
Processing fee for Deed of Caveat and/or creation of Positive Covenant or other dealing on title (excluding legal fees and disbursements - non refundable)	\$966.00	Y	4	J
Administration fee for allowing entries onto titles over which Council has a caveat – minor matter (eg re-financing)				
Standard – one month turnaround	\$236.50	Y	4	J
Priority – one week turnaround	\$472.00	Y	4	J
Consent to Mortgage of Lease (excluding hourly rate, legal fees and disbursements payable by Mortgagor)				
Application/processing fee	\$280.50	Y	4	J
Hourly rate	\$142.00	Y	4	J

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Recreation

Parks and Ovals

Sporting Field Classes (excluding Cricket)

All sports fields have been classified on the basis of general sports field size and condition, and the standard and amount of facilities provided on each site.

Class 1 - Sporting Field

Large ovals with the ability to host multiple senior marked fields or a senior marked field with large warmup areas. Facilities include toilets, change rooms, canteen, storage and some with umpires' change room. Ancillary facilities vary including parking, practice wickets, playground and picnic facilities.

Sports fields within this classification include:

Dural Park
Foxglove Oval
Greenway Park No. 1 (Mike Kenny)
Hayes Park
Montview Oval
Rofe Park

Class 2 - Sporting Field

Sports fields with the ability to host a senior marked field with medium range of amenities including toilets, change rooms, canteen, storage, some with umpires' change room. Ancillary facilities vary, including parking, practice wickets, playground and picnic facilities.

Sports fields within this classification include:

Asquith Oval
Berowra Oval
Berry Park
Brooklyn Oval
Campbell Park
Cheltenham Oval
Edward Bennett Oval
Epping Oval
Greenway Park No. 2
Headen Park
James Park
John Purchase Oval
Mark Taylor Oval (Waitara)
Mills Park
Mount Kuring-gai Oval
Normanhurst Oval
North Epping Oval
Oakleigh Oval
Parklands Oval
Pennant Hills No. 1
Pennant Hills No. 2 (Ern Holmes)
Pennant Hills No. 3
Storey Park
Thomas Thompson Oval
Thornleigh Oval
Warrina Oval – Large

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Class 3 - Sporting Field

Small Sports fields with the ability to host a junior marked field with toilet facilities and varying ancillary facilities.

Sports fields within this classification include:

Arcadia Oval
Booth Park
Cowan Oval
Epping Athletics Track
Galston Recreation Reserve
Glenorie Oval
James Henty Drive Oval
Pennant Hills Archery
Pennant Hills Long Jump Pit
Old Dairy Oval
Ron Payne Reserve
Ruddock Park
Warrina Oval – Small

Cricket Classes

All cricket fields have been classified on the basis of general field condition, as well as the standard and amount of facilities provided on each site.

Class 1 - Cricket

Large ovals with turf cricket pitches, fenced, range of amenities including change rooms, toilets, canteen, umpires' change room and storage. Ancillary facilities vary including parking, practice wickets, playground and picnic facilities.

Sports fields within this classification include:

Asquith Oval
Berowra Oval
Epping Oval
Mark Taylor Oval (Waitara)
North Epping Oval
Parklands Oval
Pennant Hills No. 1
Pennant Hills No. 2 (Ern Holmes)
Storey Park

Class 2 - Cricket

Sports fields of varying size with mainly synthetic grass wickets, medium range of amenities including toilets, change rooms, canteen, storage, some with umpires' change room. Ancillary facilities vary, including parking, practice wickets, playground and picnic facilities.

Sports fields within this classification include:

Campbell Park
Cheltenham Oval
Dural Park
Foxglove Oval No. 1
Foxglove Oval No. 2
Greenway Park No. 2
Hayes Park
Headen Park
James Henty Drive Oval
John Purchase Oval
Mills Park
Montview Oval No. 1
Montview Oval No. 2
Mount Kuring-gai Oval
Normanhurst Oval
Ron Payne Reserve
Thornleigh Oval
Warrina Oval – Large

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Class 3 - Cricket

Sports fields of varying size with mainly synthetic wickets, toilet facilities only and with varying ancillary facilities.

Sports fields within this classification include:

Arcadia Oval
Berry Park
Booth Park
Brooklyn Oval
Cowan Oval
Edward Bennett Oval
Galston Recreation Reserve
Glenorie Oval
James Park
Old Dairy Oval
Ruddock Park
Thomas Thompson Oval

Floodlighting / Hour

Floodlighting fees will be calculated based on actual usage, including any preseason and casual use. A floodlight resetting fee applies to casual bookings and seasonal bookings of less than 15 weeks.

Sports Fields – Category 1

Asquith Oval; Berowra Oval; Campbell Park; Cheltenham Oval; Dural Park; Edward Bennett Oval; Epping Oval; Foxglove Oval; Greenway Park No. 1 (Mike Kenny), No. 2; Hayes Park; Headen Park; James Henty Drive Oval; James Park; John Purchase Oval; Mark Taylor Oval (Waitara); Montview Oval; Mount Kuring-gai Oval; Normanhurst Oval; North Epping Oval; Oakleigh Oval; Parklands Oval; Pennant Hills Park No. 1, No. 2 (Ern Holmes) & No. 3; Rofe Park; Ron Payne Reserve; Ruddock Park; Storey Park; Thomas Thompson Oval; Thornleigh Oval; Warrina Oval – Large

Small Ball Sport Competition	\$40.00	Y	4	I
Other Competition	\$38.00	Y	4	I
Training	\$28.00	Y	4	I

Sports Fields – Category 2

Berry Park; Brooklyn Oval; Epping Athletic Track; Pennant Hills Archery; Warrina Oval – Small

Fee	\$21.00	Y	4	I
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Netball / Tennis Courts – Category 1

Berowra Waters Road; Cheltenham Oval; Galston Recreation Reserve; Greenway Park; Montview Oval; Normanhurst Oval; Warrina Oval

Fee	\$15.50	Y	4	I
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Netball / Tennis Courts – Category 2

Wisemans Ferry

Fee	\$11.50	Y	4	I
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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Oval Hire and Court Hire - Seasonal Allocation Policy

Seasonal Definition

Council conducts three distinct seasonal booking processes each year:

- Summer Season
- Winter Season
- Pre-Season Training Requests

Season dates are strictly as defined in Council's Seasonal Licence Agreements and Pre-Season Training Policy. All seasonal allocations must include confirmed dates within these defined periods. Removal of dates from a seasonal allocation is not permitted. Any dates not allocated or confirmed for use within the seasonal booking may be made available to alternate users, subject to Council approval.

Seasonal Weekday Hire

A seasonal hire fee applies for use of a specific sportsground on weekdays for 10 or more confirmed dates during the defined season.

- All dates must be nominated at the time of booking.
- Seasonal bookings are based on defined season dates, not on a generic daily rate.
- No refunds apply for wet weather or ground closures.

Seasonal Weekend Competition Hire

A seasonal hire fee applies for use of a specific sportsground on weekends for 10 or more confirmed dates during the defined season.

- All dates must be nominated at the time of booking.
- Seasonal bookings are based on defined season dates, not on a generic daily rate.
- No refunds apply for wet weather or ground closures.

Unused or unconfirmed dates cannot be retained as part of a seasonal allocation and may be reallocated by Council.

Half fees applies to seasonal weeknights if shared by two club / associations where there is an overlap of two hours (excluding cricket nets)

Half fees applies to season weekends if shared by two clubs / associations for alternative weekends or usage that finishes prior to 1pm or commences after 12.30pm, excluding turf wickets.

Commercial operators incur a 50% surcharge

All Oval Hire excluding Baseball, Softball and Cricket – Class 1

Seasonal Weekend Competition (Oval / Day)	\$472.00	Y	3	G
Seasonal Training and Weeknight Competition (Oval / Hour)	\$19.50	Y	3	G
Casual Hire (Oval / Hour)	\$70.00	Y	4	H

All Oval Hire excluding Baseball, Softball and Cricket – Class 2

Seasonal Weekend Competition (Oval / Day)	\$251.50	Y	3	G
Seasonal Training and Weeknight Competition (Oval / Hour)	\$14.00	Y	3	G
Casual Hire (Oval / Hour)	\$39.50	Y	4	H

All Oval Hire excluding Baseball, Softball and Cricket – Class 3

Seasonal Weekend Competition (Oval / Day)	\$126.00	Y	3	G
Seasonal Training and Weeknight Competition (Oval / Hour)	\$7.00	Y	3	G
Casual Hire (Oval / Hour)	\$19.50	Y	4	H

Oval Hire Baseball and Softball – Class 1

Seasonal Weekend Competition (Oval / Day)	\$304.00	Y	3	G
Seasonal Training and Weeknight Competition (Oval / Hour)	\$14.50	Y	3	G
Casual Hire (Oval / Hour)	\$50.50	Y	4	H

Oval Hire Baseball and Softball – Class 2

Seasonal Weekend Competition (Oval / Day)	\$168.00	Y	3	G
Seasonal Training and Weeknight Competition (Oval / Hour)	\$11.00	Y	3	G

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Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Oval Hire Baseball and Softball – Class 2 [continued]				
Casual Hire (Oval / Hour)	\$30.00	Y	4	H
Oval Hire Baseball and Softball – Class 3				
Seasonal Weekend Competition (Oval / Day)	\$84.00	Y	3	G
Seasonal Training and Weeknight Competition (Oval / Hour)	\$6.50	Y	3	G
Casual Hire (Oval / Hour)	\$15.50	Y	4	H
Oval Hire Cricket – Class 1				
Seasonal Competition (Oval / Day)	\$461.00	Y	3	G
Seasonal Training (Oval / Day)	\$13.00	Y	3	G
Seasonal Turf Nets (Net / Night)	\$26.50	Y	3	G
Casual Hire (Oval / Day)	\$660.00	Y	4	H
Oval Hire Cricket – Class 2				
Seasonal Competition (Oval / Day)	\$157.50	Y	3	G
Seasonal Training (Oval / Day)	\$13.00	Y	3	G
Casual Hire (Oval / Hour)	\$30.00	Y	4	H
Oval Hire Cricket – Class 3				
Seasonal Competition (Oval / Day)	\$80.00	Y	3	G
Seasonal Training (Oval / Day)	\$13.00	Y	3	G
Casual Hire (Oval / Hour)	\$15.50	Y	4	H
Netball				
Pennant Hills Park Complex (inclusive of floodlights) Annual Fee	\$42,795.00	Y	3	G
Other sets of courts / Hour	\$5.50	Y	3	G
School Sports				
Shire Schools Turf Wicket / Day	\$380.00	Y	3	G
Outside Shire Schools Turf Wicket / Day	\$589.00	Y	3	G
Regular Shire Schools Other Grounds, except athletics carnivals and synthetics fields (Weekdays until 3.30pm)	\$0.00	Y	2	B
Shire Schools Other Grounds, except athletics carnivals and synthetic fields / Hour (Weekdays after 3.30pm and weekend – minimum charge of one hour)	\$15.50	Y	3	G
Standard Markings Athletic Carnivals - per day	\$530.00	Y	3	G
School Athletics Carnival with additional linemarkings per day	\$710.00	Y	3	G
School Athletics Carnival – additional days	\$169.00	Y	3	G
Special Markings Athletics Fields (ie grounds not listed as having athletics carnival fields)	\$1,275.00	Y	3	G
Fagan Park Cross Country Carnival < 500 people	\$719.00	Y	3	G
Fagan Park Cross Country Carnival > 500 people	\$1,420.00	Y	3	G
Shire School Gala Day / Cross Country without linemarkings (excluding Fagan Park) per day	\$169.00	Y	3	G
Outside Shire School Sportsground Hire (excluding carnivals, synthetics and turf wickets) per hour	\$15.50	Y	3	G
Synthetic fields				
Casual Hire / Hour	\$98.50	Y	4	H

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Synthetic fields [continued]				
Permanent Hire / Hour	\$57.00	Y	3	G
School Use (school hours only)	\$20.50	Y	3	G
Commercial Personal Trainer and Group Fitness Provider				
1-2 Participants in group / up to 8 sessions per week / per annum	\$240.50	Y	3	E
3-10 Participants in group / up to 8 sessions per week / per annum	\$380.00	Y	3	E
11-18 Participants in group / up to 8 sessions per week / per annum	\$505.00	Y	3	E
1-2 Participants in group / 9 to 15 sessions per week / per annum	\$360.00	Y	3	E
3-10 Participants in group / 9 to 15 sessions per week / per annum	\$562.00	Y	3	E
11-18 Participants in group / 9 to 15 sessions per week / per annum	\$753.00	Y	3	E
Licencing sign	\$62.00	Y	4	J
Others				
Commercial Coaching Clinic	Casual Oval Hire Rate	Y	4	H
Community Coaching Clinic	Seasonal Oval Hire Rate	Y	3	G
All Netball and Tennis Coaching Clinic / Hour	\$19.00	Y	3	G
Public Reserve Hire (Non Sporting)				
Crosslands				
Camping Booking Amendment – 1 date change permitted (if available) up to 3 working days prior to original booking date. Cancellation fees remain applicable from original booking date in all instances.				
Booking Fee (per booking, non refundable)	\$17.00	Y	3	E
Per person / per night (up to 100 people)	\$10.50	Y	3	E
Child (5 years & under)	\$0.00	Y	2	B
Entire Campsite / Night (includes picnic shelter, if available)	\$1,465.00	Y	3	E
Camping admin fee for camping without booking	\$52.50	Y	4	J
Crosslands Key Deposit (top gate)	\$209.50	N	4	J
Crosslands Shelter Shed (large) / Day	\$122.00	Y	3	G
Fagan Park				
Car parking – per car or mini bus <15 people / Day	\$7.50	Y	3	E
Annual Pass – Car parking – per car (Hornsby Shire residents only)	\$54.50	Y	3	E
Car parking – per coach (including school groups) >15 people / Day	\$64.00	Y	3	G
Self guided tour	\$41.00	Y	3	G
Guided tour – (1-1.5 hours) Tuesday Only	\$95.50	Y	3	G
Large Shelter Sheds / Day	\$176.00	Y	3	G
Model Airplane / Year	\$1,195.00	Y	3	G
Model Boat / Year	\$396.00	Y	3	G
Wedding Ceremony only, includes photos	\$570.00	Y	4	H
Wedding Photographs only	\$358.00	Y	4	H
Naming / Proposal / Other Ceremony	\$358.00	Y	3	E
Galston Recreation Reserve				
Large Shelter Hire / Day	\$238.50	Y	3	G

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Lisgar Gardens				
Naming / Other Ceremony includes inclinor	\$358.00	Y	4	H
Wedding Ceremony only includes inclinor	\$570.00	Y	4	H
Wedding Photographs only includes inclinor	\$358.00	Y	4	H
Rofe Park (Dog Area)				
Dog Clubs exclusive 1 day per week per year	\$545.00	Y	3	G
The Crusher – Events and Markets				
Commercial	\$0.00	Y	2	B
Commercial - with a community focus	\$0.00	Y	2	B
Community	\$0.00	Y	2	B
Rural Sports Facility				
Equestrian Clubs – yearly licence (alternate Sundays – 24 events)	\$7,110.00	Y	3	G
Equestrian Clubs – venue hire / Day	\$480.00	Y	3	G
Canine Clubs – yearly licence (24 events)	\$3,955.00	Y	3	G
Canine Cubs – casual event / Day	\$240.50	Y	3	G
School equestrian training outside school hours	\$83.00	Y	3	G
Miscellaneous Reserve Hire (general use)				
eg. Hornsby Park, Observatory Park, Wollundry Park (per hour)	\$19.50	Y	3	G
Weddings				
Weddings other than Fagan Park or Lisgar Gardens	\$359.00	Y	4	H
Wedding Photographs other than Fagan Park or Lisgar Gardens	\$158.50	Y	4	H
Special Event Hire				
Commercial events <200 people / day	\$1,220.00	Y	4	H
Commercial events >200 people / day	\$2,420.00	Y	4	H
Not for profit/community events <200 people / day	\$204.50	Y	3	G
Not for profit/community events >200 people / day	\$425.00	Y	3	G
Community events solely raising funds for a registered charity	\$0.00	Y	2	B
Miscellaneous – Parks and Ovals				
Car park - after hours call out fee	\$267.00	Y	4	J
Booking amendment fee	\$57.00	Y	5	K
Commercial photography/filming per day	\$524.00	Y	4	J
Still photography – professional	\$71.50	Y	4	J
Charge per key sports and parks seasonal hirers	\$31.00	Y	4	J
Casual hire key bond	\$50.00	N	4	J
Amusement Activity (non mechanical) / access in conjunction with reserve/park/oval hire	\$100.00	Y	3	G
Amusement Activity (mechanical) in conjunction with reserve/park/oval hire	\$238.50	Y	3	G
Reset flood lights (at hirer's request)	\$195.00	Y	4	J
Change of sporting field configuration (requiring goal post relocation)	\$677.00	Y	4	J
Damage to parks and ovals – plus assessed damage	\$105.00	Y	4	J

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Miscellaneous – Parks and Ovals [continued]				
Unauthorised use / access of sporting field/park – plus usage fee	\$126.00	Y	4	J
Penalty Fee for staying past allocated booking period (per 1/2 hour)	\$131.50	Y	4	J
Vending fees/6 month period/per location	\$989.00	Y	4	J
Vending fees/per day/per location	\$66.00	Y	4	J
Construction access fee around oval/reserve (in addition to bond) per day	\$195.00	Y	4	J
Dog off leash area casual hire per hour (non-exclusive use)	\$19.50	Y	3	G
Booking Cancellation Fee				
More than 14 days notice	100% refund	Y	2	C
7-14 days notice	50% refund	Y	3	G
Less than 7 days notice	0% refund	Y	4	J
Booking Amendment Fee	\$40.00	Y	4	J
Shelter and Camping Booking Amendment – 1 date change permitted (if available) up to 3 working days prior to original booking date. Cancellation fees remain applicable from original booking date in all instances.				
Refundable security/damage/cleaning bond				
Event low impact	\$131.00	N	4	J
Event medium impact & commercial event	\$598.00	N	4	J
Event high impact & multi day event/ reserve crossing bond (subject to LGA)	\$1,765.00	N	4	J
Aquatic and Leisure Centres				
Galston Aquatic and Leisure Centre				
Notes:				
~ All per session prices are taken from the highest amount of swims per month.				
Student: School leaver currently in full-time study. Valid student ID card must be shown.				
Pensioner: Pricing is only for primary card holder.				
GST Free – The supply of a first aid or lifesaving course is GST free, if the course mainly involves training people in first aid, resuscitation or other similar lifesaving skills, and the course provider is qualified.				
All fees are non refundable.				
Pools and Seasonal Passes – Galston				
Pools – Galston				
Adult	\$8.00	Y	3	G
Student	\$6.50	Y	3	G
Child	\$6.50	Y	3	G
Pensioner	\$5.00	Y	3	G
Family A (2 adults + 2 children / 1 adult + 3 children)	\$19.00	Y	3	G
Family B1 (2 adults + 3 children / 1 adult + 4 children)	\$23.00	Y	3	G
Family B2 (2 adults + 5 or 6 children)	\$33.50	Y	3	G
Spectator Visit	\$4.50	Y	3	G
School Group	\$6.50	Y	3	F

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
20 Tickets (swim) (Valid six months from date of purchase)				
Adult	\$124.50	Y	3	G
Student/Child	\$87.50	Y	3	G
Pensioner	\$68.50	Y	3	G
Facilities – Galston				
Scuba use 1-4 students (per hour) (per student & includes lane hire)	\$48.50	Y	3	G
Scuba use 4-8 students (per hour) (per student & includes lane hire)	\$43.50	Y	3	G
Scuba use 9+ students (per hour) (per student & includes lane hire)	\$37.50	Y	3	G
Single lane hire (per hour)	\$44.50	Y	3	G
GALC Room Hire per hour (Standard)	\$35.00	Y	3	G
GALC Room Hire per hour - Concessional rate (Volunteers and Seniors Groups)	\$17.50	Y	3	G
Learn to Swim – Galston				
Notes:				
LTS: 10% discount for 2 or more lessons a week per term				
LTS: 10% discount for 3 or more members from the same family enrolled				
LTS: Term 3 optional promotional price – Price for additional weekly lesson in Term 3. [Child must be enrolled in LTS Term 3 Group Lesson (30 min) to be eligible for promotional price]				
LTS Group Lesson (30 Min) (Casual per person)	\$40.00	N	5	K
LTS Group Lesson (30 Min) (Term Lessons – per lesson)	\$22.00	N	5	K
Private Lessons (Casual 15 mins)	\$42.00	N	5	K
Private Lessons (Casual 30 mins)	\$82.00	N	5	K
Private Lessons (Term – 15 mins)	\$36.00	N	5	K
Private Lessons (Term – 30 mins)	\$65.00	N	5	K
Parent n Bubs (Term – 30 mins)	\$16.00	N	5	K
School Lessons	\$15.00	N	5	K
Instructor hire per hour	\$68.00	N	4	H
LTS: Term 3 optional promotional price per lesson	\$20.00	N	5	K
LTS Refund – Administration Fee	\$22.00	Y	4	H
Holiday Intensive Learn to Swim – Galston				
Holiday Intensive (Group 30 mins) – per lesson	\$22.00	N	5	K
Holiday Intensive (Private 30 mins) – per lesson	\$65.00	N	5	K
Squad – Galston				
Notes:				
Pay Monthly (includes School Holidays)				
Squad: 10% discount for 3 or more members from the same family enrolled.				
All per session prices are taken from the highest amount of swims per month.				
Carnival Preparation/Holiday Intensive – 5 days	\$106.00	Y	5	K
Junior per month – Galston				
1 session per week	\$88.00	Y	5	K
2-3 sessions per week	\$130.00	Y	5	K

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Junior per month – Galston [continued]				
Junior Comp (per month)	\$158.00	Y	5	K
Senior per month – Galston				
Senior Comp (per month)	\$176.00	Y	5	K
1 session per week	\$96.00	Y	5	K
2-3 sessions per week	\$141.00	Y	5	K
4+ sessions per week	\$170.00	Y	5	K
Gymnasium – Galston				
Casual Gymnasium				
Adult	\$23.50	Y	3	F
Student	\$19.00	Y	3	F
Pensioner	\$18.00	Y	3	F
School Group	\$13.50	Y	3	F
Swim/Gym – Galston				
Casual Swim/Gym				
Adult	\$24.50	Y	3	F
Student	\$21.50	Y	3	F
Pensioner	\$19.00	Y	3	F
School group	\$13.00	Y	3	F
3 month Swim/Gym pass				
Adult	\$232.00	Y	3	F
Concession (Pensioner/Student/Senior)	\$203.50	Y	3	F
Facility Membership – Galston				
Swim, gym and classes UNLIMITED (Direct debit per week) – Galston				
Adult	\$24.00	Y	5	K
Concession (Child/Pensioner/Student/Senior – concession card must be presented upon purchase)	\$22.00	Y	5	K
Swim, gym and classes UNLIMITED (Upfront payment) - Galston				
Adult 3 Months	\$292.00	Y	5	K
Concession 3 Months (Child/Pensioner/Student/Senior)	\$257.50	Y	5	K
Swim/Gym UNLIMITED (Direct debit per week) – Galston				
Adult	\$20.00	Y	5	K
Concession (Child/Pensioner/Student/Senior)	\$18.00	Y	5	K
Aquarobics – Galston				
5 & 10 ticket Aqua passes can also be used at Hornsby Aquatic and Leisure Centre				
Casual – Aquarobics				
Casual – Adult	\$23.50	Y	3	F
Casual – Student	\$19.00	Y	3	F

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Casual – Aquarobics [continued]				
Casual – Child/Senior	\$14.00	Y	3	F
School Group - Aqua	\$15.00	Y	5	K
10 ticket pass				
10 Ticket – Adult	\$115.00	Y	3	F
10 Ticket – Student	\$105.00	Y	3	F
10 Ticket – Child/Pensioner	\$86.50	Y	3	F
Fitness Passport - Galston				
Casual Swim	\$6.25	Y	3	F
Casual Gymnasium	\$11.50	Y	3	F
Administration Fees – Galston				
Refunds	\$22.00	Y	4	H
Carnival Booking Fee – Galston				
Whole Day	\$235.00	Y	4	J
Half Day	\$120.00	Y	4	J
Cancellation Fee 1/2 day - Within 14 days	\$120.00	Y	4	J
Cancellation Fee - Within 14 days	\$235.00	Y	4	J
Cleaning Fee	\$150.00	Y	4	J
Additional Supervising Staff (pp p/hr)	\$60.00	Y	4	J
Late Fee (per 15 mins or part thereof)	\$71.50	Y	4	J
Hornsby Aquatic and Leisure Centre				
Notes:				
Concession: ID card must be shown on entry.				
Pensioner: Pricing is only for primary card holder.				
GST Free – The supply of a first aid or lifesaving course is GST free, if the course mainly involves training people in first aid, resuscitation or other similar lifesaving skills, and the course provider is qualified.				
All fees are non refundable.				
Pools and Seasonal Passes – Hornsby				
Pools – Hornsby				
Adult – per visit	\$9.80	Y	3	G
Concession (Seniors and Student) – per visit	\$7.00	Y	3	G
Child (4-16 years) – per visit	\$7.00	Y	3	G
School group	\$7.00	Y	3	G
Pensioner – per visit	\$5.50	Y	3	G
Family A (2 adults + 2 children/1 Adult + 3 children) – per visit	\$28.00	Y	3	G
Family B (2 adults + 3 children/1 adult + 4 children) – per visit	\$33.50	Y	3	G
Family C (Maximum 6 family members) – per visit	\$39.00	Y	3	G
Family A – 6 Month Pass	\$565.00	Y	3	G
Family B – 6 Month pass	\$707.00	Y	3	G
Family C – 6 Month pass	\$847.00	Y	3	G

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Pools – Hornsby [continued]				
Spectator visit	\$4.50	Y	3	G
3 years and under (with full paying swimming adult)	Free	Y	2	B
Seasonal Swim Passes – Valid at Hornsby and Galston				
20 ticket swim pass (12 month expiry) – Child	\$124.50	Y	3	G
20 ticket swim pass (12 month expiry) – Adult	\$164.50	Y	3	G
20 ticket swim pass (12 month expiry) – Concession (Seniors and Student)	\$124.50	Y	3	G
20 Ticket swim (12 month expiry) – Pensioner	\$85.50	Y	3	G
12 month Concession swim pass (Child, Seniors and Pensioners)	\$633.00	Y	3	G
12 month adult swim pass	\$813.00	Y	3	G
Facilities – Hornsby				
Water Polo Adult comp/per player	\$12.50	Y	3	G
Water Polo School comp/per player	\$8.50	Y	3	G
Scuba use	\$25.50	Y	3	G
Casual Lane Hire (per lane, per hour)	\$53.50	Y	5	K
Refund – Administration Fee	\$22.00	Y	4	H
Learn to Swim – Hornsby				
Notes:				
LTS: 10% discount for 3 or more members from the same family enrolled.				
LTS Group Lesson (30 min) (Casual per person)	\$40.00	N	5	K
LTS Group Lesson (30 min) (Term Lessons – per lesson)	\$22.00	N	5	K
Private Lessons (Casual 15 mins)	\$42.00	N	5	K
Private Lessons (Casual 30 mins)	\$82.00	N	5	K
Private Lessons (Term – 15 mins per lesson)	\$36.00	N	5	K
Private Lessons (Term – 30 mins per lesson)	\$65.00	N	5	K
Access & Inclusion (Term - 30 mins per lesson)	\$28.50	N	5	K
Instructor hire per hour	\$68.00	N	5	K
School Lessons (per lesson – per child)	\$15.00	N	5	K
Parent and Baby (per lesson)	\$16.00	N	5	K
Holiday Intensive Learn to Swim – Hornsby				
Holiday Intensive (Group 30 mins) – per lesson	\$22.00	N	5	K
Holiday Intensive (Private 30 mins) – per lesson	\$65.00	N	5	K
Squad – Hornsby				
Notes:				
Squad: 10% discount for 3 or more members from the same family enrolled.				
Junior Squad / Competitive Mini/Junior (per month) – Hornsby				
1 session per week	\$88.00	Y	5	K
2-3 sessions per week	\$130.00	Y	5	K
4-5 sessions per week	\$153.00	Y	5	K

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Pre Senior Squad (per month) – Hornsby				
1 session per week	\$93.00	Y	5	K
2-3 sessions per week	\$138.00	Y	5	K
4-5 sessions per week	\$166.00	Y	5	K
6-11 sessions per week	\$184.00	Y	5	K
Senior Squad / Senior Competitive (per month) – Hornsby				
1 session per week	\$96.00	Y	5	K
2-3 sessions per week	\$141.00	Y	5	K
4-7 sessions per week	\$170.00	Y	5	K
8-11 sessions per week	\$193.00	Y	5	K
Carnival Prep - for 5 days	\$106.00	Y	5	K
School Squad Training - Hornsby				
Lane Hire Booking (per lane, per session up to 3.5 hours)	\$42.50	Y	5	L
Student (4 - 18yrs) School Squad Training Per Visit	\$2.00	Y	5	K
Carnival Booking Fee – Hornsby				
(Non refundable)				
Whole Day	\$380.00	Y	4	J
Half Day	\$190.00	Y	4	J
Cancellation Fee	\$380.00	Y	4	J
Cleaning Fee	\$150.00	Y	4	J
Additional supervising staff (pp p/h)	\$60.00	Y	4	J
Late finishing fee (per 15 mins or part thereof)	\$71.50	Y	4	J
Gymnasium – Hornsby				
20 Ticket swim and gym pass – Hornsby				
Adult	\$292.50	Y	5	K
Concession (Student/Senior)	\$270.50	Y	5	K
Concession (Child/Pensioner)	\$243.50	Y	5	K
Casual gym/aqua/dry class (Per class) – Hornsby				
Adult	\$23.50	Y	5	K
Concession (Child/Pensioner/Student/Senior)	\$19.00	Y	5	K
Pensioner - seniors classes only	\$14.00	Y	5	K
School Group	\$15.00	Y	5	K
10 Ticket gym/aqua/dry class – Hornsby				
Adult	\$115.00	Y	5	K
Concession (Student/Senior)	\$105.00	Y	5	K
Concession (Child/Pensioner)	\$86.50	Y	5	K
Facility Membership – Hornsby				
Swim, gym and classes UNLIMITED (Direct debit per week) – Hornsby				
Adult	\$24.00	Y	5	K

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category	
Swim, gym and classes UNLIMITED (Direct debit per week) – Hornsby [continued]					
Concession (Child/Pensioner/Student/Senior)	\$22.00	Y	5	K	
Swim and gym UNLIMITED (Direct debit per week) – Hornsby					
Adult	\$20.00	Y	5	K	
Concession	\$18.00	Y	5	K	
Swim and Gym UNLIMITED (Upfront payment) – Hornsby					
Adult 3 Months	\$232.00	Y	5	K	
Concession 3 Months (Child/Pensioner/Student/Senior)	\$203.50	Y	5	K	
Swim, gym and classes UNLIMITED (Upfront payment) – Hornsby					
Adult 3 Months	\$292.00	Y	5	K	
Concession 3 Months (Child/Pensioner/Student/Senior)	\$257.50	Y	5	K	
Casual Swim/Gym					
Adult	\$24.50	Y	3	F	
Student	\$21.50	Y	3	F	
Pensioner	\$19.00	Y	3	F	
Fitness Passport					
Casual Swim	\$8.25	Y	3	F	
Casual Gymnasium	\$11.50	Y	3	F	
Personal trainers (Clients must have facility membership at Hornsby)					
Per hour	\$47.50	Y	5	K	
Weekly rental	\$234.00	Y	5	K	
Promotional weekly rental	\$118.50	Y	5	K	
Multi-Purpose Room hire					
During operational hours – per hour	\$70.00	Y	4	J	
Outside operational hours – per hour	\$200.00	Y	4	J	
HALC Room Hire Concessional rate (Volunteers and Seniors Groups)	\$35.00	Y	4	J	
Locker hire	Free	Y	5	K	
Car parking – Hornsby					
After Hours Call Out Fee	\$275.00	Y	5	K	
Pool Users Members					
Carparking, per hour	First 3 Hours	Free with Validation	Y	5	K
	Advertised hourly parking rate will apply thereafter.				

ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Non Pool Users				
Variable Rate:	First 30 minutes	No Charge	Y	5 K
	Fees will increase in 30 minute increments thereafter:			
	0.5 - 1.0 hrs	\$11		
	1.0 - 1.5 hrs	\$15		
	1.5 - 2.0 hrs	\$20		
	2.0 - 2.5 hrs	\$25		
	2.5 - 3.0 hrs	\$35		
	3.0 - 3.5 hrs	\$40		
	3.5 - 4.0 hrs	\$50		
	4.0 hrs +	\$50		
	Maximum daily rate	\$50		
Birthday Party				
Deposit	\$65.00	Y	4	H
Child (Min 10 child, max 20)	\$42.00	Y	4	H
Inflatable wrist band	\$10.50	Y	5	K
Advertising Signage – Hornsby				
Advertising Panel 1,000mm x 500mm (Per month)	\$238.50	Y	4	H
Advertising Panel 2,000mm x 1,000mm (Per month)	\$477.00	Y	4	H
Promotional offers				
From time to time promotional offers may be available with differing conditions and charges	Various	Y	3	G
Physio - Hornsby & Galston				
10 Ticket Pass	\$50.00	Y	5	K
Aussie Masters Coach - Hornsby & Galston				
Hire per hour	\$48.50	Y	5	K
Thornleigh Brickpit Indoor Sports Stadium				
Court Hire				
Permanent Booking – per court, per hour (except Badminton – see below)	\$68.50	Y	4	H
Permanent Booking – ½ court, per hour (basketball only)	\$53.50	Y	4	H
Badminton Permanent Booking – 1 court (per hour)	\$27.00	Y	4	H

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Court Hire [continued]				
Badminton Permanent Booking – 2 courts (per hour)	\$53.50	Y	4	H
Badminton Permanent Booking – 3-4 courts (per hour)	\$68.50	Y	4	H
Badminton Permanent Booking – 5 courts (per hour)	\$83.50	Y	4	H
Badminton Permanent Booking – 6 courts (per hour)	\$101.50	Y	4	H
Badminton Permanent Booking – 7-8 courts (per hour)	\$136.00	Y	4	H
Casual Booking – per court, per hour (except Badminton – see below)	\$89.00	Y	4	H
Casual Booking – 1/2 court, per hour (basketball only)	\$63.50	Y	4	H
Badminton Casual Booking – 1 court (per hour)	\$37.50	Y	4	H
Badminton Casual Booking – 2 courts (per hour)	\$63.50	Y	4	H
Badminton Casual Booking – 3-4 courts (per hour)	\$89.00	Y	4	H
Badminton Casual Booking – 5 courts (per hour)	\$107.50	Y	4	H
Badminton Casual Booking – 6 courts (per hour)	\$136.00	Y	4	H
Badminton Casual Booking – 7-8 courts (per hour)	\$176.50	Y	4	H
Stadium Hire				
Notes:				
[1] Full day Stadium hire is for sports use only. Any other uses will be by negotiation and specific licence agreement.				
Please read the Terms and Conditions for Stadium Hire. Available from the Stadium Manager. Cleaning and cancellation fees may apply.				
Full Day Hire [1]	\$1,760.00	Y	4	H
Cleaning Fee – Stadium Hire	\$187.50	Y	4	H
Cancellation Fees >4 weeks from date	10%	Y	4	H
Cancellation Fees >2 weeks & <4 weeks from date	50%	Y	4	H
Cancellation Fees <2 weeks from date	100%	Y	4	H
Security Bond – Permanent Users Charged at the discretion of Stadium Supervisor.	\$1,040.00	N	4	H
Security Bond – Special Events Charged at the discretion of Stadium Supervisor.	\$2,080.00	N	4	H
Other Programs				
Individual Practice (when available)	\$9.00	Y	4	H
Membership for shooting hoops (per annum) <16 years old	\$96.00	Y	4	H
Membership for shooting hoops (per annum) Senior	\$122.50	Y	4	H
Casual off-peak Court Hire – 1 court (per hour)*	\$51.50	Y	4	H
*Bookings between 9am-3pm Mon-Fri by School Groups & Registered Sporting Associations only (Public Holidays not included)				
Advertising Signage – Brickpit				
Advertising Panel 1,000mm x 800mm (per annum)	\$871.00	Y	4	H
Advertising Panel 1,800mm x 1,200mm (per annum)	\$1,760.00	Y	4	H
Advertising Panel 2,440mm x 1,830mm (per annum)	\$3,530.00	Y	4	H
Mezzanine Hire				
Note:				
Bond of \$500 to be imposed at discretion of Centre Manager.				

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Permanent Booking or uses associated with a concurrent:				
Sporting Activity (mezzanine level – per hour)	\$63.50	Y	4	H
Casual Booking (mezzanine level – per hour)	\$89.00	Y	4	H
Permanent Booking or uses associated with a concurrent sporting activity (meeting room only – per hour)	\$34.50	Y	4	H
Casual Booking (meeting room only – per hour)	\$46.50	Y	4	H

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Road Openings

ROP Conditions:

1. Prior to commencing any excavation works the permit holder must contact Dial Before You Dig on 1100, to locate and ensure protection to all utilities. Any alterations to existing utilities are subject to negotiation between the permit holder and the relevant company/authority/contractors. Council is not responsible for any costs associated with utilities. For further information refer to 1100.com.au.
2. The opening company/authority/contractors shall be responsible for the protection of the public and shall be responsible for all damages resulting from their negligence.
3. All surface and underground mains, cables, etc, are to be constructed in accordance with Council's "Mains and Services Code".
4. The opening company/authority/contractors shall ensure that at least half of the carriageway and/or footpath shall be available to pedestrians and/or vehicular traffic at all times.
5. Whole slabs of concrete will be charged for, including adjacent slabs which may be damaged during opening.
6. Receipt of restoration orders will be deemed to be and acknowledge that the restoration(s) has been compacted to Council's requirements and left in a satisfactory manner. Additional fees based on the above scale will be charged as often as is necessary for Council to repair sunken trenches, irrespective of the length of time after completion, but only after serving notice on the company/authority/contractors of Council's intention to do so.
7. The opening company/authority/contractors is responsible to ensure the restoration is compacted to Council requirements.
8. All measurements will be taken to the next 100mm – minimum 300mm for footpath and minimum 1000mm for roads.
9. If it is necessary for Council to undertake work on an opening or temporary restoration to provide for the safety of the public, Council will debit the opening company/authority/contractors for the full cost of the work including after-hours rates when appropriate.
10. All permanent construction of Council assets, listed above shall be repaired by Council, except where the company/authority/contractors has a legal right and chooses to do so. In this latter case maintenance shall be the responsibility of that company/authority/contractors for a duration as agreed by Council.
11. Where the opening authority engages contractors, Council requires restoration orders to be issued by the opening authority concerned.
12. An aggregate area of any one item in excess of 50 square metres within a distance of 400 metres may be charged based on actual cost, subject to Council being reimbursed for all costs, including overheads, incurred whether it is more or less than quoted or at a fixed rate negotiated with the Deputy General Manager, Infrastructure and Recreation Division.
13. The Road Opening Conference is an advisory body only and its decisions are NOT binding on Council.
14. Restoration of all brick paved areas will be charged on actual cost basis.
15. Permits must, at all times, be available on the job for inspection by Council's authorised officers.
16. If it is necessary for Council to undertake work on an opening or temporary restoration or place barriers and/or lamps adjacent to an opening to provide for the safety of the public, Council will debit the plumber/drainers/owner/builders for the full cost of the work including after-hour rates when appropriate as per Council's current Fees and Charges for Road Openings.
17. Absolute minimum cover of 450mm (sewerage 900mm) in rock and earth is required at gutters, water tables and footpaths. Absolute minimum cover of 600mm (Sewerage 900mm) in rock and earth required for roads. Where kerbing and guttering is in existence, Sydney Water minimum cover will be permitted, provided footpaths are assumed to have been constructed to a level rising 1 in 25 above the top of the kerb.
18. Permits are valid for six (6) months only, from date of payment.
19. Any unauthorised opening will lead to prosecution of the plumber/drainers/owner/builders.
20. All openings made in paved surfaces shall be provided with a temporary cold or hot mix seal, level with the existing undisturbed pavement adjacent to the opening.
21. All openings of road pavement on State Roads must be approved by Roads and Maritime Services.
22. All restoration work to be carried out outside normal working hours will be charged on an actual cost basis.
23. Where required, costs for traffic control will be charged in addition to restoration rates.

continued on next page ...

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Road Openings [continued]

24. I acknowledge as per 'Surveying and Spatial Information Act 2002 No 83', Part 5, Section 24 that I must not remove, damage, destroy, displace, obliterate or deface any survey mark unless authorised to do so by the Surveyor-General. Penalties apply. For further information refer to Surveyor General's Direction No. 11 which can be found at spatialservices.finance.nsw.gov.au/surveying/publications/surveyor_generals_directions.

Service Authorities and Plumbers/Drainers/Owners/Builders

Fees are per sq m unless otherwise indicated

Roads Only – Class of Opening

Asphaltic concrete with cement concrete base	\$684.00	N	4	I
Cement concrete	\$684.00	N	4	I
All asphaltic concrete work on roads other than Main Roads	\$401.00	N	4	I
Asphaltic concrete (work on Main Roads)	Actual Cost	N	4	I
Brick pavers	Actual Cost	N	4	I
All bituminous surfaces except in Items	\$296.00	N	4	I
Unsealed pavement or shoulders	\$176.00	N	4	I

Footpaths – Class of Opening

Concrete 75mm or 80mm	\$336.00	N	4	I
Pram Ramps	\$336.00	N	4	I
Concrete 125mm (vehicular crossings)	\$415.00	N	4	I
Concrete 150mm or 180mm (heavy duty vehicular crossing)	\$497.00	N	4	I
Asphalt	\$181.50	N	4	I
Brick pavers	Actual Cost	N	4	I
Earth	Actual Cost	N	4	I
Kerbing and guttering (per lineal metre) / Traffic Island	\$575.00	N	4	I
Concrete dish gutter for vehicular crossing (per lineal metre)	\$576.00	N	4	I
Opening kerb for drain pipe (maximum length 0.5m)	\$170.50	N	4	I
Layback (per linear metre)	\$575.00	N	4	I

Miscellaneous – Class of Opening

Kerb inlet and all types of drainage pits at cost	Actual Cost	N	4	I
Headwalls – pipe vehicular crossings	Actual Cost	N	4	I
Permit fee – applicable to all classes of openings (excluding service authorities)	\$132.50	N	4	J
TURF (per metre square)	\$80.50	N	4	I
Crack sealing (per Linear metre)	\$8.00	N	4	I
Driveway Colour per metre square	\$177.50	N	4	I
Saw Cutting	\$40.00	N	4	I
V Lock	\$134.00	N	4	I
Stormwater cap	\$341.00	N	4	I
Additional excavation 180mm concrete Drive per sq metre	\$141.50	N	4	I
Traffic Control Additional per person per hour	\$61.50	N	4	I
Traffic Control DAY RATE per person	\$552.00	N	4	I
Traffic Sensor Loops	Actual Cost	N	4	I
Tipping per ton	\$509.00	N	4	I
Haulage to Tip and unloading per trip	\$497.00	N	4	I

continued on next page ...

