

# STATE OF THE SHIRE REPORT

2024

[hornsby.nsw.gov.au](https://hornsby.nsw.gov.au)





**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.**





# 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?

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## 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، ه‌ع‌ج





Image: Hawkesbury River





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FROM THE

# General Manager

I am pleased to present the 2024 State of the Shire Report for Hornsby Shire.

The report is based on the Hornsby Shire Community Strategic Plan 2022-2032 Your vision | Your future 2032. The Community Strategic Plan is the vision for how the Hornsby community will be in 2032. It includes the plan to realise that vision which we are now two years into. This report measures and shows what progress is being made. By measuring our progress, the better we will understand and be able to answer the question: "How is Hornsby Shire going?"

There has been a positive trend in 16 of the indicators for which new data is available. The most notable are improvements in employment generating development, Gross Regional Product, housing diversity and educational attainment.

There has also been positive movement in Council's financial performance; customer satisfaction with Council's customer experience; waste diverted from landfill and access to public transport. Water quality overall has improved; tree canopy cover overall has been maintained; and the target for preservation of rural land has been achieved.

Of course, it is not all good news, and the report contains warnings for 14 indicators where there has been movement away from the Community Strategic Plan targets. Unlike the positive results, however, the negative results are generally represented by relatively small movements in the data. Potential areas of concern are the decline in the level of volunteering; an increase in the incidence of personal and property crime offences; an increase in financial stress; and the decline in community engagement participation. There has been negative movement in trips to work taken by public and active transport, but there are reasons for this, and they are quite understandable - travel restrictions during the COVID-19 pandemic and increased working from home impacted those numbers.

The amount of organic waste recycled has dropped; the number of crashes and casualties on the road network has increased; and the targets for mental wellbeing, physical wellbeing and tourism have not been achieved.

The results contained in this report have not resulted from the work of just Council: they are what the people and communities of Hornsby, as well as other levels of government, businesses and organisations have collectively achieved in pursuit of the vision. Their contributions are greatly appreciated.

I hope the 2024 report is both informative and useful to the community.

**Steven Head**  
**General Manager**



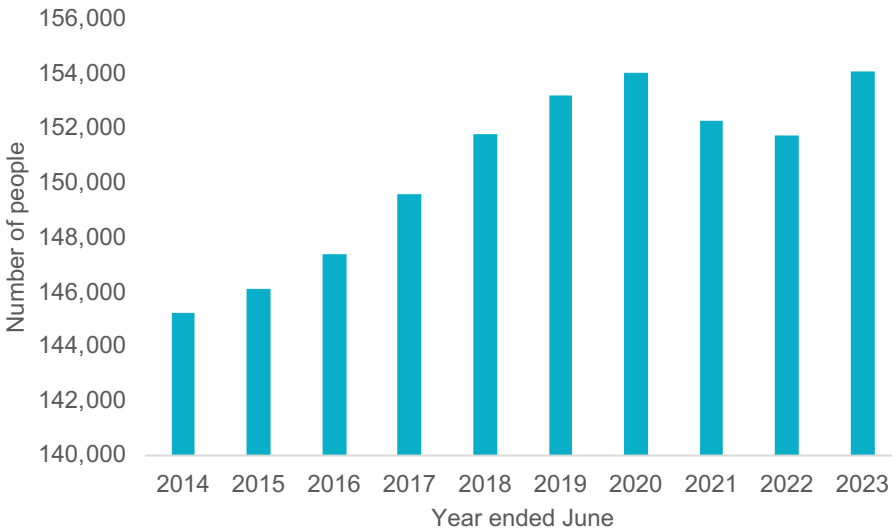






# PROFILE OF THE SHIRE

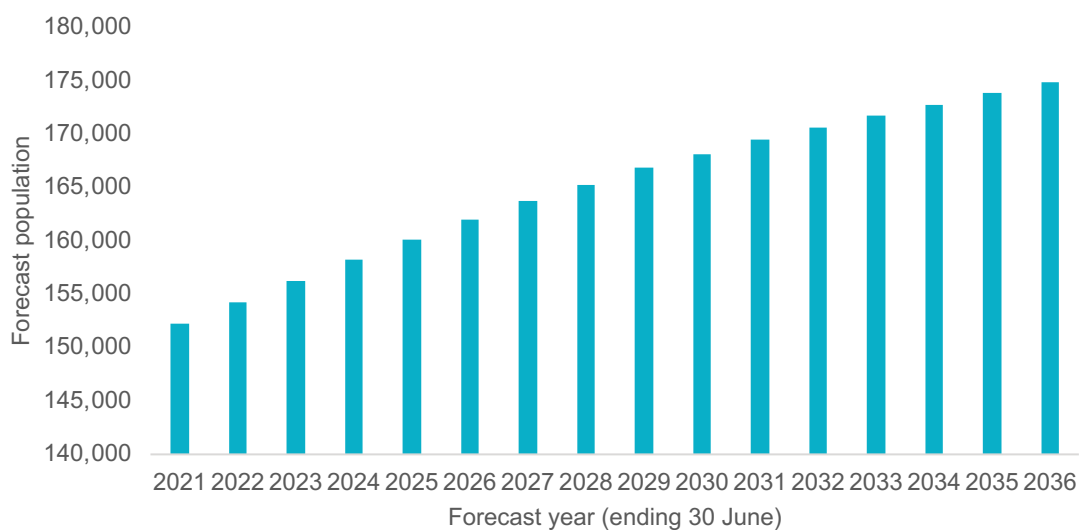
**Figure 1: Hornsby estimated resident population (ERP), 2014-2023**



Source: Australian Bureau of Statistics, *Regional Population Growth, Australia (3218.0)*. Compiled and presented by .id (informed decisions)

Population forecasts suggest that Hornsby will continue to grow. The population is projected to rise from 158,331 in 2024 to 174,884 by 2036 – a 10.45% increase (Figure 2).

**Figure 2: Forecast population, Hornsby, 2021-2036**



Source: *Population and household forecasts, 2021 to 2036, prepared by id (informed decisions), January 2023*



# PROFILE OF THE SHIRE

Figure 3: Portrait of the Shire

	Hornsby 2021	Change from 2016 to 2021	Greater Sydney 2021	How Hornsby Shire compares
<b>Median age</b>	41	+1	37	Higher
<b>Percentage of residents who are:</b>				
Under age 20	25%	-1.3%	24%	Higher
Age 20-34	15%	-1.2%	22%	Lower
Age 35-59	36%	=(36%)	33%	Higher
Age 60 and older	24%	+2%	21%	Higher
Aboriginal and Torres Strait Islander population	0.6%	=(0.1%)	1.7%	Lower
Overseas born	41%	+3.7%	39%	Higher
University qualified	44%	+5.9%	33%	Higher
<b>Percentage of residents who:</b>				
Speak a language at home other than English	36%	+4.6%	37%	Lower
Worked at home	47%	+41.1%	39%	Higher
<b>Percentage of households:</b>				
Couples with children	44%	-1.4%	34%	Higher
Older couples without children	12%	+1%	9%	Higher
Lone persons household	18%	+1.2%	22%	Lower
<b>Medium and high density housing</b>	32%	+4.8%	46%	Lower
<b>Median weekly household income</b>	\$2,362	+\$241	\$2,099	Higher
<b>Median weekly mortgage repayment</b>	\$600	+\$47	\$560	Higher
<b>Median weekly rent</b>	\$495	-\$5	\$470	Higher
<b>Households renting</b>	23%	+2.6%	35%	Lower
<b>Households with a mortgage</b>	39%	=(0.2%)	32%	Higher
<b>Labour force participation rate</b>	63%	-1.3%	60%	Higher
<b>SEIFA index of disadvantage 2021</b>	1082	-	1010	Higher (higher is better)

2021 data with change from 2016 unless otherwise stated.

= No significant change since previous Census (less than +/-0.5%)  
 + Increased since previous Census  
 - Decreased since previous Census

## Age profile

In 2021, the largest age group in Hornsby Shire was 40 to 44 year olds. The group that changed the most since 2016 was 70 to 74 year olds, increasing by 1,367 people.

Compared to Greater Sydney there is a higher proportion of people in the younger age groups (under 15) as well as a higher proportion of people in the older age groups (65+).

Overall, 19.0% of the population was aged between 0 and 15, and 18.1% were aged 65 years and over, compared with 18.4% and 15.2% respectively for Greater Sydney.

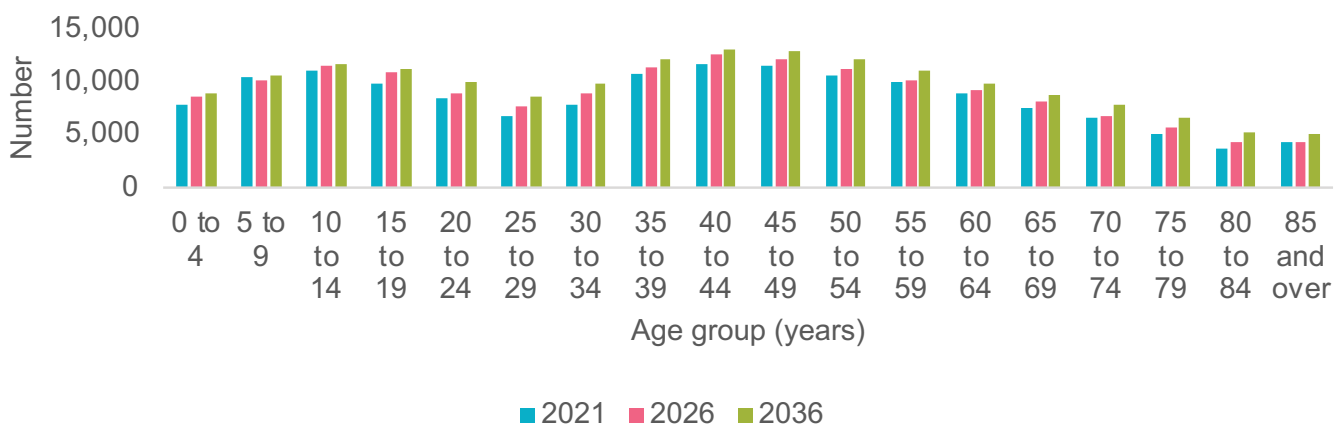
The largest increases in the age structure in this area between 2016 and 2021 were in the age groups Seniors (70 to 84), Parents and homebuilders (35 to 49), Empty nesters and retirees (60 to 69) and Primary schoolers (5 to 11).

