

ANNUAL REPORT

2023-2024

hornsby.nsw.gov.au



Acknowledgement of Country

Council recognises the Traditional Owners of the lands of Hornsby Shire, the Dharug and GuriNgai peoples, and pays respect to their Ancestors and Elders past and present and to their Heritage.

We acknowledge and uphold their intrinsic connections and continuing relationships to Country.

Connections to Country

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

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

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

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

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

The Dharug and GuriNgai Peoples will continue to care for and respect Country. We invite and encourage you to expand on your own connection to this unique and amazingly beautiful Country. In the early morning hours when the sun is rising and you breath 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: Children's Forest at Fagan Park

Inside cover image: Hawkesbury River Indigenous rock art



NEED HELP

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



Chinese Simplified

需要帮助吗?

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



Chinese Traditional

需要幫助嗎?

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



German

Brauchen Sie Hilfe?

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



Hindi

क्या आपको सहायता की आवश्यकता है?

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



Korean

?도움이 필요하십니까

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



Tagalog

Kailangan ng tulong?

Itong dokumento ay naglalaman ng mahalagang impormasyon. Kung hindi ninyo naiintindihan, pakitawagan ang Serbisyo sa Pagsasalinwika at Pag-iinterpretar (Translating and Interpreting Service) sa 131 450. 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

دی‌راد کمک هب زاین

کردار نأ هچ‌نان‌چ. دشاب یم مهم تاع‌الطایواح دنس نی هب یه‌افش و یب‌تک هم‌جرت تامدخ اب‌افطل، دینک یم بن‌اج زا دی‌ه‌وخب ان‌ا زا. دیری‌گب سامت 131 450 هرامش ریش یب‌زن‌روه رهش یاروش اب 9847 6666 هرامش اب امش ات هب‌نش‌ود رهش یاروش یراک تاع‌اس. دن‌یری‌گب سامت ت‌س ره‌زاد‌ع‌ب 5 ات حب‌ص 8:30 زا، ه‌ع‌م‌ج.

CONTENTS

ABOUT THIS REPORT	3	OUR AREA	27	DELIVERING OUR DELIVERY PROGRAM	49
MESSAGE FROM THE GENERAL MANAGER	4	Community Snapshot	31	What is the Delivery Program?	50
A YEAR IN REVIEW	5	Liveability in Hornsby Shire	32	LIVEABLE	53
Performance Summary	6	Assets Council is Responsible For.....	33	1A. Community and Creativity	55
Financial Summary	7	Our Community Involvement.....	34	1B. Community Spaces	59
A YEAR OF INFRASTRUCTURE	8	Our Community Engagement	35	2A. Leisure, Sport, Open Spaces and Recreation	63
Hornsby Park – from quarry to parklands	9	Our Community Vision 2032	36	2B. Urban Design and Heritage	67
Westleigh Park Development	10	DEMOCRATIC GOVERNANCE	37	SUSTAINABLE	69
Public Domain - Asquith to Mount Colah and Galston	11	Our Councillors	38	3A. Sustainability.....	71
Hornsby Town Centre Review	12	Our Wards.....	39	3B. Resilience.....	74
Galston Aquatic and Leisure Centre Refurbishment	13	CORPORATE GOVERNANCE	41	3C. Waste, Recycling and Street Cleaning	76
Performance of Infrastructure Projects	14	Internal audit and risk management.....	42	4A. Environment.....	79
Where the Money was Spent	15	OUR ORGANISATION	43	STATE OF THE ENVIRONMENT 2023/24	82
Highlights	17	Organisation Structure.....	44	PRODUCTIVE	89
Completed Projects.....	18	Our Corporate Values	45	5A. Roads, Footpaths and Moving Around	91
Projects on Hold	22	Our People	46	6A. Inviting Centres and Business	94
LOOKING AFTER OUR FUTURE	23			COLLABORATIVE	97
Building a Strong Future	24			7A. Leadership and Governance	99
Driving an Efficient and Productive Council	25			7B. Customer Experience	101
Progress on our Local Strategic Planning Statement.....	26			7C. Communication, Education and Engagement	103
				8A. Planning for the Future.....	106
				8B. Organisational Support	110
				8C. Smart Cities	112
				LEGISLATIVE REQUIREMENTS	115

ABOUT THIS REPORT

This Annual Report is one of the key accountability mechanisms between Council and our community.

The Report outlines our financial and operational performance against the priorities Council has set to work towards achieving the community vision for Hornsby Shire.

The Report also contains information which is important to assist our community in understanding how Council is performing both as a business entity and community leader.

The 2023/24 Audited Financial Statements, a separate published document setting out financial performance, financial position and cash flows of Council, also form part of this document.

The 2024 State of the Shire Report, a separate published document which provides a snapshot of progress of the Hornsby Shire since the adoption of the Hornsby Shire Community Strategic Plan 2022-2032, Your vision | Your future 2032 in June 2022, also forms part of this Annual Report and can be found on Council's website at hornsby.nsw.gov.au/council/forms-and-publications/publications.

How to read the Annual Report

This Report should be read in conjunction with our 2023/24 Audited Financial Statements and 2024 State of the Shire Report.

A Year in Review

Summarises annual performance, progress of transformational projects and other infrastructure projects, our improvement measures and progress on Local Strategic Planning Statement.

Our Area and Our Community

About the Hornsby Shire area and community.

Governance

Democratic (Councillors and Wards) and Corporate Governance (Audit and Risk).

Our organisation

Organisation structure and people.

Delivering our Delivery Program

Presents highlights under the pillars of the Community Strategic Plan, Delivery Program and Operational Plan and progress on performance measures.

Legislative Requirements

Outlines 2023/24 reporting requirements under Local Government Act 1993 and other Acts.



Image: Friday at the Fountain

FROM THE

General Manager

Looking back over the past year, I take immense pride in our accomplishments in planning for the future of the Shire.

In September, we adopted the Hornsby Town Centre Masterplan which seals our commitment to long-term future housing provision while protecting the character of the Bushland Shire. Under the Masterplan, there will be opportunities for over 4,900 new dwellings, delivered with design excellence and sustainability in mind.

This Masterplan puts us on the front foot towards meeting the NSW Government's dwelling targets, outlined in the Hornsby Transport Orientation Development (TOD) Program. We hope that the NSW Government will support our proactive approach to planning by allocating sufficient funding for supporting infrastructure.

Plans progressed in the delivery of Hornsby Park, with the works at the Crusher Plant, tracks, trails and lookouts taking shape. Civil works in the quarry void, as well as vegetation mapping, also made significant progress.

While the Westleigh Park project had made significant progress last year, with a Development Application submitted in September, we experienced a setback in June when the NSW Government requested the funding be returned. Our community campaign demonstrated continued support for the project's future and we continued dialogue with the NSW Government to protect these funds and deliver this important project for our community.

Across the Shire, we completed 66 capital (infrastructure) projects, many funded by a combination of rates, grants from the NSW Government and development contributions, to enhance the liveability and amenity of our suburbs.

Projects included upgrades to Wisemans Ferry Park, The Lakes of Cherrybrook Park, Glenorie Community Centre Playground, access to Brooklyn Baths, a new Children's Forest at Fagan Park, Beecroft Village Green and Wollundry Park Playground.

We completed upgrades to the Great North Walk in the Berowra to Cowan area and made upgrades to the Heritage Steps. We built 1,890

metres of new footpaths and repaired 605 metres of local roads. We built a shared path along Brooklyn Road and commenced the construction of a boardwalk which, when complete, will link Brooklyn village centre with Kangaroo Point.

Galston Aquatic and Leisure Centre was refurbished with a roof replacement and we made significant improvements to the facility's accessibility, ensuring it is welcoming and inclusive for all residents.

In November, we marked 30 years of Hornsby Fountain with a celebration, just one of the community events held to promote arts and culture and social inclusion. Our exciting program also included the Taste of the World Multicultural Festival, Food Truck Fridays and a Reconciliation Week concert.

Funded by the NSW Government's 'Your High Street' grant program, the Coronation StrEat! project was officially opened with a 'Sweets, Beats and Brews' event to demonstrate how the multifunctional space can be used by community groups, local artists and businesses to enliven Hornsby's local economy.

Adding more vibrancy to our local creative and community programs, our libraries' summer reading programs offered people of all ages enticing incentives for reading more books, and the 2023 Hornsby Art Prize had another record number of entrants. Our Hello Hornsby program for seniors went from strength to strength and we partnered with Lifeline Harbour to Hawkesbury Sydney to provide mental health support for the community through free drop-in sessions at Hornsby Library.

Close communication and engagement with residents continued using our web-based engagement platform, Your Say Hornsby. Consultation took place on a large number of projects to gain valuable feedback, including the Westleigh Park Development Application, Draft Arts and Cultural Plan, Draft Social Plan, Fagan Park Off-leash Dog Park, and Wollundry Park Playground.

A number of our most cherished, long-running programs continued to run such as our native plants giveaways, held at the Warada Ngurang Community Nursery, and the Remagine Art Prize. New initiatives also

came to life including the car boot market in Berowra and Second Hand Market in Hornsby, the installation of an Electric Vehicle Fast Charger at Dural Street Car Park, Hornsby and new solar panels on the Hornsby Aquatic and Leisure Centre.

These are just some of the many projects and initiatives that we have delivered as we plan for the future of Hornsby Shire. It gives me great pride to know that this report demonstrates our commitment to addressing the immediate needs of the community, alongside taking tangible steps towards long-term housing provision.

Thank you to my dedicated staff and our leadership team who continue to serve the community with passion and diligence. It is their commitment that has made our many achievements possible. I also thank the outgoing Council for their significant contribution making a positive impact for our community.

Steven Head
General Manager



A YEAR IN REVIEW

PERFORMANCE SUMMARY

Budget

During 2023/24, we completed and progressed a substantial program of key initiatives and capital (infrastructure) projects and provided services that address social, economic, environmental and governance objectives contributing to our 2023-2026 Delivery Program including 2023/24 Operational Plan. The Delivery Program is Council's commitment to the community during its term of office and is in response to Your vision | Your future 2032, the Community Strategic Plan for Hornsby Shire.

The results achieved and set out below are based on 149 key initiatives and 86 capital (infrastructure) projects set out in our 2023-2026 Delivery Program including 2023/24 Operational Plan adopted by Council on 28 June 2023. More detailed information can be found in our Biannual Performance Reports available on our website at hornsby.nsw.gov.au/council/forms-and-publications/publications/regular-reporting-on-progress.



\$141M
operating



\$62.7M
capital

Year	Actual (operating) \$ (million)	Actual (capital) \$ (million)
2023/24	141.0	62.7
2022/23	164.7	69.7

Snapshot of performance

Eighty-nine per cent of actions within the 2023-2026 Delivery Program and 2023/24 Operational Plan have been completed or are on track.

Eighty per cent of planned capital (infrastructure) projects have been completed or are on track, with \$62.7 million spent.

The annual overall percentage of actions (key initiatives and ongoing activities) and capital (infrastructure) projects combined gives a result of 87%.

Year	Actions within Delivery Program/Operational Plan completed/on track <i>(includes capital projects)</i>
2023/24	87%
2022/23	86%



89%

Operational Plan actions completed/on track



87%

Operational Plan actions including capital projects completed/on track



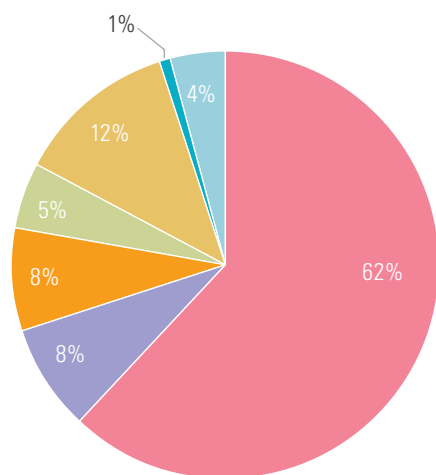
80%

of planned capital projects completed/on track

\$62.7M
spent

FINANCIAL SUMMARY

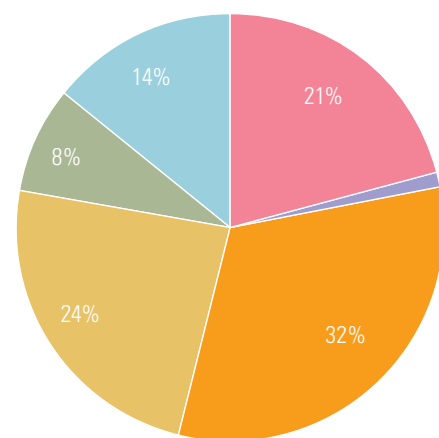
2023/24 Budget Summary



Source of funds	%	2023/24 \$ '000
Rates and charges ¹	62	(116,546,351)
Fees and charges ²	8	(14,790,227)
Interest ³	8	(14,391,682)
Grants and Contributions – operating purposes ⁴	5	(10,642,369)
Grants and Contributions – capital purposes ⁵	12	22,203,331
Asset sales ⁶	1	(1,201,968)
Other ⁷	4	(8,554,293)
Total Income⁸	100	(143,923,559)

- 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 bush fire 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 many revenue sources such as fines, recycling income, private vehicle use fees and income from road closures
- Based on Council's Actual results 2023/24

2023/24 Budget Summary



Use of funds	%	2023/24 \$ '000
Employee costs ¹	21	54,912,232
Borrowing repayments ²	1	15,898
Materials and contracts ³	32	82,186,364
Capital expenditure ⁴	24	62,694,682
Restricted assets ⁵	8	(21,063,801)
Other ⁶	14	(34,952,678)
Total Expenses⁷	100	143,792,697
Net Budget Surplus⁷		(130,861)

- Employee costs** includes salaries and wages, leave entitlements, 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** includes 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 new facilities and upgrades to footpaths, local roads, leisure and foreshore facilities, 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. Council generated a surplus of \$1.824M at 30 June 2022 and \$1.21M was transferred to reserves to enable the implementation of initiatives identified in future years of Council's Long Term Financial Plan
- 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 Actual results 2023/24

A YEAR OF INFRASTRUCTURE

TRANSFORMING HORNSBY SHIRE

Hornsby Park – from quarry to parklands

Hornsby Park – from quarry to parklands	
Estimated completion date	Stage 1 – 2025
% Complete	50% Life to Date
Total funding allocation	\$83.788m
Development Contributions component (subject to prioritisation)	\$28.034m
Grants component	\$50m
Expenditure 2023/24	\$14.4m
Actual Expenditure Life to Date	\$46.9m

Council is redeveloping the abandoned Hornsby Quarry and adjacent Old Mans Valley, approximately one kilometre west of the Hornsby Town Centre and transforming the site into open space for recreation and entertainment for all to enjoy. This new major parkland is being created on the site of the former Hornsby Quarry which was handed back to Council from NorthConnex in late 2019. The area features approximately 60 hectares of bushland and open space and is home to several features of historical and community interest, including early settler relics, the state heritage listed Old Mans Valley Cemetery and remnant buildings of the quarry crusher plant.

Status update

The rehabilitation of the old quarry and surrounding lands into open space for recreation purposes is the largest single construction project ever undertaken by Hornsby Shire Council.

As noted in Council Report No. IM2/21 – Master Plan for Hornsby and Westleigh Parks (considered at the 14 April 2021 General Meeting), the total estimated cost of the facilities canvassed in the Master Plan is significantly above the total level of funding available. The current funding allocation will allow for completion of bulk earthworks and initial stages of embellishment. Thereafter, Council will be seeking additional funding, from a variety of possible sources, to enable the ongoing deliver of the Master Plan in stages.

This large-scale project is being part-funded by the NSW Government with \$50 million provided by the NSW Stronger Communities grant scheme and 100% of the grant (plus around \$5.5 million of interest earned to date) has been spent or committed by way of tendered works. Further funding of \$28 million is available from development contributions, subject to the priority allocated to projects in accordance with development contributions received.

A budget of approximately \$34 million is allocated for bulk earthworks and site rehabilitation to create the landform for the site and address site-wide stability issues. Works for this stage of the project are well progressed and are forecast to be completed in late 2024.

An allocation of \$5 million of the project budget has been provided for the regeneration of the vegetation communities on the site, with this funding set aside in an internal restricted asset account to cover the cost of ongoing vegetation management into the future.

In accordance with resolutions at the 8 March 2023 General Meeting (in Council Report No. IM2/23 – Hornsby Park) a Review of Environmental Factors was compiled, exhibited and approved.

In late 2023, contracts were signed for the amenities building upgrade, the crusher plant platform and the enabling services works with a contract for the southern lookout signed in early 2024. A further contract for the western lookout was signed in April 2024, after a tender process had been completed.

The 2024/25 financial year will see the initial embellishment projects completed along with additional embellishment elements that were in the planning stage at 30 June 2023. While much of the park will remain in an unembellished or temporary state, completion of these embellishment works will facilitate partial access to a landscape that is very close to the town centre, but that has been off limits for more than a century.



Image: Hornsby Park

TRANSFORMING HORNSBY SHIRE

Westleigh Park Development

Westleigh Park Development	
Estimated completion date	Stage 1 – 2026
% Complete	10% Life to Date
Total funding allocation	\$61.079m
Development Contributions component	\$21.079m
Grants component	\$40m
Expenditure 2023/24	\$3.079m
Actual Expenditure Life to Date	\$27.26m

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. The project was to be partly funded by the NSW Stronger Communities Fund grant.

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).

Status update

This initiative responds to the growing demand for recreational spaces due to population growth and increased participation in sports.

Following extensive community engagement in 2021, Councillors deferred adoption of the draft Westleigh Park Master Plan to allow time to address concerns around the extent and location of mountain bike

tracks and traffic generation around the park. Since then, further engagement and co-design workshops for the mountain bike trails was undertaken with key stakeholders from the mountain bike and environmental protection groups. Workshops were also held around the proposed extension to Sefton Road.

The comprehensive Master Plan, adopted in June 2023 after extensive community engagement, outlines a vision for a major parkland that balances active recreation with the preservation of important bushland areas. Council lodged a Development Application (DA) for Westleigh Park in September 2023 with public exhibition concluding 20 November 2023. The Development Application is currently being independently assessed by a town planning consultancy and a report will be submitted to the Sydney North Planning Panel for determination at the end of 2024 or early 2025. The Development Application seeks assessment and approval for the entire project, which will be rolled out in stages.

Planned Stage One works include key amenities, parking, walking and biking trails alongside a multipurpose platform featuring a natural turf sportsfield adaptable for various sports such as football, rugby, AFL, and cricket which utilises all available funds provided by the State Government.

Future stages of the development of Westleigh Park will require Council to secure additional funding to complete however, will see an expansion of the site accommodating additional flexible fields, athletics track and internal athletics creating even more recreational opportunities for our community.

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

In June, this project experienced a setback when the NSW Government requested the return of crucial funding. Dialogue with the NSW Government continues to ensure that this important project can be delivered for the community.



Artist impression



Artist impression

TRANSFORMING HORNSBY SHIRE

Public Domain – Asquith to Mount Colah and Galston

Public Domain	Asquith and Mount Colah	Galston
Estimated completion date	2025	2026/27
% Complete	70% Life to Date	10% Life to Date
Total funding allocation	\$9.3m	\$7.1m
Development Contributions component (pending approval)	\$9m	---
Expenditure 2023/24	\$107k	\$101k
Actual Expenditure Life to Date	\$4.772m	\$101k

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.

Revised Public Domain Guidelines for Beecroft were placed on public exhibition in December 2022 and remain subject to final adoption. Upgrades are occurring within the Beecroft Village Green and a pedestrian/cycle shared path 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.

A Shirewide signage design palette was endorsed by Council and 36 new gateway and suburb signs have been installed. The provision of further signs is dependent on additional funding being identified.

Status update

Asquith and Mount Colah

Council identified two priority areas to improve streetscape amenity:

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

A budget of \$9.3M was set aside for these works, funded from development contributions. Upgrade works on Peats Ferry Road, Asquith between Hookhams Corner and Wattle Street have been completed.

The corridor from Asquith to Mount Colah will be undertaken in two stages. Stage 1 includes works between Amor Street and Yirra Road, and Stage 2 is from Yirra Road to Parklands Avenue.

Civil design has been completed for Stage 1 and project works have been tendered for construction. The construction is anticipated to commence in August 2024 with a January 2025 forecast completion date, weather permitting. The estimated cost of Stage 1 is approximately \$2 million.

Design for Stage 2 from Yirra Road to Parklands Avenue will commence in future years as development contribution funding becomes available. This corridor aims to provide improvements including wider footpaths and landscaping along the Pacific Highway and the construction of pedestrian refuges at selected locations, with the agreement of Transport for NSW (TfNSW).

Galston

The draft Galston Village Public Domain Plan (PDP) was endorsed by Council for public exhibition in February 2024.

At its General Meeting on 10 July 2024, following the exhibition and community engagement process from 29 April to 2 June 2024, a summary of outcomes was provided and the PDP was endorsed by Council for the next stage of detailed design and documentation towards construction (Report No. IM6/24).

The project has commenced design refinements in facilitating design development and documentation which includes elements of site and

road surveys, drainage/WSUD design review, geotechnical advice and Road Safety Audit. A speed Zone review for Galston Road is also being undertaken recommending a lowering of vehicle speeds within the Galston Village to 40km/h to improve pedestrian and cycling safety as part of the broader Galston Village Public Domain Plan.

As a key component to the success of the PDP, Council continues to liaise with TfNSW as the approval authority for works impacting the state road (Galston Road) throughout the design development and as documentation progresses. Further stakeholder engagement and workshop activities continue and are planned with landholders, business holders and the community, which will assist and guide final designs being documented for construction tender anticipated in early 2025.



Artist impression

TRANSFORMING HORNSBY SHIRE

Hornsby Town Centre Review

Hornsby Town Centre Review

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)

Status update

Public exhibition of the Hornsby Town Centre (HTC) Masterplan was held between 20 July and 30 September 2022 with key maps, recommendations, 3D video visualisations and supporting technical reports available. Council wanted to hear community feedback about whether the draft Masterplan meets the vision and principles adopted and outlined in the Local Strategic Planning Statement. Almost 500 submissions were received from stakeholders including state agencies, gathered digitally and at a series of nine face-to-face drop-in engagement sessions facilitated by Council.

The Masterplan was adopted by Council on 8 November 2023 with several amendments that address feasibility and amenity concerns. The Masterplan is ambitious, promoting a redefinition of the Town Centre skyline by providing opportunities for over 4,900 new dwellings in slender residential towers, varying in height up to 36 storeys and clustered around the train station and mall.

Also facilitating up to 4,500 new jobs in the precinct, the Masterplan encourages revitalisation of the Town Centre with new open spaces reflective of the Shire’s bushland identity, a new multi-purpose community facility along with pedestrian and cycling networks and enhanced public transport access.

In December 2023, the NSW Government identified Hornsby Town Centre as one of eight ‘Accelerated Precincts’ in Greater Sydney to be subject to state-led Transport Oriented Development (TOD) rezoning proposals and went on to exhibit a rezoning for the Hornsby TOD ‘Accelerated Precinct’ for public comment during July and August 2024. In August 2024, Council resolved to proceed with a submission outlining that while the proposed rezoning is ‘broadly consistent’ with Council’s own adopted Hornsby Town Centre Masterplan, it appears deficient in providing certainty that essential supporting infrastructure will be delivered for future residents, workers and visitors.

Council will continue to collaborate with the NSW Government in delivering the Masterplan’s vision for housing, jobs, facilities, improvements and upgrades.

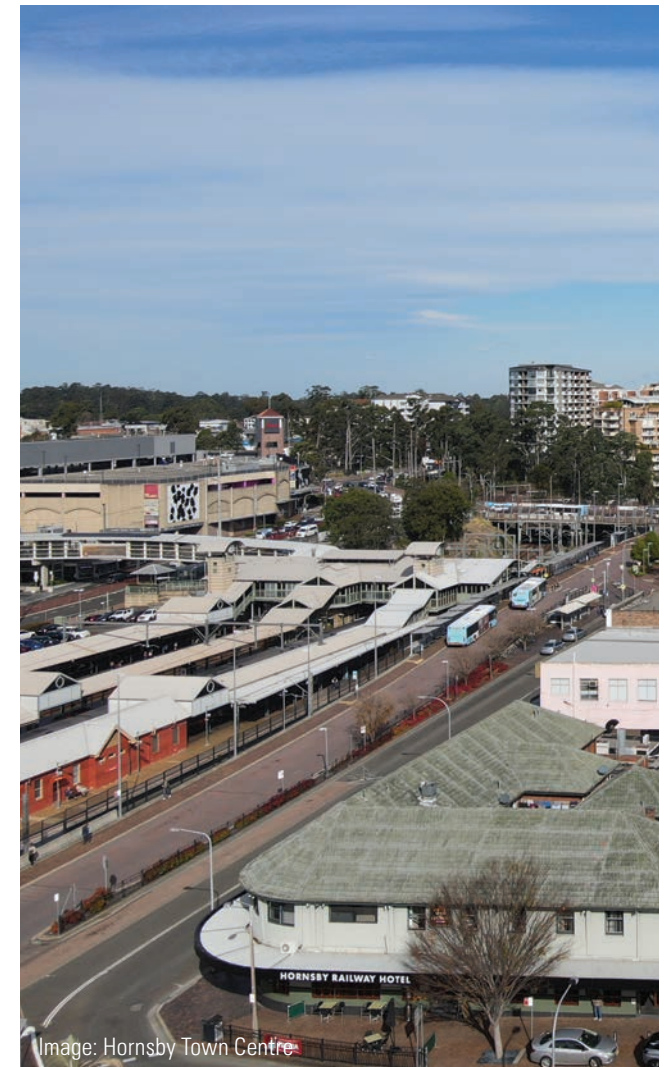


Image: Hornsby Town Centre

TRANSFORMING HORNSBY SHIRE

Galston Aquatic and Leisure Centre Refurbishment

Galston Aquatic and Leisure Centre Refurbishment	
Estimated completion date	Dec 2023
% Complete	100% Life to Date
Total funding allocation	\$7.2m
Expenditure 2023/24	\$2.376m
Actual Expenditure Life to Date	\$7.469m

Council is upgrading the Galston Aquatic and Leisure Centre (GALC). The upgrades comply with the latest building and accessibility provisions to ensure the facility's functionality into the future.

Status update

Delivered with support from the NSW Government through a Greater Cities Sport Facility Fund grant, the refurbishments to GALC included the installation of a new roof and the addition of a large, family changing room as well as a multi-purpose changing area equipped with hoists and adult changing tables – greatly improving accessibility for people with disability or undergoing rehabilitation.

In addition to functional improvements, a modernisation of the Centre's aesthetics makes for a more comfortable, family-friendly environment suitable for the diverse needs of the surrounding community, from the learn-to-swim families, attendees of the popular aqua fitness classes as well as squad training and events for local swimming groups.

The larger pool deck area around the 25-metre pool will allow for larger school carnivals and increased numbers for our swim education programs. An improved access and a covered walkway to the learn to swim facility adds to the improved family-friendly environment.

The landscape around the facility has been revamped with sandstone retaining walls and a larger seating area where families can enjoy the extra space during their visits.

Whilst contractors onsite initially experienced some project challenges which caused delay, the facility reopened to swimmers and gym users on 15 December 2023 with Learn to Swim, squads and aqua programs resuming early in 2024.

An official grand opening took place on 3 February 2024.



Image: Galston Aquatic and Leisure Centre

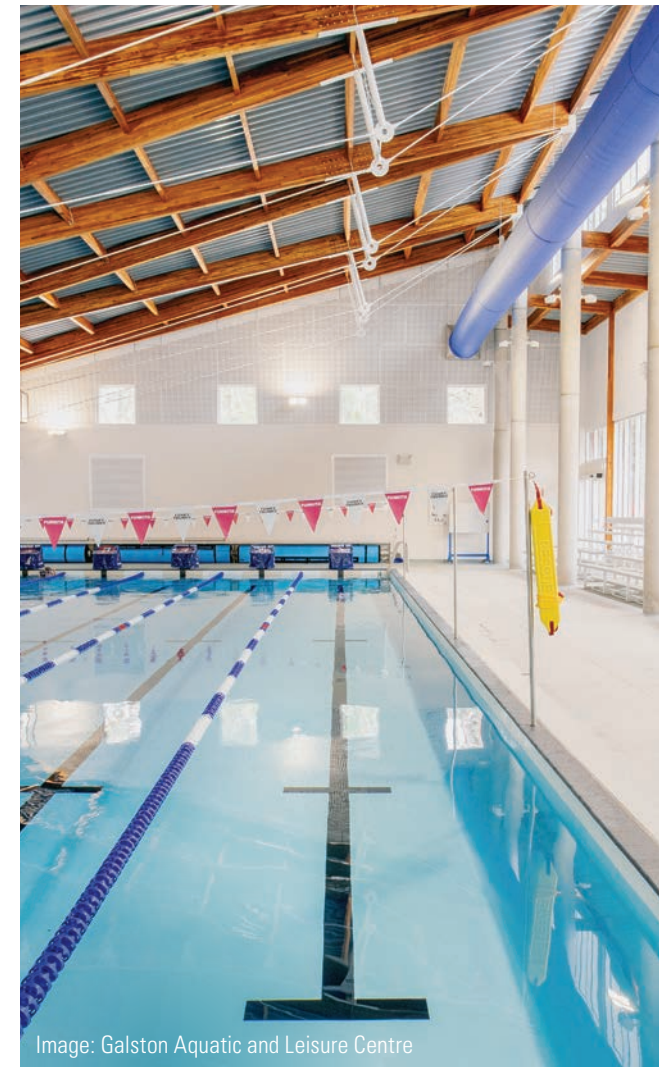
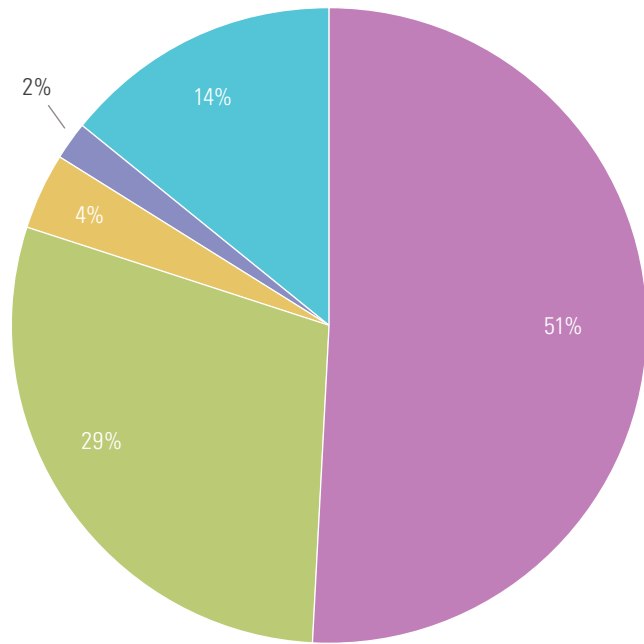


Image: Galston Aquatic and Leisure Centre

PERFORMANCE OF INFRASTRUCTURE PROJECTS

Performance of capital (infrastructure) projects



■ Completed	51%	■ Critical	0%
■ On track	29%	■ On hold/Not started	2%
■ Needs attention	4%	■ Closed	14%

Budget 2023/24	Original budget \$	Revised budget \$	Final result \$
Capital (infrastructure) projects	93,338,275	69,439,754	62,694,682

WHERE THE MONEY WAS SPENT



\$4M

Parks and playgrounds



\$12.5M

Local roads and traffic facilities



\$740K

Waterways



\$180K

Public domain



\$3M

Sporting facilities



\$6.6M

Footpaths and shared paths



\$1.2M

Cultural facilities



\$760K

Drainage



\$18.1M

Open space recreation (including Hornsby Park and Westleigh Park)



\$2.3M

Aquatic facilities



\$10.4M

Buildings and structures



\$100K

Foreshores



\$3.6M

Corporate items



\$2.1M

Fleet replacement

Projects delivered with funds received due to good planning processes

Contributions collected from fixed development consent levies (under sections 7.11 and 7.12 of the Environmental Planning and Assessment Act 1979) have helped deliver:

- Hornsby Aquatic and Leisure Centre – installation of solar panels
- Glenorie Community Centre – playground upgrade
- Hawkins Hall Community Centre – playground upgrade
- Normanhurst Oval – lighting and pathway
- Ron Payne Oval, Epping - amenities
- Greenway Park, Cherrybrook – Small dog off leash area and pedestrian footpath improvements
- Waitara Park – landscaping and pathways associated with indoor cricket facility
- Lisgar Gardens, Hornsby - amenities and park embellishment
- Hornsby Heritage Steps - trail and heritage restoration

WHERE THE MONEY WAS SPENT

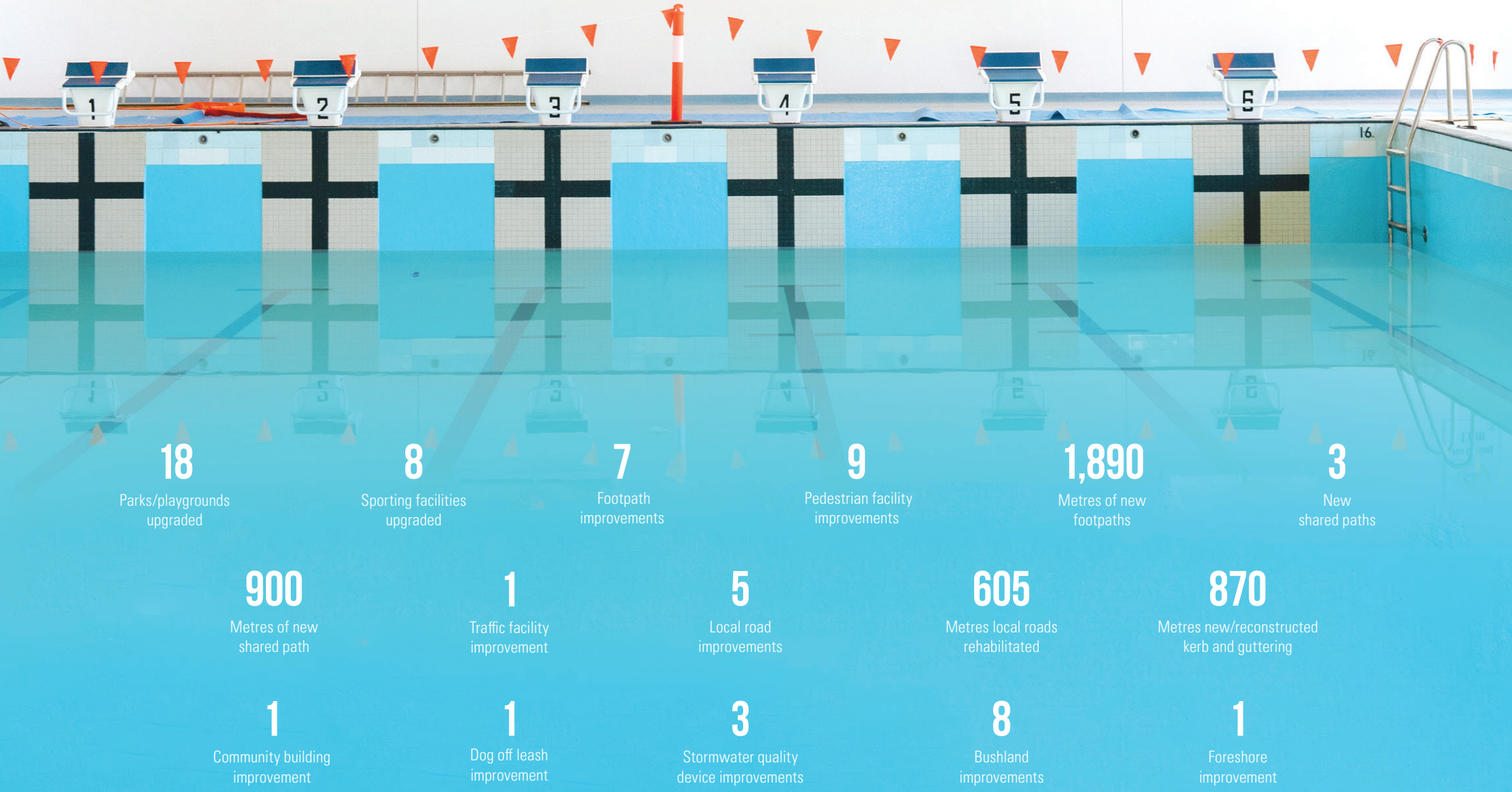


Image: Galston Aquatic and Leisure Centre

HIGHLIGHTS

Hawkins Hall and its children's playground at Thornleigh

Upgrades include landscaping and accessible parking facilities, new accessible park furniture, additional seating, access ramps to the facility, a newly constructed sandpit with shade sail, upgraded playground equipment with a disability swing and even a 'charging station pitstop' on the new bike circuit. Upgrades also included demolition and rebuild of the toilet block, upgrade of the paintwork, re-coating of all timber floors and construction of a new awning and verandah for disability access.