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Miscellaneous – Class of Opening [continued]				
Site establishment	\$3,310.00	N	4	I
Plant opening Fee	\$2,760.00	N	4	I
Jemena Spotter Fee per hour - MIN 4 hours	\$199.00	N	4	I
Rise and Fall adjustment for Tender Rates	12.5%	N	4	I
Site Inspection	\$187.00	N	4	I
Nightwork				
Footpath per sq metre	\$542.00	N	4	I
Vehicular Crossing per sq metre	\$596.00	N	4	I
Night Works Surcharge	\$2,670.00	N	4	I
Traffic Control per person - Night Rate	\$662.00	N	4	I
Asphalt Flat Night Rate	\$5,173.00	N	4	I

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Rural Fire Service Facilities Hire

Hire of Training Room (Berowra Fire Control Centre)

Full Day	\$414.00	Y	3	F
Half Day (maximum 4 hours)	\$210.50	Y	3	F

External User Hire Fees, RFS Training Facility at Cowan Fire Control Centre

Full Day	\$491.00	Y	3	F
Half Day (maximum 4 hours)	\$254.00	Y	3	F

Other RFS District Hire Fees, RFS Training Facility at Cowan Fire Control Centre

Per Visit	\$156.00	Y	3	F
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DRAFT

ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Traffic and Road Safety				
Work Zone Application	\$304.00	N	4	H
Work Zone – per linear metre per week	\$24.50	N	5	K
Work Zone Signs - per two signs (installation & removal)	\$848.00	Y	5	K
Mobile Cranes / Plant Permits – per day	\$317.00	N	5	K
Skip Bin / Container Permits (14 days)	\$144.00	N	5	K
Fee for Processing Road or Footpath Closure	\$304.00	N	4	H
Assessment of Traffic Management Plans	\$304.00	N	4	H
Dangar Island Vehicle Permit				
Per Vehicle Per Day	\$26.50	Y	2	B
Per Vehicle Per Week	\$79.00	Y	2	B
Dangar Island Community Vehicle – per one way trip				
Frail, elderly or disabled passengers (per person)	\$2.00	Y	2	B
All other passengers (per person)	\$5.00	Y	2	B

DRAFT

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Trees

Tree Inspections

Pension Concession Card or Gold DVA Card number required for Pensioner Discount.

Pre Development Application Fee / hr	\$213.00	N	4	J
Pre Development Application Fee / hr (Pensioner)	\$108.00	N	4	J
Tree Inspection 1-3 Trees and/or vegetation up to 150m2	\$224.00	N	4	J
Tree Inspection 1-3 Trees (Pensioner) and/or vegetation up to 150m2	\$113.00	N	4	J
Tree Inspection 4-9 Trees and/or vegetation up to 450m2	\$279.00	N	4	J
Tree Inspection 4-9 Trees (Pensioner) and/or vegetation up to 450m2	\$141.00	N	4	J
Tree Inspection 10-100 Trees and/or vegetation up to 5,000m2	\$553.00	N	4	J
Tree Inspection 10-100 Trees (Pensioner) and/or vegetation up to 5,000m2	\$277.00	N	4	J
Tree Inspection >100 Trees and/or vegetation >5,000m2	\$739.00	N	4	J
Tree Inspection >100 Trees (Pensioner) and/or vegetation >5,000m2	\$371.00	N	4	J

Tree Offset Actions

Tree planted on public land to offset loss on private land - per tree removed	\$407.00	N	4	J
Tree planted on public land to offset loss on private land – per twenty square metres of canopy area removed	\$1,450.00	N	4	J

ATTACHMENT 2 - ITEM 1

DRAFT

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
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Waste Management

Domestic Services

Standard Residential Services

Single Unit Dwellings (SUDs)/Up to 5 Storey Multi Unit Dwellings (MUDs)

Availability Charge - domestic property (Single Unit Dwelling/Up to 5 Storey Multi Unit Dwelling)	\$139.00	N	4	H
Annual Domestic Waste Management Charge - domestic property (Single Unit Dwelling/Up to 5 Storey Multi Unit Dwelling)	\$695.00	N	4	H
Berowra Waters River Property - Access to Resident Waste Services	\$360.00	N	4	H

High Rise Multi Unit Dwellings (MUDs 6 Storey & above)

Availability Charge - High Rise MUDs	\$139.00	N	4	H
Annual Domestic Waste Management Charge - domestic property (High Rise 6 Storey & above)	\$556.00	N	4	H

Single Rateable Property with Multiple Dwellings

Per Dwelling - Applicable to Grant Flats, Dual Occupancy Dwellings, and Multi Unit Dwellings up to 5 Storeys

Combined Availability Charge and Annual Domestic Waste Management Charge per dwelling	\$834.00	N	4	H
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Per Dwelling - Multi Unit Dwellings 6 Storey and Above

Combined Availability Charge and Annual Domestic Waste Management Charge per dwelling	\$695.00	N	4	H
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Boarding House, Co-Living Housing, Hostel Accommodation

Availability Charge - Boarding House, Co-Living Housing, Hostel Accommodation	\$139.00	N	4	H
Annual Domestic Waste Management Charge - domestic property (Boarding House - Per Accommodation Unit)	\$556.00	N	4	H

Booked On Call Bulky Waste Collection Service | User Pays Fee for Service

Charged by Council's Waste Collection Contractor (Cleanaway) as a direct transaction between the resident or Strata and Cleanaway. Charge is GST inclusive.

Single Unit Dwelling (Houses) & Boarding Houses - per 3 cubic metres	\$65.00	Y	4	H
High Rise 6 Storey & above - per 5 cubic metres	\$150.00	Y	4	H

Additional Bins - User Pays Fee for Service

Single Unit Dwellings (SUDs) - Kerbside Presented Services

Additional 140 litre weekly garbage service (Annual charge or pro-rata charge for part year – minimum charge \$15 pa.)	\$275.00	N	4	H
Additional 240 litre fortnightly recycling service (Annual charge or pro-rata charge for part year – minimum charge \$15 pa.)	\$86.00	N	4	H
Additional 240 litre fortnightly garden waste service (Annual charge or pro-rata charge for part year – minimum charge \$15 pa.)	\$92.50	N	4	H

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Multi Unit Dwellings & Boarding Houses - Shared Services (For Body Corporate/Strata/Agents Only)				
Garbage Collection				
Additional 140 litre garbage bin - 2 collections per week (Annual charge or pro-rata charge for part year - minimum charge \$140 pa.) MUDs up to 5 storeys	\$536.00	N	4	H
Additional 240 litre garbage bin - 2 collections per week (Annual charge or pro-rata charge for part year – minimum charge \$140 pa.) MUDs up to 5 storeys	\$748.00	N	4	H
Additional 660 litre garbage bin - 2 collections per week (Annual charge or pro-rata charge for part year – minimum charge \$520 pa.) MUDs up to 5 storeys	\$2,780.00	N	4	H
Additional 1100 litre garbage bin - 2 collections per week (Annual charge or pro-rata charge for part year - minimum charge \$520 pa.) MUDs up to 5 storeys	\$3,480.00	N	4	H
Additional 240 litre garbage bin - 3 collections per week (Annual charge or pro-rata charge for part year – minimum charge \$140 pa.) MUDs 6 storeys & above	\$1,125.00	N	4	H
Additional 660 litre garbage 3 collections per week (Annual charge or pro-rata charge for part year – minimum charge \$780 pa.) MUDs 6 storeys & above	\$4,175.00	N	4	H
Additional 1100 litre garbage bin - 3 collections per week (Annual charge or pro-rata charge for part year – minimum charge \$975 pa.) MUDs 6 storeys & above	\$5,215.00	N	4	H
Recycling Collection				
Additional 240 litre recycling bin - 1 collection per week (Annual charge or pro-rata charge for part year – minimum charge \$45 pa.) MUDs up to 5 storeys	\$234.50	N	4	H
Additional 660 litre recycling bin - 1 collection per week (Annual charge or pro-rata charge for part year – minimum charge \$325 pa.) MUDs up to 5 storeys	\$1,745.00	N	4	H
Additional 1100 litre recycle bin - 1 collection per week (Annual charge or pro-rata charge for part year – minimum charge \$390 pa.) MUDs up to 5 storeys	\$2,090.00	N	4	H
Additional 240 litre recycling bin - 2 collections per week (Annual charge or pro-rata charge for part year - minimum charge \$45 pa.) MUDs 6 storeys & above	\$469.00	N	4	H
Additional 660 litre recycling bin - 2 collections per week (Annual charge or pro-rata charge for part year - minimum charge \$325 pa.) MUDs 6 storeys & above	\$3,480.00	N	4	H
Additional 1100 litre recycling bin - 2 collections per week (Annual charge or pro-rata charge for part year - minimum charge \$390 pa.) MUDs 6 storeys & above	\$4,175.00	N	4	H
Additional 660 litre bulk cardboard bin - 1 collection per week (Annual charge or pro-rata charge for part year – minimum charge \$325 pa.) MUDs up to 5 storeys and MUDs 6 storeys & above	\$1,745.00	N	4	H
Additional 1100 litre bulk cardboard bin - 1 collection per week (Annual charge or pro-rata charge for part year – minimum charge \$325 pa.) MUDs up to 5 storeys and MUDs 6 storeys & above	\$2,090.00	N	4	H
Green Waste Collection				
Additional 240 litre fortnightly garden waste service (Annual charge or pro-rata charge for part year - minimum charge \$15 pa.)	\$92.50	N	4	H
Multi Unit Dwelling Rotational Bin Supply - Collection Service Not Included (*Bins remain property of Council)				
240 litre garbage / recycling bin	\$73.00	N	4	H
660 litre garbage / recycling bin	\$388.00	N	4	H

continued on next page ...

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Multi Unit Dwelling Rotational Bin Supply - Collection Service Not Included (*Bins remain property of Council) [continued]				
1100 litre garbage / recycling bin	\$521.00	N	4	H
Commercial Services				
Notes:				
All commercial charges include container and/or bin rentals.				
All commercial service charges will be subject to change with two months' notice.				
Garbage Collection (Charge per bin collection)				
140 litre garbage weekly	\$14.00	N	5	K
240 litre garbage weekly	\$20.50	N	5	K
660 litre garbage weekly or fortnightly	\$44.00	N	5	K
1100 litre garbage weekly or fortnightly	\$58.50	N	5	K
Recycling Collection (Charge per bin collection)				
240 litre yellow lid co-mingled recycling weekly or fortnightly	\$12.50	N	5	K
360 litre yellow lid co-mingled recycling weekly or fortnightly (Historical Bins in Service Only - No New Services Available)	\$23.00	N	5	K
660 litre yellow lid co-mingled recycling weekly or fortnightly	\$31.50	N	5	K
1100 litre yellow lid co-mingled recycling weekly or fortnightly	\$38.50	N	5	K
Paper & Cardboard Collection (Charge per bin collection)				
240 litre paper & cardboard weekly or fortnightly	\$5.50	N	5	K
360 litre paper & cardboard weekly or fortnightly (Historical Bins in Service Only - No New Services Available)	\$19.50	N	5	K
660 litre bulk paper & cardboard weekly or fortnightly	\$11.00	N	5	K
1100 litre bulk paper & cardboard weekly or fortnightly	\$20.00	N	5	K
Garden Waste Collection (Charge per bin collection)				
240 litre green waste fortnightly (Kerbside presentation-at Council discretion)	\$18.50	N	5	K
660 litre green waste weekly (Subject to Council Approval)	\$32.00	N	4	H
1100 litre green waste weekly (Subject to Council Approval)	\$53.00	N	4	H
Booked On Call Bulky Waste Collection Service (*Subject to Council Approval - Bookings Strictly through Council)				
Commercial booked on call bulky waste collection - 3 cubic metres	\$250.50	N	4	H
Commercial booked on call bulky waste collection - 5 cubic metres	\$422.00	N	4	H
General				
Service re-establishment charge, post service withdrawal due to bad debt	\$296.50	N	5	K
Special Events Waste Management Services				
Supply of 240 litre MGB (Charge per bin - Garbage or Recyclable)	\$40.70	Y	4	H
Supply of 1100 litre MGB (Charge per bin - Garbage or Recyclable)	\$77.00	Y	4	H

continued on next page ...

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ATTACHMENT 2 - ITEM 1

Name	Year 26/27 Fee (incl. GST)	GST	Pricing Structure	Service Category
Special Events Waste Management Services [continued]				
Servicing of Garbage 240 litre MGB: Collection of Garbage from Special Events during Monday to Friday, weekends and public holidays	\$13.20	Y	4	H
Servicing of Garbage 1100 litre MGB: Collection of Garbage from Special Events during Monday to Friday, weekends and public holidays	\$81.95	Y	4	H
Servicing of Recyclables 240 litre MGB: Collection of Recyclables from Special Events during Monday to Friday	\$9.90	Y	4	H
Servicing of Recyclables 1100 litre MGB: Collection of Recyclables from Special Events during Monday to Friday	\$42.35	Y	4	H
Servicing of Recyclables 240 litre MGB: Collection of Recyclables from Special Events during weekends and public holidays	\$11.00	Y	4	H
Servicing of Recyclables 1100 litre MGB: Collection of Recyclables from Special Events during weekends and public holidays	\$46.20	Y	4	H
Special Events Workers: For advising event goers, emptying bins during events and litter collection. Minimum 4 hours per worker. Rate per worker per hour	\$90.20	Y	4	H
Miscellaneous Charges				
Replacement Bins Due To Misuse or Negligence (application fee determined by Waste Branch Manager or Contracts Manager)				
140 litre MGB (Garbage)	\$93.00	N	4	H
240 litre MGB (Garbage/Recycling/Green)	\$104.50	N	4	H
660 litre MGB (Garbage/Recycling)	\$715.00	N	4	H
1100 litre MGB (Garbage/Recycling)	\$1,280.00	N	4	H
Sundry Items				
Compost Bins	\$56.00	Y	5	K
Compost Bin Turner	\$22.00	Y	5	K
Worm Farms including cover blanket (without live worms)	\$105.50	Y	5	K
Worm Farms (with 0.5kgs live worms) [*for HSC residents only]	\$131.50	Y	5	K
0.5kgs live worms [*for HSC residents only]	\$36.00	Y	5	K
Pet Poo Compost Bin	\$225.50	Y	4	H
Worm Farm or Compost Bin Cover Blanket	\$12.50	Y	4	H
Kitchen Food Separation Caddy	\$12.50	Y	4	H
Reusable (Jute) Shopping Bag	\$7.00	Y	4	H

We acknowledge the Traditional Custodians of this land, the Darug and GuriNgai peoples, and pay 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.

Hornsby Shire Council

ABN 20 706 996 972

Contact us

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8.30am–5pm Monday to Friday
(excluding public holidays)

hornsby.nsw.gov.au

Visit us

Hornsby Shire Council Administration Centre at
Hornsby Library, 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.

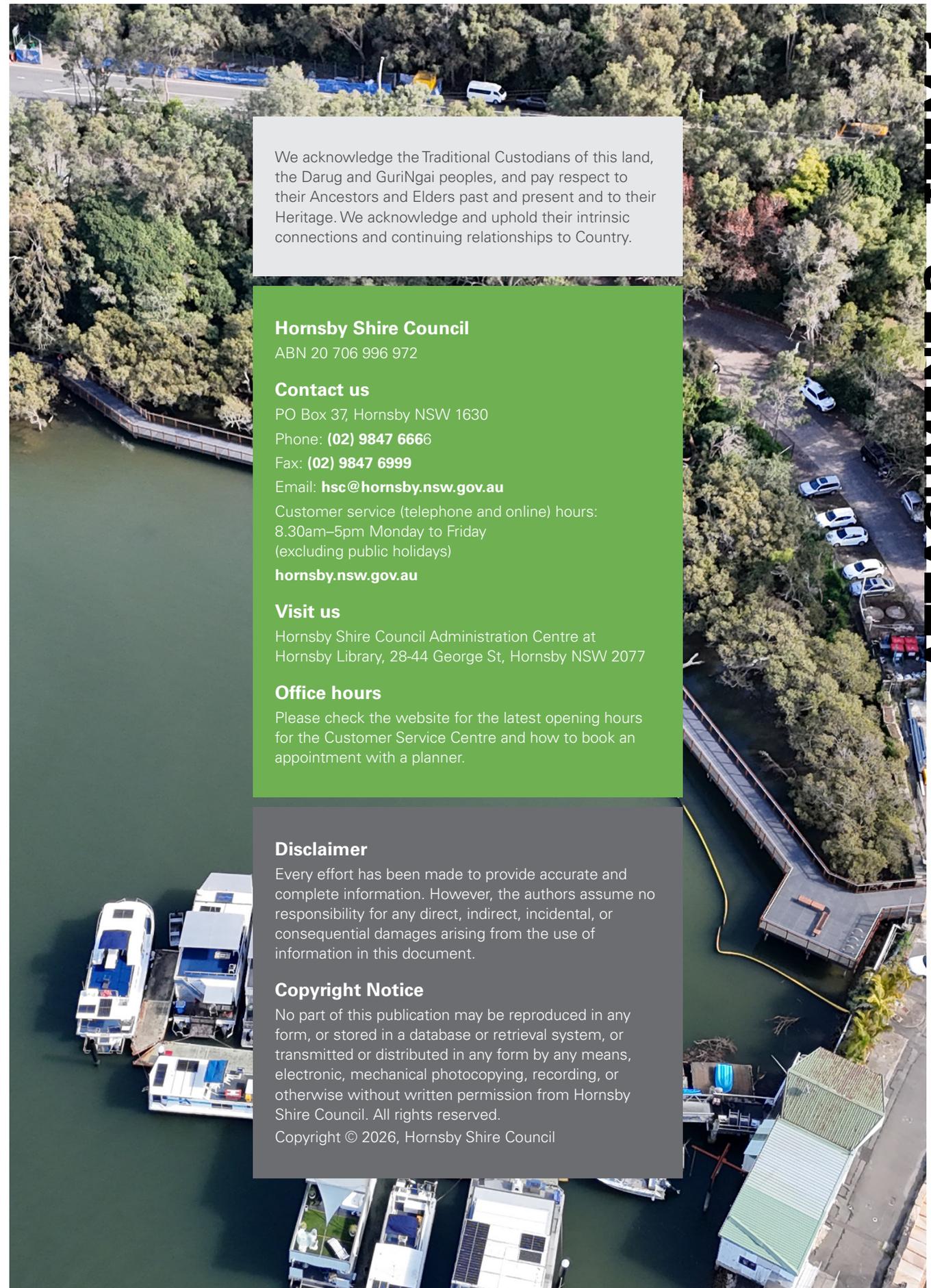
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Need Help

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 आपकी 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?

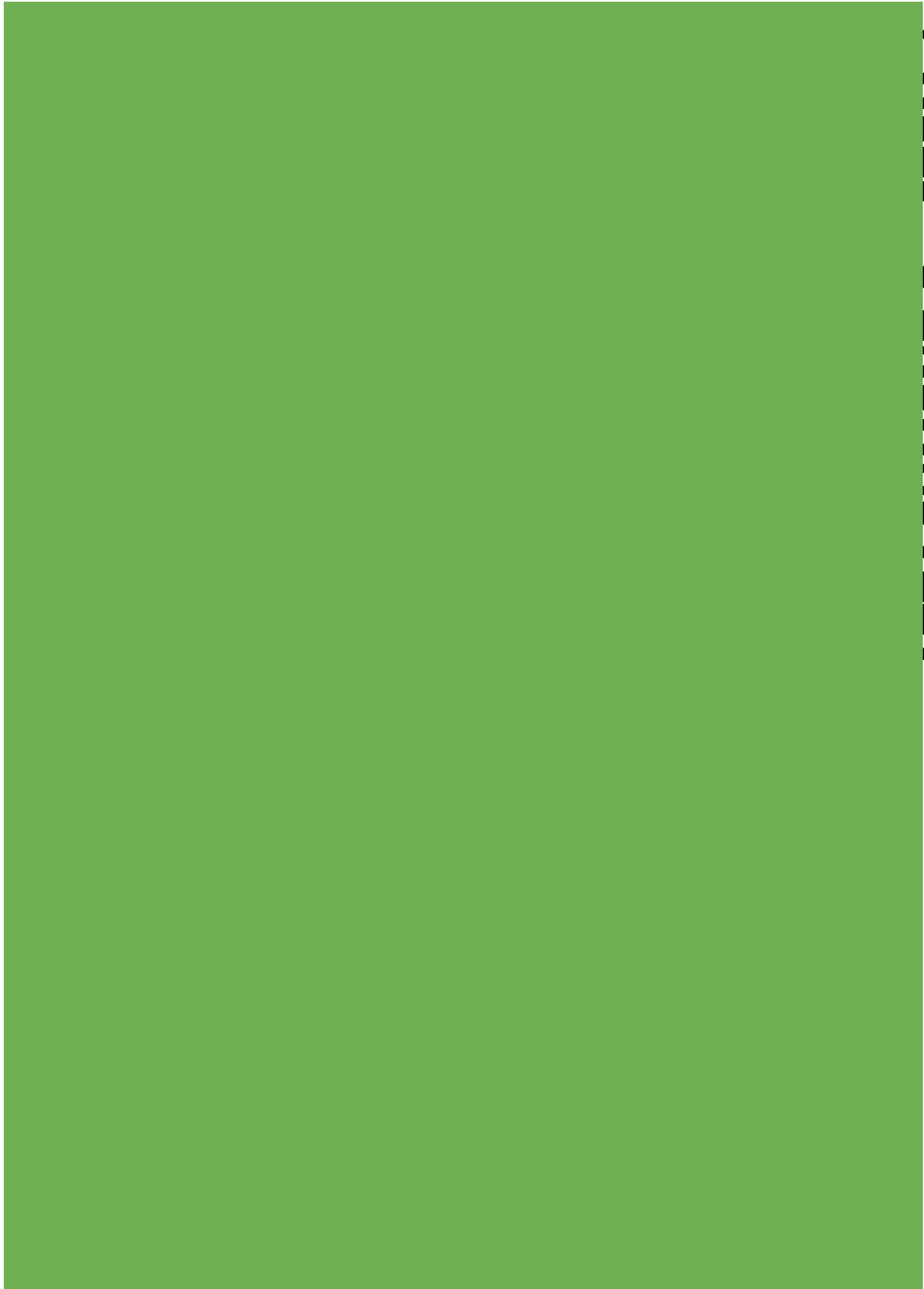
Itong dokumento ay naglalaman ng mahalagang impormasyon. Kung hindi ninyo naiintindihan, pakitawagan ang Serbisyo sa Pagsasalinwika at Pag-iinterpretar (Translating and Interpreting Service) sa 131 450. Hilingin sa kanilang tawagan ang 9847 6666 para sa inyo upang kontakin ang Hornsby Shire Council. 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 بگیرید. ساعات کاری شورای شهر دوشنبه تا جمعه، از 8:30 صبح تا 5 بعداز ظهر است.



ATTACHMENT 2 - ITEM 1

ATTACHMENT/S

REPORT NO. GM4/26

ITEM 2

1. DRAFT UNREASONBALE CONDUCT POLICY



POLICY REGISTER

POLICY TITLE:	UNREASONABLE CONDUCT POLICY	
FOLDER NUMBER:	F2007/00307	
POLICY OWNER / DIVISION:	Office of the General Manager	
POLICY OWNER / BRANCH:	Risk and Audit	
FUNCTION:	Customer Service	
RELEVANT LEGISLATION:	<i>Local Government Act 1993 (NSW),</i>	
POLICY ADOPTION/AMENDMENT DATE:	2026	REPORT NUMBER: ###
REVIEW YEAR:	2028	
AMENDMENT HISTORY:	Nil.	
RELATED POLICIES:	Complaints Handling (F2007/00307)	

POLICY PURPOSE / OBJECTIVES:

1. To determine comprehensive guidelines and procedures which protect the safety and wellbeing of all Council officials, visitors, and the community.
2. To ensure that protection is extended to those Council officials who receive communications or are exposed to unreasonable conduct related to their role anywhere in the Local Government Area (LGA), online, over the phone, or otherwise in a personal and private capacity.
3. To provide guidance to all Council officials regarding what constitutes unreasonable conduct and what the applicable procedures are, so that they feel confident and supported in taking action to manage unreasonable behaviour, and act fairly, consistently and appropriately.
4. To affirm to the community that the Council values respect, inclusion and civility, and condemns any conduct deemed unreasonable, particularly behaviour that is threatening and/or constitutes harassment.

POLICY STATEMENT:

1. Hornsby Shire Council remains committed to being accessible and responsive to all who approach our organisation regardless of ethnic identity, national origin, religion, linguistic background, sex, gender expression, sexual orientation, physical ability or other cultural or personal factors. At the same time, the success of our organisation depends on:
 - a. our ability to do our work in the most effective and efficient ways possible;
 - b. the health, safety, and security of all Council officials who have the right not to experience harassment and threatening behaviour; and
 - c. our ability to allocate our resources fairly.
2. In particular, Council is committed to ensuring that it applies a zero-tolerance approach towards any harm, harassment, abuse or threats directed towards Council officials or other visitors anywhere in the LGA or online third parties, by individuals who exhibit unreasonable behaviour.
3. For further detail on responsiveness to complaints, see Council's *Complaints Handling Policy* which aligns with NSW Ombudsman and Office of Local Government (OLG) guidance.
4. Unreasonable conduct will be actioned in three ways:
 - a. A staff member providing a warning that contact will be terminated if behaviour continues;
 - b. Termination (temporary or otherwise) of contact with individual exhibiting unreasonable behaviour. This can include (among other things) termination of phone call, blocking on social media, or removal from premises; and/or
 - c. Where appropriate, by escalating the behaviour to Police.
5. Note that the steps in this policy apply to individuals and visitors of Council and are especially relevant to complainants.

LEGAL AND POLICY FRAMEWORKS:

1. Between this policy and Council's *Complaints Handling Policy* (F2007/00307), Council adopts the recommendations of NSW Ombudsman's 2022 model *Managing unreasonable conduct by complainants* policy. Templates and checklists will be maintained in line with the NSW Ombudsman's Model UCC Policy.
2. Nothing in this policy limits any rights or responsibilities of Council or Council officials under any other Council policy or legislation. In particular, this policy complements, and does not limit, Council's Code of Conduct and its Procedures.
3. In addition, nothing in this policy limits any rights or responsibilities of Council or Council officials under the *Work Health and Safety Act 2011* (NSW). Council, as a PCBU, will, so far as is reasonably practicable, ensure the health and safety of workers and others at Council workplaces (in compliance with section 19). Workers must also take reasonable care and comply with reasonable WHS instructions and procedures (in compliance with section 28). Council will implement controls for

- customer aggression and violence, including risk assessment, training/de-escalation, incident reporting and review, support/EAP, and Police escalation where required.
4. Council will only collect personal information necessary for managing incidents and access decisions, provide collection notices, secure records, and manage access/correction rights in line with the *Privacy and Personal Information Protection Act 1998* (NSW), and the *Privacy Code of Practice for Local Government (2019)*.
 5. Other applicable legal frameworks (which this policy complies with, or, in the event of non-compliance, supersede this policy) include:
 - a. *Local Government Act 1993* (NSW).
 - b. *Government Information (Public Access) Act 2009* (NSW)
 - c. *Anti-Discrimination Act 1977* (NSW)
 - d. *Inclosed Lands Protection Act 1901* (NSW) (see trespass / bans on “inclosed lands”).
 - e. *Crimes (Domestic and Personal Violence) Act 2007* (NSW) (see APVO pathways).
 - f. *Online Safety Act 2021* (Cth); eSafety adult cyber-abuse scheme.

DEFINITIONS:

The following definitions are used in this policy:

1. “Council Official”, includes Councillors, members of staff of Council, administrators, Council committee members, contractors, delegates of Council and volunteers.
2. “Nominated Manager” is the Manager most appropriate to the situation. For on premises behaviour, this is the Manager with responsibility for operations at the specific premises. Otherwise, this is the General Manager, relevant Divisional Manager or that particular Council official’s Supervisor (whom they directly report to)
3. “Local Government Area (LGA)” means anywhere within the boundaries of the Hornsby Shire and including Council owned or operated buildings and immediately adjacent public land areas which form part of the amenity and access to the building.
4. “Online” means all forms of digital communication that Council sanctions including, but not limited to, email, website, social media platforms, and SMS text.
5. “Services” means any ancillary services provided through the premises, such as Home Library, gymnasiums, or volunteer activities.

POLICY PROTOCOLS:

This policy is structured as follows:

- Identifying unreasonable conduct and unreasonable behaviour
- Where unreasonable conduct occurs in person on Council premises

- Where unreasonable conduct occurs verbally on the telephone
- Where unreasonable conduct occurs in written correspondence (online or otherwise)
- Where a Council official is contacted personally
- Limiting an individual's access to Council
- Rights of Appeal
- Managing immediate risks and non-compliance of individuals with Council directions
- Recording and reporting

The policy now outlines these items in turn as follows.

1. Identifying unreasonable conduct and unreasonable behaviour

- 1.1 Unreasonable conduct can include unreasonable persistence, unreasonable lack of cooperation, or making unreasonable demands or arguments. Such conduct is excessive, obstructive, or unfounded, and places inappropriate or disproportionate demands on Council. It includes, but is not limited to:
- Contacting multiple Council officials or using multiple channels to seek a different outcome to issues already finalised;
 - Repeated or excessive contact, including after-hours contact, despite being asked to stop;
 - Insisting on impossible, inappropriate, or unreasonable outcomes or services;
 - Making demands about how Council should manage the matter, including instructions or attempted control of processes;
 - Irrelevant, unreasonably lengthy, disorganised or very frequent correspondence about the same or similar matters;
 - Refusing to attend meetings, withholding information, or otherwise not cooperating with attempts to resolve concerns; and
 - Presenting arguments that are unfounded, speculative, false, defamatory, or vexatious.
- 1.2 Unreasonable behaviour is a further subset of unreasonable conduct that is unacceptable in all circumstances (regardless of how stressed, angry, or frustrated an individual is) because it unreasonably compromises the health, safety and security of our Council officials, other service users or the individual themselves. As a result, Council officials will often take more restrictive action.
- 1.3 Such behaviour includes, but is not limited to:
- Aggression or abuse (verbal, nonverbal, derogatory, racist, or defamatory remarks);
 - Emotional manipulation;
 - Stalking;
 - Wilful damage to property;
 - Intimidation or physical violence;
 - Threats of harm to self or others, threats involving weapons, or threats to damage property
 - Interference with the liberty of Council officials or visitors;
 - Viewing inappropriate digital content in shared public spaces (e.g., pornography, gambling); and
 - Engaging in illegal activities.
- 1.4 Unreasonable behaviour also includes any conduct that is a criminal offence under NSW law.

2. Where unreasonable conduct occurs in person anywhere in the LGA

- 2.1 Where unreasonable conduct is exhibited in person towards a Council official anywhere in the LGA, the nominated Manager in consultation with relevant council official, has the responsibility and authority to identify the conduct, and change or restrict an individual's access to any premises owned or operated by Council (or the services it provides).
- 2.2 This decision should be made in accordance with the process set out in clause 6 of this policy.

3. Where unreasonable conduct occurs verbally on the telephone

- 3.1 If, in the opinion of any Council official, unreasonable conduct occurs in telephone conversations or interviews conducted in the course of Council work, the Council official may:
- a) Warn the caller that if the behaviour continues the conversation or interview will be terminated; and
 - b) Terminate the conversation or interview if the behaviour continues after a warning has been given.
- 3.2 Where a conversation or interview is terminated, the Council official must notify the nominated Manager of the details as soon as possible, which may include a report through Council's Work, Health and Safety Reporting system.
- 3.3 The nominated Manager should then proceed with the process set out in clause 6 of this policy in order to decide whether additional limitations on access to Council for the individual who exhibited the behaviour are appropriate.

4. Where unreasonable conduct occurs in written correspondence (letter or online)

- 4.1 If, in the opinion of any Council official, any correspondence to Council contains material which is unreasonable, they should notify the nominated Manager.
- 4.2 If then, in the opinion of the nominated Manager, any correspondence to Council contains material which is unreasonable, the sender will be advised that the correspondence will not be acted upon due to the unreasonable manner. If the applicant would like the matter considered they are to resubmit their correspondence in a reasonable manner.
- 4.3 The nominated Manager should then proceed with the process set out in clause 6 of this policy in order to decide whether additional limitations on access to Council for the sender are appropriate.
- 4.3 Correspondence of abusive or inflammatory nature that does not relate to any functions of Council, may be registered in Council's document management system but not acted upon.
- 4.4 Severe online abuse directed at any Council official may be referred to the eSafety Commissioner under the *Online Safety Act 2021* (Cth) for removal notices or enforcement.

5. Where a Council official is contacted personally other than via Council communication channels

- 5.1 Where a Council official (either in person, online, or over the telephone) is contacted personally for any reason because of their role, but such contact is made other than via Council communication channels (e.g. by way of personal social media or other contact), they, like any other individual, have the right to terminate or ignore this contact regardless of its content.
- 5.2 Where a Council official is subject to unreasonable behaviour in this situation, they, like any other individual, have the right to call the Police.
- 5.3 The Council official has a responsibility to report such behaviour to a nominated Manager, at which point the nominated Manager should then proceed with the process set out in clause 6 of this policy in order to decide whether additional limitations on access to Council for the individual who exhibited the behaviour are appropriate.

6. Limiting an Individual's access to Council

- 6.1 When applying this policy, the nominated Manager will also aim to keep at least one open line of communication with the individual. However, in extreme situations, where unreasonable behaviour has occurred, all forms of contact may need to be restricted for some time to ensure the health and safety and security of Council officials and/or other visitors.
- 6.2 Following observation of receipt of a complaint (either verbal or in writing) from a Council official or other visitor about, or notification of termination of a phone call due to unreasonable conduct, the nominated Manager shall evaluate the behaviour by considering the following factors:
- The circumstances that gave rise to the incident;
 - The impact of the individual's conduct on the operations of the premises, including relevant Council officials and other visitors, and the time and resources required to deal with the incident;
 - The individual's responsiveness to the Council official's warnings/request to cease the behaviour;
 - The actions the Council official has taken to manage the individual's conduct; and
 - The suggestions made by relevant Council officials on ways of managing the situation.
- 6.3 Following the consultation outlined in Clause 6.2 above, the nominated Manager shall search any previous information about the individual's conduct and history when engaging with Council, and consider the following criteria:
- Whether the conduct in question involved overt anger, aggression, violence, assault, or offensive or illegal behaviour (which is unacceptable in all circumstances);
 - Whether the individual's case (which prompted the behaviour in the first instance) has merit;
 - The likelihood that the individual will modify his/her unreasonable conduct if given a formal warning about their conduct;
 - Whether changing or restricting access to any premises owned or operated by Council (or services it provides) will be effective in managing the individual's behaviour;
 - Whether changing or restricting access to any premises owned or operated by Council (or services it provides) will have an undue impact on the individual's welfare, livelihood or dependents etc;
 - Whether the individual's personal circumstances have contributed to the behaviour. For example, the individual is a vulnerable person who is under significant stress as a result of one or more of the following:

- homelessness
 - physical disability
 - illiteracy or other language or communication barrier
 - mental or other illness
 - personal crises
 - substance or alcohol abuse
- Whether the individual's response/conduct in the circumstances was moderately disproportionate, grossly disproportionate or not at all disproportionate;
 - Whether there are any statutory provisions that would limit the types of restrictions that can be put on the individual's contact/access to our services;
 - The overriding duty of care of Council to the welfare of its Council officials and other visitors;
 - Any relevant guidelines issued by the NSW Ombudsman about managing unreasonable complainant conduct.
- 6.4 Following the evaluation in Clause 6.3 above, the nominated Manager will decide on the appropriate course of action. This may include formal or informal options for dealing with the individual's conduct. In this regard, options may include:
- A verbal warning to the individual that he/she may be banned from any premises owned or operated by Council (or the services it provides) if the unreasonable behaviour continues (a record of the time and date of such warning shall be kept);
 - A written warning to the individual that he/she may be banned from any premises owned or operated by Council (or the services it provides) if the unreasonable behaviour continues;
 - Temporary or permanent ban from any premises owned or operated by Council (or the services it provides) by way of formal written notice;
 - Partial (temporary or permanent) bans on certain forms of contact – such as limits on what the individual can raise with Council, when, where, how, and with whom. For example, an individual may be limited to only written communications (though ensuring this method of communication suits an individual's personal circumstances)
 - In the case of an individual frequently contacting a Council official about the same matter where an outcome has previously been provided, the correspondence will be registered in Council's document management system but not acted upon.
 - In the case of general unreasonable conduct by a group of individuals within a hire group, such as a visiting school excursion, liaison with the relevant school (or organisation) about the behaviour, and if so required, a cancellation of any hire agreement.
- 6.5 A decision to completely terminate an individual's contact or access to Council should be rare and only made as a last resort.
- 6.6 Any access restriction will be proportionate, time-limited, and documented with written reasons, scope, duration, behavioural expectations and review date. The individual will receive notice and may make submissions before a final decision, unless urgent safety issues require immediate interim restrictions.

- 6.7 However, note that an individual's access to any premises owned or operated by Council may also be restricted directly or indirectly using legal mechanisms like trespass laws and other legislation, or legal orders to protect Council officials from personal violence, intimidation, or stalking by an individual.

7. Rights of Appeal

- 7.1 Where individuals have had their access to Council limited or restricted, they are entitled to one internal appeal. This review will be undertaken by a senior employee who was not involved in the original decision to restrict or ban the access. This employee will consider the individual's arguments along with all relevant records regarding the individual's past conduct. The individual will be advised in writing by the General Manager of the outcome of their appeal.
- 7.2 If an individual is dissatisfied with the outcome of the appeal process, they may seek an external review from an oversight agency such as the NSW Ombudsman.
- 7.3 Where Council officials contribute to unreasonable conduct, it will be immediately rectified, including by providing the individual with an apology.

8. Managing immediate risks and non-compliance of individuals with Council directions

- 8.1 Council officials at all times have the right to call Police at their own discretion if an individual's unreasonable conduct (at the time it is observed) appears to pose a significant and immediate risk to Council officials, other visitors, or online recipients. This action does not require approval from a nominated Manager, but the nominated Manager must be notified subsequently.
- 8.2 Similarly, Council officials at all times, have the right to temporarily leave their workplace at their own discretion where an individual's unreasonable conduct (at the time it is observed) appears to pose a significant and immediate risk to Council officials, other visitors or online recipients. This action does not require approval from a nominated Manager, but the nominated Manager must be notified subsequently, at which point they should perform the evaluative process outlined in clause 6 in this policy as soon as practicable.
- 8.3 If an individual does not respond to a reasonable direction of a Council official to depart any premises owned or operated by Council, the Police shall be notified to assist in the removal of the individual.
- 8.4 Similarly, if an individual repeatedly tries to contact Council or a Council official personally despite a reasonable direction of a Council official to stop, the Police shall be notified to assist in the prevention of contact.
- 8.5 In situations such as those described above, Council's solicitors may be engaged to advise on the legal mechanisms, such as trespass laws/legislation or other legal orders to protect Council officials from personal violence, intimidation or stalking by the individual.

9. Recording and reporting

- 9.1 The nominated Manager shall ensure that interactions covered by this policy are recorded in Council's Work, Health and Safety Reporting System.
- 9.2 All staff will be trained in appropriate and consistent record keeping practices. Council will ensure there is a centralised case management system where incidences of unreasonable conduct are reported.

- 9.3 The General Manager will be responsible for tracking and monitoring all uses of this policy to ensure it is being applied consistently, appropriately, and effectively, and that unreasonable conduct cases are reviewed at appropriate intervals.