Between 2021 and 2026, the age structure forecasts for Hornsby Shire indicate a 3.2% increase in population under working age, an 8.2% increase in population of retirement age, and a 6.8% increase in population of working age.



# PROFILE OF THE SHIRE

Figure 4: Forecast age structure – 5 year age groups, Hornsby 2021-2036



Source: Population and household forecasts, 2021 to 2036, prepared by .id (informed decisions), January 2023.

The largest increase in persons between 2021 and 2026 is forecast to be in ages 15 to 19, which is expected to increase by 1,110 and account for 6.7% of the total persons.

The largest 5 year age group in 2026 is 40 to 44 years, with a total of 12,507 persons.

## Country of birth

Compared to Greater Sydney, Hornsby has a larger proportion of people born overseas. Overall, 40.6% of the population was born overseas, compared with 38.6% for Greater Sydney.

Figure 5 shows the top five largest country of birth in 2021. The most common countries of birth were China (8%), India (5%) and the United Kingdom (4%).

The largest non-English speaking country of birth in Hornsby Shire was China, where 11,523 people, were born.

Figure 5: Birthplace, ranked by size, Hornsby, 2021

Birthplace	Number	%
China	11,523	7.6
India	7,778	5.1
United Kingdom	6,653	4.4
South Korea	2,797	1.8
Hong Kong	2,778	1.8

Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data)

Between 2016 and 2021, the number of people born overseas increased by 9,056 or 17%.

The proportion of residents born in the United Kingdom, New Zealand, South Korea and South Africa fell between 2016 and 2021. All other ethnic groups have increased in proportion since 2016, with the largest change in birthplace of countries of population were for those born in China, India, Nepal and Philippines.

In Hornsby Shire, 36% of people spoke a language other than English at home in 2021 compared with 37% for Greater Sydney. Mandarin is the second most common language in the Shire after English, with 9.2% of the population, or 13,994 people using this language at home.



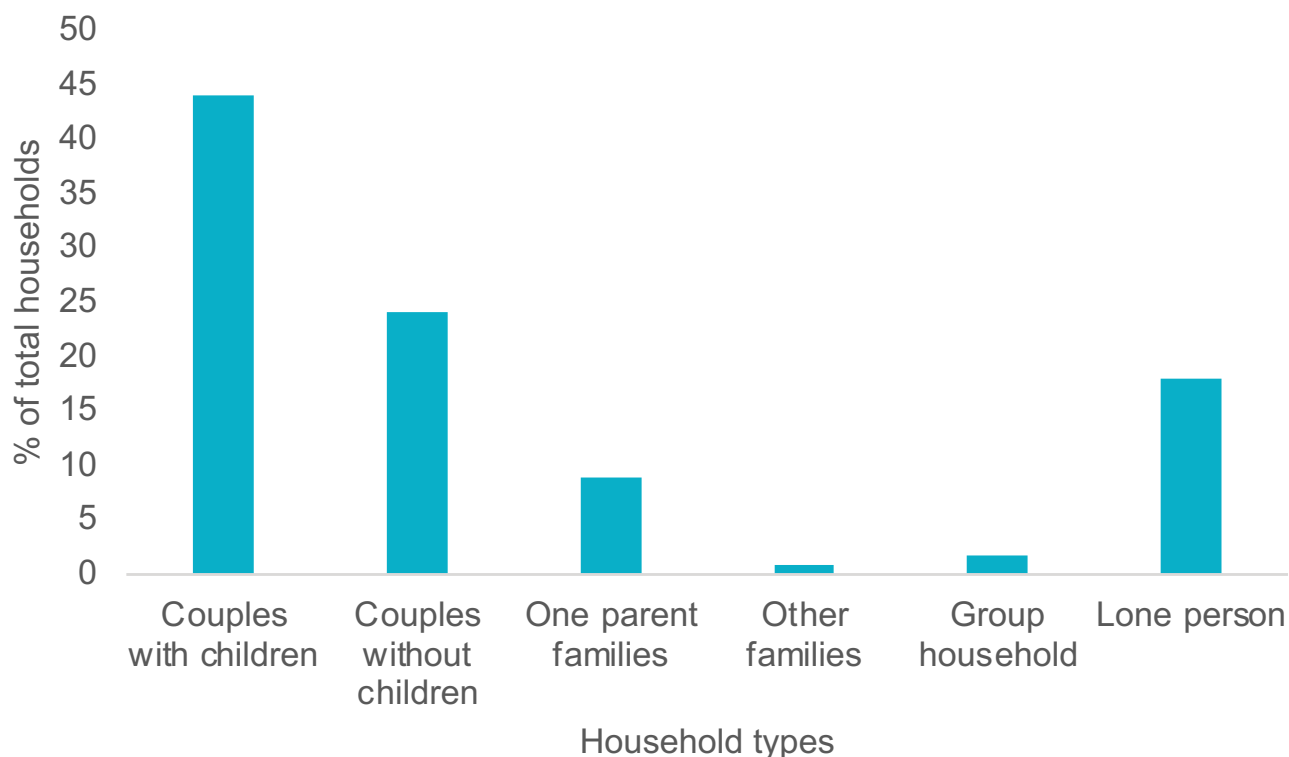
# PROFILE OF THE SHIRE

## Households

In Hornsby Shire, 44% of households were made up of couples with children, compared with 34% in Greater Sydney.

There are a lower proportion of one parent families and lone person households and a higher proportion of couples without children. Overall, the proportion of one parent families is 9% compared to 11% in Greater Sydney, the proportion of lone person households is 18% compared to 22% in Greater Sydney while the proportion of couples without children is 24% compared to 23% in Greater Sydney.

**Figure 6: Household Type, Hornsby, 2021**



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Enumerated data)

By 2026 the largest forecast increase in household type is expected in 'Couple families with dependents'.

State of the Shire Report 2024

## Household income

In Hornsby Shire, 38.6% of households earned an income of \$3,000 or more per week in 2021.

In Hornsby Shire in 2021 there was a larger proportion of high income households (those earning \$3,000 per week or more) and a lower proportion of low income households (those earning less than \$800 per week) compared to Greater Sydney.

In Hornsby Shire in 2021, 72% of households were purchasing or fully owned their home, 20.7% were renting privately, and 1.9% were in social housing.

Compared to Greater Sydney there was a larger proportion of households who owned their dwelling; a larger proportion purchasing their dwelling; and a smaller proportion who were renters.

In Hornsby in the 5 years ending December 2023, median house prices have increased by an average of 10.3% per annum and median unit prices have increased by an average of 2.0% per annum compared to an increase of 8.8% per annum and 1.6% per annum respectively in Greater Sydney.

In Hornsby in the 5 years ending December 2023, median house rents have increased by an average of 5.5% per annum and median unit rents have increased by an average of 4.8% per annum compared to an increase of 5.7% per annum and 3.9% per annum respectively in Greater Sydney.

## Education

44% of people in Hornsby Shire have a Bachelor or Higher degree qualification, higher than Greater Sydney.

## Dwelling type

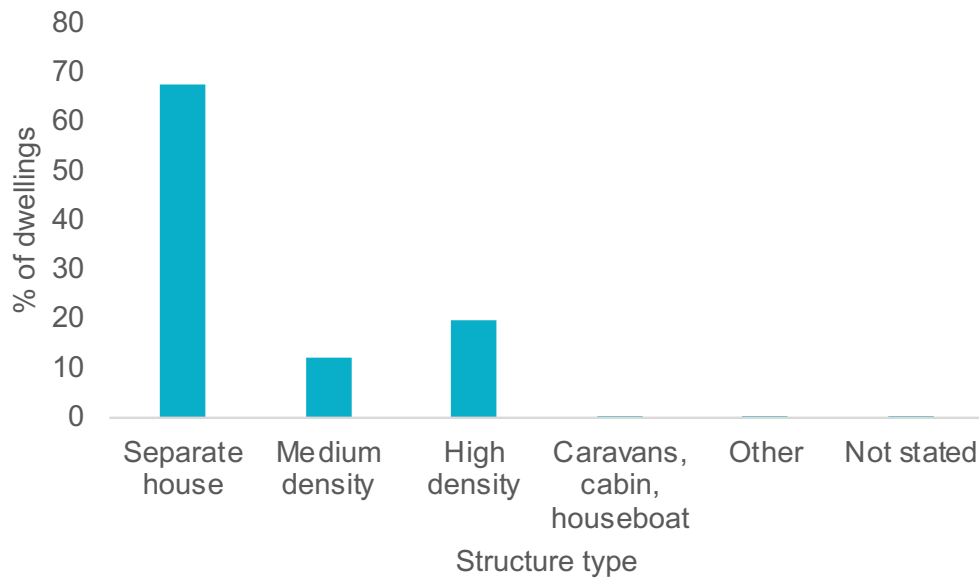
In 2021, there were 37,886 separate houses in the area, 6,764 medium density dwellings, and 11,046 high density dwellings.