Image: Hawkins Hall, Thornleigh

Upgrades to netball courts at Pennant Hills Park

Two netball courts were reconstructed, as well as new sandstone seating, retaining walls, court fencing and pathways and improved drainage. The project was funded by Hills District Netball Association and project managed by Hornsby Shire Council.

Ron Payne Park, Epping

New amenities completed in conjunction with the North Epping Rangers Sports Club and a \$1.5 Million NSW Government grant. The new building will promote diversity in community sport through its modern facilities which include two sets of change rooms with showers and safe, individual unisex and accessible public toilets.

Greenway Park, Cherrybrook Off-Leash Dog Park

The Cherrybrook off leash dog park at Greenway Park now provides a separate area for small dogs. The project included improvements to pedestrian footpaths for improved safety along with expansion of open space area for the adjacent war memorial.

Lisgar Gardens, Hornsby

Upgrades completed including new toilet with two individual accessible cubicles, lookout area with information signage including map, new gardeners room, pathway and signage improvements.

Mark Taylor Oval, Waitara

To supplement the reconstruction of oval playing surface, practice cricket wickets and a central wicket square has been installed. A Development Application for new public toilets, canteen, storage, community space and refurbished changerooms has also been approved and tenders called for construction.



Image: 'Camellias' sculpture with artist Dave Hayes at Lisgar Gardens

COMPLETED PROJECTS

Infrastructure projects completed during 2023/24

Major projects		Completed date
Galston Aquatic Centre	Roof replacement and associated works	Nov 2023
Local roads		Completed date
Crawford Road, Mount Kuring-gai	Preconstruction and construction works	Jul 2023
Cobah Road, Fiddletown	Stage 1 – Perry Road to 77 Cobah Road	Oct 2023
Bolton Avenue, Mount Colah	Berowra Road to Ku-ring-gai Chase Road	Oct 2023
Arcadia Road, Galston	Stage 3 – Martin Street to Galston Public School	Mar 2024
Yirra Road, Mount Colah	Pacific Highway to Mount Street	Jun 2024
Footpaths		Completed date
Gwandalan Crescent, Berowra	Yallambee Road to Kywong Road	Nov 2023
Link Road, Hornsby	Old Berowra Road to Ida Street	Oct 2023
Downes Street, North Epping	Beck Street to Boundary Road	Nov 2023
Vaughan Avenue, Pennant Hills	Thorn Street to No. 14	Nov 2023
Myson Drive, Cherrybrook	Franklin Road to Powell Place	Feb 2024
Nicholson Avenue, Thornleigh	Giblett Avenue to Barrett Avenue - footpath and kerb ramp missing link	Feb 2024
Eucalyptus Drive, Westleigh	Castle Circuit to Corang Road	Jun 2024
Traffic facilities		Completed date
Singleton Road, Wisemans Ferry	Installation of safety barrier (Black Spot Program 100% grant)	Mar 2024

COMPLETED PROJECTS

Pedestrian, bicycle facilities		Completed date
Bellamy Street/Stevens Street Pennant Hills	Construction of kerb blisters, crossing upgrade and delineation	Sep 2023
Alexandria Parade, Waitara	Pedestrian crossing at Waitara Train Station (improve safety at existing crossing near new railway tunnel)	Mar 2024
Castle Hill Road, West Pennant Hills	Shared path (between Victoria Road and Pennant Hills Road)	Mar 2024
Brooklyn Road (between 87 Brooklyn Road and Baden Powell Avenue, Brooklyn)	Shared path, including road and drainage upgrades, pedestrian crossings and improvements to the car park at Brooklyn Oval	Jun 2024
Edgeworth David Avenue/Myra Street, Wahroonga	Shared path (Outside No.55-57 Myra St)	2024
Arcadia Road, Galston	Upgrade of pedestrian refuge to marked pedestrian crossing	2024
School Road, Galston	Upgrade of Children's crossing to a marked pedestrian crossing	2024
School Road, Galston	Demolition of redundant bus shelter and erection of new bus shelter in bus bay in Arcadia Road	2024
Norman Avenue, Thornleigh	New bus seat and boarding pad	2024
Malton Road, North Epping	Construction of refuge island near Norfolk Road	2024
Old Berowra Road, Hornsby	Construction of raised threshold pedestrian crossing near Hornsby North Public School	2024
Romsey Street, Hornsby	Construction of raised threshold pedestrian crossing	2024
Foreshores		Completed date
Lady Hawkesbury Wharf, Wisemans Ferry	Stair and access improvements	Jun 2024

COMPLETED PROJECTS

Parks/playgrounds		Completed date
Brooklyn Foreshore	Upgraded access to Brooklyn Baths including improved stairs, handrails, and decking. New outdoor shower provided along with improved landscaping	Sep 2023
(s7.11) Waitara Park	Park enhancement. Landscaping and pathways work associated with indoor cricket facility	Jul 2023
The Lakes of Cherrybrook	Park renewal including playground (paths, viewing deck, bridge and raised walkway completed 2022/23)	Aug 2023
(s7.11) Glenorie Community Centre	Playground upgrade. All landscape work completed with new paths, tables and seats within the community centre outdoor areas	Oct 2023
Brooklyn	Installation of new plaque acknowledging the Traditional Owners of Dyarrubin (Hawkesbury River)	Nov 2023
Playground equipment renewals	Jane Starkey Park and Dawson Avenue Park in Thornleigh, Foxglove Oval Park in Mount Colah, Westminster Park in Castle Hill	Dec 2023
Playground undersurface renewals	Jane Starkey Park, Thornleigh; Foxglove Oval Mount Colah; Beatrice Thompson Park, Hornsby and Rannoch Place Park, Thornleigh	Jun 2024
Park furniture renewals	Western Crescent Park at Westleigh, Patrick Kelly Park and Samuel Oxley Park at West Pennant Hills	Jun 2024
Beatrice Thompson Park, Hornsby	Net climber replacement	Jun 2024
Wisemans Ferry Recreation Reserve	Park enhancement. Playground, court renewal and amenities	Dec 2023
(s7.11) Hawkins Hall Community Centre, Thornleigh	Playground upgrade	Feb 2024
Lisgar Gardens, Hornsby	Upgrades include new toilet with two individual accessible cubicles, lookout area with information signage including map, new gardeners room, pathway and signage improvements	May 2024
Fagan Park, Galston	Playspace. The Children's Forest at Fagan Park was completed and opened to public on 11 April 2024.	Apr 2024
Sporting facilities		Completed date
(s7.11) Facility renewal – Normanhurst Oval	Lighting and pathway completed. Amenities (Stage 2) to occur at a later time within 10 year life of s7.11 plan	Jul 2023
Cricket wicket renewals	Thomas Thompson Park and Greenway Park, Cherrybrook; Montview Oval, Hornsby Heights and Thomas Thompson Oval, Cherrybrook	Dec 2023
Cricket sight screens	Storey Park, Asquith	Dec 2023
(s7.11) Ron Payne Oval, Epping	Amenities	Feb 2024
Cricket Centre of Excellence, Mark Taylor Oval, Waitara	Reconstruction of oval playing surface	Dec 2023

COMPLETED PROJECTS

Dog off-leash		
(s7.11) Greenway Park	Expansion of Greenway Park, Cherrybrook off leash dog park to provide separate area for small dogs. Included improvements to pedestrian footpaths for improved safety along with expansion of open space area for adjacent war memorial	Apr 2024
Car parks		
Fagan Park	Paid parking software updated	Apr 2024
Community buildings		
Hornsby Library	Façade improvements	Jun 2024
Stormwater quality improvement devices		
Martin Road, Galston	Raingarden (part of local road improvement project)	Dec 2023
Cnr Albert and Waters Streets, Hornsby	Gross pollutant trap designed to capture up to 40 tonnes per year (sediments/plastics/organics and dissolved pollution)	Mar 2024
Larool Crescent, Thornleigh	Creek stabilisation on around 20m of Larool Creek to reduce erosion/sediments heading into Berowra Creek and to protect the bushland	Jun 2024
Bushland		
(s7.11) Berowra Park and walking track upgrades Berowra to Cowan area	Track upgrades to the Great North Walk including installation of sandstone steps resurfacing and carved steps between Alston Drive Junction and Deep Bay Creek in Berowra Heights	Sep 2023
Asquith East bushland trail links	Installation of new bushland walking tracks linking Stokes Avenue to Mills Park and Chelmsford Road in Asquith. Site survey and scoping for future stages of track work linking Michigan Avenue and Stokes Avenue was completed in December 2023	Dec 2023
Reddy Park, Hornsby	Southern track upgraded including installation of rock filter drains and new track surfacing with crushed sandstone	2024
Stokes Avenue and Chelmsford Road/Mills Park, Asquith	Construction of new bushland walking track	2024
Swing Bridge Loop Walk, Cherrybrook	Installation of new permanent wayfinding and interpretive signs	2024
Salt Pan Reserve, Brooklyn	Installation of amphitheatre using recycled sandstone blocks, sandstone steps, concrete footpaths, and mini boardwalks	2024
Beecroft-Cheltenham bushland	Design, manufacture and installation of wayfinding signage	2024
Hornsby Heritage Steps Restoration	Design and survey completed and progressed with installation of sandstone steps and slab edging	2024

PROJECTS ON HOLD

Infrastructure projects on hold

The projects below are On Hold and have rolled into 2024/25. Some have been delayed due to weather and supply chain challenges resulting in delays and higher construction costs or they are awaiting action by another agency.

Other projects that are on track but not yet complete have also rolled into 2024/25 but are not listed here.

Rolled into 2024/25

Foreshore	
Brooklyn Wharf Upgrade with Pontoon	Project currently delayed awaiting a decision of TfNSW on mooring space. Now planned for completion during 2024/25 subject to a favourable response from TfNSW
Traffic facilities	
(s7.11) Beecroft Town Centre traffic improvements, including signalisation of Wongala Crescent/Hannah Street	Advice received that traffic signals will be required in the future and any landscape design should be capable of accommodating traffic signals. Preferred concept to be presented to Council in late 2024 / early 2025
Intersection upgrade - Peats Ferry Road/Bridge Road, Hornsby (survey and design)	Preliminary civil design completed and traffic control signal plan to be updated following changes to civil design. Property acquisition completed. Commencing survey of acquired property to finalise plans. Funding allocated in s7.11 plan for project is insufficient to deliver the works. Funding application made with Safer Roads Program
Bushland	
Berowra Waters – accessible boardwalk and viewing platform	Awaiting outcome of on-site Aboriginal Cultural Heritage assessments and management recommendations for the site. The assessments recommend that Council continue to work with other land managers in the Berowra Waters area to assess potential re-alignments away from Aboriginal sites in this area, and management strategies including interpretation of the cultural significance of the area
Stormwater Quality Improvement Device	
Derribong Place, Thornleigh – trash rack	Delivery delayed due to weather conditions. Construction is scheduled for early 2024

LOOKING AFTER OUR FUTURE

BUILDING A STRONG FUTURE

Progress on our Special Rate Variation

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

The decision to progress the application for a Special Rate Variation (SRV) was not taken lightly but was the responsible choice to ensure Council meets its legislated obligation to manage its budget responsibly. We consulted with our community on this issue in October 2022.

In June 2023, the Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a 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.

Council's application included \$6.4 million in 2023/24 to implement previously unfunded initiatives identified in a number of strategic and technical documents endorsed by Council and desired by the community as well as providing additional funding for the planned maintenance and renewal of Council's asset base outlined in the Asset Management Strategy that was referred to IPART 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.

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 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. Once approved, projects are included in Council's corporate reporting system for quarterly progress updates. Approved projects are outlined in Quarterly Budget Review Reports and six-monthly Performance Reports to Council.

Detailed reporting on the SRV as required by the Instrument under Section 508A of the Local Government Act 1993 can be found later in this document commencing p121 in the Legislative Requirements section.



Image: Beecroft Village Green Opening

DRIVING AN EFFICIENT AND PRODUCTIVE COUNCIL

Council is always looking at improvement and efficiency measures and to better align the organisation to deliver for the community.

We continue to benefit from a significant program of cost containment and savings. This has contributed to improved financial sustainability and our capacity to redirect savings into new services and to reduce debt. We recognise that both an ongoing program of continuous improvement and a review of services will be required to maintain financial sustainability in an increasingly challenging financial environment.

In the 2022/23 financial year, Council began identifying areas for continuous improvement with a focus on leveraging existing digitisation initiatives to enhance service delivery.

Community Satisfaction Surveys were undertaken in March 2021 and in February 2023 where residents were asked to rate their satisfaction with 29 different services and facilities provided by Council. A further Community Satisfaction Survey is planned for later in 2024.

The areas initially identified for improvement have been selected through analysing the results of the Community Satisfaction Surveys as well as community and councillor feedback. The Development Approvals process and customer interaction (through Administration Services) were identified as the areas of focus.

During the 2023/24 financial year, a number of smaller reviews were undertaken across the organisation. These were reported to Council's Consultative Committee. As a result, a number of internal positions were redesigned in the Governance and Customer Service Branch, Strategic Land Use Planning Branch and Regulatory Services Branch. There was also a restructure of the Strategy and Place Branch to incorporate a Business Improvement Manager as the Office of Local Government now requires councils to implement a program of continuous improvement and service reviews.

With the appointment of the Business Improvement Manager in April 2024, providing essential leadership and accountability, significant strides have been made in our Service Review program. A robust framework has been established, receiving strong organisational support, and laying a solid foundation. A service catalogue has been

developed and we are working through detailed scoping of our services. This catalogue will serve as a cornerstone for our future activities by offering a clear overview of services provided and identifying areas for enhancement.

Looking ahead, we plan to prioritise and schedule service reviews over the next ten years. This approach will allow us to systematically evaluate and improve our services. We have commenced a review of our Development Assessment services, with some actions already implemented from previous reviews. The review of administrative services has been put on hold pending prioritisation of the catalogue of services.

We have also put an internal audit program in place to conduct risk-based audits of particular parts of our business which will complement the continuous improvement program.

The completion rate of Customer Service Requests increased to 83.8% in 2023/24 from 79.8% in 2022/23. The number of Customer Service Requests received also increased (from 35,194 in 2022/23 to 36,155 in 2023/24), highlighting the efficient staff response and dedication of our teams.

As a lean organisation, we punch above our weight with each staff member servicing 314 community members, 30 per cent more than our peer councils where staff each service 238 residents on average. *(YourCouncil NSW Government data 2022/23)*



Image: Coronation Street

PROGRESS ON OUR LOCAL STRATEGIC PLANNING STATEMENT

The Hornsby Local Strategic Planning Statement (LSPS) sets out a 20-year vision for land use; the special character and values that are to be preserved; shared community values; and how Hornsby Shire Council will manage growth and change. The majority of the actions under the themes of Liveable, Sustainable, Productive and Collaborative have been implemented or are underway and there is a need to update the LSPS to reflect this work.

Under current legislation, Council is required to review its LSPS every seven years. For Hornsby Shire Council, this means by 2027. In the absence of the now-disbanded Greater Cities Commission, Council awaits the release of the regional plan update by the Department of Planning, Housing and Infrastructure.

It is expected that there will be a renewed focus on housing supply and targets given the National Housing Accord and the current housing crisis. A future updated LSPS will set out how Council can continue to balance the challenges of housing growth with other Council and community priorities.



Image: Asquith apartments

OUR AREA

OUR AREA

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.

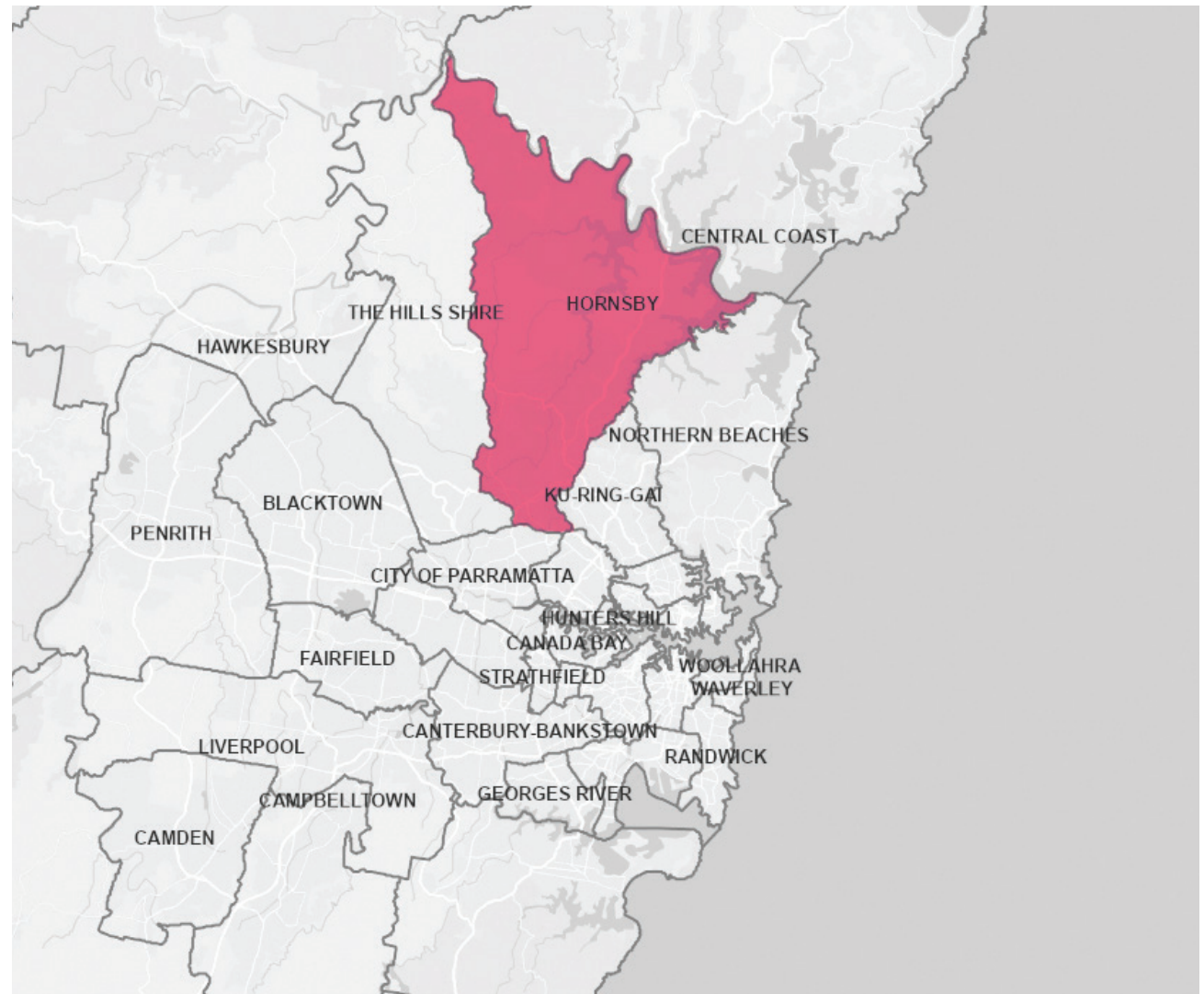
Our Bushland Shire enjoys the benefits and convenience of city living with enviable access to pristine bushland and waterways. It is the place where the city meets the bush. Hornsby Shire forms part of the northern suburbs, being located approximately 25 kilometres north of Sydney CBD.

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.

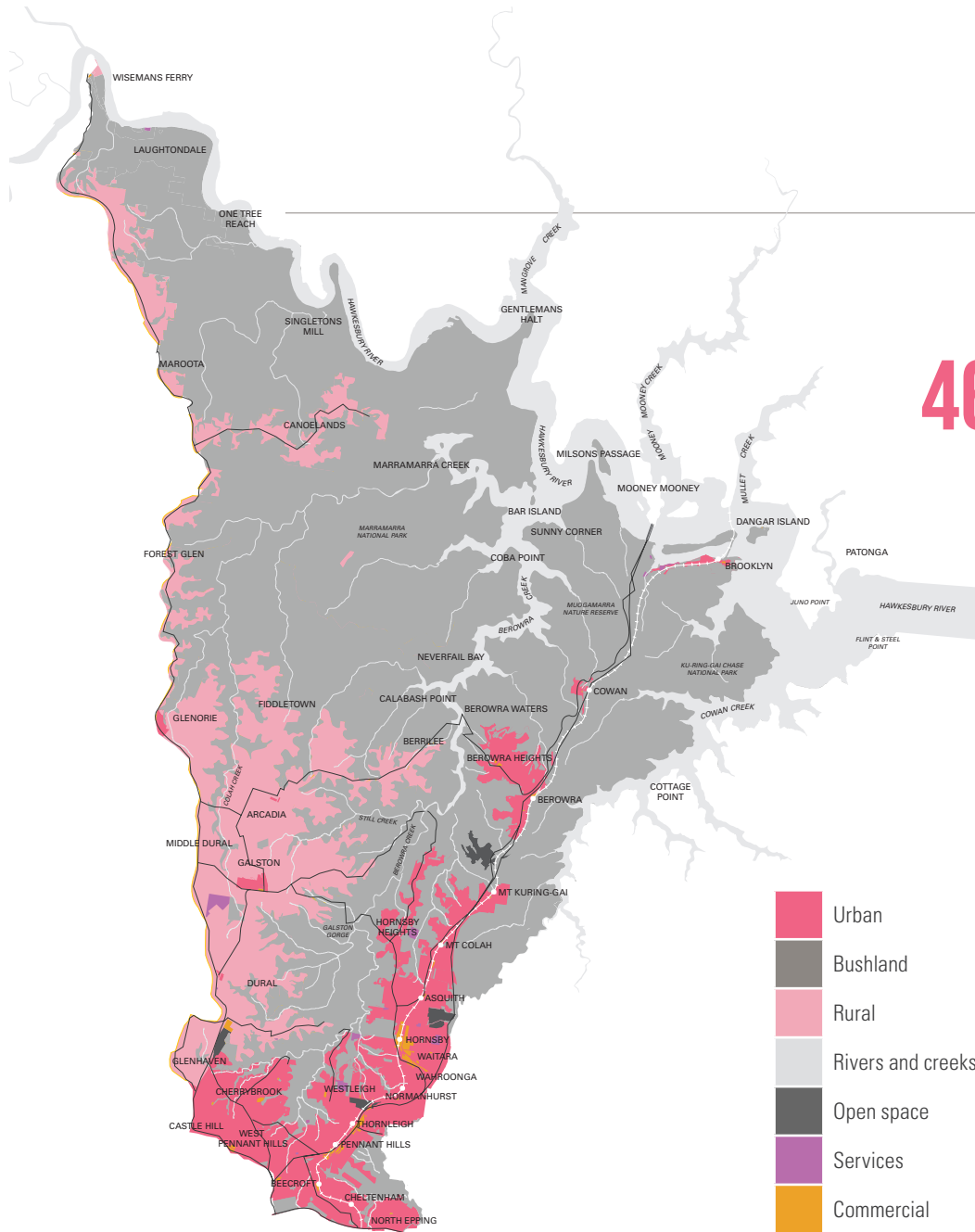
Up until May 2016, the Hornsby Shire Council area covered approximately 510 square kilometres, including 6,000 hectares of public bushland for which Council was responsible. The Shire extended from Brooklyn in the north, to Wisemans Ferry and Glenorie/Dural in the west, Wahroonga in the east and Epping in the south.

In May 2016 the NSW government transferred the former Hornsby Shire Council area south of the M2 Motorway to the City of Parramatta Council and abolished Hornsby's then existing three-ward structure.

By proclamation on 23 January 2017, the NSW government established a new three ward structure for the Hornsby Shire Council area which took effect from the 9 September 2017 Council election.



OUR AREA



460KM²



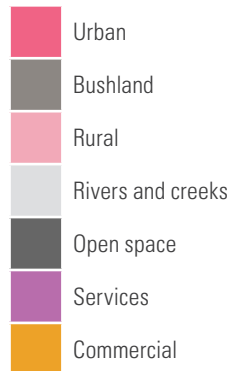
70%
Bushland



10%
Urban



1,328KM
Rivers and creeks



5%
Open space



15%
Rural

OUR AREA



38

Suburbs

25

Kilometres from Sydney CBD

154,072

Estimated residential population
(June 2023)

158,331

Population forecast for 2024

174,884

Population forecast for 2036

338.5

Persons per square km

10.45%

Population change 2024-2036

55,919

Dwellings

13

Railway stations

1

Metro stop

\$8.68B

Gross regional product (2023)

85,244

Employed residents (2023)

51,369

Local jobs (2023)

14,111

Local businesses (2023)

**HEALTH CARE AND
SOCIAL ASSISTANCE**

Largest industry of employment

**RENTAL, HIRING AND
REAL ESTATE SERVICES**

Highest industry of worker productivity
– generating \$368.755 per worker (2022/23)

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

COMMUNITY SNAPSHOT



Who we are

51%

Females

49%

Males

41

Median age

0.6%

Aboriginal and
Torres Strait Islander

44%

University qualification

13%

Trade qualification

73%

Completed year
12 schooling

4.2%

Unemployment rate
(June 2024)



How we live

20%

Live in high
density dwelling

12%

Live in medium
density dwelling

68%

Live in a
separate house

18%

Lone person households

53%

Households
with children

44%

Households
without children

4%

Need daily assistance
due to disability

53%

Households with two
or more motor vehicles



Where we come from

92%

Speak English only
or speak it well

35%

Speak language
other than English

84%

Australian citizens

41%

Born overseas

5

Top birthplaces

1. China 7.6%
2. India 5.1%
3. UK 4.4%
4. South Korea 1.8%
5. Hong Kong 1.8%

82

Languages spoken

112

Different birth places
represented

LIVEABILITY IN HORNSBY SHIRE

Liveability in Hornsby Shire

In 2023, we once again participated in the Australian Liveability Census. Launched on National Neighbour Day in March and running until June, the Census invited local communities to share what was important to them, giving a glimpse into how their local neighbourhoods are performing.

83% of Hornsby Shire respondents are satisfied with liveability in their local neighbourhood
(National average 82%)

Top 3 Liveability Strengths:



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



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



Protection of the natural environment

Top 3 Liveability Priorities:



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

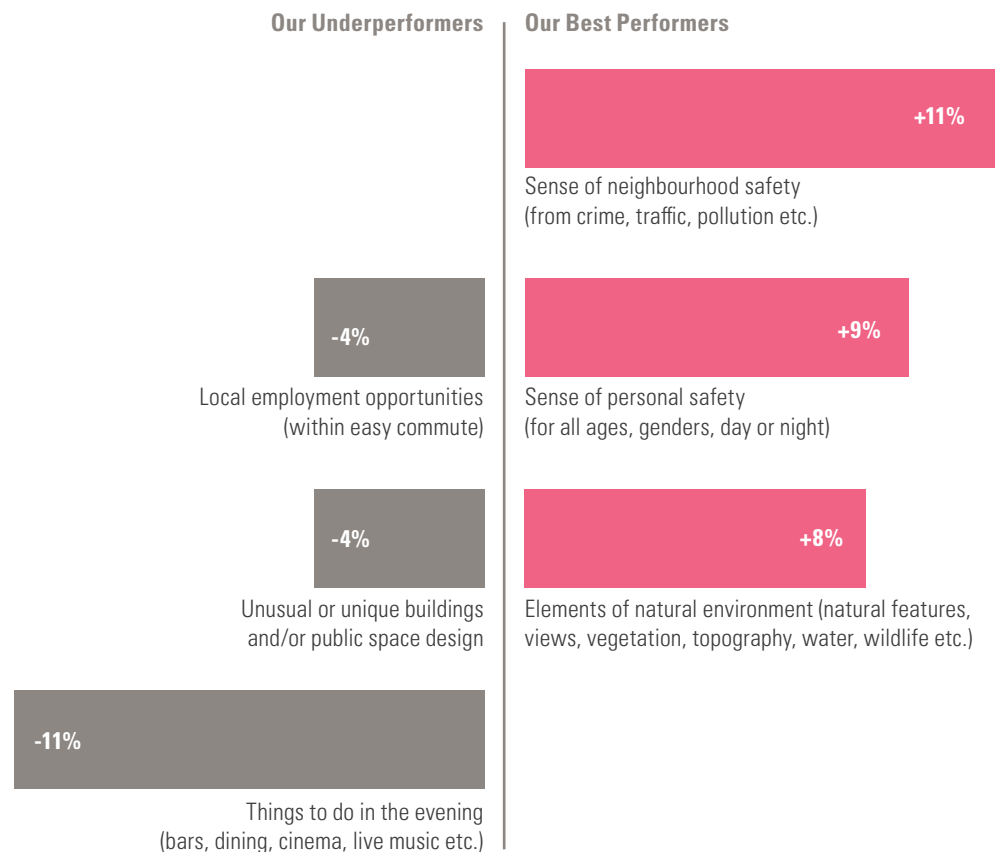


Quality of public space (footpaths, verges, parks etc.)



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

Compared to national benchmark:



ASSETS COUNCIL IS RESPONSIBLE FOR

Liveable:

4 Libraries

25 Community centres, including :

2 Leisure and Learning Centres

1 Arts and Cultural Centre

1 Youth and Family Centre

1 Indoor sports stadium 'The Brickpit'

1 Four-hectare Rural Sports Facility

1 Quarry site

170 Parks

123 Playgrounds

10 Dog off leash areas

39 Sportsground complexes, including:

85 marked Summer sportsfields

88 marked Winter sportsfields

37 Netball courts (across 8 sites)

64 Tennis courts (at 14 centres)

6 Pickleball courts

2 Dirt jump (BMX) facilities

5 Skate parks

27 Basketball backboards

13 Fitness stations

2 Aquatic centres

1 Tidal pool

11 Floating pontoons

5 Public wharves

4 Boat launching ramps

1 Hornsby Station Pedestrian Footbridge

52 Pedestrian footbridges (parks and bushland)

2 Works depots

Sustainable:

5,950 Public bushland (hectares)

19 Rural Fire Service (RFS) buildings

1 Community Recycling Centre

Productive:

8 Sealed public car parks

577.03 Sealed roads (km)

25.72 Unsealed roads (km)

412.09 Paved footpaths (km)

6 Minor road bridges

40 Major culverts

2 Loading docks

18,122 Drainage pits

349.44 Pipelines (km)

Collaborative:

1 Administration building and Council Chambers

OUR COMMUNITY INVOLVEMENT

Local government is the most diverse of Australia's three levels of government and has responsibility for a wide range of activities, including strategic leadership and sustainable future planning, while also delivering a range of infrastructure and services needed for a growing Shire.

The elected council for Hornsby Shire consists of 10 Councillors comprising a popularly elected Mayor and three Councillors representing each of the three areas called Wards.

Our Councillors bring with them a wealth of knowledge, and while each Councillor represents a particular Ward, a Councillor's ultimate consideration must be the current and future interests of the Shire as a whole.

Council meetings

It is the responsibility of Councillors to make decisions on all areas of policy and budget priorities, including the level and extent of works and services provided throughout the year.

The Mayor presides at Council Meetings and decisions are adopted via a majority voting system with each Councillor having one vote. In the case of an equal number of votes, the Chairperson (Mayor or Deputy Mayor) has the casting vote.

Council Meetings are held monthly, on the second Wednesday of each month, in the Council Chambers at 296 Peats Ferry Road, Hornsby. Members of the public are welcome to speak at every meeting (pre-registration is required).

Residents can view Council Meetings at hornsby.webcastcloud.com. Confidential sessions are not broadcast.

Hornsby Local Planning Panel

Councillors no longer decide the outcome of individual development applications. Development applications are instead referred to the Local Planning Panel for consideration and determination. Council officers still assess the development application and then report to the Panel. The Panel reviews the application and the officer's assessment and makes a determination.