ATTACHMENT/S

REPORT NO. CS12/26

ITEM 3

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



Investment Summary Report
February 2026

ATTACHMENT 1 - ITEM 3



Hornsby Shire Council
Executive Summary - February 2026

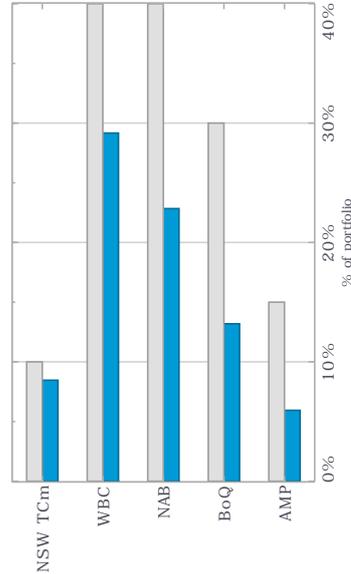
Investment Performance



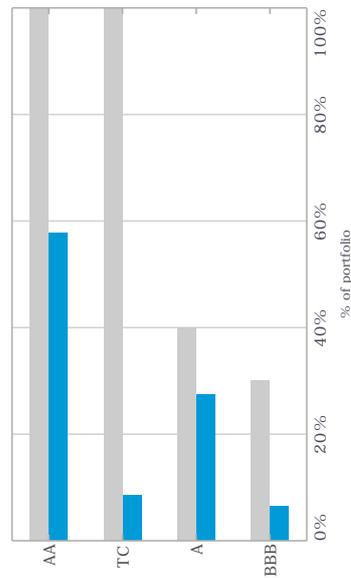
	Face Value (\$)	Current Value (\$)	Current Yield (%)	FYTD Yield (%)
Cash	71,897,938	71,897,938	4.0270	3.8405
Floating Rate Note	21,450,000	21,637,985	4.5044	4.2786
Managed Funds	26,944,010	26,944,010	8.9411	7.6172
Term Deposit	198,050,000	201,721,503	4.6457	4.7094
	318,341,947	322,201,435	4.8531	4.7099

Investment Policy Compliance

Individual Institutional Exposures



Total Credit Exposure



	Face Value (\$)	Policy Max *
Between 0 and 0.25 years	71,897,938	23%
Between 0.25 and 1 years	89,500,000	28%
Between 1 and 2 years	76,000,000	24%
Between 2 and 5 years	54,000,000	17%
Between 5 and 10 years	26,944,010	8%
	318,341,947	25%

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

g Portfolio Exposure Investment Policy Limit



ATTACHMENT 1 - ITEM 3



Hornsby Shire Council
Investment Holdings Report - February 2026

Cash Accounts

Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Current Value (\$)
26,066.15	4.4500%	Westpac Group	AA-	26,066.15
486,391.83	3.6500%	Bendigo and Adelaide Bank	A-	486,391.83
1,709,710.07	4.1500%	Macquarie Bank	A+	1,709,710.07
18,915,849.71	4.5000%	AMP Bank	BBB+	18,915,849.71
24,773,165.34	3.8500%	Westpac Group	AA-	24,773,165.34
25,986,754.69	3.8500%	Bank of Queensland	A-	25,986,754.69
71,897,937.79	4.0270%			71,897,937.79

Managed Funds

Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Funds Name	Current Value (\$)
26,944,009.69	8.9411%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	26,944,009.69
26,944,009.69	8.9411%				26,944,009.69

Term Deposits

Purchase Date	Maturity Date	Term Days	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Book Value (\$)	Current Value (\$)
10-Sep-25	10-Jun-26	273	8,000,000.00	4.2000%	National Australia Bank	AA-	8,000,000.00	8,158,334.25
7-Aug-25	7-Aug-26	365	5,000,000.00	4.1600%	National Australia Bank	AA-	5,000,000.00	5,117,391.78
19-Aug-25	20-Aug-26	366	10,000,000.00	4.1000%	National Australia Bank	AA-	10,000,000.00	10,217,917.81
22-Aug-25	22-Aug-26	365	50,000.00	3.5500%	Westpac Group	AA-	50,000.00	50,928.84
28-Aug-25	28-Aug-26	365	5,000,000.00	4.0700%	National Australia Bank	AA-	5,000,000.00	5,103,143.84
5-Mar-25	9-Sep-26	553	5,000,000.00	4.6600%	ING Bank (Australia)	A	5,000,000.00	5,230,446.58
11-Sep-25	11-Sep-26	365	30,000,000.00	4.2100%	National Australia Bank	AA-	30,000,000.00	30,591,706.85
4-Feb-25	3-Feb-27	729	5,000,000.00	4.6300%	ING Bank (Australia)	A	5,000,000.00	5,015,856.16
11-Feb-26	10-Feb-27	364	5,000,000.00	4.9000%	ING Bank (Australia)	A	5,000,000.00	5,012,082.19
16-Aug-23	16-Aug-27	1461	8,000,000.00	5.1500%	ANZ Banking Group	AA-	8,000,000.00	8,220,109.59
23-Aug-23	23-Aug-27	1461	5,000,000.00	5.2200%	ING Bank (Australia)	A	5,000,000.00	5,134,432.88
30-Aug-23	30-Aug-27	1461	8,000,000.00	5.2800%	Westpac Group	AA-	8,000,000.00	8,212,935.89



PRUDENTIAL
INVESTMENT SERVICES CORP

ATTACHMENT 1 - ITEM 3



Hornsby Shire Council
Investment Holdings Report - February 2026

Purchase Date	Maturity Date	Term Days	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Book Value (\$)	Current Value (\$)
3-Sep-25	3-Sep-27	730	10,000,000.00	3.9000%	National Australia Bank	AA-	10,000,000.00	10,191,260.27
16-Dec-25	16-Dec-27	730	10,000,000.00	4.7700%	ING Bank (Australia)	A	10,000,000.00	10,098,013.70
6-Jan-26	6-Jan-28	730	5,000,000.00	4.7900%	ING Bank (Australia)	A	5,000,000.00	5,035,432.88
6-Feb-23	7-Feb-28	1827	10,000,000.00	4.1300%	Westpac Group	AA-	10,000,000.00	10,026,024.66
6-Feb-23	7-Feb-28	1827	5,000,000.00	4.1200%	Westpac Group	AA-	5,000,000.00	5,012,980.82
6-Feb-23	7-Feb-28	1827	10,000,000.00	4.0900%	Westpac Group	AA-	10,000,000.00	10,025,772.60
28-Jul-23	28-Jul-28	1827	8,000,000.00	5.3200%	Bank of Queensland	A-	8,000,000.00	8,251,861.92
9-Aug-23	9-Aug-28	1827	8,000,000.00	5.2200%	Bank of Queensland	A-	8,000,000.00	8,231,110.14
4-Sep-23	4-Sep-28	1827	15,000,000.00	5.2800%	Westpac Group	AA-	15,000,000.00	15,386,235.62
4-Sep-23	4-Sep-28	1827	15,000,000.00	5.2800%	Westpac Group	AA-	15,000,000.00	15,386,235.62
19-Feb-25	18-Feb-30	1825	8,000,000.00	5.1500%	Rabobank Australia	A	8,000,000.00	8,011,287.67
			198,050,000.00	4.6457%			198,050,000.00	201,721,502.56
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	4.3975%	NAB Snr FRN (Aug26) BBSW+0.41%	AA-	4,688,031.00	4,704,805.27
15-Sep-21	15-Sep-26	1826	4,250,000.00	4.1920%	SUN Snr FRN (Sep26) BBSW+0.48%	AA-	4,249,405.00	4,289,306.33
23-Sep-21	23-Dec-26	1917	6,000,000.00	4.1398%	CBA Green Snr FRN (Dec26) BBSW+0.41%	AA-	5,964,948.60	6,047,655.02
10-Feb-22	10-Feb-27	1826	1,500,000.00	4.9428%	NPBS Snr FRN (Feb27) BBSW+1.00%	BBB+	1,516,875.00	1,507,954.45
11-Nov-22	11-Nov-27	1826	5,000,000.00	5.1766%	WBC Snr FRN (Nov27) BBSW+1.23%	AA-	5,057,605.00	5,088,263.87
			21,450,000.00	4.5044%			21,476,864.60	21,637,984.94
Total Investments								
			Face Value (\$)				Current Value (\$)	
			318,341,947.48				322,201,434.98	



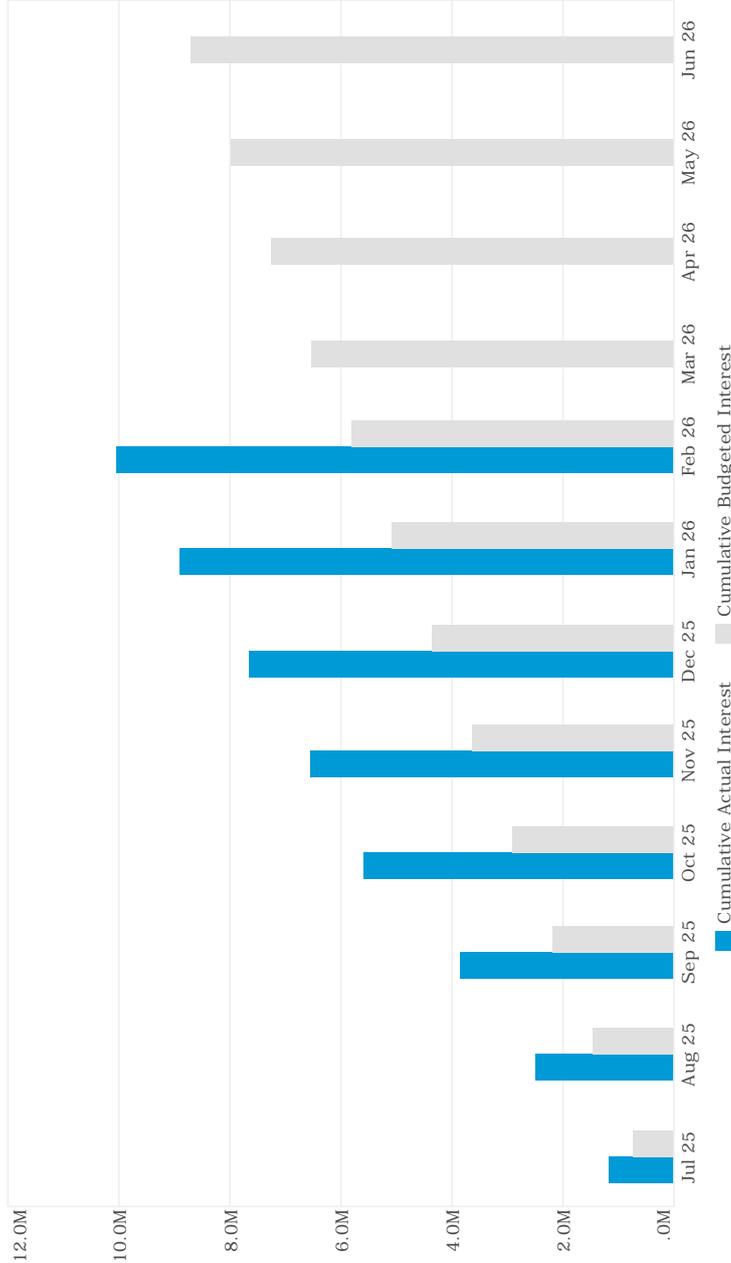
ATTACHMENT 1 - ITEM 3



Hornsby Shire Council
Investment Budget Report - February 2026

Budgeted vs Actual Returns

	Cumulative Actual Income	Cumulative Budgeted Income
July 2025	1,169,927	725,243
August 2025	2,481,295	1,450,486
September 2025	3,849,552	2,175,729
October 2025	5,592,767	2,900,971
November 2025	6,539,618	3,626,214
December 2025	7,651,211	4,351,457
January 2026	8,893,256	5,076,700
February 2026	10,049,209	5,801,943
Budget Target		8,702,914



ATTACHMENT 1 - ITEM 3

Hornsby Shire Council
Environmental Commitments Report - February 2026



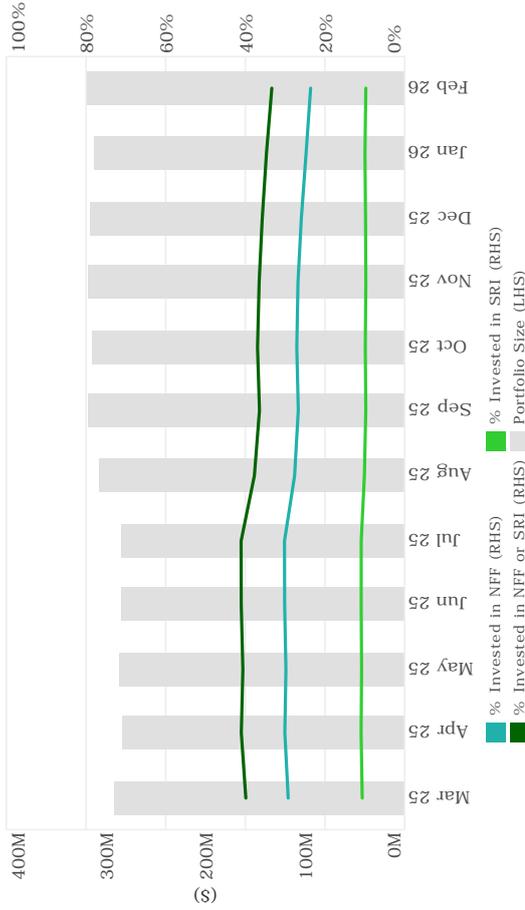
Current Breakdown

ADI Lending Status *	Current Month (\$)	Previous Month (\$)
Fossil Fuel Lending ADIs		
ANZ Group	8,000,000	8,000,000
ING Bank Australia	35,000,000	30,000,000
Macquarie Bank	1,709,710	1,704,517
National Australia Bank	72,700,000	72,700,000
Westpac Group	67,849,231	64,334,572
	185,258,942	176,739,089
	58%	57%
Non Fossil Fuel Lending ADIs		
AMP Bank	18,915,850	18,851,934
Bank of Queensland	41,986,755	41,910,762
Bendigo and Adelaide Bank	486,392	485,044
Newcastle Greater Mutual Group	1,500,000	1,500,000
Rabobank Australia	8,000,000	8,000,000
Suncorp Bank	4,250,000	6,350,000
	75,138,996	77,097,739
	24%	25%
Other		
NSW T-Corp (MT)	26,944,010	26,767,584
	26,944,010	26,767,584
	8%	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	31,000,000
	10%	10%
	318,341,947	311,604,412

* source: Marketforces

Percentages may not add up to 100% due to rounding

Historical Portfolio Exposure to NFF Lending ADIs and SRI s



Green Products Summary

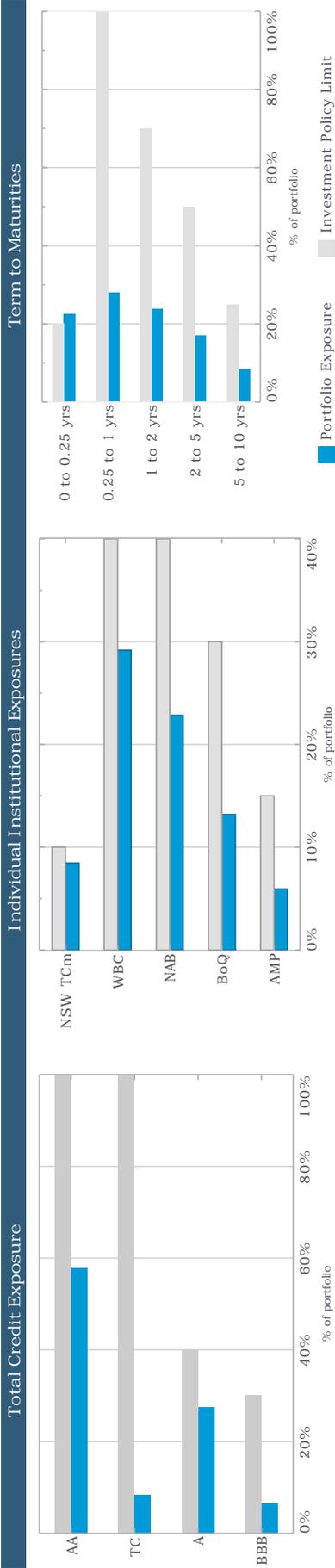
	Current Month (\$)	Previous Month (\$)
AMP Bank	18,915,850	18,851,934
Bank of Queensland	41,986,755	41,910,762
Bendigo and Adelaide Bank	486,392	485,044
CBA (Green)	6,000,000	6,000,000
Newcastle Greater Mutual Group	1,500,000	1,500,000
Rabobank Australia	8,000,000	8,000,000
Suncorp Bank	4,250,000	6,350,000
Westpac Group (Green TD)	25,000,000	25,000,000
	106,138,996	108,097,739
	33%	35%
	318,341,947	311,604,412



ATTACHMENT 1 - ITEM 3



Hornsby Shire Council
Investment Policy Compliance Report - February 2026



Credit Rating Group	Face Value (\$)	Policy Max
AA	183,799,231	58%
TC	26,944,010	8%
A	87,182,857	27%
BBB	20,415,850	6%
Total	318,341,947	

Institution	Face Value (\$)	Policy Max*
NSW T-Corp (TCm)	71,897,938	23%
Westpac Group (AA-)	89,500,000	28%
National Australia Bank (AA-)	76,000,000	24%
Bank of Queensland (A-)	54,000,000	17%
AMP Bank (BBB+)	26,944,010	8%
ING Bank Australia (A)	318,341,947	
Rabobank Australia (A)		
ANZ Group (AA-)		
Commonwealth Bank of Australia (AA-)		
Suncorp Bank (AA-)		
Macquarie Bank (A+)		

Institution	% of portfolio	% of Investment portfolio Policy Limit
NSW T-Corp (TCm)	8%	10%
Westpac Group (AA-)	29%	40%
National Australia Bank (AA-)	23%	40%
Bank of Queensland (A-)	13%	30%
AMP Bank (BBB+)	6%	15%
ING Bank Australia (A)	11%	30%
Rabobank Australia (A)	3%	30%
ANZ Group (AA-)	3%	40%
Commonwealth Bank of Australia (AA-)	2%	40%
Suncorp Bank (AA-)	1%	40%
Macquarie Bank (A+)	1%	30%

Specific Sub Limits	Face Value (\$)	Policy Max
BBB+	20,415,850	6%
Total	318,341,947	30%

a = compliant
r = non-compliant

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





HORNSBY SHIRE COUNCIL SCHEDULE OF BORROWINGS AS AT 28 February 2026

1. LOANS	Lender	Date Drawn	Maturity Date	\$'000 Amount Borrowed	\$'000 01/07/2025 Opening Balance	\$'000 2025/26 YTD Repayments Principal	\$'000 Closing Balance	%

2. OPERATING LEASES		Date Executed	Expiry date	\$'000 Total Lease Payments	\$'000 01/07/2025 Opening Balance	\$'000 New Leases	\$'000 2025/2026 Repayments YTD	\$'000 Closing Balance
Lessor								
Veststone Capital Pty Ltd (118)		15-Aug-22	15-May-26	34	8		6	2
Veststone Capital Pty Ltd (119)		15-Nov-22	15-Aug-27	64	29		10	19
Veststone Capital Pty Ltd (120)		15-Aug-23	15-Aug-28	31	19		5	14
Veststone Capital Pty Ltd (121)		15-Nov-23	15-Nov-28	453	292		67	225
Veststone Capital Pty Ltd (122)		15-Nov-23	15-Nov-27	134	75		25	50
Veststone Capital Pty Ltd (123)		15-May-24	15-Feb-27	37	21		9	12
Veststone Capital Pty Ltd (124)		15-Aug-24	15-Aug-27	77	53		18	35
Veststone Capital Pty Ltd (125)		15-Feb-25	15-Nov-28	69	60		13	47
Veststone Capital Pty Ltd (126)		15-May-25	15-Feb-29	42	42		11	31
Veststone Capital Pty Ltd (127)		15-May-25	15-Feb-29	69	69		18	51
Veststone Capital Pty Ltd (128)		15-Aug-25	15-May-30	105		105	16	89
TOTAL				1,115	668	105	198	575

ATTACHMENT 2 - ITEM 3

ATTACHMENT/S

REPORT NO. PC6/26

ITEM 4

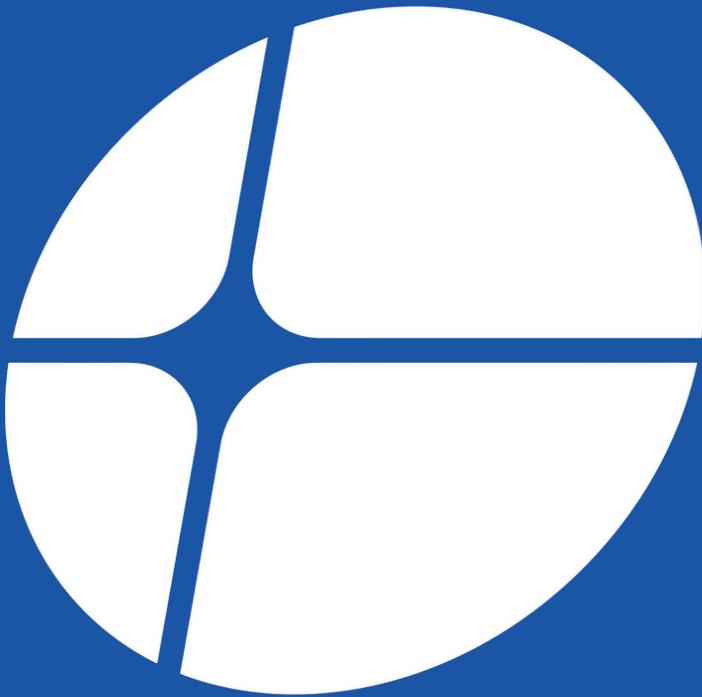
- 1. 675-685 OLD NORTHERN ROAD DURAL PLANNING PROPOSAL (AMENDED)**
- 2. UPDATED LETTER OF OFFER: 675-685 OLD NORTHERN ROAD DURAL PLANNING PROPOSAL**
- 3. SECTION PLAN: 675-685 NORTHERN ROAD DURAL PLANNING PROPOSAL**

Planning Proposal

Dural Health Hub

675-685 Old Northern Road, Dural

*Amendment to Hornsby Local Environmental Plan 2013, Part
6 Additional Local Provision*



Prepared for JMJ Properties & Projects Pty Ltd

Submitted to Hornsby Shire Council

March 2026

ATTACHMENT 1 - ITEM 4

This report has been prepared by:

This report has been reviewed by



Tom Bibby ^{BPlan}
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Principal Planner



Dan Keary ^{BSc MURP RPIA}
Director

Disclaimer and limitations

This report is dated 19 March 2026 and includes information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Keylan Consulting Pty Ltd (Keylan) opinion in this report.

This report is limited to general town planning advice and does not constitute legal advice. Separate advice should be sought if you require a legal opinion on the above matters. Keylan disclaim all responsibility for any harm, loss, cost or damage resulting from use of, or reliance upon, the whole or any part of the information by any prospective purchaser, lender or other person if any part of the information provided within this report is inaccurate or incomplete.

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Achievement of the outcomes, recommendations, assessment and budget set out in this report will depend on the actions of others over which Keylan has no control. Whilst Keylan has made all reasonable inquiries it believes necessary in preparing this report, it is not responsible for determining the completeness or accuracy of information provided to it. Keylan (including its Directors and all staff) is not liable for any errors or omissions, including in information provided by the Client or another person or upon which Keylan relies, provided that such errors or omissions are not made by Keylan recklessly or in bad faith.

In preparing this report, Keylan was required to make professional judgements which may be affected by unforeseen future events, the likelihood and effects of which are not capable of town planning assessment. All surveys, forecasts, projections and recommendations contained in or associated with this report are made in good faith and on the basis of information supplied to Keylan at the date of this report, and upon which Keylan relied.

This report does not guarantee development approval and/or the request for additional information from the relevant consent authority or other relevant body of the subject works. This report has been prepared with due care and diligence by Keylan and the statements and opinions given by Keylan in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.



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Abbreviations

Applicant	JMJ Properties & Projects Pty Ltd
BC Act	<i>Biodiversity Conservation Act 2016</i>
BOS	Biodiversity Offsets Scheme
CBD	Central Business District
CEEC	Critically Endangered Ecological Community
CMP	Conservation Management Plan
Council	Hornsby Shire Council
DA	Development Application
DP	Deposited Plan
DPHI	Department of Planning, Housing and Infrastructure
EA	Economic Assessment
ECA	Ecological Constraints Assessment
EP&A Act	<i>Environmental Planning and Assessment Act 1979</i>
EPI	Environmental Planning Instrument
FSR	Floor Space Ratio
GFA	Gross Floor Area
HDCP 2024	<i>Hornsby Development Control Plan 2024</i>
HLEP 2013	<i>Hornsby Local Environmental Plan 2013</i>
HSF	Health Services Facility
LEP	Local Environmental Plan
LGA	Local Government Area
LoS	Level of Service
LPP	Local Planning Panel
PCA	Preliminary Contamination Assessment
PTA	Preliminary Tree Assessment
RL	Reduced Level
SEPP	State Environmental Planning Policy
SIA	Social Impact Assessment
Site	675 - 677, 679 - 681 and 683 - 685 Old Northern Road, Dural
TIA	Transport Impact Assessment
TfNSW	Transport for New South Wales
UDR	Urban Design Report
VPA	Voluntary Planning Agreement

Executive Summary

This Planning Proposal has been prepared by *Keylan Consulting Pty Ltd* (Keylan) on behalf of *JMJ Properties & Projects Pty Ltd* (the Applicant), to support amendments to the *Hornsby Local Environmental Plan 2013* (HLEP 2013). The Planning Proposal relates to the land at 675 - 677, 679 - 681 and 683 - 685 Old Northern Road, Dural (site) in the Hornsby Shire Local Government Area (LGA).

The primary objective of the Planning Proposal is to enable a future development application (DA) for a *Health Services Facility* (HSF) on the site. Specifically, the Planning Proposal seeks to introduce a new Additional Local Provision in Part 6 of the HLEP 2013 that would allow development for the purposes of a HSF with a:

- maximum floor space ratio (FSR) of 1.2:1
- maximum height within a Reduced Level (RL) of 220m to 222m, allowing for a two storey frontage to Old Northern Road

The future HSF, known as Dural Health Hub, will accommodate a mix of specialist and health services consistent with the land use definition under the HLEP 2013. Amending the HLEP 2013 to permit a HSF will facilitate the provision of essential services for the local community in accordance with State and local strategic planning objectives.

Background

On 25 November 2025, the Planning Proposal (PP-2025-2306) was submitted to Council. The Planning Proposal was exhibited between 2 December 2025 and 20 January 2026, and during this time 12 submissions were received from community members and TfNSW, Sydney Water and The Hills Shire Council.

On 26 February 2026, the Planning Proposal was reported to the Local Planning Panel (LPP). The Panel advised that it supports the submission of the Planning Proposal to the Department of Planning, Housing and Infrastructure (DPHI) for a Gateway Determination, subject to some recommendations regarding site specific standards:

- *remove proposed amendments to the HLEP 2013 regarding additional permitted uses*
- *propose an amendment to the HLEP 2013 to include a new Part 6, Additional Local Provision. The amendment would:*
 - *permit an HSF, or other health-related land use as justified, and associated ancillary land uses*
 - *enable delivery of the concept design's built form, potentially utilising a reduced level or other suitable mechanism that would result in a two-storey development to Old Northern Road*
 - *specify a maximum GFA or FSR control for the development as specified in the concept design*
- *should Gateway Determination be successful, it includes conditions requiring the following reports to be prepared prior to exhibition, to the satisfaction of the Department of Planning, Housing and Infrastructure:*



- *Traffic Impact Assessment, with clear recommendations regarding GFA, FSR or other density controls, prepared to the satisfaction of Transport for NSW*
- *Preliminary contamination assessment considering all sites*
- *Updated concept plans regarding the above*
- *An updated Development Control Plan be prepared to accompany the revised post Gateway Planning Proposal and be exhibited.*

This Planning Proposal report has been updated, in consultation with Council, to address and respond to the advice of the LPP.

The site

The site encompasses a total area of approximately 5,186.7m² with a frontage of approximately 75m to Old Northern Road.

The site is located on the eastern side of Old Northern Road, approximately 120 metres south of the intersection with Kenthurst Road. Old Northern Road forms the LGA boundary with The Hills Shire LGA, located on the western side of this road.

The site is located approximately 6km north of Parramatta CBD, 7.5km west of Hornsby CBD and 35km northwest of Sydney CBD.

The site is not identified as having any items of heritage significance; however, adjoins a local heritage item (No. 347) pursuant to Schedule 5 of the HLEP 2013 to the south-west at 671–673 Old Northern Road, Dural.

The site is located within 6.1km of Castle Hill Metro Station. The site currently comprises low-density, freestanding residential dwellings on the site. Key points to note regarding the surroundings of the site include:

- existing Round Corner Town Centre is to the north.
- the Round Corner Expansion Site is immediately west of the site.
- seniors living, including the Thompson's Health Care's Dural House adjacent to the northeast.

Neither the site nor any land in its immediate vicinity is used for rural purposes, including agricultural land uses. Rather, the site is immediately adjacent to the Round Corner Town Centre, which is undergoing a significant transition and is now characterised by a range of urban uses and higher density built form.

Planning Proposal

The Planning Proposal seeks to introduce a new Additional Local Provision in Part 6 of the HLEP 2013 that would allow development for the purposes of a HSF with a:

- maximum floor space ratio of 1.2:1
- maximum height within a RL of 220m to 222m, allowing for a two storey frontage to Old Northern Road

For clarity, it is intended that the proposed RL height and FSR will not be applicable to any other land use on the site other than that of a HSF. The RL height is presented as a range and will be finalised post Gateway Determination.

Additionally, no changes are proposed to the existing RU2 Rural Landscape or SP2 Infrastructure zonings of the site. Retaining the current zoning ensures the Planning Proposal remains singularly focused on enabling a HSF, rather than introducing a broader range of higher intensity uses that could result from a general rezoning or height increase.

Although the HSF definition is broad and can encompass a range of sub-uses, an Indicative Concept Design Option has been prepared by Cox Architecture (Appendix 1) to demonstrate one possible layout, land use arrangement, and built form to demonstrate how such a facility could be appropriately delivered on the site.

Strategic context

The Planning Proposal largely responds to a change in key government priorities and policies, including:

- Transport for NSW's (TfNSW) *Future Transport Strategy Towards 2061 (September 2022) (Future Transport Strategy)*, which advocates for 15-minute neighbourhoods providing day to day needs, including health services, locally
- NSW Health's *Future Health Report: Guiding the next decade of care in NSW 2022-2032 (Future Health Report)*, which advocates for the decentralising of health services away from the traditional hospital settings.

The Planning Proposal will facilitate the delivery of essential medical services to Greater Sydney's northern region, an area currently underserved and reliant on facilities in the that are located over 5km away from the site.

Additionally, the Planning Proposal has been prepared in consideration of the following strategic plans and policies prepared by the NSW State government and Hornsby Shire Council (Council):

- *Greater Sydney Region Plan – A Metropolis of Three Cities*
- *North City District Plan*
- *Hornsby Shire Local Strategic Planning Statement (LSPS) (2020)*
- *Hornsby Community Strategic Plan 2018-2029*
- *Hornsby Employment Lands Study*
- *Hornsby Rural Lands Strategy (2020)*
- *The Hills Shire LSPS (2020)*

The Planning Proposal demonstrates consistency with the relevant objectives and actions set out in the above-listed strategic plans and policies, particularly, the *Future Health Report* and the Committee for Sydney's *Raising Sydney's Care Factor Report* (October 2025), which both identify the urgent need for community-based health infrastructure and distributed care models to serve Sydney's ageing population.

It is noted that Dural and The Hills region are among the fastest-ageing areas in Greater Sydney, with significant shortfalls in accessible outpatient and preventative health services. The Dural Health Hub directly addresses this need and provides 300 ongoing jobs strengthening the Round Corner Town Centre.

The Planning Proposal demonstrates consistency with the relevant objectives and actions set out above in the listed strategic plans and policies, and the Committee for Sydney's *Raising Sydney's Care Factor* Report.

The strategic justification for the Planning Proposal and detailed consideration of the above-listed strategic plans and policies are discussed in Section 5.3.

Statutory context

The Planning Proposal has been prepared in accordance with the requirements of Clause 3.33 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) and in consideration of the Department of Planning, Housing and Infrastructure (DPHI's) *Local Environmental Plan Making Guideline, August 2023* (LEP Making Guideline). The Planning Proposal is supported by technical information and investigations to justify the proposed amendments.

An assessment has also been undertaken against the relevant environmental planning instruments (EPs) that apply to the site and Local Directions issued by the Minister for Planning and Public Spaces under section 9.1 of the EP&A Act. The Planning Proposal is consistent with the statutory controls, including the relevant EPs and Local Directions.

Environmental, social and economic considerations

The Planning Proposal is accompanied by various technical reports and studies that assess the relevant environmental, social and economic issues related to the proposed amendments to the HLEP 2013, including the following:

- built form and urban design
- landscaping and arboricultural
- acoustic
- flora and fauna
- economic
- health demand and planning
- heritage
- traffic
- visual impact
- stormwater and sewage

The Planning Proposal is found to have a minimal and acceptable environmental impact and will provide net social and economic benefits for Dural and the wider Hornsby Shire LGA. These issues are discussed in further detail in Section 5.

Public benefits

In relation to public domain, The Planning Proposal is accompanied by a Public Benefit Letter of Offer with the intent to enter into a Voluntary Planning Agreement (VPA) with Council (Appendix 14).

A potential monetary contribution of \$1.1 million has been proposed by JMJ to assist Council with the delivery of public benefit works in the Dural locality including but not limited to upgrades and improvements to infrastructure, streetscape, public domain amenity, active and public transport, accessibility and safety.

This potential development contribution may change subject to the outcomes of the updated Traffic Impact Assessment during the Post Gateway Determination phase and discussions with Transport for NSW.

Next steps

As noted, the Planning Proposal has been submitted to Council and updated following consultation with Council and advice from the LPP.

The intent is for Council to support the proposed amendments to the HLEP 2013 and refer the Planning Proposal (as the Planning Proposal authority) to DPHI for review and subsequent issue of a Gateway Determination.

Following the issue of a Gateway Determination, the Applicant will continue to liaise closely with Council while also commencing comprehensive consultations with DPHI, relevant State agencies and community stakeholders, prior to the formal public exhibition of the Planning Proposal.

Conclusion

The proposal seeks to enhance the site's strategic location within the proximity of the Round Corner Town Centre and to address the demand for health infrastructure in the area. The site is zoned RU2 Rural Landscape, however, due to its location and adjoining land uses it cannot achieve any meaningful rural land uses at the site. The redevelopment of the site will provide complementary land use to the Round Corner Town Centre and fill a gap in the existing health services.

The proposal will strengthen the local and regional economy, will contribute to the provision of health infrastructure, and provide much-needed service and employment opportunities in the fastest growing employment sector.

The Planning Proposal demonstrates consistency with the aims of the *Greater Sydney Region Plan* and *North District Plan*. In addition to this, the Planning Proposal is consistent with more recent key government objectives that address gaps identified in the existing state-level strategic plans. The proposed development supports the *Future Transport Strategy* and the *Future Health Report*.

The HSF will contribute to the broader objectives of decentralising care away from major hospitals and foster the 15-minute neighbourhood to better serve the local community.

Given the strength of the strategic basis and clear public benefits, it is considered that a compelling case exists for Council, as the Planning Proposal Authority, to refer the Planning Proposal to DPHI for review and the issuing of a Gateway Determination.

ATTACHMENT 1 - ITEM 4



1 Introduction

This Planning Proposal has been prepared by *Keylan Consulting Pty Ltd* (Keylan) on behalf of *JMJ Properties & Projects Pty Ltd* (the Applicant), to support amendments to the *Hornsby Local Environmental Plan 2013* (HLEP 2013). The Planning Proposal relates to the land at 675 - 677, 679 - 681 and 683 - 685 Old Northern Road, Dural (site) in the Hornsby Shire Local Government Area (LGA).

The primary objective of the Planning Proposal is to enable a future development application (DA) for a *Health Services Facility* (HSF) on the site. Specifically, the Planning Proposal seeks to introduce a new Additional Local Provision in Part 6 of the HLEP 2013 that would allow development for the purposes of a HSF with a:

- maximum floor space ratio of 1.2:1
- maximum height within a RL of 220m to 222m, allowing for a two storey frontage to Old Northern Road

For clarity, it is intended that the proposed height and FSR will not be applicable to any other land use on the site. Additionally, no changes are proposed to the existing RU2 Rural Landscape or SP2 Infrastructure zonings of the site.

Although the HSF definition is broad and can encompass a range of sub-uses, an Indicative Concept Design Option has been prepared by Cox Architecture (Appendix 1) to demonstrate one possible layout, land use arrangement, and built form to demonstrate how such a facility could be appropriately delivered on the site.

The future HSF, known as Dural Health Hub, will accommodate a mix of specialist and health services consistent with the land use definition under the HLEP 2013. Amending the HLEP 2013 to permit a HSF will facilitate the provision of essential services for the local community in accordance with State and local strategic planning objectives.

Specifically, the Planning Proposal:

- aligns with NSW Government's post-COVID priorities and policies, including Transport for NSW's (TfNSW) *Future Transport Strategy Towards 2061 (September 2022) (Future Transport Strategy)*, which advocates for 15-minute neighbourhoods providing day to day needs, including health services, locally
- aligns with the NSW Health's *Future Health Report: Guiding the next decade of care in NSW 2022-2032 (Future Health Report)*, which advocates for the decentralising of health services away from the traditional hospital settings.

The Planning Proposal will facilitate the delivery of essential medical services to Greater Sydney's northern region, an area currently underserved and reliant on facilities in the that are located over 5km away from the site. The proposed Dural Health Hub could cater to 18% of the demand by 2045, as identified in Appendix 5. The Dural Health Hub will facilitate easy access to health care for an ageing population and supports the objectives of NSW Health's *Future Health Report* by facilitating improved patient care and the delivery of health services within communities that are more easily accessible, outside traditional hospital settings.

The Planning Proposal has been prepared in accordance with the requirements of Clause 3.33 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) and in consideration of the Department of Planning, Housing and Infrastructure's (DPHI) *Local Environmental Plan Making Guideline*, August 2023 (LEP Making Guideline).

The Planning Proposal is supported by technical information and investigations to justify the proposed amendments, including an in-depth strategic health demand market analysis, including the state of existing public and private infrastructure of the area.

The Planning Proposal is submitted to Hornsby Shire Council (Council). The intent is for Council to support the proposed amendments to the HLEP 2013 and refer the Planning Proposal (as the Planning Proposal authority) to DPHI for review and subsequent issuing of a Gateway Determination.

1.1 Project Team

The project team formed to deliver the Planning Proposal is outlined in Table 2.

Discipline	Consultant
Project Management	9Springs
Urban Design	Cox Architecture
Planning	Keylan Consulting
Economic Impact	Atlas Economics
Heritage	Weir Phillips Heritage
Health Planning Strategic Demand Analysis	Health Projects International
Civil Engineering	CHRISP Consulting
Arboricultural	Urban Arbor
Ecology	Narla Environmental
Acoustic	Norrebro Design
Visual Impact	Architectus
Traffic	The Transport Planning Partnership (TTPP)
Landscaping	Taylor Brammer
Site Survey	Richard & Loftus

Table 1: Project Team

1.2 Report Structure

Section	Overview
Executive Summary	An overarching summary of the findings and conclusions of the assessment is contained within this proposal
1. Introduction	Introduction to the Planning Proposal
2. Case for Change	Summary of the strategic merit and benefits of the proposal
3. Site and locality	A description of the site, the context and an assessment of the opportunities and constraints presented by the site
4. Background	Relevant information to the previous Planning Proposal

Section	Overview
5. Statutory context	A detailed review of the proposal against relevant statutory planning legislation
6. Planning Proposal Assessment	This section addresses each of the matters outlined in the LEP Making Guideline
7. Conclusion	A concluding statement taking into account the assessment of the proposal and a recommended course of action with regard to the determination

Table 2: Report Structure

1.3 Application History

In April 2022, a Planning Proposal (PP/2/2022) was submitted to Council, seeking amendments to the HLEP 2013 to permit a HSF as an APU and increase the maximum building height from 10.5m to 15m.

On 25 May 2022, the Local Planning Panel advised that it did not support the progression of PP/2/2022 to Gateway Determination on the basis that it not satisfactorily meet the strategic and site-specific merit tests.

Following this, the Applicant submitted a Rezoning Review request. On 25 November 2022, the Sydney North Planning Panel (Strategic Planning Panel) determined that it did not support PP/2/2022.

Since this time, there has been a significant shift in NSW Government priorities and policies following COVID-19, that is not reflected in the existing planning framework. The Planning Proposal directly responds to this shift, as well as provides an improved urban design outcome and an expanded product to cater for demand.

The Applicant has also acquired the adjoining property at 675 – 677 Old Northern Road, Dural, which now forms part of the Planning Proposal and provides a greater site area and more design flexibility for the proposed HSF.

Importantly, the Planning Proposal addresses previous issues raised by Council in relation to PP/2/2022. Further details on the Case for Change are outlined in Section 2.

Post Lodgement

On 25 November 2025, the Planning Proposal (PP-2025-2306) was submitted to Council. The Planning Proposal was exhibited between 2 December 2025 and 20 January 2026, during this time 12 submissions were received from community members and submission from TfNSW, Sydney Water and The Hills Shire Council.

On 26 February 2026, the Planning Proposal was reported to the Local Planning Panel (LPP). The Panel advised that it supports the submission of the Planning Proposal to the Department of Planning, Housing and Infrastructure (DPHI) for a Gateway Determination, subject to some recommendations regarding site specific standards.

This Planning Proposal report has been updated, in consultation with Council, to address and respond to the advice of the Local Planning Panel, as below:

- *remove proposed amendments to the HLEP 2013 regarding additional permitted uses*
- *propose an amendment to the HLEP 2013 to include a new Part 6, Additional Local Provision. The amendment would:*
 - *permit an HSF, or other health-related land use as justified, and associated ancillary land uses*
 - *enable delivery of the concept design's built form, potentially utilising a reduced level or other suitable mechanism that would result in a two-storey development to Old Northern Road*
 - *specify a maximum GFA or FSR control for the development as specified in the concept design*
- *should Gateway Determination be successful, it includes conditions requiring the following reports to be prepared prior to exhibition, to the satisfaction of the Department of Planning, Housing and Infrastructure:*
 - *Traffic Impact Assessment, with clear recommendations regarding GFA, FSR or other density controls, prepared to the satisfaction of Transport for NSW*
 - *Preliminary contamination assessment considering all sites*
 - *Updated concept plans regarding the above*
- *An updated Development Control Plan be prepared to accompany the revised post Gateway Planning Proposal and be exhibited.*

This Planning Proposal report has been updated, in consultation with Council, to address and respond to the advice of the LPP.

1.4 Consultation

1.4.1 Council

The Applicant and its project team have engaged with Council throughout the preparation of this Planning Proposal, which has assisted in the refinement of the proposed development controls that are proposed for the site.

On 7 May 2025, the Applicant and members of the project team met with Council staff and Councillors to present the preliminary indicative concept and engage in discussions regarding the resubmission of a Planning Proposal.

Following the meeting, on 14 May 2025, Council provided a list of documentation to be submitted with the Planning Proposal. This Planning Proposal has been prepared in accordance with this list.

The Applicant will continue to consult with Council following the lodgement of the Planning Proposal.

1.4.2 Stakeholders

The Planning Proposal has also been the subject of extensive consultation, including pre-lodgement consultation undertaken by the Proponent with a range of stakeholders.

Written support was received from each stakeholder, including Adventist HealthCare, Centuria Healthcare, Dural Chamber of Commerce, Maronite Church, Mind Connections Specialist Health Services, Thompson Health Care and landowners of neighbouring properties. Copies of these letters are provided at Appendix 16.

ATTACHMENT 1 - ITEM 4



2 Case for Change

The Planning Proposal seeks to amend the HLEP 2013 to permit a HSF as a new local provision in Part 6 of the HLEP 2013 to allow development consent for a HSF with a maximum building height within a RL of 220m to 222m and maximum floor space ratio (FSR) of 1.2:1 on the site. As noted, it is intended that the proposed height and FSR will not be applicable to any other land use on the site other than for a HSF. Additionally, no changes are proposed to the existing RU2 Rural Landscape or SP2 Infrastructure zonings of the site.

This provides the opportunity to redevelop an underutilised site which would positively contribute to the emerging character and economic vitality of the Round Corner Town Centre. It would facilitate a suitably designed HSF that delivers an appropriate transition between the Round Corner Town Centre Expansion Site to the site's immediate west (up to 18m) and adjacent to the site an approved and operating residential care facility operated by Thompson Health Care, providing for 158 rooms.

The Planning Proposal clearly meets the Strategic Merit and Site-Specific Merit Assessment Criteria outlined in DPHI's LEP Making Guideline and demonstrates a strong case for change, as summarised below.

1. The Planning Proposal responds to a shift in key Government priorities:

DPHI's LEP Making Guideline states that strategic merit means a proposal aligns with the NSW strategic planning framework and government priorities. In assessing this, consideration should be given to the following (**bold** our emphasis):

- *whether the proposal gives effect to the relevant district plan; or*
- *demonstrates consistency with the relevant LSPS or strategy; or*
- **responds to a change in circumstances that has not been recognised by the existing planning framework** (*i.e. Response to key Government priorities –Premier's Priorities, climate change, or a shift in government policy (e.g. NSW Government's Net Zero Plan; or Changes to population and demographic trends and associated needs such as housing or jobs).*)

The proposal directly responds to a change in circumstances post the COVID-19 pandemic and the shift in NSW priorities and policies to provide accessible healthcare outside of the traditional hospital setting. This has not yet been recognised by the existing planning framework. There has been a notable shift in NSW Government priorities, particularly in relation to the delivery of health and transport infrastructure. These changes are articulated in NSW Health's *Future Health Report* and TfNSW's *Future Transport Strategy*.

The *NSW Future Health Report* outlines a fundamental transformation in how health services must be delivered to meet future challenges. It recognises that the performance and sustainability of NSW's health system will be compromised without reform to address rising demand, demographic shifts, and increasing health complexities.

Importantly, the report highlights that while a large proportion of patients are currently treated in hospital settings, the growing complexity and diversity of patient’s health needs require a greater focus on integrated, community-based models of care.

This shift highlights the need to decentralise health services away from major hospitals and expand access to high-quality care within community settings. The Planning Proposal directly responds to this policy direction by facilitating the delivery of adaptable, community-based health infrastructure that supports integrated service provision and meets the growing needs of the population. The NSW Health *Future Health Strategic Framework* is provided in the Figure below.



Figure 1 NSW Health's Future Health Strategic Framework (Source: NSW Health)

This direction is reinforced by TfNSW's *Future Transport Strategy*, which promotes the concept of 15-minute neighbourhoods, as places where residents can conveniently access jobs, services, and healthcare within a short distance of their homes.

This concept seeks to improve liveability and equity by co-locating community infrastructure, health services, and transport connections. In doing so, it complements the *Future Health Report* by supporting the decentralisation of health services and enabling the creation of local and accessible health hubs that are available for the community.

Further support for these Government directions is provided in the Committee for Sydney's *Raising Sydney's Care Factor* (2025) Report, which advocates for a more connected and community-focused approach to health, social and aged care delivery.

The report highlights that Sydney's future resilience, productivity and liveability depend on embedding care and wellbeing within local communities rather than relying solely on centralised hospital models.

The report calls for the creation of local health and wellbeing hubs that integrate healthcare, preventative services and social support, particularly in areas where demand is increasing.

Overall, these NSW Government policy directions present a clear and compelling case for change. The current planning framework within the HLEP 2013, as it applies to the site, does not adequately reflect the growing demand for integrated, community-based health infrastructure. The Proposal responds directly to this services gap through site-specific LEP amendments that would facilitate the delivery of accessible, community health services that enhance the wellbeing of the Dural community.

2. The Planning Proposal responds to existing and growing market demand for health services in Dural

The population of Hornsby Shire LGA and the adjoining The Hills Shire LGA is ageing rapidly. ABS data indicates a higher proportion of residents aged over 65 reside in both LGAs, when compared with Greater Sydney. This cohort is projected to grow strongly into 2041. The table below outlines the predicted population growth for the Hornsby Shire and The Hills Shire LGAs when compared to the State.