In 2021, 67.8% of all dwellings were separate houses; 12.1% were medium density dwellings, and 19.8% were in high density dwellings, compared with 53.4%, 18.8%, and 27.1% in Greater Sydney respectively.



# PROFILE OF THE SHIRE

**Figure 7: Dwelling structure, Hornsby, 2021**



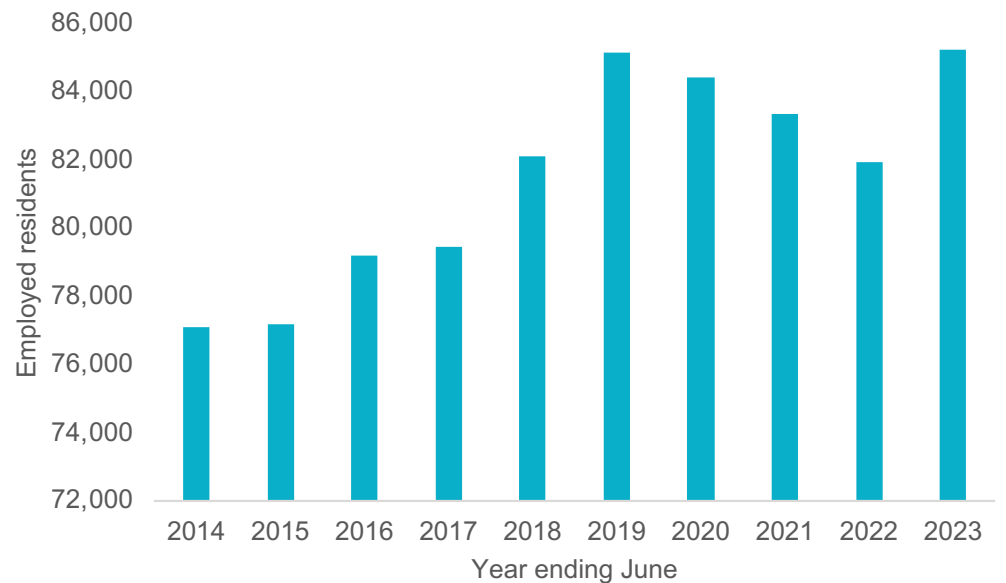
Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Enumerated data)

The number of dwellings in Hornsby Shire is forecast to grow from 55,917 in 2021 to 66,337 in 2036, with the average household size falling from 2.83 to 2.74 by 2036.

## Employment

In Hornsby Shire, there were 85,244 employed residents in 2023 – an increase of 4.1% from 2022 (Figure 8).

**Figure 8: Employed residents, Hornsby, 2014-2023**

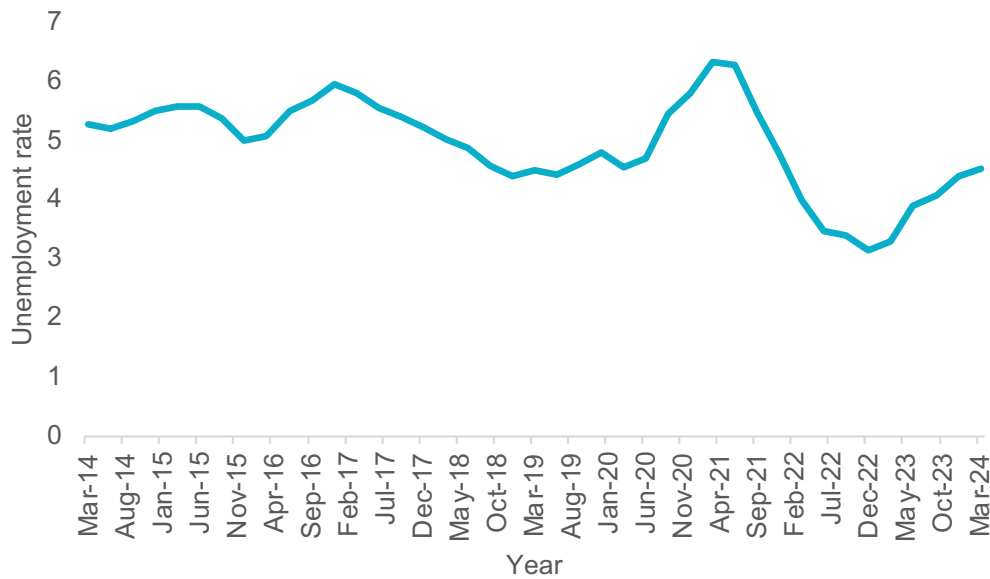


Source: National Institute of Economic and Industry Research (NIEIR) ©2023 Compiled and presented in economy.id by .id (informed decisions)

The unemployment rate in Hornsby Shire was 4.5% in March 2024 increasing from 4.3% in December 2023 (Figure 9).

# PROFILE OF THE SHIRE

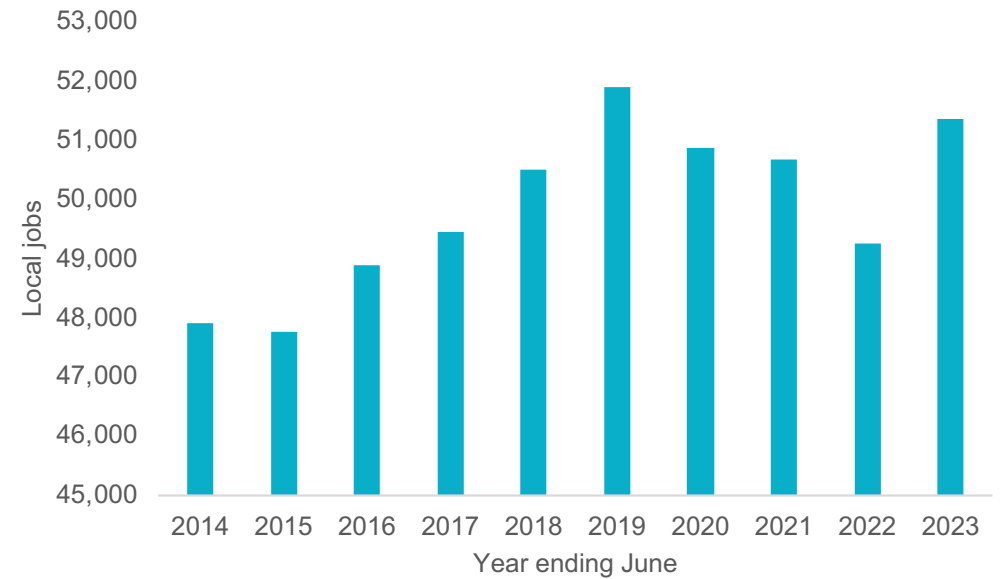
Figure 9: Unemployment rate, Hornsby, 2014-2023



Source: Australian Bureau of Statistics, Labour force survey catalogue number 6202.0, and Department of Employment, Small Area Labour Markets. Compiled and presented in *economy.id* by .id (informed decisions).

Jobs located in Hornsby Shire grew by 4.28% in 2023, bringing the total jobs in the Shire to 51,369 as shown in Figure 10.

Figure 10: Local jobs, Hornsby, 2014-2023



Source: National Institute of Economic and Industry Research (NIEIR) ©2024. Compiled and presented in *economy.id* by .id (informed decisions)

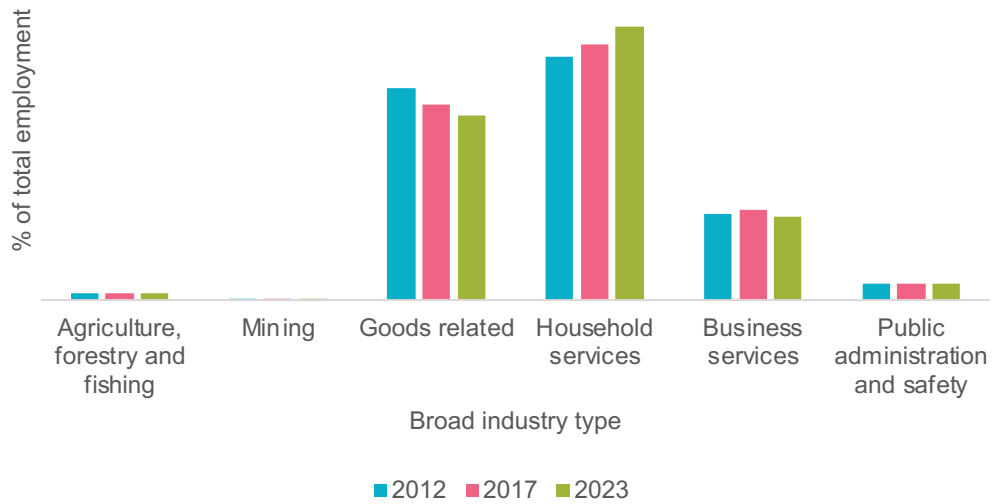
More Hornsby Shire residents worked in health care and social assistance than any other industry in 2021.

In 2023, the Household services sector accounted for 48.6% of employment in Hornsby Shire. The importance of this sector has increased over the last 10 years (43.3% in 2012).



# PROFILE OF THE SHIRE

Figure 11: Employment composition, Hornsby, 2012-2023



Source: National Institute of Economic and Industry Research (NIEIR) ©2024. ©2023 Compiled and presented in economy.id by .id (informed decisions).

There was a higher proportion of the population in the labour force in Hornsby Shire in 2021 (63.5%) compared with Greater Sydney (60.0%).







State of the Shire Report 2024

# INTRODUCTION

The 2024 State of the Shire Report provides a snapshot of progress towards the vision for Hornsby Shire as set out in the Community Strategic Plan 2022-2032 Your vision | Your future 2032.