More information is available on Council's website at hornsby.nsw.gov.au/property/build/application/hornsby-shire-council-local-planning-panel.

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:

Have your say

- 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.

Your feedback helps us make better decisions.

Talk to a Councillor

- The Councillors are your representatives and are keen to hear your thoughts and address your concerns. hornsby.nsw.gov.au/council/about-council/councillors

Join an Advisory Group

- Project Advisory Groups draw on the local knowledge, expertise and lived experience of residents.

Speak at a Council meeting

- You can speak to an agenda item or another matter that is important to you at Council Meetings.

More details are available at hornsby.nsw.gov.au/council/about-council/meetings.

Attend a Council meeting

- 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.

Keep up to date

- 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.

KEY STAKEHOLDER GROUPS IN HORNSBY SHIRE

Committees	Seniors
Residents and workers	LGBTQI+
Sporting, environmental, resident and community groups	Schools and educational facilities
People with disability	Property owners
Businesses and organisations	Police and Emergency Services
CALD communities	State and Federal agencies
Young people	Visitors/tourism bodies
First Nations people	

OUR COMMUNITY ENGAGEMENT

Our commitment to you

We are committed to building open, transparent and active relationships with you – through meaningful community engagement.

The seven core principles underpinning Council's Community Engagement Policy are that Community Engagement is:

1. STRATEGY LED
2. PROACTIVE
3. OPEN AND INCLUSIVE
4. EASY
5. RELEVANT
6. TIMELY
7. MEANINGFUL

We engage with the community by:

- Building open, transparent and active relationships with you
- Continuously exploring better, smarter ways that we engage with you.

Our Community Engagement Plan supports our Community Engagement Policy and provides a guide for our staff and consultants to deliver best-practice community and stakeholder engagement with high-quality outcomes. It incorporates our Community Participation Plan (CPP), which prescribes consultation requirements and processes for planning matters.

In early 2023, we made amendments to the Community Engagement Plan to address new requirements of the Integrated Planning and Reporting Guidelines.

You can read more about Council's commitment to community engagement on our website at hornsby.nsw.gov.au/council/forms-and-publications/publications/council-community-engagement-plan.

How we engaged with you

We are committed to becoming a more engaging Council, with open and transparent consultation with our community. As part of that commitment, in July 2022 we launched Your Say Hornsby – a dedicated online community engagement space, making it more convenient for you to access information and provide feedback on projects and initiatives. This online platform has been invaluable in engaging with and hearing from more people than ever before.

Throughout the year we engaged with you on a large range of improvements to parks and playgrounds, strategies and plans and infrastructure and major projects. These included Hornsby Town Centre, a new public domain plan for Galston Village Centre, public domain upgrades for the Asquith to Mount Colah corridor, the Hornsby Shire Social Plan and Arts and Cultural Plan, the draft Delivery Program and Operational Plan, a planning proposal for 1 and 3 Johnson Road, Galston, the all electric building DCP amendments, Westleigh Park Development Application, Wollundry Park Playground and more.

These and many other examples demonstrate Council's commitment to becoming a more engaging organisation, uniting with the community to enable more wins for everyone and to create positive long-term change and success.



OUR COMMUNITY VISION 2032

Hornsby Shire Council
to support social
ess, resilience and

Swimming
Pool in
Berowra

Frequ
of st

Rejuvenation of
Mall area

More infrastructure
+ Design around
affordable housing +
More money in
upkeep

More limited
parking at the current
affordable housing -
investment
facili

Playgrounds only
for small kids
Need more
adventure
nds

Presentation
of footpaths &
median strips

Our Vision acknowledges the community's expressed sentiments of what they want Hornsby Shire to look like in 2032. The Vision has been developed through feedback from the Community Strategic Plan survey in September/October 2021.

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

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

DEMOCRATIC GOVERNANCE

OUR COUNCILLORS DURING THE 2023/24 FINANCIAL YEAR

(Please note that following the NSW local elections in September, a new Council has been elected.)

Mayor



The Honourable Philip Ruddock AO

A Ward Councillors



Cr Tania Salitra



Cr Nathan Tilbury

0403 227 560
ntilbury@hornsby.nsw.gov.au



Cr Warren Waddell

0499 004 861
wwaddell@hornsby.nsw.gov.au

B Ward Councillors



Cr Monika Ball

0468 374 611
mball@hornsby.nsw.gov.au



Cr Sallianne McClelland

0418 554 238
smcclelland@hornsby.nsw.gov.au



Cr Janelle McIntosh

0413 251 055
jmcintosh@hornsby.nsw.gov.au

C Ward Councillors



Cr Verity Greenwood

0420 960 250
vgreenwood@hornsby.nsw.gov.au



Cr Emma Heyde



Cr Sreeni Pillamarri

OUR WARDS

Ward A

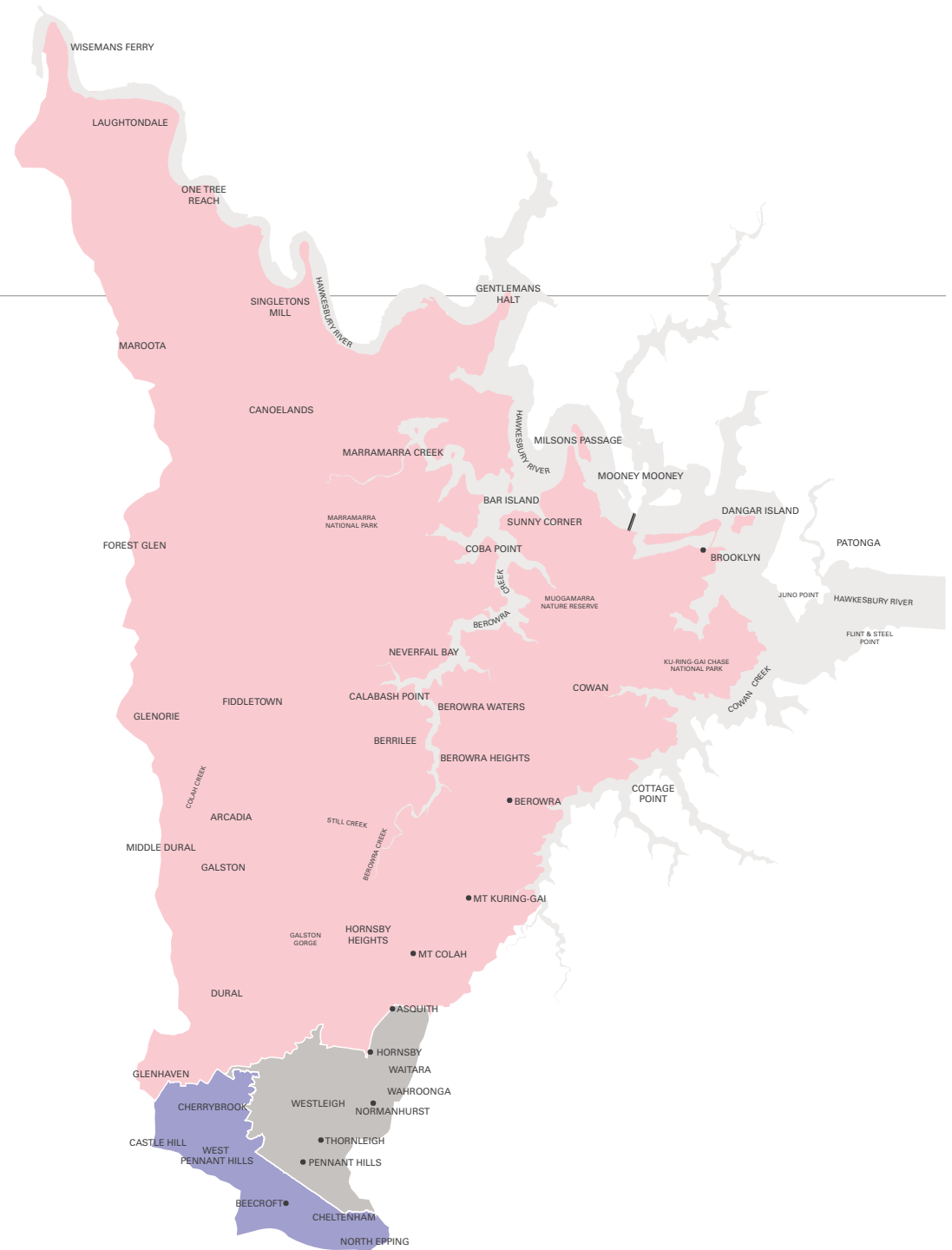
Arcadia
 Berowra
 Berowra Creek
 Berowra Heights
 Berrilee
 Brooklyn
 Canoelands
 Cowan
 Dangar Island
 Dural (part)
 Fiddletown
 Forest Glen
 Galston
 Glenhaven (part)
 Glenorie (part)
 Hornsby Heights
 Laughtondale
 Maroota (part)
 Middle Dural (part)
 Milsons Passage
 Mount Colah
 Mount Kuring-gai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





CORPORATE GOVERNANCE

INTERNAL AUDIT AND RISK MANAGEMENT

Council is required to appoint an Audit Risk and Improvement Committee (ARIC) pursuant to section 428A of the Local Government Act 1993. The Committee 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 Committee comprises an independent Chair, Mr Stephen Coates, and three independent members with requisite skills and experience: Dr Sheridan Dudley; Ms Hayley Elson and Mr Richard Jones. The Committee held five meetings during 2023/2024 and all members were in attendance for each meeting.

The ARIC Terms of Reference and Internal Audit Charter were last reviewed and adopted by Council at its meeting on 12 June 2024.

Internal audits are outsourced to independent specialist firms. The ARIC reviews all internal audit reports and monitors outstanding recommendations on a quarterly basis. The following internal audits were undertaken and reviewed by the Committee during 2023/2024:

- Aquatics and Brickpit
- Asset Maintenance
- Building Certifications
- Procurement
- Venue Management
- Waste Contract management.

A new four year Internal Audit Plan was endorsed by the ARIC in September 2024.

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 table below shows the audits carried out over the past two years and their status:

Audit	Year	Status
Payroll	2022/23	Completed – Submitted to ARIC meeting 28 November 2022
Liveable	2022/23	Completed – Submitted to ARIC meeting 27 February 2023
Asset Maintenance	2022/23	Completed – Submitted to ARIC meeting 14 August 2023
Aquatics and Brickpit	2022/23	Completed – Submitted to ARIC meeting 14 August 2023
Asset Management Planning	2022/23	Completed – Submitted to ARIC meeting 14 August 2023
Waste Contract Management	2022/23	Completed – Submitted to ARIC meeting 13 November 2023
Building Certifications	2022/23	Completed – Submitted to ARIC meeting 11 March 2024
Venue Management	2023/24	Completed – Submitted to ARIC meeting 27 March 2024
Procurement	2023/24	Completed – Submitted to ARIC meeting 27 March 2024
Productive	2023/24	Completed – Submitted to ARIC meeting 2 September 2024
Governance	2023/24	Completed – Submitted to ARIC meeting 2 September 2024
Cyber Security	2023/24	In progress – Audit field work nearing completion. Awaiting final audit report. To be submitted to ARIC meeting 25 November 2024

OUR ORGANISATION

ORGANISATION STRUCTURE

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 19 Branch Managers. 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.



GENERAL MANAGER

Steven Head

Branches:

- Executive Support
- Risk and Audit
- Strategy and Place
- Strategic Property

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

Glen Magus Director

Branches:

- Executive Support
- Governance and Customer Service
- Financial Services
- 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

Branches:

- Executive Support
- Aquatic and Brickpit
- Asset Operations and Maintenance
- Design and Construction
- Major Projects
- Traffic Engineering and Road Safety
- Emergency Management

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

Branches:

- Executive Support
- Library and Community Services
- Natural Resources
- 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

James Farrington Director

Branches:

- 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

Corporate values

Our team values are Service, Respect, Trust and Innovation. Our values underpin all that we do and describe what we stand for as an organisation.



SERVICE

We provide a helpful and efficient service. We are local and know the neighbourhood.

"Council's values set a common goal and commitment from all staff to interact positively and consistently with our customers or when working together."

STRIVE* Award Winner



TRUST

We are fair and reasonable. We are mindful of the best interest of all stakeholders in the decisions we make.

"The residents of Hornsby Shire put their trust in Council to support and deliver for the community. The four values give me a clear vision of how I can positively impact the community through my work."

STRIVE Award Winner



RESPECT

We listen and encourage open and transparent communication. We are respectful of all views.

"Respect to me is bringing together diverse views and opinions and acting with integrity. Trust and respect go hand in hand."

STRIVE Award Winner



INNOVATION

We are resourceful and incorporate sustainable work practices. We seek to be innovative and do things better across all facets of our operations.

"The values encourage a holistic approach to our work and, in turn, inspire us to do more and do better."

STRIVE Award Winner

* STRIVE (Service+Trust+Respect+Innovation=Valuable Employee) are annual staff recognition awards where teams/individual staff nominate projects based on our corporate values.

OUR PEOPLE

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 2022/23-2025/26 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.

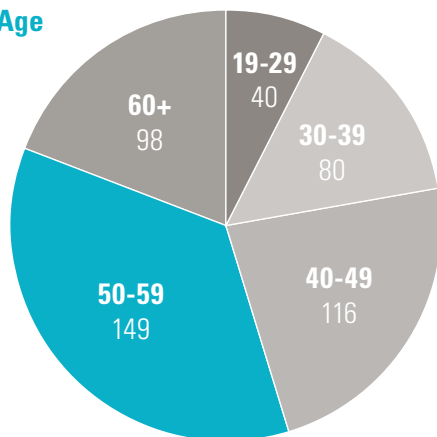
Our workforce as at 30 June 2024

Full-time	438.34 Equivalent full-time positions (permanent, temporary and term contract staff working on a full-time or part-time basis)	483 Headcount (people engaged on a permanent, temporary or term contract basis working in those equivalent full-time positions)	237 Female	246 Male
Casual		220 (for information – all other statistics on this page relate to the headcount only)	133 Female	87 Male

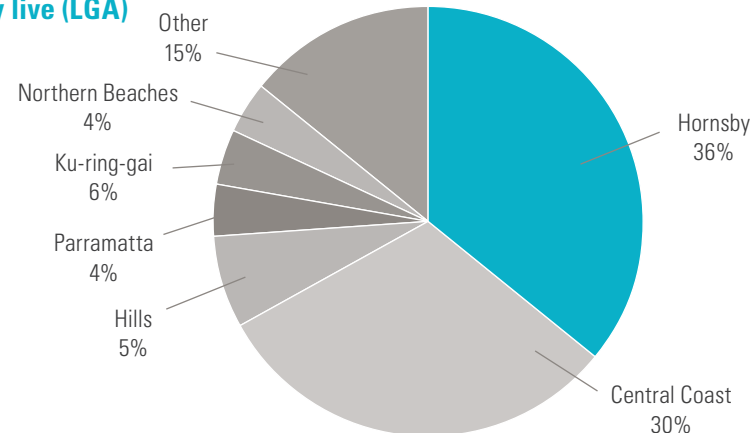
Length of service in years (y)



Age



Where they live (LGA)



Work health and safety

For information on Workplace Health and Safety, visit hornsby.nsw.gov.au/council/forms-and-publications/policies "Work Health and Safety Determination".

OUR PEOPLE

Gender split across roles

Grade	Male	Female	Descriptor
1	100%	0%	Operational Roles
2	100%	0%	Operational Roles
3	72%	28%	Operational Roles
4	89%	11%	Operational Roles
5	30%	70%	Administration / Trade
6	51%	49%	Administration / Trade
7	44%	56%	Officer/ Professional
8	44%	56%	Officer/ Professional
9	42%	58%	Professional
10	51%	49%	Professional/Coordinator/Team Leader
11	53%	47%	Professional/Coordinator/Team Leader
12	56%	44%	Professional/Coordinator/Team Leader
13+	67%	33%	Managers

Wellbeing initiatives



Mind Mate



Yoga



BBQ breakfasts



Guest speakers



Fitness Passport



Flu vaccinations

Learning and development



101
637

internal training events
participants attended



76
288

external training events
participants attended



32
99

conferences
participants attended



13
346

different team building events
participants attended

\$307,460

total spend 2023/24

\$664

average spend per employee



DELIVERING OUR DELIVERY PROGRAM

WHAT IS THE DELIVERY PROGRAM?

What is the Delivery Program?

The Delivery Program is Council's commitment to the community during its term of office and is in response to Your vision | Your future 2032, the Community Strategic Plan for Hornsby Shire. It is Council's job to make sure we bring our community closer to their vision over the next ten years.

The Delivery Program and Operational Plan is where Council outlines what it intends to do towards achieving the community Vision for the Shire and what its priorities will be – translating the Strategic Directions and long-term goals (identified in the Community Strategic Plan) into practical steps.

On 28 June 2023, Council adopted the 2023-2026 Delivery Program including the 2023/24 Operational Plan and Budget setting out the manner in which it intends to deliver services and measure performance through Focus Areas (Council's Delivery Pathways), and the key initiatives, ongoing activities and capital (infrastructure) projects it will focus on.

Progress on our Delivery Program

Council's Delivery Program and Operational Plan is aligned to the strategic direction set within Council's 10-year Community Strategic Plan – Your Vision | Your Future 2032 – through four key Themes:

LIVEABLE

SUSTAINABLE

PRODUCTIVE

COLLABORATIVE

Each Theme is separated into two Strategic Directions which then cascade down into the 16 Focus Areas which encapsulate the principal activities of the Delivery Program and are the delivery pathways to the 25 long-term goals in the Community Strategic Plan.

Reports must be provided to Council on progress of the Delivery Program at least six monthly. For Hornsby Shire Council, this involves presenting a Performance Report to each February and September Council meeting. These Performance Reports can be viewed on our website hornsby.nsw.gov.au/council/forms-and-publications/publications/regular-reporting-on-progress.

Council is then required to outline progress in implementing its Delivery Program, through the annual Operational Plan, in the Annual Report. This can be done by providing a combination of quantitative and qualitative data to provide a picture of how well Council did what it said it would do.

The following pages contain information on the delivery of priorities within the Delivery Program through the 2023/24 Operational Plan.

Focus Area statistics Progress and Trend Key:

-  **On track/progress**
-  **Off track/attention required**
-  **2030 Target**
-  **Increase**
Result is higher than 2022/23 by more than 10%
-  **Decrease**
Result is lower than 2022/23 by more than 10%
-  **No significant change**
Result is within +/- 10% of 2022/23 result

2023/24 Performance Snapshot



89%

Operational plan actions completed/on track



80%

Planned infrastructure projects completed/on track



\$65.7M

Spent infrastructure projects

WHAT IS THE DELIVERY PROGRAM?

Plan, support, report

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'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.

Federal, state and regional plans

SUPPORT

Council's supporting strategic documents
Including Local Strategic Planning Statement

Resourcing Strategy

Outlines the money, assets and people required by Council to resource the commitments made over the long term:

Workforce planning

Assists Council to have the right number of appropriately skilled people to deliver on Council's commitments (updated every four years)

Asset management planning

Sets the direction for Council to manage its infrastructure and assets at the service levels desired by the community in a cost-effective way (ten year rolling program)

Long term financial planning

Outlines how Council will structure its available financial resources focusing on long term financial sustainability and delivery of quality services to the community (ten year rolling program)

PLAN

Community Engagement Plan

Outlines how Council will engage with the community to develop the Community Strategic Plan and other Council Plans

Community Strategic Plan (ten year plan)

A vision of where the community wants Hornsby Shire to be in ten years' time and sets Strategic Directions to achieve that vision (Your Vision | Your Future 2032)

Delivery Program (four year plan)

Outlines Council's plan of action to deliver what the community wants during its term of office

Operational Plan (one year plan)

Outlines specific actions to be achieved each financial year supported by an annual budget

REPORT

Annual Report

A report to the community on performance of Council's commitments and operations during the year

Biannual Performance Reports

A report from the General Manager to the Councillors and community on progress of the Delivery Program

Quarterly Budget Reports

To track financial health and ensure Council remains on track to meet the community's priorities

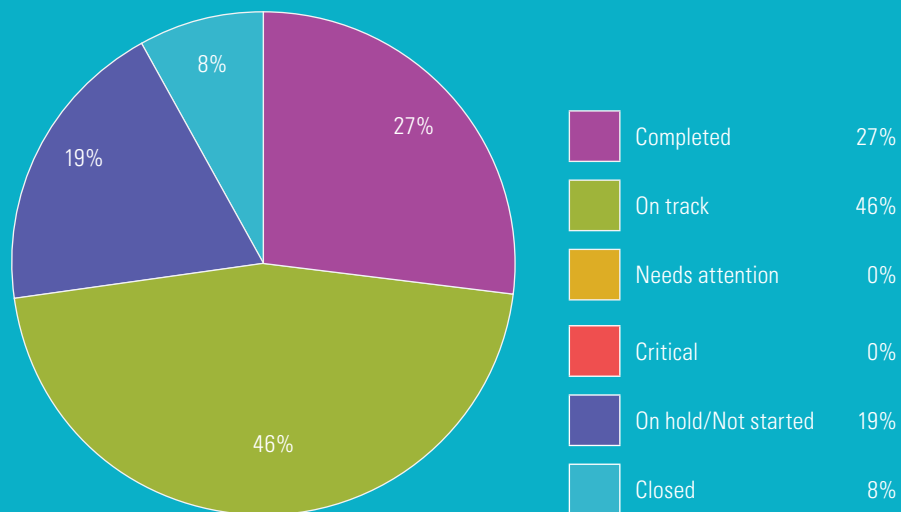


Image: Taste of the World Multicultural Festival



DELIVERING ON THEME 1: LIVEABLE

Performance of key initiatives and budget results:



Budget 2023/24	Original budget \$	Revised budget \$	Final result \$
Operating income	(11,888,668)	(11,945,942)	(12,657,736)
Controllable expenses	37,302,796	38,156,521	41,748,247
Internal transfers	1,022,986	1,124,423	1,626,162
Operating result before depreciation	26,437,114	27,335,002	30,716,673

Strategic direction: 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:



Addressing Sydney's Major Acute Shocks and Chronic Stresses:



Focus Areas (Council's delivery pathways)

1A.	Community and creativity
1B.	Community spaces

Council's Supporting Strategies/Plans

- Community and Cultural Facilities Strategic Plan 2021
- Disability Inclusion Action Plan 2021-2025
- Healthy Ageing Hornsby 2022-2026
- Hornsby Thematic History 2021

1A. COMMUNITY AND CREATIVITY

Focus Area descriptive statement:

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

Community Strategic Plan long-term goals

G1.1	A resilient and welcoming community that cares for and looks after each other by connecting and participating in community life
G1.2	A built environment that is sustainable, accessible and responsive to the community
G1.3	Safe, inviting, comfortable and inclusive places are enjoyed by people both day and night

Council Services contributing to this Focus Area:

- Community Development
- Domestic Waste Management
- Events
- Libraries

How we delivered

Highlights

Friday at the Fountain marked 30 years of Hornsby's iconic fountain clock

In November, a unique event celebrated 30 years of the Hornsby Fountain "Man, Time and the Environment". Families and friends from all over Hornsby Shire gathered in Hornsby Mall to enjoy live entertainment, a pop-up bar, food trucks and a rare one-off performance that transformed the fountain clock into a musical instrument "played" live by NSW's only carillonist.

The fountain's revitalisation and refurbishment were made possible by a grant from the federal government. Community events like this are part of Council's range of initiatives to build resilience in the community and help combat social isolation, by providing opportunities for people to come together and connect.

Taste of the Word Multicultural Festival celebrated Hornsby Shire's cultural diversity

In February, the Taste of the World multicultural festival in Hornsby Mall had people singing and dancing the evening away. Funded in part by Multicultural NSW, the event included a ten-piece Latin band, Bollywood dancers, Capoeira and an African dance group. There was also a convoy of delicious multi-cultural delights to stimulate the taste buds from some of Sydney's best food trucks as well and stimulating cultural workshops. This was a joyful celebration of the vibrancy and diversity of the people who live in Hornsby Shire.

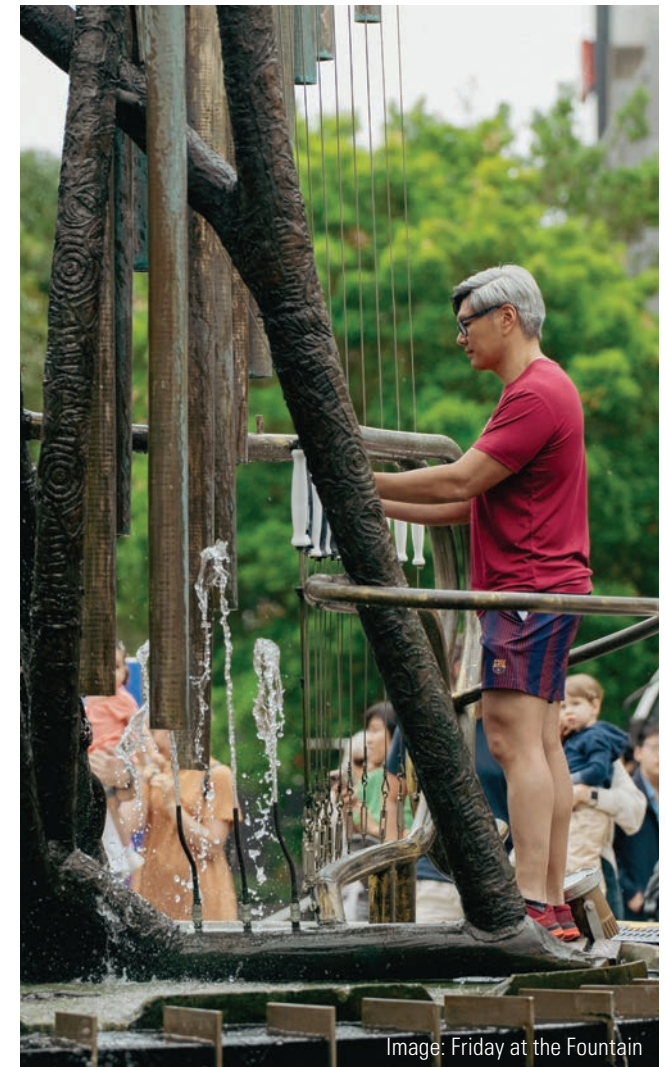


Image: Friday at the Fountain



1A. COMMUNITY AND CREATIVITY

Australia Day festivities to reflect, respect and celebrate

Hornsby Park once again welcomed people of all ages and cultures on Australia Day for the opportunity to reflect, respect and celebrate. The day included a Smoking Ceremony by Gawura Cultural Immersions – a First Nations dance company. It continued with Latin music, face painting and food trucks. After all the activity, Hornsby Aquatic and Leisure Centre made sure everyone could cool off with free entry and inflatable play in the outside pool.

Earlier, Council hosted an Australia Day Citizenship Ceremony, welcoming 41 new citizens from nine countries, including China, India and the USA.

Food Truck Fridays – Yum!

Last summer, we welcomed back our popular Food Truck Fridays, showcasing some of Sydney’s best food truck offerings and live music. The food trucks descended on key locations across the Hornsby Shire between March and April 2024 with their tantalising cuisines. In March, the trucks rolled into Pennant Hills Library car park as well as Berowra Oval, while in April they visited Galston Recreation Reserve and returned to the popular site of Greenway Park Oval, Cherrybrook. The food trucks are always a big hit with the local community. These events promote community wellbeing and activate our local evening and night-time economy.

Reconciliation Week concert explored how we can all contribute to achieving reconciliation

As part of National Reconciliation Week (NRW) we held a concert in Hornsby Mall. To celebrate the NRW theme of “Now More Than Ever” Gawura Cultural Immersions performed and explored how each of us can contribute to achieving reconciliation in Australia.

Something for everyone during Youth Week

Youth Week saw young people aged between 13-24 engage in free events from skate workshops and jam sessions to movie nights and beeswax wrap activities. These events were an opportunity for the young people of Hornsby Shire to learn something new, have fun and showcase their talents.

NAIDOC Week events celebrated history and culture

NAIDOC Week celebrations this July saw Hornsby Library hosting a free screening of *The Last Daughter* with a special ‘meet the author’ event featuring Brenda Matthews. Brenda encouraged participants to walk together with deeper connection and understanding.

Throughout the school holidays, a variety of programs catered to children to learn and be immersed in Culture such as art workshops led by Wiradjuri artist, Peta-Joy, a puzzle trail and NAIDOC Storytime. Children and adults of all ages came along to Hornsby Library to learn and pay respect, but also to have a lot of fun.

Lifeline Connect offers mental health support

In 2023, Council partnered with Lifeline Harbour to Hawkesbury Sydney to provide free mental health support for the Hornsby Shire community. Held at Hornsby Library each Thursday, Lifeline Connect initially launched as a trial to support students sitting the HSC as well as others in the community. It became a valuable service to the entire community and was extended to become a permanent fixture. This initiative joins several other community services and events facilitated by Hornsby Shire Council in the local area designed to reduce social isolation and facilitate community cohesion for groups such as seniors, young people and people experiencing homelessness.



Image: Taste of the World Multicultural Festival

1A. COMMUNITY AND CREATIVITY

Dementia Action Week Riverboat Postman Cruise brought joy to people living with dementia and their carers

In September 2023, we welcomed people living with dementia and their carers on a free cruise with lunch on the Hawkesbury River, on board the Riverboat Postman, to mark Dementia Action Week.

Part of our Hello Hornsby initiative, promoting social inclusion for seniors in the Shire, the special cruise was specifically programmed to cater for the accessibility needs of people with dementia, a group that can be under catered for.

The event was also an action of Council’s commitment to becoming a Dementia Friendly-Community, recognising that it has an ageing community – with a statistically higher population than the Sydney average in every age category over 40 years of age. Many of our population are living with or caring for someone with dementia.

In 2022, our Healthy Ageing Strategy was adopted, focussing on improved accessibility and activities to support physical and mental health and nurturing age-friendly environments.

Hornsby Shire Social Plan adopted to build a resilient and connected community

In July 2024, Council adopted the Hornsby Shire Social Plan. Community members generously helped to shape a vision for a socially sustainable Hornsby Shire through participation in shaping the 10-year plan. The plan details initiatives and programs we will deliver across three key areas: a welcoming and inclusive Hornsby Shire, a connected community, and a healthy and resilient community.








Opportunities for young people to live, study and enjoy life in Hornsby Shire, the chance for people to walk and cycle around the area, and the space for diverse community voices to be heard are just some of the ways that Hornsby Shire Council will work to create a socially sustainable Shire.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(946,742)	(1,147,082)
Controllable expenses	3,020,897	2,424,528
Internal transfers	61,846	66,564
Operating result before depreciation	2,136,001	1,344,010



Image: Dementia Action Week Riverboat Postman Cruise

PERFORMANCE AGAINST ADOPTED MEASURES

LIVEABLE	2022/23	2023/24	Annual target	Progress against target	Trend
People supported through the Home Modification Service	2,742	1,177	700		↓
Referrals to local service providers (support provided to members of the community)	4,000	3,004	3,004		↓
Major community events	10	6	6		↓
Attendees at major community events	40,000	15,000	23,000		↓
Exhibitions at Wallarobba Arts and Cultural Centre	14	14	9		—
Program and seminar sessions held in the libraries	569	963	890		↑
Participants in library program and seminar sessions	9,875	16,813	25,000		↑

OTHER INTERESTING RESULTS

LIVEABLE	2022/23	2023/24	Trend
Home Library visits	2,465	2,654	—
Clients assisted through library help services	6,648	7,044	—
Library web pages viewed	392,878	398,295	—
Hornsby Shire Recollects web pages viewed	1,522,860	1,767,625	↑

1B. COMMUNITY SPACES

Focus Area descriptive statement:

Spaces for residents, businesses and visitors, enhancing equity, inclusiveness and community wellbeing

Community Strategic Plan long-term goals

G1.1	A resilient and welcoming community that cares for and looks after each other by connecting and participating in community life
G1.2	A built environment that is sustainable, accessible and responsive to the community
G1.3	Safe, inviting, comfortable and inclusive places are enjoyed by people both day and night

Council Services contributing to this Focus Area:

- Asset Operations and Maintenance
- Community and Cultural Facilities
- Libraries
- Parks and Recreation

How we delivered

Highlights

Arts and Cultural Plan adopted to enhance health and wellbeing

Council adopted the Hornsby Shire Arts and Cultural Plan, which recognises the importance of creative pursuits in the health and wellbeing of our community, in July 2024.

Drafted following community and stakeholder consultation, the Plan outlines how Council will achieve objectives in four strategic focus areas:

- Creating places and spaces for the arts to flourish
- Activating Hornsby Shire through arts and creativity
- Supporting our creative community
- Communicating and connecting to engage our community.

Cultural events, festivals, and public art installations contribute to the shared identity of a community, fostering social connections and a sense of place.

Hornsby Art Prize

Last year, record numbers of artworks were submitted into the 2023 Hornsby Art Prize with 84 unique and original artworks being shortlisted. The finalist works of Painting, Drawing, Printmaking, Digital Art-Still and Sculpture were on exhibition at Wallarobba Arts and Cultural Centre from October – November 2023.

Hosted in partnership with the Hornsby Art Society, the Hornsby Art Prize is an annual, national art competition and exhibition promoting and celebrating outstanding original works of art. Last year, the competition had a total prize pool valued at \$23,000, with the major prize worth \$10,000.

The Art Prize proved incredibly popular, attracting 610 entries from all seven states and territories.



Image: Ryan Daffurn, *Proposition 5,4,3,2,1!*
Hornsby Art Prize 2023

1B. COMMUNITY SPACES

Remagine Art Prize shone a light on waste and over-consumption

The annual Remagine Art Prize is hosted by Hornsby Shire Council in partnership with Hornsby Art Society. This art prize challenges artists to create works in response to the crisis we are all facing with waste and over-consumption. The theme for this year was 'Crossroads of Consumption', referring to how our everyday consumption can be reduced to limit the impacts of waste and climate change.

The Remagine Art Prize finalist exhibition was held at Wallarobba Arts and Cultural Centre, in May.