Total Population Catchment	Total Population			% Over 65		
	2024	2045	CAGR	2025	2045	Change
Hornsby Shire LGA	154,507	184,050	0.88%	19%	22%	+3%
The Hills Shire LGA	218,264	321,279	1.95%	14.6%	15.1%	+0.5%
NSW	8,573,758	10,520,932	1.03%	18%	21%	+3%

Table 3: Population change 2025 - 2045 (Source: Health Projects International)

Further, a supply analysis of the existing health services is included in the Health Planning Strategic Demand Analysis (Appendix 5). The analysis found that there are no day surgeries or hospitals within a 5km radius of the site, and none of these are located to the north of Dural (Figure 2). In addition to this, the supply analysis found that:

- *there will be an undersupply of acute inpatient day care / same day places in 2025 of 109 spaces, increasing to 552 by 2045*
- *there will be a current and growing requirement for renal dialysis places, increasing from 50 places in 2025 to 164 in 2045*
- *current undersupply of dedicated consulting suites for Specialist and Allied Health services in the broader catchment area presents a significant strategic opportunity to develop an integrated, co-located healthcare offering*
- *there is a notable deficiency in accessible medical imaging services within the immediate and surrounding catchment area of Dural*

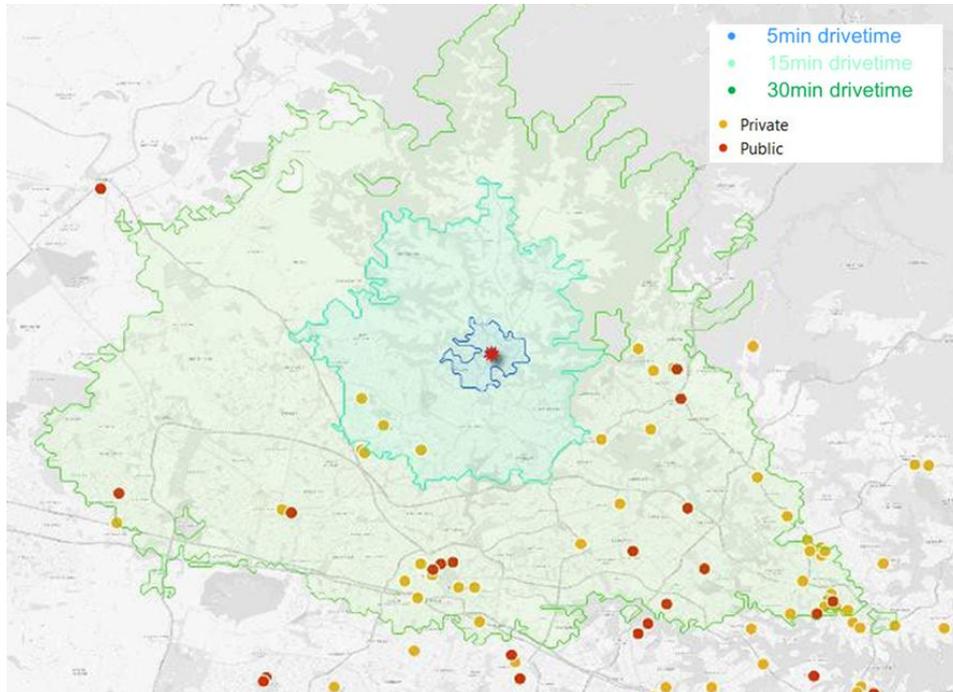


Figure 2: Supply Analysis of Private and Public Hospitals within a 30 minute radius of site (shown by red star) (Source: Health Projects International)

As noted, there is an identified shortfall in health infrastructure in Dural, with residents currently travelling 20-30 minutes to Castle Hill, Hornsby or Blacktown hospitals for many services, creating an inequitable healthcare system, particularly for senior residents who rely on public transport. For instance, travelling from Round Corner Town Centre to Hornsby Ku-ring-gai Hospital takes at least 1 hour and 15 minutes via two connecting buses and a train, resulting in a round trip of approximately 2.5 hours.

The site is strategically placed to co-locate with existing surrounding seniors housing facilities surrounding, including:

- Mountainview Retreat Retirement Village,
- Bupa Dural, and
- Thompson Health Care's Dural House.

The proposal responds to the predicted population growth and aims to capture the ageing demographic of both The Hills Shire and Hornsby Shire LGAs. The proposed location of this facility is situated on the fringe of higher population regions to the north of The Hills Shire suburbs and is well positioned to take advantage of new urban development towards the north and west of The Hills Shire LGA.

The Planning Proposal facilitates the site's potential to deliver the Dural Health Hub, a 23-hour health services facility that directly addresses unmet health needs in the community, supports an ageing community, creates local employment and acts as a complementary use to the Round Corner Town Centre, while aligning with NSW Government policy directions to bring healthcare close to home. This proposal represents the opportunity to leverage a strategically located site for use that will deliver significant community benefit.

3. *The Planning Proposal is consistent with the urban character of the surrounding locality, including the Round Corner Town Centre*

As noted, the site is located directly opposite the Round Corner Town Centre Expansion Site identified as a 'gateway' under *The Hills Development Control Plan 2012* (THDCP 2012) permitted up to 14m and 18m.

A DA has recently been approved by The Hills Shire Council for a new shopping centre to be located at the Round Corner Town Centre Expansion Site. The new retail-led shopping centre will have three key anchors being a large Woolworths and ALDI supermarket, and a Dan Murphys liquor store. In addition to this, there will be a mix of speciality retailers, food and dining and ancillary medical and wellbeing uses, including a fitness and wellness centre. In addition to the new shopping centre the development will also deliver a new signalised all-ways intersection and roadwork upgrades at the intersection of Old Northern Road and Franlee Road.

This development will provide a multi-storey frontage facing Old Northern Road to the east with little setback, effectively extending the existing Round Corner Retail Precinct well past the site to the south.

Part B, Section 2.31 of THDCP 2021 recognises the entrance to the Round Corner Town Centre as providing a "gateway" to the established Round Corner Town Centre Retail Precinct through higher density building forms. Specifically, the DCP states:

There is opportunity for a well-designed "gateway" element to be established at the southern corner of the site, to provide a sense of arrival to the centre when approached from the south along Old Northern Road. Additionally, active uses including a focus on specialty retail is encouraged to ensure the development is inviting and addresses demand for specialty retailing within Round Corner. The incorporation of higher density residential uses as part of a mixed-use development on the southern portion of the B2 Local Centre zoned land is encouraged

A new controlled four-way intersection at the southern edge of the site will facilitate future access for the site and provide connectivity for possible future development of rural land to the west and into the centre. Bus facilities along the Old Northern Road frontage of the site will support the safety and movement of users travelling through the centre and assist in improving northbound traffic flow along this road. Provision of pedestrian connections will enhance accessibility and integrate the site with the existing commercial centre to the north.

OBJECTIVES

- (i) *To provide a strong sense of arrival into Round Corner Town Centre.*
- (ii) *To develop and promote a vibrant, integrated and mixed-use Town Centre that provides a broad range of retail and commercial uses to service the needs of the community.*
- (iii) *To ensure that the development is active and inviting and emphasises the pedestrian where practical and possible.*



Given the site's location directly opposite the urbanised Round Corner Town Centre Expansion Site and surrounded by existing and approved urban development, it is logical and consistent to consider the site within the future urban context, as an HSF.

The Urban Design Report and Preliminary Indicative Concept Plan (Appendix 1) demonstrate the proposed development can be accommodated within a 220m to 222m RL height limit, providing an appropriate transition between the Round Corner Town Centre Expansion Site to the west and the vacant land owned by Thompson Health Care to the east. The Preliminary Indicative Landscape Design (Appendix 2) will incorporate native planting to integrate the built form with the natural environment, consistent with the objectives of the RU2 Rural Landscape zone.

4. The site's and locality's characteristics are incompatible with the RU2 Rural Landscape zone, and it is unable to support a viable rural or agricultural use

The characteristics of the site are inconsistent with the objectives and the intent of the RU2 Rural Landscape zone, as it cannot support a viable or sustainable rural or agricultural land use.

The site's surrounding characteristics are considered to reflect an urbanised environment, including the approved Round Corner Town Centre Expansion Site directly to the west of the site, which will enhance the mixed-use residential and retail. In addition to this, the site is surrounded by existing residential and commercial uses the north, east and south that given the site's size would not be capable of providing a reasonable barrier to the adjoining commercial and residential uses to provide an agricultural use.

The Economic Impact Assessment (Appendix 3) confirms the site's physical characteristics and lack of adequate buffers from adjoining residential and commercial uses render it unsuitable for agricultural land uses. Any intensification of agricultural uses on the site would result in a significant land use conflict with the surrounding residential, retail and commercial uses within the Town Centre. The report demonstrates the proposal will not negatively affect the Town Centre but will deliver benefits in conjunction with the existing care facilities in the area and contribute to the catchment through increased medical benefits and employment opportunities.

Given this and the absence of high scenic or landscape values, the site's existing and potential future uses do not have any rural or agricultural landscape value and are inconsistent with the RU2 Rural Landscape zone objectives.

As such, the proposal does not result in a foregone opportunity to develop the site as per permitted uses in the RU2 Rural Landscape zone, given the unlikelihood of the site being developed for these uses. Instead, it represents a logical and efficient use of underutilised land with a current surrounding context that is transitioning to an urban setting.

5. The Planning Proposal will offer significant public benefits

The Planning Proposal will also deliver significant public benefits, including:

- the provision of a 23-hour HSF that will cater for the population growth and ageing demographic structure. Given the HSF will provide an agglomeration of private day surgery, medical and health services uses in addition to realisation of the economic, social and place-making opportunities created by locating a HSF within the proximity of the existing Town Centre.

- positive economic benefits for the Round Corner Town Centre through synergistic benefits with existing seniors housing operators and medical occupiers and contributing to the trading potential of the Town Centre through increased visitation and onsite employment
- economically, the proposal will deliver significant local benefits, including 300 ongoing jobs and support for the Round Corner Town Centre through increased local expenditure. The project is both commercially feasible and socially beneficial, aligning with State policy directions to strengthen regional and localised health capacity, create employment opportunities and bring healthcare closer to residents.
- the proposal is accommodated by a Public Benefit Offer (Appendix 14).

6. *The Planning Proposal demonstrates site-specific merit*

As noted, since the determination of PP/2/2022, the Applicant has acquired the adjoining property at 675 – 677 Old Northern Road, Dural, which now forms part of the Planning Proposal and provides a greater site area (increasing from 3,471m² to 5,186.7m²) and more design flexibility for the proposed HSF.

The inclusion of this property provides opportunities to optimize building layout and functionality, improving internal circulation, amenity placement, and orientation for natural light, ventilation, and privacy.

Additionally, this provides opportunities for greater deep soil planting, landscaping and canopy tree retention, contributing to improved streetscape and visual amenity. The additional space allows for green infrastructure, stormwater management, and sustainable design measures that support environmental outcomes and create a more sustainable and resilient development.

The increased site area facilitates safer and more accessible onsite circulation, with the potential for improved pedestrian and vehicle separation, accessible drop-off zones and an ambulance bay.

Overall, the Planning Proposal presents a clear and compelling case for change, demonstrating both strategic and site-specific merit. In addition to supporting the NSW Government's post-COVID priorities for localised service provision and improved access to health care for an ageing community.

The proposal is well-suited to the characteristics of the site, which is located within proximity to the Round Corner Town Centre, highly accessible by public transport with a bus stop located directly at the site connecting to the broader locality and surrounded by compatible urban development. The site is co-located by an existing residential care facility and offers a service in demand for the locality.

The scale and form of the proposal respond appropriately to the established and evolving character of the local centre, ensuring a land use outcome that reinforces the role and function of Round Corner as a Town Centre.

3 The site and locality

3.1 Site Description

The site is located in the suburb of Dural within the Hornsby Shire LGA. The site comprises three parcels of land, which are described in the Table 4 and shown in Figure 3.

Site address	Legal description	Site area
675 - 677 Old Northern Road, Dural	Lot 2/-/DP393694	1710.79m ²
679 - 681 Old Northern Road, Dural	Lot 3/-/DP395437	1772.03m ²
683 - 685 Old Northern Road, Dural	Lot 1/-/DP120004	1703.88m ²

Table 4: Site description

The site encompasses a total area of approximately 5,186.7m² with a frontage of approximately 75m to Old Northern Road.

The site is located on the eastern side of Old Northern Road, approximately 120 metres south of the intersection with Kenthurst Road. Old Northern Road forms the LGA boundary with The Hills Shire LGA, located on the western side of this road.

The site is located approximately 6km north of Parramatta CBD, 7.5km west of Hornsby CBD and 35km northwest of Sydney CBD.

Neither the site nor any land in its immediate vicinity is used for rural purposes, including agricultural land uses. Rather, the site is immediately adjacent to the Round Corner Town Centre, which is undergoing a significant transition and is now characterised by a range of urban uses and higher density-built form. The surrounding site context is provided at Figure 4 and further described in Section 3.2.



Figure 3: Site Location (Source: Nearmap)



Figure 4: Surrounding Context (Source: JMJ Properties & Projects Pty Ltd)



3.1.1 Existing built form

Existing improvements on the site include three detached residential dwellings that vary in height from one to two storeys. The sites are outlined in Figures 5, 6 and 7.

An overview of each individual lot comprising the site is provided in Table 5.

Site address	Description
675-677 Old Northern Road, Dural	This property contains a single storey residential dwelling, including a garage. Vehicle access to the property is provided from Old Northern Road. Property includes onsite vegetation.
679-681 Old Northern Road, Dural	This property contains a two-storey residential dwelling. Vehicular access to this property is provided from Old Northern Road with a driveway providing access to a carport to the rear of the dwelling. Property includes onsite vegetation.
683-685 Old Northern Road, Dural	This property contains a single-storey dwelling. Vehicular access is provided directly from Old Northern Road with a driveway providing access to the existing carport in the front building setback. Property includes onsite vegetation.

Table 5: Site overview



Figure 5: 675-677 Old Northern Road viewed looking east from the opposite side of Old Northern Road (Source: Keylan)



Figure 6: 679-681 Old Northern Road, viewed east from the front of the property (Source: Keylan)



Figure 7: 683-685 Old Northern Road, viewed looking east from in front of the property (Source: Keylan)



3.1.2 Topography

A land survey prepared by Richard & Loftus Surveying Services accompanies the Planning Proposal and details the levels, contours, built improvements and retaining walls across the site (Appendix 12). This survey demonstrates that the site falls from the highest point on the western frontage along Old Northern Road to the east, with the north-eastern corner sloping the furthest away, by approximately 6.5m.



Figure 8: Survey Plan (Source: Richard & Loftus)

3.1.3 Hydrology

No mapped or unmapped watercourses, dams or soaks were identified within the site, as identified in the Flora and Fauna Assessment (FFA) prepared by Narla Environmental (Appendix 8).

3.1.4 Biodiversity and Vegetation

The Planning Proposal is accompanied by both an Arboricultural Impact Assessment (AIA) prepared by Urban Arbor (Appendix 7) and FFA prepared by Narla Environmental (Appendix 8).

The site contains a total of 42 trees, including Blue Gum High Forest and both Urban Native and Exotic vegetation communities.

A portion of the site has been mapped as containing Blue Gum High Forest. This area is predominantly located within 679 - 681 and 683 - 685 Old Northern Road, Dural, as shown in Figure 9. Narla Environmental (Appendix 8) have identified this vegetation community to be of poor condition which does not conform to the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) listed Blue Gum High Forest.

The remainder of the vegetation within the site consists of remnant canopy above a managed understorey of turf lawn and historically altered land common to an urban garden environment, which has been extensively cleared.

There was little fauna observed by Narla Environmental on the site. A small suite of native avian fauna species was identified within and surrounding the site during the site assessment.

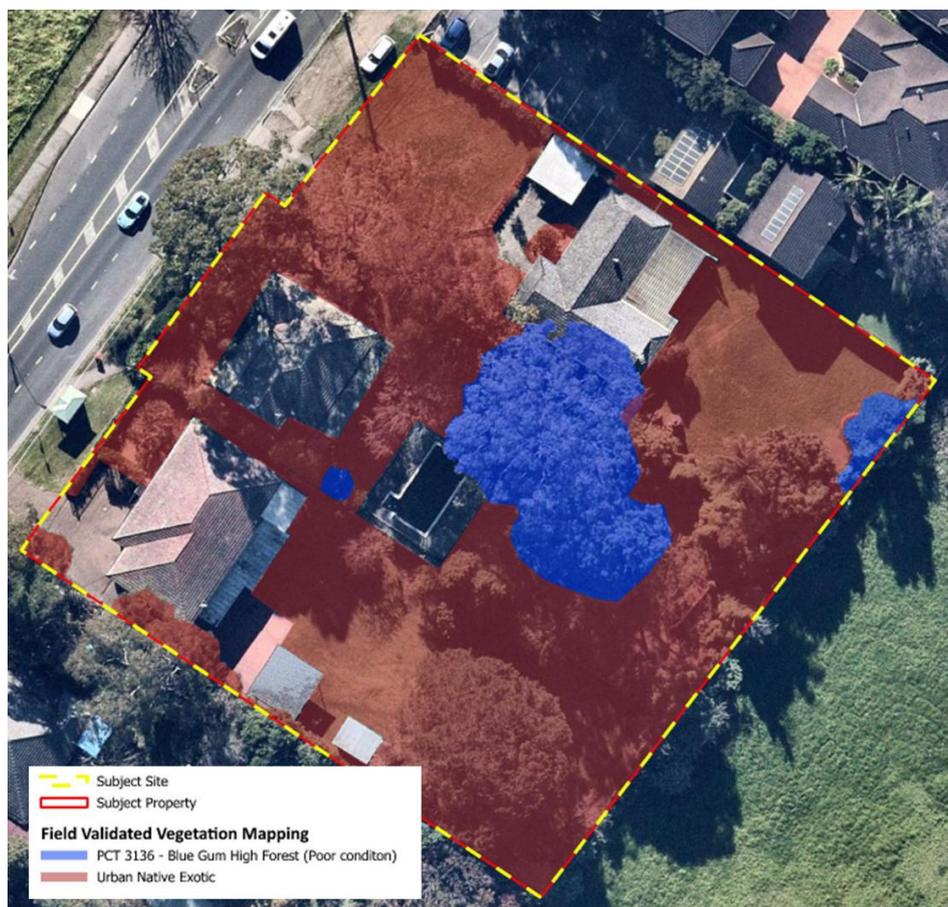


Figure 9: Field-validated vegetation communities within the site (Source: Narla Environmental)

3.1.5 Heritage

The site does not contain any heritage items, and it is not within a conservation area, as shown in Figure 21.

The Statement of Heritage Impact and Peer Review prepared by Weir Phillips Heritage is provided at Appendix 4. This report identifies that there are three local heritage items within the vicinity of the site. These include:

- Item No. 347 under the HLEP 2013 identified as a 'House' at 671–673 Old Northern Road. This item directly adjoins the site to the south-west.
- Item No. 448 under the HLEP 2013 identified as 'Roadside Trees', located approximately 120 metres to the north-east of the site.
- Item No. A12 under *The Hills Local Environmental Plan 2019* identified as 'Old Northern Road', located adjacent to the site on the western side of Old Northern Road within The Hills Shire LGA. This is an archaeological item.

3.1.6 Transport and Accessibility

Each of the existing residential properties is provided with direct vehicular access to Old Northern Road, which is a classified road. The speed limit on this road on approach to the site is 60km/hour.

A Traffic and Transport Assessment (TTA) has been prepared by The Transport Planning Partnership (TTPP) and is provided at Appendix 11. The TTA assesses the proposal's impact on traffic generation, and transport requirements needed to support the proposed HSF.

The site is connected to the wider locality through a public transport network. There is a bus stop located directly in front of 675-677 Old Northern Road, providing services southbound. There is a bus stop located approximately 50m from 683-685 Old Northern Road, located at Round Corner Retail Precinct on the opposite side of Old Northern Road, providing services northbound.

A summary of the public transport services available to the site and frequencies is provided below:

Bus Service.	Route Description	Weekday Frequency	
		Peak	Off-Peak
604	Dural to Parramatta via Castle Hill	Every 30 mins	Every 60 mins
637	Glenorie to Castle Hill via Galston & Round Corner	Every 30 mins	Every 60 mins
638	Berowra to Pennant Hills or Castle Hill	Every 30-60 minutes	3 services
639	Marayla to Dural and Castle Hill	AM Peak: 1 service PM Peak: 4 services	2 services
641	Dural to Rouse Hill	AM Peak: 1 service PM Peak: 3 services	2 services
642X	Dural to City Wynyard (Express Service)	AM Peak: Every 10 mins PM Peak: Every 30 mins	Every 30 mins

Table 6 Bus Services (Source: TTPP)



Figure 10 Surrounding bus routes (Source: TfNSW Parramatta and the Hills District public transport network operator maps)

As demonstrated in the table and figure above, the locality surrounding the Round Corner Town Centre is well connected to Parramatta, Castle Hill and the Sydney CBD. However, it is poorly connected by public transport to the Hornsby Ku-ring-gai Hospital and Health Precinct and the planned Rouse Hill Public Hospital. Coupled with the undersupply of day surgeries and hospitals and the identified demand for such facilities in the locality, this further highlights the need for additional health infrastructure in the locality, consistent with the 30-minute city principle in the *Greater Sydney Region Plan* and TfNSW's *Future Transport Strategy's* goal to deliver 15-minute neighbourhoods that promote active transport such as walking, cycling and public transport.

In addition, the Round Corner Town Centre Expansion Site includes a number of upgrades which will improve the accessibility of the site. These works include the widening of Old Northern Road to two lanes each way along the entire site frontage of 488-494 Old Northern Road, dedicated turn-in lane and a new signalised intersection at Old Northern Road and Franlee Road.

3.2 Surrounding Locality

The site is located immediately adjacent to, and within proximity of the established urban footprint of the Round Corner Town Centre, identified in Figure 11. Under The Hills Shire Local Strategic Planning Statement, *Hills Future 2036*, Round Corner is identified as a Town Centre, the third tier behind strategic and metropolitan centres.

The surrounding location is fully urbanised, with existing and approved residential, retail and commercial development on all sides. While the site is zoned RU2 Rural Landscape Zone under the HLEP 2013, the immediate locality no longer has a rural or agricultural function.

Round Corner is transitioning from a semi-rural environment to a mixed-use Town Centre providing residential, services and employment. The site benefits from its proximity to the Town Centre's shops and services and is serviced by public transport routes that provide access to major centres including Castle Hill and Parramatta.



Figure 11 Surrounding Locality (Source: Nearmap)

The immediate surrounding context includes:

North

To the **north**, residential and commercial (Dural Veterinary Hospital) development is located at 687 – 689 and 691 – 693 Old Northern Road. Further to the north and north-east are one and two storey dwellings at 695, 697 and 699 Old Northern Road and the Round Corner Town Centre Retail Precinct.

The core of the Round Corner Town Centre retail precinct contains a mix of commercial land uses, including two supermarkets and associated at-grade car parking, speciality retailers, food and drink premises, and medical practices offering physiotherapy and chiropractic services. Buildings within the existing Round Corner Town Centre Retail Precinct are predominantly two storeys in height, however, controls allow for 12m (3-4 storeys). Photos at Figure 12 and Figure 13 below shows the Round Corner Town Centre.

Further north of Round Corner Town Centre is a service station (532 Old Northern Road, Dural) and low-density residential development. To the north-west of the site is the existing Round Corner Town Centre, with existing low-density residential to the west and east of that.

It is understood that a Planning Proposal encompassing a large proportion of the Round Corner Town Centre is being prepared, with a proposal for a multi-level shopping centre, with residential towers on top up to 18 storeys in height.

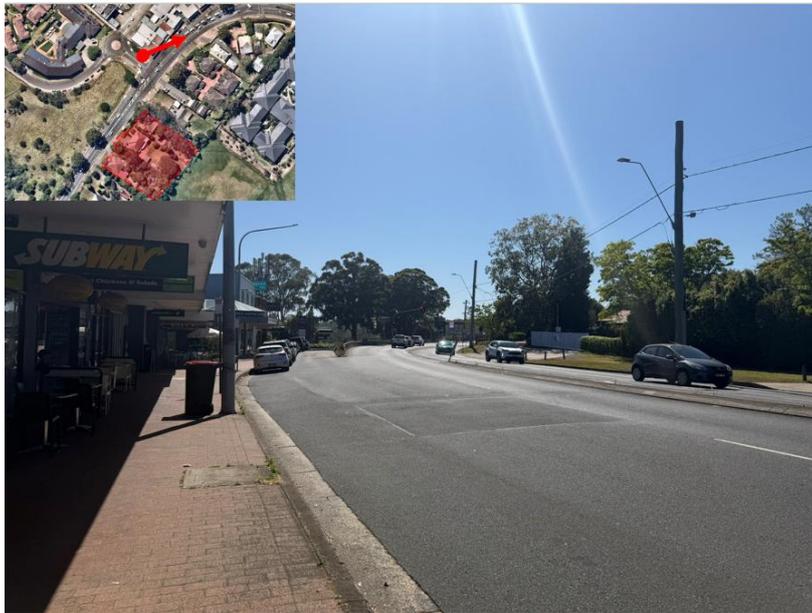


Figure 12 Corner of Stonelea Court and Old Northern Road (Source: Keylan)



Figure 13 View from opposite Round Corner Retail Precinct (691 Old Northern Road) (Source: Keylan)

South

To the **south**, there is a one to two storey residential dwelling at 675 – 677 Old Northern Road. This was previously used for permissible commercial purposes.

Further south at 669 Old Northern Road is the site of the approved (DA/1062/2020), yet to be constructed Maronite Church. Approval is for a 440-seat place of public worship and community facility.

Immediately adjoining the site to the south, at 671-673 Old Northern Road, is local heritage item No. 347 under the HLEP 2013 (Figure 21). Along the site's frontage also includes the bus stop servicing the site for traffic southbound on Old Northern Road (Figure 15).



Figure 14 671-673 Old Northern Road containing local heritage item No. 347 (Source: Keylan)



Figure 15 View from opposite 675-677 Old Northern Road with bus stop (Source: Keylan)



East

To the **north-east**, the site is adjacent to the Thompson Health Care residential care facility at 705-717 Old Northern Road. The Dural Health Hub will be a complementary use to these existing residences. The residential care facility comprises a part two and three-storey building with a basement car park (76 spaces). It provides 158 residential care suites along with support facilities including dining areas, lounge areas, courtyards, nurses' stations, therapy rooms, a chapel, a café and various other amenity and utility areas. Vehicle access to the site is provided from Old Northern Road. The existing residential care facility is shown in the figure below.



Figure 16 View from 717 Old Northern Road towards Thompson Health Care (Source: Keylan)

This development was approved by the NSW Land and Environment Court on 7 June 2018 and is now operational.

The site directly adjoins vacant land owned by Thompson Health Care to the immediate east.

West

The Round Corner Town Centre Expansion Site is located to the immediate west of the site on the opposite side of Old Northern Road. It is located within The Hills Shire LGA. The Town Centre Expansion Site is specifically recognised in *The Hills Development Control Plan 2012* as providing a “gateway” to the established Round Corner Town Centre through higher density building forms.

Planning Proposal 1/2013/PLP and 1/2016/PLP

The Round Corner Town Centre Expansion Site was rezoned from RU6 Rural Transition to B2 Local Centre and R3 Medium Density Residential under Planning Proposal 1/2013/PLP which was made on 11 July 2014.

In addition, Planning Proposal 1/2016/PLP (made on 23 March 2018) increased the maximum height of buildings from 10 metres to 14 metres and 18 metres, and introduced a FSR of 1.22:1.

Planning Proposal 1/2016/PLP included a concept design for a three-stage development comprising of:

- Stage 1 (DA approved): a 4,000m² retail/commercial building at the northern end of the site comprising of a supermarket, specialty stores, office suites, restaurant and central plaza area.
- Stage 2: 18 townhouses at the rear (west) of the development on the adjacent R3 Medium Density Residential zoned land.
- Stage 3: a residential flat building of up to five/seven storeys and ground floor retail uses on the southern portion of the site.

DA 979/2016/HB

On 20 October 2021, The Hills Shire Council approved Stage 1, which comprised a supermarket, various tenancies, basement parking and the provision of vehicular access from Stonelea Court. The key aspects of the approved development include the following:

The proposal involves construction of a three-storey retail and commercial centre with a ground floor supermarket and retail shops, level 1 commercial tenancies, and extensive basement facilities including loading docks and 148 car parking spaces. The development includes a central courtyard, new vehicular access ramps, a new signalised intersection and access road from Old Northern Road, associated road upgrades and bus interchange works. Site works include bulk earthworks, on-site detention infrastructure, and a drainage easement connecting stormwater to a neighbouring dam.

This application was modified on 19 October 2023 to include minor changes to the approved design scheme:

The proposal includes revisions to the approved design resulting in a net increase in parking from 176 to 215 spaces, including an increase in motorcycle bays from 4 to 9. A new parking level (P3) is added with 88 spaces, while reconfigurations of Levels P2 and P1 reduce their parking numbers by 7 and 12 spaces respectively. Commercial layouts on the ground and first floors have been redesigned, resulting in an overall reduction in commercial floor area from 4,006.62m² to 3,197.00m², with ground floor GFA increasing and first floor GFA significantly decreasing. Minor façade changes are proposed to reflect the internal layout revisions.

DA 1048/2024/HA

A DA has recently been approved by The Hills Shire Council for a new shopping centre to be located at the Town Centre Expansion Site. The new retail-led shopping centre will have three key anchors being a large Woolworths and ALDI supermarket and a Dan Murphys liquor store. In addition to this there will be a mix of specialty retailers, food and dining and ancillary medical and wellbeing uses including a fitness and wellness centre. In addition to the new shopping centre the development will also deliver a new signalised all-ways intersection and roadwork upgrades at the intersection of Old Northern Road and Franlee Road.

This development will provide a multi-storey frontage facing Old Northern Road to the east with little setback, effectively extending the existing Round Corner Retail Precinct well past the site to the south.

Further to the west is the Mountainview Retreat Retirement Village (135 Units), 2 storeys and Bupa Dural 102 beds, 3 storeys. Fronting the Old Northern Road is a bus stop servicing the retirement village with a connection going south down Old Northern Road. The Dural Health Hub will provide health services within walking distance of both seniors housing developments.



Figure 17 View from Stonelea Court, BupaDural Care site (Source: Keylan)

4 Statutory Context

The HLEP 2013 sets out the legislative framework for land use and development in the Hornsby Shire LGA through the application of land use zones and development controls.

The relevant land use zoning and development controls that currently apply to the site are outlined in Section 4.1. The proposed amendments that are sought as part of the Planning Proposal are described in Section 5.2.

4.1 Land Use Zone

The site currently comprises the following land use zones under the HLEP 2013:

- RU2 Rural Landscape
- SP2 Infrastructure (Road)

The RU2 Rural Landscape and SP2 Infrastructure objectives are included in the extracts below:

Zone RU2 Rural Landscape

Objectives of zone

- *To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.*
- *To maintain the rural landscape character of the land.*
- *To provide for a range of compatible land uses, including extensive agriculture.*
- *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.*

Zone SP2 Infrastructure

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.*

An extract of the zoning map is shown in the figure below.

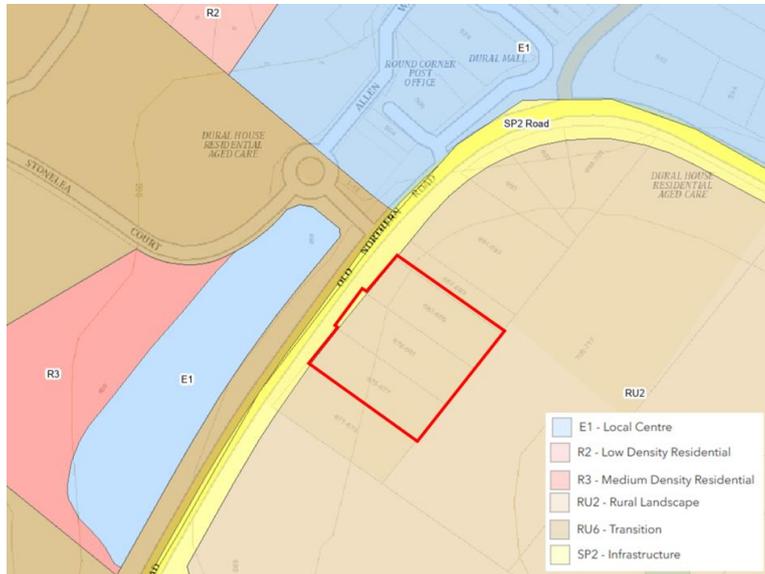


Figure 18 Land Use Zone Map (Source: ESpatial Viewer)

4.2 Height of Buildings

Clause 4.3 of the HLEP 2013 states that the maximum height of a building on any land is not to exceed the maximum height shown for the land on the Height of Buildings Map.

As shown in the figure below, the maximum permissible building height for the site is 10.5m.

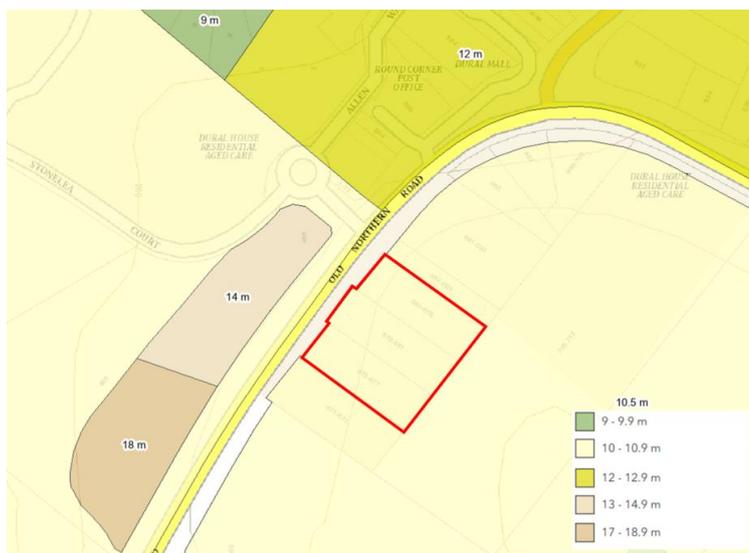


Figure 19 Height of Buildings Map (Source: ESpatial Viewer)



4.3 Floor Space Ratio

Clause 4.4 of the HLEP 2013 does not prescribe a maximum Floor Space Ratio (FSR) for the site.



Figure 20: Floor Space Ratio Map (Source: ESpatial Viewer)

4.4 Heritage

The intent of Clause 5.10 is to conserve items and areas of heritage significance.

The site is not heritage listed, nor is it within a heritage conservation area. However, it is within the vicinity of the following items of local heritage significance, as illustrated in Figure 21 below:

- Item No. 347 under the HLEP 2013 identified as a 'House' at 671–673 Old Northern Road. This item directly adjoins the site to the south-west
- Item No. 448 under the HLEP 2013 identified as 'Roadside Trees', located approximately 120 metres to the north-east of the site
- Item No. A12 under *The Hills Local Environmental Plan 2019* (THLEP 2019) is identified as 'Old Northern Road', located opposite the site on the western side of the Old Northern Road within The Hills Shire LGA



Figure 21 Heritage Map (Source: Espatial Viewer)

5 Planning Proposal Assessment

The Planning Proposal has been prepared in accordance with Clause 3.33(2) of the EP&A Act and DPHI's LEP Making Guide, which outline the required contents of a Planning Proposal. Accordingly, this Planning Proposal includes:

- a statement of the objectives or intended outcomes of the proposed instrument
- an explanation of the provisions that are to be included in the proposed instrument
- the justification for those objectives, outcomes and provisions and the process for their implementation, including whether the proposed instrument will give effect to the local strategic planning statement of the council of the area and will comply with relevant directions under section 9.1 of the EP&A Act
- details of the community consultation that is to be undertaken before consideration is given to the making of the proposed instrument

5.1 Part 1: Objectives and Intended Outcomes

Objective

The primary objective of the Planning Proposal is to enable a future DA for a HSF that accommodates a mix of specialist and health services consistent with the land use definition under the HLEP 2013, within a building envelope that is appropriate for the local context.

Specifically, the Planning Proposal seeks to introduce a new local provision in Part 6 of the HLEP 2013 that would allow development for the purpose of a HSF with a:

- maximum floor space ratio of 1.2:1
- maximum height within an RL of 220m to 222m, allowing for a two storey frontage to Old Northern Road

For clarity, it is intended that the proposed height will not be applicable to any other land use on the site. The RL height is presented as a range and would be finalised post Gateway Determination.

Additionally, no changes are proposed to the existing RU2 Rural Landscape or SP2 Infrastructure zonings. Retaining the current zoning ensures the Planning Proposal remains singularly focused on enabling an HSF, rather than introducing a broader range of higher intensity uses that could result from a general rezoning or height increase.

The HSF definition allows for the hospital, health consulting rooms, patient transport facilities, community health and medical centre uses. A Preliminary Indicative Concept Design Option has been prepared by COX Architecture (Appendix 1) to indicate one possible layout, land use arrangement, and built form to demonstrate how such a 23-hour HSF could be appropriately delivered on the site.

The proposed Additional Local Provision would allow for the built form of the Preliminary Indicative Concept Design Option to be delivered. Transport for NSW has indicated that an updated Traffic Impact Assessment would be required as part of post Gateway Determination activities.

Intended Outcomes

The intended outcomes of the Planning Proposal are to enable the future redevelopment of the site which provides a unique opportunity to:

- deliver a diversified 23-hour HSF which provides much needed health services in one location to address the needs of an ageing population
- establish built form controls for the HSF that would achieve appropriate bulk, scale and density for the locality
- address a gap in the market to support the existing health service needs of the local community and cater for future population growth
- provide a land use that supports the ageing population of Dural to age in place and promote walkability due to its location adjacent to the existing Round Corner Town Centre Retail Precinct and two bus stops located in immediate walking distance
- to provide a land use and built form outcome that is compatible with the site's location within the eastern edge of the Round Corner Town Centre and within a locality undergoing significant urban expansion and transition
- to support the locality with appropriate public domain infrastructure and pedestrian connectivity upgrades as part of future development, development contributions and a finalised Planning Agreement.

5.2 Part 2: Explanation of provisions

The objectives of this Planning Proposal are to be achieved by introducing a new Additional Local Provision into Part 6 of the HLEP 2013. The new provision would allow for the HSF land use and incorporate built form controls commonly used in LEPs to facilitate the proposed development.

Example wording has been provided below. The finalised clause would be prepared in collaboration between Council and Parliamentary Counsel's Office, in accordance with the LEP making guidelines

Part 6 Additional Local Provisions

6.14 Health Services Facility at Dural

- (1) *This clause applies to land at 675-677, 679-681 and 683-685 Old Northern Road, Dural being Lots 2/-/DP 393694, 3/-/DP 395437 and 1/-/DP 120004.*
- (2) *Despite any other provisions of this Plan, development consent may be granted for a Health Services Facility on land to which this clause applies.*
- (3) *Development consent must not be granted for development to which this clause applies unless the consent authority is satisfied that the development complies with the following:*

- a) *The development does not exceed two storeys in height when viewed from Old Northern Road,*
- b) *The maximum height of the building does not exceed RL 220m to 222m, and*
- c) *The floor space ratio of the development does not exceed 1.2:1*

5.3 Part 3: Justification

5.3.1 Section A: Need for a Planning Proposal

Is the Planning Proposal a result of an endorsed LSPS, strategic study or report?

The Planning Proposal is not a result of any endorsed strategic study. However, the Planning Proposal does align with the TfNSW *Future Transport Strategy*, NSW Health's *Future Health Report* and the Committee for Sydney's *Raising Sydney's Care Factor Report*, which confirm a clear and quantifiable need for new community-based health infrastructure.

The Health Planning Strategic Demand Analysis (Feasibility Report) (Appendix 5) demonstrates the sustained outflow of patients from Dural to Norwest and Hornsby for routine procedures and same-day care by meeting local demand through a mixed-service health hub, the proposal will reduce travel times, promote equitable access to care, and contribute to regional economic development through job creation and professional service clustering.

The Planning Proposal also aligns with several key goals and priorities outlined in following Council strategic documents:

- *Hornsby Shire Local Strategic Planning Statement (2020)*
- *Hornsby Community Strategic Plan 2018-2029*
- *Hornsby Employment Lands Study*
- *Hornsby Rural Lands Strategy (2020)*
- *The Hills Shire Local Strategic Planning Statement (2020)*
- *Towards Hills 2050 Community Strategic Plan*

The above-listed plans are addressed in further detail below.

Hornsby Shire Local Strategic Planning Statement

The *Hornsby Local Strategic Planning Statement (LSPS)* was finalised and published on the NSW Planning Portal in March 2020. The LSPS is a 20-year plan which sets out the Council's land use vision and planning priorities for the LGA and includes an Infrastructure Plan for the LGA.

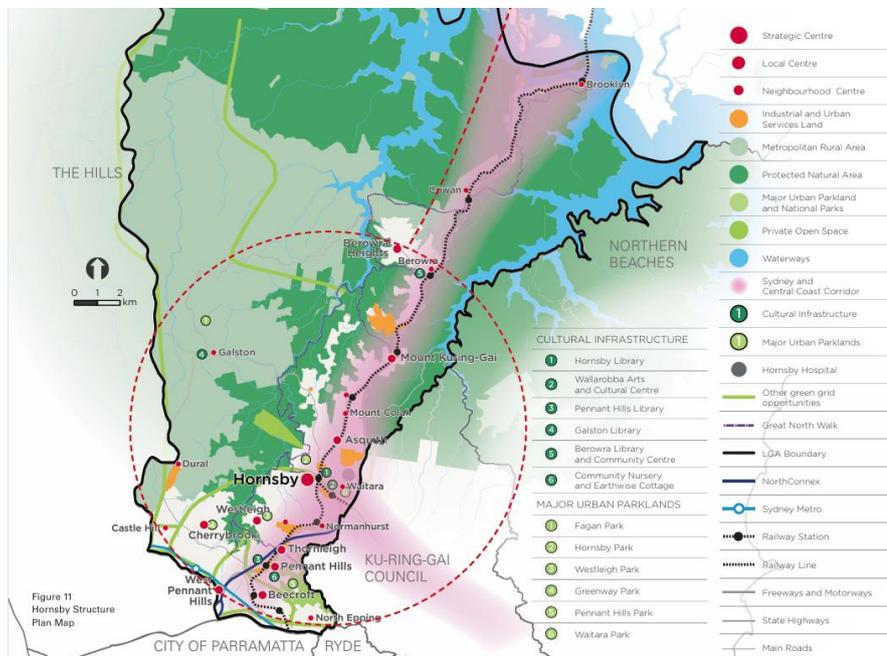


Figure 22 Infrastructure Map (Source: Hornsby Shire LSPS)

The LSPS identifies that the population aged over 85 is predicted to increase from 2.6% of the total population in 2016 to 3.5% in 2036, representing an estimated increase of 2,420 persons (Figure 23).