The format of the report is organised around the four key themes of the Community Strategic Plan:

- Liveable
- Sustainable
- Productive
- Collaborative

Structured in this way, the report presents a range of indicators which individually highlight particular aspects of wellbeing, but which also when considered under each key theme and then together, provide a much more comprehensive picture of the state of the Shire.

This State of the Shire Report meets our commitment to collect and publish data on the 31 indicators in the Community Strategic Plan to provide a clear picture of our progress towards the four key themes and eight strategic directions.

Reporting against indicators in this State of the Shire Report gives a clear indication of performances and trends – both positive and negative – in relation to the targets that have been set.

More indicators of progress show improvement towards the 2024 target than those that show no change or negative movement.

This report may be read in conjunction with the Hornsby Shire Council Community Strategic Plan 2022-2032 Your vision | Your future 2032.

## What is the purpose of this report?

This report presents a progress report to check Hornsby is moving in the right direction to realise our vision.

Council is responsible for ensuring that progress on the key themes is reported every four years. This report is the fourth of Hornsby's performance against the Community Strategic Plan. Council made its first, second and third reports to the community of Hornsby in 2012, 2016 and 2021. This ongoing process of monitoring enables the

community to provide more informed input into the review of the Community Strategic Plan on things about Hornsby that can be improved. The report focuses on what has been achieved in the two years since the adoption of the Community Strategic Plan in 2022.

## Finding your way around this report

This report is divided into four sections, reflecting the four key themes of the Community Strategic Plan.

Each section contains:

- Where we want to be – a description of the key theme
- The community indicators – how we will know we are on the way to achieving the key themes and strategic directions
- How we are actually doing – the actual results and trends and what they mean.

A progress overview – a brief summary of key progress made against the key themes – is provided at the beginning of the report.

## The indicators

The framework consists of 31 indicators on the current trends in the quality of life in Hornsby.

While the indicators are organised according to the key themes of the Community Strategic Plan, they can often be relevant to more than one key theme. The 'active transport' indicator, for example, provides a measure of mode of transport to work in the productive theme but could equally provide a measure of sustainable transport in the sustainable theme.

The discussion for each strategic direction provides an assessment of progress against each indicator. The assessment of progress for each indicator is generally the trend over the past two years or from the first available comparison point.

The quality of life in Hornsby extends beyond the 31 indicators, and there are many things that matter which are not measured, or not fully measured. In many cases this relates to data limitations and the



# INTRODUCTION



Image: Hornsby Library

technical difficulties of measuring some aspects of the key themes. However, the more indicators that are included in the framework, the harder it becomes to provide an understandable picture of the state of our Shire. Because of this, our framework has been designed to be high level and concise to ensure that it is accessible and meaningful to people as much as possible.

The framework does not rank or weight key themes, strategic directions or community indicators.

## Sphere of Council influence

As the level of government closest to its people, Council has a major responsibility to deliver a wide range of services and programs that contribute to the quality of life in the community. For those areas for which Council is not directly responsible, we have a leadership role in developing partnerships, influencing, advocating and lobbying for the activities of other agencies to be directed toward achieving community wellbeing. There are also indicators for which the appropriate response is simply to monitor any changes, as part of the general goal of maintaining awareness and understanding of conditions in the local community.

This report utilises the following hierarchy to demonstrate whether Council has 'control' or 'influence', or the indicator is reported as a matter of 'interest' to the community:

<b>Control</b>	<ul style="list-style-type: none"> <li>■ Measures that are under the direct control of Council.</li> <li>■ Core business, statutory responsibilities, service provision, Council facilities and services, building and other assets.</li> <li>■ Direct decision making and action is possible (and necessary).</li> </ul>
<b>Influence</b>	<ul style="list-style-type: none"> <li>■ Measures that the Council does not control but can influence.</li> <li>■ Areas of partial or shared responsibility or influence.</li> <li>■ Most aspects of local government area activity in cities and urban areas. Advocacy, lobbying, education and communication are possible.</li> <li>■ Action may be possible in conjunction with other organisations/levels of government.</li> </ul>
<b>Interest</b>	<ul style="list-style-type: none"> <li>■ Measures the Council neither controls nor is likely to influence, but that are of interest to the community.</li> <li>■ Awareness/understanding important. Incorporation into vision possible (e.g. health and education).</li> <li>■ Possible education, advocacy and lobbying roles.</li> </ul>

Most of the framework's indicators focus on how well we **influence** the key themes.

# THE STRATEGIC FRAMEWORK

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## The Community Strategic Plan

The Community Strategic Plan sets out a vision for Hornsby Shire in 2032, as well as a number of key themes and strategic directions.

It describes what the Community Strategic Plan is trying to achieve and the challenges that need to be addressed.

## Vision

The Community Strategic Plan is guided by an overarching, positive vision for Hornsby Shire in 2032.

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.

## Key Themes

To achieve the vision the Community Strategic Plan is shaped around the key themes of Liveable, Sustainable, Productive and Collaborative.

These key themes set out what the Community Strategic Plan is aiming to achieve.

**Liveable:** Supporting all our community to succeed and live well. We are the advocates of our community and culture.

**Sustainable:** Custodians of our environment, we will protect and enhance our Shire.

**Productive:** Creating opportunities for the local economy and fostering well-balanced and connected neighbourhoods.

**Collaborative:** Working to serve our community, we will listen, be accountable and efficient.

All the themes are important and success in one can influence success in the others. For example, maximising liveability of Hornsby will be helped by increasing productivity, collaboration and promoting a sustainable environment.

Many different organisations have a role in achieving the key themes. The way in which Council works to help achieve them is described in Council's Delivery Program, Operational Plan and Annual Report.

These key themes are supported by eight strategic directions that describe aspects of the key themes and 31 community indicators, to monitor and track progress.











# PROGRESS OVERVIEW



Image: Beecroft Village Green

Progress across the four themes and 31 indicators has been mixed over the past two years. Many have improved, but some have deteriorated. The following is a summary of performance against the Community Strategic Plan key themes.

	<b>On track/progress</b>
	<b>Opportunity for improvement</b>
	<b>Off track/attention required</b>
	<b>No change</b>
	<b>Data comparison not yet available</b>
	<b>Improving/favourable</b>
	<b>Declining/unfavourable</b>
	<b>No significant change</b>

# PROGRESS OVERVIEW

## Liveable

- About 18% of adults in Hornsby spend time volunteering.
- Reported crime in Hornsby increased.
- There has been an increase in medium density dwelling approvals since 2020/21.
- Social and mental wellbeing is unchanged.
- Physical wellbeing is unchanged.
- Educational attainment is improving - 67% of Hornsby residents have post school qualifications.
- Financial stress continues to increase.

### 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.	One way people in Hornsby may seek to maintain social connections is volunteering. Almost one fifth (18%) of residents aged 15 years and over participated in unpaid voluntary work – lower than the 25% in 2016.	■
	Crime has increased over the past two years. There were 2,397 recorded major offences in Hornsby in 2023 compared to 2,235 in 2021.	■

### 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	In 2023/24 104 medium density dwellings (semi-detached, row, terrace, townhouses and villa units, flats and apartments in blocks of 1 or 2 storeys, and flats attached to houses) were approved, a 136% increase on 2020/21.	■
	About 15% of residents aged 15 years and over reported mental and behavioural problems – the same as in 2020.	■
	Healthy eating is an indicator of physical wellbeing. Around 1 in 4 adults in Hornsby are classified as obese – the same as in 2020.	■
	Hornsby residents are becoming more qualified. From 2016 to 2021, the share of people aged 15 years or above that achieved vocational qualifications or higher, has increased from 62% to 67%.	■
	Three in 10 low income families in Hornsby are experiencing financial stress from mortgage or rent.	■

## Sustainable

- Community greenhouse gas emissions are decreasing. Water use is decreasing.
- Organic waste recycling is decreasing.
- Total waste diverted from landfill increased.
- Overall, the proportion of canopy cover in Hornsby has been maintained.
- Overall, water quality of local waterways is improving.
- The amount of land that is protected as rural has been maintained.

### 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.	In Hornsby, community greenhouse gas emissions have decreased by 11% since 2016/17.	■
	Organic waste recovered for recycling has decreased from 20,854 tonnes in 2021/22 to 18,071 tonnes in 2023/24.	■
	Domestic waste diverted from landfill is 47.70%.	■

### Strategic direction 4: Natural environment

Our unique environment is celebrated, protected and enhanced.	Overall, canopy cover was unchanged between 2019 and 2024. Tree canopy cover increased on private land and over commercial zones, but decreased over streets.	■
	Potable water consumption has decreased since 2020/21 to 12,372,982kL	■
	Overall, water quality in waterways has improved.	■
	The amount of land zoned as rural has been maintained.	■



# PROGRESS OVERVIEW

## Productive

- The number of crashes and casualties on the road network increased. Of all road users, drivers accounted for the largest proportion of casualties.
- Access to public transport has improved.
- The proportion of trips to work taken by public and active transport decreased. Travel restrictions during the COVID-19 pandemic and increased working from home impacted those numbers.
- Ownership of electric and hybrid vehicles has increased.
- 29% of residents remain within the Hornsby LGA to work.
- The value of retail and commercial building approvals has increased.
- Hornsby's economy, as measured by Gross Regional Product is growing.
- There were less tourists visiting the Shire.