Budget 2023/24	Revised budget	Final result
Operating income	(1,350,002)	(1,478,004)
Controllable expenses	10,283,470	9,984,539
Internal transfers	55,197	569,037
Operating result before depreciation	8,988,664	9,075,572

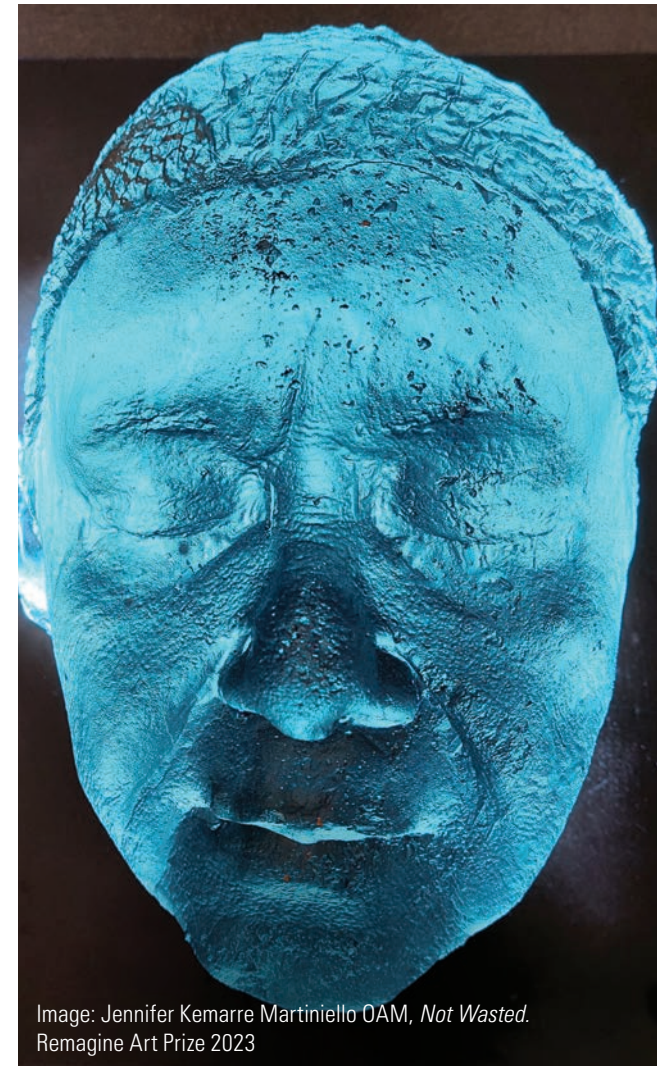










Image: Jennifer Kemarre Martiniello OAM, *Not Wasted*.
Remagine Art Prize 2023

PERFORMANCE AGAINST ADOPTED MEASURES

LIVEABLE	2022/23	2023/24	Annual target	Progress against target	Trend
Public attendance at community and cultural facilities	165,736	388,030	300,000		↑
Regular hires of community centres	10,469	7,243	15,266		↓
Casual hires of community centres	2,570	2,219	2,175		↓
Residents who are library members (* Per NSW State Library guidelines members need to be active within last three years. 2022/23 result recalculated to reflect this)	22.4%	22%	36%+		—
Visits to Hornsby Shire libraries	565,371	659,691	670,000		↑
Average number of items loaned per library member per year (* 2022/23 result recalculated as per NSW State Library guidelines)	23.3	24.6	14.7+		—
Library items loaned (physical)	522,884	621,758	700,000		↑
Library items loaned (electronic)	378,717	414,633	400,000		—

OTHER INTERESTING RESULTS

LIVEABLE	2022/23	2023/24	Trend
New library memberships	5,321	5,314	—

Strategic direction: 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 Major Acute Shocks and Chronic Stresses:



Focus Areas (Council’s delivery pathways)

2A.	Leisure, sport, open space and recreation
2B.	Urban design and heritage

Council’s Supporting Strategies/Plans

- Active Living Strategy 2016
- Biodiversity Conservation Strategy 2021
- Disability Inclusion Action Plan 2021-2025
- Hornsby Thematic History 2021
- Local Housing Strategy 2020
- Local Strategic Planning Statement 2020
- Off Leash Dog Park Strategy 2021
- Play Plan 2021
- Sportsground Plan 2018
- Sustainable Hornsby 2040 (2021)
- Sustainable Water Based Recreation Facilities Plan 2019
- Unstructured Recreation Strategy 2008
- Urban Forest Strategy 2021
- Water Sensitive Hornsby Strategy 2021

2A. LEISURE, SPORT, OPEN SPACE AND RECREATION

Focus Area descriptive statement:

Quality parks, open spaces, sporting and recreational opportunities to meet current and future community needs that are accessible, diverse and promote healthy lifestyles

Community Strategic Plan long-term goals

G2.1	Quality, liveable and sustainable urban design and development
G2.2	A greater diversity of housing for current and future community needs
G2.3	An active and healthy community that fosters social, mental and physical wellbeing for all ages

Council Services contributing to this Focus Area:

- Aquatic and Brickpit
- Asset Operations and Maintenance
- Major Projects
- Natural Resources
- Parks and Recreation
- Regulatory compliance
- Transport Planning
- Trees

How we delivered

Highlights

Revamped Galston Aquatic and Leisure Centre opened

The Galston Aquatic and Leisure Centre upgrades were completed and the revamped centre was officially opened in February 2024.

The Centre’s new features and accessibility improvements were designed to enhance the facility and extend its life for many more years of use by local swimmers. The refurbishment included the installation of a new roof and the addition of a large family changing room, as well as a multi-purpose changing area equipped with hoists and adult changing tables—greatly improving accessibility for people with disabilities or those undergoing rehabilitation.

The project was delivered with support from the NSW government through a Greater Cities Sport Facility Fund grant. Projects like this one demonstrate a commitment to delivering quality infrastructure that meets the current and future needs of the community.

New Children’s Forest at Fagan Park opened to foster connection and responsible stewardship of nature

In April, we opened the Fagan Park Children’s Forest, a new section of the popular Fagan Park. Designed as an immersive experience to connect children with nature and inspire their curiosity, the Children’s Forest claims the title of the first park in NSW created specifically to nurture their relationships with the natural world. Featuring educational discovery pods, timber animal interactions, an outdoor learning space, Yarning Circle and a pond with stepping stones, along with grassed picnic areas and accessible pathways, the Children’s Forest provides an educational model showcasing the value of trees. It was designed in close consultation with schools in the surrounding area.



Image: Children's Forest at Fagan Park

2A. LEISURE, SPORT, OPEN SPACE AND RECREATION

Unique indoor cricket centre recognised in national award

The Mark Taylor Oval Indoor Cricket Centre won Indoor Facility of the Year at the Cricket Australia 2024 Community Cricket Awards. Delivered in partnership with Northern District Cricket Club, the Centre was made possible by the NSW government along with contributions from Cricket NSW and Cricket Australia and complements other recent upgrades to Mark Taylor Oval.

The Northern District Cricket Club is supported by approximately 40 volunteers who assist with everything from coaching to cleaning and maintenance of the Indoor Cricket Centre, providing opportunities for people with intellectual disability, to participate in sport.

Revamped Beecroft Village Green becomes space for play, exercise, recreation and social gatherings

Beecroft Village Green was transformed into a recreational area for all ages. Over 135 local people were involved in community consultation in 2022, expressing their desire to see the site develop as a community open space with opportunities for play, exercise, recreation and social gatherings. The information received from the community was used to develop the vision and Masterplan for the park and the result is a fantastic new space with play equipment, a basketball court, picnic and barbecue. New outdoor exercise equipment was delivered with support from the NSW government through a Community Building Partnership Grant.

Report into supply and demand of sports facilities in Northern Sydney Region launched at the site for Westleigh Park

A report commissioned by the Northern Sydney Regional Organisation of Councils (NSROC) reviewing the supply and demand for sports facilities in the Northern Sydney Region was launched at the site of our Westleigh Park development. The 81-page report, Review of Supply and Demand for Sports Facilities in the NSROC, revealed a significant and growing shortfall in supply across LGAs in the region.

Westleigh Park is to be a premiere sporting complex that will feature three sporting platforms encompassing six sports grounds including five

fields and an athletics track. It is the most significant single opportunity in the northern suburbs area to address the shortfall.

NSROC President and Mosman Mayor Cllr Carolyn Corrigan was joined by Hornsby Shire Mayor The Hon Philip Ruddock AO and President of Parks and Leisure Australia, Les Munn for the launch of the report where they collectively called on the state and federal governments to recognise the importance of ongoing commitments to funding and grant programs for such facilities in the region.

Resilience shines as Hornsby Shire rebuilds beloved playground after vandalism

Wollundry Park Playground was vandalised in December 2023, resulting in irreparable damage. Considering the importance of this park to the Pennant Hills community, Council brought the upgrade forward and invited residents to submit their vote for a new design. An incredible 500 votes were received during the consultation period. Great progress was made, with the playground opening early in time for the July school holidays with much delight from the community.

Westleigh Park project meets significant milestone

The Westleigh Park Development Application (DA), submitted in September, marked a significant step in the revitalization of a 36-hectare site that was purchased by the Council in 2016 for \$21 million. This initiative responds to the growing demand for recreational spaces due to population growth and increased participation in sports.

The comprehensive Master Plan, adopted in June 2023 after extensive community engagement, outlines a vision for a major parkland that balances active recreation with the preservation of important bushland areas. The DA seeks assessment and approval for the entire project, which will be rolled out in stages.

In June 2024, this project experienced a setback when the NSW government requested the return of crucial funding. Dialogue with the NSW government continues to ensure that this important project can be delivered for the community.



Image: Beecroft Village Green

2A. LEISURE, SPORT, OPEN SPACE AND RECREATION

The Hornsby Park project gains momentum

The Hornsby Park project gained considerable momentum. Our ambitious plan to create a major recreation destination at the former quarry site in Hornsby advanced significantly. Work on the quarry void, including wall construction, road paving, and drainage, brought us closer to stabilising the site and realizing the vision outlined in the masterplan.

The Hornsby Park project will be delivered in stages, and while the finished development is some years away, work commenced on the area around the crusher plant building on Quarry Road. Scheduled to open in 2025, this area will be a new destination for Hornsby Shire residents to gather and have picnics or barbecues, play games on the lawn, and enjoy the striking views of the quarry void and impressive volcanic diatreme from the new, accessible, southern lookout. Visitors will also have access to additional bushwalking tracks and trails to two further lookouts.

Keeping Cats Safe at Home to protect pets and the environment

We have implemented a Keeping Cats Safe at Home Program in consultation with the RSPCA. In May 2024, people were encouraged to keep their cats safe at home and enter to win a cat enclosure worth \$500.

The RSPCA NSW's "Keeping Cats Safe at Home" program aims to encourage and support cat owners in preventing their cats from roaming away from their properties, helping to keep cats safe and protect native wildlife.











Hornsby Shire Council is one of 11 partner councils across NSW to receive funding and resources to provide cat lovers with the knowledge and skills to help their cats live their best lives at home.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(6,811,201)	(7,197,275)
Controllable expenses	16,664,944	21,949,838
Internal transfers	832,091	915,272
Operating result before depreciation	10,685,834	15,667,834



Image: Keeping Cats Safe at Home program winner

PERFORMANCE AGAINST ADOPTED MEASURES

LIVEABLE	2022/23	2023/24	Annual target	Progress against target	Trend
Utilisation per available hours at Thornleigh Brickpit Sports Stadium	81.5%	83%	65%		—
Visits to Hornsby Aquatic and Leisure Centre	326,937	402,831	300,000		↑
Visits to Galston Aquatic and Leisure Centre (facility closed for upgrades 2021-Dec2023)	0	21,543	70,000		↑
Laps of Hornsby Mountain Bike Trail	31,446	14,838	28,000		↓
Casual park bookings	2,104	3,029	2,000		↑
Vehicles accessing recreational facilities	36,238 (Fagan Park)	62,130 (including Wisemans Ferry)	63,760		↑
Reported companion animal incidences investigated	1,171	1,090	900		—
Companion animal service requests investigated within seven days	100%	98.9%	98%		—
Walkers recorded on five monitored bushland walking tracks	115,374	73,502 (four monitored tracks)	140,000		↓
Metres of tracks, boardwalks and bridges constructed or graded	3,667	961	500		↓

OTHER INTERESTING RESULTS

LIVEABLE	2022/23	2023/24	Trend
Companion animals registered by Council	609	512	↓
Patrols of parks and ovals by Companion Animal Officers	926	584	↓

2B. URBAN DESIGN AND HERITAGE

Focus Area descriptive statement:

Quality and sustainable development meeting current and future housing needs

Community Strategic Plan long-term goals	
G2.1	Quality, liveable and sustainable urban design and development
G2.2	A greater diversity of housing for current and future community needs
G2.3	An active and healthy community that fosters social, mental and physical wellbeing for all ages

Council Services contributing to this Focus Area:

- Development Assessments
- Natural Resources
- Regulatory compliance
- Strategic Land Use Planning

How we delivered

Highlights

Heritage Interpretation Strategy adopted to guide heritage interpretation

Last year, Council adopted the Heritage Interpretation Strategy. It provides a Shirewide strategic vision for conveying messages about the cultural heritage values of Hornsby Shire to visitors and other audiences through interpretation. It identifies the historical context and heritage values of the Shire to contextualise, guide and ground recommendations of the Strategy.

Aboriginal Heritage Study and Implementation Action Plan adopted

In June 2024 we adopted the Aboriginal Heritage Study and Implementation Action Plan. The Aboriginal Heritage Study is a Shirewide analysis of the known Aboriginal history and cultural heritage values of Hornsby Shire (as recorded in 2023) it provides recommendations to improve consultation and collaboration with local Aboriginal people and Council's Aboriginal heritage management procedures.

The actions set out in the Implementation Action Plan provide a schedule to guide Council through implementation of the new Aboriginal Heritage Management Strategy and support measures when resources, opportunities, and funding permit to ensure Aboriginal heritage in the Shire is protected, understood and celebrated.

Timely DA assessment times

We pride ourselves in our quick and efficient DA process for our community. Last year, we achieved the sixth quickest assessment time of all NSW councils and the second quickest assessment time for outer metropolitan councils.















We determined 727 Development Applications with an average processing time of 43 days.

Budget 2023/24	Revised budget	Final result
Operating income	(2,837,995)	(2,835,373)
Controllable expenses	8,187,209	7,389,341
Internal transfers	175,288	75,288
Operating result before depreciation	5,524,502	4,629,255



Image: Heritage water pump at Fagan Park

PERFORMANCE AGAINST ADOPTED MEASURES

LIVEABLE	2022/23	2023/24	Annual target	Progress against target	Trend
Development applications determined	960	803	1,050		↓
Average time for determination of development applications	34 days	42 days	60 days		↓
Construction value of development applications approved	\$1.211B	\$588.75M	\$710M		↓
Subdivision works certificates determined	61	34	60		↓
Average time for determination of subdivision works certificates	53 days	14 days	14 days		↑
Reported compliance service requests investigated	2,588	2,571	1,800		—
Compliance service requests investigated within 21 days	97.5%	98%	98%		—
Heritage referrals completed within 14 days	80%	94%	80%		↑
Annual fire safety statements reviewed (number)	875	928	630		—
Annual fire safety statements reviewed (%)	100%	100%	98%		—
Environmental protection assessments of Development Applications	152	265	220		↑
Environmental, health and building assessments undertaken in 21 days	74%	98%	98%		↑
Owner-initiated planning proposals assessed within 90 days (from lodgement to resolution to submit) for Gateway Determination	100%	No planning proposals received	90%		—
Swimming pools inspected under the Swimming Pool Barrier Inspection Program	437	839	250		↑

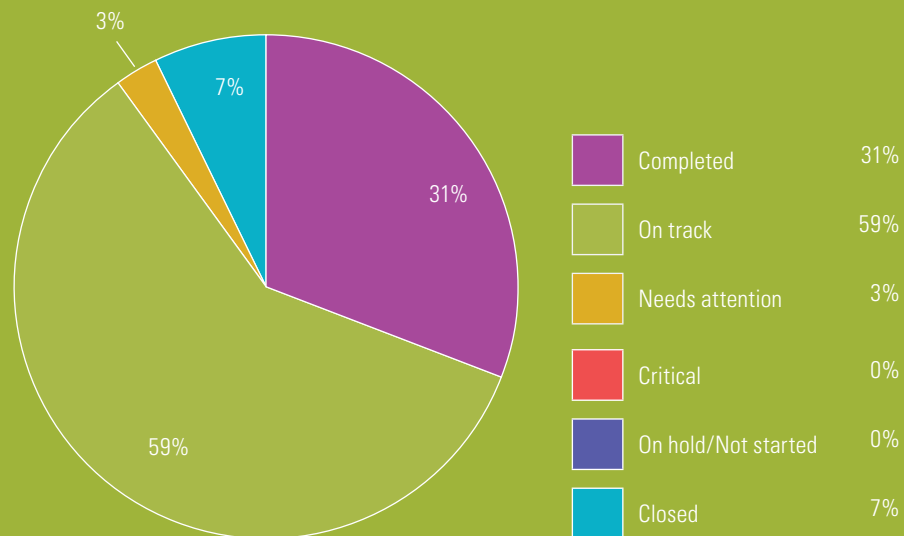
OTHER INTERESTING RESULTS

LIVEABLE	2022/23	2023/24	Trend
Income from development applications	\$1.07M	\$1.17M	—



DELIVERING ON THEME 2: SUSTAINABLE

Performance of key initiatives and budget results:



Budget 2023/24	Original budget \$	Revised budget \$	Final result \$
Operating income	(41,283,348)	(41,329,395)	(41,521,305)
Controllable expenses	50,669,593	50,693,247	46,655,302
Internal transfers	554,251	664,907	73,993
Operating result before depreciation	9,940,496	10,028,759	5,207,991

Strategic direction: 3. Resilient and sustainable

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

Working towards the United Nations Sustainable Development Goals:



Addressing Sydney's Major Acute Shocks and Chronic Stresses:



Focus Areas (Council's delivery pathways)	
3A.	Sustainability
3B.	Resilience
3C.	Waste, recycling and street cleaning

Council's Supporting Strategies/Plans

- Biodiversity Conservation Strategy 2021
- Bushfire Management Strategy 2020
- Climate Wise Hornsby Plan 2021
- Hornsby Ku-ring-gai Bush Fire Risk Management Plan 2016-2021
- Sustainable Hornsby 2040 (2021)
- Urban Forest Strategy 2021
- Waste Matters Strategy 2020
- Water Sensitive Hornsby Strategy 2021

3A. SUSTAINABILITY

Focus Area descriptive statement:

Working towards net zero emissions through renewable energy, using resources wisely and sustainable transport

Community Strategic Plan long-term goals

G3.1	A resilient Shire that can adapt to a changing climate and withstand shocks and stresses (e.g. natural hazards or pandemics)
G3.2	A net zero community
G3.3	Using resources wisely and supporting the circular economy
G3.4	A sustainable community that ensures the needs of future generations are met

Council Services contributing to this Focus Area:

- Governance
- Procurement
- Sustainability
- Transport Planning

How we delivered

Highlights

All-electric residential buildings amendments to Hornsby Development Control Plan 2024 adopted to ensure health of community

In August 2024, we adopted and implemented amendments to the Hornsby Development Control Plan for all-electric residential buildings. Extensive research was conducted on the adverse health implications of indoor gas appliances. In February 2024, the Council commissioned a review of the health, environmental, and economic benefits of transitioning away from gas use. These findings provided a strong foundation for restricting the use of indoor gas appliances in all new residential buildings.

Street lighting program wins awards

Our street lighting program was recognised for its achievements with a 2023 LGNSW Excellence in the Environment Award in the category of sustainable infrastructure. The program, led by the Southern Sydney Regional Organisation of Councils (SSROC) has enabled councils to fast track the upgrade of streetlights with energy efficient LEDs. Hornsby Council has been part of the partnership with SSROC, Ausgrid and 28 other local councils since 2019.

In addition, a new endeavour with SSROC and Ausgrid will see Hornsby be a part of Australia's largest and most advanced smart street lighting upgrade. Ausgrid has commenced deploying new smart street lights on main roads and a small number of smart lights have already been installed in Hornsby. The smart controls are being added to the street lights on main roads to help detect faults, optimise maintenance, measure energy use and facilitate off-peak dimming in the future. The lights will also be able to accommodate future smart city sensors. At the end of June 2024, of the 9,788 streetlights in the Hornsby LGA, 8035 (82%) are LEDs and 1,095 (12%) are CFLs. Since the beginning of the program, the savings are 6,047,534kWh of electricity, 5,030 tonnes CO₂-e, \$1,245,527 in operational costs and \$2,272,050 in maintenance costs.

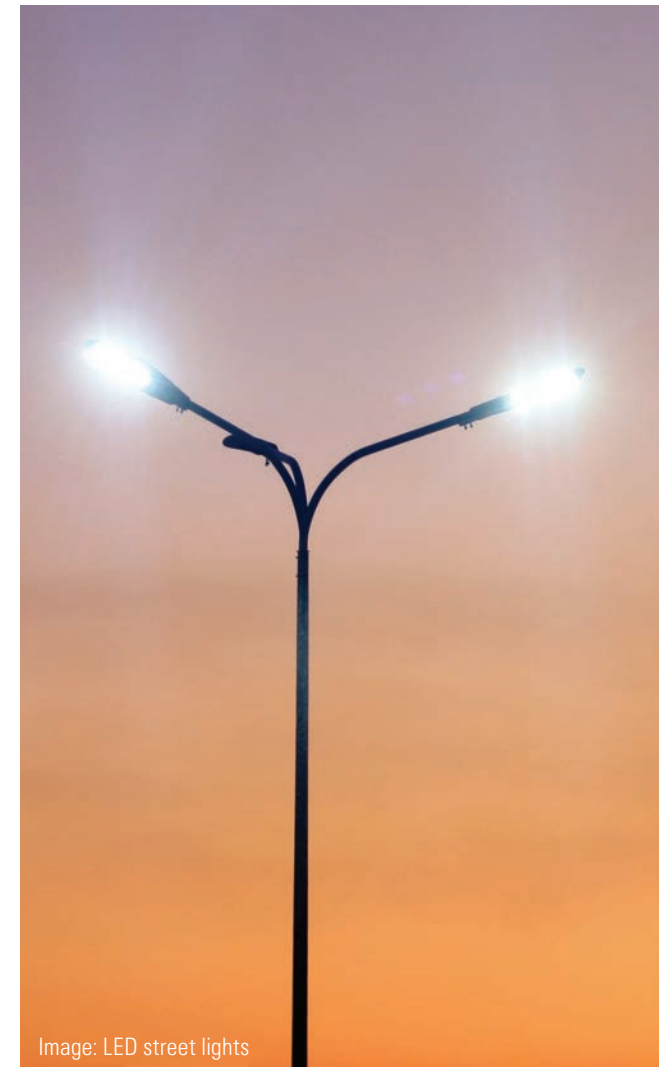


Image: LED street lights

3A. SUSTAINABILITY

Solar panels on Hornsby Aquatic and Leisure Centre save energy and money

At Hornsby Aquatic and Leisure Centre, we installed a 99.55 kW solar system on the facility's roof. Part of our commitment to achieving net zero carbon emissions by 2050, the system consists of 181 high efficiency and high energy yield panels. The system is also estimated to save around \$18,000 each year in electricity bills.

Electric vehicle chargers in the Shire grow in numbers

This year, we installed three new electric vehicle (EV) chargers on Council land to support the transition to zero-emission transport. Two chargers were added at the Dural Street car park in Hornsby through Evie Networks with an ARENA federal government grant. We installed an additional charger at Alexandria Avenue in Waitara by Jolt Charge in collaboration with Ausgrid. Another charger is available at Berowra Station on public land owned by the NSW government.

We adopted an Electric Vehicle Charging Stations on Public Land Policy in April 2020, emphasizing our commitment to promoting EV uptake in the community. Several retail locations in the Hornsby LGA also now offer EV charging stations.

Responsible Cafés partnership reduces waste

To reduce single-use plastics in our Shire, we partnered with Responsible Cafés. Responsible Cafés is an accreditation system for cafes and food businesses that engage in waste reduction activities, such as providing incentives for customers who bring reusable cups, recycling food waste, and minimising single-use plastics. Cafe owners can register as a Responsible Cafe for free and receive support and promotion. Their mission is to provide the hospitality industry with the tools and platform needed to reduce waste and ecological footprints.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	0	(1,088)
Controllable expenses	771,886	470,456
Internal transfers	0	131
Operating result before depreciation	771,886	469,499

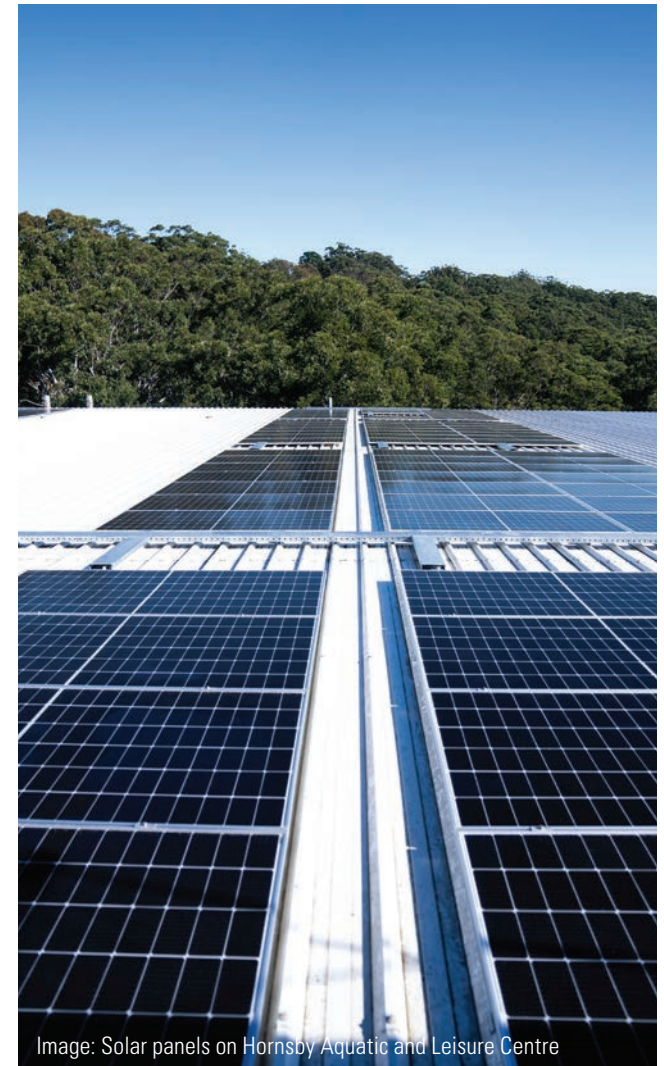


Image: Solar panels on Hornsby Aquatic and Leisure Centre

PERFORMANCE AGAINST ADOPTED MEASURES

SUSTAINABLE	2022/23	2023/24	Annual target	Progress against target	Trend
Tonnes CO2-e Council's greenhouse gas emissions	6,632	7,528	53% below 2017/18 levels (12,080 tonnes) by 2030		↑
Tonnes CO2-e community greenhouse gas emissions	1,181,650	1,153,816	53% below 2016/17 levels (1,300,000 tonnes) by 2030		—
Council's consumption of potable water	154,017kL	209,949kL	<2020/21 levels (144,932kL)		↓
Community consumption of potable water	13,897,471kL	12,372,982kL	<2020/21 levels (14,395,743kL)		↑
kWh energy savings from PV and wind generation	146,616	194,708	240,000		↑
Projects collaborated on embedding sustainability	11	16	16		↑

OTHER INTERESTING RESULTS

SUSTAINABLE	2022/23	2023/24	Trend
Energy cost savings on Council-owned renewable energy assets (based on an average of \$0.20c/kWh)	\$21,865	\$38,941	↑
Events avoiding single-use plastics	10	6	↓

3B. RESILIENCE

Focus Area descriptive statement:

A resilient Shire that can withstand shocks and stresses, adapt to a changing environment and bushfire risk

Community Strategic Plan long-term goals	
G3.1	A resilient Shire that can adapt to a changing climate and withstand shocks and stresses (e.g. natural hazards or pandemics)
G3.2	A net zero community
G3.3	Using resources wisely and supporting the circular economy
G3.4	A sustainable community that ensures the needs of future generations are met

Council Services contributing to this Focus Area:

- Asset Operations and Maintenance
- Fire Control
- Natural Resources
- Sustainability
- Trees

How we delivered

Highlights

Building resilience in Wisemans Ferry

A pilot program aimed at working with the Wisemans Ferry community to build resilience and social recovery convened in February 2024. The goal of the pilot was to adopt a community-led approach to understanding what resilience means in a local context. The group, which includes community members, RFS, SES, Peppercorn, NSW Police, the NSW Reconstruction Authority and four councils, has worked together to develop a vision for a resilient Wisemans Ferry and to identify priority actions in the Wisemans Ferry Community Resilience Plan. The plan has been finalised, and its implementation commenced with a Community First Aid Course held at the Wisemans Ferry Community Centre on 21 June 2024.

Hornsby Ku-ring-gai Bush Fire Risk Management Plan approval protects our community




The Hornsby Ku-ring-gai Bush Fire Risk Management Plan was approved by the Bush Fire Coordinating Committee in October 2023. The Plan provides information on bush fire risks within the Hornsby Ku-ring-gai community and outlines the various treatment works required to be undertaken by land managers and fire authorities to effectively manage those risks. The development of the Bush Fire Risk Management Plan is a legal requirement under section 52 of the Rural Fires Act 1997. The approval of the Plan is a significant milestone as it pilots the next generation process in bush fire risk management planning.

20 new Asset Protection Zone sites now managed

Council expanded its asset protection zone area, a fuel-reduced area surrounding built assets or structures, to now manage an additional 20 sites and a total of 39,051m². An additional 33,312m² of asset protection zone area is being maintained through ongoing contractor vegetation and fuel management.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(517,716)	(517,716)
Controllable expenses	2,214,783	1,577,242
Internal transfers	85,853	101,168
Operating result before depreciation	1,782,920	1,160,694

PERFORMANCE AGAINST ADOPTED MEASURES

SUSTAINABLE	2022/23	2023/24	Annual target	Progress against target	Trend
Asset protection zones maintained	28,239sqm	39,051sqm	10,000sqm		↑
New asset protection zones established	6,130sqm	33,312sqm	14,000sqm		↑
Approval to Burn permits issued	1,071	1,048	1,000		—

3C. WASTE, RECYCLING AND STREET CLEANING

Focus Area descriptive statement:

A clean and attractive Shire that provides effective waste management and increases recovery and recycling of valuable resources

Community Strategic Plan long-term goals	
G3.1	A resilient Shire that can adapt to a changing climate and withstand shocks and stresses (e.g. natural hazards or pandemics)
G3.2	A net zero community
G3.3	Using resources wisely and supporting the circular economy
G3.4	A sustainable community that ensures the needs of future generations are met

Council Services contributing to this Focus Area:

- Commercial Waste
- Domestic Waste Management
- Public Cleansing

How we delivered

Highlights

Hornsby Shire crowned the nation's top mobile phone recyclers for seventh consecutive year by Mobile Muster

In July, Hornsby Shire won Mobile Muster's Top Recycler Award for the seventh year running. Hornsby Shire residents collectively contributed to 759kg of mobile phones being recycled 2022/23, a 13% increase on previous the year and 48% more than the Council behind us. This amounts to 12% of all of Australia's phone recycling efforts.

Inaugural Second Hand Market contributes to circular economy

In April, the first ever Second Hand Hornsby Market at Coronation StrEat!, Hornsby, was a great success.

The Second Hand Market saw residents come together as stall holders and second hand bargain hunters got involved in the local reuse economy. There was also a bike repair demonstration at the bike station under the new ghost building structure. Second Hand Hornsby aligns with Council's Waste Matters Strategy and is part of several initiatives to assist Council achieve its goal of diverting 80 per cent of community waste from landfill by 2030.

Berowra Car Boot Market saves unwanted items from land fill

In September 2023, Berowra hosted its second Car Boot Market and as part of Second Hand Hornsby initiative.









Locals reduced the number of items sent to landfill, by instead opting to give their unwanted items a new lease on life. Some of the items that saved from landfill by the Car Boot Market included toys, furniture, books, sporting equipment and other household items. Second Hand Hornsby aligns with Council's Waste Matters Strategy and is part of several initiatives to assist Council achieve its goal of diverting 80 per cent of community waste from landfill by 2030.

Annual Survey results from Thornleigh Community Recycling Centre demonstrates great community satisfaction

Each year, the NSW Environment Protection Authority conducts a customer satisfaction survey among users of community recycling centres (CRCs) across NSW. The results of the 2023 survey, released in December 2023, were extremely positive for the Thornleigh CRC: 100% of respondents rated their overall experience at the CRC as "very satisfied". 54% of respondents reported having seen advertising or information about the CRC, or having heard about it through various channels: Council website (31%), Word of mouth (15%), Local council communication (15%), and Brochures (15%). Additionally, 100% of respondents rated the information they received about the CRC as either "very satisfied" or "fairly satisfied". Furthermore, 62% of respondents visited the Council's website or called Council for more information prior to their visit.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(36,268,960)	(36,485,849)
Controllable expenses	40,465,715	38,594,397
Internal transfers	290,787	(327,842)
Operating result before depreciation	4,487,541	1,780,705

PERFORMANCE AGAINST ADOPTED MEASURES

SUSTAINABLE	2022/23	2023/24	Annual target	Progress against target	Trend
Customers dropping off items to Community Recycling Centre	61,923	58,000	30,000		—
Tonnes material collected at Community Recycling Centre, including as part of EPA program	1,185	810	720		↓
Reported illegal dumping incidents	337	911 (Jan-June 2024 only)	500		↑
Tonnes domestic waste to landfill (red bin and bulky waste roadside clean-up)	34,573	32,983	32,000		—
Tonnes domestic waste recycled (yellow bin)	9,816	9,618	11,500		—
Tonnes domestic waste composted (green bin)	19,076	18,071	17,500		—
Tonnes collected by residential street sweepers	761	738	1,100		—
Tonnes collected from public litter bins	448	446	520		—

OTHER INTERESTING RESULTS

SUSTAINABLE	2022/23	2023/24	Trend
Domestic resource recovery rate (total recycling/total waste generation)	48%	48%	—
Tonnes e-waste collected at Community Recycling Centre drop-off days	205	190	—
Tonnes soft plastics collected at Community Recycling Centre	37	21	↓
Customer enquiries received by Waste Hotline	24,112	24,033	—
Participants in Council's waste initiatives	4,700	5,147	—

Strategic direction: 4. Natural environment

Our unique environment is celebrated, protected and enhanced

Working towards the United Nations Sustainable Development Goals:



Addressing Sydney's Major Acute Shocks and Chronic Stresses:



Focus Area (Council's delivery pathway)

4A. Environment

Council's Supporting Strategies/Plans

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

4A. ENVIRONMENT

Focus Area descriptive statement:

Conserve and enhance our unique trees, bushland and waterways, protect biodiversity and maintain a healthy environment

Community Strategic Plan long-term goals

G4.1	A natural environment that is healthy, diverse, connected and valued
G4.2	Waterways are healthy and biodiverse, and the Shire's urban areas are water sensitive
G4.3	The environmental value of rural lands is protected and enhanced

Council Services contributing to this Focus Area:

- Design and Construction
- Natural Resources
- Regulatory compliance
- Trees

How we delivered

Highlights

On-site Sewage Management System Program finalised

This last year, we finalised our On-site Sewage Management System Program for the inspection of systems to fulfil legislative responsibility, protect the environment and ensure public health. Resources have been allocated and inspections commenced.