Age structure, Hornsby Shire 2016-2036

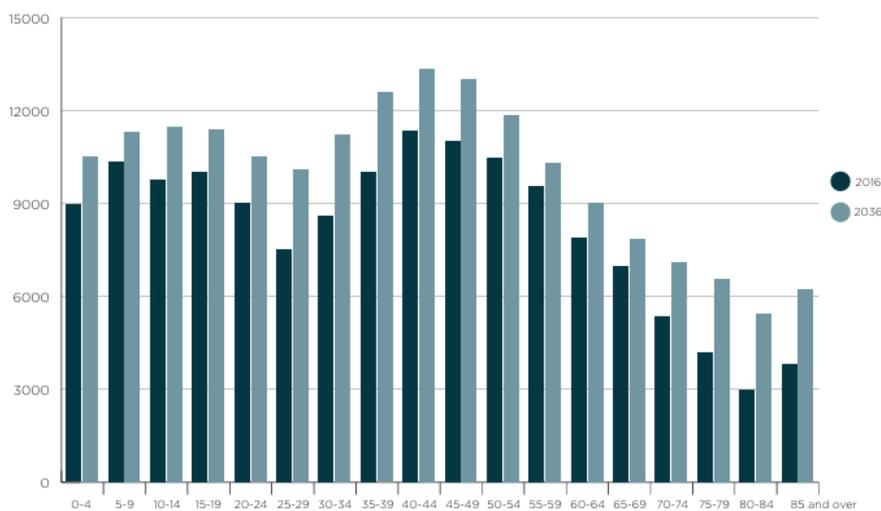


Figure 23 Age Structure (Source: Hornsby Shire LSPS)



The Hornsby Shire LSPS identifies key priorities associated with the themes of Liveable, Sustainable, Productive, and Collaborative. It is important to acknowledge, the LSPS was finalised prior to the release of NSW Health's *Future Health Report*, which advocates for the decentralising of health services away from the traditional hospital setting. Notwithstanding, the Planning Proposal and associated HSF will align with the below priorities:

- *LP3: Supporting the development of community and cultural facilities that will adequately serve our current and future communities.*
- *LP5: Protecting, conserving and promoting our natural, built and cultural heritage.*
- *SP8: Maintaining and enhancing the environmental, economic and scenic values of the Metropolitan Rural Areas of Hornsby.*
- *PP1: Revitalisation of Town Centres throughout the shire.* [Noting alignment with this acknowledges that the Round Corner Town Centre is located in The Hills Shire.
- *PP5: Prioritising local employment opportunities and improvements to services, amenities, and infrastructure to support the future population.*
- *CP3: Delivering substantial improvements to the function, design and accessibility of State Infrastructure assets within town centres throughout the Shire.*

The Planning Proposal seeks to amend the HLEP 2013 to permit HSF at the site. This would enable future redevelopment in accordance with the priorities set out in the LSPS of Hornsby Shire and The Hills Shire. The HSF would contribute to the needs of the LGA by facilitating healthcare in an accessible location and would address the growing seniors population in the LGA.

(Note: given the site's location on the LGA boundary with The Hills, The Hills Shire LSPS is also considered below).

Hornsby Shire Community Strategic Plan 2035

The *Hornsby Shire Community Strategic Plan 2018-2028* (Community Strategic Plan) establishes Council's vision and priorities for the LGA. The Community Strategic Plan addresses long-term social, environmental and economic goals for the LGA that have been developed following extensive community consultation and engagement.

The proposal is consistent with the key themes of the Community Strategic Plan as summarised below:

- *Liveable:* This theme predominantly relates to housing and improving community outcomes. The Planning Proposal relates to the future development of a HSF which will service the growing and ageing population of Dural, together with the wider community.
- *Sustainable:* The Planning Proposal responds to the theme through the provision of appropriate landscaping and incorporates ESD principles to ensure the future building better adapts to climate change and resilience.
- *Productive:* The Planning Proposal will provide an economic boost to Dural through investment and jobs. The proposal will provide positive economic impacts for the Round Corner Town Centre, facilitating the ongoing revitalisation of the area. This will have a flow-on effect for the Hornsby Shire LGA, given the health sector is one of the fastest-growing employment clusters.

- *Collaborative*: The Planning Proposal has been prepared in close consultation with Council. It will also be notified, enabling community feedback and the opportunity for the Applicant to appropriately respond to issues raised.

Hornsby Shire Council Employment Lands Study

The *Hornsby Employment Land Study (2021)* provides a strategic framework to guide and accommodate future employment growth within the Hornsby Shire. The study identifies key economic and employment trends in the context of the North District Plan and sets directions to support sustainable growth that will help achieve the district's employment targets. It is important to note; the *Hornsby Employment Land Study (2021)* predates the *Future Transport Strategy* and *Future Health Report* that highlight the need to decentralise health services from in-hospital care and provide health services within 15-minute neighbourhoods of centres.

The Planning Proposal aligns with the objectives and directions of the Employment Land Study as it:

- Facilitates the future redevelopment of the site in a manner consistent with the emerging character of Round Corner Town Centre, strengthening its role within the commercial centre. The Planning Proposal will facilitate greater employment opportunities within the Hornsby Shire LGA.
- Supports the delivery of a future HSF that addresses the growing and ageing population of the LGA and is one of the fastest-growing employment sectors identified in the Employment Lands Study.
- Supports the long-term supply of appropriately zoned land within Round Corner Town Centre to accommodate service-based employment uses.
- Provides an employment use that complements, rather than competes with, the role and function of the centre, maintaining Round Corner Town Centre's commercial focus.
- Delivers specialist health services within the Hornsby Shire LGA boosting local employment opportunities, as the operating HSF will provide 300 ongoing jobs.
- Delivers services and employment opportunities in a highly accessible local centre, ensuring that infrastructure and services are located close to residential catchments and transport networks, including public transport.
- Contributes to a sustainable and resilient local economy by diversifying the employment base and meeting identified health service needs in a manner that supports the LGA's long-term economic growth.

Hornsby Shire Rural Lands Strategy

The *Hornsby Shire Rural Lands Strategy 2022 (Rural Lands Strategy)* provides key principles and recommendations for managing rural lands into the future and addresses obligations for rural lands prescribed by the State Government. It sets the direction for rural areas, informing the LSPS and controls of the HLEP 2013.

The Rural Lands Strategy addresses the themes of liveability, sustainability, productivity and infrastructure.

The site is identified within the *Rural Lands Strategy* as located within the Georges Creek area and reinforces the wide variety of land uses in the area, including retirement living and rural lifestyle properties.

The site is located in an area with a mixed-use residential, retail and commercial setting, located along a main road consistent with the character statement.

The land uses surrounding the site are inconsistent with the existing RU2 Rural Landscape zone objectives. The site, location and surrounding land uses limit this site to be utilised for agricultural purposes, given it could not provide a buffer to the surrounding commercial and residential sites. The site should be considered on the existing and future land uses surrounding it, with the Dural Health Hub integrating these land uses and aligning with the transition directly opposite the site for the Round Corner Town Centre Expansion Site.

Further, it is noted that Dural is identified as a rural village in the *Employment Lands Study*. The village is spread out along Old Northern Road, which intertwines with the E1 zone of The Hills Shire. The village has a mixture of lot sizes and has an interface with the area zone IN2 Light industrial that forms a business park. The *Employment Lands Strategy* have identified the opportunity to enhance the character of the village.

The Planning Proposal capitalises on its proximity to the Round Corner Town Centre Retail Precinct by providing a diverse land use that will enhance existing and future residential amenity.

The Hills Shire Local Strategic Planning Statement

The Hills Shire Local Strategic Planning Statement (The Hills LSPS) aims to guide future planning decisions as well as drive future land use planning and how population, housing and economic growth is managed in The Hills over the next 20 years.

The Hills LSPS is relevant to the Planning Proposal as the site is located on the LGA boundary between Hornsby Shire and The Hills Shire and is in close proximity to Round Corner, which is identified as a town centre in The Hills LSPS.

Round Corner's designation as a town centre rather than a rural village indicates it is a higher order centre capable of supporting a larger population catchment with a broader variety of land uses. The Greater Sydney Region Plan provides an overview of the relevant hierarchy of centres. This hierarchy is as follows:

- Metropolitan centres
- Strategic centres
- Local centres
- Rural towns and villages

The Planning Proposal responds to Planning Priority 10, which aims to provide social infrastructure and retail services (i.e. café and pharmacy) to meet residents' needs. This priority seeks to ensure that an adequate mix of social and retail infrastructure services is provided throughout the shire in order to meet the different needs of the growing ageing population.

The Region Plan also describes 'Local Centres' as follows:

Local centres are important for access to day-to-day goods and services. These centres create a strong sense of place within the local community. Local centres are collections of shops and health, civic or commercial services. Larger local centres, such as those anchored by a supermarket, can form the focus of a neighbourhood. Supermarket-based centres also provide local employment, accounting for close to 18 per cent of all Greater Sydney's jobs.

While local centres are diverse and vary in size (as measured by floor space), they play an important role in providing access to goods and services close to where people live. Increasing the level of residential development within walking distance of centres with a supermarket is a desirable liveability outcome.

The management of local centres is best considered at a local level. Developing a hierarchy within the classification of local centres should be informed by a place-based strategic planning process at a council level, including an assessment of how, broadly, the proposed hierarchy influences decision-making for commercial, retail and other uses.

As the site is located at the eastern edge of Round Corner, in an evolving and increasingly urbanised precinct, its planning should be coordinated with planning for the broader Round Corner Town Centre in The Hills Shire LGA. This includes consideration of and integration with the higher-density, mixed-use development occurring on the "gateway" Round Corner Town Centre Expansion Site immediately opposite the site.

Towards Hills 2050 Community Strategic Plan

The purpose of *Towards Hills 2050* is to bring the community aspirations for The Hills to life. The plan aims to clarify different roles in shaping the kind of place where we live and sets out the expectation residents should have of Council.

The proposal for the Dural Health Hub directly responds to long-term strategic vision established by the plan, that identifies the need to support a growing population through local services and enhances access to facilities.

Towards Hills 2050 outlines The Hills Shire is experiencing growth, and the requirements for well-located community services and infrastructure that allows residents to have their need met. The Dural Health Hub responds to this challenge set out for the LGA, given the site borders The Hills and Hornsby Shire LGAs as it will provide health services within proximity to the Round Corner Town Centre.

The proposal directly supports the strategic intent of the Community Strategic Plan by:

- ***Enhancing Liveability and Community Wellbeing (EL1)***
 - The proposed development will improve access to health services for Dural, Round Corner and surrounding locality. Reducing the need for residents, inclusive of the ageing population to travel outside of area for care. The proposal supports wellbeing and will reduce travel times of up to a 3-hour round trip for in hospital care
- ***Supporting Connected People and Places (CPP1, CPP2)***
 - The proposal would increase access to health services and reduce regional travel that supports the goal of allowing residents to live, work, receive care and

participate in community life in their own neighbourhoods, while also meeting TfNSW's goal of delivering 15-minute neighbourhoods that promotes active transport

- The site capitalises on established road networks and efficient and sustainable land uses aligned with Council's principles
- The plan recognises the importance of balancing growth with investment in services and infrastructure. The Dural Health Hub will deliver community-serving infrastructure and ensure a gap in demand is managed
- Health care and social assistance is recognised as one of the largest employment sectors in NSW. The proposal will generate critical growth in the industry and allow skilled professionals to work within and across both LGAs. The proposal supports the objectives of greater employment and jobs closer to where people live

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

Yes. The proposed use is currently prohibited in the RU2 Rural Landscape zone, and therefore, the development of a HSF requires a Planning Proposal to make this use permissible, it is proposed to enable a HSF permissible via a new Additional Local Provision in Part 6 of the HLEP 2013 applying to the site only, rather than a rezoning of the site or locality.

The Additional Local Provision will introduce a maximum RL height of 220-222m and an FSR of 1.2:1 only in relation to the development of a HSF on the site. These site-specific provisions are proposed, rather than a rezoning and associated general increase in maximum building height, in order to:

- Retain the existing zone of the site and avoid the rezoning of three lots that would have a different zone than the surrounding land in the Hornsby Shire LGA.
- Avoid the introduction of a standalone zone with a broader range of permissible uses than the surrounding locality, in order to maintain the existing and future desired character of the area. This will avoid setting an unwanted precedent within the LGA.
- Limit the proposed maximum height to the development purpose of the HSF on the site; this will not be a general height increase that applies to other forms of development on the site or the surrounding area.

Therefore, the Planning Proposal's amendments will not result in a precedent for similar development in the locality and will enable the utilisation of the site for a HSF. This will maximise the site's potential and align with the existing strategic planning of the *Future Health Report and Future Transport Strategy*, by reducing reliance on in hospital care and the implementation of the 15-minute neighbourhood.

5.3.2 Section B: Relationship to Strategic Planning Framework

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 Planning Proposal aims to give effect to the objectives and actions of the following metropolitan, district and other plans:

- *Greater Sydney Region Plan – A Metropolis of Three Cities*
- *North District Plan*

Noting, the *Greater Sydney Region Plan* and *North District Plan* were in place before the *Future Transport Strategy* and *Future Health Report*, not fully realising the impacts of the COVID-19 pandemic and the need to place health facilities closer to residents to reduce travel times and offer out of hospital care.

Greater Sydney Region Plan

The *Greater Sydney Region Plan* (Region Plan) outlines how Greater Sydney will manage growth and change in the context of social, economic and environmental matters. It sets the vision and strategy for Greater Sydney, to be implemented at a local level through District Plans.

The overriding vision for Greater Sydney in the Region Plan is to rebalance Sydney into a metropolis of 3 unique but connected cities: an Eastern Harbour City, the Western Parkland City and the Central River City, with Greater Parramatta at its heart.

The Region Plan provides broad *Priorities and Actions* which focus on the following four key themes:

- *Infrastructure and collaboration*
- *Liveability*
- *Productivity*
- *Sustainability*

The Planning Proposal achieves these priorities and actions as outlined below:

- *Infrastructure and collaboration*: The proposal delivers health infrastructure in a location supported by existing and planned transport networks (Castle Hill Metro, Old Northern Road serviced by existing bus routes and active transport).
- *Liveability*: Provides accessible health care, supporting the ageing population and improving social outcomes.
- *Productivity*: Creates health sector employment and supports Round Corner Town Centre as a local centre.
- *Sustainability*: Redevelops an underutilised site with sustainable design, consistent with the Sustainable Buildings SEPP.

The site is strategically located to service the underrepresented area of Dural and provide a HSF within close proximity to the Round Corner Town Centre and surrounding seniors housing. This will ensure a complementary use, providing high levels of accessibility to health services for the surrounding residents and in a 15-minute radius of the Round Corner Town Centre.

There are a number of Directions and Objectives that are of relevance to the Proposal which are addressed below:

Objective	Comment	Consistency
Liveability		
<i>O7: Communities are healthy, resilient and socially connected</i>	The Planning Proposal achieves this objective by co-locating a HSF with transport and proximity to surrounding seniors housing.	Yes
<i>O12: Great places that bring people together</i>	<ul style="list-style-type: none"> • Objective 12 of the Region Plan is “Great places that bring people together”. <ul style="list-style-type: none"> ○ <i>“Using a place-based and collaborative approach throughout planning, design, development and management, deliver great places by...Providing fine-grain urban form, diverse land use mix, high amenity and walkability in and within a 10-minute walk of centres.”</i> • The proposal promotes this strategy by providing additional health services that will complement the Round Corner Town Centre Expansion Site and align with Figure 17. 	Yes
<i>O13: Environmental heritage is identified, conserved and enhanced</i>	<ul style="list-style-type: none"> • The site does not contain heritage items. • However, the site is located adjacent to a heritage site identified as item 347. • The Planning Proposal will not negatively impact the adjacent heritage item. 	Yes
Productivity		
<i>O14: A Metropolis of Three Cities – integrated land use and transport create walkable and 30–minute cities</i>	<ul style="list-style-type: none"> • This objective outlines the relationship between connectivity and productivity and supports the creation of a ‘30-minute city’ to ensure residents can access metropolitan centres within 30 minutes by public transport. • The Planning Proposal directly relates to this direction and TfNSW’s <i>Future Transport Strategy</i>, including a 15-minute neighbourhood, by co-locating a HSF near a town centre and existing seniors housing. • The site is well serviced by existing bus routes, enabling residents of the wider Dural area convenient access to a HSF in a much closer location than currently available. Refer to Section 3.2. 	Yes
<i>O21: Internationally competitive health, education, research and innovation precincts</i>	<ul style="list-style-type: none"> • This objective sets out the importance of access to quality care and identifies local centres requiring access to day-to-day goods and services. 	Yes



Objective	Comment	Consistency
	<ul style="list-style-type: none"> The proposal is well placed to provide synergistic uses which complement the existing Round Corner Town Centre, allowing residents and visitors to have access to quality amenities. 	
Sustainability		
<i>O28: Scenic and cultural landscapes are protected Strategy 28.1</i>	<ul style="list-style-type: none"> The project is accompanied by a VIA (Appendix 10) which demonstrates that the project has no adverse impacts on views of scenic and cultural landscapes. The VIA is discussed further in this report at Section 5. 	Yes
O29: Environmental, social and economic values in rural areas are protected and enhanced	<ul style="list-style-type: none"> The site is situated in an urbanised precinct along an arterial road corridor. It is not used for rural or agricultural purposes or located adjacent to any agricultural land uses. Additionally, it is considered the site has limited agricultural merit due to its constraints including its size, topography, location and adjoining land uses. As such, the proposal will not compromise the values of the rural area in the Hornsby Shire LGA and will positively contribute to the environment, social and economic values of its immediately locality. The proposal must be weighed against other provisions of the Plan relating to the provision of health infrastructure to cater for the ageing population. 	Yes

Table 7 Alignment with the Greater Sydney Regional Plan

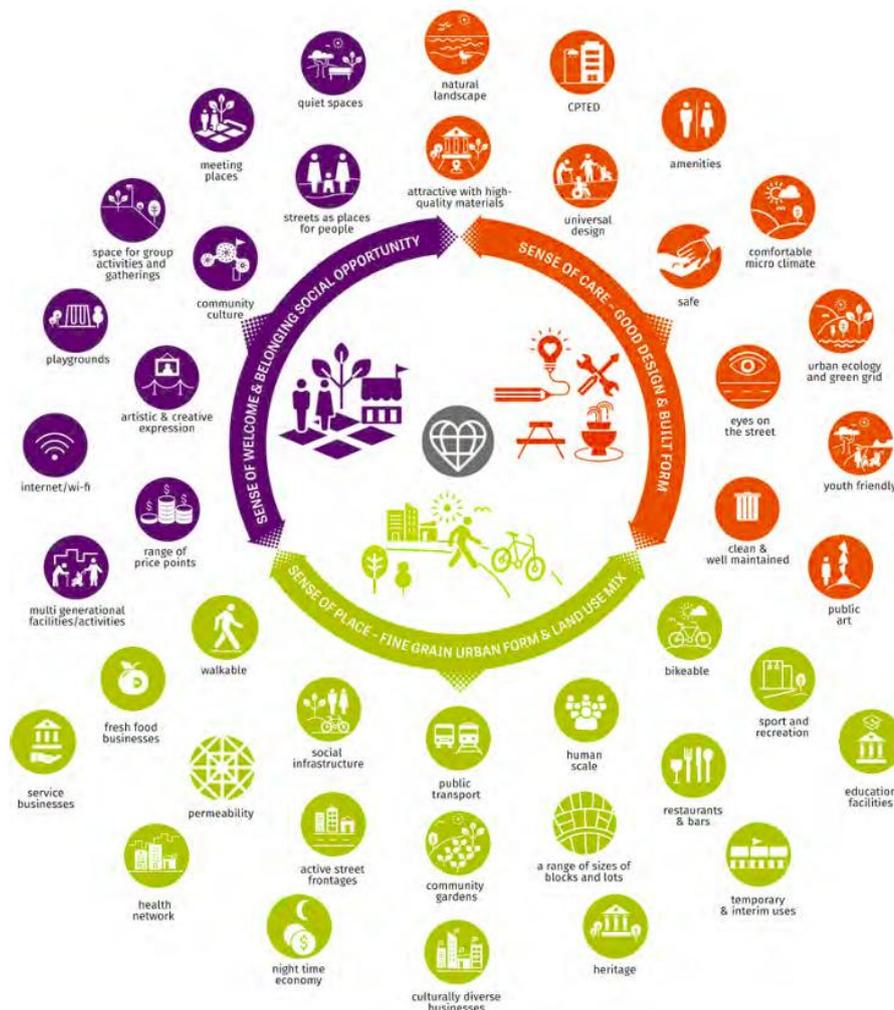


Figure 24 Elements of Great Places (Source: Greater Sydney Region Plan)

The Planning Proposal will align with the sense of place initiatives, delivering an improvement in walkability for surrounding residents and within the 15-minute neighbourhood outlined in the TfNSW *Future Transport Strategy*. The Planning Proposal will also improve the current shortfall facing the Dural area by delivering a new HSF, improving the health network for existing residents and reducing the dependence on hospitals.

North District Plan

The *North District Plan* (District Plan) was prepared by the Greater Sydney Commission (GSC) in March 2018. It provides the district-level framework to implement the goals and directions outlined in the Region Plan for the North District.

The Planning Proposal addresses the North District Plan and ensures that the relevant Planning Priorities are met. Specifically:

Direction	Comment	Consistency
Infrastructure and collaboration		
<i>N1: Planning for a city supported by infrastructure</i>	The proposal delivers critical local health infrastructure that meets the increasing demand from an ageing population, reduces travel times for medical services and supports access to healthcare across two LGAs.	Yes
<i>N2: Working through collaboration</i>	The proposal supports collaborative planning between Council, DPHI, NSW Health, TfNSW, consistent with the District Plans call for cross-boundary infrastructure planning and better health outcomes.	Yes
Liveability		
<i>N3: Providing services and social infrastructure to meet people's changing needs</i>	The proposed HSF co-locates medical services that directly respond to a demographic shift and supports NSW Health's policy for decentralised care.	Yes
<i>N4: Fostering healthy, creative, culturally rich and socially connected communities</i>	The proposal enables community-based health access and care, encouraging social connection within Dural locality and the proposed Round Corner Town Centre Expansion Site.	Yes
<i>N5: Providing housing supply, choice and affordability with access to jobs, services and public transport</i>	The proposal does not provide housing, however, co-locates a complementary use nearby seniors housing uses and aligns with the TfNSW's 15-minute neighbourhood goal for existing and future residents.	Yes
<i>N6: Creating and renewing great places and local centres, and respecting the district's heritage</i>	The Dural Health Hub, whilst not within the Round Corner Town Centre, will contribute to high-quality design, whilst respecting the adjacent heritage item and will be a part of the renewal of Round Corner.	Yes
Productivity		
<i>N9: Growing and investing in health and education precincts</i>	The proposal establishes a new health model that complements the existing seniors housing and medical uses nearby, aligning with this objective to expand health infrastructure and create local employment opportunities.	Yes
<i>N11: Retaining and managing industrial and urban services land</i>	The proposal maintains the employment focus at the site and repurposes the currently underutilised RU2 Rural Landscape land for a service-oriented health use without abandoning the zone.	Yes

Direction	Comment	Consistency
<i>N12: Delivering integrated land use and transport planning and a 30-minute city</i>	The site's frontage to Old Northern Road and public transport access supports the 30-minute neighbourhood principles along with the 15-minute city in the <i>Future Transport Strategy</i> . It does so by reducing private vehicle dependence and ensuring equitable access for the local community and residents of the LGA.	Yes
<i>N13: Supporting growth of targeted industry sectors</i>	Health and wellbeing are identified as growth sectors; this proposal delivers facilities and skilled jobs in a sector critical to the regional economy and consistent with NSW's Health's cluster strategy.	Yes
<i>N14: Leveraging interregional transport connections</i>	The proposal is well serviced, given its location on the north-south corridor of Old Northern Road that links Dural to Castle Hill and Parramatta. These hubs are serviced by existing bus routes that link to other public transport options, enhancing accessibility for patients and staff.	Yes
Sustainability		
<i>N16: Protecting and enhancing bushland and biodiversity</i>	The proposal is accompanied by the Flora and Fauna Assessment in Appendix 8. This report highlights that the site's current vegetation is minimal and the Preliminary Indicative Concept Plan will retain and enhance existing landscaped areas, contributing to local biodiversity through native planting consistent with the objectives.	Yes
<i>N17: Protecting and enhancing scenic and cultural landscape</i>	The built form has been designed to maintain the low scale appearance of the area, including maintaining two storeys to Old Northern Road with a significant front setback, to respond to the natural slope at the site.	Yes
<i>N18: Better managing rural areas</i>	The proposal maintains the RU2 Rural Landscape zone and objectives. There are no current agricultural uses on the site or adjacent areas, and the proposal is compatible with the transition occurring in the surrounding area.	Yes
<i>N19: Increasing urban tree canopy and delivering Green Grid connections</i>	The Preliminary Indicative Concept Plan retains deep soil areas to achieve the target of 30%. These areas will be able to support larger trees and a healthy canopy. The indicative concept plan will retain trees within the centre of the site and provide landscaped areas within the front setback to Old Northern Road.	Yes
<i>N21: Reducing carbon emissions and managing energy, water and waste efficiency</i>	The proposal is accompanied by a Stormwater Management Plan (Appendix 6) and Sewage Plan (Appendix 13) that show the future DA is capable of complying.	Yes

Direction	Comment	Consistency
<i>N22: Adapting to the impacts of urban and Climate Change</i>	The site is not flood-affected and will integrate adaptive design for heat mitigation, canopy coverage and material selection to ensure resilience.	Yes
Implementation		
<i>N23: Preparing local strategic planning statements informed by local strategic planning</i>	The proposal supports the implementation of the Hornsby Shire LSPS and Hornsby Community Strategic Plan 2035 by delivering health infrastructure and employment growth consistent with identified local priorities.	Yes

Table 8 Alignment to the North District Plan

In accordance with Clause 3.6(2) of the *Environmental Planning and Assessment Act 1979* (EP&A Act), a review of the district plan must be conducted every 5 years. We understand that the District Plans are being reviewed and are expected to be publicly exhibited by the end of 2025.

Is the Planning Proposal consistent with a Council LSPS that has been endorsed by the Planning Secretary or GCC, or another endorsed local strategy or strategic plan?

Yes. The Planning Proposal is consistent with the following local strategies prepared by Council:

- *Hornsby Shire LSPS (2020)*
- *The Hills Shire LSPS (2020)*

Given the site's location on the border of The Hill Shire LSPS, the Planning Proposal has considered the provisions and objectives outlined within the adjoining LGA.

The above-listed local strategies are addressed in detail in Section 5.3.1.

Strategic and site-specific merit

The strategic and site-specific merit test is outlined in DPHI's LEP Making Guide to assist proponents in justifying a Planning Proposal. An assessment against this test is provided in the table below.

Provision	Consistency
Strategic merit	
Does the proposal:	
<ul style="list-style-type: none"> • <i>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</i> 	The Planning Proposal has demonstrated alignment with the Greater Sydney Region Plan and North District Plan at Section 5.3.1.

Provision	Consistency
<i>draft place strategy; or</i>	
<ul style="list-style-type: none"> <i>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; or</i> <i>Respond to a change in circumstances that has not been recognised by the existing planning framework</i> 	<p>The Planning Proposal has demonstrated consistency with the Hornsby Shire LSPS and aligns with many of the objectives set out in the LSPS. These are addressed in Section 5.3.2 of this report.</p> <p>The proposal directly responds to a change in circumstances that have not been recognised by the existing planning framework. There has been a shift in NSW Government priorities, particularly in relation to the delivery of health and transport infrastructure. These changes are articulated in NSW's <i>Health Future Health Report (2022)</i>, and TfNSW's <i>Future Transport Strategy</i>.</p> <p><i>NSW Health's Future Health Report (2022)</i></p> <p>This report states that a fundamental transformation in health services must be delivered to meet future challenges. Importantly, the report highlights that a large portion of patients are currently treated through hospital settings. However, the complexity and diversity of patients' health needs require a greater focus on integrated, community-based models of care.</p> <p>This shift highlights the need to decentralise health services away from major hospitals and expand access to high-quality care within community settings. The Planning Proposal responds to this new policy direction by facilitating the delivery of a HSF that supports the growing and changing needs of the population, including supporting residents to 'age in place'.</p> <p><i>TfNSW's Future Transport Strategy</i></p> <p>The <i>Future Transport Strategy</i> promotes the concept of 15-minute neighbourhoods as places where residents can conveniently access jobs, services, and healthcare within a short distance of their homes.</p> <p>This concept seeks to improve liveability and equity by co-locating community infrastructure, health services and transport connections. This complements the <i>Future Health Report</i> by supporting the decentralisation of health services and enabling the creation of local and</p>



Provision	Consistency
	<p>accessible health hubs that are available for the community.</p> <p>Committee for Sydney's <i>Raising Sydney's Care Factor (2025)</i></p> <p>While not NSW Government policy, the report advocates for a more connected and community-focused approach to health and seniors living. The report highlights that Sydney's future resilience, productivity and liveability depend on embedding care and wellbeing within local communities rather than relying on the traditional centralised hospital models.</p> <p>As identified in the EIA (Appendix 3) the Hornsby Shire Council recognises the importance of the care industry in driving employment growth, as identified in the Employment Lands Study. The Dural Health Hub will form partnerships with the health and social services industry.</p> <p>The proposal is strategically located opposite the Round Corner Town Centre Expansion Site. The Dural Health Hub will play a complementary and synergistic role to the future operation of the Expansion Site.</p> <p>The proposal will serve the needs of the local community and provide opportunities of employment in health and social services, whilst embedding and co-locating health services within the community.</p> <p>Given the above, the current planning framework within the HLEP 2013 does not reflect the growing demand for integrated, community-based health infrastructure. The proposal responds to the gap by delivering accessible, community-health services that enhance the wellbeing of the Dural community.</p>
<p>Site specific merit Does the proposal give regard and assess impacts to:</p>	
<ul style="list-style-type: none"> <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> 	<p>There are no known site-specific environmental considerations identified in the Planning Proposal and supporting material that would preclude further consideration of the proposed HSF. Any relevant environmental considerations have been provided in Section 6.</p>
<ul style="list-style-type: none"> <i>Existing uses, approved uses, and likely future uses of land in the vicinity</i> 	<p>The proposal directly responds to the existing and approved uses by addressing the Mountain View Retreat Retirement Village (135 Units),</p>



Provision	Consistency
<i>of the land to which the proposal relates</i>	Bupa Dural (102 Beds) and Thompson Health Care (145 Beds). With Thompson Health Care's Dural House set for expansion, the growing health care needs of the over-65s community can be met by the Dural Health Hub and offer surrounding residents accessible and reliable medical services.
<ul style="list-style-type: none"> <i>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 site is well serviced by existing and future public transport, infrastructure, utilities and services.

Table 9 Strategic and site-specific merit test

Is the Planning Proposal consistent with any other applicable State and regional studies or strategies?

- *NSW Future Transport Strategy*
- *Better Placed – An integrated design policy for the built environment of NSW*
- *Future Health (Guiding the next decade of care in NSW 2022-2032)*

NSW Future Transport Strategy

The *NSW Future Transport Strategy* was published in March 2018 and outlines the strategic direction for transport in NSW. It is an update of the 2012 Long Term Transport Master Plan for NSW.

The *Future Transport Strategy* focuses on the role of transport in delivering movement and place outcomes that support the character of the places and communities for the future. It emphasises technology-enabled mobility and its role in transforming the mass transit network.

The *NSW Future Transport Strategy* sets out a long-term vision for a transport system that supports thriving, sustainable communities across the state. A key organising principle within the strategy is the concept of the “15-minute neighbourhood”, which focuses on improving people’s ability to meet day-to-day needs, including health services, locally. These directions are not yet fully reflected in the current statutory and strategic planning framework, including the *Hornsby Shire Local Strategic Planning Statement*, the *Greater Sydney Region Plan*, and the *North District Plan*. The Planning Proposal is therefore aligned with emerging state-level policy, bridging the gap between the existing framework and future strategic directions.

The *Future Transport Strategy* defines 15-minute neighbourhoods as areas where residents can access local services such as healthcare, shopping, education, and recreation within a short walk or cycle from their homes. For transport, this involves prioritising placemaking and active transport that encourages walking and cycling. Health services are recognised as a vital part of this model, enabling residents to obtain essential care locally while decreasing reliance on longer car trips.

The proposal directly aligns with TfNSW's *Active Transport Strategy*, which identifies a range of initiatives to strengthen regional 15-minute neighbourhoods. Relevantly, the Strategy highlights the need to improve priority for walking trips in centres, towns and villages, such as reallocating road space to widen footpaths and providing more frequent and longer duration pedestrian crossing phases at traffic signals. The proposal directly responds to this direction by enhancing walkability and reinforcing Round Corner Town Centre as a pedestrian-focused local centre.

The proposed HSF at the site directly supports this aim by integrating a crucial local service within the Dural community. Noting, that travelling from Round Corner Town Centre to Hornsby Ku-ring-gai Hospital takes at least 1 hour and 15 minutes via two connecting buses and a train, resulting in a round trip of approximately 2.5 hours.

The proposed HSF responds to demographic trends characterised by an ageing population by providing age-friendly infrastructure that minimises the need for long or complicated journeys to access medical care, thereby supporting both community wellbeing and the productivity of the broader community.

Given the recent impacts of the COVID-19 pandemic, the importance of accessible healthcare within neighbourhoods has been emphasised. The Round Corner Town Centre Expansion Site, whilst offering medical and wellbeing facilities, will be complemented by the operation of the HSF, strengthening the local economy and enhancing community resilience. Embedding a health service in a location accessible to residents supports both immediate needs and broader Hornsby Shire objectives.

The Hornsby Shire LSPS, *Greater Sydney Region Plan*, and *North District Plan* outline broad directions for growth and infrastructure, but do not fully incorporate the 15-minute neighbourhood concept as outlined in the *Future Transport Strategy*. The proposed land use under the Planning Proposal aligns with state priorities and supports the evolving policy framework for district development planning.

Overall, the proposed HSF advances the State's 15-minute neighbourhood vision through improving access to healthcare, reducing travel demand and reliance on private vehicles. It supports active and sustainable transport choices by locating health services near residents. Most importantly, the proposal will support the creation of an age-friendly and health-focused neighbourhood consistent with the State's long-term priorities.

Better Placed – An Integrated Design Policy for the Built Environment of NSW

Better Placed establishes a design framework for achieving healthy, inclusive and resilient environments that deliver social, environmental and economic value. It emphasises that good design is essential to achieving better health outcomes, liveability and community cohesion.

The Dural Health Hub strongly aligns with these principles by delivering a place-based health precinct that is legible, walkable and accessible, while also responding sensitively to its landscape and suburban context.

Specifically, the proposal delivers on the objectives set out in the *Better Placed* document in the following ways:

Objective	Response
A better fit	<ul style="list-style-type: none"> The proposal strengthens the evolving Round Corner Town Centre by introducing a contemporary health and wellbeing precinct that complements nearby retail, commercial, community and seniors housing uses. The proposal provides an appropriate transition between the activity along Old Northern Road and the surrounding lower-density residential areas, reinforcing Round Corner's Town Centre role.
Better performance and adaptability	<ul style="list-style-type: none"> The proposal's flexible configuration allows for evolving healthcare models – from general practice and allied health to diagnostic and wellness services, ensuring long-term viability and adaptability. This responds directly to <i>Better Placed's</i> emphasis on design that supports resilience, flexibility and future change.
Better for community	<ul style="list-style-type: none"> By embedding health services in proximity to a local centre, the proposal enables residents to access essential care without reliance on distant hospital campuses. This directly improves equity of access for older residents and those with limited mobility, while promoting connection through co-located uses and active pedestrian areas.
Better for people	<ul style="list-style-type: none"> The site's design will prioritise safety and human scale in addition to wayfinding and a welcoming environment for patients, carers and staff. These features reflect the <i>Better Placed</i> focus on creating inclusive environments that support wellbeing and belonging.

Table 10 Alignment to Better-Placed Objectives

The proposal demonstrates the role of a high-quality, contextual design in achieving NSW's objectives for a healthy built environment, delivering a community-based HSF.

Future Health: Guiding the Next Decade of Care in NSW 2022-2032

The *Future Health Report* sets out the NSW Government's ten-year vision to transform the way healthcare is delivered across the State. It calls for a more integrated, person-centred health system that delivers care closer to home, and emphasises prevention, wellbeing and collaboration with public and private sectors.

The Dural Health Hub directly responds to these objectives by providing a community-based facility that decentralises health delivery and strengthens access to care within The Hills Shire and Hornsby Shirecorridor. The relevant objectives the proposal aligns with are considered within the table below:



Objective	Response
1. Patients and carers have positive experiences and outcomes that matter	
1.1 Partner with patients and communities to make decisions about their own care	<ul style="list-style-type: none"> the proposed HSF will promote communication between patients and staff, providing health services closer to residents and improving patient accessibility
1.3 Drive greater health literacy and access to information	<ul style="list-style-type: none"> the proposed HSF will provide residents with an alternative and more personable healthcare service compared to that of a hospital, increasing patient access to information
2. Safe care is delivered across all settings	
2.1. Deliver safe, high quality reliable care for patients in hospital and other settings	<ul style="list-style-type: none"> the proposal aligns with this objective as it aims to shift focus away from hospitals and provide care through a newer service model
2.2 Deliver more services in the home, community and virtual settings	<ul style="list-style-type: none"> the proposal provides for a HSF that improves access to healthcare for residents of Dural rural locality, improving patient outcomes
2.3 Connect with partners to deliver integrated care services	<ul style="list-style-type: none"> the future use of a HSF will encourage shared clinical accountability for patient outcomes, and support staff to work at their full potential and alleviate burnout
2.4 Strengthen equitable outcomes and access for rural, regional and priority populations	<ul style="list-style-type: none"> the proposal is situated in proximity to the Round Corner Town Centre and offers a compatible land use, that will improve accessibility and reduce the impacts currently facing residents in the rural parts of Dural i.e. cost, time and distance
2.5. Align infrastructure and service planning around the future care needs	<ul style="list-style-type: none"> the proposal provides flexible medical tenancies and future-ready infrastructure, supporting NSW Health's focus on adaptable, sustainable health delivery
3. People are healthy and well	
3.1 Prevent, prepare for, respond to and recover from public health threats	<ul style="list-style-type: none"> the Dural Health Hub supports preventative and early intervention services, providing local capacity for patient care and public health response
3.2 Get the best start to life from conception through to age five	<ul style="list-style-type: none"> the proposal will provide for 23-hour hospital services encompassing specialist and allied health services, providing access to healthcare for all patients
3.3 Make progress towards zero suicides	<ul style="list-style-type: none"> the proposal is capable of providing services to help reduce the rate of suicide deaths in NSW to align with the report's target of 20%
3.4 Support healthy ageing, ensuring people can live more years in full health and independently at home	<ul style="list-style-type: none"> the proposal promotes active and independent ageing, being located near existing seniors housing and within the



Objective	Response
	Hornsby Shire LGA, which currently has an ageing population. The proposal provides allied health facilities to support the ageing residents, ensuring they remain healthy and independent
3.5 close the gap by prioritising care and programs for Aboriginal People	<ul style="list-style-type: none"> the proposal is capable of aligning with the report's objectives of providing safe and high quality mainstream health services for Aboriginal People and communities
3.6 Support mental health and well-being for our whole community	<ul style="list-style-type: none"> the proposal is capable of providing mental health and wellbeing services to provide care for those who need it
3.7 Partner to address the social determinants of ill health	<ul style="list-style-type: none"> the proposed development is capable of providing care for the patient's whole person, including wellness and social health, rather than just curing disease. This addresses the complete physical, mental and social wellbeing of the patient
4. Our staff are engaged and well supported	
4.1 Build positive work environments that bring out the best in everyone	<ul style="list-style-type: none"> the proposal will support safe, collaborative and inclusive workplaces. the Dural Health Hub is well serviced by Old Northern Road and is well serviced by public transport options for staff to utilise
4.2 Strengthen diversity in our workforce and decision-making	<ul style="list-style-type: none"> the Dural Health Hub will promote workforce diversity and inclusion
4.3 Empower staff to work to their full potential around the future care needs	<ul style="list-style-type: none"> the Dural Health Hub will provide opportunities for staff to reach their full potential, reduce silos, promote collaboration and flexibility across disciplines.
4.4 Equip our people with the skills and capabilities to be an agile, responsive workforce	<ul style="list-style-type: none"> the HSF will offer digitally enabled service delivery or telehealth options
4.5 Attract and retain skilled people who put patients first	<ul style="list-style-type: none"> the HSF will enhance workforce attraction in Hornsby Shire and The Hills Shire regions, contributing to sustainable health service delivery
4.6 Unlock the ingenuity of our staff to build work practices for the future	<ul style="list-style-type: none"> the HSF will support innovation and allow services to adapt to future needs and evolving models of care
5. Research and innovation, and digital advances inform service delivery	
5.1 Advance and translate research and innovation with institutions, industry partners and patients	<ul style="list-style-type: none"> the future development will facilitate research and partnerships, and foster relationships across disciplines
5.2 Ensure health data and information is high quality, integrated and utilised	<ul style="list-style-type: none"> the Health Service Facility will improve digital data systems and integration and utilise relevant IT platforms to ensure patient data safety and reliability



Objective	Response
5.3 Enable targeted evidence-based healthcare through precision medicine	<ul style="list-style-type: none"> the future HSF will partner with NSW service providers, researchers and industry to form a part of the larger genomic data sharing landscape. The aim is to provide targeted healthcare that maximises outcomes for patients
5.4 Accelerate digital investments in systems, infrastructure, security and intelligence	<ul style="list-style-type: none"> the Dural Health Hub will support care delivery through digital care
6. The health system is managed sustainably	
6.1 Drive value-based healthcare that prioritises outcomes and collaboration	<ul style="list-style-type: none"> the HSF will have a relationship and partnership with NSW Health to coordinate a 'one health system' approach to support patients and provide primary care the HSF will utilise the Patient Reported Measures IT system
6.2 Commit to an environmentally sustainable footprint for future healthcare	<ul style="list-style-type: none"> any future DA for the proposed HSF will consider the impact of development on the environment and minimise carbon footprint and assist in meeting the Net Zero Plan
6.3 Adapt performance measurement and funding models to targeted outcomes	<ul style="list-style-type: none"> the HSF will focus on outcome-based performance to align with providing care to patients.
6.4 Align governance and leaders to support the system and deliver the outcomes of Future Health	<ul style="list-style-type: none"> The future HSF will collaborate with NSW Health and other providers to meet the desired outcomes of the <i>Future Health Report</i>

Table 11 Alignment with the Future Health Report

The proposed HSF key areas of alignment include:

- Decentralising healthcare delivery: Future Health identifies the need to move beyond hospital-based models to a distributed network of community health hubs. The Dural Health Hub delivers on this priority by offering integrated health care in a rural setting, improving health services locally, and reducing demand on hospitals and ensuring timely care is available.
- Promoting prevention and wellbeing: the proposal's integrated model combines medical, allied health and services to deliver holistic care that supports healthy ageing and in convenient, accessible locations. This reflects the *Future Health Report's* call for a system focused on improving people's health rather than just treating illness.
- Supporting equitable access, the north-west of Sydney is identified as an area with population growth and a rising proportion of older residents, yet with limited access to health infrastructure. The Dural Health Hub addresses this service gap by providing accessible, localised health facilities within the community, improving equity of access for residents in Dural, Galston, Glenorie and the broader The Hills Shire and Hornsby Shire LGAs.



- Building workforce and economic resilience, the *Future Health Report* emphasises that investment in community health infrastructure creates local employment and supports the care workforce. The Dural Health Hub contributes to this objective by providing new integrated healthcare spaces for medical and allied health, generating ongoing employment opportunities while retaining skills in the region.

The proposal, therefore, gives practical effect to NSW Health's vision of "delivering care beyond hospitals". It represents a forward-looking, community-based approach to health infrastructure that not only meets current needs but positions the north-western Sydney region for sustainable, equitable health outcomes over the next decade.

Raising Sydney's Care Factor (2025)

While not a NSW Government policy, it is worth noting the Committee for Sydney's *Raising Sydney's Care Factor (2025)* Report positions the care economy as one of Sydney's most important growth sectors and a core component of future city-shaping policy. The report emphasises the need to embed health and care infrastructure within local centres to improve accessibility, create jobs and support an ageing population.