### Strategic direction 5: Integrated and accessible transport

Our transport infrastructure and services will be connected and easy to use.	There has been an increase in road crashes and casualties on roads in Hornsby.	■
	As of 2021, 72.50% of dwellings were within 400 metres of public transport with a regular public transport service at least every 30 minutes between 7am and 7pm on a weekday.	■
We will increase walking and cycling, and the use of public transport.	The use of public and active transport in Hornsby to get to work is decreasing.	■
	Electric and hybrid vehicle ownership is increasing.	■

### Strategic direction 6: Vibrant and viable places

We have attractive and multi-use places that support economic development, innovation and local living.	The value of employment generating development (retail and commercial) approved has increased.	■
	29% of people who work in Hornsby also live in the area.	■
	The economy is growing strongly in Hornsby (\$8.68 billion in 2023).	■
	The total number of visitor nights and day trips spent by tourists in Hornsby fell by 493,857 between 2020/21 and 2022/23.	■

## Collaborative

- There has been an increase in customer satisfaction with Council customer experience.
- There has been a drop in levels of community engagement.
- Council's financial performance is strong.
- Overall, Council's responsible economic and fiscal management is helping to deliver a stronger, more resilient, and more sustainable fiscal position.

### 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.	Customers' satisfaction with customer experience has improved since 2021. Satisfaction with customer experience was 58% in 2023, up from 55% in 2021.	■
	There has been a decrease in the proportion of residents participating in Council's community engagement activities.	■

### Strategic direction 8: Smart and innovative

From global to local connectedness, we will be forward-thinking and find creative solutions to enhance daily living.	Council's operating performance ratio has decreased.	■
	As a result of responsible fiscal management, a budget net surplus of 1.20% is expected over the next 10 years.	■

## 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.

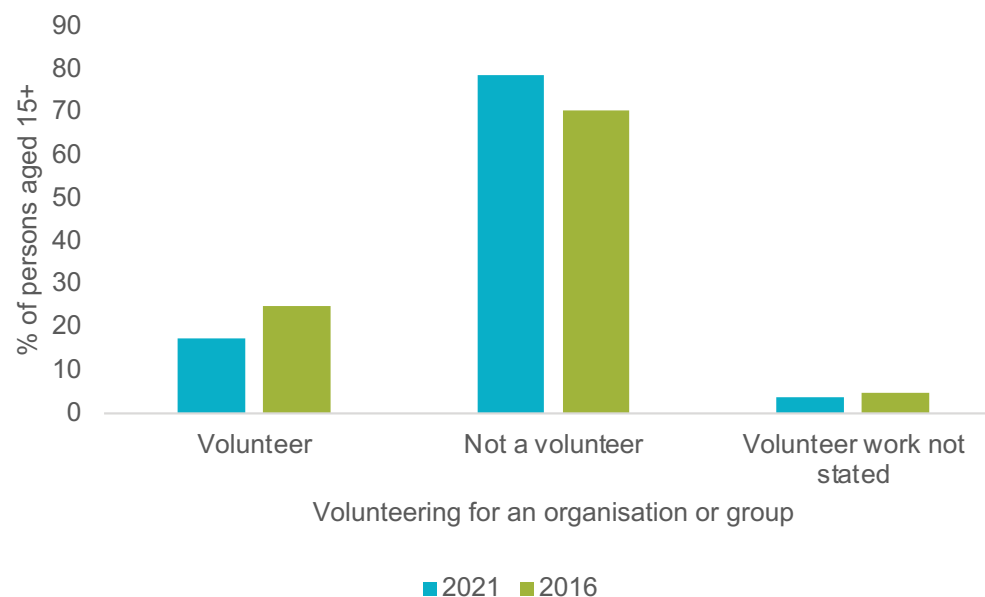
<b>Measure</b>	Community sense of belonging and participating in community life
<b>How it will be measured</b>	Volunteer participation rates
<b>Target</b>	Maintain
<b>Latest Result</b>	17.5% (2021)
<b>Previous Data</b>	24.9% (2016)
<b>Trend</b>	↓
<b>Progress Status</b>	■
<b>Sphere of Council Influence/Council Role</b>	Influence

## Volunteering

In Hornsby, 17.5% of the population do some voluntary work (Australian Bureau of Statistics, Census of Population and Housing 2021). This is higher than Greater Sydney (11.6%).

The decline in voluntary work may have been affected by COVID-19.

**Figure 12: Volunteers, Hornsby, 2016-2021**



Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021  
Refers to persons aged 15 years and over



<b>Measure</b>	Safety in the community
<b>How it will be measured</b>	Recorded major offences against persons and property
<b>Target</b>	Decrease
<b>Latest Result</b>	2,397 (2023)
<b>Previous Data</b>	2,311 (2022) 2,235 (2021) 2,932 (2020)
<b>Trend</b>	↓
<b>Progress Status</b>	■
<b>Sphere of Council Influence/Council Role</b>	Influence

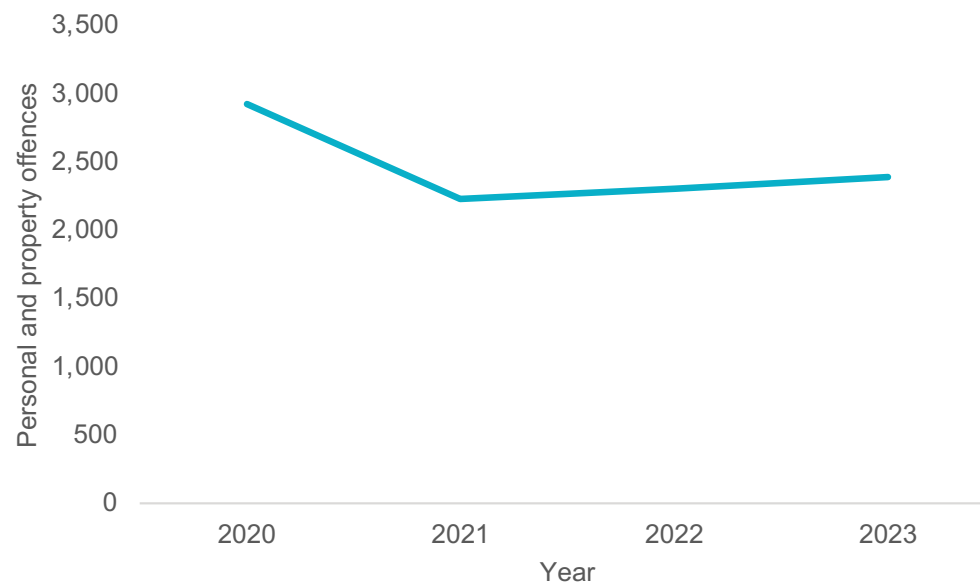
## Personal and property crime rates

There were 2,397 recorded major offences in Hornsby in 2023 compared to 2,235 in 2021. Overall, in Hornsby recorded major offences has increased over the past two years.

Personal crime includes domestic violence, assaults, sexual assault and robbery. Property crime includes 'break and enter' and motor vehicle theft.

Note: Caution must be exercised when analysing crime data. Incidence figures are for crimes reported to NSW Police. Changes or fluctuations in crime rates may be affected by changes in reporting by the public, recording practices by the police as well as changes in the levels of offending.


**Figure 13: Total number of crimes, personal and property offences, Hornsby, 2023**



Source: NSW Bureau of Crime Statistics and Research, 2023

## 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

<b>Measure</b>	Diversity of housing
<b>How it will be measured</b>	Number of medium density dwellings approved
<b>Target</b>	Increase
<b>Latest Result</b>	104 (2023/24)
<b>Previous Data</b>	44 (2020/21)
<b>Trend</b>	↑
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Influence

### Diversity of housing

104 dwellings approved in 2024 were medium density. Medium density dwellings include semi-detached, row, terrace, townhouses and villa units, flats and apartments in blocks of 1 or 2 storeys, and flats attached to houses. This is a 136% increase on 2020/21 (44).


<b>Measure</b>	Social and mental wellbeing of the community
<b>How it will be measured</b>	Residents reporting mental and behavioural problems (15+ years)
<b>Target</b>	Decrease
<b>Latest Result</b>	15.4% (2023)
<b>Previous Data</b>	15.4% (2020) 15.6% (2019)
<b>Trend</b>	—
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Influence

### Mental health

The rate of mental and behavioural problems in Hornsby is 15.4%. This has not changed since 2020.

Note: These figures may under-represent the actual scope of mental health disorders prevalent within the community. A recent study from the ABS (2023) shows that almost half of the Australian population (43%) had experienced a mental health problem at some time in their life. In addition, 77% of the population will personally experience a mental health problem, or will know someone who has.



<b>Measure</b>	Physical wellbeing of the community – Healthy eating and active lifestyle
<b>How it will be measured</b>	Obesity (18+ years)
<b>Target</b>	Decrease
<b>Latest Result</b>	23.4% (2023)
<b>Previous Data</b>	23.4% (2020) 18.9% (2019)
<b>Trend</b>	—
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Influence

## Health risk behaviours

Healthy eating is an indicator of physical wellbeing. Around 1 in 4 adults in Hornsby are classified as obese. The percentage has not changed from 2020. Obesity is associated with several chronic diseases, such as Type 2 diabetes and high cholesterol.