Citizen scientists search for platypus following first confirmed sighting

Citizen scientists searching for platypus collected water samples in a pilot program. The environmental DNA (eDNA) project was backed by the Sydney Water Healthy Waterways Community Grants Program, and was awarded in partnership to Council, Streamwatch, Still Creek Catchment Landcare and Friends of Berowra Valley.

Despite extensive efforts, there were no platypuses detected in the water samples collected by nearly 30 citizen scientists, at sites across Still Creek and Colah Creek catchments within Hornsby Shire.

Through the pilot program we engaged with landholders, shared knowledge and raised awareness of the importance of healthy waterways. The project also included workshops and the development of resources to actively support people to protect these rare creatures and their habitat.

Citizen science and community partnership continued to be an integral part of Council's engagement programs. A second round of eDNA sampling took place in the 'Community Creeks & Critters' project as part of a Social Cohesion Grant where creeks across the Shire were tested by 54 citizen scientists.

This initiative utilised cutting-edge eDNA technology to engage community members in a unique exploration of the biodiversity of their local environment. This was the most significant citizen science and creek biodiversity research project in Council's history.



Image: platypus program

4A. ENVIRONMENT

Water quality devices maintained to keep our waterways clean

Scheduled maintenance was undertaken on over 400 water quality treatment devices, including trash racks, end-of-pipe nets, underground vaults, biofilters, wetlands and sediment basins. These devices collect over 700 tonnes of gross pollutants each year keeping them out of our creeks, streams and oceans.

Native Plant Giveaways nurture our local environment

The perennially popular Native Plant Giveaways returned this year, with volunteers from the Councils Warada Ngurang Community Nursery in Pennant Hills helping residents pick from a variety of free native plants to take home and cultivate. Taking place since 2003, our Native Plant Giveaway events have become a staple on the calendar of local green-thumbs, supplying tens of thousands of native plants to local backyards around the Shire. Through this program each household is gifted four free native plants a year.









Smaller events also had a native plant giveaway component, where a total of 600 plants were given to residents of 290 properties. These events included citizenship ceremonies, Protecting Our Forests educational stalls, a Threatened Species Day pop-up in Hornsby Mall and a Dangar Island event. Approximately 1,655 properties connected via native plant giveaway events.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(4,542,718)	(4,516,650)
Controllable expenses	7,240,861	6,013,206
Internal transfers	288,266	300,536
Operating result before depreciation	2,986,409	1,797,092



Image: Native plant giveaway

PERFORMANCE AGAINST ADOPTED MEASURES

SUSTAINABLE	2022/23	2023/24	Annual target	Progress against target	Trend
Tonnes pollutants removed from waterways via Catchment Remediation Rate devices	456	696	1,194		↑
Stormwater harvested for reuse systems	2,057kL	3,895kL	2,200-2,500kL		↑
Private property tree applications determined	826	740	800		—
Native plants produced at Warada Ngurang Community Nursery	31,366	33,832	45,000		—
Bushcare volunteer hours	6,444	6,710	5,500		—
Trees planted (street trees, parks) <small>(* Greening our Shire program completed in December 2021)</small>	1,571	1,930	12,000*		↑
Swimmable days at Crosslands	0%	4%	100%		↑
Swimmable days at Brooklyn, Dangar Island	74.5%	92%	100%		↑

OTHER INTERESTING RESULTS

SUSTAINABLE	2022/23	2023/24	Trend
Private property tree applications approved/partially approved	82%	81.5%	—
Private property tree applications refused	18%	18.5%	—
Average time to determine private property tree inspections	10.5 days	11 days	—
Requests for street tree inspections	1,750	1,161	↓
Requests for street tree inspections completed within service level agreement	94%	98%	—
Native plants distributed for planting in the Shire	31,899	25,030	↓
Nursery volunteer hours	3,447	3,545	—

STATE OF THE ENVIRONMENT 2023/24

Council's efforts to conserve and support the environment across the Hornsby LGA continued throughout 2023/24 via the ongoing implementation of the Sustainable Hornsby 2040 Strategy. This overarching strategy incorporates the Climate Wise Hornsby Plan, Biodiversity Conservation Strategy, Waste Matters Strategy, Water Sensitive Hornsby Strategy and Urban Forest Strategy. Some of the key implementation highlights are described below.

Net zero emissions by 2050

The Climate Wise Hornsby Plan guides priority action towards achieving net zero greenhouse gas emissions by 2050, this includes efforts to reduce greenhouse gas emissions produced by both Council and the community.

Council

Council's annual carbon dioxide equivalent (CO₂-e) emissions for all its sites and activities are shown in the table below, this includes Scope 1, 2 and 3. Emissions reduced significantly in 2021/22 as Council entered into a contract to purchase 100% renewable electricity from two solar farms in NSW. Emissions for 2023/24 are 7,528 tonnes of CO₂-e. Despite a large decrease in emissions due to 100% renewable electricity usage since 2021/22, there is an increase in emissions between 2022/23 and 2023/24. This is due to increases in asphalt and concrete usage.

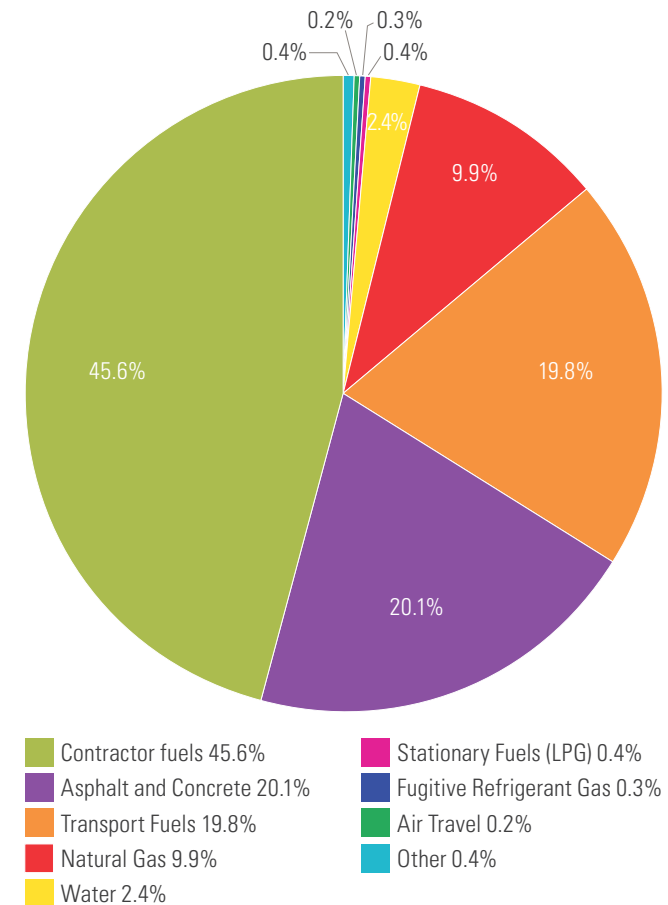
Council's CO₂-e emissions

Year	tonnes CO ₂ -e
2017/18	12,080
2018/19	12,431
2019/20	11,153
2020/21	11,562
2021/22	6,882
2022/23	6,633
2023/24	7,528

The emissions inventory for Council's total operations is prepared in accordance with the National Greenhouse and Energy Reporting Guidelines for corporate emissions reporting, the international GHG Protocol Corporate Accounting and Reporting Standard and the National Carbon Offset Standard (NCOS).

Council's 2023/24 emissions inventory by sector reflects that transport emissions and embodied emissions in purchased materials make up the majority of emissions now that renewable electricity is purchased by Council. The bulk of emissions in 2023/24 originated from contractor and Council fleet fuel use, combined representing 65% of Council's carbon emissions. Contractor fuels include consumption by waste and recycling trucks servicing all households and earth moving equipment at Hornsby Park. The second largest contributor to emissions was the use of materials including asphalt and concrete, there was a very significant increase in concrete usage predominantly due to large construction works at Hornsby Park to stabilise the quarry.

Corporate Greenhouse Gas Emissions by Sector 2023/24



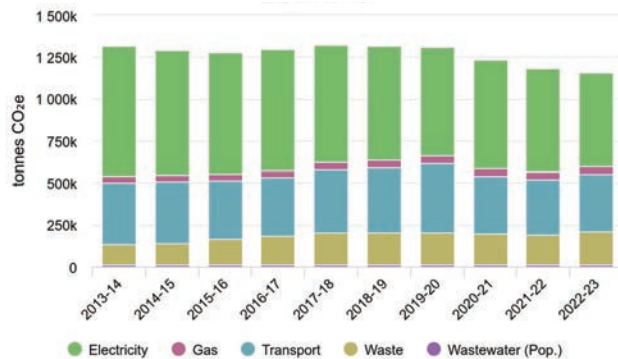
The installation of a 99kW solar system on Hornsby Aquatic and Leisure Centre in January 2024 will help to reduce the costs of electricity at the Aquatic Centre. Additionally transport fuels were reduced with the introduction of 11 hybrid vehicles in Council's fleet.

STATE OF THE ENVIRONMENT 2023/24

Community

Our community greenhouse gas (GHG) emissions profile over the past ten years shows that as a Shire we produce over 1 million tonnes CO₂-e emissions each year (Resilient Sydney Platform, 2024). This emissions profile is informed by data on transport, waste and energy practices in our LGA. In 2022/23 we produced 1,153,078 tonnes of CO₂-e, which is a reduction of 28,572 tonnes from the previous year, mainly achieved through reduced emissions associated with electricity consumption. The areas of transport and waste have increased in emissions by 14,933 tonnes and 18,137 tonnes respectively. However, electricity continues to be the largest contributor to community emissions. (Resilient Sydney Platform, 2024)

Community Greenhouse Gas Emissions



Community emissions have been reducing over the last three years but the latest data shows that in 2022/23 they still remain significantly higher than Council's interim community target of a 31% reduction from 2017 levels by 2025 (Climate Wise Hornsby Plan, 2021), which is equivalent to producing just 828,000 tonnes of CO₂-e in 2024/25.

LED Street Lighting

Council joined Ausgrid's Accelerated Street Lighting Replacement Program in February 2019 to replace old technology lights with energy efficient LEDs in residential roads. Ausgrid has also been replacing failed and old technology streetlights with LEDs as part of an ongoing routine maintenance program. In addition, Ausgrid began installing CFLs in mid July 2022 and main road LEDs in January 2023. At the end of June 2024, of the 9,788 streetlights in the Hornsby LGA, 8035 (82%) are LEDs and 1,095 (12%) are CFLs. Since the beginning of the program, the savings are 6,047,534kWh of electricity, 5,030 tonnes CO₂-e, \$1,245,527 in operational costs and \$2,272,050 in maintenance costs.

Household solar panels

By increasing renewable energy generation, such as rooftop solar, we will see the greatest reduction in community emissions. There has been a strong growth in solar photovoltaic (PV) installation across residential rooftops in the LGA. The number of PV systems has steadily increased every year. At the financial year 2018/19, a total of 6,740 PV systems were installed and as at 30 June 2024 this number had risen to 14,753 which represents approx. 33% per cent of dwellings in our LGA and a total installed capacity of 104,901kW (Australian PV Institute, Mapping Australian Photovoltaic installations, 2024).

Number of households with solar panels	
2018/19	6,740
2019/20	7,608
2020/21	10,010
2021/22	11,283
2022/23	12,953
2023/24	14,753

Water consumption

Council

Year	Water consumption (kL)
2017/18	287,305
2018/19	187,900
2019/20	169,660
2020/21	144,932
2021/22	130,509
2022/23	154,017
2023/24	209,949

Council's total water usage in 2023/24 was 209,949 kL which is an increase of approximately 33% compared to last year. Most of this increase was due to higher water consumption at Galston Aquatic Centre because of the reopening of the Centre. In addition, there was more back washing required at Hornsby Aquatic & Leisure Centre and a greater need for irrigation at the sporting ovals.

STATE OF THE ENVIRONMENT 2023/24

Community

Year	Water consumption (kL)	Litres per capita per day
2017/18	17,202,193	315
2018/19	15,943,435	289
2019/20	14,745,030	265
2020/21	14,395,743	259
2021/22	13,953,420	251
2022/23	13,897,471	251
2023/24	12,372,982	220

Community water consumption was likely lower due to wetter weather conditions over the 2023/24 period, especially during the summer months.

Waste and recycling

In 2023/24 Hornsby Shire residents diverted 30,699 tonnes of resources from landfill and sent the remaining 33,657 tonnes of residual waste to landfill. This means that Hornsby Shire residents are recovering 48 per cent of our waste and diverting it from landfill. This rate has remained stable over the past two years.

The table over the page shows the total amount of waste generated, the quantities recovered for recycling and the remaining material that is being landfilled by residents. Overall recovery levels have been maintained by recovery of materials dropped off at the Thornleigh Community Recycling Centre and resources recovered from the bulky clean-up waste (46 per cent of bulky waste is recovered for beneficial recycling including metals, mattresses, wood/ timber, cardboard etc).

Overall residential waste generation has decreased from 67,398 tonnes in 2022/23, to 64,356 tonnes in 2023/24. The 4,837 tonnes difference is a six per cent decrease in total waste generation. This overall decrease was due to a decrease in all kerbside streams.

Red bin kerbside waste to landfill has also declined by 1,429 tonnes to 29,612 tonnes in 2023/24, down from 31,041 tonnes in 2022/23, most likely due to cost-of-living impacts on general consumption. Bulky clean-up waste reduced from 6,541 tonnes in 2022/23 to 6,243 tonnes in 2023/24. Green bin organics fell from 19,075 tonnes in 2022/23 to 18,071 tonnes in 2023/24.

Yellow bin recyclables decreased from 9,816 tonnes in 2022/23 to 9,618 tonnes in 2023/24. Kerbside yellow bin tonnages have continued to decrease due to reduced consumption likely due to cost-of-living impacts, further lightweighting of packaging materials and Container Deposit Scheme diversion of containers. Green bin organics tonnages have slightly decreased due to a warmer, drier year.

The total waste to landfill tonnage decreased from 34,573 tonnes in 2022/23 to 32,983 tonnes in 2023/24 largely due to the recovery of bulky waste for recycling.

Residents' garden waste continues to be turned into valuable compost at Kimbriki Resource Recovery Centre helping to return essential organics back to the soil. Our recyclables are sorted and processed at Visy's Smithfield Materials Recycling Plant, with paper and cardboard going into the papermill right next door. The PET and HDPE are further processed just around the corner at Visy's packaging manufacturing plant and the glass is sent to Visy's Penrith processing and glass bottle manufacturing plant. The steel and aluminium cans are baled to be on-sold to smelters and the mixed plastics are still finding international export markets as Australia looks to process this material onshore responding to the Commonwealth export ban on certain waste materials.

The Thornleigh Community Recycling Centre (CRC) continues to operate to a high standard providing Hornsby residents with solutions to recycle problematic waste. The CRC had over 58,000 customers visiting the facility to recycle their problem wastes, a slight decrease on the 62,000 visitors in the previous year. The CRC recycled 810 tonnes of problem wastes and recyclables overall, compared to 921 tonnes in 2022/23. Due to downstream recycling issues, the CRC has had to temporarily cease collection of soft and hard plastics. A reliable and acceptable

soft plastics recycler is still being pursued, however there are none in the current market.

The Waste Matters Strategy adopted in February 2020 continues to be successfully implemented. Some achievements for 2023/24 were:

- Community waste education programs, that include a broad range of workshops, tours and events, delivered 80 workshops with around 5,500 participants
- The first integrated "Community Repair Day" event was delivered. It incorporated bicycle repair, clothing repair and Repair Café (furniture/electrical). 40 participants attended and were able to gain a feel for the variety of options available at future events
- The first ever Second Hand Hornsby Reuse Market was held at Coronation StrEat!, with 28 stallholders and over 500 visitors
- Large scale worm breeding continues to be successful at the Community Recycling Centre. 60 packs (30kg) of live worms were sold in the period
- During 2023/24 a total of 87 compost bins and 49 worm farms were sold through the CRC
- The Apartment Living Program has engaged with 135 Multi Unit Dwelling complexes since 2020. This is approximately 1500 individual dwellings
- A total of 235 people attended four clothing swap events
- The Remagine Art Prize was held in May/June 2024. A record number of 315 entries were received from all over Australia. Around 310 visitors came to the exhibition - an average of 22 per day
- Community composting and worm farming demonstrations were part of the ongoing support provided to various community composting sites, including Edgeworth David Community Garden and McQuoin Park Retirement Village.

STATE OF THE ENVIRONMENT 2023/24

Domestic Residential Waste

	2019/20 (tonnes)	2020/21 (tonnes)	2021/22 (tonnes)	2022/23 (tonnes)	2023/24 (tonnes)
Total Waste	65,708	68,717	72,235	67,398	64,356
Total waste to landfill: *	35,974	38,297	39,921	34,573	32,983
Putrescible waste (red bin)	30,492	32,544	32,619	31,041	29,612
Bulky waste (clean-up service)	5,482	5,753	7,302	6,541	6,243
Total materials recycled:	29,734	30,420	34,699	31,901	30,699
Recycling (yellow bin)	11,354	10,877	10,820	9,816	9,618
Green waste (green bin)	17,449	18,648	20,854	19,076	18,072
Recovered materials from bulky waste	934	895	3,359	3,009	2,872
Resource Recovery Rate (Total recycling/ total waste generation)	45%	44%	48%	48%	48%

(* Total waste to landfill includes red bin and bulky waste, but excludes resource recovery component of bulky waste)

Bushcare

The Bushcare program welcomed 63 new volunteers in 2023/24. Volunteer hours and activity across all 67 Bushcare sites are strong. This year, 4 Bushcare groups celebrated 30 years plus of service and another 13 groups celebrated 20 years plus of service.

A group of 11 Bushcare volunteers featured in the Blue Gum High Forest educational and promotional video. As a result of the success of the video, Bushcare volunteer Keith appeared on the ABC 702 Sydney Morning Breakfast show. Keith spoke eloquently about the Blue Gum High Forest's significance and was a great ambassador for the Bushcare program.

The Bushcare program continues to appeal to a broad section of the community. Hornsby Bushcare program is establishing as the go to place for local schools, younger residents and residents from diverse backgrounds looking for guidance and advice on all bushland matters.

Year	Number of bushcare volunteers*	Total volunteer bushcare hours	Total area of bushcare sites
2017/18	410	5,730	61ha
2018/19	418	5,698	61ha
2019/20	362	4,789	61ha
2020/21	530	7,979	61ha
2021/22	472	4,817	66ha
2022/23	461	6,444	66ha
2023/24	407	6,845	66ha



Image: Bushcare volunteer

STATE OF THE ENVIRONMENT 2023/24

Community Nursery

Warada Ngurang Community Nursery at Pennant Hills provides native plants for Hornsby Shire. These are distributed and planted through a variety of programs including plant giveaways to ratepayers, community planting events, Landcare and Bushcare activities, citizenship ceremonies, school and community group activities, and Council planting projects in parks, reserves and street verges. The community nursery also provides locally collected provenance plant stock to bushland restoration projects that are run within Council's core business, such as catchments remediation, land rehabilitation and landscape works. All seed is locally collected to maintain genetic integrity. In total, 7,900 native plants were distributed at giveaway events in Hornsby Shire.

Year	Community nursery volunteers	Total community nursery volunteer hours	Tubestock despatched	Free Plant Giveaway Days	Tubestock despatched to ratepayers	Ratepayer properties receiving tubestock
2017/18	39	3,072	52,762	3	5,408	1,604
2018/19	44	3,232	37,483	4	5,454	1,116
2019/20	45	2,404	50,372	1	7,459	1,300
2020/21	45	3,265	29,640	28*	6,529	1,449
2021/22	32	992	27,983	18*	9,241	1,763
2022/23	39	3,447		8	11,722	2,798
2023/24	40	3545	25,030	11	7,900	1,655

* Due to COVID-19 restrictions, plant giveaways were changed to Plants on the Run pop-ups in local parks and smaller resident tree collections at the Nursery



Image: Community Nursery

STATE OF THE ENVIRONMENT 2023/24

Bush Fire hazard reduction

Bush Fire Management Committee (BFMC) activities

All district Bush Fire Management Committee requirements set through the current Bushfire Risk Management Plan have been met during the period including hazard reduction burning, asset protection zone sites, fire trail maintenance and education events.

Year	Number of sites of hazard reduction burns*	Area burnt* ha
2017/18	15	2,909
2018/19	11	98.4
2019/20	1	761
2020/21	13	2,475.6
2021/22	7	1,991.7
2022/23	1	0.7
2023/24	4	246

* These figures cover all hazard reduction in the Shire, which is carried out by NPWS, RFS and Fire & Rescue NSW

Hazard Reductions were conducted on Council managed land at Western Crescent, Westleigh, Neverfail Bay, Berowra waters, Oxley Drive, Mount Colah, and Coreen Close, Berowra Heights.

Manual hazard reduction activities

Manual works were undertaken during 2023/24 including treatment of 15 asset protection zones, the total areas of asset protection zones now encompasses over 39,051m². Establishment of new asset protection zones has commenced to incorporate an additional 20 sites.

Burning on private land

A total of 1,048 'Approval to burn' permits were issued in 2023/24 under the Protection of Environment Operations (Clean Air) Regulation 2010.

Fire trail works

There are over 21km of fire trails that Hornsby Council manages and maintains and on which works are scheduled as part of the Hornsby Ku-ring-gai District Bush Fire Risk Management Plan. All Strategic (3km) and Tactical (6km) fire trails on council land were inspected as required during the period. Emergency fire trail inspections conducted, and minor remediation work scheduled as required.

Maintenance of 12 fire trails was undertaken including: Keighran Trail, Kentia Trail, Blackwattle Trail, Boundary Road Trail, Clovelly Trail, Lambe Trail, McKinley Trail, Pennant Hills Park Trail, Larool Trail, Ginger Meggs Trail, Rofe Park Trail and Turner Road Trail.

Community education

A total of seven bushfire education events were organised. Council supported the NSW Rural Fire Service and Nature Conservation Council deliver 'Hotspots' at Canoelands-Maroota. 30 participants were guided in preparation of fire management plans.



Image: Bushfire education event

STATE OF THE ENVIRONMENT 2023/24

Stormwater quality improvement devices

Council has continued to construct and maintain water quality improvement devices (known as SQulDs) to improve the quality of stormwater coming off built-up urban areas before it enters the Shire's waterways.

Year	Total number of SQulDs	Waste removed from SQulDs	Cost of constructing SQulDs	Cost of maintaining SQulDs
2017/18	403	782 tn	\$782,000	\$550,000
2018/19	412	940 tn	\$762,000	\$530,000
2019/20	418	635 tn	\$663,000	\$477,000
2020/21	378*	500 tn	\$862,000	\$615,000
2021/22	383	500 tn	\$836,000	\$560,000
2022/23	402	456 tn	\$881,000	\$690,000
2023/24	405	700 tn	\$752,638	\$890,000

* Reduction in number relates to retirement, retrofitting and consolidation of assets

New SQulDs constructed in 2023/24:

- Water Street, Hornsby – Gross Pollutant Trap
 - Installation of a device designed to capture up to 40 tonnes of gross pollution a year (sediments/plastics/organics)
- Larool Creek, Thornleigh – Stabilisation
 - Remediation of around 20m of creek to reduce erosion/ sediments heading into Berowra Creek and to protect the bushland
- Martin Road, Galston – Raingarden.

Noise complaints

Council continues to respond to noise complaints across the LGA, barking dogs continue to be the most common reason for noise complaints.

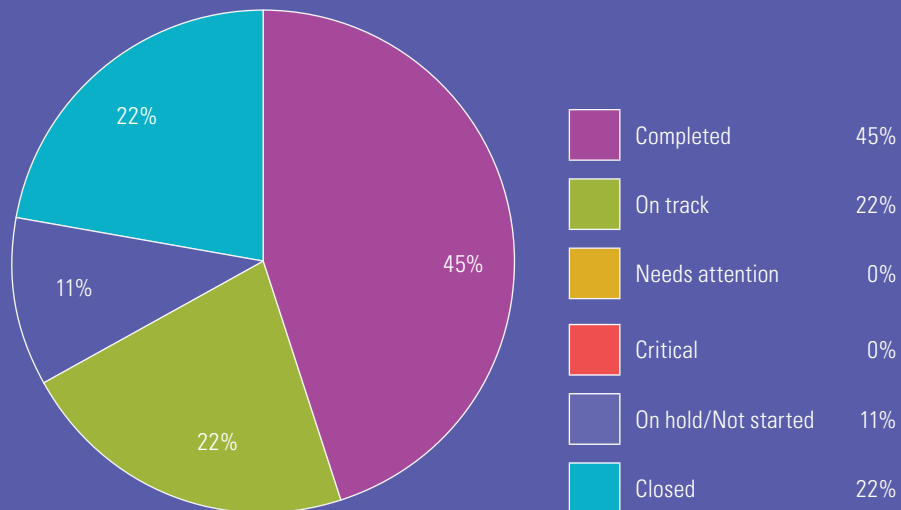
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Barking dogs	142	133	131	190	128	163	178
Airconditioners	26	24	16	7	14	12	22
Building sites/ construction	140	90	19	84	45	22	35
Licensed premises	3	0	1	0	0	2	3
Garbage trucks	4	2	13	11	4	2	9
House and car alarms	9	6	1	6	8	9	13
Domestic noise source	75	62	54	N/A*	N/A*	N/A*	N/A
Aircraft noise	3	1	0	0	0	0	1
Other	72	52	45	98	130	120	110

* Domestic noise source included in Other, due to changes in reporting categories



DELIVERING ON THEME 3: PRODUCTIVE

Performance of key initiatives and budget results:



Budget 2023/24	Original budget \$	Revised budget \$	Final result \$
Operating income	(5,282,706)	(5,773,292)	(6,108,155)
Controllable expenses	11,856,061	11,792,158	11,609,074
Internal transfers	623,181	507,152	673,404
Operating result before depreciation	7,196,536	6,526,018	6,174,324



PRODUCTIVE

Strategic direction: 5. Integrated and accessible transport

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

Working towards the United Nations Sustainable Development Goals:



Addressing Sydney's Major Acute Shocks and Chronic Stresses:



Focus Areas(Council's delivery pathway)

5A. Roads, footpaths and moving around

Council's Supporting Strategies/Plans

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



5A. ROADS, FOOTPATHS AND MOVING AROUND

Focus Area descriptive statement:

Well-maintained, safe and connected transport networks for pedestrians, cyclists and vehicles

Community Strategic Plan long-term goals	
G5.1	Roads and footpaths are safe, reliable and connected to key destinations for people to move around the Shire
G5.2	Transport options are well-connected, accessible and integrated to support healthy and active lifestyles and minimise dependency on private cars

Council Services contributing to this Focus Area:

- Asset Operations and Maintenance
- Design and Construction
- Parking and Road Enforcement
- Sustainability
- Traffic Engineering and Road Safety

How we delivered

Highlights

Active transport in Brooklyn takes shape

The shared path from Brooklyn to Kangaroo Point has been completed, and construction has begun on a public boardwalk between Kangaroo Point (south of Peats Ferry Bridge) and Seymours Creek (opposite Tom Richmond Oval).

This project is funded by the NSW government under its “Get NSW Active Program” and “Metropolitan Greenspace Program.” It involves the construction of elevated boardwalks and a concrete pathway extending approximately one kilometre. The route is set in mangrove and bushland environment and has been carefully designed to minimize the impact on the intertidal zone, salt marsh, and mangrove areas. It will provide opportunities for walking along the foreshore, enjoying the views, and engaging with this unique natural setting.

This boardwalk will connect with the recently completed shared pedestrian and cycle path along Brooklyn Road, both of which are part of Council’s masterplan to create a connected active transport route between Kangaroo Point and Brooklyn township.

Development Control Plan amendments finalised to require minimum EV charging connection points for new residential and commercial developments

The Development Control Plan was amended to require minimum EV charging connection points for new residential and commercial developments. With predictions from the NSW government indicating that electric vehicle (EV) sales are expected to increase to 52% by 2030/31, there will be a significant need for access to electric vehicle charging units in Hornsby Shire.

Embracing the transition to electric vehicles aligns with several of the Council’s strategies and plans, including its 2050 Net Zero target and the Sustainable Hornsby 2040 Strategy, which aim to enhance

sustainability outcomes and strengthen ecological, economic, and social resilience within the Shire.

To address this growing demand, the amendments include a mandated minimum of one EV-ready connection for each dwelling-allocated car space. This requirement ensures practical, safe, and compliant access to charging infrastructure across low, medium, and high-density residential and commercial developments.

National Walking and Cycling Participation Survey

Council participated in the 2023 National Walking and Cycling Participation Survey conducted by Cycling and Walking Australia and New Zealand. The survey provides insights into walking and cycling activities across the Shire. The survey revealed the top actions that Council could take were:

- more off-road paths and cycleways (63% of respondents rated this a very high or high priority)
- better connections between bike paths and schools (56%)
- better connections between bike paths and public transport (52%)
- more signs highlighting bicycle routes (52%).

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(5,456,292)	(5,737,169)
Controllable expenses	10,741,763	10,266,940
Internal transfers	487,276	653,527
Operating result before depreciation	5,772,746	5,183,299

PERFORMANCE AGAINST ADOPTED MEASURES

PRODUCTIVE	2022/23	2023/24	Annual target	Progress against target	Trend
Road safety programs run	9	4	5	■	↓
Schools participating in School Zone road safety programs	14	7	10	■	↓
Participants in road safety education programs	525	302	>700	■	↓
New paved shared paths constructed	2km	.9km	>1km	■	↓
New paved footpaths constructed	2.96km	1.89km	>2km	■	↓
Average pavement condition index for roads (out of 10)	7.05	8.2	8.2	■	↑
Dedicated car share spaces on public roads and in car parks	12	12	11	■	—

OTHER INTERESTING RESULTS

PRODUCTIVE	2022/23	2023/24	Trend
Spent on shared paths	\$3.8M	\$5M	↑
Spent on local footpath improvements	\$1M	\$349,000	↓
Potholes repaired	2,550	2,650	—
Spent on repairing potholes	\$268,000	\$177,000	↓
Traffic and parking investigations	15,066	13,314	↓
Weight limited road investigations	393	185	↓
Parking service requests investigated (number)	1,353	1,227	—
Parking service requests investigated within three days	95%	95.7%	—
Abandoned vehicle and boat trailer service requests investigated	956	857	—
Abandoned vehicles and boat trailer service requests investigated within 28 days	95%	95%	—
Items referred to Local Traffic Committee	31	30	—



PRODUCTIVE

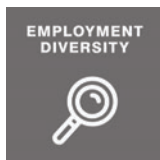
Strategic direction: 6. Vibrant and viable places

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

Working towards the United Nations Sustainable Development Goals:



Addressing Sydney's Major Acute Shocks and Chronic Stresses:



Focus Areas (Council's delivery pathways)

6A. Inviting centres and business

Council's Supporting Strategies/Plans

- Economic Development and Tourism Strategy 2021
- Employment Land Use Study 2021
- Local Housing Strategy 2020
- Local Strategic Planning Statement 2020
- Public Domain Guidelines 2021
- Section 7.11 Development Contributions Plan 2020



6A. INVITING CENTRES AND BUSINESS

Focus Area descriptive statement:

Welcoming and lively town centres and villages that support the local economy and encourage visitation to the Shire

Community Strategic Plan long-term goals	
G6.1	A vibrant and connected business, employment and tourism hub that is innovative and sustainable
G6.2	A '30-minute City' with supporting infrastructure
G6.3	Rural areas thrive and are a local source of fruits, flowers and other agricultural produce

Council Services contributing to this Focus Area:

- Asset Operations and Maintenance
- Major Projects
- Place
- Regulatory compliance
- Transport Planning
- Trees

How we delivered

Highlights

New Coronation StrEat! micro plaza opened to enliven Hornsby's west side

In December, we officially opened the new Coronation StrEat! micro plaza and event space in Hornsby.

Funded as part of the NSW government's COVID-19 recovery initiatives and delivered by Hornsby Shire Council, the Judges Bakery Ghost Building and Plaza were constructed around a semi-mature *Angophora costata* (Sydney Red Gum). It pays tribute to the history of a bakery that first operated on this site in 1896.

The project repurposed a portion of an existing car park on the corner of Coronation Street and Jersey Lane to create a new, permanent micro plaza. A series of seven public artworks were commissioned and installed in the precinct in 2022 and 2023.

The ghost building and micro plaza feature a variety of seating options, as well as facilities for cyclists. The flexible design and supporting infrastructure of the adjoining car park provide opportunities for pop-up celebrations, food trucks, outdoor dining, farmers' markets, live music, and other activities to attract people back to the west side precinct.