The Dural Health Hub reflects these emerging policy priorities by providing a place-based model of care delivery in the north-west metropolitan area. The proposal's focus on decentralised, community-integrated healthcare is consistent with the report's recommendation to co-locate health services within the town centres and near transport corridors, improving both social outcomes and economic resilience. In this regard, the proposal demonstrates a strong alignment with evolving metropolitan and regional strategies that recognise care infrastructure as essential civic infrastructure, rather than a purely social service.

Is the Planning Proposal consistent with applicable SEPPs?

State Environmental Planning Policy (Biodiversity and Conservation) 2021

The *State Environmental Planning Policy (Biodiversity and Conservation) 2021* seeks to value, protect, conserve and manage the innate value and external benefits of NSW's natural environment and heritage.

Chapter 6 – Bushland in Urban Areas

Chapter 6 aims to protect and preserve bushland within urban areas.

The future HSF development on the site will require the removal of trees and vegetation. An Arboricultural Impact Assessment (AIA) and Flora and Fauna Assessment Report (FFA) have been provided at Appendices 6 and 7, to identify threatened species issues and identify and provide appropriate amelioration strategies to minimise adverse impacts resulting from each proposal.

The study confirms the site contains three existing residential dwellings and existing vegetation. The FFA report has considered the following:

- *Environment Protection and Biodiversity Conservation Act 1999*
- *Environmental Planning and Assessment Act 1979*
- *Biosecurity Act 2015*
- *State Environmental Planning Policy (Resilience and Hazards) 2021 – Chapter 2 Coastal Management*
- *State Environmental Planning Policy (Biodiversity and Conservation) 2021 – Chapter 4 Koala Habitat Protection 2021*
- *Biodiversity Conservation Act 2016*
- *Hornsby Local Environmental Plan 2013, and*
- *Hornsby Development Control Plan 2024*

The FFA concludes through considering the guidelines for determining a significant impact under the Environment Protection and Biodiversity Conservation Act, that the Planning Proposal and Preliminary Indicative Concept Plan for the study area are unlikely to have a significant impact on threatened flora and fauna species. Therefore, a referral to the Commonwealth will not be required. The FFA includes mitigation measures that will manage potential impacts and are included below.

In summary, the future development will require the removal of 74 trees and shrubs within the site. Approximately 0.4ha of vegetation may be required for removal within the development footprint. This comprises 0.34ha of Urban Native/Exotic vegetation and 0.06ha of native vegetation consisting of Blue Gum High Forest that is in poor condition.

To conclude, the AIA and FFA mitigation measures are included below:

FFA

- *Tree protections for retained trees,*
- *Sediment and erosion control measures to prevent stormwater pollution*
- *Additional survey undertaken by a qualified ecologist at DA stage*
- *Replace canopy species (Blue Gum High Forest) at a ratio of 1:1*
- *Future landscaping is to include >80% native species*

AIA

- *Tree Protection Plan (TPP), to show existing trees to be retained and protected during development*
- *Tree Protection Measures*
- *Protective fencing*
- *Ground Protection*
- *Temporary irrigation*
- *All landscaping works to consult Tree Protection Zones (TPZ) plans before development or removal of vegetation*

Given the findings of the above reports, the study area is unlikely to have a significant impact on flora and fauna species and therefore, further referral will not be required.

Chapter 9 – Hawkesbury-Nepean River

Chapter 9 applies to land within the Hawkesbury Nepean River Catchment including the Hornsby Shire LGA. The site is located within this catchment and therefore the chapter applies.

Chapter 9 provides for general planning considerations, specific planning considerations and recommended strategies to be taken into consideration by consent authorities in determining DAs. These generally relate to matters such as water quality, surface and groundwater flows, cultural heritage, flora and fauna, and scenic qualities within the catchment.

This Planning Proposal is supported by a range of technical studies addressing these issues and demonstrating that future development of the site for a HSF can be undertaken without adverse environmental impacts, consistent with Chapter 9.

State Environmental Planning Policy (Resilience and Hazards) 2021

The *State Environmental Planning Policy (Resilience and Hazards) 2021* seeks to reduce risk and build resilience in the face of natural hazards as well as development-related hazards.

Chapter 4 – Remediation of land

Chapter 4 applies to the State and states that where a DA is made concerning land that is contaminated, the consent authority must not grant consent unless:

- (a) it has considered whether the land is contaminated, and*
- (b) if the land is contaminated, it is satisfied that the land is suitable in its contaminated state (or will be suitable, after remediation) for the purpose for which the development is proposed to be carried out, and*
- (c) if the land requires remediation to be made suitable for the purpose for which the development is proposed to be carried out, it is satisfied that the land will be remediated before the land is used for that purpose.*

As per the findings of the previous Planning Proposal for the site, a contamination report was prepared by Geotechnique and found that the site was considered suitable for the proposed land use, specifically:

- The site not located within an investigation area within the meaning of the *Contaminated Land Management Act 1997*.
- No known land activities under the draft Contaminated Land Planning Guidelines have been known to be undertaken on the land.
- The land has been used for residential development for 50 years, with limited evidence to suggest that contamination has occurred.
- If contamination is found on the land, the site can be made suitable, subject to successful remediation and validation.

A contamination report will accompany any future DA at the site.

State Environmental Planning Policy (Transport and Infrastructure) 2021

The *State Environmental Planning Policy (Transport and Infrastructure) 2021* seeks to guide the provision of well-designed and located infrastructure, including transport.

Chapter 2 – Infrastructure

Chapter 2 aims to facilitate the effective delivery of infrastructure across the State. This includes identifying matters to be considered in the assessment of development adjacent to types of infrastructure development and providing for consultation with relevant public authorities about certain development during the assessment process or prior to development commencing.

Many of the provisions relate to development by the Crown and exempt development of certain development by or on behalf of the Crown, which is not relevant to the Planning Proposal.

It is also noted that Chapter 2, Part 2.3, Division 10 – HSF at Section 2.60(1) provides that development for the purpose of health services facilities may be carried out by any person with consent on land in a prescribed zone. However, as “prescribed zones” do not include the RU2 Rural Landscape zone, Section 2.60(1) does not apply to the site.

Chapter 2, Part 2.3, Division 17 contains provisions that, while not relevant to the Planning Proposal, would be considered at future DA stage:

- Section 2.118(2):
 - Stipulates that the consent authority must not grant consent to development on land that has a frontage to a classified road unless it is satisfied that, where practicable and safe, vehicular access to the land is provided by a road other than the classified road and the safety, efficiency and ongoing operation of the classified road will not be adversely affected.
 - The site fronts Old Northern Road, which is a classified road, and the proposed HSF development includes vehicular access from Old Northern Road. It is noted that the site has no other street frontage, meaning that alternative vehicular access is not practicable. Whilst this issue is a matter for consideration at DA stage, a Traffic and Transport Assessment (Appendix 11) has been undertaken and concludes that the traffic generated by the HSF would generate 483 vehicle movements per hour in the weekday morning peak and 771 vehicle movements per hour in the afternoon peak based on a vehicle trip generation rate requested by TfNSW. This trip generation rate, based on a medical centre and not a HSF as demonstrated in the Preliminary Indicative Concept Plans, was requested by TfNSW and is not considered appropriate and should be considered as the worst case scenario. At the future DA stage, another traffic impact assessment should be prepared and assessed against specific land uses and sites with comparable traffic generation.

- Section 2.119:
 - Applies to development for several purposes, including hospitals (which fall under the definition of HSF) on land adjacent to a road corridor with an annual average daily traffic volume of more than 20,000. It states that before determining a relevant DA, the consent authority must take into consideration any relevant guidelines.
- Section 2.121:
 - Requires that DAs for certain traffic-generating development, as set out in Schedule 3 of the SEPP, be referred to TfNSW and that any submission from TfNSW be considered prior to the determination of the application.
 - The proposed HSF is below the threshold criteria for number of beds for a hospital development and the future DA will therefore not require referral to TfNSW under this section.

An assessment of the key traffic impacts is provided at Section 6.

Is the Planning Proposal consistent with applicable Ministerial Directions (section 9.1 directions) or key government priority?

The Planning Proposal supports key government priorities as stated previously in Section 5.3.2 of this report. These directions relate to the *Future Transport Strategy* and the *Future Health Report*. The proposed development will decentralise healthcare, provide services closer to where people live, and reduce travel times for existing senior residents who currently rely on hospital-based care.

The Planning Proposal is consistent with the Directions issued by the Minister for Planning and Public Spaces under section 9.1(2) of the EP&A Act. The Directions that are relevant to the Planning Proposal are addressed in the below table.

Relevant Ministerial Direction	Consideration
Focus Area 1: Planning Systems	
<i>Direction 1.1 Implementation of Regional Plans</i>	This Direction applies to the relevant planning authority when preparing a Planning Proposal for land to which a Regional Plan has been released by the Minister of Planning. As addressed in this report, the Planning Proposal is consistent with the relevant Region Plans, refer section 5.3.2.
<i>Direction 1.2 Development of Aboriginal Land Council land</i>	N/A
<i>Direction 1.3 Approval and Referral Requirements</i>	N/A
<i>Direction 1.4 Site Specific Provisions</i>	The objective of the Direction is to discourage unnecessary restrictive site-specific planning controls. Given the Planning Proposal seeks to introduce a new Additional Local Provision in Part 6 of the HLEP for a HSF that would allow development for purposes of a HSF with a:



Relevant Ministerial Direction	Consideration
	<ul style="list-style-type: none"> • maximum floor space ratio of 1.2:1 • maximum height with a RL of 220m to 222m. <p>Given these changes are required to facilitate the HSF, appropriate site-specific development provisions will be required.</p> <p>The proposal has prepared a site-specific DCP to address the merit issues, given that the HDCP 2013 does not provide appropriate built form controls for a HSF at the site.</p> <p>It is noted that The Planning Proposal includes Preliminary Indicative Concept plans for the future proposed HSF on the site. The inclusion of these design plans is common practice for Planning Proposals that relate to changes in built form controls, as it provides clarity on the form envisaged under the new controls. The proposal shows that the development can be delivered in a positive way.</p> <p>The inconsistency with this direction is of minor significance. The inconsistency is considered relatively minor and justifiable, as it provides certainty on what the development will achieve on the site.</p>
<i>Direction 1.4A Exclusion of Development Standards from Variation</i>	N/A
Focus Area 1: Planning Systems – Place-based (Direction 1.5 – 1.22)	N/A
Focus Area 2: Design and Place	N/A
Focus Area 3: Biodiversity and Conservation	
Direction 3.1 Conservation Zones	N/A
Direction 3.2: Heritage Conservation	<p>The objective of 3.2 is to conserve items, areas, objects and places of environmental heritage of significant and Indigenous heritage significance.</p> <p>The site does not contain any heritage items nor is it located within a Heritage Conservation Area.</p> <p>It is noted an item of heritage significance known as item 347 is located directly south of the site and adjoins the boundary.</p> <p>Notwithstanding, a heritage assessment has been prepared and concludes that the proposal will not impact on the heritage significance of the nearby items.</p>
Direction 3.3 Sydney Drinking Water Catchments	N/A
Direction 3.4 Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs	N/A
Direction 3.5 Recreation Vehicle Areas	N/A



Relevant Ministerial Direction	Consideration
Direction 3.6 Strategic Conservation Planning	N/A
Direction 3.7 Public Bushland	N/A
Direction 3.8 Willandra Lakes Region	N/A
Direction 3.9 Sydney Harbour Foreshores and Waterways Area	N/A
Direction 3.10 Water Catchment Protection	N/A
Focus Area 4 – Resilience and Hazards	
Direction 4.1 Flooding	The site is not identified as being flood prone.
Direction 4.2 Coastal Management	N/A
Direction 4.3 Planning for Bushfire Protection	The site is not identified as being bushfire prone.
Direction 4.4 Remediation of Contaminated Land	<p>The objective of this Direction is to reduce the risk of harm to human health and the environment by ensuring that contamination and remediation are considered.</p> <p>The previous Planning Proposal was accompanied by a Preliminary Site Investigation that confirmed the site was suitable for the use, subject to the recommendations from the report's findings.</p>
Direction 4.5 Acid Sulfate Soils	N/A
Direction 4.6 Mine Subsidence and Unstable Land	N/A
Focus Area 5 – Transport and Infrastructure	
Direction 5.1: Integrating Land Use and Transport	<p>The objective of Direction 5.1 is to ensure that urban structures, building forms, land use locations, development designs, subdivision and street layouts achieve the following planning objectives:</p> <ul style="list-style-type: none"> Improving access to housing, jobs and services by walking, cycling and public transport Increasing the choice of available transport and reducing dependence on cars Reducing travel demand including the number of trips generated by development and the distances travelled, especially by car Supporting the efficient and viable operation of public transport services Providing for the efficient movement of freights <p>Despite bus routes to Parramatta, Castle Hill and the Sydney CBD, the locality surrounding the Round Corner Town Centre is disconnected from the Hornsby Ku-ring gai Hospital and Health Precinct and the planned Rouse Hill Hospital and will remain so without sufficient improvement in public transport connections. The Planning Proposal provides a HSF that is within the catchment of local residences, that can be easily accessed by existing public transport services. This will enable residents to age in place,</p>

Relevant Ministerial Direction	Consideration
	enhance walkability and diversity of employment and services in the broader Round Corner Town Centre and avoid long commutes to access health service facilities.
Direction 5.2 Reserving Land for Public Purposes	N/A
Direction 5.3 Development Near Regulated Airports and Defence Airfields	N/A
Direction 5.4 Shooting Ranges	N/A
Direction 5.5 High-Pressure Dangerous Goods Pipelines	N/A
Focus Area 6 – Housing	N/A
Focus Area 7 – Industry and Employment	
Direction 7.1: Business and Industrial Zones	<p>The objective of Direction 7.1 is to:</p> <ul style="list-style-type: none"> encourage employment growth in suitable locations, protect employment land in business and industrial zones, and support the viability of identified centres <p>Whilst the site is not within a business or industrial zone, it is situated on the eastern fringe of the Round Corner Town Centre and is located directly opposite the Round Corner Town Centre Expansion Site which is zoned E1 Local Centre. The Planning Proposal is consistent with this Direction as it:</p> <ul style="list-style-type: none"> relates to a site within the existing urban footprint of the Round Corner Town Centre and provides additional employment opportunities within the centre, specifically the Health Care and Social Assistance sector, the major employing industry of Hornsby Shire residents assists in strengthening local employment retention rates whilst also providing opportunities for residents to work close to their homes, meeting the 30-minute city objectives of the Hornsby Shire and TfNSW's 15-minute neighbourhood goal. will not result in the loss of any land zoned for business or industrial purposes will not impact on the viability of the Round Corner Town Centre as additional medical facilities will derive synergistic benefits with existing seniors housing and medical occupiers, whilst contributing to the trading potential of the Round Corner Town Centre through increased visitation and onsite employment.
Direction 7.2 Reduction in non-hosted short-term rental accommodation period	N/A



Relevant Ministerial Direction	Consideration
Direction 7.3 Commercial and Retail Development along the Pacific Highway, North Coast	N/A
Focus Area 8: Resources and Energy	
Direction 8.1 Mining, Petroleum Production and Extractive Industries	N/A
Focus Area 9 – Primary Production	
Direction 9.1: Rural Zones	<p>The objective of this Direction is to protect the agricultural production value of rural land. A Planning Proposal must:</p> <ul style="list-style-type: none"> a) <i>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> b) <i>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> <p>The Planning Proposal is consistent with this Direction as:</p> <ul style="list-style-type: none"> • it does not rezone the site from the RU2 Rural Landscape zone • whilst it increases HOB controls it relates to a site that can complement the nearby Town Centre and is not inconsistent with its surrounding context <p>Whilst the proposed new Additional Local Provision in Part 6 of the HLEP 2013 will maintain the RU2 Rural Landscape zone, the proposed land use is not agricultural, and the HSF can be developed to be consistent with the underlying landscaped character of the area.</p> <p>Notwithstanding this, the site in its current form does not represent rural uses nor is it deemed suitable for rural uses including agricultural purposes given its physical characteristics and lack of buffer from adjacent residential and commercial uses.</p> <p>Accordingly, the proposal does not result in a foregone opportunity to develop the site as per permitted uses in the RU2 Rural Landscape zone, given the unlikelihood of the site being developed for these rural uses.</p>
Direction 9.2 Rural Lands	<p>The Planning Proposal has considered Direction 9.2 and aligns with objectives to facilitate economic use of rural lands, promote the social, economic and environmental welfare of the state and minimise land use conflict. As stated previously, the site is not used for agricultural production nor is the surrounding land.</p>



Relevant Ministerial Direction	Consideration
Direction 9.3 Oyster Aquaculture	N/A
Direction 9.4 Farmland of State and Regional Significance on the NSW Far North Coast	N/A

Table 12 Alignment with Ministerial Directions

5.3.3 Section C: Environmental, Social and Economic Impact

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?

Ecology

As previously stated, a FFA has been prepared by Narla Environmental and accompanies this Planning Proposal (Appendix 8). The FFA provides an assessment of any potential impacts associated with the future development of the site, as facilitated by this Planning Proposal, on terrestrial ecology (biodiversity), particularly threatened species, populations and ecological communities listed under the *Biodiversity Conservation Act 2016* (BC Act) and the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

The Report finds that the Planning Proposal will facilitate a development that may result in the removal of approximately 27 trees and 3 groups of trees from within the site. A total of approximately 0.4ha of vegetation will be required for removal within the site. Of the vegetation to be removed within the site, 0.34ha is of Urban Native/Exotic vegetation, and 0.06ha is representative of BC Act listed Blue Gum High Forest (which is found to be in poor condition). Importantly, the Planning Proposal is not expected to impact on any BC Act or EPBC Act listed species.

Further, the Report found that the Planning Proposal was unlikely to significantly impact any threatened species habitat beyond the removal of a small amount of potential foraging habitat.

In light of this, the FFA concludes that the Planning Proposal and Preliminary Indicative Concept Plan is unlikely to have a significant impact on threatened flora and fauna species. Mitigation measures to manage potential impacts include tree protection for retained trees, sediment and erosion control measures to prevent stormwater pollution, and an additional survey undertaken by a qualified ecologist at the DA stage.

Tree Removal

An Arboricultural Impact Assessment (AIA) has been prepared by Urban Arbor (Appendix 7). The AIA identified and assessed a total of 42 individual trees, and five groups of trees were assessed within the site and 10m surrounding.

An overlay of the indicative ground floor plan and the existing trees is provided in the figure below:

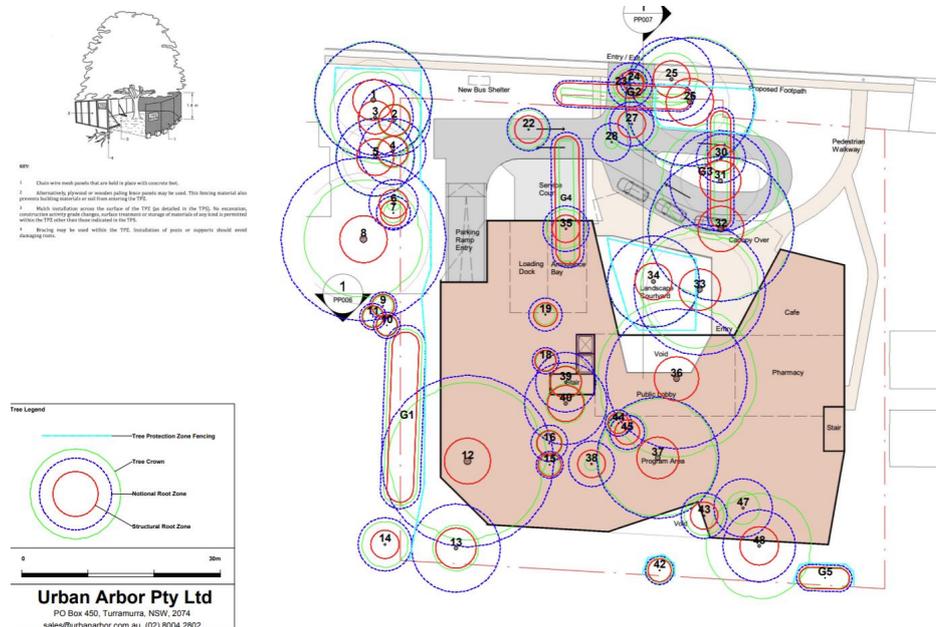


Figure 25: Indicative concept overlay (Source: Urban Arbor)

As shown in the figure above, 27 trees and 3 tree groups on the site are located within the likely footprint of the future development (as indicated in the Preliminary Indicative Concept Plan) and are recommended for removal.

Additionally, it is also noted that four street trees are located in the nature strip and impacted by the proposed driveway/footpath works; therefore, these are recommended for removal. The findings and recommendations of the AIA are shown in the table below:

Category	Quantity	Reason
Trees/groups recommended for removal	27 trees and 3 tree groups	Building footprint and notional root zones (NRZ) and/or structural root zones (SRZ) encroachment
Trees needing tree-sensitive design to retain	2 trees	Moderate NRZ impacts, viability dependent on method of construction
Trees to be retained with protection	13 trees and 2 tree groups	Minimal to no encroachment

Table 13 Retention/removal outcomes (Source: Urban Arbor)

Recommendations and mitigation measures

A Tree Protection Plan (TPP) is included within the AIA, and it shows the locations of the trees to be retained and the location of Tree Protection Zones (TPZ). All tree removal is only to be carried out by a qualified Arborist. The AIA also requires tree protection measures to be installed before construction begins. These include:

- Trunk and branch protection
- Protective fencing
- TPZ signage
- Mulch
- Ground protection
- Temporary irrigation
- Installation of scaffolding and hoarding
- Restriction on activities inside TPZ
- Root pruning

Where possible, all trees will be retained. To offset future tree removal, substantial planting at the site will be included at DA stage as illustrated in the Indicative Landscape Concept Plan (Appendix 2).

Are there any other likely environmental effects as a result of the Planning Proposal and how are they proposed to be managed?

In addition to the Flora and Fauna impacts, the Planning Proposal includes a detailed consideration of a range of relevant issues, which demonstrates that it will have minimal environmental impact and is an appropriate response to the site and its context. These issues include:

- built form, urban design and public domain
- landscaping
- visual impact
- acoustic
- heritage
- arboricultural and landscaping
- stormwater and sewage
- traffic and transport

Built form, urban design and public domain

A Preliminary Indicative Concept Plan has been prepared by Cox Architecture (Appendix 1). The Urban Design Report has been prepared for a Preliminary Indicative Concept Design Option to demonstrate one possible layout, land use arrangement, and built form to demonstrate that a HSF could be appropriately delivered onsite.

The Preliminary Indicative Concept Design comprises:

- a built form ranging from 2-4 storeys is proposed to reflect the change in the site's topography; however, it will present as a 2-storey development to Old Northern Road, facilitating a HSF, including:
 - retail uses (café) and pharmacy
 - consulting suites
 - day hospital, imaging, laboratory or diagnostics
 - lobby areas
- landscaping and courtyard
- servicing, loading and ambulance bay

- 3 storey basement car parking accommodating 168 spaces
- vehicular ingress and egress to Old Northern Road

Post consultation discussions with Council have included further design progression to show the proposed height of building in RL's. As stated previously the RL range will be 220-220m. The discussions with Council have also set an indicative FSR of 1.2:1 as per the suggested wording for the new Additional Local Provision in Part 6 of the HLEP 2013.

The Preliminary Indicative Concept Plan and montage is shown in the figures below:



Figure 26 Preliminary Indicative Concept Layout (Source: Cox Architecture)



Figure 27: Artist's impression from Old Northern Road looking south east (Source: Cox Architecture)

As previously stated, the site is located within an area of existing and planned buildings of varying scale relating to the Round Corner Town Centre Expansion Site. The proposed development includes no changes to the existing RU2 Rural Landscape or SP2 Infrastructure land use zones. Retaining the current zoning ensures the proposal is focused on enabling a 23-hour HSF that has a maximum RL height of building of 220m to 222m and a FSR of 1.2:1 rather than introducing a broader range of higher intensity uses that could result from a general rezoning or height increase.

As illustrated in the Urban Design Report including the Preliminary Indicative Concept Plan prepared by Cox Architecture, the bulk and scale of a future HSF building on the site can be effectively broken down through design techniques, including the provision of appropriate landscaped setbacks, in particular:

- The concept design responds to the natural topography of the land, where the site falls approximately 9m from the high point in the west of the site to the low point in the east. This enables the future building to present as a 2-storey building when viewed from the street frontage of Old Northern Road, maintaining visual consistency with the current height control and the scale of developments on surrounding sites. The northeast building corner is to be one level lower, to respond to the height plane where the site falls away.
- The proposed height control is compatible with the immediately adjacent (west) Round Corner Town Centre Expansion Site at 488-494 Old Northern Road, which has maximum height controls at the site ranging from 14m to 18m and can incorporate apartments and townhouses (up to 7 storeys).
- The Preliminary Indicative Concept Plan building envelope demonstrates appropriate front, side and rear setbacks that are consistent with the requirements of the HDCP

2024. This facilitates the inclusion of substantial landscape planting as shown in the Indicative Landscape Concept Plans (Appendix 2), enabling the development to respond to the surrounding environmental character, whilst also screening neighbouring properties to mitigate potential privacy impacts.

- The proposal incorporates a landscape framework that optimises canopy tree retention to Old Northern Road frontage as well as the site's edges when viewed from the public domain. Incorporating lower-level shrubs and groundcover plantings along with planting of Cumberland Plain Woodland species and natives, to create a rich biodiversity that aligns with the surrounding context.

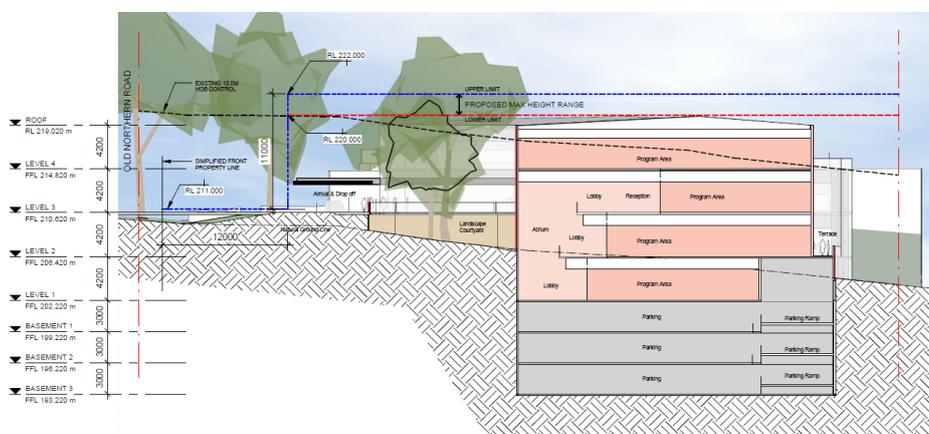


Figure 28 Proposed Section (North-South) (Source: Cox Architecture)

The Urban Design Report including Preliminary Indicative Concept Plans have provided a concept plan for the site to effectively deliver a HSF to provide amenities for the surrounding residents. The proposal responds to the existing topography at the site and incorporates key recommendations from the Visual Impact Assessment (Appendix 10) addressed at Section 5.3.3, which includes:

- *Established trees onsite to be retained where possible, along with new screening vegetation and deep soils is encouraged along Old Northern Road within front setback*
- *Screening vegetation should be provided along the side boundaries to mitigate privacy/overlooking issues*
- *The façade design, particularly fronting Old Northern Road should be high quality and designed to fit in with the surrounding context.*

These design elements have been incorporated into the Preliminary Indicative Concept Plans, demonstrating appropriate urban design at the site.

In addition to the Urban Design Report, a site-specific DCP has been prepared and accompanies the Planning Proposal (Appendix 13). The site-specific DCP establishes the desired future character, as well as specific objectives and controls for the future redevelopment of the site for a HSF.

Visual impact

A Visual Impact Assessment (VIA) was prepared by Architectus and accompanies this Planning Proposal (Appendix 10). The VIA provides an assessment of the visual impacts of the Preliminary Indicative Concept Plan.

The methodology adopted by Architectus is based on the relevant planning principles for view assessment established by the NSW Land and Environment Court and experience in preparing Visual Impact Assessments for a variety of projects.

As shown in Figure 29, the VIA identifies the following key viewpoints and provides an assessment on each:

- View 1: 502 Old Northern Road / corner of Round Corner Town Centre shops
- View 2: Stonelea Court
- View 3: 488-494 Old Northern Road
- View 4: 548 Old Northern Road
- View 5: Franlee Road

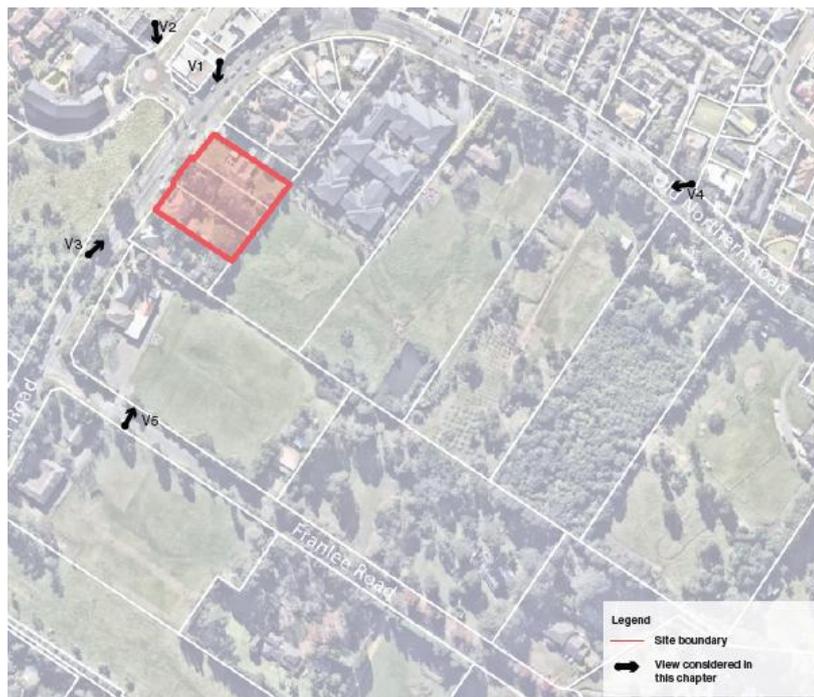


Figure 29: Location of viewpoints (Source: Architectus)

The figures below provide an overview of the existing and indicative photomontage of the proposal.



Figure 30 Viewpoint 1 existing (Source: Architectus)



Figure 31 Viewpoint 1 proposed (Source: Architectus)



Figure 32 Viewpoint 2 existing (Source: Architectus)



Figure 33 Viewpoint 2 proposed (Source: Architectus)



Figure 34 Viewpoint 3 existing (Source: Architectus)



Figure 35 Viewpoint 3 proposed (Source: Architectus)



Figure 36 Viewpoint 4 existing (Source: Architectus)



Figure 37 Viewpoint 4 proposed (Source: Architectus)



Figure 38 Viewpoint 5 existing (Source: Architectus)



Figure 39 Viewpoint 5 proposed (Source: Architectus)

Each viewpoint was assessed based on the following criteria:

- *importance of the view, including:*
 - *any document that identifies the importance of the view*
 - *the number of viewers*
 - *the likely period of view*
 - *the distance to the proposal*
 - *the context of the viewer (i.e. static, dynamic, standing, sitting)*
 - *elements within this view (i.e. iconic water views, obstructions to the view)*
- *the view change*
 - *quantitative extent to which the view will be obstructed or have new elements inserted*
 - *whether any existing elements remain to be appreciated*
 - *any significance attached to the existing view*
 - *any change to whether the view is static or dynamic*

A summary of the VIA findings is provided in the table below:

View	Description	Importance of view	View Change	Overall significance of Visual Impact
1:	Looking south from 502 Old Northern Road	Moderate-High	Low-Moderate	Moderate
2	Looking south-east from Stonelea Court	Moderate	Low-Moderate	Low-Moderate

View	Description	Importance of view	View Change	Overall significance of Visual Impact
3	Looking north from 488-494 Old Northern Road	Low-Moderate	Low	Low
4	Looking south-west from 548 Old Northern Road	Low-Moderate	Negligible	Negligible
5	Looking north from Franlee Road	Low	Negligible	Negligible

Table 14 Summary of proposed viewpoints (Source: Architectus)

As outlined in Table 15, the most significant assessed view (View 1) within the Round Corner Town Centre is considered to experience a 'moderate' visual impact. While this view holds some importance due to high pedestrian activity and the likelihood of people spending short to moderate periods within the area, the proposal will be partly screened by existing mature trees and future landscaping along the site frontage.

The Preliminary Indicative Concept Design also reflects a significant front setback of 19m plus to mitigate this visual impact.

The VIA identifies a low-moderate visual impact for View 2 from the Round Corner Town Centre. Although the proposal will be noticeable, especially for cars leaving the centre, it does not obstruct any important visual features and is suitably scaled for its context. Much of the view will ultimately be filtered by the planned expansion of the future gateway site.

All other views are considered to have a low or negligible impact, including:

- View 3 - looking north, entering the Round Corner Town Centre, where the proposal's significant setback greatly reduces its visual impact.
- View 4 - looking southwest from the continuation of Old Northern Road east of Round Corner Town Centre, where the proposal is obscured by trees.
- View 5 - from Franlee Road, where the proposal will not be visible behind the Maronite Catholic Church.

The VIA concludes that the Planning Proposal will not have a significant impact on views from the surrounding context and is capable of providing a high-quality urban design response to its context.

The following recommendations are provided by the VIA:

- Established trees onsite to be retained where possible, and new screening vegetation and deep soil is encouraged along Old Northern Road within the front setback
- Screening vegetation should be provided along the side boundaries to mitigate any privacy/overlooking issues
- The façade design, particularly fronting Old Northern Road, should be high quality and designed to fit in with the surrounding context

Acoustic

An Acoustic Assessment was prepared by Norrebro Design (Appendix 9) to evaluate existing ambient noise levels and the potential acoustic environment associated with the future development of the site for the purposes of a HSF.

To understand the acoustic environment, Norrebro Design undertook both baseline unattended monitoring and attended measurements at 8 different locations to quantify prevailing acoustic conditions at and around the site. The figures below outline the monitor locations:



Figure 40 Operator attended measurement locations (Source: Norrebro Design)



Figure 41: Unattended noise logger location (Source: Norrebro Design)

The results of the measurements are outlined in the table below:

Location	LAeq (dBA)	L90 (dBA)	Remarks
Attended noise logger measurements			
1	68.8	67.9	Noise dominated by traffic
2	72.8	67.7	Noise dominated by traffic
3	67.3	61.0	Noise dominated by traffic
4	68.9	64.8	Noise dominated by traffic
5	50.1	47.4	Noise dominated by traffic. Some ambient noise
6	47.1	45.5	Noise dominated by ambient noise. Some traffic noise
7	51.8	51.4	Noise dominated by ambient noise (dog barks). Some traffic noise
8	47.9	44.9	Noise dominated by ambient noise. Traffic noise is audible occasionally

Table 15 Hand held survey results (Source: Norrebro Design)

Location	LAeq, Ambient Noise Levels			La90 Rating Background level			Notes
	Day	Evening	Night	Day	Evening	Night	
679 Old Northern Road Dural	61.5	57.4	50.8	53.0	45.4	34.3	No rainfall over the period

Table 16 Noise logger measurements results summary (Source: Norrebro Design)

The nearest affected residence is at 671-673 Old Northern Road, Dural, which shares a boundary with the site.

Based on the operator-attended measurements and the acoustic monitoring data measurements performed onsite, as detailed in Table 15 and Table 16 above, the amenity criteria is detailed in Table 17.

Location	Time	Descriptor	Amenity Noise	Development Emitted Noise
Residence – 671-673 Old Northern Road	0700 to 1800	Leq, 15min, day	50	58
	1800 to 2200	Leq, 15min, evening	45	50
	2200 to 0700	Leq, 15min, night	40	39

Table 17 Recommended maximum development emitted noise at the nearest affected residence (Source: Norrebro Design)

The Acoustic Assessment notes the two important aspects for noise egress control from the redevelopment towards the adjacent properties are mechanical services noise control and traffic noise control.

Based on the acoustic measurements onsite and review of the provided documentation, it is concluded that compliance can easily be achieved with the criteria, provided the recommendations made by Norrebro Design are implemented:

- *mechanical plant shall be selected or acoustically treated such that noise levels at the nearest affected residence do not exceed 40 dB(A) during the night-time period (if in use), 45 dB(A) in the evening (if in use) and 50 dB(A) during daytime operation*
- *provide speed limit signage (10km/h maximum speed) throughout the carpark and driveways*
- *install “Please Respect Our Neighbours by Keeping Vehicle Noise Down” or equivalent signage at the lobby and carpark exit*

Overall, the Acoustic Assessment confirms that the acoustic criteria stipulated in the relevant codes and guidelines can be met at the proposed location in terms of noise emissions towards adjacent properties. It was found that the existing noise levels were generally high, and any future mechanical plant can be acoustically treated to achieve compliance.

Heritage

A Statement of Heritage Impact and Peer Review Assessment (SOHI) prepared by Weir Philips Heritage (Appendix 4) accompanies this Planning Proposal.

As noted, the site has no heritage listed items, however, it is located in proximity to several heritage items listed under Schedule 5 of the HLEP 2013 and THLEP 2019 including:

- Inter-war dwelling at 671-673 Old Northern Road (Local item No.347)
- Roadside Trees along Old Northern Road (Local item No.448)
- Old Northern Road (Archaeological item A12, part of the Great North Road corridor)

The SOHI notes that the site sits within a rapidly urbanising corridor adjacent to the Round Corner Town Centre, where recent and approved developments (including Thompson Health Care, the approved Dural Village at the Round Corner Town Centre Expansion Site and the Maronite Church) have already transformed the local character from semi-rural to urban.

The SOHI further notes that the proposed introduction of a HSF use represents a functional and visual intensification, rather than a change that affects the heritage fabric of any nearby item. The adjoining Inter-War dwelling will remain on its separate allotment, physically unaltered. As such, the SOHI finds that the primary heritage consideration is therefore one of setting and character.

In this regard, the SOHI notes:

- *the semi-rural setting once associated with the heritage dwelling no longer exists.*
- *the area now presents as an urban edge adjoining a commercial precinct; and*
- *the proposed HSF use is consistent with this evolving context*

In light of this, the proposed HSF use is compatible with the site's current and future urban character, and it does not diminish the legibility or significance of the heritage item at 671–673 Old Northern Road.

In relation to the Preliminary Indicative Concept Design, Weir Phillips Heritage notes the increase is unlikely to exacerbate visual or contextual impacts on the adjoining heritage item, due to:

- *the slope of the site ensures the building reads as two storeys from Old Northern Road;*
- *the upper level can be stepped back, reducing visual dominance;*
- *the proposed land use is non-industrial and service-oriented, aligning with the surrounding community and health-related developments; and*
- *the adjoining heritage item will be visually buffered by the retention of existing dense vegetation, deep soil planting and landscaped areas as well as a 6m setback.*

The SOHI emphasises that the significance of the Inter-War dwelling derives from its architectural expression rather than its setting. The existing suburban and commercial surroundings have already diluted any strong landscape or curtilage relationship.

The proposed Additional Local Provision in Part 6 of the HLEP 2013 for a 23-hour HSF will formalise and continue the ongoing transition of this section of Old Northern Road from residential to community and health-related uses, reinforcing the emerging built character of the Round Corner precinct. In this context, the proposal represents a

compatible and positive contribution to the cohesive evolution of the local centre rather than an incompatible land use.

The Roadside Trees item (Item No. 448) remains unaffected by the proposed change of use or height control, being visually and physically separated from the site.

Overall, the assessment notes the Planning Proposal achieves an acceptable and balanced outcome and is appropriate from a heritage perspective and does not present any grounds to preclude the intended Additional Local Provision in Part 6 of the HLEP 2013 or the prescribed RL.

Transport and Traffic

A Transport Impact Assessment (TIA) has been prepared by The Transport Planning Partnership (TTPP) and is provided at Appendix 11. The TIA assesses the proposal's impact on traffic generation, and transport requirements needed to support the proposed HSF.

Existing Conditions

The site is currently occupied by three residential dwellings, which are accessed via three separate vehicle crossovers to Old Northern Road.

The TIA describes the surrounding road network as:

- *Old Northern Road: a state arterial road providing a north-south link to the wider regions of Sydney's north. In the immediate vicinity of the site, the road is configured as a two-way road with two traffic lanes provided in each direction. The posted speed limit along Old Northern Road is 60km/h*
- *Franlee Road: a local no through road primarily catering to residents and the current childcare centre. Franlee Road is an undivided two-way road with a sealed pavement width of approximately 5.7m. There are no parking restrictions along both sides of the road. There is no posted speed limit on Franlee Road, therefore, the default speed limit on it is 50km/h*
- *Stonelea Court: is a local road that provides access to a retirement village (Mountainview Retreat Retirement Village), seniors housing (Bupa Dural) and Round Corner Town Centre Retail Precinct. It is a two-way road with one lane in either direction. Kerbside parking is only permitted for residents and visitors of the Mountainview Retreat Retirement Village. There is a sign posted speed limit of 25km/h.*

On 18 October 2025, TTPP undertook an intersection count to assess the existing traffic conditions. The following intersections are located within close proximity to the site:

- *Old Northern Road / Kenthurst Road (signal-controlled)*
- *Old Northern Road / Stonelea Court (priority-controlled)*
- *Old Northern Road / Franlee Road (priority-controlled)*

The peak hours of the above three intersections which are located close to the site are as follows:

- AM peak: 8:00am – 9:00am
- PM peak: 4:30pm – 5:30pm

As identified within the TIA, a pedestrian footpath is provided along the west side of Old Northern Road, with a refuge island located on Old Northern Road south of Stonelea Court providing a designated midblock crossing location. The Old Northern Road and Kenthurst Road signalised intersection has signalised pedestrian crossings on Kenthurst Road and Old Northern Road east approaches.

The site is well serviced by existing bus services along Old Northern Road, providing connections to Castle Hill, Parramatta, Pennant Hills and the Sydney CBD. The nearest bus stops are located 85m north of the site (northbound stop) and directly in front of the site (southbound stop).

Although the site is well connected to Castle Hill and Parramatta, public transport access to Hornsby Ku-ring-gai Hospital and the future Rouse Hill Hospital is limited. This further supports the strategic need for a localised health facility within Dural, consistent with the 30-minute city, and the North District Plan’s Health precinct objectives and TfNSW’s *Future Transport Strategy’s* 15-minute neighbourhood goal.

The *Hornsby Shire Cycling Map 2008* (Figure 42) identifies that there are low to moderate difficulty cycling routes with off-road formed cycle paths along the western side of Old Northern Road in proximity to the site.

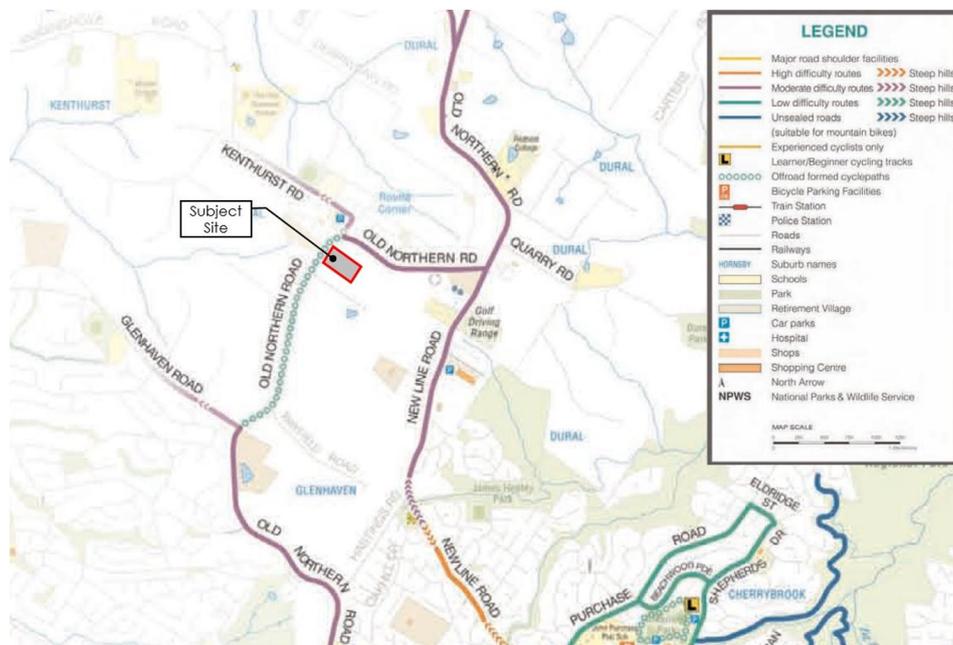


Figure 42 Hornsby Shire Cycling Map 2008 (Source: TTPP)

Access

In response to previous TfNSW feedback, the Preliminary Indicative Concept Plan proposes a single consolidated driveway to Old Northern Road, restricted to left-in and left-out movements.