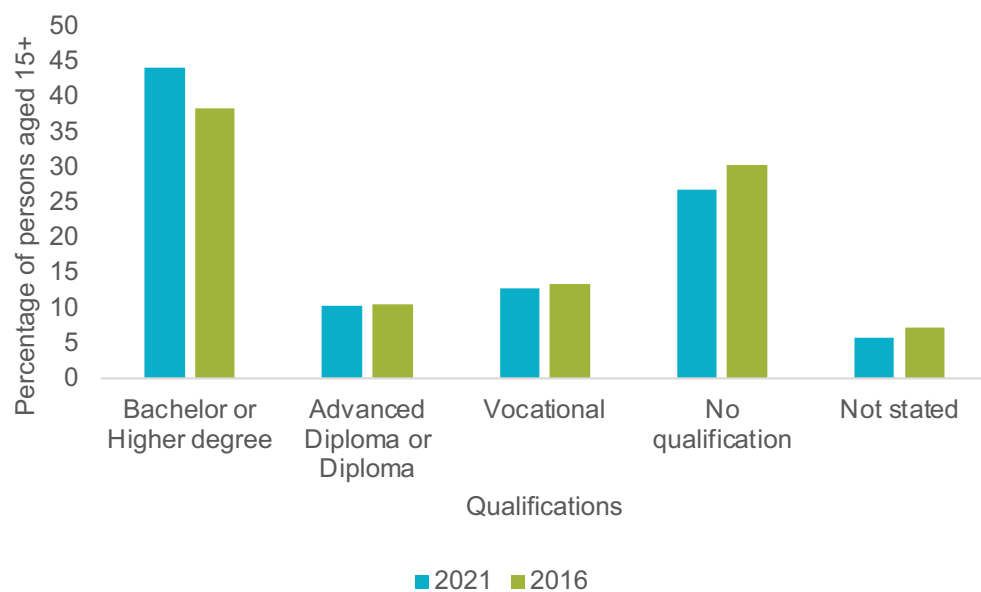
<b>Measure</b>	Community quality of life – Growth in post school qualifications
<b>How it will be measured</b>	Residents achieving vocational qualifications or higher (15+ years)
<b>Target</b>	Increase
<b>Latest Result</b>	67.40% (2021)
<b>Previous Data</b>	62.30% (2016)
<b>Trend</b>	↑
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Interest

## Educational attainment

The percentage of Hornsby's residents with post school qualifications is increasing. Those with a vocational qualification or higher increased from 62.30% in 2016 to 67.40% in 2021 (Australian Bureau of Statistics, Census of Population and Housing 2021) (Figure 14).

The proportion of residents holding post school qualifications in Hornsby was well above Sydney (57.9%).

Figure 14: Level of post school qualifications, Hornsby, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021

<b>Measure</b>	Community quality of life
<b>How it will be measured</b>	Families experiencing financial stress from mortgage or rent
<b>Target</b>	Decrease
<b>Latest Result</b>	31.3% (2023)
<b>Previous Data</b>	26.9% (2020)
<b>Trend</b>	↓
<b>Progress Status</b>	■
<b>Sphere of Council Influence/Council Role</b>	Influence

## Financial stress

In 2023, three in 10 low income households experienced financial stress from mortgage or rent.

Note: It is important to acknowledge that housing stress is calculated using Census data, which was captured in 2021 in the context of the increased assistance available to some households during the COVID-19 pandemic and comparatively low interest rates. As a result, current rates of housing stress are likely to be higher.



# SUSTAINABLE



## 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.

<b>Measure</b>	The community's capacity to prepare for and recover from natural hazard events
<b>How it will be measured</b>	Disaster Resilience – SA2s with High Resilience
<b>Target</b>	Increase
<b>Latest Result</b>	No data available
<b>Previous Data</b>	7 (2020) Asquith - Mount Colah – High Berowra - Brooklyn – Cowan – Moderate Asquith – Mount Colah - High Berowra - Brooklyn – Cowan – Moderate Cherrybrook – High Dural - Kenthurst - Wisemans Ferry – High Epping - North Epping – High Galston – Laughtondale – Moderate Glenhaven – High Hornsby – Waitara – Moderate Normanhurst – Thornleigh – Westleigh – High Pennant Hills – Cheltenham – High
<b>Trend</b>	N/A
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Influence

### Disaster Resilience

There is no recent data available.

<b>Measure</b>	The community will be reducing its environmental impact and working towards Net Zero emissions by 2050
<b>How it will be measured</b>	Community greenhouse gas emissions
<b>Target</b>	Decrease 53% below 2016/17 levels (1,3000,000 tonnes) by 2030
<b>Latest Result</b>	1,153,816 tonnes CO2-e (2022/23)
<b>Previous Data</b>	1,181,650 (2021/22) 1,300,000 tonnes CO2-e (2016/17)
<b>Trend</b>	
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Influence

# SUSTAINABLE

## Community greenhouse gas emissions

Hornsby's carbon emissions are decreasing. Hornsby's community greenhouse gas emissions have fallen from 1,181,650 tonnes of carbon dioxide equivalent (CO<sub>2</sub>-e) in 2021/22 to 1,153,816 tonnes of CO<sub>2</sub>-e in 2022/23.

Figure 15: CO<sub>2</sub> emissions for Hornsby

Year	Tonnes
2016/17	1,300,000
2021/22	1,181,650
2022/23	1,153,816

Source: Resilient Sydney, NSW Government SEED Portal

Measure	The community will be separating and recycling their organic waste	The community will be implementing sustainable resource usage
How it will be measured	Recovered organic waste (The amount of garden and food waste in the green bin)	Domestic waste diverted from landfill
Target	Increase 25,000 tonnes by 2030	Increase 80% by 2030
Latest Result	18,071 tonnes (2023/24)	47.70% (2023/24)
Previous Data	19,076 tonnes (2022/23) 20,854 tonnes (2021/22) 18,648 tonnes (2020/21)	47.68% (2022/23) 44.24% (2021/22) 44.00% (2020/21)
Trend	↓	↑
Progress Status		
Sphere of Council Influence/Council Role	Influence	Influence

## Organic waste recycling

Over the past two years the amount of recovered organic waste including garden and food waste, decreased from 20,854 tonnes to 18,071 tonnes. Green bin organics tonnages have slightly decreased due to a warmer and drier two years.

Figure 16: Recovered organic waste

Year	Tonnes
2020/21	18,648
2021/22	20,854
2022/23	19,076
2023/24	18,071

Source: Hornsby Shire Council

## Domestic waste diverted from landfill

In 2023/24, the proportion of domestic waste diverted from landfill was 48%. This was 4% more than in 2021/22.

Figure 17: Percentage of domestic waste diverted from landfill

Year	%
2020/21	44
2021/22	44
2022/23	48
2023/24	48




Source: Hornsby Shire Council



# SUSTAINABLE

## Strategic direction 4: Natural environment


Our unique environment is celebrated, protected and enhanced.

Measure	Tree canopy cover on private land is protected	Tree canopy cover over streets is protected and enhanced	Tree canopy cover over commercial zones is protected and enhanced
How it will be measured	Canopy cover on private land	Canopy cover over streets	Canopy cover over commercial zones
Target	Maintain canopy cover on private land 33% by 2040	Increase canopy cover over streets 50% by 2040	Increase canopy cover over commercial zones 15% by 2040
Latest Result	40% (2022)	24% (2022)	19% (2022)
Previous Data	33% (2019)	39% (2019)	11% (2019)
Trend	↑	↓	↑
Progress Status			
Sphere of Council Influence/Council Role	Influence	Control	Influence

### Canopy cover

Tree canopy cover increased on private land and over commercial zones, but decreased over streets.

Note: Care should be taken when comparing canopy cover between datasets in 2022 and 2019, as observed differences may be a result of variations in methodologies rather than actual change in canopy cover. Council has planted additional street trees between 2019 and 2022 and not accelerated street tree removal.

Measure	Transition to a water sensitive city
How it will be measured	Community consumption of potable water
Target	Decrease
Latest Result	12,372,982kL (2023/24)
Previous Data	13,897,471kL (2022/23) 13,953,42kL (2021/22) 14,395,743kL (2020/21)
Trend	↑
Progress Status	
Sphere of Council Influence/Council Role	Influence

# SUSTAINABLE



## Community water consumption

Annual community consumption of potable water has consistently decreased over the past four years, to a low of 12,372,982kL.

Figure 18: Potable water consumption


Year	Kilolitres
2020/21	14,395,743
2021/22	13,953,420
2022/23	13,897,471
2023/24	12,372,982

Source: Sydney Water

Measure	Water quality in freshwater creeks	Water quality in lower Hawkesbury River estuary
How it will be measured	Water testing	Water testing
Target	Maintain	Maintain
Latest Result	68% of monitored sites are healthy (2023/24)	85% of monitored sites are healthy (2023/24)
Previous Data	52% of monitored sites are healthy (2020/21)	92% of monitored sites are healthy (2020/21)
Trend	↑	↓
Progress Status		
Sphere of Council Influence/Council Role	Influence	Influence

## Water quality

In 2023/24, 68% of monitored sites in freshwater creeks were healthy – an increase from 52% in 2020/21 and 85% of monitored sites in the lower Hawkesbury River estuary were healthy – a decrease from 92% in 2020/21. This decrease was due to a number of floods and major rain events and dam releases.

Measure	Rural character and landscape is protected
How it will be measured	Land zoned as rural
Target	Maintain
Latest Result	63,509 square kms (2023/24)
Previous Data	63,509 square kms (2020/21)
Trend	—
Progress Status	
Sphere of Council Influence/Council Role	Control

## Preservation of rural land

In Hornsby, 63,509km<sup>2</sup> land is rural land. The amount of land zoned as rural has been maintained.



# 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.

<b>Measure</b>	Safety on our roads ("Working Towards Zero")
<b>How it will be measured</b>	Crashes on our roads resulting in death(s) or serious injury(s) Casualties (death(s) or serious injury(s)) Drivers Passengers Motorcyclists Pedestrians Pedal cyclists
<b>Target</b>	Decrease
<b>Latest Result</b>	Crashes: 70 (2022) Casualties: Motor vehicles: 76 Pedestrians: 8 Pedal cyclists: 3
<b>Previous Data</b>	Crashes: 59 (2021) Casualties: Motor vehicles: 65 Pedestrians: 7 Pedal cyclists: 4 Crashes: 47 (2020) Casualties: Motor vehicles: 53 Pedestrians: 11 Pedal cyclists: 2
<b>Trend</b>	↓
<b>Progress Status</b>	<span style="color: red;">■</span>
<b>Sphere of Council Influence/Council Role</b>	Influence

## Road safety

In 2022, 70 people were either killed or injured on Hornsby roads. The number of persons killed or injured has increased from 59 people in 2021 as shown in Figure 20.