Plans to upgrade Galston Village approved

In July 2024, Council endorsed the Galston Village Public Domain Plan to advance detailed design development that aligns with roadway design approvals from Transport for NSW. Upgrades to the main street and public domain in Galston Village are planned. A community engagement process has been conducted, featuring an exhibition of the draft Public Domain Plan (PDP) and related materials, which illustrated a range of ideas for traffic calming and public domain enhancements.

The Public Domain Plan aims to retain the character of Galston Village as a semi-rural and regional attraction while building capacity for growth and anticipated increases in visitation.

Cherrybrook Precinct Plan

We are in collaboration with the NSW government concerning the Cherrybrook Precinct Plan and preparation of associated planning controls for the state-led planning process anticipated to be exhibited by the end of 2024.

90-92 Franklin Road, Cherrybrook










A Voluntary Planning Agreement was finalised for 90-92 Franklin Road, Cherrybrook to facilitate the timely delivery of public road, footpath and drainage works on the part of the land reserved for acquisition for local road widening.

Advocacy over the sale of vapes

Representations have been made to the Minister for Planning and Public Spaces requesting changes to planning controls, so that the establishment of tobacconist and vape shops require approval through the development application process.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(317,000)	(370,986)
Controllable expenses	1,050,394	1,342,134
Internal transfers	19,876	19,876
Operating result before depreciation	753,271	991,024

PERFORMANCE AGAINST ADOPTED MEASURES

PRODUCTIVE	2022/23	2023/24	Annual target	Progress against target	Trend
Primary food premises and public health inspections	763	830	800		—
Medium and high risk food premises inspected	100%	100%	98%		—
Cooling tower risk management plans and audits reviewed	100%	100%	98%		—
Incidents of vandalism on Council's assets	10	2	15		↑
Expenditure on vandalism on Council's assets	\$7,734	\$3,347	\$9,000		↑
Incidents of graffiti on Council's assets	447	557	375		↓
Expenditure on graffiti on Council's assets	\$58,342	\$69,019	\$44,000		↓
Total page views on DiscoverHornsby tourism site	34,154	43,429	57,000		↑
Meetings held with Chambers of Commerce/businesses	5	19	6		↑

OTHER INTERESTING RESULTS

PRODUCTIVE	2022/23	2023/24	Trend
'Scores on Doors' rating certificates (for hygiene and food safety) issued with scores of 3 or higher	455	525	↑

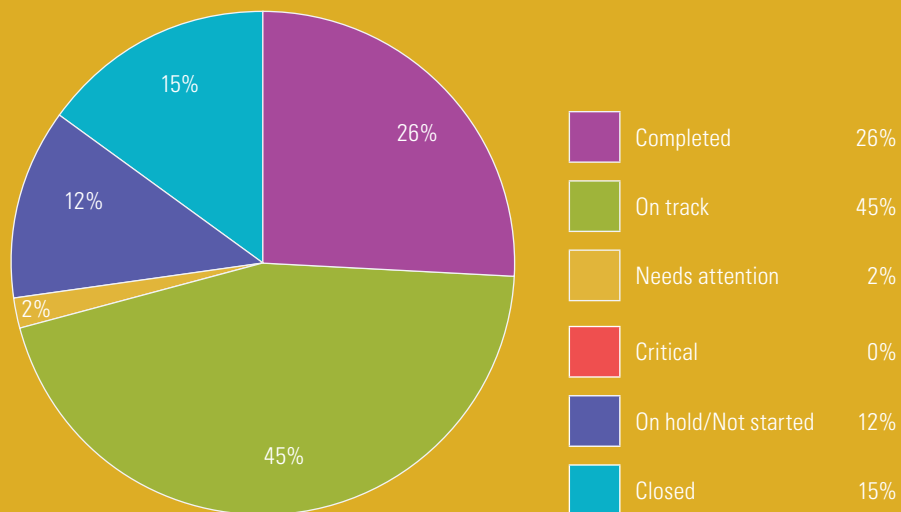


Image: Coronation StrEat! micro plaza



DELIVERING ON THEME 4: COLLABORATIVE

Performance of key initiatives and budget results:



Budget 2023/24	Original budget \$	Revised budget \$	Final result \$
Operating income	(98,426,854)	(92,805,989)	(104,637,724)
Controllable expenses	33,245,667	29,926,494	41,455,640
Internal transfers	(2,681,495)	(2,777,559)	(2,772,964)
Operating result before depreciation	(67,862,682)	(65,657,054)	(65,955,048)



COLLABORATIVE

Strategic direction: 7. Open and engaged

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

Working towards the United Nations Sustainable Development Goals:



Focus Areas (Council's delivery pathways)

7A.	Leadership and governance
7B.	Customer experience
7C.	Communication, education and engagement

Council's Supporting Strategies/Plans

- Communications and Engagement Strategies 2019
- Community Engagement Policy and Plan 2021
- Disability Inclusion Action Plan 2021-2025
- Economic Development and Tourism Strategy 2021
- Technology and Transformation Strategy 2020-2023



7A. LEADERSHIP AND GOVERNANCE

Focus Area descriptive statement:

Transparent and effective leadership, decision making and governance

Community Strategic Plan long-term goals	
G7.1	An organisation that is transparent and trusted to make decisions that reflect the community vision
G7.2	An organisation that the community can easily connect and communicate with
G7.3	A community that actively participates in decision making

Council Services contributing to this Focus Area:

- Audit, Risk and Improvement Committee (ARIC)
- Communications and Engagement
- Development Assessments
- Domestic Waste Management
- Financial Services
- Governance
- Leadership
- People and Culture
- Place
- Risk and Audit
- Strategy
- Sustainability

How we delivered

Highlights

Delivery Program and Operational Plan demonstrates our commitment to delivering outcomes for the community

In June 2024, the Council adopted our 2024-2027 Delivery Program and 2024/25 Operational Plan (DPOP) which details the many steps we will take to ensure Hornsby Shire becomes more resilient and maintains its natural environment.

The community has made it clear that its priorities for Hornsby Shire include responding to population growth, addressing housing affordability and the cost of living, adapting to economic and technological changes, acting on climate change, and enhancing social diversity and resilience within our community.





The DPOP serves as the blueprint for achieving the community's agenda for the coming 12 months, with many carefully planned major projects and initiatives mapped out.

Improvements in asset management introduced

Following the successful application for a Special Rate Variation (SRV), we have created two new governance processes. Our Asset Management Committee meets quarterly to review asset management expenditure and progress a program of improvement. We've also established a new process to govern the release of SRV funds for strategic initiatives, which requires a work schedule to be submitted that demonstrates a prioritisation process linked to adopted strategies. Funds are released only after the work schedule has been endorsed internally.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(88,817,571)	(99,381,258)
Controllable expenses	12,426,306	9,383,807
Internal transfers	(758,042)	(758,042)
Operating result before depreciation	(77,149,307)	(90,755,494)

PERFORMANCE AGAINST ADOPTED MEASURES

COLLABORATIVE	2022/23	2023/24	Annual target	Progress against target	Trend
Audits completed in annual Internal Audit Plan	100%	95%	100%		—
Return on invested funds	3.43%	4.9%	1.5%		↑
Non-carbon and socially responsible investments	33%	23%	23%		↓
Expenditure attributed to consultancies compared to budget/ externally funded (+/-10%)	100%	100%	100%		—

OTHER INTERESTING RESULTS

COLLABORATIVE	2022/23	2023/24	Trend
Actual operating expenditure	\$164.7M	\$141M	↓
Actual capital expenditure	\$69.7M	\$62.7M	—
Grants received	\$27.5M	\$32.2M	↑



7B. CUSTOMER EXPERIENCE

Focus Area descriptive statement:

A customer-focused organisation that delivers quality information, services and improved digital experience

Community Strategic Plan long-term goals	
G7.1	An organisation that is transparent and trusted to make decisions that reflect the community vision
G7.2	An organisation that the community can easily connect and communicate with
G7.3	A community that actively participates in decision making

Council Services contributing to this Focus Area:

- Communications and Engagement
- Community Development
- Customer Service
- Financial Services
- Governance
- Libraries
- Natural Resources
- Strategic Land Use Planning
- Technology and Transformation

How we delivered

Highlights

Making debt recovery more efficient

This year, we implemented the use of SMS reminder prompts to communicate with our outstanding sundry debtor accounts. The initial run was a success, and we will continue to use this as a regular option for debt recovery.







Improved customer service for the community

To provide a more convenient location for our community to access our Customer Service representatives, our in-person Customer Service moved to Hornsby Library. The new enquiries desk at the library has provided a positive experience for customers, with more people visiting us there.

To further enhance our service, a new phone system will be implemented next financial year, enabling us to send SMS messages and web links to assist with customer inquiries.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(128,000)	(78,570)
Controllable expenses	2,036,678	1,786,103
Internal transfers	0	0
Operating result before depreciation	1,908,678	1,707,533

PERFORMANCE AGAINST ADOPTED MEASURES

COLLABORATIVE	2022/23	2023/24	Annual target	Progress against target	Trend
Average answering speed of incoming calls to Customer Service	12.9 seconds	24.4 seconds	20 seconds		↓
Telephone calls serviced by Customer Service	91%	83.4%	80%		↓
Customer service requests completed within service level agreement	79.8%	83.8%	90%		—
Section 10.7 planning certificates issued within 5 days	95%	95%	90%		—
Informal applications processed under Government Information (Public Access) Act (GIPA) legislation	1,454	1,407	1,500		—
Formal applications processed under Government Information (Public Access) Act (GIPA) legislation	27	27	12		—

OTHER INTERESTING RESULTS

COLLABORATIVE	2022/23	2023/24	Trend
Incoming calls to Customer Service	39,138	34,561	↓
Customer service requests received	35,194	36,155	—
Residents addressing Council at its meetings	184	104	↓
Members of public remotely viewing Council meetings live (real time)	935	548	↓
Members of public remotely viewing Council meetings on demand (recorded)	1,346	1,005	↓



7C. COMMUNICATION, EDUCATION AND ENGAGEMENT

Focus Area descriptive statement:

Communicate, educate and engage with the community, businesses and other stakeholders and facilitate active participation in our community

Community Strategic Plan long-term goals	
G7.1	An organisation that is transparent and trusted to make decisions that reflect the community vision
G7.2	An organisation that the community can easily connect and communicate with
G7.3	A community that actively participates in decision making

Council Services contributing to this Focus Area:

- Communications and Engagement
- Community Development
- Domestic Waste Management
- Major Projects
- Natural Resources
- Place
- Sustainability

How we delivered

Highlights

'Our Council' quarterly publication

Commencing September 2023, 'Our Council', a news booklet created quarterly featuring updates on what's been happening across Hornsby Shire, is distributed to all letterboxes in Hornsby Shire. The newsletters also give the latest information on projects, services and initiatives as well as useful tips and tricks.

Engaging with our community

Community engagement remains an important touchpoint. The community engagement platform "Your Say Hornsby" continues to perform well. During the year, there were 52 projects open for comment, with 80,671 views of the website, 35,294 visitors, 2,410 contributions, and 303 followers. Most of the traffic to the site came directly via hyperlinks in newsletters and through social media. The most visited project was the Hornsby Town Centre.

Australian Liveability Census provided vital insights into our diverse community

In 2023, we once again participated in the Australian Liveability Census. Launched on National Neighbour Day in March and running until June, the Census invited local communities to share what was important to them, giving a glimpse into how their local neighbourhoods are performing. It offered people a chance to have a say on national, state, and local planning and investment strategies.










Overall, 83% of Hornsby Shire respondents are satisfied with liveability in their local neighbourhood – a higher liveability rating than the national average. Unusually, this satisfaction rating does not change based on age or gender which speaks to the perceived level of equity in the Hornsby Shire.

The top 3 Liveability strengths for Hornsby Shire were identified as:

- Elements of natural environment (natural features, views, vegetation, topography, water, wildlife etc)
- Access to neighbourhood amenities (cafes, shops, health and wellness services etc)
- Protection of the natural environment.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(180,000)	(211,078)
Controllable expenses	3,540,946	3,026,467
Internal transfers	33,099	37,212
Operating result before depreciation	3,394,046	2,852,602

PERFORMANCE AGAINST ADOPTED MEASURES

COLLABORATIVE	2022/23	2023/24	Annual target	Progress against target	Trend
Subscribers to Council's newsletters	26,516	25,243	30,000		—
Social media followers (Facebook, Instagram, X (formerly Twitter), LinkedIn)	38,977	45,835 (including Threads)	45,000		↑
Number of media stories placed relating to Council campaigns	Not previously reported	357	100		—
Total page views on Council's website	2,886,440	3,507,742	2,800,000		↑
Total page views on Council's 'YourSayHornsby' website	117,000	80,671	6,500		↓
Increase in subscribers to Council's weekly engagement newsletter	221%	26%	20%		↓
New Australian citizens conferred	1,776	1,652	1,100		—
Environmental and resilience education events held	208	209	114		—
Participants in environmental and resilience education events	8,972	9,368	>1,540		—

OTHER INTERESTING RESULTS

COLLABORATIVE	2022/23	2023/24	Trend
Home Page views on Council's website	334,230	302,313	—
Projects on Council's 'YourSayHornsby' website	67	52	↓
Subscribers to Council's weekly engagement newsletter	450	565	↑
Community recognise Council's brand	70%	No update	—
Citizenship Ceremonies	69	48	↓

Strategic direction: 8. Smart and innovative

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

Working towards the United Nations Sustainable Development Goals:



Addressing Sydney's Major Acute Shocks and Chronic Stresses:



Focus Areas (Council's delivery pathways)

8A.	Planning for the future
8B.	Organisational support
8C.	Smart cities

Council's Supporting Strategies/Plans

- Economic Development and Tourism Strategy 2021
- Resourcing Strategy
 - Asset Management Framework
 - Long Term Financial Plan
 - Workforce Planning



8A. PLANNING FOR THE FUTURE

Focus Area descriptive statement:

Communicate, educate and engage with the community, businesses and other stakeholders and facilitate active participation in our community

Community Strategic Plan long-term goals	
G8.1	Integrated and sustainable long term planning for the community's future
G8.2	An organisation of excellence
G8.3	A Shire that fosters creativity and innovation
G8.4	Smart Cities approaches improve our day to day living

Council Services contributing to this Focus Area:

- Asset Operations and Maintenance
- Community and Cultural Facilities
- Domestic Waste Management
- Financial Services
- Leadership
- Major Projects
- Natural Resources
- Parks and Recreation
- People and Culture
- Property Services
- Regulatory compliance
- Strategic Land Use Planning
- Sustainability
- Transport Planning
- Trees

How we delivered

Highlights

Property Strategy adopted

In June 2023 Council adopted a Property Strategy providing both short -medium term (up to five years) and long term (greater than five years) recommendations for dealing with Hornsby Shire Council's Operational Property Portfolio which includes property owned by Council and property under management. The intention of the Strategy is to identify opportunities to optimise the value and use of Council's operational property portfolio, through improved commercial arrangements and by realising development opportunities. Consideration toward divestment, development and consolidation of Council property to optimise use and return will assist with contributing to Council's long term financial sustainability.

Long Term Financial Plan projects secure financial future

In August, the Long-Term Financial Plan 2024/25 – 2033/34 was adopted. This plan includes a 10-year projection of our future income and expenditure, outlining Council's financial direction and how we will achieve community priorities.

Hornsby Town Centre Masterplan finalised balancing increased housing with our bushland identity

Last year, we were proud to finalise the Hornsby Town Centre Masterplan. It promotes a redefinition of the Town Centre skyline, providing opportunities for over 4,900 new dwellings in slender residential towers, varying in height up to 36 storeys, clustered around the train station and mall. It is predicted to bring 4,500 new jobs to the precinct.

The plan encourages the revitalisation of the Town Centre with new open spaces reflective of the Shire's bushland identity, a new multi-purpose community facility, pedestrian and cycling networks, and enhanced public transport. This takes a significant step towards meeting the NSW government's mandated dwelling targets, recently announced in the Hornsby Transport Orientated Development program.

Working with the NSW government to address housing shortages

We have collaborated with the NSW government to address the supply of housing in the state by rezoning land around Hornsby, providing an opportunity to enhance the progression of the Council's recently adopted Hornsby Town Centre Masterplan.

This Masterplan underscores our commitment to long-term housing provision and is the result of five years of strategic planning, supported by comprehensive studies and analyses conducted in collaboration with state agencies, landowners, and significant community consultation.

In line with the NSW government's objective to accelerate housing supply, the Masterplan provides a vision to facilitate the delivery of over 4,900 dwellings and 4,500 new jobs in towers up to 36 storeys in height. Predicted boost in population requires careful planning and commitment from all levels of government to ensure the coordinated delivery of supporting infrastructure.

We have prepared an Implementation Plan to ensure a proactive approach to improve opportunities for Council to realise the vision embodied in the Masterplan.



8A. PLANNING FOR THE FUTURE

Submission seeks commitment to infrastructure to support NSW government housing targets

We submitted a response to the NSW government's Transport Orientation Development (TOD) Program for Hornsby recommending that it endorses the existing Hornsby Town Centre Masterplan. Council also expressed its concern that the proposal fails to confirm funding for essential infrastructure to support its plans for 5,000 new homes.

From the outset, we liaised closely with the NSW government, expressing our view that their targets for increased housing would require a whole-of-government approach which would identify funding and infrastructure to support councils in their delivery of the TOD proposals.

We hoped that the provision of new housing would be supported by the coordinated delivery of essential infrastructure to ensure the current and future community experiences a liveable and sustainable environment.

However, while the NSW government refers to a total pool of \$520 million for councils, it is disappointing that there is no indication of how this will be allocated, and whether funds will be committed to support the specific infrastructure needs we have put forward which include open space and transport upgrades.

Development Control Plan 2024 published

In July 2024, we published the Hornsby Development Control Plan (DCP) 2024. It was based on the 2013 DCP which was updated to modernise to improve usability. The update includes revisions to the strategic context, recognising the Hornsby Local Strategic Planning Statement, the Sustainable Hornsby 2040 Strategy, and other supporting strategic documents adopted in recent years. All references to land south of the M2 Motorway, which is now within the Parramatta LGA, have been removed. Additionally, improvements were made to the referencing of Australian standards, legislation, policies, and websites.

Planning Agreements Policy 2024 adopted

The Planning Agreements Policy 2024 was adopted in June 2024. Supported by new draft template documents that would assist in the preparation of agreements that meet Council and community expectations, streamline processes and maintain a clear framework. The draft Policy is presented in plain English, with the aim of making it easily understood by all stakeholders, including developers and the community, it places an emphasis on the use of template documents by proponents.

Rural Lands Planning Proposal finalised

Our Rural Lands Planning Proposal was finalised, amending zone objectives, introducing new controls for land use conflict, clarifying dual occupancy requirements, and allowing lot handles to be included when calculating lot size in rural areas. The changes support agricultural and tourism industries in rural areas, minimise potential land use conflicts, maintain rural character by clarifying controls for attached dual occupancies, and enhance opportunities for roadside stalls by permitting the sale of produce and handcrafted goods from the region.

Affordable housing secured in Pennant Hills development

In January 2024 we finalised the Planning Proposal for 7 City View Road, Pennant Hills to facilitate a mixed-use development of apartments, seniors housing and office space.

A Voluntary Planning Agreement accompanies the planning proposal to facilitate dedication of four affordable housing to Council in perpetuity, construction of a public access way and a contribution of \$450,000 towards improvements in the Pennant Hills Town Centre.



Image: Hornsby Town Centre artist impression



8A. PLANNING FOR THE FUTURE

Byles Creek Planning Proposal was endorsed

Byles Creek Planning Proposal was endorsed. It aims to protect the unique environmental, social and aesthetic qualities of the Byles Creek Study Area and minimise impacts of residential development on the natural environment.

The Planning Proposal is currently awaiting finalisation by the NSW Department of Planning, Housing and Infrastructure (DPHI). When finalised, the planning proposal would:

- Rezone land within the Study Area currently zoned R2 Low Density Residential to C4 Environmental Living. Increase the minimum subdivision lot size for land proposed to be zoned C4 Environmental Living from 600m² to 40ha
- Amend the objectives of Clause 4.1 'Minimum subdivision lot size' to protect and enhance existing bushland and significant native vegetation
- Map the riparian corridor within the Study Area and insert a new additional local provision that must be considered when developing on riparian land.

Heritage and Housekeeping Planning Proposal

The Heritage and Housekeeping Planning Proposal was endorsed for exhibition to improve the operation, accuracy and interpretation of the Hornsby Local Environmental Plan (HLEP) 2013 and ensure the heritage schedule is up to date.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(301,000)	(378,460)
Controllable expenses	2,949,287	3,021,698
Internal transfers	79,836	79,836
Operating result before depreciation	2,728,124	2,723,075



Image: Fagan Park Heritage Museum

PERFORMANCE AGAINST ADOPTED MEASURES

COLLABORATIVE	2022/23	2023/24	Annual target	Progress against target	Trend
Delivery Program/Operational Plan actions completed/on track	87%	89%	85-90%		—
Capital (infrastructure) projects completed on time or still on track	83%	80%	75-85%		↓
Operating Performance Ratio (Council's achievement of containing operating expenditure within operating revenue)	11.55%	-2.08%	0%		↓
Own Source Operating Revenue Ratio (reliance on external funding sources such as operating grants and contributions)	74.93%	108.23%	60%		↑
Unrestricted Current Ratio (liquidity)	6.83X	6.21X	1.5x		—
Rates and Annual Charges Outstanding Percentage (impact of uncollected rates on Council's liquidity and adequacy of recovery efforts)	2.57%	2.42%	5%		—
Section 7.11 contributions and section 7.12 contributions fixed development consent levies income	\$6.88M	\$8.06M	\$4M		↑



8B. ORGANISATIONAL SUPPORT

Focus Area descriptive statement:

Assist the organisation in its day-to-day activities and support an engaged, productive and healthy workforce

Community Strategic Plan long-term goals

G8.1	Integrated and sustainable long term planning for the community's future
G8.2	An organisation of excellence
G8.3	A Shire that fosters creativity and innovation
G8.4	Smart Cities approaches improve our day to day living

Council Services contributing to this Focus Area:

- Asset Operations and Maintenance
- Communications and Engagement
- Community Development
- Governance
- Leadership
- People and Culture
- Procurement
- Strategy
- Technology and Transformation
- Transport Planning

How we delivered

Highlights

Enhancing our cyber security

In order to protect the privacy of our community's personal information, and our organisation, we implemented several projects to enhance our cyber security maturity, including rolling out a password management tool, cyber awareness training for the entire organisation, and a suite of determinations. To bolster us further, network security has also been strengthened.

Council's main office fitout





Providing modern workspaces for over 300 staff, Council's main Administration Building in Peats Ferry Road, Hornsby has been refurbished and staff relocated from rental premises at Thornleigh.

Budget 2023/24	Revised budget \$	Final result \$
Operating income	(3,379,418)	(4,588,357)
Controllable expenses	8,973,274	24,237,562
Internal transfers	(2,132,453)	(2,131,970)
Operating result before depreciation	3,461,402	17,517,235



Image: Council staff in the refurbished administration building

PERFORMANCE AGAINST ADOPTED MEASURES

COLLABORATIVE	2022/23	2023/24	Annual target	Progress against target	Trend
Lost hours through sick leave	3.7%	4%	3.8%		—
Voluntary staff turnover	16.9%	15%	9.5%		↑
Items registered into Council's records management system by Records Team (as a percentage of total number for organisation)	15.68%	16.78%	25%		—
Hard copy legacy records/files digitized, transferred or destroyed	7,792	3,844	1,500		↑

OTHER INTERESTING RESULTS

COLLABORATIVE	2022/23	2023/24	Trend
Documents registered in Council's records management system	260,635	254,874	—

8C. SMART CITIES

Focus Area descriptive statement:

Embrace emerging technology and optimise existing digital assets

Community Strategic Plan long-term goals

G8.1	Integrated and sustainable long term planning for the community's future
G8.2	An organisation of excellence
G8.3	A Shire that fosters creativity and innovation
G8.4	Smart Cities approaches improve our day to day living

Council Services contributing to this Focus Area:

- Libraries
- Natural Resources
- Parks and Recreation
- Sustainability
- Technology and Transformation

How we delivered

Highlights

Streamlined booking systems for the community's convenience

This year, we implemented a new system for streamline bookings for our community and cultural facilities - parks, sports facilities, public spaces, and ticketing for our events. The new system offers the convenience for the community and more efficiency for the organisation.



Image: Storey Park Community Centre

PERFORMANCE AGAINST ADOPTED MEASURES

COLLABORATIVE	2022/23	2023/24	Annual target	Progress against target	Trend
Real-time monitoring devices providing data to help inform management decisions	106	114	>110		
Public wifi areas available	4	4	>3		



Image: Berowra District Hall

LEGISLATIVE REQUIREMENTS

LEGISLATIVE REQUIREMENTS

This Annual Report also includes some information that is prescribed by the Local Government Act 1993, the Local Government (General) Regulation 2021 and to meet requirements imposed by other legislation and statutory bodies. This information has been included because the government believes that it is important for community members to know about it – to help their understanding of how Council has been performing both as a business entity and as a community leader.

Mayoral and councillor fees, expenses and facilities

(Local Government (General) Regulation 2021, cl 217(1)(a)(a1) (i), (ii), (iii), (iia), (iv), (v), (vi), (vii), (viii))

Amount spent on Mayoral and Councillor annual fees 2023/24	\$347,426	
Mayor	\$73,440 + \$27,399	
Councillors	\$246,587	
Mayor and Councillor Superannuation		\$38,494

Amount expended during 2023/24 on the provision of councillor facilities and the payment of councillor expenses:		\$46,295
(1) (a)	details (including the purpose) of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations)	0
(a1)	details of the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor or reconciled with the councillor), including separate details on the total cost of each of the following:	
(i)	the provision during the year of dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs)	9,435
(ii)	telephone calls made by councillors, including calls made from mobile telephones provided by Council and from landline telephones and facsimile services installed in councillors' homes	0
(iii)	the attendance of councillors at conferences and seminars	18,459
(iia)	the provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors	18,401
(iv)	other training of mayors and councillors and the provision of skill development for mayors and councillors	0
(v)	interstate visits undertaken during the year by councillors while representing Council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	0
(vi)	overseas visits undertaken during the year by councillors while representing Council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	0
(vii)	the expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Secretary from time to time	0
(viii)	expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions	0

For information on councillor entitlements visit: hornsby.nsw.gov.au/council/forms-and-publications/policies
 "POL00276 Policy – Statutory – Councillors Expenses and Facilities"

LEGISLATIVE REQUIREMENTS

Councillor professional development

(Local Government (General) Regulation 2021, cl 186)

Amendments made to the Local Government Act in 2016 saw the inclusion in the prescribed role of councillors under section 232 of the Act of a responsibility “to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of Councillor”.

To support that inclusion, the Local Government (General) Regulation was subsequently amended to include a requirement for councils to provide induction training and ongoing professional development for mayors and councillors; and the Office of Local Government (OLG) issued guidelines under section 23A of the Act to assist councils develop and deliver induction training and ongoing professional development activities for their mayor and councillors in compliance with the Regulation.

The guidelines issued by the Office of Local Government indicate that a council’s induction and professional development program should consist of the following three elements:

- **Pre-election Candidate Sessions** – (non-mandatory but encouraged) – to ensure prospective candidates are aware of what will be expected of them if elected
- **Induction Program** – to equip mayors and councillors with the information they need to perform their role effectively over the first few months of the term and to build a positive, collaborative relationship among councillors and with staff
- **Professional Development Program** – to allow development, in consultation with individual councillors and the mayor, of programs which can be delivered over the council term to build the skills, knowledge and personal attributes necessary to be an effective mayor or councillor.

Hornsby Council’s response to these three elements during 2023/24 is below.

Pre-election candidate sessions	Facilitator
(Local government election 4 December 2021)	N/A

A three-stage program of induction, grouped around three themes, was designed and undertaken by the General Manager and staff with the newly-elected Council. All Councillors attended.

Induction Program	When
Stage 1 Getting to know you, us and each other	3 sessions – January 2022
Stage 2 Your role, rights and responsibilities	6 sessions – January/February 2022
Stage 3 Transitioning to the business of Council and ongoing development	5 sessions – March 2022

Professional Development

The external service provider involved with the Councillor induction program was also engaged to facilitate the Councillors Professional development program. The program involved a briefing to all Councillors to provide an update on the process to be implemented followed by individual interviews with Councillors and the development of a personalised development plan to meet the requirements for each Councillor. This process commenced in September 2022 and the personalised development plans have now been created.

Other training/skill development opportunities were undertaken as follows:

Conference	Attendees
LGNSW Annual Conference	Clrs Ruddock, Tilbury, Waddell, Salitra, McClelland, McIntosh, Pillamarri, Ball, Greenwood
Building Community Trust – NGA	Clrs McIntosh, Salitra
Local Government Climate Change Summit	Clr McIntosh
NSW ALGWA 2024 Conference	Clrs Ball, Salitra, McClelland
Destination and Visitor Economy Conference 2024	Clr McClelland

Training/skill development	Attendees
Think On Your Feet	Clrs Ball, Salitra, Greenwood, Pillamarri
Institute of Local Governance – Getting things done on Council	Clrs Ball, Salitra, Greenwood
Institute of Local Governance – Reviewing Council financial accounts	Clrs Ball, Salitra

LEGISLATIVE REQUIREMENTS

Senior staff salaries

(Local Government (General) Regulation 2021, cl 217(1)(b),(c) (i), (ii), (iii), (iv), (v))

Senior staff salaries	
Number of senior staff positions, including General Manager	5
Total value of salary component of package	See table below
Total amount of any bonus payments, performance or other payments that do not form part of salary component	Nil
Total employer's contribution to superannuation (salary sacrifice or employer's contribution)	See table below
Total value non-cash benefits	Nil
Total fringe benefits tax for non-cash benefits	Nil

Period of office 1 July 2023 to 30 June 2024

	General Manager	Executive Leadership
Total remuneration during period	\$433,879	\$1,302,260
Superannuation	\$27,398	\$109,592
Salary component	\$406,481	\$1,192,668

Overseas visits by Councillors/Council staff

(Local Government (General) Regulation 2021, cl 217(1)(a))

There were no overseas visits undertaken by Councillors, Council staff or other persons representing Council during 2023/24.

Persons who performed paid work on Wednesday 14 February 2024

(Local Government (General) Regulation 2021, cl 217(1)(d) (i), (ii), (iii), (iv))

Total number of persons who performed paid work:	
Permanent full-time	362
Permanent part-time	65
Casual	64
Under fixed-term contract (including temporary and 4 apprentices)	39
Senior staff members	5
Engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	19
Supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	0

LEGISLATIVE REQUIREMENTS

Modern Slavery Statement

(Modern Slavery Act 2018)

This Modern Slavery Statement is provided by Hornsby Shire Council in accordance with Section 428 (4) of the NSW Local Government Act 1993.

This Statement outlines Hornsby Shire Council's commitment to combating modern slavery and the measures we have implemented during this reporting period to reduce the risk of our procurement activities resulting in or contributing to human rights violations.

(Local Government Act 1993, s428(4)(c))

The Anti-Slavery Commissioner did not raise any significant issues concerning the operations of Council during the year.

(Local Government Act 1993, s428(4)(d))

Organisational Structure and Supply Chain

The steps that Council has taken to ensure that goods and services procured by and for Hornsby Council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018 are outlined in the below table.

Activity	Description	Actions Taken
Stakeholder engagement	Steps taken to engage with stakeholders	Engaged with Executive Leadership Team, large contract managers internally and business unit leaders for high risk activities including the Sustainability Team (solar panels); Technology and Transformation Team (computer hardware); and Waste Team (cleaning contracts). Engaged with other stakeholders through local government procurement networking events where the Anti-Slavery Commissioner presented, and discussions with other councils regarding best case approaches to modern slavery risk management.
	Engagement with external stakeholders	Engaged with our high risk activities suppliers for solar panels, computer hardware and cleaning. Requested they complete our Modern Slavery Questionnaire, reviewed the responses for acceptability and added to register for all staff to be able to access prior to future engagements.
Salient risk identification	Steps taken to identify salient modern slavery risks at the organisational level	Commenced a risk assessment across all business units to identify risks. Initially, this has involved mapping our expenditure lines across the risk categories based on the Inherent Risk Identification Tool (IRIT). This will lead to a planned review of high risk modern slavery categories to determine priority areas that Council may target to engage with.
Modern Slavery Policy	Steps taken to adopt a Modern Slavery Policy	Council embedded Modern Slavery Risk management within its Sustainable Procurement Determination. This has been endorsed by the Executive Leadership Team.
Planning the procurement	Identify and map supply chain risks	Mapped expenditure lines across the risk categories based on the Inherent Risk Identification Tool (IRIT) provided by the Anti-Slavery Commissioner. Modern Slavery pre-purchase checklist developed, included in Procurement Procedures and available for staff to use when planning procurements.
Sourcing	Steps taken to address modern slavery risks when selecting suppliers	Council's tenders include a modern slavery questionnaire that tenderers must complete and return with their tender submission. This is evaluated as part of the tender evaluation.

LEGISLATIVE REQUIREMENTS

Activity	Description	Actions Taken
Contracting	Steps taken to include modern slavery risk mitigation requirements in contracts	Council has included modern slavery contract clauses in its contracts that require the contract to ensure compliance with modern slavery law.
Monitoring supplier performance	Steps taken to monitor and evaluate supplier performance relating to modern slavery	Contractor Performance Reviews have been developed to provide a standardised approach across Council. Modern slavery is included in these performance reviews. Reviews to commence 2024/25.
Remedy	Steps taken to enable access to effective modern slavery grievance mechanisms	As part of the training provided, and in the determination and procedures, staff are provided with details of how to report modern slavery concerns. During this reporting period, there were no instances of suspected modern slavery concerns.
Report	Steps taken to report on Council's modern slavery risk management efforts	Council reported in the 2022-2023 Annual Report.
Improve	Steps taken to improve Council's approach to modern slavery risks	Training provided to Council's main contract managers and new employees as part of onboarding training. Training provided to staff at Council's regular Procure to Pay training sessions.
	Steps taken to cooperate with the Anti-Slavery Commissioner during the reporting period	Attended presentations from the Anti-Slavery Commissioner at local government networking events. The NSW Anti-Slavery Commissioner did not approach Council during this reporting period.