The driveway has been designed to comply with AS2890.1:2004 with sufficient width for two-way car movements and service vehicles. The Preliminary Indicative Concept Plan access layout includes:

a drop-off and pick-up area fronting Old Northern Road for patients and visitors

- a dedicated loading and ambulance bay adjoining building entry, and
- basement car parking accessed via the same frontage with ample internal circulation

The internal road network will allow forward entry and exit movements and accommodate up to an 8.8 medium rigid vehicle (MRV), suitable for required medical deliveries, waste collection and health service operations. Pedestrian connections are provided to the existing bus stop directly outside the site and to the pedestrian refuge island on Old Northern Road. These will be reinforced by a new footpath and verge works (subject to a letter of offer and ongoing discussion with Council and TfNSW).

Car Parking

The HDCP 2024 prescribes the following car parking rates that would be applicable to the type of land uses envisaged for the site:

Use	Parking Rate
Health consulting rooms	3 spaces per consulting room
Medical centres	4 spaces per consulting room
Business or office premises	1 space per 40m ² of GFA
Shops	1 space per 20m ² of GFA
Cafes or restaurants	15 spaces per 100m ² GFA plus 15 spaces per 100m ² of outdoor seating area

Table 18: Applicable car parking rates (Source: HDCP 2024)

As stated within the TIA, the following HDCP 2024 requirements will be considered as part of the future DA:

- *Car spaces that are available to visitors should be designed as User Class 3 spaces (2.6m x 5.4m long and 5.8m wide aisle) to comply with Australian Standards.*
- *For any car spaces designated specifically for staff (i.e. must be line-marked accordingly or segregated from visitor parking) these can be designed as User Class 1A spaces (2.4m wide x 5.4m long and 5.8m wide aisle).*
- *The HDCP requires a minimum accessible car parking space for a HSF to be provided at 3-4% of total car spaces.*
- *Motorcycle parking should be provided at a rate of one space per 50 car parking spaces.*
- *The HDCP does not specify bicycle requirements for a HSF. NSW Planning Guidelines for Walking and Cycling suggest that bicycle parking should be provided*

at 5-10% of staff for long-term staff parking and 5-10% of staff for short-term visitor parking for a HSF. Any future DA will consider the provision of bicycle parking.

Traffic Generation

The traffic generation potential of the proposed planning control changes has been determined with reference to the *TfNSW Traffic Study of Medical Centres*, prepared by TEF Consulting.

As part of feedback received from TfNSW on the previous Planning Proposal for the site in 2022 and reiterated in recent upfront discussions with TfNSW in preparing this Planning Proposal, TfNSW requested that following trip generation rates derived from the nearby Dural Medical Centre surveyed by TfNSW be adopted for this traffic impact assessment:

- 7.7 trips per 100m² GFA (weekday AM Peak); and
- 12.3 trips per 100m² GFA (weekday PM Peak)

It is important to note, while these rates are considered conservative, they are not reflective of the mixed-use health services and specialist nature of the proposal as:

- the Dural Medical Centre comprises a GFA (235m²) that is 25 times smaller than the proposed indicative GFA (6,268m²).
- the sites surveyed by TfNSW (in the *Traffic Study of Medical Centres*), including Dural Medical Centre, are predominantly GP style medical centres, whereas the proposed HSF envisaged for the site would provide a broader range of services including consulting rooms, day hospital, imaging, laboratory and/ or diagnostics as well as ancillary pharmacy and café.
- the Dural Medical Centre site is an outlier in the data set, exhibiting significantly higher traffic generation rates, particularly during the weekday evening peak period, where the traffic generation rate is approximately double the average of the other Sydney sites.
- TfNSW acknowledges this significant difference and requested that it be considered nonetheless given the site and Dural Medical Centre locations.

While these rates are not considered to be representative of the HSF envisaged for the site, this traffic impact assessment has adopted the Dural Medical Centre rates as specifically requested by TfNSW and TTPP believe this represents an absolute worst case scenario if the full development was operating as a GP style medical centre with 125 consulting rooms each occupied by a GP.

Based on a GFA of 6,268m², the proposed HSF could generate approximately:

- 483 vehicle trips per hour (AM Peak)
- 771 vehicle trips per hour (PM Peak)

To put these numbers into perspective, this weekday afternoon peak hour traffic generation is the equivalent of eight vehicle trips per minute or a vehicle every eight seconds, which is excessive and why considered the absolute worst-case scenario.

Traffic impact - Intersection Operation

The modelling results for the surveyed conditions are shown in the tables below for the weekday AM and weekday PM peak hours.

The following scenarios have been prepared off the SIDRA modelling, a computer-based modelling package which calculates intersection performance.

- Scenario 1: surveyed existing conditions (2025)
- Scenario 2: 2036 future base case (includes background traffic and cumulative traffic from approved developments)
- Scenario 3: 2036 plus development traffic

Intersection	Scenario 1 (existing 2025 Conditions)		Scenario 2 (year 2036 base)		Scenario 3 (2036 + development)	
	Ave delay	LoS	Ave Delay	LoS	Ave Delay	LoS
Old Northern Road / Kenthurst Road (Traffic Signals)	35	C	30	C	55	D
Old Northern Road / Stonelea Court (Priority Controlled)	92	F	60	E	156	F
Old Northern Road / Franlee Road (existing priority controlled, future signalised)	47	D	31	C	44	D
Old Northern Road / New Line Road (Roundabout)	29	C	87	F	113	F
Old Northern Road / Glenhaven Road (Traffic Signals)	19	B	22	B	24	B

Table 19: SIDRA Modelling Results - Weekday AM Peak Hour (Source: TTPP)

Intersection	Scenario 1 (existing 2025 Conditions)		Scenario 2 (year 2036 base)		Scenario 3 (2036 + development)	
	Ave delay	LoS	Ave Delay	LoS	Ave Delay	LoS
Old Northern Road / Kenthurst Road (Traffic Signals)	26	B	20	B	50	D
Old Northern Road / Stonelea Court (Priority Controlled)	64	E	43	D	269	F
Old Northern Road / Franlee Road (existing priority controlled, future signalised)	34	C	51	D	91	F

Intersection	Scenario 1 (existing 2025 Conditions)		Scenario 2 (year 2036 base)		Scenario 3 (2036 + development)	
	Ave delay	LoS	Ave Delay	LoS	Ave Delay	LoS
Old Northern Road / New Line Road (Roundabout)	30	C	52	D	76	F
Old Northern Road / Glenhaven Road (Traffic Signals)	20	B	22	B	25	B

Table 20: SIDRA Modelling Results - Weekday PM Peak Hour (Source: TTPP)

The findings of the modelling for the Planning Proposal confirm the generation of 770 vehicle trips during the weekday afternoon peak hour, which would challenge the surrounding road network and would coincide with the operation and traffic generation of the town centre.

However, as stated above, this is the worst-case scenario modelling and does not reflect the operational intent of the 23-hour HSF that includes diversified health uses.

Given this, the TIA recommends updated modelling will be required for any future DA when specific details of the HSF offerings are confirmed that would allow a more detailed traffic generation assessment to be completed. The detailed traffic generation assessment should consider the specific services proposed and possible surveys of comparable sites to have better representation of the possible traffic generation noting that the use of the Dural Medical Centre surveyed rates as required by TfNSW is considered an absolute worst-case scenario if the full development was operating as a GP style medical centre with 125 consulting rooms each occupied by a GP.

Development Traffic Distribution

The development traffic has been distributed to the surrounding network, as shown in the figure below.

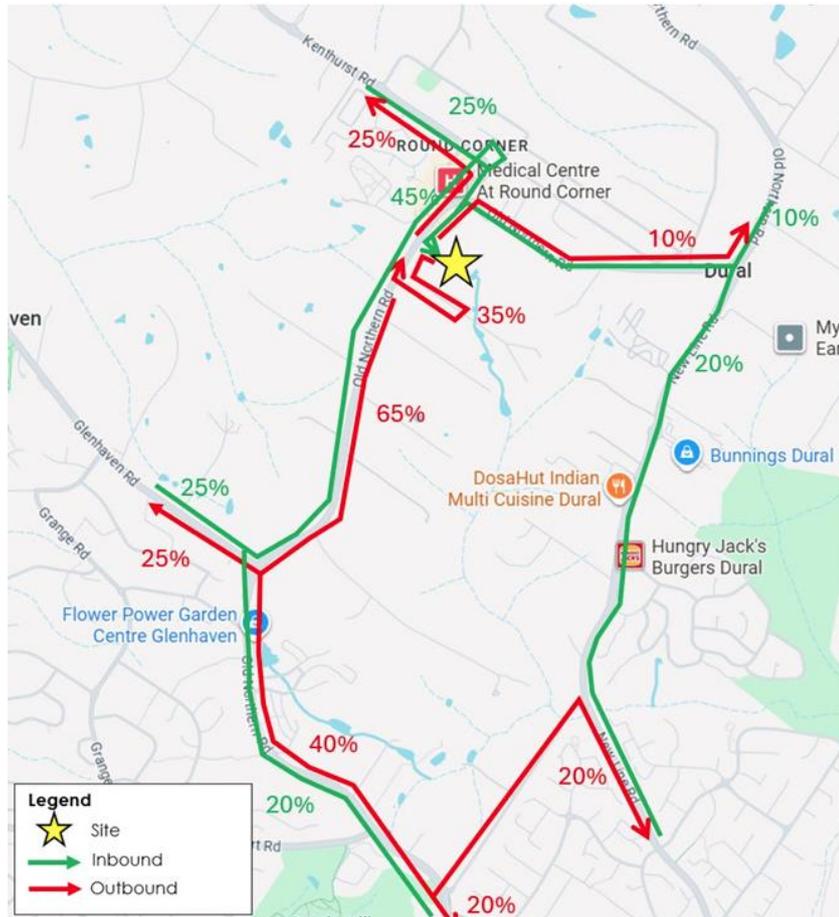


Figure 43 Development Traffic Distribution (Source: TTPP)

Visitors approaching from the north can access the site via a left turn. It is assumed approximately 35% of vehicles will turn left onto Franlee Road, perform a U-turn and head northbound. In future, an additional option will be available via the signalised intersection, allowing vehicles to travel south, turn right into the future Council road as a part of the Round Corner Expansion Site, and return to Old Northern Road northbound.

This represents a worst-case scenario, as it is anticipated that some visitors will instead turn right at the future signalised intersection of Old Northern Road and Franlee Road and use the new roundabout within the approved Dural Village Dural Village at the Round Corner Town Centre Expansion Site to go northbound.

Visitors travelling from the south will use the roundabout on Kenthurst Road to perform a U-turn and then turn left into the site, while vehicles exiting the site will be able to turn left onto Old Northern Road to travel southbound.

Summary

Overall, TTPP's TIA details the assessment and implications of the proposed HSF onsite. The key findings of this report are below:

- Access to the site will be provided via a consolidated driveway on Old Northern Road, permitting left-in/left-out movements as requested by TfNSW as part of the previous planning proposal.
- The applicable HDCP 2024 parking and loading requirements have been documented and to be considered as part of a future DA.
- The Planning Proposal changes have the potential to generate 483 vehicle movements per hour in the weekday morning peak and 771 vehicle movements per hour in the afternoon peak based on the Dural Medical Centre traffic generation rates TfNSW requested be adopted.
- The vehicle trip generation rate requested to be used by TfNSW is not considered appropriate as it does not reflect the HSF proposed in the Preliminary Indicative Concept Plan and is an absolute worst-case scenario. Any future DA should consider the specific land uses proposed and compare them against other sites that show representation of traffic generation.
- The worst-case scenario modelling undertaken by TTPP found that, as a result of traffic increases in the area resulting from nearby approved developments, in addition to the worst-case development traffic, the LoS of some intersections in 2036 will be operating close to or above capacity.

As such, updated modelling will be required for any future DA when specific details of the HSF are confirmed which will allow for a more detailed traffic generation assessment to be completed.

Feasibility Study

The Planning Proposal is accompanied by a Health Planning Strategic Demand Analysis (Feasibility Report) prepared by Health Projects International (HPI) (Appendix 5). The report confirms a significant unmet need for private health services in Dural and the broader Hornsby Shire and The Hills Shire catchments. The study identifies no licensed hospitals within 5km of the site and no acute services to the north of Dural, resulting in a substantial outflow of patients to Hornsby and Norwest.

The Feasibility Study found:

- Population and Demand
 - The catchment is a high-growth area with an ageing population, with persons aged 65+ projected to increase significantly by 2045
 - Demand for same-day procedures is projected to rise sharply, with an undersupply of 109 places by 2025, growing to 552 by 2045
 - Demand modelling supports the addition of four new GP consultation rooms annually to meet growth in local healthcare utilisation
- Supply and Service Gaps
 - There are no same-day hospitals or surgical centres within 5km, and limited GP and allied health coverage

- The analysis shows significant undersupply in acute, diagnostic, and outpatient services, with a need for integrated private healthcare facilities in the area
- Existing competitors (Hornsby Ku-ring-gai, Norwest, Pennant Hills, Lakeview) are located beyond the primary catchment and largely serve a different population
- Strategic Alignment
 - The proposal aligns with NSW Health's *Future Health Report*, which supports decentralised, community-based care models and same-day surgical hubs
 - The proposal complements, not competes with, the planned Rouse Hill Public Hospital, which will focus on public, overnight, and emergency care
 - The Dural Health Hub supports the policy shift toward community-centred, multidisciplinary health precincts that deliver care closer to home
- Socioeconomic Context
 - The catchment LGAs (Hornsby Shire and The Hills Shire) are among the most socioeconomically advantaged in NSW, with high private health insurance coverage (approx. 67%) and strong capacity to support private healthcare services

The Feasibility Study supports the establishment of a multi-disciplinary HSF, including:

- Day surgery and operating theatres
- Short-stay surgical beds
- GP medical centre
- Specialist consulting suites
- Pathology collection and imaging
- Allied health services

The Dural Health Hub is feasible, strategically justified and community-responsive, addressing an identified service gap in healthcare provisions. It will provide high-quality, accessible health services, relieve pressure on the public hospital network, and align with State planning and health policy objectives, promoting decentralised and preventative care.

Stormwater Management Plan

A Stormwater Management Plan accompanies this Planning Proposal at Appendix 6. The plan demonstrates that the proposed development can be appropriately served by an onsite stormwater detention (OSD) system designed to maintain post-development flows to pre-development conditions.

Key elements include:

- *Provision of an on-site detention tank with a storage capacity of approximately 220m³, located along the southern boundary of the site.*
- *The drainage easement will be formalised at the Development Application stage under a Deed of Agreement with provision for confirmation under section 88K as per Council's advice dated (10/11/25), to connect into the existing stormwater basin located on the 705-717 Old Northern Roads property, along the undeveloped rear of the site.*

The concept stormwater plans demonstrate that runoff will be effectively managed onsite, meeting Council's stormwater quality requirements.

Sewage

A Sewage Management Plan accompanies this report in Appendix 13. This plan outlines the strategy for connecting the proposed HSF to existing Sydney Water infrastructure, with a new main connection and retention of existing mains adjoining the Thompson Health Care facility. The design demonstrates that the proposed development can be serviced by the existing sewer network without adverse effects on existing facilities.

Has the Planning Proposal adequately addressed any social and economic effects?

Economic Impact Assessment

An Economic Impact Assessment (EIA) has been prepared by Atlas Economics and is provided in Appendix 3. It demonstrates that the proposed Dural Health Hub will deliver significant economic benefits to the local and regional economy throughout the construction and operational phases of the development.

During the construction phase, the proposal is expected to generate substantial economic activity, supporting local employment and investment. The assessment in the EIA estimates that construction of the proposal will generate:

- \$57.7 million in economic output, including \$35 million in direct activity,
- \$18.7 million in contribution to gross regional product (GRP), including \$7.9 million directly,
- \$12.5 million in household income, \$6.7 million in direct wages and salaries, and
- The creation of approximately 119 full-time equivalent (FTE) jobs, including 49 FTE directly involved in construction activities

These figures demonstrate the proposal's immediate positive influence on local economic performance and construction sector employment within the Hornsby Shire LGA.

During the operational phase, the Dural Health Hub will generate enduring economic benefits associated with its ongoing operation, including:

- \$53 million in total annual output, including \$30.1 million in direct activity
- \$33.3 million annual contribution to gross domestic product (GDP), including \$20.8 million directly
- \$28.9 million in wages and salaries for local workers, including \$22.3 million in direct income, and
- Around 300 ongoing FTE jobs, of which 214 FTE will be located onsite

This level of sustained employment and economic output will make a significant contribution to Hornsby Shire's employment base, particularly within the health and social assistance sector, as stated previously, one of the area's fastest-growing industries.



Beyond the above quantified benefits, the proposal is strategically aligned with the objectives of the NSW Government and Council to strengthen the health and social service sector as a key driver of employment growth. The Dural Health Hub will:

- Respond to unmet demand for day surgery, outpatient care, specialist consultation and medical imaging identified in the HPI feasibility study, addressing existing service undersupply in the region,
- Create local employment opportunities by contributing to providing skilled jobs within the LGA and from the region.
- Supporting integrated models of care consistent with the NSW Health Strategic Framework (2022 – 2032) by facilitating non-hospital-based and community-embedded services,
- Stimulate complementary activity in the Round Corner Town Centre, drawing visitation from a broader catchment and supporting local retail and businesses, and
- Complement development on the Round Corner Expansion Site, reinforcing the role of Dural as a vibrant, mixed-use Town Centre that provides a range of services.
- Responds to the rapid acceleration of the ageing population within the catchment area that's well beyond the state average (34% of residents projected to be 65 years and over by 2031)

The EIA provided in Appendix 3 confirms the Dural Health Hub will deliver a net positive economic impact at both the local and regional levels. The proposal will provide construction employment, stimulate long-term economic activity and strengthen the local health services network without an adverse effect on existing commercial centres. In doing so, it will contribute directly to the realisation of State and local strategic planning objectives for employment growth, community health provision and economic resilience.

Social Impact Assessment

The proposal will have significant positive social impacts as:

- The Planning Proposal will facilitate the future redevelopment of the site as a diversified HSF encompassing specialist and allied health services along with 23-hour hospital services, contributing to the availability of services within the area.
- The proposal will provide a HSF that will cater for the identified population growth and ageing demographic structure of Dural and the broader Hornsby Shire and The Hills Shire LGAs, facilitating residents to 'age in place'.
- The proposal will create synergistic benefits contributing to the trading potential of the wider Round Corner Town Centre through increased visitation and onsite employment, as well as neighbouring seniors living developments.
- The proposal will contribute to the urban renewal of Round Corner Town Centre as it supports the realisation of the economic, social and place making opportunities created by appropriately locating a HSF within the footprint of an existing town centre.
- It will provide an appropriate transition between the Round Corner Town Centre Expansion Site to the west and the semi-rural landscape to the east. The Planning Proposal is accompanied by a Public Benefit Offer Proposal that outlines the items which the Applicant may include in a VPA. The Letter identifies these items will provide key public benefits associated with the future redevelopment of the site, comprising of public domain and pedestrian accessibility works which will integrate with and complement recently approved public domain works associated with the

Maronite Church at 669 Old Northern Road and the Round Corner Town Centre Expansion Site at 488-494 Old Northern Road. This will contribute to the creation of a walkable town centre north of Franlee Road and improved pedestrian connectivity and accessibility within the broader Round Corner Town Centre.

- The Planning Proposal will help establish Dural as a 15-minute neighbourhood providing day to day needs, including health services, locally, in accordance with TfNSW's *Future Transport Strategy*. By locating essential health services within the Dural community, the proposal facilitates the reduction in travel times, improves service equity for older residents, and strengthens social cohesion.
- The Planning Proposal will facilitate equitable access to care, which is identified as a key determinant of social wellbeing in the Committee for Sydney's *Raising Sydney's Care Factor (2025)* Report.

5.3.4 Section D: Infrastructure

Is there adequate public infrastructure for the Planning Proposal?

Further development of the site will make use of existing public infrastructure and services, including connections to water, sewerage, electrical and telecommunication infrastructure. Nonetheless, these may need to be upgraded to service the proposal. These matters will be addressed in any relevant DA.

5.3.5 Section E: State and Commonwealth Interests

What are the views of state and federal public authorities and government agencies consulted in order to inform the Gateway Determination?

The Applicant has consulted with the Council and TfNSW prior to the lodgement of this proposal. Feedback provided during these stages has been incorporated into the Planning Proposal and discussed in Section 5.3.3 and the Traffic Impact Assessment prepared by TTPP (Appendix 11).

Consultation with Council and TfNSW will continue once the Planning Proposal has been referred for its review and subsequent issuing of a Gateway Determination. Consultation with other relevant State and Commonwealth public authorities will also be carried out at the Gateway Determination stage.

5.4 Part 4: Mapping

As the proposal only seeks to introduce a new Additional Local Provision in Part 6 of the HLEP 2013, no mapping change is proposed.

5.5 Part 5: Community Consultation

As noted in Section 1.4, the Applicant and project team have undertaken initial stakeholder consultation and copies of correspondence are provided at Appendix 14.

Public exhibition and further community consultation will take place following lodgement and a Gateway Determination. The Applicant will continue to consult with Council following the lodgement of the Planning Proposal.



5.6 Part 6: Project Timeline

The proposed project timeframe for the completion of the Planning Proposal is dependent on the nature of any additional information that may be required by Council and DPHI, including the need for agency and community consultation. The Applicant proposes to work in collaboration with Council, DPHI and other relevant agencies on a proposed project timeline.

The Planning Proposal is categorised as a standard Planning Proposal per DPHI's LEP Making Guideline. An indicative timeline is provided below.

Stage	Timeframes
Stage 1 – Pre-lodgement	50 days (completed)
Stage 2 – Planning Proposal	95 days
Stage 3 – Gateway Determination	25 days
Stage 4 – Post-Gateway	50 days
Stage 5 – Public Exhibition & Assessment	95 days
Stage 6 – Finalisation	55 days
Sub-total (DPHI target)	225 (working days)
Total	320 days

Table 21 Project Timeline



6 Conclusion

The Planning Proposal has been prepared in accordance with Clause 3.33 of the EP&A Act, as well as the DPHI's LEP Making Guideline and relevant Section 9.1 Directions. The Planning Proposal is supported by technical information and investigations to justify the proposed amendments to the HLEP 2013.

The Planning Proposal seeks to introduce a new Additional Local Provision in Part 6 of the HLEP 2013 that would allow development for the purposes of a HSF with a:

- maximum floor space ratio of 1.2:1
- maximum height within a RL of 220m to 222m, allowing for a two storey frontage to Old Northern Road.

The future 23-hour HSF will accommodate a mix of specialist and health services consistent with the land use definition under the HLEP 2013. Amending the HLEP 2013 to permit a 23-hour HSF will facilitate the provision of essential services for the local community in accordance with State and local strategic objectives.

The proposal seeks to enhance the site's strategic location within the proximity of the Round Corner Town Centre and to address the demand for health infrastructure in the area. The site is zoned RU2 Rural Landscape, however, due to its location and adjoining land uses it cannot achieve any meaningful rural and/or agricultural land uses at the site. The redevelopment of the site will provide a complementary land use to the Round Corner Town Centre and fill a gap in the existing health services.

The proposal will strengthen the local and regional economy, will contribute to the provision of health infrastructure, and provide much-needed service and employment opportunities in the fastest growing employment sector.

The Planning Proposal demonstrates consistency with the aims of the *Greater Sydney Region Plan* and *North District Plan*. The Planning Proposal is consistent with key Government priorities and objectives that address gaps identified in the existing state-level strategic plans. The proposed HSF supports the *Future Transport Strategy* and NSW Health's *Future Health Report*. The HSF will contribute to the broader objectives of decentralising care away from major hospitals and foster the 15-minute neighbourhood to better serve the local community.

In accordance with the LEP Making Guidelines, the Planning Proposal is underpinned by a clear strategic rationale, as:

- it responds to emerging Government priorities and a change in circumstance not captured by the current planning framework
- it is consistent with the Committee for Sydney's *Raising Sydney's Care Factor* (2025), which advocates for co-located health and aged care services
- it meets demonstrated market demand for health services, as stated in the Economic Impact Assessment (Appendix 3) and Health Planning Strategic Demand Analysis (Feasibility Report) Appendix 5), which identify no day surgeries or hospitals within 5km of the site and a predicted undersupply of services from 2025-2045



- it complements the evolving mixed-use and commercial character of the surrounding urban environment, including the Round Corner Town Centre Expansion Site, where recent approvals have contributed to a more intensive built form
- the site and its context are no longer suited to the RU2 Rural Landscape zone, as the surrounding uses make it unable to support viable agricultural uses

The Planning Proposal also delivers notable public benefits, including:

- new health services for current and future residents of Dural, Round Corner, the wider Hornsby Shire and The Hills LGA's, to service the growing ageing population
- positive economic outcome for the Hornsby Shire, including an ongoing 300 jobs
- a development that is both commercially viable and socially beneficial, consistent with State and local priorities that strengthen the health system, expand employment opportunities and improve access to care from major hospital precincts, that are more accessible within communities and promote active transport.

Given the strength of the strategic merit, site specific merit and clear public benefits, it is considered that a compelling case exists for Council, as the Planning Proposal Authority, to refer the Planning Proposal to DPHI for review and the issuing of a Gateway Determination.



JMJ Properties & Projects Pty Ltd
 ABN 66 601 396 776
 Suite 14, Level 6, 8 Elizabeth Macarthur Place, Bella
 Vista, NSW, 2153
 Norwest Business Park | The Bond

By Email -

Wednesday, 18 March 2026

Hornsby Shire Council
 296 Peats Ferry Road
 HORNSBY NSW 2077
Attention: The General Manager

Dear The General Manager,

LETTER OF OFFER – PLANNING AGREEMENT IN ASSOCIATION WITH PLANNING PROPOSAL AT 675-677, 679-681 AND 683-685 OLD NORTHERN ROAD, DURAL

We, JMJ Properties & Projects Pty Ltd (JMJ), make the following offer to enter into a Planning Agreement with Hornsby Shire Council (Council), on the terms set out in this letter.

1.0 Parties to the Planning Agreement

We propose that the parties to the Planning Agreement be:

- (a) Hornsby Shire Council
- (b) JMJ Properties & Projects Pty Ltd
- (c) Transport for NSW*

*Subject to the outcome of the updated Traffic Impact Assessment (TIA) that will be undertaken during the Post Gateway Determination phase, Transport for NSW may be a Party to the Planning Agreement.

Written consent of JMJ and all affected landowners are enclosed at the end of this letter.

2.0 Description of the property

The property to which this Planning Agreement will relate is detailed in Table 1 below:

Table 1: Description of the site

Address	Lot and DP
675-677 Old Northern Road, Dural	Lot 2/-/DP393694
679-681 Old Northern Road, Dural	Lot 3/-/DP395437
683-685 Old Northern Road, Dural	Lot 1/-/DP120004

Private and Confidential – Not for Circulation

ATTACHMENT 2 - ITEM 4

3.0 Details of the Planning Proposal

The proposed Planning Agreement is associated with a Planning Proposal, which seeks to amend the Hornsby Local Environmental Plan 2013 (HLEP 2013), the primary environmental planning instrument applicable to the site.

Specifically, the Planning Proposal seeks to introduce an Additional Local Provision in Part 6 of the HLEP 2013 that applies to the site, that:

- Permits the use of a Health Services Facility (HSF)
- prescribes a maximum floor space ratio (FSR) of 1.2:1 for a HSF
- prescribes a maximum building height within a Reduced Level (RL) of 220m to 222m for a HSF, allowing for a two storey frontage to Old Northern Road.

For clarity, it is intended that the proposed maximum FSR and building RL height will not be applicable to any other land use on the site, other than for a HSF.

No changes are proposed to the existing RU2 Rural Landscape or SP2 Infrastructure zonings of the site.

The Urban Design Report prepared by Cox Architecture (Attachment A) includes a Preliminary Indicative Concept Design for the site, which outlines one example how the site could be developed in response to the proposed amendments to the HLEP 2013.

4.0 Contributions and timing

The Planning Proposal will provide significant community benefits through the provision of additional health and medical services, specifically a 23-hour health services facility, that will cater for existing and future population growth and an ageing demographic structure of the Dural locality and the broader Hornsby Shire and The Hills Shire LGAs.

A potential monetary contribution of \$1.1 million may be included in a letter of offer by JMJ to assist Council with the delivery of public benefit works in the Dural locality including but not limited to upgrades and improvements to infrastructure, streetscape, public domain amenity, active and public transport, accessibility and safety.

This potential development contribution may change subject to the outcomes of the updated TIA during the Post Gateway Determination phase and discussions with Transport for NSW.

This offer to enter into a Planning Agreement is made on the basis that the Planning Proposal proceeds to a Gateway Determination, on terms that are acceptable to JMJ and as agreed in advance with Council. The Planning Agreement will be finalised and executed prior to the HLEP 2013 amendment being made.

5.0 Application of Section 7.11, 7.12, or 7.24 of the Environmental Planning and Assessment Act 1979

The value of the contributions and benefits associated with this Planning Agreement will not exclude any contributions required under sections 7.11, 7.12, or 7.24 of the Environmental Planning and Assessment Act 1979.

It is understood that the section 7.11 development contribution is not applicable to the proposal.

It is understood that the *Hornsby Shire Council Section 7.12 Development Contributions Plan 2019 – 2029* does apply to the proposal at the Development Application stage as a HSF falls under the category of “any other development”. Under this plan, a contribution of 1% of the development costs for all developments over \$200,000 is required at the DA stage.

Based on an Estimated Development Cost (EDC) of \$60 million in accordance with the Preliminary Indicative Concept Design, the Section 7.12 Development Contribution is expected to be in the order of \$600,000.

The proposed total potential development contribution of \$1.7 million reflects 2.8% of the project’s EDC.

6.0 Resolution of Disputes and Enforcement

JMJ encourages a collaborative effort between MJM and Council to identify some of the public benefit works that the potential monetary contribution will be attributable that may inform a letter of offer and the Planning Agreement.

If there is a dispute between the parties to the Planning Agreement, MJM is opened to participating in a mediation process. Other methods of resolving any dispute are to be specified in the Planning Agreement.

To allow for enforcement of the Planning Agreement, security will be provided to Council.

8.0 Costs

We agree to pay Council’s reasonable costs incurred in the Planning Agreement process, including all reasonable legal fees and if applicable, reasonable consultant fees. We understand that invoices are required to be paid by the due date and in circumstances where payment is not made, it is acknowledged that Council will cease work in relation to the matter.

9.0 Relevant Policies and Templates

We have prepared this Letter of Offer having regard for Council’s Planning Agreement Policy, Planning Agreement Template and Explanatory Note template. We acknowledge that if Council accepts this Letter of Offer, the future planning agreement and explanatory note will be negotiated and prepared in accordance with those policies and templates.

10.0 Conclusion

We request Council's acceptance of this Letter of Offer.

Should you have any questions or require further information, please contact Lauren Donohoe, Keylan Consulting at [REDACTED] and [REDACTED]

Yours sincerely,

[REDACTED]

Steven Jacobs
JMJ Properties & Projects Pty Ltd

21 November 2025

Acting General Manager
Mr. Glen Magus
Hornsby Shire Council
PO Box 37, Hornsby NSW 1630
Attention: Mr. Glen Magus

Dear Mr. Magus,

Landowners Consent - Planning Proposal in relation to LOT 1 DPI20004 No. 683-685 Old Northern Road, Dural

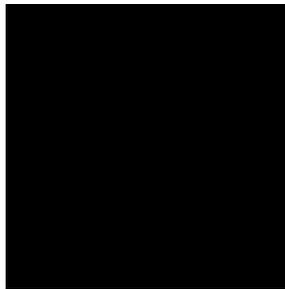
We Vera & David Kulbicki are the owner of the above lot. We hereby grant owners consent for Keylan Consulting to lodge this Planning Proposal in relation to the above property with Hornsby Shire Council.

David & Vera Kulbicki has made Nil Political Donations to disclose under the *Local Government and Planning Legislation Amendment (Political Donations) Act 2008*.

Yours sincerely,



Vera Kulbicki



David Kulbicki

21 November 2025

Acting General Manager
Mr. Glen Magus
Hornsby Shire Council
PO Box 37, Hornsby NSW 1630
Attention: Mr. Glen Magus

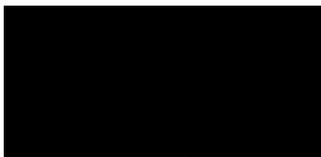
Dear Mr. Magus,

Landowners Consent - Planning Proposal in relation to LOT 3 DP395437 No. 679-681 Old Northern Road, Dural

Australian United Securities Pty Ltd is the owner of the above lot. We hereby grant owners consent for Keylan Consulting to lodge this Planning Proposal in relation to the above property with Hornsby Shire Council.

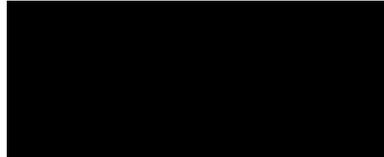
Australian United Securities Pty Ltd has made Nil Political Donations to disclose under the *Local Government and Planning Legislation Amendment (Political Donations) Act 2008*.

Yours sincerely,



Sandra Farrow
Director

Australian United Securities



Jude Jacobs
Director

Australian United Securities

21 November 2025

Acting General Manager
Mr. Glen Magus
Hornsby Shire Council
PO Box 37, Hornsby NSW 1630
Attention: Mr. Glen Magus

Dear Mr. Magus,

Landowners Consent - Planning Proposal in relation to LOT 2 DP393694 No. 675 - 677 Old Northern Road, Dural

The Trustee for Sanova Dural Trust is the owner of the above lot. We hereby grant owners consent for Keylan Consulting to lodge this Planning Proposal in relation to the above property with Hornsby Shire Council.

The Trustee for Sanova Dural Trust has made Nil Political Donations to disclose under the *Local Government and Planning Legislation Amendment [Political Donations] Act 2008*.

Yours sincerely,

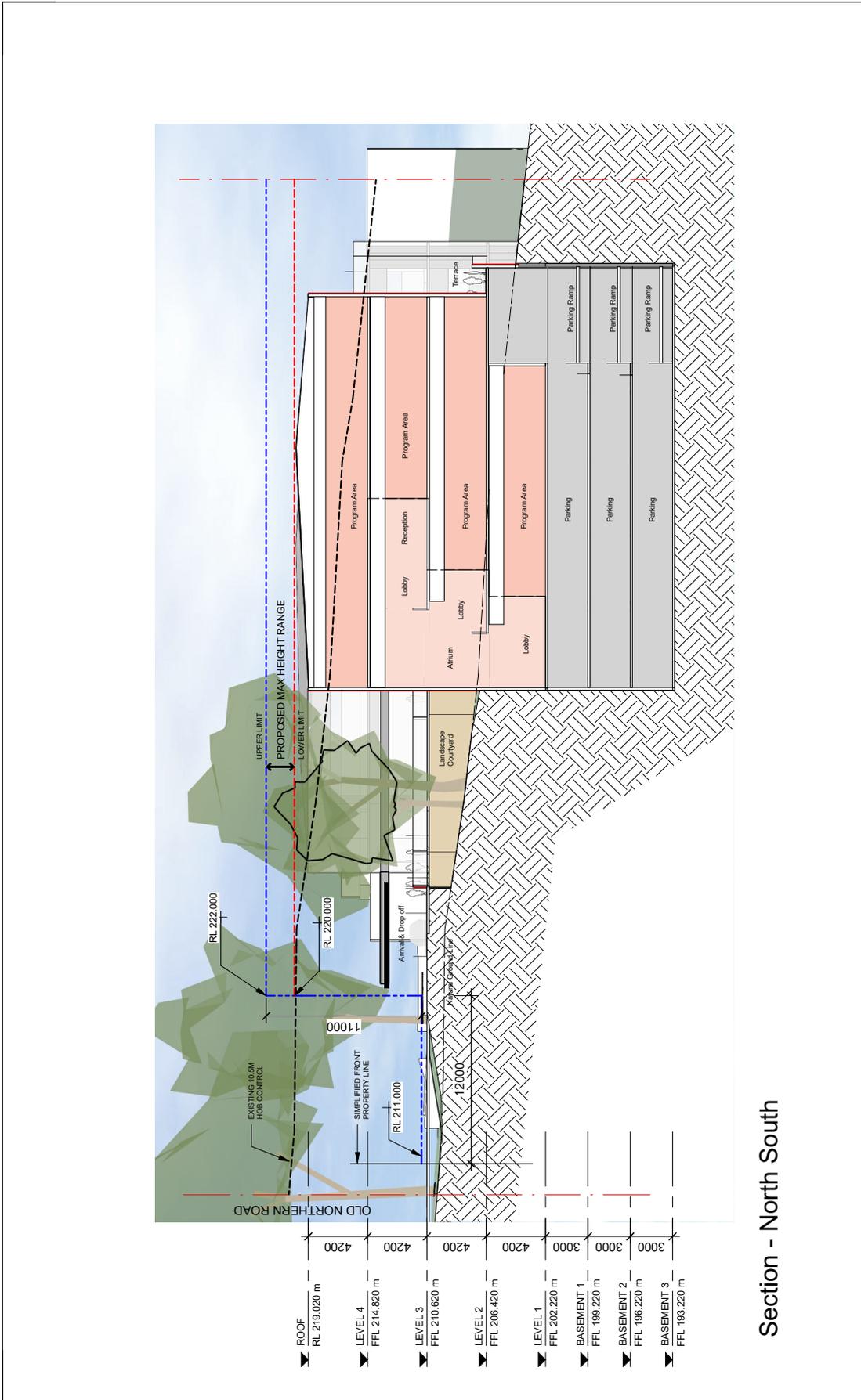


Print name: SANDRA FARROW

Title: DIRECTOR

Contact Number: 

Company: The Trustee for Sanova Dural Trust



Section - North South

COX

Old Australia
10/100/100/1000
Australia
100/100/100/1000

Project: Dural Health Hub
675-685 Old Northern Road, Dural NSW
Acknowledgement: In the spirit of the Dural Shire motto, 'It's all about the land'.

Scale: 1:200 @ A0
Date: 30/03/2024
Revision: 6
Drawing Number: PP007



SECTION 02 - I/S

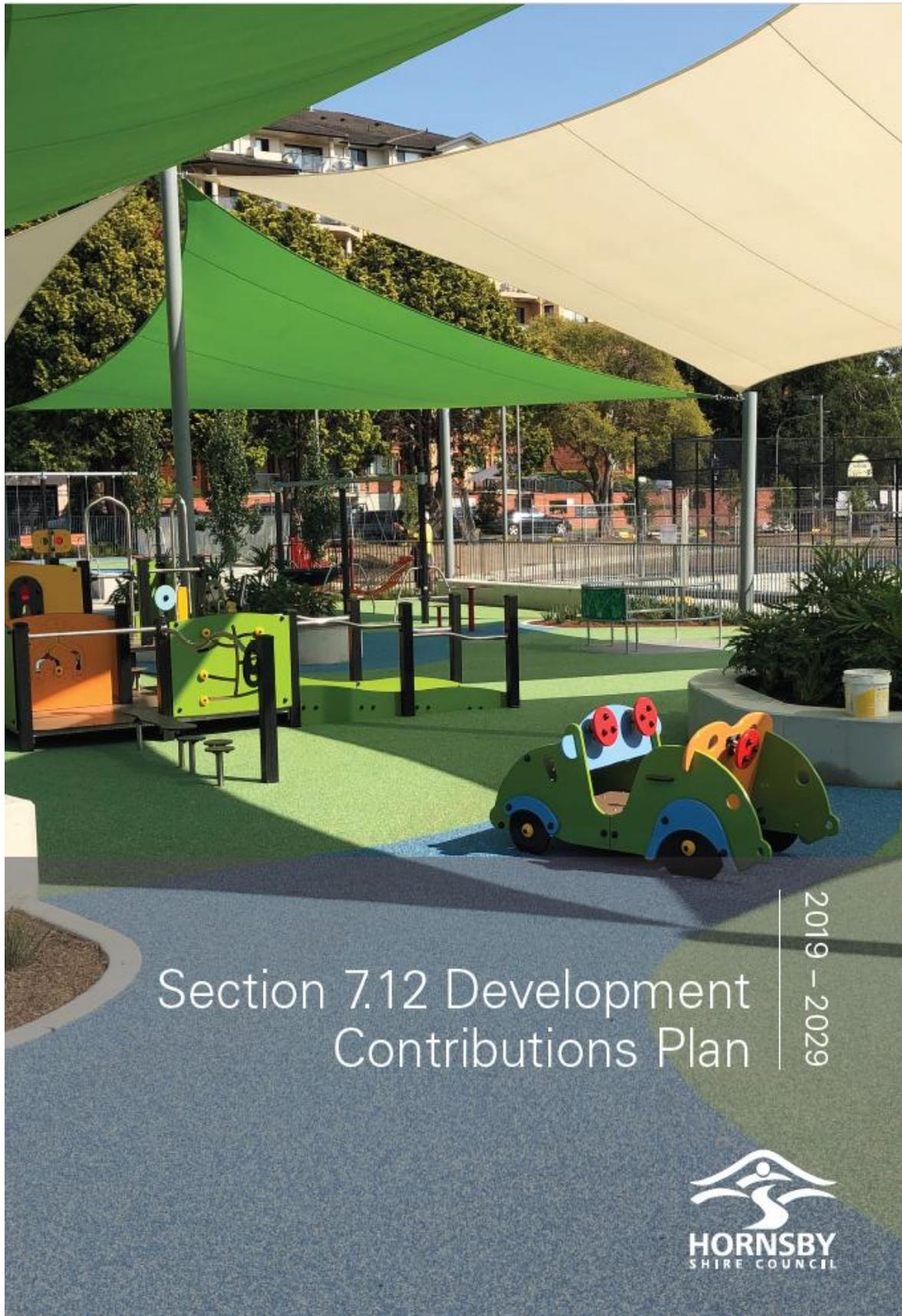
ATTACHMENT 3 - ITEM 4

ATTACHMENT/S

REPORT NO. PC7/26

ITEM 5

- 1. HORNSBY SHIRE SECTION 7.12 DEVELOPMENT CONTRIBUTIONS PLAN 2019-2029**



ATTACHMENT 1 - ITEM 5

Hornsby Shire Council

Section 7.12 Development Contributions Plan

ATTACHMENT 1 - ITEM 5

Prepared by DFP Planning Pty Ltd



planning consultants

In association with:

Hornsby Shire Council
PO Box 37
Hornsby NSW 1630

Telephone: (02) 9847 6666
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e-mail: hsc@hornsby.nsw.gov.au
internet: www.hornsby.nsw.gov.au

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Hornsby Shire Council

Section 7.12 Development Contributions Plan

Executive Summary

Purpose and Objectives of the Plan

This Plan is the *Hornsby Shire Council Section 7.12 Development Contributions Plan* and has been prepared to satisfy the requirements of the Environmental Planning and Assessment Act and Regulation, enabling Council or an accredited certifier to levy contributions from development for the provision of [community infrastructure](#).