Of all road users, drivers accounted for the largest proportion of casualties (87%).

**Figure 19: Crashes and degree of casualty in Hornsby, 2020 to 2022**

Crashes	Fatal	Serious Injury
2020	3	44
2021	0	59
2022	0	70

Source: Transport for NSW Open Data - NSW Road Crash Data

<b>Measure</b>	Access to public transport
<b>How it will be measured</b>	Percentage of dwellings within 400 metres of public transport with a regular 30 minute weekday service (7am-7pm)
<b>Target</b>	Increase
<b>Latest Result</b>	72.5% (2021)
<b>Previous Data</b>	68.5% (2018)
<b>Trend</b>	↑
<b>Progress Status</b>	<span style="color: green;">■</span>
<b>Sphere of Council Influence/Council Role</b>	Influence

# PRODUCTIVE

## Access to public transport

Access to public transport has improved. As of 2021, 72.50% of dwellings were within 400 metres of public transport with a regular 30 minute weekday service (7am-7pm).

Measure	Reliance on private motor cars	The use of sustainable transport
How it will be measured	Trips to work using public transport for residents of the Shire	Trips to work using active transport (walking or cycling)
Target	Increase	Increase
Latest Result	5.20% (2021)	2.30% (2021)
Previous Data	27.20% (2016)	3.0% (2016)
Trend	↓	↓
Progress Status	<span style="color: red;">■</span>	<span style="color: red;">■</span>
Sphere of Council Influence/Council Role	Influence	Influence

## Travel mode to work

Public transport patronage and active travel as the means of travel to work has declined. As of 2021, 7.50% of trips travelled were with sustainable modes of transport – public transport 5.20% and active travel – walking or cycling 2.30% as shown in Figure 21.

Note: Caution must be used when comparing this data over time. Method of travel to work relates to Census day, which for the 2021 Census occurred during COVID-19 lockdowns. In lockdown, many occupations were required to work from home if possible, and some industries were closed, so people did not go to work. For this reason, trips to work using public transport and active transport decreased.

Figure 20: Percentage of population using public transport to travel to work, Hornsby, 2016-2021

	Train (%)	Bus (%)	Tram (%)	Ferry (%)
2016	23.3	3.9	0	0
2021	4.6	0.6	0	0

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021

Figure 21: Percentage of population who walk or cycle to work, Hornsby, 2016-2021

	Walk (%)	Cycle (%)
2016	2.7	0.3
2021	2.1	0.1

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021

Measure	The use of sustainable transport
How it will be measured	Electric vehicles registered
Target	Increase
Latest Result	5,775* (2023/24)
Previous Data	3,690* (2022/23) 2,512* (2021/22) 103 (2020)
Trend	↑
Progress Status	<span style="color: green;">■</span>
Sphere of Council Influence/Council Role	Influence

\*Includes hybrid vehicles

# PRODUCTIVE

## Sustainable transport

Electric and hybrid vehicle ownership is increasing in Hornsby. Electric and hybrid vehicle registrations has increased between 2020 and 2023/24.

## Strategic direction 6: Vibrant and viable places

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

<b>Measure</b>	Economic development
<b>How it will be measured</b>	Value of employment generating development approved (retail and commercial)
<b>Target</b>	Increase
<b>Latest Result</b>	\$246,350,015 (2023/24)
<b>Previous Data</b>	\$65,594,054 (2020/21)
<b>Trend</b>	↑
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Influence

## Employment generating development

The value of employment generating development (retail and commercial) approved has increased. The value of retail and commercial development approvals amounted to \$246,350,015 in 2023/24, almost four times the amount of activity in 2020/21 (\$66 million).

<b>Measure</b>	Economic development
<b>How it will be measured</b>	Resident workers who are employed locally (employment self-containment)
<b>Target</b>	Increase
<b>Latest Result</b>	29.40% (2021)
<b>Previous Data</b>	28.00% (2016)
<b>Trend</b>	↑
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Influence

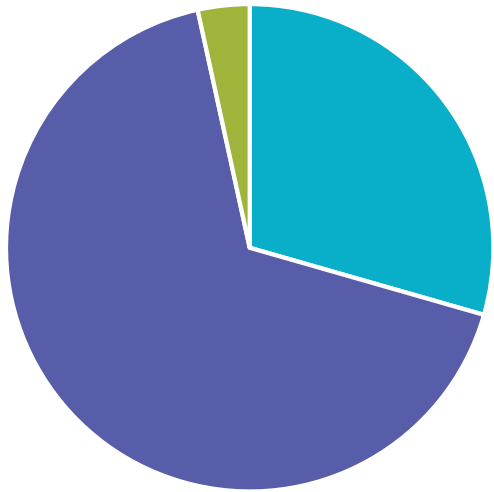


# PRODUCTIVE

## Employment self-containment

There is a significant proportion of residents that remain within Hornsby to work. 29.40% or 22,004 people who work in Hornsby also live in the area. The percentage of employed residents living and working in the LGA remained relatively unchanged between 2016 and 2021.

Figure 22: Employment location of residents, Hornsby, 2021



■ Live and work in the area ■ Live in the area, but work outside ■ No fixed place of work

Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data)

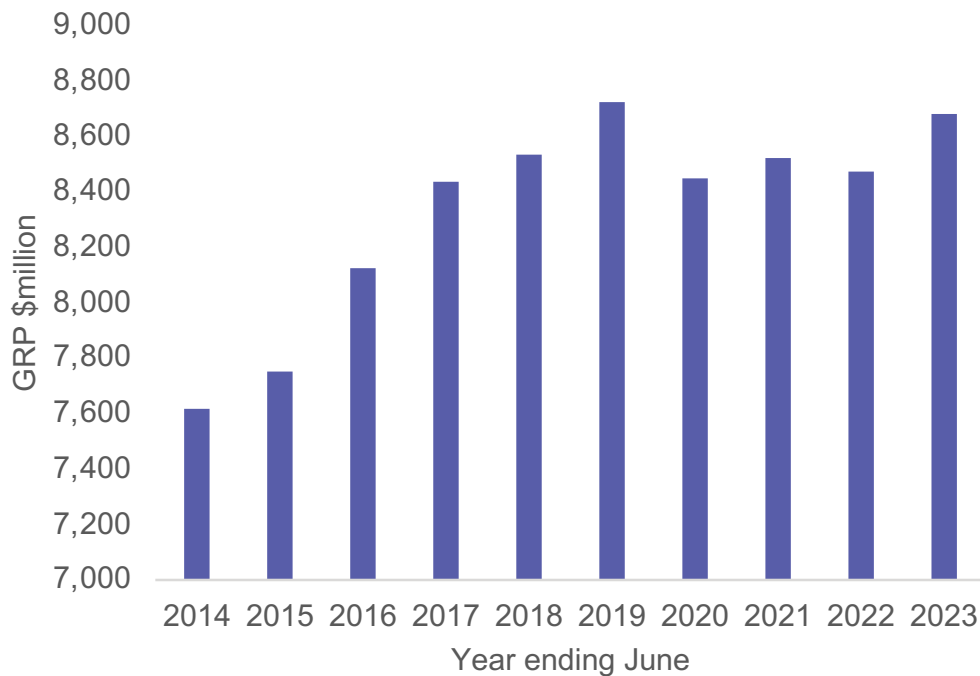
<b>Measure</b>	Prosperity of the Shire
<b>How it will be measured</b>	Gross Regional Product
<b>Target</b>	Increase
<b>Latest Result</b>	\$8.68 billion (2023)
<b>Previous Data</b>	\$7.96 billion (2022) \$7.66 billion (2021) \$7.26 billion (2020)
<b>Trend</b>	↑
<b>Progress Status</b>	■
<b>Sphere of Council Influence/Council Role</b>	Influence

# PRODUCTIVE

## Gross Regional Product

Gross regional product (GRP) in Hornsby increased from \$7.26 billion in the year to June 2020 to \$8.68 billion in the year to June 2023.

Figure 23: Gross Regional Product, Hornsby, 2014-2023



Source: National Institute of Economic and Industry Research (NIEIR) ©2024 ©2023 Compiled and presented in economy.id by .id (informed decisions)

<b>Measure</b>	Tourism/Visitation
<b>How it will be measured</b>	Visitor nights (overnight) and day trips
<b>Target</b>	Increase
<b>Latest Result</b>	1,322,666 (2022/23)
<b>Previous Data</b>	1,816,253 (2020/21) 1,252,023 (2019/20)
<b>Trend</b>	↓
<b>Progress Status</b>	■
<b>Sphere of Council Influence/Council Role</b>	Influence

## Visitor economy

The volume of domestic visitor activity to Hornsby decreased between 2022 and 2023. The total number of nights and days visitors spent in Hornsby decreased by 493,857 from 1,816,253 in 2020/21 to 1,322,666 in 2022/23 (Tourism Research Australia).