LEGISLATIVE REQUIREMENTS

Special variation expenditure

(Special Rate Variation Guidelines)

The Independent Pricing and Regulatory Tribunal (IPART) is responsible for setting the amount by which councils in NSW can increase their general rate income each year, referred to as the rate peg. Councils can apply to IPART for a special rate variation, which allows councils to increase their general rate income by more than the rate peg amount.

Catchments Remediation Rate

The Catchments Remediation Rate (CRR) is levied at five per cent of Council's ordinary rate income on properties throughout the Shire. All modified catchments impact on water quality and benefit from environmental and water quality improvements. In 2023/24, income received from the CRR special rate was \$3.93 million.

The Catchments Remediation Program identifies locations across the Shire where water quality improvement initiatives are to be constructed and installed. In 2023/24, \$767,000 was spent on catchments remediation capital works projects. These works involved a multifaceted approach of capturing, treating and reusing stormwater and included the installation of a gross pollutant trap at Water Street, Hornsby, a raingarden at Martin Road, Galston and creek remediation at Larool Creek, Thornleigh as part of a local road improvement project.

The CRR program also supports several pollution prevention initiatives such as water quality monitoring and research, environmental education, riparian remediation, street sweeping, emergency spill response and pollution regulation.

In addition to the pollution treatment and prevention initiatives, the CRR funds ongoing works associated with the maintenance, repair and upgrade of water quality control devices. In 2023/24, these costs included \$874,000 to have contractors clean, maintain and repair these assets and adjacent landscaped areas. This included the removal of over 700 tonnes of sediment, litter and organic matter, together with bush regeneration and landscaping activities on more than 12 hectares of land adjacent to the assets.

In 2024/25, Council will be constructing several water quality treatment devices, as well as undertaking stormwater harvesting projects, to remove pollution before it enters the creeks and bushland of Hornsby Shire.

Special Rate Variation 2023/24 - 2032/33

On 13 June 2023, IPART approved Council's application for a Special Rate Variation (SRV) under Section 508A of the Local Government Act 1993. Council's 2023/24–2032/33 Long Term Financial Plan forecast that the additional income from the SRV would resolve forecasted financial sustainability issues by rebalancing results back within acceptable levels over the next ten years. Income from the SRV also funds the requirements identified in Council's Asset Management Plans and a program of strategic initiatives previously identified in numerous technical documents and adopted strategies.

The special variation provides a cumulative increase in rates inclusive of the rate peg over four years.

	Year	Approved increase in general income (%)
Year 1	2023/24	8.5
Year 2	2024/25	7.5
Year 3	2025/26	6.5
Year 4	2026/27	5.5

IPART requires that Council report in its annual report over a five year period from 2023/24 to 2027/28 on:

1. The program of expenditure funded by the SRV, and any differences between this program and the program included in Council's application

2. Any significant differences between Council's revenues, expenses and operating result compared with the projected revenues, expenses and operating result in the Long Term Financial Plan
3. The outcomes achieved as a result of the SRV
4. The productivity savings and cost containment measures Council has in place, the annual savings achieved through these measures, and what these savings equate to as a proportion of the Council's annual expenditure
5. Whether or not the council has implemented the productivity improvements identified in its application, and if not, the rationale for not implementing them.

Following is the detail for 2023/24.

1. The Program of Expenditure

Council's adopted 2023/24 Annual Budget included funding allocations that align with the Program of Expenditure approved by IPART and there are no differences between the budget and this program.

IPART's approval came at the end of the previous financial year on 14 June 2023 with the first year SRV increase subsequently adopted by Council on 28 June 2023. Since then, Council officers have developed an internal governance process to ensure that SRV funds can only be allocated in accordance with the program of works included in Council's application. Further to this, it is expected that the SRV detailed program of works is selected based on high priority projects linked to appropriate strategies and assessment criteria. Council's Executive Leadership Team is responsible for the endorsement of projects and SRV funds are only released after this endorsement has been received.

The late approval of the SRV by IPART has meant that the project planning required to ensure the most efficient and effective use of the SRV funds has caused a delay to the delivery of projects in the first year. Unspent SRV funds at 30 June 2024 have been restricted and will be carried forward to future years to ensure adherence with the ten-year expenditure program and the conditions of IPART's approval:

LEGISLATIVE REQUIREMENTS

Program of Expenditure	Budget Allocated (\$'000)	Actual Spent (\$'000)	Restricted to carry forward (\$'000)
Asset management funding gap	2,349	2,349	0
Community climate change mitigation and adaptation	160	18	142
Enhance cyber security	250	0	250
Track and trail asset management	63	0	63
Bushfire risk mitigation	319	0	319
Bushland reserve asset management	750	0	750
Hello Hornsby	80	33	47
Public amenities	1,000	0	1,000
Park amenities renewal and upgrade	650	300	350
Track and trail upgrade including accessibility and signage	260	0	260
Shared paths	1,393	0	1,393
Disability inclusive community centres	431	17	414
Drainage improvement works	1,000	492	508
New and upgraded play spaces	85	0	85
Total	\$8,790	\$3,209	\$5,581

At the request of the General Manager, Council officers have commenced a project to fast track the preparation of prioritised work schedules for each SRV Strategic Initiative with the aim of increasing the delivery rate of initiatives.

2. Financial Statement Comparison to Long Term Financial Plan

The actual results for 2023/24 have been compared to the balances forecast in the SRV Scenario of the 2023/24–2032/33 Long Term Financial Plan (LTFP).

Income Statement	Actual (Draft) \$'000	LTFP \$'000
Total Income from Continuing Operations	142,752	166,630
Total Income excluding Capital Grants and Contributions	164,955	157,307
Total Expenses from Continuing Operations	170,749	152,292
Net Operating Result before Capital Grants and Contributions	(5,794)	5,015

The actual results differ to the balances forecast in the LTFP because of the impact of several one-off matters that are not related to the normal continuance of services.

Total Income from Continuing Operations is less than forecast as grant funds on hand in the order of \$36 million for Westleigh Park have been reversed during the year to comply with accounting standards. This non-cash accounting entry was required after Council received notification from the Office of Local Government (OLG) that remaining grant funding for Westleigh Park would be required to be returned. The matter is currently ongoing with Council considering all options to retain the funds.

Total Income excluding Capital Grants and Contributions has increased because interest earned on Council's investments is currently performing

greater than forecast due to a continuation of the high inflationary environment and base rate set by the Reserve Bank of Australia for longer than economists previously predicted. Around half of this temporary increase has been returned to external grants and development contributions in accordance with the requirements of these funds.

Total Expenses from Continuing Operations are greater than forecast due to requirements under the Australian Accounting Standards for the recognition of a non-cash provision for land remediation at Foxglove Oval at 30 June 2024. This has resulted in the need to allow for an \$8.4 million provision in operating costs that are estimated to be incurred over the next four years towards remediating this site.

Additional non-cash accounting entries under accounting standards that have contributed towards increasing Expenses from Continuing Operations are:

- The notification by the OLG to return unspent grant funds for Westleigh Park has triggered the requirement to reverse capital expenditure of \$5.6 million and now recognise this cost incurred as operating expense
- The remediation of the Hornsby Council Administration Centre was required to recognise \$3.2 million of disposed assets at this site. It should be noted that this is a non-cash entry.

Were it not for the one-off items listed, Council would have achieved a better than forecast net operating result at 30 June 2024.

3. Outcomes Achieved

The following outcomes have been achieved from the SRV in 2023/24:

Financial Sustainability

- Income generated in the first year of the SRV ensured a balanced budget (cash) result of \$131K at 30 June 2024, demonstrating the SRV has provided sufficient income to contain expenditure during the 2023/24 financial year
- Council maintained its debt free position throughout 2023/24 with no external loan borrowings at 30 June 2024

LEGISLATIVE REQUIREMENTS

- Council's Long Term Financial Plan was updated for the next ten years (from 2024/25–2033/34) during the year and adopted by Council on 14 August 2024. This revised version of the Plan continues to forecast modest results over the next ten years with an average budget (cash) surpluses and Income Statement (non-cash) surplus of \$2.304 million and \$4.059 million forecast over the term of the Plan.

Asset Management

- The requirements identified in Council's Assets Management Plans for the majority of Council's existing assets have been fully funded, assisted by additional SRV funding of \$2.349 million for the year. The condition of Council's roads, buildings, open space (park assets) and stormwater drainage is forecast to be maintained to the level of service required by the community, achieved through future year SRV allocations.

4. Productivity Savings and Cost Containment

Council's SRV application placed emphasis on the success of long-term cost containment strategies and tight budgetary control that have been used to contained expenditure over many years. These measures have been in place since 2011/12 and continue to be implemented:

- A nil increase to non-contractual Divisional expenditure (net of direct labour) except where contractual increases cannot be offset by other operational efficiencies
- Direct salaries and wages based on the Local Government (State) Award calculated on a 50 pay week year. The two-week reduction from a full year represents organisational savings from an average delay in replacing staff members who retire/resign and/or productivity improvements that are required with these savings ring-fenced as a method of control at the start of each year. This measure reduced total operating expenditure by approximately \$2.014 million/(1.2%) in 2023/24
- The use of existing Council staff where possible to undertake capital work including grant and development contribution funded projects. This measure achieved savings in the order of \$3.066 million/(1.8% proportionate to total operating expenditure) at 30 June 2024

- Zero external loan borrowing and the continuation of prudent financial management.

A revised version of Council's Long Term Financial Plan (2024/25–2033/34) has recently been adopted, which includes recommendations that if achieved should continue to contain cost/improve productivity over the term of the Plan:

- Maintain cost increases to modest levels in regard to non-labour related expenses each year excluding annual SRV allocations for asset management and strategic initiatives
- 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
- 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
- Council's s7.11 Development Contributions Plan to include only projects that can be wholly attributed to new development and fully funded from development contributions
- No new loan borrowing to be undertaken
- No new 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
- Continuance of financial improvement initiatives (the development of business improvement plans) ensuring that any such plans are based on a principle of increasing financial capacity, having caution to potential cost increases that can arise from improvements generated from 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

- 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 infrastructure projects unless additional funding to cover ongoing maintenance and renewal costs is identified.

5. Productivity Improvements

Council's application was cautious to note that, with significant cost containment and productivity improvement work undertaken over the last ten years, further significant savings were not expected to be identified. Instead, the application noted that a comprehensive service review program was to be undertaken with the aim of ensuring that Council continues to provide value for money and meet service level expectations with the community.

During the year, significant progress has been made in establishing the Service Review Program. A major milestone was the appointment of a Business Improvement Manager in April 2024, providing essential leadership and accountability for the program. Following this, a robust framework was established that has received strong organisational support, underpinning future efforts. A service catalogue has been finalised, and detailed service scoping is underway. This catalogue will serve as a key resource for future activities by offering a clear overview of services provided and identifying areas for enhancement.

Looking ahead, Council plans to prioritise and schedule service reviews over the next ten years. This approach will allow for systematic evaluation and improvement of services. A review of Development Assessment services has commenced, with some actions already implemented from previous review efforts. The review of administrative services, scheduled for the 24/25 Financial year, has been put on hold pending prioritisation.

In addition to Service Reviews, broader improvement opportunities are continuously being identified, including leveraging existing digitisation initiatives to enhance service delivery. Council is dedicated to ensuring cost-effective, quality, and timely delivery of its services, with a focus on achieving positive customer outcomes. By prioritising customer satisfaction and service quality, Council aims to deliver value to the community.

LEGISLATIVE REQUIREMENTS

Financially assisting others

(Local Government (General) Regulation 2021, cl 217(1)(a5);
Local Government Act 1993, s356)

Community Grants and Sponsorship

Council adopted an updated Policy relating to Community Grants and Sponsorship on 12 October 2022 which provides a framework to manage cash grants and in-kind sponsorship requests. Under the Policy there are six programs with funding streams available:

1. Community Event Partnership Grant or Place Activation Grant

To provide seed funding to community driven, event based initiatives with a view to events being sustainably delivered by the community over time. A total of \$60,000 is available per annum through two funding pools:

- \$42,000 under the Community Event Partnership Grant funding pool, with cash funding, in kind support and sponsorship up to a total value of \$7,000 per applicant organisation
- Designed to be one-off grants, \$18,000 under the Place Activation Grant funding pool, with cash funding, in kind support and sponsorship available up to a total value of \$3,000 per applicant organisation.

2. Venue Support Program

To support community not-for-profit groups utilising community and cultural facilities and parks to participate in fundraising activities for registered charities. A total of \$17,000 is available annually by way of fee waiver applications.

3. Fee Waiver Requests for Waste Services

To support community not-for-profit groups, charities, churches and schools to provide activities that encourage participation in social, creative, cultural and community driven events and activities. A total of \$5,000 is available annually by way of application.

4. Fee Waiver Requests for Council Health, Building and Planning Services

The program is available by application and will be applied to assist:

- not-for-profit local community based organisations that provide a community benefit and which align with Council's policies, strategies and activities
- Council with some of its own projects and activities
- in resolving issues that may have a potential risk or liability for Council.

5. Mayor's Youth Trust Fund

To support young people participating in representative activities on a regional, state and international basis. A total of \$3,000, with 12 grants of \$250 being made available each year.

6. Emergency Relief Fund

To provide financial support to communities affected by natural disasters, awarded by a resolution of Council. A total of \$5,000 is available annually.

For information on Council's financial assistance and support programs visit: hornsby.nsw.gov.au/council/forms-and-publications/policies "POL00444 Policy – Community Grants and Sponsorship"

In 2023/24, funding was granted under the Community Grants and Sponsorship Policy as per the table to the right.

Other Council initiatives to assist community groups include:

- subsidies to sporting groups for their use of sportsgrounds
- a Community Fundraising Barbeque Trailer that is available for use by community groups as part of their fundraising activities.

Program	Applications funded	Funded amount \$	Total Funded amount \$
1. Community Event Partnership Grant	5		35,000
Berowra Woodchop		7,000	
Berowra Apex Movies Under the Stars		7,000	
Relay for Life Hornsby		7,000	
Inala Fair		7,000	
Scout Association NSW – Hornsby Gang Show		7,000	
Place Activation Grant	8		20,600
Russian Community Group		3,000	
Hornsby Swim Club		3,000	
Bobbin Head Cycle Classic		3,000	
Seniors Week afternoon tea		1,800	
Thornleigh West Public School		3,000	
Toastmasters		800	
Yarra Foundation		3,000	
Friends of Berowra Valley		3,000	
2. Venue Support Program	7		2,549
3. Fee Waiver for Waste Services	5		1,416
4. Fee Waiver for Council Health, Building and Planning Services	1		143
5. Mayor's Youth Trust Fund	5		1,250
6. Emergency Relief Fund			0
Total			60,958

LEGISLATIVE REQUIREMENTS

Sponsorship and In-Kind Support

Council has a Sponsorship and In-Kind Support Policy to provide guidelines to assist Council to utilise sponsorship and the provision of in-kind support effectively and with probity.

For information on Council's sponsorship guidelines visit: hornsby.nsw.gov.au/council/forms-and-publications/policies
 "POL00258 Policy – Sponsorship and In-Kind Support – Council's Involvement"

Sponsorship arrangements entered into under the Policy during 2023/24 are set out below:

Who to?	What for?	Cash
Precedent Productions Pty Ltd	Hornsby Ku-ring-gai Local Business Awards, October 2023	\$3,500

Capital Expenditure Reviews

(OLG Capital Expenditure Guidelines 2010)

Councils are required to submit a Capital Expenditure Review for certain capital projects in accordance with the Office of Local Government's (OLG) Capital Expenditure Guidelines of December 2010.

The Capital Expenditure Guidelines apply to capital projects for infrastructure facilities, including renovations and extensions, that are expected to cost in excess of 10 per cent of Council's ordinary rate revenue or \$1,000,000.

There have been no Capital Expenditure Reviews submitted during 2023/24.

Development contributions

From 2022/23, councils are required to report on the total value of all development contributions and levies received and expended during the year and to disclose how those contributions and levies have been used or expended under contribution plans.

(Environmental Planning and Assessment Regulation 2021 (EPA Reg) cl 218A(3)(a), (b))

Development contributions received and expended

Section 7.11 and Section 7.12 Contribution by Works Schedule

s7.11 Code	Category	Opening Balance \$	Income \$	Interest Received \$	Interest Allocated to Projects \$	Expenditure \$	Total \$
CF	Community Facilities	31,666,524	576,134	1,682,247	-	(723,066)	33,201,838
OS	Open Space	36,765,424	1,092,762	1,725,273	-	(2,253,010)	37,330,449
R	Local Road Facilities	5,142,011	184,086	239,374	-	(329,126)	5,236,345
PP	Plan Preparation and Administration	443,119	8,493	22,213	-	(22,846)	450,979
s7.11 Total		74,017,078	1,861,475	3,669,107	-	(3,328,049)	76,219,611
S94A	S7.12	9,765,352	1,985,156	546,588	-	(411,380)	11,885,716
s7.11 & s7.12 Total		83,782,430	3,846,631	4,215,695	-	(3,739,428)	88,105,327

LEGISLATIVE REQUIREMENTS

(EPA Reg 218A(1), (2)(a), (b), (c), (d), (e), (f), (g))

Development contributions – Projects and expenditure

Type	Facility Type	Facility Reference	Description	Project Completed	Annual Expenditure 2023/24 \$	Life to Date Expenditure \$	Portion to be funded from Development Contributions* \$	Amount borrowed from other purpose/category of the plan \$	Value of land/material benefit other than money or land \$
s7.11	Open Space	OSR-019	New Local Playground Asquith		0	0	66%	0	N/A
s7.11	Open Space	OSR-020	New Local Playground Mt Colah		16,698	26,330	66%	0	N/A
s7.11	Open Space	OSR-021	Willow Park - Playground embellishment		0	0	66%	0	N/A
s7.11	Open Space	OSR-022	Wollundry Park – Park and Playground embellishment		211,746	554,683	66%	0	N/A
s7.11	Open Space	OSR-023	Hunt Reserve – Park and playground embellishment	YES	0	900,000	66%	0	N/A
s7.11	Open Space	OSR-024	New off leash dog areas in existing parks – Hunt Reserve		0	0	66%	0	N/A
s7.11	Open Space	OSR-025	Erlestoke Park Amenities	YES	71,703	600,000	66%	0	N/A
s7.11	Open Space	OSR-026	Rofe Park Amenities		0	125,262	66%	0	N/A
s7.11	Open Space	OSR-027	Ruddock Park Amenities	YES	13,781	1,020,000	66%	0	N/A
s7.11	Open Space	OSR-028	Lisgar Gardens Public Toilets		541,607	604,964	66%	0	N/A
s7.11	Open Space	BL-012	Carrs Bush, Galston – Stage 2 construction of new elevated boardwalk and accessible areas	YES	0	345,000	66%	0	N/A
s7.11	Open Space	BL-013	Reddy Park Hornsby – Embellish pedestrian link Stage 2 – Extend trail and consolidate playground trail head	YES	0	140,931	66%	0	N/A
s7.11	Open Space	BL-014	Stage 2 – Rofe Park Bushland Hornsby – Extend bushwalking track to full circuit		926	76,263	66%	0	N/A
s7.11	Open Space	BL-015	Stage 2 – Bluegum Forest, Ginger Meggs Loop and Track head upgrade		0	30,135	66%	0	N/A
s7.11	Open Space	BL-016	Hornsby Heritage steps trail construction and heritage restoration (Stages 2 and 3)		190,988	246,467	66%	0	N/A
s7.11	Open Space	BL-017	Ginger Meggs Loop, Hornsby – Upgrade to bushwalking facilities		0	71,850	66%	0	N/A

LEGISLATIVE REQUIREMENTS

Type	Facility Type	Facility Reference	Description	Project Completed	Annual Expenditure 2023/24 \$	Life to Date Expenditure \$	Portion to be funded from Development Contributions* \$	Amount borrowed from other purpose/category of the plan \$	Value of land/material benefit other than money or land \$
s7.11	Open Space	BL-018	Pennant Hills Park Bushland tracks – Mambara Track-Pennant Hills Park fire trail connection		0	0	66%	0	N/A
s7.11	Open Space	BL-019	Great North Walk – entrance at Morgan Street Pennant Hills		0	22,268	66%	0	N/A
s7.11	Open Space	BL-020	Stage 2 – Begonia Road and Blantyre Close Reserves Thornleigh to Pine Street, Normanhurst. Upgrading existing informal pedestrian links through bushland reserves.		0	8,426	66%	0	N/A
s7.11	Open Space	BL-001	Asquith East Bushland Trail Links		0	0	66%	0	N/A
s7.11	Open Space	BL-002	Railway Station-Rofe Park-Asquith Park connection – Establishing links and bushwalking track		0	0	66%	0	N/A
s7.11	Open Space	BL-003	Beecroft Reserve – Upgrade bushland recreational trails		0	122,122	66%	0	N/A
s7.11	Open Space	BL-004	Fearnley Reserve Track Entrance, Beecroft	YES	0	85,000	66%	0	N/A
s7.11	Open Space	BL-005	Berowra Park and walking track upgrades Berowra to Cowan area	YES	0	495,000	66%	0	N/A
s7.11	Open Space	BL-006	New – Boardwalk at Brooklyn Park Foreshore		4,122	108,654	66%	0	N/A
s7.11	Open Space	BL-007	Brooklyn Bushland Trails – Establish a walking trail network across McKell Park by upgrading existing trail and building links	YES	0	170,000	66%	0	N/A
s7.11	Open Space	BL-008	Devlins Creek Track to Lyne Road, Cheltenham		0	0	66%	0	N/A
s7.11	Open Space	BL-009	Callicoma Walk – Lakes of Cherrybrook and Blackwattle Place Cherrybrook (Stage 2)	YES	0	120,000	66%	0	N/A
s7.11	Open Space	BL-010	Pyes Creek Connectivity Trail and link, Dural		0	49,741	77%	0	N/A
s7.11	Open Space	BL-011	Galston Recreation Trail Facility – Stage 2, Hayes Park		0	0	66%	0	N/A
s7.11	Community Facilities	CF-003	Hornsby Community Centre		0	0	66%	0	N/A
s7.11	Community Facilities	CF-004	Library Technology		0	0	66%	0	N/A
s7.11	Community Facilities	CF-005	Pennant Hills Library & Community Centre – New Building		0	0	66%	0	N/A

LEGISLATIVE REQUIREMENTS

Type	Facility Type	Facility Reference	Description	Project Completed	Annual Expenditure 2023/24 \$	Life to Date Expenditure \$	Portion to be funded from Development Contributions* \$	Amount borrowed from other purpose/category of the plan \$	Value of land/material benefit other than money or land \$
s7.11	Community Facilities	CF-006	Cherrybrook Community Centre		0	0	66%	0	N/A
s7.11	Community Facilities	CF-007	Wallarobba Arts and Cultural Centre		0	0	66%	0	N/A
s7.11	Community Facilities	CF-008	Embellish existing Community Centres		245,081	2,812,658	66%	0	N/A
s7.11	Plan Preparation		S7.11 Administration Costs – Planning		6,419	157,063	1%	0	N/A
s7.11	Community Facilities	CF-008	Community Stage	YES	0	117,500	100%	0	N/A
s7.11	Open Space	OSR-003	Waitara Park – Level 1 Destination Parkland Development	YES	0	3,286,344	63%	0	N/A
s7.11	Open Space	OSR-003	Waitara Park – Level 1 Destination Parkland Development	YES	0	2,226,783	63%	0	N/A
s7.11	Open Space	OSR-003	Waitara Park – Level 1 Destination Parkland Development	YES	0	4,196,198	63%	0	N/A
s7.11	Open Space	OSR-003	Waitara Park – Level 1 Destination Parkland Development	YES	0	2,582,586	63%	0	N/A
s7.11	Open Space	OSR-003	Waitara Park – Level 1 Destination Parkland Development	YES	0	0	63%	0	N/A
s7.11	Open Space	OSR-003	Waitara Park – Level 1 Destination Parkland Development	YES	0	0	63%	0	N/A
s7.11	Local Road Facilities	RD-001	Signalisation of Galston Rd with Clarinda St		98,721	309,820	66%	0	N/A
s7.11	Local Road Facilities	RD-002	Shirewide Strategic Traffic and Transport Modelling		101,335	257,234	66%	0	N/A
s7.11	Local Road Facilities	RD-003	Peats Ferry and Bridge intersection upgrade		127,588	375,984	66%	0	N/A
s7.11	Local Road Facilities	RD-004	Realign bus and taxi exit to become a 4 way signalised intersection with High St and Peats Ferry Rd		0	2,988	66%	0	N/A
s7.11	Local Road Facilities	RD-005	Reconfigure Station St to allow traffic to enter from Coronation St and provide a mini round-a-bout with angle parking		0	0	66%	0	N/A
s7.11	Local Road Facilities	RD-006	Close entrance to Station St from Peats Ferry Rd and provide pedestrian only traffic signals		0	0	66%	0	N/A

LEGISLATIVE REQUIREMENTS

Type	Facility Type	Facility Reference	Description	Project Completed	Annual Expenditure 2023/24 \$	Life to Date Expenditure \$	Portion to be funded from Development Contributions* \$	Amount borrowed from other purpose/category of the plan \$	Value of land/material benefit other than money or land \$
s7.11	Local Road Facilities	RD-007	Realign and provide staggered 4 way signalised intersection at Amaroo Ave/ Cowan Rd		0	0	66%	0	N/A
s7.11	Local Road Facilities	RD-008	Median on Pacific Highway at Werombie Rd		0	0	66%	0	N/A
s7.11	Local Road Facilities	RD-009	Traffic calming (Waitara Precinct and Alexandria Parade)		0	126,441	66%	0	N/A
s7.11	Local Road Facilities	RD-010	Corner of Mildred and Citrus Avenue, speed platform and pedestrian refuge		0	0	66%	0	N/A
s7.11	Local Road Facilities	RD-011	Median at Pacific Highway, Old Berowra Rd		0	6,997	66%	0	N/A
s7.11	Open Space	BL-021	Wareemba Avenue, Thornleigh – Embellishment of track head and creek crossing to connect to Ginger Meggs fire trail Hornsby		0	0	66%	0	N/A
s7.11	Community Facilities	CF-008	Glenorie Community Centre – Playground Upgrade		56,951	97,223	100%	0	N/A
s7.11	Community Facilities	CF-008	Cherrybrook Community Centre – Playground Upgrade		0	6,036	100%	0	N/A
s7.11	Community Facilities	CF-008	Hawkins Hall Community Centre – Playground Upgrade		331,034	350,345	100%	0	N/A
s7.11	Open Space	BL-022	Great North Walk – bushwalk track head Thornleigh Oval to National Park Boundary		0	0	66%	0	N/A
s7.11	Open Space	BL-023	New Farm Road Bushland, West Pennant Hills – Provision of recreational walking trail facility		0	0	66%	0	N/A
s7.11	Open Space	BL-024	Westleigh Park Bushwalking Track		0	0	66%	0	N/A
s7.11	Open Space	BL-025	Larool Creek Track to Westleigh Park connection		8,974	179,916	66%	0	N/A
s7.11	Open Space	BL-026	Quarter Sessions Road Lookout and Access track, Westleigh	YES	0	30,000	66%	0	N/A
s7.11	Community Facilities	CF-001	Hornsby Central Library		0	0	66%	0	N/A
s7.11	Community Facilities	CF-002	Library Resources		90,000	975,000	100%	0	N/A

LEGISLATIVE REQUIREMENTS

Type	Facility Type	Facility Reference	Description	Project Completed	Annual Expenditure 2023/24 \$	Life to Date Expenditure \$	Portion to be funded from Development Contributions* \$	Amount borrowed from other purpose/category of the plan \$	Value of land/material benefit other than money or land \$
s7.11	Local Road Facilities	RD-012	Median at Galston Road, Carrington Road		0	3,199	66%	0	N/A
s7.11	Local Road Facilities	RD-013	Extend Wattle Street to Amor Street (including 7 Amor Street)		0	1,288,191	66%	0	N/A
s7.11	Local Road Facilities	RD-014	Signals at four way intersection of Amor Street with Lords Avenue/Wattle St		0	0	66%	0	N/A
s7.11	Local Road Facilities	RD-015	Additional lanes on Royston Parade and Sherbrook Rd for right turns into Baldwin St		1,482	312,064	66%	0	N/A
s7.11	Local Road Facilities	RD-016	Extend right turn bay (50m) on Pacific Hwy (north approach) into Wattle St		0	0	66%	0	N/A
s7.11	Local Road Facilities	RD-017	Median closure on Pacific Hwy opposite Asquith Commercial Centre		0	0	66%	0	N/A
s7.11	Local Road Facilities	RD-018	Extend right turn bay (30m) or provide double right turn on Pacific Hwy (south approach) into Belmont Parade		0	0	66%	0	N/A
s7.11	Local Road Facilities	RD-019	Beecroft Town Centre traffic improvements including signalisation of Wongala Cr/ Hannah St		0	32,627	66%	0	N/A
s7.11	Local Road Facilities	RD-020	Traffic calming in Thornleigh precinct (Wood St and Bellevue St)		0	0	66%	0	N/A
s7.11	Open Space	OSR-010	Ron Payne Oval amenities		0	150,000	16%	0	N/A
s7.11	Open Space	OSR-011	Campbell Park Oval synthetic field		0	0	66%	0	N/A
s7.11	Open Space	OSR-012	Normanhurst Oval – floodlights and amenities		0	340,360	66%	0	N/A
s7.11	Open Space	OSR-013	James Henty Oval Floodlights		0	5,178	66%	0	N/A
s7.11	Open Space	OSR-014	Edward Bennett Oval Amenities		0	0	66%	0	N/A
s7.11	Open Space	OSR-015	Pennant Hills Park – Walking paths	YES	180,000	1,880,000	66%	0	N/A
s7.11	Open Space	OSR-016	McKell Park Brooklyn – Walking paths and park embellishment	YES	40,444	760,444	66%	0	N/A
s7.11	Open Space	OSR-017	Mark Taylor Oval, Waitara – Sportsground Upgrades		182,456	1,282,456	3%	0	N/A

LEGISLATIVE REQUIREMENTS

Type	Facility Type	Facility Reference	Description	Project Completed	Annual Expenditure 2023/24 \$	Life to Date Expenditure \$	Portion to be funded from Development Contributions* \$	Amount borrowed from other purpose/category of the plan \$	Value of land/material benefit other than money or land \$
s7.11	Open Space	OSR-018	Fagan Park Playground – Stage 2		392,711	394,658	66%	0	N/A
s7.11	Open Space	OSR-001	Hornsby Park Complex – Stage 1 Specialty Park, Stage 2 Sportsground, Stage 3 Parklands		0	0	30%	0	N/A
s7.11	Open Space	OSR-002	Hornsby Shire Bike Plan (HSBP) – Stage 1 Works		0	21,673	66%	0	N/A
s7.11	Open Space	OSR-003	Waitara Park – Level 1 Destination Parkland Development	YES	0	9,326	63%	0	N/A
s7.11	Open Space	OSR-004	Westleigh Park embellishment (Stage 1)		0	21,079,508	24%	0	N/A
s7.11	Open Space	OSR-005	Brickpit Park embellishment (Stage 2)		164,137	1,111,662	66%	0	N/A
s7.11	Open Space	OSR-006	Public Domain Improvements in Town Centres – Asquith to Mt Colah		107,005	4,561,869	66%	0	N/A
s7.11	Open Space	OSR-007	John Purchase Oval – Synthetic field		0	0	22%	0	N/A
s7.11	Open Space	OSR-008	Warrina Street Oval – Destination park embellishment	YES	0	800,000	66%	0	N/A
s7.11	Open Space	OSR-009	Parklands Oval – Floodlights	YES	0	170,921	66%	0	N/A
s7.11	Open Space	OSR-024	New off leash dog areas – Fagan Park		25,713	26,314	66%	0	N/A
s7.11	Open Space	OSR-024	New off leash dog areas – Greenway Park		100,000	100,000	66%	0	N/A
s7.11	Plan Preparation		S7.11 Administration Costs – Management Accounting Team		16,427	34,980	1%	0	N/A
s7.12	S7.12	S7.12-002	Ruddock Park, Westleigh – shade structure	YES	0	76,455	100%	0	N/A
s7.12	S7.12	S7.12-002	Berowra Oval – shade structure	YES	0	23,080	100%	0	N/A
s7.12	S7.12	S7.12-003	Greenway Park Off Leash Park (including turf renewal, seating and fencing)		50,000	50,000	66%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Baldwin Avenue, Asquith – Chelmsford Road to Victory Street (Left-hand side)	YES	0	38,271	6%	0	N/A
s7.12	S7.12	S7.12-010	Warrina St Oval Exercise Equipment	YES	0	153,855	100%	0	N/A
s7.12	S7.12	S7.12-010	Playground Improvement		0	0	100%	0	N/A

LEGISLATIVE REQUIREMENTS

Type	Facility Type	Facility Reference	Description	Project Completed	Annual Expenditure 2023/24 \$	Life to Date Expenditure \$	Portion to be funded from Development Contributions* \$	Amount borrowed from other purpose/category of the plan \$	Value of land/material benefit other than money or land \$
s7.12	S7.12	S7.12-009	Footpath – Westwood St Pennant Hills – Outside 19 to 23	YES	0	4,367	100%	0	N/A
s7.12	S7.12	S7.12-005	Installation of Solar Panels at Community Recycling Centre		0	4,813	100%	0	N/A
s7.12	S7.12	S7.12-002	Playground Shade Devices		0	0	100%	0	N/A
s7.12	S7.12	S7.12-003	Off Leash Dog Facility Improvements		0	0	100%	0	N/A
s7.12	S7.12	S7.12-003	Dawson Ave Off Leash Park		0	0	66%	0	N/A
s7.12	S7.12	S7.12-002	Epping Oval Shade Structure	YES	0	21,835	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Wall Avenue, Asquith – Mittabah Road to Asquith Oval (Mills Rd)	YES	0	69,566	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Wall Avenue, Asquith – Asquith Oval (Mills Road) to Rupert Street	YES	0	78,467	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Tristania Way, Beecroft – Sutherland Road to end of cul-de-sac	YES	0	23,062	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Balaclava Road, Berowra – Kona Close to Hillcrest Road (side TBD)	YES	0	26,914	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Barnetts Road, Berowra Heights – Wyanna Street to Rona Close	YES	0	53,326	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Warrina Street, Berowra Heights – Warwick Close to Koloona Street	YES	0	10,346	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Boundary Road, Berowra – High Street to King Street	YES	0	25,420	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Hillview Street/Sunset Avenue, Hornsby Heights – Somerville to end of Sunset	YES	0	87,040	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Clement Close, Pennant Hills – Azalea Grove to end		0	536	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Azalea Grove, Pennant Hills – Clement Close to Liguori Way	YES	0	27,894	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Adamson Avenue, Thornleigh – Sefton Road to Norman Avenue (Right-hand side)		0	0	100%	0	N/A
s7.12	S7.12	S7.12-009	Footpath – Quarter Sessions Road, Westleigh – Western Crescent North and Loop (Right-hand side)		0	22,614	100%	0	N/A
s7.12	S7.12	S7.12-010	Galston Recreation Reserve Exercise Equipment	YES	0	76,261	100%	0	N/A