This Plan will ensure that adequate [community infrastructure](#) is provided to maintain and enhance services and amenity and that the existing community is not burdened by the provision of community infrastructure required as a result of future development. In addition, this Plan provides a comprehensive strategy for the assessment, collection, expenditure, accounting and review of development contributions on a reasonable basis. In this way, Council can be publicly and financially accountable in its assessment and administration of the Plan.

Nature of future development

Between 2019 and 2029, there is forecast to be additional private dwellings and non-private residential accommodation generating an additional population of 16,573 new residents. In addition, there is also estimated to be an increase in employment generating floor space and additional workers in the LGA.

These future residential and non-residential populations will create a demand for new, enhanced or augmented community infrastructure.

Life of the Plan

The Plan caters for a planning period from 2019 to 2029 which is the period for which residential population and employment forecasts have been prepared, based on a number of Council strategies which provide for additional development over this period.

The levy payable under this Plan will be indexed between the date of determination and the date of payment of the contribution. Furthermore, the cost of development used to determine the levy under this Plan will be indexed from the date of the cost estimate to the date of determination.

Summary of contributions by development type

Table E1 summarises the levies under this Plan by development type:

Table E1: Summary of Contributions by Development Type	
Type of Development	Levy (% of development costs)
<ul style="list-style-type: none"> Alterations or additions to residential accommodation (excluding additional dwellings) 	0% under \$100,000
<ul style="list-style-type: none"> Alterations to commercial premises (excluding additional gross floor area (GFA)) Industrial development Residential Care Facilities Hostel/Boarding House/Group Home/Hospital/Educational Establishment 	0.5 % \$100,001 to \$200,000
<ul style="list-style-type: none"> Tourist and Visitor Accommodation and Eco-Tourist Facilities All other development that does not involve the creation of additional dwellings or, in the case of commercial premises – additional GFA. 	1.0% for all developments over \$200,000

Works schedule

The works to be provided by funds generated by this Plan set out in the Schedule of Works at **Appendix B**.

Hornsby Shire Council
Section 7.12 Development Contributions Plan

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Appendices

- A. Glossary
- B. Works Schedule
- C. Map of Facility Locations
- D. Procedure for determining cost of proposed development
- E. Pro forma Condition of Development Consent
- F. Pro forma Complying Development Certificate Condition
- G. References

Figures

- 1. Map – Where this Plan applies

Tables

- E1. Summary of Contributions by Development Type

Hornsby Shire Council

Section 7.12 Development Contributions Plan

1 Introduction**1.1 Name of this Plan**

This Plan is the *Hornsby Shire Council Section 7.12 Development Contributions Plan 2019-2029* (the "Plan").

1.2 Commencement of this Plan

This Plan has been prepared pursuant to the provisions of the [Environmental Planning and Assessment Act 1979](#) (the Act) and the [Environmental Planning and Assessment Regulation 2000](#) (the Regulation) and takes effect from **2 January 2020**, the date on which public notice was published, pursuant to the Regulation and was amended to exclude land within the Hornsby Town Centre Precinct effective **21 May 2025**.

This Plan was amended to include an additional infrastructure project in the work schedule and became effective on XX XX 2026.

1.3 Purpose and Objectives of this Plan

This Plan has been prepared to satisfy the requirements of the Act, which enables Council or an accredited certifier to levy contributions from development for the provision of [community infrastructure](#).

The objectives of this Plan are to:

- (a) authorise Council or an accredited certifier to impose conditions under the Act when granting consent to development on land to which this Plan applies including Complying Development;
- (b) assist Council to provide the appropriate community infrastructure required to maintain and enhance amenity and service delivery within the area;
- (c) ensure that the existing community is not burdened by the provision of community infrastructure required as a result of future development; and
- (d) enable Council to be both publicly and financially accountable in its assessment and administration of the Plan.

1.4 Land to which the Plan applies

This Plan applies to all land within the local government area (LGA) of Hornsby Shire Council as shown on the Map (see [Figure 1](#)), excluding the Hornsby Town Centre Precinct as depicted on the Map (see [Figure 2](#)).

1.5 Development forms to which this Plan applies

This Plan applies to the following types of development:

- Alterations or additions to [residential accommodation](#) (excluding additional [dwellings](#));
- Alterations to [commercial premises](#) (excluding additional gross floor area (GFA));
- Industrial development;
- Residential Care Facilities;
- Hostel/Boarding House/Group Home/Hospital/Educational Establishment;
- Tourist and Visitor Accommodation and Eco-Tourist Facilities;

Hornsby Shire Council

Section 7.12 Development Contributions Plan

- All other development that does not involve the creation of additional dwellings or, in the case of non-residential development – additional GFA.

but does not apply to:

- development where the proposed cost of carrying out the development is \$100,000 or less;
- residential development which would result in additional private [dwellings](#);
- non-residential development which would result in additional floor space;
- development for the purpose of disabled access;
- development for the sole purpose of providing [affordable housing](#);
- development for the purpose of reducing a building's use of potable water (where supplied from water mains) or energy;
- development for the sole purpose of the adaptive reuse of an item of environmental heritage;
- development that has been the subject of a condition requiring monetary contributions under a previous development consent relating to the subdivision of the land on which the development is to be carried out.

1.6 Operation Period of the Plan

The Plan is intended to cater for a planning period up to the year 2029 which is the period for which development forecasts have been prepared.

1.7 Structure of this Plan

This Plan has two sections:

Section 1 – [Introduction](#) (this section), identifies the name of the Plan, its commencement date, the purpose and objectives of the Plan, the land to which the Plan applies, the forms of development to which it applies and the Plan's relationship to other plans, reports and policies.

Section 2 – [Administration and operation of the Plan](#), outlines the demand for community infrastructure, the types of [community infrastructure](#) addressed by the Plan, describes how and when contributions are to be made and provides details regarding the ongoing management of the Plan.

The **Appendices** to this Plan include a [Glossary](#) which explains the meaning of words and terms used in this Plan, a [Works Schedule](#), maps showing the [location of facilities](#), procedures for [determining the cost of development](#), pro-forma [conditions for development consents](#) and [Complying Development Certificates](#) and a list of [References](#) including the plans, policies and other information which support the contents of the Plan.

1.8 Glossary

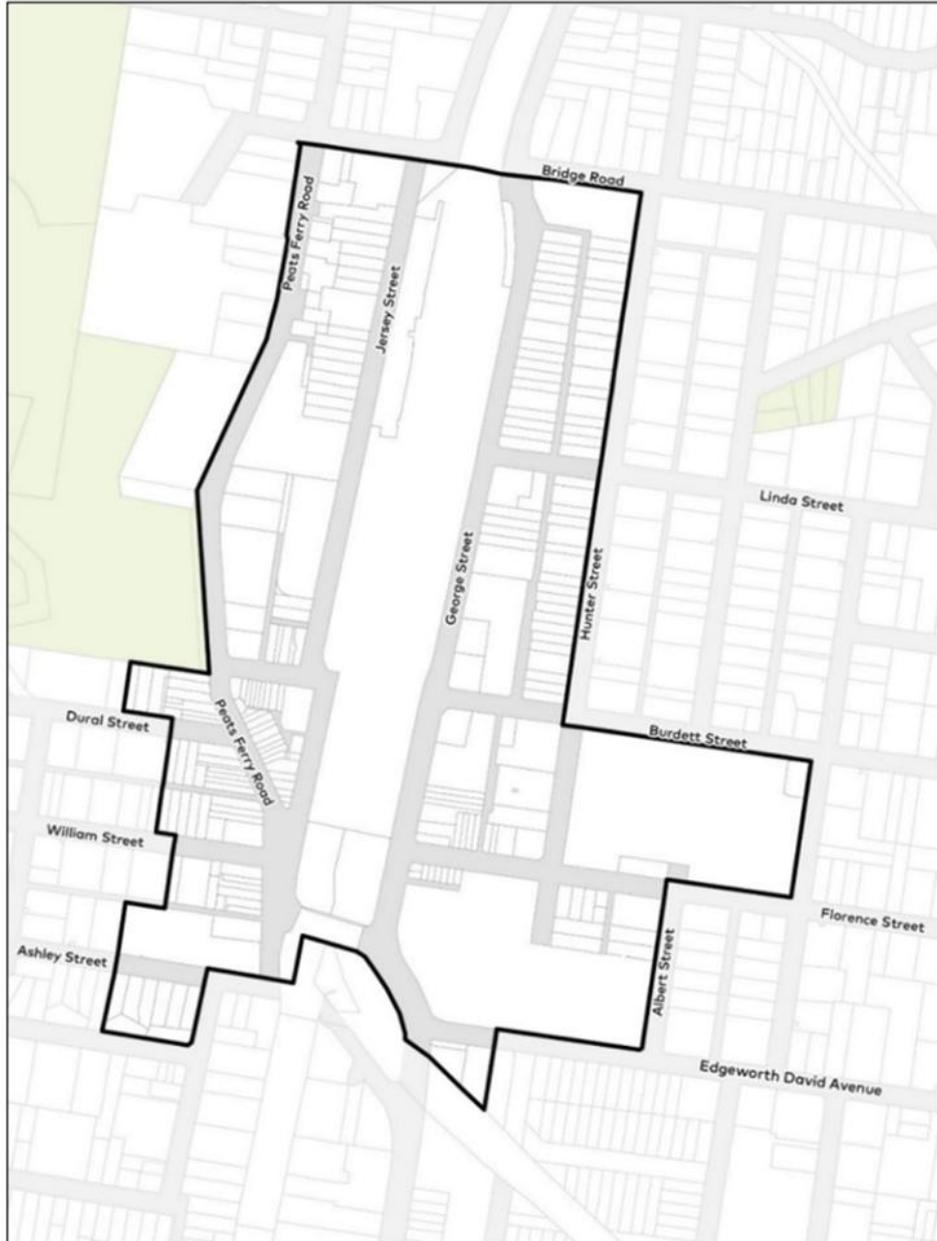
The meanings of key words and terms used in this Plan and are contained in the Glossary at [Appendix A](#).

1.9 Relationship with other plans, reports and policies

The Plan repeals Hornsby Shire Council Section 94A Development Contributions Plan 2014-2024.

Hornsby Shire Council
Section 7.12 Development Contributions Plan

ATTACHMENT 1 - ITEM 5



Source: Hornsby Precinct Design Guide, Nov 2024 (DPHI)

Figure 2: Map – land excluded from this Plan (within the bordered area)

Hornsby Shire Council

Section 7.12 Development Contributions Plan

2 Administration and operation of this Plan**2.1 Demand for community infrastructure**

The relationship between expected development and the demand for community infrastructure is established through:

- Council's Housing Strategy, Hornsby West Side Planning Proposal and related population forecasts which indicate a growth in population from 2019 to 2029 and the expected development associated with this growth; and
- The Ku-ring-gai & Hornsby Subregional Employment Study (SGS, 2008) which forecasts additional employment generating development;

The forecast population growth will diminish the enjoyment and standard of community infrastructure for the existing population unless new or embellished infrastructure is provided to meet the additional demand.

The new and embellished community infrastructure to be provided to meet the expected future demand is set out in the detailed works program at [Appendix B](#) and on the Community Infrastructure Location Maps at [Appendix C](#) of this Plan.

2.2 Types of community infrastructure addressed by this Plan**2.2.1 Community infrastructure**

Under this Plan, Council will require development contributions for the following [community infrastructure](#):

- Local roads;
- Local open space and recreation facilities; and
- Local community facilities.

2.3 How will contributions be imposed?

In accordance with the Act, development contributions under this Plan will be imposed as a condition of development consent (see [Appendix E](#)) or as a condition on a Complying Development Certificate (see [Appendix F](#)).

The Act provides that such a condition is not invalid by reason only that there is no connection between the development the subject of the development consent and the object of expenditure of any money required to be paid by the condition.

Hornsby Shire Council

Section 7.12 Development Contributions Plan

2.4 How will the levy be calculated?

The levy will be determined on the basis of the percentage rate as set out in [Table E1](#) and calculated as follows:

$$\text{Levy Payable} = \%C \times \$C$$

Where:

%C is the percentage rate applicable.

\$C is the cost of carrying out the proposed development as agreed by Council at the date of determination.

The cost of carrying out the proposed development will be determined in accordance with clause 25J of the Regulation. The procedures set out in [Appendix D](#) to this plan must be followed to enable Council to determine the amount of the levy to be paid. A Cost Summary Report must be completed for works with a value of \$3,000,000 or less. A Quantity Surveyor's Detailed Cost Report must be completed by a registered Quantity Surveyor for works with a value of greater than \$3,000,000.

Without limitation to the above, Council may review the valuation of works and may seek the services of an independent person to verify the costs. In these cases, all costs associated with obtaining such advice will be at the expense of the applicant and no complying development certificate, subdivision certificate, construction certificate and/or occupation certificate will be issued until such time that the levy has been paid (see Section 0).

2.5 Methods of payment

An obligation to provide contributions toward community infrastructure under this Plan is to be satisfied by:

- (a) payment of a monetary contribution, the amount of which will be specified as a condition of the development consent; or
- (b) performance of an Applicant's obligations in accordance with a Planning Agreement, required as a condition of the development consent and entered into between the Applicant and Council.

With respect to the former, monetary contributions can be made by cash, money order, bank cheque, credit card or any other means determined acceptable by Council from time to time.

With respect to a Planning Agreement, an applicant may offer to pay money, dedicate land, carry out works, provide other material public benefits for public purposes or any combination of these. The applicant's offer of contributions under a Planning Agreement may be additional to or instead of making contributions provided for by this Plan and the Act.

An applicant's offer to enter into a planning agreement, together with the draft agreement and an explanatory note, will need to accompany the relevant development application or an application to modify the development consent.

In accordance with prevailing legislation, Council will publicly notify the draft planning agreement and explanatory note along with the relevant application and will consider the draft planning agreement as part of the assessment of the relevant application. If Council agrees to enter into the planning agreement, the consent authority will impose a condition of development consent requiring the agreement to be entered into and performed.

Hornsby Shire Council

Section 7.12 Development Contributions Plan

2.6 Timing of payments

A contribution must be paid to Council at the time specified in the condition of consent that imposes the contribution. If no such time is specified, the contribution must be paid:

- In the case of subdivisions - prior to the issue of the Subdivision Certificate for each stage; or
- In the case of development involving building work – prior to the issue of the first Construction Certificate; or
- In the case of development that involves both subdivision and building work – prior to issue of the Subdivision Certificate or first Construction Certificate, whichever occurs first; or
- In the case of development that does not involve subdivision or building work – prior to occupation or the issue of the occupation certificate, whichever occurs first; or
- In the case of Complying Development, prior to issue of the complying development certificate.

It is the responsibility of the accredited certifier to ensure that a condition is imposed on a complying development certificate in accordance with this Plan and that any monetary contributions have been paid to Council prior to authorising works to commence.

2.6.1 Deferred or periodic payments

Deferred payment of development contributions may be permitted in certain circumstances in accordance with the criteria outlined below:

- (a) an application for deferred payment or payment by instalments is to be made in writing to Council explaining the circumstances of the request;
- (b) the decision to allow deferred payment will be at the sole discretion of Council;
- (c) the timing or the manner of the provision of public facilities included in the works program will not be prejudiced;
- (d) the project to which the request applies does not relate to public safety or health;
- (e) the amount of the contribution or outstanding balance is not less than \$5,000;
- (f) the maximum period of deferred payment of the contribution is two years from the standard payment date; and
- (g) the maximum period for payment by instalments is five years from the standard payment date;
- (h) deferred payments and payments by instalments are subject to interest charges equivalent to that applied to overdue rates and an administration charge equivalent to the bank guarantee lodgement fee for subdivision related matters as stated in Council's Fees and Charges.

If Council does decide to accept deferred payment or payment by instalments, Council will require the applicant to provide a bank guarantee with the following conditions:

- The Bank Guarantee(s) must be in Australian Dollars from a major Australian Trading Bank and in the name of Hornsby Shire Council;
- The Bank Guarantee(s) must have no end date, be unconditional and irrevocable, and be in favour of Hornsby Shire Council;

Hornsby Shire Council

Section 7.12 Development Contributions Plan

- The sum of the Bank Guarantee(s) will be the amount due to Council at the date of issue, plus an additional amount specified by Council to make provision for any anticipated indexation during the life of the Bank Guarantee until the estimated date of release;
- the bank unconditionally pays the guaranteed sum to Council if Council so demands in writing;
- the bank must pay the guaranteed sum without reference to the applicant or landowner or other person who provided the guarantee, and without regard to any dispute, controversy, issue or other matter relating to the development consent or the carrying out of development;
- the bank's obligations are discharged when payment to Council is made in accordance with this guarantee or when Council notifies the bank in writing that the guarantee is no longer required;
- where a bank guarantee has been deposited with Council, the guarantee shall not be cancelled until such time as the original contribution, indexation and other charges are paid.

2.6.2 Construction certificates and the obligation of accredited certifiers

In accordance with the Act and the Regulation, a certifying authority must not issue a construction certificate for building work or subdivision work under a development consent unless it has verified that each condition requiring the payment of monetary contributions has been satisfied.

In particular, the certifier must ensure that the applicant provides a receipt(s) confirming that contributions have been fully paid and copies of such receipts must be included with copies of the certified plans provided to Council in accordance with the Regulation. Failure to follow this procedure may render such a certificate invalid.

The only exception to this requirement is where an alternative payment method has been agreed by Council. In such cases, Council will issue a letter confirming that an alternative payment method has been agreed with the applicant.

2.6.3 Complying development and the obligation of accredited certifiers

In accordance with Section 7.21 the Act, accredited certifiers must impose a condition on a Complying Development Certificate, requiring monetary contributions in accordance with this Plan.

The conditions imposed must be consistent with Council's standard condition for Complying Development Certificates (see [Appendix F](#)) and be strictly in accordance with this Plan. It is the professional responsibility of an accredited certifier to inform themselves of any amendments to this Plan to accurately calculate the contribution and to apply the development contributions condition correctly in accordance with Council's current consent condition requirements.

It is also the professional responsibility of an accredited certifier to ensure that any applicable monetary contributions have been paid to Council prior to authorising works to commence.

Hornsby Shire Council

Section 7.12 Development Contributions Plan

2.7 Indexation of contributions

To ensure that the value of contributions is not eroded over time, the contributions stated in a development consent or complying development certificate will be indexed at the time of payment.

In this circumstance, if the contribution is not paid within the same financial quarter as the date of the determination, the payment shall be indexed in accordance with the following formula:

$$\$C_{PY} = \frac{\$C_D \times CPI_{PY}}{CPI_D}$$

Where:

\$C_{PY} is the amount of the contribution at the date of Payment.

\$C_D is the amount of the contribution at the date of Determination.

CPI_{PY} is the Consumer Price Index (Sydney – All Groups) (CPI) as published by the Australian Bureau of Statistics (ABS) for the financial quarter at the date of Payment.

CPI_D is the CPI (Sydney – All Groups) as published by the ABS for the financial quarter at the date of Determination.

If the determination is not made within the same financial quarter as the date of the estimate of the cost of development, the cost of development shall also be indexed in accordance with the above methodology for the purposes of the contribution to be stated in the determination.

2.8 Exemptions

Council will provide an exemption to development contributions required by this Plan as follows:

1. Where directed to do so by the Minister for Planning and Public Spaces which, at the time of commencement of this Plan included development:
 - undertaken by a 'social housing provider' for the purposes of 'seniors housing' as defined in State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004;
 - for the purpose of disabled access;
 - for the sole purpose of providing affordable housing;
 - for the purpose of reducing a building's use of potable water (where supplied from water mains) or energy;
 - for the sole purpose of the adaptive reuse of an item of environmental heritage; and
 - that has been the subject of a condition requiring monetary contributions under a previous development consent relating to the subdivision of the land on which the development is to be carried out.
2. In respect of development applications (or modifications thereto) made by or on behalf of the Council for community infrastructure including, but not limited to,

Hornsby Shire Council**Section 7.12** Development Contributions Plan

libraries, community facilities, recreational areas, recreation facilities, car parks and the like.

3. In respect of development applications (or modifications thereto) where the Applicant is a charity demonstrated by submission of any of the following prior to determination of the application:
 - A Certificate of Registration with the Australian Charities and Not-for-Profit Commission; or
 - A Notice of Endorsement as a Deductible Gift Recipient issued by the Australian Taxation Office; or
 - A Notice of Endorsement for Charity Tax Concessions issued by the Australian Taxation Office.

2.9 Accounting and management of funds**2.9.1 Accounting standards and contributions register**

Separate accounting records are maintained for all development contributions made to Council under this Plan and a development contributions register will be maintained by Council in accordance with the Regulation.

Council is also required to publish details of development contributions accounts annually and this is undertaken as part of Council's annual financial reporting cycle.

2.9.2 Treatment of funds received prior to the commencement of this Plan

Funds levied and received under previous s94A plans prior to the commencement of this Plan will be used toward the delivery of community infrastructure identified under this Plan as "Cost anticipated to be funded by this Plan".

2.9.3 Investment of funds

To maintain the time-value of monetary contributions received under this Plan, Council will invest these funds until the time of expenditure for the purpose for which they were received.

Council will report all investment returns as part of its annual contributions accounts reporting and all investment returns will be retained within the development contributions accounts, to be used for the purpose for which the original contribution was made.

2.9.4 Other funding sources

Works proposed in this Plan represent infrastructure to be funded or part funded pursuant to the development contributions provisions of the Act.

Where other funding sources are available for works proposed in this Plan (including funding through Council's Section 7.11 Contributions Plan), only that proportion of the total works costs that is anticipated to be funded by this Plan have been included in the Works Schedule. Should other funding sources become available in the future which can be used toward the facilities listed in this Plan, the cost of the relevant project may be reviewed and adjusted accordingly.

2.9.5 Goods and services tax

At the date of preparing this Plan, monetary development contributions were exempt from the Federal Government Goods and Services Tax (GST).

However, if legislative changes (including Australian Tax Office tax rulings) determine otherwise, contributions in this Plan will be adjusted to include GST.

Hornsby Shire Council

Section 7.12 Development Contributions Plan

Appendix A - Glossary

Terms used in this Plan have the following meanings:

“**ABS**” means the Australian Bureau of Statistics.

“**Act**” means the *Environmental Planning and Assessment Act 1979*.

“**affordable housing**” means housing for very low income households, low income households or moderate income households, being such households as are prescribed by the regulations or as are provided for in an environmental planning instrument.

“**applicant**” means the person(s) or organisation(s) submitting a development application or complying development certificate application.

“**Consumer Price Index (CPI)**” is a standard measure of price movements published by the Australian Bureau of Statistics.

“**contribution**” means the same as “**development contribution**”;

“**contributions plan**” means a contributions plan referred to in the Act.

“**commercial premises**” means any of the following:

- (a) business premises,
- (b) office premises,
- (c) retail premises.

“**community infrastructure**” means public amenities and public services, but does not include water supply or sewerage services.

“**Council**” means the Hornsby Shire Council.

“**DCP**” means a Development Control Plan adopted by Council under the Act.

“**development**” has the meaning under Section 1.5 of the Act which in relation to land means:

- (a) the use of land;
- (b) the subdivision of land;
- (c) the erection of a building;
- (d) the carrying out of a work;
- (e) the demolition of a building or work;
- (f) any other act, matter or thing that may be controlled by an environmental planning instrument.

“**development consent**” means consent under Part 4 of the Act to carry out development and includes, unless expressly excluded, a complying development certificate.

“**development contribution**” means the making of a monetary contribution, dedication of land or the providing of a material public benefit (including a work-in-kind), or any combination of these as referred to in the Act for the provision of community infrastructure;

“**dwelling**” means a room or suite of rooms occupied or used or so constructed or adapted as to be capable of being occupied or used as a separate domicile;

“**GFA**” means the same as gross floor area.

| **Appendix A**

Hornsby Shire Council

Section 7.12 Development Contributions Plan

“**gross floor area**” means the sum of the floor area of each floor of a building measured from the internal face of external walls, or from the internal face of walls separating the building from any other building, measured at a height of 1.4 metres above the floor, and includes:

- (a) the area of a mezzanine, and
- (b) habitable rooms in a basement or an attic, and
- (c) any shop, auditorium, cinema, and the like, in a basement or attic,

but excludes:

- (d) any area for common vertical circulation, such as lifts and stairs, and
- (e) any basement:
 - (i) storage, and
 - (ii) vehicular access, loading areas, garbage and services, and
- (f) plant rooms, lift towers and other areas used exclusively for mechanical services or ducting, and
- (g) car parking to meet any requirements of the consent authority (including access to that car parking), and
- (h) any space used for the loading or unloading of goods (including access to it), and
- (i) terraces and balconies with outer walls less than 1.4 metres high, and
- (j) voids above a floor at the level of a storey or storey above.

“**LEP**” means a Local Environmental Plan made by the Minister under the Act.

“**LGA**” means Local Government Area.

“**material public benefit**” means a facility or work which is offered by a developer as a finished entity either in return for a reduction in the amount of monetary contributions required for the same category of contribution or as an additional or partial additional benefit under a Planning Agreement;

“**Minister**” means the Minister administering the *Environmental Planning and Assessment Act 1979*.

“**planning agreement**” means a planning agreement referred to in the Act.

“**public infrastructure**” means:

- (a) public amenities and public services, and
 - (b) affordable housing, and
 - (c) transport infrastructure,
- but does not include water supply or sewerage services.

“**Regulation**” means the *Environmental Planning and Assessment Regulation 2000*.

“**Residential accommodation**” means a building or place used predominantly as a place of residence, including:

- Attached dwellings;
- Boarding houses;
- Dual occupancies;
- Dwelling houses;
- Group homes;

| **Appendix A**

Hornsby Shire Council

Section 7.12 Development Contributions Plan

- Hostels;
- Multi dwelling housing;
- Residential flat buildings;
- Rural worker's dwellings;
- Secondary dwellings;
- Semi-detached dwellings;
- Seniors housing; and
- Shop top housing,

but does not include tourist and visitor accommodation or caravan parks.

“seniors housing” means a building or place that is:

- (a) a residential care facility, or
 - (b) a hostel within the meaning of clause 12 of [State Environmental Planning Policy \(Housing for Seniors or People with a Disability\) 2004](#), or
 - (c) a group of self-contained dwellings, 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;

“social housing provider” means a social housing provider as defined by *State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004* which, at the date of adoption of this Plan included:

- (a) the New South Wales Land and Housing Corporation,
- (b) the Department of Housing,
- (c) a community housing organisation registered with the Office of Community Housing of the Department of Housing,
- (d) the Aboriginal Housing Office,
- (e) a registered Aboriginal housing organisation within the meaning of the [Aboriginal Housing Act 1998](#),
- (f) the Department of Ageing, Disability and Home Care,
- (g) a local government authority that provides affordable housing,
- (h) a not-for-profit organisation that is a direct provider of rental housing to tenants.

“work-in-kind” means the carrying out of work which is identified in the costed works schedule which form part of this Plan in return for a reduction in the amount of monetary contributions (but not a reduction in the total quantum of contributions) required for the same category of contribution.

| **Appendix A**

Hornsby Shire Council

Section 7.12 Development Contributions Plan

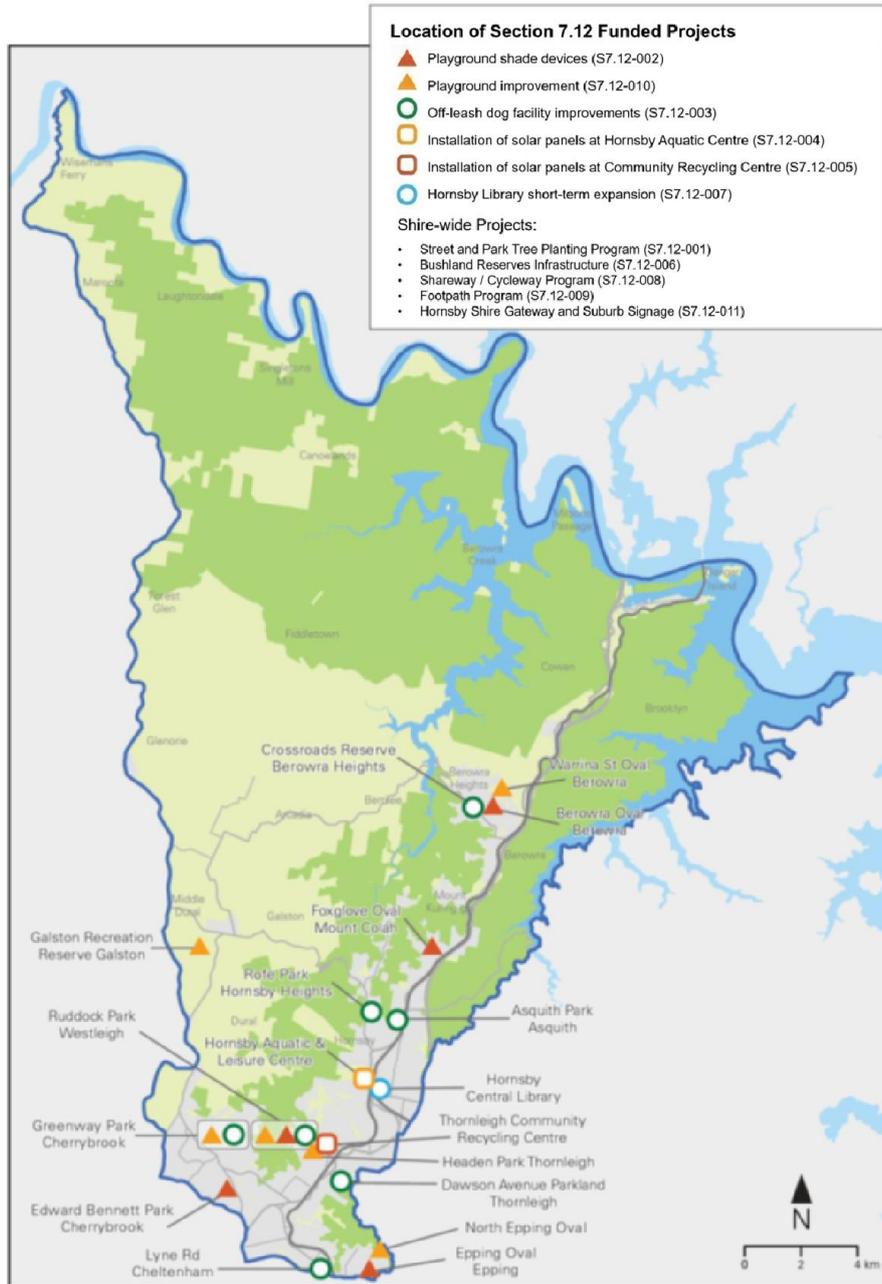
Appendix B - Works Schedule

Facility Ref	Description	Total Facility Cost	Cost anticipated to be funded by this Plan
S7.12-001	Street / Park Tree Planting Program	\$1,500,000	\$1,500,000
S7.12-002	Playground Shade Devices	\$250,000	\$250,000
S7.12-003	Off Leash Dog Facility Improvements	\$250,000	\$250,000
S7.12-004	Installation of Solar Panels at Hornsby Aquatic Centre	\$300,000	\$300,000
S7.12-005	Installation of Solar Panels at Community Recycling Centre	\$250,000	\$250,000
S7.12-006	Bushland Reserves Infrastructure	\$800,000	\$800,000
S7.12-007	Hornsby Library short-term expansion	\$2,700,000	\$2,700,000
S7.12-008	Shareway / Cycleway Program	\$500,000	\$500,000
S7.12-009	Footpath Program	\$700,000	\$700,000
S7.12-010	Playground Improvement	\$600,000	\$600,000
S7.12-011	Gateway and Suburb Signage	\$1,270,000	\$1,270,000
TOTAL		\$9,120,000	\$9,120,000

Appendix B

Hornsby Shire Council
Section 7.12 Development Contributions Plan

Appendix C – Map of Facility Locations



| **Appendix D**

Hornsby Shire Council

Section 7.12 Development Contributions Plan

Appendix D – Procedure for determining cost of proposed development

A report specifying the cost of the proposed development is required to be submitted to allow Council to determine the contribution that will be required. The following should be provided:

- A [Cost Summary Report](#) must be completed for works with a value of \$3,000,000 or less.
- A [Quantity Surveyor's Detailed Cost Report](#) must be completed by a registered Quantity Surveyor for works with a value greater than \$3,000,000.

To avoid doubt, Clause 25J of the *Environmental Planning and Assessment Regulation 2000* provides:

- “(1) *The proposed cost of carrying out development is to be determined by the consent authority, for the purpose of a section 7.12 levy, by adding up all the costs and expenses that have been or are to be incurred by the applicant in carrying out the development, including the following:*
- (a) if the development involves the erection of a building, or the carrying out of engineering or construction work—the costs of or incidental to erecting the building, or carrying out the work, including the costs (if any) of and incidental to demolition, excavation and site preparation, decontamination or remediation,*
 - (b) if the development involves a change of use of land—the costs of or incidental to doing anything necessary to enable the use of the land to be changed,*
 - (c) if the development involves the subdivision of land—the costs of or incidental to preparing, executing and registering the plan of subdivision and any related covenants, easements or other rights.*
- (2) *For the purpose of determining the proposed cost of carrying out development, a consent authority may have regard to an estimate of the proposed cost of carrying out the development prepared by a person, or a person of a class, approved by the consent authority to provide such estimates.*
- (3) *The following costs and expenses are not to be included in any estimate or determination of the proposed cost of carrying out development:*
- (a) the cost of the land on which the development is to be carried out,*
 - (b) the costs of any repairs to any building or works on the land that are to be retained in connection with the development,*
 - (c) the costs associated with marketing or financing the development (including interest on any loans),*
 - (d) the costs associated with legal work carried out or to be carried out in connection with the development,*
 - (e) project management costs associated with the development,*
 - (f) the cost of building insurance in respect of the development,*
 - (g) the costs of fittings and furnishings, including any refitting or refurbishing, associated with the development (except where the development involves an enlargement, expansion or intensification of a current use of land),*
 - (h) the costs of commercial stock inventory,*
 - (i) any taxes, levies or charges (other than GST) paid or payable in connection with the development by or under any law,*
 - (j) the costs of enabling access by disabled persons in respect of the development,*
 - (k) the costs of energy and water efficiency measures associated with the development,*
 - (l) the cost of any development that is provided as affordable housing,*
 - (m) the costs of any development that is the adaptive reuse of a heritage item.*
- (4) *The proposed cost of carrying out development may be adjusted before payment, in accordance with a contributions plan, to reflect quarterly or annual variations to readily accessible index figures adopted by the plan (such as a Consumer Price Index) between the date the proposed cost was determined by the consent authority and the date the levy is required to be paid.”*

| Appendix D

Hornsby Shire Council
 Section 7.12 Development Contributions Plan

Cost Summary Report

[Development Cost of \$3,000,000 or less]

DEVELOPMENT APPLICATION No. REFERENCE:
 COMPLYING DEVELOPMENT CERTIFICATE APPLICATION No.
 CONSTRUCTION CERTIFICATE No. DATE:

APPLICANT'S NAME:

APPLICANT'S ADDRESS:

DEVELOPMENT NAME:

DEVELOPMENT ADDRESS:

ANALYSIS OF DEVELOPMENT COSTS:

Demolition and alterations	\$	Hydraulic services	\$
Structure	\$	Mechanical services	\$
External walls, windows and doors	\$	Fire services	\$
Internal walls, screens and doors	\$	Lift services	\$
Wall finishes	\$	External works	\$
Floor finishes	\$	External services	\$
Ceiling finishes	\$	Other related work	\$
Fittings and equipment	\$	Sub-total	\$

Sub-total above carried forward	\$
Preliminaries and margin	\$
Sub-total	\$
Consultant Fees	\$
Other related development costs	\$
Sub-total	\$
Goods and Services Tax	\$
TOTAL DEVELOPMENT COST	\$

I certify that I have:

- inspected the plans the subject of the application for development consent or construction certificate.
- calculated the development costs in accordance with the definition of development costs in clause 25J of the Environmental Planning and Assessment Regulation 2000 at current prices.
- included GST in the calculation of development cost.

Signed:

Name:

Position and Qualifications:

Date:

| Appendix D

ATTACHMENT 1 - ITEM 5

Hornsby Shire Council
Section 7.12 Development Contributions Plan

Registered* Quantity Surveyor's Detailed Cost Report

[Development Cost greater than \$3,000,000]

*A member of the Australian Institute of Quantity Surveyors

DEVELOPMENT APPLICATION No. REFERENCE:
 COMPLYING DEVELOPMENT CERTIFICATE APPLICATION No.
 CONSTRUCTION CERTIFICATE No. DATE:

APPLICANT'S NAME:
 APPLICANT'S ADDRESS:
 DEVELOPMENT NAME:
 DEVELOPMENT ADDRESS:

DEVELOPMENT DETAILS:

Gross Floor Area – Commercial	m ²	Gross Floor Area – Other	m ²
Gross Floor Area – Residential	m ²	Total Gross Floor Area	m ²
Gross Floor Area – Retail	m ²	Total Site Area	m ²
Gross Floor Area – Car Parking	m ²	Total Car Parking Spaces	
Total Development Cost	\$		
Total Construction Cost	\$		
Total GST	\$		

ESTIMATE DETAILS:

Professional Fees	\$	Excavation	\$
% of Development Cost	%	Cost per m ² of site area	\$ /m ²
% of Construction Cost	%	Car Park	\$
Demolition and Site Preparation	\$	Cost per m² of site area	\$ /m²
Cost per m ² of site area	\$ /m ²	Cost per space	\$ /space
Construction – Commercial	\$	Fit-out – Commercial	\$
Cost per m ² of commercial area	\$ /m ²	Cost per m ² of commercial area	\$ /m ²
Construction – Residential	\$	Fit-out – Residential	\$
Cost per m ² of residential area	\$ /m ²	Cost per m ² of residential area	\$ /m ²
Construction – Retail	\$	Fit-out – Retail	\$
Cost per m ² of retail area	\$ /m ²	Cost per m ² of retail area	\$ /m ²

I certify that I have:

- inspected the plans the subject of the application for development consent or construction certificate.
- prepared and attached an elemental estimate generally prepared in accordance with the Australian Cost Management Manuals from the Australian Institute of Quantity Surveyors.
- calculated the development costs in accordance with the definition of development costs in the Hornsby Shire Council Indirect Development Contributions Plan at current prices.
- included GST in the calculation of development cost.
- measured gross floor areas in accordance with the Method of Measurement of Building Area in the AIQS Cost Management Manual Volume 1, Appendix A2.

Signed:
 Name:
 Position and Qualifications:
 Date:

| Appendix D

Hornsby Shire Council

Section 7.12 Development Contributions Plan

Appendix E – Pro forma Condition of Development Consent

- (a) In accordance with Section 4.17(1) of the *Environmental Planning and Assessment Act 1979* and the *Hornsby Shire Council Section 7.12 Development Contributions Plan 2019-2029*, **#[INSERT FIGURE]** must be paid towards the provision, extension or augmentation of public amenities or public services, based on development costs of **#[INSERT FIGURE]**.
- (b) If the contributions are not paid within the financial quarter that this consent is granted, the contributions payable will be adjusted in accordance with the provisions of the Hornsby Shire Council Indirect Development Contributions Plan and the amount payable will be calculated at the time of payment in the following manner:

$$\text{\$C}_{PY} = \frac{\text{\$C}_{DC} \times \text{CPI}_{PY}}{\text{CPI}_{DC}}$$

Where:

\\$C_{PY} is the amount of the contribution at the date of Payment

\\$C_{DC} is the amount of the contribution as set out in this Development Consent

CPI_{PY} is the latest release of the Consumer Price Index (Sydney – All Groups) at the date of Payment as published by the ABS.

CPI_{DC} is the Consumer Price Index (Sydney – All Groups) for the financial quarter at the date of this Development Consent.

- (c) The monetary contributions shall be paid to Council:
- (i) prior to the issue of the Subdivision Certificate where the development is for subdivision; or
 - (ii) prior to the issue of the first Construction Certificate where the development is for building work; or
 - (iii) prior to issue of the Subdivision Certificate or first Construction Certificate, whichever occurs first, where the development involves both subdivision and building work; or
 - (iv) prior to the works commencing where the development does not require a Construction Certificate or Subdivision Certificate.

It is the professional responsibility of the Principal Certifying Authority to ensure that the monetary contributions have been paid to Council in accordance with the above timeframes.

The Hornsby Shire Council Indirect Development Contributions Plan may be viewed at www.hornsby.nsw.gov.au or a copy may be inspected at Council's Administration Centre during normal business hours.

Appendix E

Hornsby Shire Council

Section 7.12 Development Contributions Plan

Appendix F – Pro forma Complying Development Certificate Condition

- (a) In accordance with Section 4.28(6) of the *Environmental Planning and Assessment Act 1979* and the *Hornsby Shire Council Section 7.12 Development Contributions Plan 2019-2029*, **[\$[INSERT FIGURE]** must be paid towards the provision, extension or augmentation of public amenities or public services, based on development costs of **[\$[INSERT FIGURE]**.
- (b) If the contributions are not paid within the financial quarter that this complying development certificate is granted, the contributions payable will be adjusted in accordance with the provisions of the Hornsby Shire Council Indirect Development Contributions Plan and the amount payable will be calculated at the time of payment in the following manner:

$$\text{\$C}_{PY} = \frac{\text{\$ C}_{CDC} \times \text{CPI}_{PY}}{\text{CPI}_{CDC}}$$

Where:

\\$C_{PY} is the amount of the contribution at the date of Payment.

\\$C_{CDC} is the amount of the contribution as set out in this Complying Development Certificate.

CPI_{PY} is the latest release of the Consumer Price Index (Sydney – All Groups) at the date of Payment as published by the ABS.

CPI_{CDC} is the Consumer Price Index (Sydney – All Groups) for the financial quarter at the date of this Complying Development Certificate.

- (c) The monetary contributions shall be paid to Council:
- (i) prior to the works commencing where the development requires building works;
 - (ii) prior to occupation or the issue of an occupation certificate, whichever occurs first, where no works are required.

It is the professional responsibility of an Accredited Certifier to ensure that the monetary contributions have been paid to Council prior to authorising works to commence.

The Hornsby Shire Council Indirect Development Contributions Plan may be viewed at www.hornsby.nsw.gov.au or a copy may be inspected at Council's Administration Centre during normal business hours.

Appendix F

Hornsby Shire Council**Section 7.12** Development Contributions Plan**Appendix G - References**

The following legislation, plans and policies, studies, technical guides and other information have been used to formulate the contents of the Plan:

- Id. The Population Experts (2019). Hornsby Population Projections 2019
- Australian Bureau of Statistics (2006). Census Data
- Australian Bureau of Statistics (2011). Census Data
- Australian Bureau of Statistics (2016). Census Data
- Hornsby Shire Council (2013). *Hornsby Local Environmental Plan 2013*
- Hornsby Shire Council (2010). Hornsby Shire Housing Strategy
- Department of Planning (2005). Development Contributions Practice Notes
- Department of Planning (2007). North Subregion Draft Subregional Strategy
- Department of Planning (2009). Draft Local Development Contributions Guidelines
- Department of Urban Affairs & Planning (1997). The Section 94 Contributions Manual
- Environmental Planning and Assessment Act 1979*
- Environmental Planning and Assessment Regulation 2000*
- Greater Sydney Commission (2018). North District Plan
- Greater Sydney Commission (2018). Greater Sydney Region Plan – *A Metropolis of Three Cities*
- SGS Economics and Planning (2008). Ku-ring-gai & Hornsby Subregional Employment Study

Appendix G