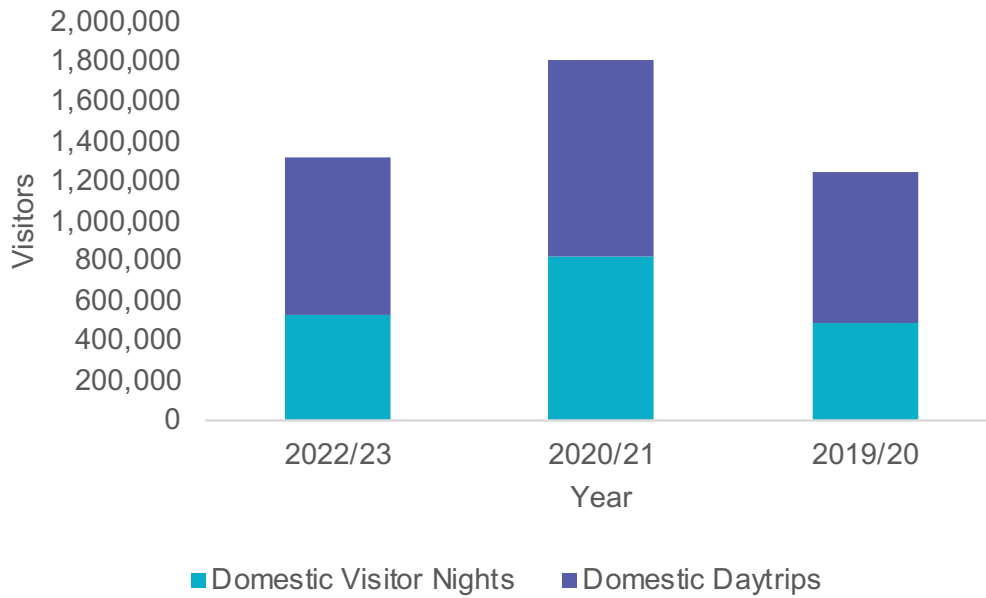
It is possible that pent-up demand and the use of accumulated leave and savings encouraged Australians to take more day trips and turn typical day trips into overnight trips in the immediate post-pandemic period. These temporary factors are now ending (Tourism Research Australia).

Note: International visitor nights data has been unavailable since 2019/20. Domestic visitor nights and domestic day trips data was unavailable in 2021/22.

# PRODUCTIVE

Figure 24: Overnight visitors and day trips, Hornsby, 2020, 2021 and 2023

Source: Tourism Research Australia






# 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.

<b>Measure</b>	Quality of service provided to Council's customers
<b>How it will be measured</b>	Customers satisfied with customer experience with Council
<b>Target</b>	Increase 70% by 2024
<b>Latest Result</b>	58% (2023)
<b>Previous Data</b>	55% (2021)
<b>Trend</b>	↑
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Control

### Customer satisfaction with customer experience

Customers' satisfaction with the way Council handled their most recent interaction has improved since 2021. Satisfaction with customer experience was 58% in 2023, up from 55% in 2021.

<b>Measure</b>	Opportunities to participate in Council decision-making
<b>How it will be measured</b>	Residents participating in Council's community engagement activities
<b>Target</b>	Maintain 10% across 2022-2024
<b>Latest Result</b>	8.6% (2022-24)
<b>Previous Data</b>	10% (2018-2021)
<b>Trend</b>	↓
<b>Progress Status</b>	
<b>Sphere of Council Influence/Council Role</b>	Control



### Participation in community engagement

In Hornsby, 8.6% of residents participated in Council's community engagement activities over the past two years. This has decreased from 10% in the period 2018 to 2021.

# COLLABORATIVE

## Strategic direction 8: Smart and innovative

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

<b>Measure</b>	Council's financial performance against budget	Council's long term management of funds
<b>How it will be measured</b>	Operating performance ratio > LG benchmark	Long Term Financial Plan (LTFP) in net surplus position (10 year aggregate)
<b>Target</b>	Maintain	Maintain
<b>Latest Result</b>	-2.08% (2023/24)	1.20% (2023/24)
<b>Previous Data</b>	11.55% (2022/23) -1.89% (2021/22) 3.82% (2020/21)	3.55% (2022/23) -2.02% (2021/22) 0% (2020/21)
<b>Trend</b>	↓	↑
<b>Progress Status</b>		
<b>Sphere of Council Influence/Council Role</b>	Control	Control

## Financial performance of Council

Operating performance ratio measures the extent to which revenue raised covers operational expenses. A positive ratio indicates that rates collected are sufficient to cover operational expenditure while helping to fund proposed capital expenditure. Council's operating performance ratio was -2.08% in 2023/24 compared to -1.89% in 2021/22.

The Long Term Financial Plan predicts a net surplus of 1.20% over the next 10 years.





Image: Native plant giveaways

# NEXT STEPS

Every four years, Council asks the community to review and update its Community Strategic Plan. This report will help inform the review of the Community Strategic Plan by highlighting those areas where Council will need to place its efforts and how it should prioritise resources in order to help achieve the Hornsby we want. The Community Strategic Plan will also describe how Council will work with other organisations, state and federal government, as well as the non-government and private sector to make progress on achieving the key themes.

This performance report will be conducted every four years and the result will be compared with the previous State of the Shire Report. The community indicators, identified for each of our key themes will be measured and our movement toward or away from our Vision will be reported.

At the beginning of each Council term, the Councillors and staff will prepare a new set of targets for that term. These milestones will guide us toward 2035.

The Community Strategic Plan and this report will continue to evolve and improve over time to reflect ongoing feedback from the community, new research, improved data availability and changing community views.



# ABBREVIATIONS AND GLOSSARY

## **ABS**

Australian Bureau of Statistics

## **Annual Report**

The annual review of Council's performance as measured against the Operational Plan.

## **Assault**

Offence classification comprising incidents involving intentional physical harm or threat of immediate intentional physical harm. Assault can be either domestic violence related or non domestic violence related.

## **Benchmark**

A benchmark is a level of achievement against which organisations can measure their own progress. Benchmarks may be used for comparisons of results against an internal or external standard.

## **Break and enter**

Offence classification involving unauthorised forcible entry into a property involving deliberate removal of obstacles eg a door or lock.

## **Carbon emissions**

Carbon dioxide and carbon monoxide in the atmosphere, produced by vehicles and industrial processes.

## **Casualty**

Person injured or killed in an accident.

## **CO2**

Carbon dioxide

## **Community indicators**

High level indicators that track the aspects of what Hornsby has described as fundamental to their quality of life.

## **Community Strategic Plan**

The Community Strategic Plan (CSP) is the highest level plan Council is required to prepare. The CSP sets out what the communities of the Shire would like to see occur in the future. The CSP outlines the key themes and strategic directions for achieving the long term vision for Hornsby. The CSP guides decision making and resource allocation to achieve the vision. The CSP covers a 10 year outlook and is reviewed every four years.

## **Delivery Program**

The Delivery Program identifies Council's strategic directions and focus areas for four years into the future. It summarises the key initiatives and resources required to deliver these activities for the years of the plan. It drives and coordinates all strategic documents and policies, and informs the basis for strategic decision making.

## **Employed person**

An individual aged 15 years or over working for a wage, salary or profit, including those on leave or otherwise temporarily absent, or providing unpaid labour in a family business.

## **ERP**

Estimated Resident Population

## **Financial stress**

The difficulty that a family may have in meeting basic financial commitments due to a shortage of money or access to sufficient financial resources.

## **Gross Regional Product**

A measure of the amount of economic activity that occurs within a given period and reported in terms of the growth of economic activity over a year.

## **Indecent assault and acts of indecency**

Offence classification involving acts committed that are sexual in nature and against socially acceptable behaviour. Indecent assault is where an act of indecency is committed as part on an assault.

## **Key themes**

The key themes represent the major challenges and opportunities that the community has identified as need to be addressed in Hornsby. Key themes describe the four primary areas Council is focused on to achieve the community's vision. Key themes are the most important areas to which Council develops a response. Key themes support the vision. The key themes are reviewed every four years.

## **Major offence**

Classification of offences considered the most serious, including those in the categories of murder, sexual assault, indecent assault, act of indecency, assault, robbery, break and enter, motor vehicle theft, steal from motor vehicle, steal from retail store, steal from dwelling, steal from person, fraud and malicious damage to property.

## **Mortgage or rental stress**

Defined as when the mortgage or rent for a household is greater than 30% of the total household income before tax.

## **Obese**

Defined as a body mass index (BMI) of 30 or more.

# ABBREVIATIONS AND GLOSSARY

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## **Operational Plan**

Annual Operational Plans document the services, projects and performance targets and measures that Council will undertake to contribute towards the key themes and strategic directions set out in the Community Strategic Plan.

## **Post school qualification**

Recognised qualification gained after leaving school. Includes university degrees, non degree qualifications, TAFE qualifications (Certificates I-V), trade qualifications, adult recreation course of the length of one semester or greater.

## **Public transport**

A type of transport that includes travel by public means such as bus, train, ferry and light rail (but not taxi).

## **Robbery**

Offence classification comprising incidents involving the unlawful removal of property with violence or threat of violence. Divided into three classifications: with a firearm, with a weapon not a firearm and without a weapon.

## **SA2s**

Statistical Areas Level 2 (SA2s) are medium-sized general purpose areas built up from whole Statistical Areas Level 1 (SA1s).

## **Strategic framework**

The framework developed by Council, and informed by consultation with the community of Hornsby, outlines the vision, key themes and strategic directions that influence the wellbeing of the community. Progress is measured through monitoring changes in social, environmental, economic and governance indicators.

## **Strategic direction**

What needs to be achieved in the longer term in order to achieve the community vision.

## **Target**

A level of performance assigned to an indicator to be attained at a specific future date, the attainment of which will indicate good performance in working towards the key themes and strategic directions.

## **Trend**

The movement or change in results in a general direction, usually upwards or downwards.

## **Unpaid voluntary work**

Time, service or skills willingly given (without payment) to an organisation, association or club by a person aged 15 years and over.

## **Vision**

A statement articulating the desired future toward which the community is working. An image of where the community wants to be. It is a common picture of the community's social, environmental and economic future that is sufficiently long term to allow substantial change from past and current patterns. Focuses the attention and resources of Council on some desired future which can be visualised but not yet realised. It outlines what Council is committed to. All aspects of Council business should contribute towards achieving the vision.

## **Wellbeing**

A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging.

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### Office hours

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

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