LEGISLATIVE REQUIREMENTS

Type	Facility Type	Facility Reference	Description	Project Completed	Annual Expenditure 2023/24 \$	Life to Date Expenditure \$	Portion to be funded from Development Contributions* \$	Amount borrowed from other purpose/category of the plan \$	Value of land/material benefit other than money or land \$
s7.12	S7.12	S7.12-007	Hornsby Library short-term expansion	YES	0	2,700,000	100%	0	N/A
s7.12	S7.12	S7.12-006	Bushland Reserves Infrastructure		260,271	504,593	100%	0	N/A
s7.12	S7.12	S7.12-008	Shareway / Cycleway Program		0	4,454,864	100%	0	N/A
s7.12	S7.12	S7.12-001	Street/Park Tree Planting Program	YES	0	1,500,000	100%	0	N/A
s7.12	S7.12	S7.12-004	Installation of Solar Panels at Hornsby Aquatic Centre	YES	101,109	104,609	100%	0	N/A
s7.12	S7.12	S7.12-010	Ruddock Park Exercise Equipment		0	0	100%	0	N/A
s7.12	S7.12	S7.12-003	Crossroad Off Leash Park		0	0	66%	0	N/A

LEGISLATIVE REQUIREMENTS

Contracts awarded greater than \$150,000

(Local Government (General) Regulation 2021, cl 217(1)(a2) (i), (ii))

Nature of Goods or Services Provided	Name of Contractor/s	Total Amount Payable Under the Contract
Hornsby Town Centre consulting	Design Flow Consulting Pty Ltd	\$159,235
Local Area Network – Administration Building refurbishment	IP Glass Pty Ltd	\$163,854
Landscape works to Hawkins Hall	GJ's Landscapes Pty Ltd	\$168,676
Tree planting in Cherrybrook and Castle Hill	Plateau Tree Service	\$168,923
Playground equipment for Brickpit Park Thornleigh	Parkequip Pty Ltd	\$173,067
Pathway, parking and landscape works at Ron Payne Park	All Civil Works Group Pty Ltd	\$184,791
Supply and install guardrail	Guardrail Systems Pty Ltd	\$187,952
Glenorie Village inspections	GLN Planning Pty Ltd	\$212,720
Westleigh Park project management	Capital Insight Pty Ltd	\$250,531
Hornsby Heritage Steps restoration – track work	Track & Trail Management Services	\$342,133
Wollundry Park playground upgrade	Moduplay Group Pty Ltd	\$418,570
Sweeper truck	KOR Equipment Solutions Pty Ltd	\$447,925
Catchment health field monitoring service	Australian Wetlands Consulting Pty Ltd	\$151,760
Brooklyn Road shared path and associated works	Kilmac Civil Pty Ltd	\$3,600,000
Hornsby Park embellishments Stage 1 – enabling services	Bedrule Pty Ltd t/a TOBCO	\$1,518,199
Hornsby Park embellishments Stage 1 – Crusher Plant platform	Landscape Solutions Australia Pty Ltd	\$2,253,799
Hornsby Park embellishments Stage 1 – Crusher Plant admin building	Maico Property Services	\$274,020
Airconditioning – supply, install and maintenance	Airmaster Australia Pty Ltd Meridian Air Conditioning Pty Ltd	Schedule of Rates
Christmas decorations – Hornsby Town Centre	The Purple Lion Group t/a The Christmas Tree Company	\$220,903

LEGISLATIVE REQUIREMENTS

Nature of Goods or Services Provided	Name of Contractor/s	Total Amount Payable Under the Contract
Construction of a public boardwalk and shared path between Kangaroo Point and Brooklyn	Green Civil Services Pty Ltd	\$4,150,000
Hawkesbury Nepean River system Coastal Management Program	Water Technologies Pty Ltd	\$429,903
Reconstruction of netball Courts 1 and 2, Pennant Hills Park	Court Craft (Aust) Pty Ltd	\$320,453
Hornsby Park embellishments Stage 1 – Southern Lookout	Ford Civil Contracting Pty Ltd	\$2,519,207
Park renewal works – Beecroft Village Green	Civilscape Pty Ltd	\$447,915
Vegetation mapping review	Kleinfelder Australia Pty Ltd	\$159,624
Built assets inspection for the presence and condition of asbestos containing materials	SLR Consulting Australia Pty Ltd	Schedule of Rates
Design study – Wallarobba Arts and Culture Centre	Dun Hilliam Architecture & Urban Design	\$174,523
Westleigh Park – post DA lodgement services	SJB Planning	\$250,000
Contact centre solution / call centre	Premier Contact Point	\$423,071
Foxglove Oval independent auditor services	Tetra Tech Coffey Pty Ltd	\$1,100,000
Hydrant stairwells and pump works – Administration Building refurbishment	Wormald Security	\$159,900
Ruddock Park amenities building refurbishment	Westbury Constructions Pty Ltd	\$160,756
Foxglove Oval remediation works	GHD Pty Ltd	\$1,135,040
Dry fire works – Administration Building refurbishment	Wormald Security	\$192,600
Pennant Hills Park Oval 1 – retaining/seating walls	Maico Property Services	\$202,017
Construction of the Fagan Park Children's Forest	Furnass Landscapes Enterprises Pty Ltd	\$222,891
Greenway Park undercroft	Westbury Constructions Pty Ltd	\$250,000
Road stabilisation works – Loughtondale Gully Road	Ground Stabilisation Systems Pty Ltd	\$501,470
Microsoft Enterprise Agreement	Data #3	\$453,019
New airconditioning system	Carrier Air Conditioning	\$377,850

LEGISLATIVE REQUIREMENTS

Companion animals

(Local Government (General) Regulation 2021, cl 217(1)(f); Companion Animals Act 1998)

In accordance with the Companion Animals Act 1998 and Local Government (General) Regulation 2021 the Public Health team co-ordinates the management and control of companion animals. Council employs three full-time officers to facilitate the management of companion animals, with one full-time Animal Control Officer and two Companion Animal Officers who alternate field and administrative duties. The total expenditure for the program in 2023/24 was \$432,239.

The following table details the financial expenditure to conduct the companion animal management activities that include providing quality education, support and care for residents and their companion animals.

Expenses	\$
	432,239
Salary and wages	285,378
Materials and equipment	6,128
Pound contract expenses	14,623
Internal corporate costs	126,110

Impounding facilities

Council's pound provider is Hawkesbury Companion Animal Shelter located at Mulgrave which is owned and operated by Hawkesbury Council.

The majority of animals transferred to the pound at Mulgrave have no microchip or the registered details are incorrect and the owner is not able to be identified.

Pound data collection for 2023/24:

Impounding	2023/24
Dogs seized	57
Returned to owner	39
Transferred to Council Pound	18
Euthanised	4
Sold (by Pound)	7
Rehomed with rescue organisations	7

Strategies in place to seek alternatives to euthanasia for unclaimed animals

The holding facility at Council's depot enables animals to be temporarily held while officers investigate all available options to find the owners.

Council works directly with animal rescue volunteer groups to rehome cats and dogs that do not have an owner.

Off-leash areas provided in the council area

Hornsby Shire has eight full-time off-leash areas for exercising and training dogs. Six of the areas are fully fenced with double gates at all entrances and have waste bins, dog waste bags and water. These areas are extremely popular with dog owners and are heavily used:

- Asquith Park, Rotherwood Street, Asquith
- Crossroads Reserve, corner Turner and Berowra Waters Roads, Berowra Heights
- Lyne Road Reserve, Lyne Road Cheltenham
- Greenway Park, Shepherds Drive, Cherrybrook
- Rofe Park, Galston Road, Hornsby Heights
- Ruddock Park, Eucalyptus Drive, Westleigh
- Dawson Street, Thornleigh.
- Hunt Reserve, Mount Colah.

Lyne Road Reserve in Cheltenham is an unfenced off-leash area. This site has water, waste bags and a bin provided.

Two other sites are available:

- Epping Oval, Norfolk Road, Epping (penalties apply for dogs running onto turf wicket square)
- Ron Payne Reserve, Woods Street, North Epping.

Dogs are not permitted at these sites during organised sport, games or maintenance activities.

The oval and reserve are enclosed by a perimeter fence. Council provides access to water and free dog waste bags at these locations.

LEGISLATIVE REQUIREMENTS

Dog attacks

Data is lodged through the NSW Companion Animals Register.

Dog attacks	2023/24
Incidents registered	75
Dogs involved in attacks	84
Attacks on persons	34
Attacks on animals	49

Enforcement

There were a total of 71 nuisance orders issued.

Nuisance orders	2023/24
Runs at/chases	7
Endangers health of a person/animal	53
Habitually at Large	7
Noise	4

A total of 45 Penalty Infringement Notices were issued for breaches of the Companion Animals Act 1998.

Penalty Infringement Notices	2023/24
Dog rushing/harassing/attacking	8
Not under effective control	24
Not prevented from escaping	5
Companion Animal not registered as prescribed	2
Fail to comply with Nuisance Order	3
Fail to comply with Dangerous Dog Order	2
Fail to comply with Menacing Dog Order	1

Education

Council provides information sheets on the following topics and this information is also available on Council's website:

- Micro chipping and registration
- Responsibilities of dog owners
- Controlling nuisance barking
- Noise nuisance from barking dogs
- Keeping of cats
- Wildlife protection areas.

Education resources are provided by Council to improve community awareness and promote responsible pet ownership. These resources include fact sheets providing guidance on keeping cats safe at home and brochures detailing how to register a companion animal.

Strategies in place to promote and assist the desexing of dogs and cats

Subsidised Cat Desexing and Microchipping Program

Council has partnered with the National Desexing Network to provide a subsidised cat desexing and microchipping program for residents. Information on the program is available on Council's website.

Subsidised Cat Desexing Program	2023/24
Number of cats microchipped	91
Number of cats desexed	64

RSPCA 'Keeping Cats Safe at Home'

Council has participated in the RSPCA program with local activities including targeted desexing programs and engagement competitions which included a give-a-away of 60 cat enclosure vouchers worth \$500, promoted across various channels including social media and local papers.

Cat Desexing Program	2023/24
Number of cats microchipped and desexed	88

LEGISLATIVE REQUIREMENTS

Swimming Pools Act 1992

(Swimming Pools Act 1992, s22F(2);
Swimming Pools Regulation 2018, cl 23)

Mandatory pool inspection program	
Number of swimming pools inspected	392
Number of inspections resulting in issuance of a Certificate of Compliance under section 22D of the Act	299
Number of inspections resulting in issuance of a Certificate of Non Compliance under clause 21 of the Regulation	36
Number of inspections of tourist and visitor accommodation	1
Number of inspections of premises with more than two dwellings	6

Rates and charges written off

(Local Government (General) Regulation 2021, cl 132)

During 2023/24, the following rates and charges were written off under the Local Government (Rates and Charges) Regulation 1993:

Rates and charges written off	\$
Pensioner rates	* 1,515,188.02
Non-pensioner rates (postponed)	7,007.16
Interest (postponed)	2,785.55

*55% of this is recovered from the NSW government

Planning Agreements

(Environmental Planning and Assessment Act 1979, s7.5(5))

Planning Agreements are legal agreements between planning authorities (such as councils or the NSW government) and developers. There were two Planning Agreements executed during 2023/24.

- PP/1/2022 – 7 City View Road, Pennant Hills – (entered into 22 January 2024) Developer to dedicate four affordable housing units to Council in perpetuity, grant an easement of public access across the site and provide a monetary contribution of \$450,000 towards improvements in the Pennant Hills Town Centre.
- DA/1146/2020 – 90-92 Franklin Road, Cherrybrook – (entered into 2 November 2023) Developer to construct the civil road and drainage works on part of the land reserved for road widening at John Road and Franklin Road, Cherrybrook in connection with the carrying out of the development consent.

A Planning Agreements Register is available on Council's website: hornsby.nsw.gov.au/property/build/application/planning-agreements

Work carried out on private land

(Local Government Act 1993, s67(2)(b), s67(3);
Local Government (General) Regulation 2021, cl 217(1)(a4))

Council did make any resolutions to undertake work on private land during 2023/24.

External bodies exercising Council functions

(Local Government (General) Regulation 2021, cl 217(1)(a6))

In accordance with the Local Government Act 1993, the statement of 'external bodies' is limited to those organisations which exercised functions delegated by Council. In 2023/24 there were no 'external bodies' exercising functions delegated by Council.

Council has entered into a service agreement with the Rural Fire Service outlining roles and responsibilities of the respective parties.

Controlling interest in companies

(Local Government (General) Regulation 2021, cl 217(1)(a7))

Council did not hold a controlling interest in any company in 2023/24.

Partnerships, cooperatives and joint ventures

(Local Government (General) Regulation 2021, cl 217(1)(a8))

Council works with the Rural Fire Service and participates in the assessment and construction of new facilities as deemed appropriate.

Environmental Upgrade Agreements

(Local Government Act 1993, s54P(1))

There were no Environmental Upgrade Agreements entered into during 2023/24.

Recovery and threat abatement plans

(Fisheries Management Act 1994, s220ZT(2))

Council is not identified as responsible for implementation of measures in any recovery and threat abatement plans.

Stormwater levies

(Local Government (General) Regulation 2021, cl 217(1)(e))

Council has had no annual charge levied for stormwater management services.

Coastal Protection Services

(Local Government (General) Regulation 2021, cl 217(1)(e1))

Council does not provide coastal protection services.

LEGISLATIVE REQUIREMENTS

Privacy and Personal Information Protection Act 1998

Although Council aims to provide as much information as possible, we also aim to protect your privacy. We have adopted a Privacy Management Plan in accordance with the Privacy and Personal Information Protection Act (PIPA) 1998. The Privacy Management Plan is based on the Model Privacy Management Plan for Local Government issued by the Office of Local Government in January 2013. The Plan confirms Council's commitment to the protection of privacy and outlines our practice for dealing with personal information held in our records. The Plan also outlines our process in complying with the Health Records and Information Privacy Act.

For information on Council's Privacy and personal information protection protocol, visit: hornsby.nsw.gov.au/council/forms-and-publications/policies "POL00275 Policy – Statutory – Privacy Management Plan"

Public Interest Disclosures

(Public Interest Disclosures Act 2022, s42)

Council has a responsibility under the Public Interest Disclosures Act 2022 to encourage and facilitate the disclosure, in the public interest, of corrupt conduct, maladministration or serious and substantial waste of public money, government information contravention, local government pecuniary interest contravention, or other wrongdoing.

Council has an adopted policy to augment the establishment of procedures for making disclosures, to provide for disclosures to be properly investigated and dealt with, and to protect people from reprisals. The policy also outlines the relevant investigating authorities in NSW.

All employees receive information about Public Interest Disclosures during staff induction. Information about reporting wrongdoing is also displayed throughout Council's offices and is available on Council's intranet.

During 2023/24, there were no Public Interest Disclosures made to Council.

For information on Council's Public Interest Disclosure protocol, visit: hornsby.nsw.gov.au/council/forms-and-publications/policies "POL00245 Policy – Public Interest Disclosures"

Requests for information

(Government Information (Public Access) Act 2009, s125(1); Government Information (Public Access) Regulation 2018, cl 8, Schedule 2)

Hornsby Council has a commitment to openness and transparency, and to assisting easy access to information that it holds. To support this commitment, as much information as possible is available on its website and Council's various social media channels:

Social media channels	
Facebook	facebook.com/HornsbyCouncil
Instagram	instagram.com/hornsbycouncil
X (formerly Twitter)	x.com/hornsbycouncil
YouTube	youtube.com/user/HornsbyCouncil
LinkedIn	linkedin.com/company/hornsby-shire-council
Council's E-News	hornsby.nsw.gov.au/council/noticeboard/news/join

The information available on the website and social media channels is regularly reviewed and updated, having regard to current issues and topics of public interest.

Information which is not available on the website or social media channels can be requested through Council's Access to Information Team who will process the request in accordance with the Government Information (Public Access) (GIPA) Act. A GIPA application is processed as quickly as possible and is generally free of charge.

During 2023/24 Council processed 1,449 GIPA applications. A summary of the type of information sought is shown below.

Request Category	Number	% of total requests
Development Application/Property information – hardcopy files	511	35
Development Application/Property information – electronic files	237	17
Service Request	30	2
Neighbour ID	44	3
Other request	627	43

(Note: Some applications request more than one type of information)

LEGISLATIVE REQUIREMENTS

EEO Management Plan

Local Government (General) Regulation 2021, cl 217(1)(a9)

Hornsby Shire Council is an Equal Employment Opportunity (EEO) employer whose practices aim to ensure that the workplace is free from illegal discrimination, including bullying and harassment.

From July 2023 to June 2024, actions completed in relation to EEO Management include:

- Induction training, incorporating EEO principles
- Completion of an EEO e-learning module by 138 new employees
- Completion of recruitment and selection training by all recruitment convenors to ensure they are familiar with EEO principles
- Conducting and monitoring of exit interviews by the People and Culture Branch for EEO implications, and actioning appropriately where required. Copies of all exit interviews have also been forwarded to the General Manager and relevant Directors, and also to Branch Managers where requested by the employee
- Annual Peakon Engagement/Culture survey where staff have the opportunity to make comments regarding employment conditions. The results are monitored for any comments on areas requiring improvement and action, including EEO matters
- Conducting and monitoring of new starter surveys to monitor for initial employment experiences in the workplace by newly commencing employees
- Availability of an extensive array of internal and external training courses offered to all employees within Council. Additionally, all training courses offered are non-discriminatory and consistent with EEO principles
- Continuation of a project to provide support to staff if they are subjected to customer abuse
- Commencement of the psycho-social hazard and risk management program implementation.

Compliance with the NSW Carers (Recognition) Act 2010

(Carers Recognition Act 2010, s8(2))

The objectives of the NSW Carers (Recognition) Act 2010 are to enact a Carers Charter to recognise the role and contribution of carers to our community and to the people they care for, and to increase awareness of the valuable contribution that carers make to our community.

Staff who are carers

Council supports staff who are carers in a number of ways and continues to comply with the Carers (Recognition) Act 2010 through its Sick and Carers Leave Policy and flexible work practices.

Employees are afforded access to flexible work practices to accommodate any carer's responsibilities through:

- the use of flex time, including flexible start and finish times, and a nine-day fortnight
- access to annual leave, long service leave, carers leave, family and domestic violence leave, special leave, as well as leave without pay where necessary
- part time work
- access to regular working from home opportunities
- health and wellbeing leave.

Each carer's circumstances are considered individually to ensure that their needs are recognised.

Council is continually progressing improvements to its Health and Wellbeing program with an emphasis on managing mental and psycho-social health and dealing holistically with work-life balance.

Council provides an Employee Assistance Program offering confidential counselling for work-related or personal problems. AccessEAP is an independent service focused on maintaining the mental wellbeing of employees which offers access to professionally qualified and experienced psychologists.

Council introduced a 'Mind Mate' program in July 2023, where a number of employees have been trained to offer interim mental health support to staff and to direct them to professional help where needed. This may be beneficial to employees in a care taking role, who may need assistance to seek professional help in relation to their carer role.

Council programs

Council's Community Services Branch identifies and provides referrals to a comprehensive range of community support services and programs, indirectly supporting carers within the Hornsby Shire community.

Council organises a weekly dementia DCaf in Hornsby Library in cooperation with local service provider, KNC, to provide a coffee morning for people living with dementia and their carers. Council also hosted and promoted special events such as organising a trip along the Hawkesbury River for people living with dementia and their carers.

Hornsby Library hosts drop-in sessions from service providers including Services NSW, Services Australia and CASS which offer support and advice to carers.

Council provides a Home Library Service to residents of Hornsby Shire who have difficulty visiting the libraries, including carers, delivering items, and exchanging them on a regular basis. In 2023/24, 2,653 home library visits were made.

Council also runs a home modification service. The service provides small-scale modification and maintenance works that assist the frail, aged and people who care for them. Its aim is to allow people to continue living safely in their own homes for as long as possible. A total number of 1,133 jobs were completed during 2023/24.

LEGISLATIVE REQUIREMENTS

Implementation of the Disability Inclusion Action Plan

(Disability Inclusion Act 2014, s13(1))

Hornsby Shire Council's Disability Inclusion Action Plan (DIAP) 2021-2025 outlines Council's commitment to improving opportunities for people of all ages who live with disabilities to access the full range of services and activities available in the community. Below is a report on the outcomes achieved during 2023/24:

Area of focus	Outcome
Building positive attitudes	<ul style="list-style-type: none"> ■ Council-organised events, and programs and events submitted by community groups and organisations, have been promoted via our channels (website, monthly enewsletter, Facebook, Next Door and print advertisements) where appropriate. These include promoting International Day of Disabilities, NDIS in your community and Carers support to raise awareness of people living with a disability. ■ Council's inclusive approach to all events ensures they are wheelchair accessible and have drop off zones, easy to read signage and accessible toilets. ■ Accessible events/activities were offered through the grant funded 'Hello Hornsby' program targeting seniors and people living with a disability. All events were accessible. ■ "ACTION FOR PEOPLE WITH DISABILITY" provided staff training on areas of disability for during late 2023. ■ Council Community Development staff are invited to the Council staff induction training for new starters to talk about disability and inclusion and inform new staff of the DIAP and its importance to Council.
Creating liveable communities	<ul style="list-style-type: none"> ■ Council maintains dedicated Access and Inclusion, Living with Disability and Dementia pages on its website. Information includes useful links to information and services, and a list of accessible public toilet locations. Accessible facilities are also included in project and location-specific pages, for example parks and gardens. ■ Council holds special events for people with a disability and the elderly in libraries across the Shire. These events promote good health, physical wellbeing and mindfulness and are free. An example is a talk titled "Let's talk about dementia". ■ Council has established a Dementia Alliance which enables Council to hear the views of people living with dementia and their carers on a regular basis.
Supporting access to meaningful employment	<ul style="list-style-type: none"> ■ Section 8 of Council's Recruitment and Selection Determination encourages employment of people with intellectual disabilities, where possible. ■ Council has mandatory Equal Employment Opportunity online learning for all staff.
Accessible systems, information or processes	<ul style="list-style-type: none"> ■ Council uses the Monsido platform to monitor website accessibility compliance to WCAG 2.0 AA. ■ Council's Community Directory is updated annually, and new entries are added by the Community Development team. The community can easily access information on local NDIS providers and services and other community stakeholders and mainstream service providers.
What we are doing or planning to contribute to a greater outcome for people with a disability	<ul style="list-style-type: none"> ■ Council is working on an agreed plan with Dementia Australia ensuring that Hornsby Shire is a dementia friendly community. This includes continuing consultation with people living with dementia, participating in the Northern Region Dementia collaborative, and increasing the community's awareness of dementia through dementia awareness talks and Council's dementia information web page which aims to create positive change and a more inclusive community. ■ Council is working with a local community service provider to hold local forums. Three forums were held during the reporting period for members of the LGBTQIA+ community, CALD community and a general forum on dementia. ■ The link to the National Relay Service is available on Council's website next to Council's contact details and is displayed on every page of the website.

LEGISLATIVE REQUIREMENTS

Area of focus	Outcome
	<ul style="list-style-type: none"> ■ Council continues to source a range of new images as required from stock image websites, including pictures that represent diversity, inclusiveness and disability in the community. ■ Council continues to update and renovate park spaces and equipment to be accessible and inclusive for everyone in the community to enjoy. Council’s website allows people to search for an accessible playground to suit their needs through a search function. A recent example was Brickpit Playground in Thornleigh. ■ All new areas must meet standards outlined in AS 1428 Design for access and mobility standards. ■ Information on community venues on Council’s website displays accessible amenities on floor plans. ■ Working on the Healthy Ageing Hornsby Strategy which was adopted by Council in December 2022, staff continue to offer events to end social isolation in the Shire including coffee mornings and day trips. ■ Council has upgraded the Mambara Bush Track, located on Britannia Street in Pennant Hills, to make it fully accessible. ■ Council continues to work with outside providers who run local DCafs in Waitara and Galston. These provide an informal support group for carers and people living with dementia. Council has also established a DCaf in Hornsby Library. ■ Council in partnership with Studio Artes, a local community disability provider hosted an art exhibition to celebrate International Day for People with Disability and plans are underway to host the event in December 2024.
Meeting the needs of people with disabilities	<ul style="list-style-type: none"> ■ Continuation of vital services for people who are frail, aged or living with a disability include the Home Library service, and e-audio devices loaded with e-audio files and loaned to customers with a print disability or vision impairment. Customers can receive 1:1 assistance with e-devices, including computers. ■ Providing inclusive and accessible spaces such as Hornsby Aquatic and Leisure Centre and Galston Aquatic and Leisure Centre with appropriate signage, adult change table, waterproof wheelchair, disability hoist and/or ramps into pools. ■ Information was provided directly to vulnerable community groups, including five information presentations for CALD community groups regarding Council’s services, programs and projects. The groups included the Chinese Seniors group, English Conversation groups and CALD family groups. ■ The library service is planning to introduce story time sessions for children who are on the autism spectrum. ■ Hornsby Shire Council libraries stock books for community members who are dyslexic or have dementia. ■ Hornsby Shire Council Libraries ran a number of seminars aimed at people who are living with a disability including Speech Pathologist talk for parents, Stroke Safe and medicine management. ■ Hornsby Library hosts a weekly Community Connections session with Lifeline helping people with mental health issues. ■ Council is planning a Disability Employment Expo to be held on the 29 November 2024 at Hornsby Mall with local service providers.
Challenges and successes in delivering on the Disability Inclusion Action Plan	<ul style="list-style-type: none"> ■ Getting messages out into the community continues to be an issue with a section of the population not being tech savvy, and have limited availability to hard copy print media.

LEGISLATIVE REQUIREMENTS

Summary of legal proceedings

(Local Government (General) Regulation 2021, cl 217(1)(a3))

The following information provides a summary of the amounts incurred by Council in relation to legal proceedings taken by and/or against Council during the period 1 July 2023 to 30 June 2024.

Workers compensation and other employment matters, public liability and professional indemnity claims are not included in the summary.

Planning matters

Council spent a total of \$70,957 on 8 legal proceedings relating to development as below.

Property	Court	Status/Outcome
DA/625/2023 – 6 Gumnut Road, Cherrybrook Construction — dwelling house	Class 1 Land and Environment Court	Ongoing: Section 34AA Conciliation Conference and hearing 9 and 10 September 2024
DA/259/2020/A – 181 and 183 Beecroft Road, Cheltenham Section 4.56 – Alterations and additions to an existing Childcare Centre	Class 1 Land and Environment Court	Appeal upheld
DA/461/2023 – 4A Carrington Street, Wahroonga Demolition of existing structures, Torrens title subdivision of one allotment into two lots and the construction of a two-storey dwelling house on each lot	Class 1 Land and Environment Court	Appeal upheld
DA/346/2023 – 19 Lockyer Close, Dural Construction of a single dwelling with two storeys and double garage	Class 1 Land and Environment Court	Appeal upheld
DA/1029/2022 – 3 Parklands Road, Mount Colah Demolition of garage and shed and Torrens title subdivision of one allotment into two	Class 1 Land and Environment Court	Appeal upheld
DA/485/2020 – 65-71 Burdett Street, Hornsby s4.56 Application to the Court to modify a development consent granted by the Court	Class 1 Land and Environment Court	Appeal upheld
DA/205/2023 – 4 Coventry Crescent, North Epping Torrens title subdivision of one lot into three	Class 1 Land and Environment Court	Appeal upheld
DA/158/2023 – 15 Mildred Avenue, Hornsby Demolition and construction of 20 townhouses with basement parking	Class 1 Land and Environment Court	Appeal upheld

LEGISLATIVE REQUIREMENTS

Council spent a total of \$92,118 on 12 legal proceedings relating to compliance as below.

Matter	Court	Status/Outcome
P2005/03426 – 9 Coba Point, Berowra Waters Clean up of dilapidated dwelling	Class 4 Land and Environment Court	Ongoing
P2005/02980 – 827A Old Northern Road, Dural Units being operated as vehicle repair stations without consent	Class 1 Land and Environment Court	Ongoing
P2005/01211 – 17 Bay Road, Arcadia Unauthorised works to a dwelling house on property	Local Court	Ongoing
P2019/04386 – 24A Marcella Street, North Epping Occupation of dwelling without OC, accumulation of waste on land and non-compliant pool barrier	Class 4 Land and Environment Court	Ongoing
P2010/00901 – 5367 Old Northern Road, Wisemans Ferry Unauthorised works resulting in excessive vegetation clearing, excavation works, construction of retaining walls and dewatering of dam	Local Court	Ongoing
P2013/01247 – 3 Calabash Road, Arcadia Unauthorised private music festival	Local Court	Closed: Defendant ordered to pay \$10,000 fine and Council's legal costs of \$6,000. Appeal lodged by defendant which was subsequently discontinued. Matter finalised
P2006/03009 – 24 Wanawong Drive, Thornleigh Unauthorised extension of ground floor area BIC issued for unauthorised works	Local Court	Closed: Defendant fined \$5,000 and Council awarded costs in the amount of \$5,107.59. Matter finalised
P2015/02323 – 476 Galston Road, Dural Unauthorised clearing of native vegetation (STIF)	Local Court	Ongoing: Court Attendance Notices issued. Plea/Mention scheduled for 1 August 2024
P2011/01279 – 35-39 Brooklyn Road, Brooklyn Seeking court orders to complete works	n/a	Ongoing: Council's Orders stayed while civil proceedings are underway between land owners
P2007/00021 – 236 New Line Road, Dural	Class 1 Land and Environment Court	Ongoing
P2014/01306 – 35 Barkala Place, Westleigh Unauthorised retaining wall	Class 1 Land and Environment Court	Ongoing
P2005/02662 – 22 Geelans Road, Arcadia Unauthorised development. Historic excavation occurred at property. Fill proposed to be imported is development not in accordance with consent	Class 4 Land and Environment Court	Ongoing

Class 1 = Environmental, planning and protection appeals

Class 4 = Civil enforcement and judicial review of decisions under planning or environmental laws

LEGISLATIVE REQUIREMENTS

Traffic matters

During 2023/24 Council spent a total of \$22,818 in professional costs on appeals relating to traffic infringements. Costs of \$8,070 were awarded in Council's favour.

A summary of outcomes and details on infringement appeals is below:

Infringements appealed to Local Court	86
Mention	70
Court Hearing	16
Withdrawn	5
Offence proven but no conviction recorded (section 10)	31
Heard in defendant's absence – fine to stand (section 196)	5
Conditional Release Order	3
Good Behaviour Bond	1
Infringement	40

Infringement	No. of court proceedings
Disobey no parking sign	1
Disobey no parking sign – school zone	3
Disobey no stopping sign	17
Disobey no stopping sign – school zone	2
Double park	4
Double park – school zone	0
Laden mass exceed maximum by not more than 4 tonnes	12
Laden mass exceed maximum by not more than 3 tonnes	0
Laden mass exceed maximum by not more than 2 tonnes	2
Not comply with Road Transport Act	3
Not parallel park near left	1
Not stand vehicle wholly in marked parking space	3
Parallel park close to dividing line/strip	2
Park continuously for longer than permitted	6
Stop in disable parking area without current permit displayed	6
Stand unregistered registrable Class A motor vehicle on road	2
Stop on/near pedestrian crossing	3
Stop in bus zone not clearway or transit/bus lane	4
Stop in bus zone – school zone	1
Not angled park as on sign or road marking	1

Infringement	No. of court proceedings
Fail to pay parking fee/obey instructions on sign etc	1
Stop in taxi zone	1
Stop on path/strip in built-up area	9
Stop within 10 metres of an intersection	1
Stop in loading zone	1

Companion animal matters

Council spent a total of \$7,363 on legal advice relating to companion animals.

Local Court proceedings

Matter	Outcome
Declared Menacing Dog involved in further dog attack in September 2023 after prosecution in November 2022.	Dangerous dog seized and euthanised
Legal advice regarding seizure of the dangerous dog and non-compliance with the Order.	

LEGISLATIVE REQUIREMENTS

Audited Financial Reports

(Local Government Act 1993, s428(4)(a))

The audited financial reports of Council form part of this Annual Report. They are comprised of the General Purpose Financial Statements, Special Purpose Financial Statements and the Special Schedules, and can be found at hornsby.nsw.gov.au/council/forms-and-publications/publications/financial-statements.

2024 State of the Shire Report

(Local Government Act 1993, s428(2))

Forming part of this Annual Report is the 2024 State of the Shire Report, a publication on the progress of the Hornsby Shire since the adoption of the Hornsby Shire Community Strategic Plan 2022-2032 Your Vision | Your Future 2032 in June 2022. The 2024 State of the Shire can be found at hornsby.nsw.gov.au/council/forms-and-publications/publications.

Hornsby Shire Council

ABN 20 706 996 972

Contact us

PO Box 37

Hornsby NSW 1630

Phone: **(02) 9847 6666**

Fax: **(02) 9847 6999**

Email: **hsc@hornsby.nsw.gov.au**

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 Duty Officer.

Disclaimer

Every effort has been made to provide accurate and complete information. However, the authors assume no responsibility for any direct, indirect, incidental, or consequential damages arising from the use of information in this document.

Copyright Notice

No part of this publication may be reproduced in any form, or stored in a database or retrieval system, or transmitted or distributed in any form by any means, electronic, mechanical photocopying, recording, or otherwise without written permission from Hornsby Shire Council.

All rights reserved.

Copyright © 2024 Hornsby Shire Council

