

a snapshot of the hornsby shire

in 2016



hornsby.nsw.gov.au



contents

executive summary	5
history	6
where we are now	8
top 10 emerging trends	10
my environment	12
my community	18
my lifestyle	30
my property	38
my council	42
measuring progress	49
key highlights	57
references	65

Council would like to recognise the traditional owners of the lands of Hornsby Shire, the Darug and Guringai Aboriginal people, and pay respect to their elders and their heritage.

Hornsby Shire Council

ABN 20 706 996 972

Contact details

The Administration Centre,
296 Peats Ferry Road, Hornsby NSW 2077

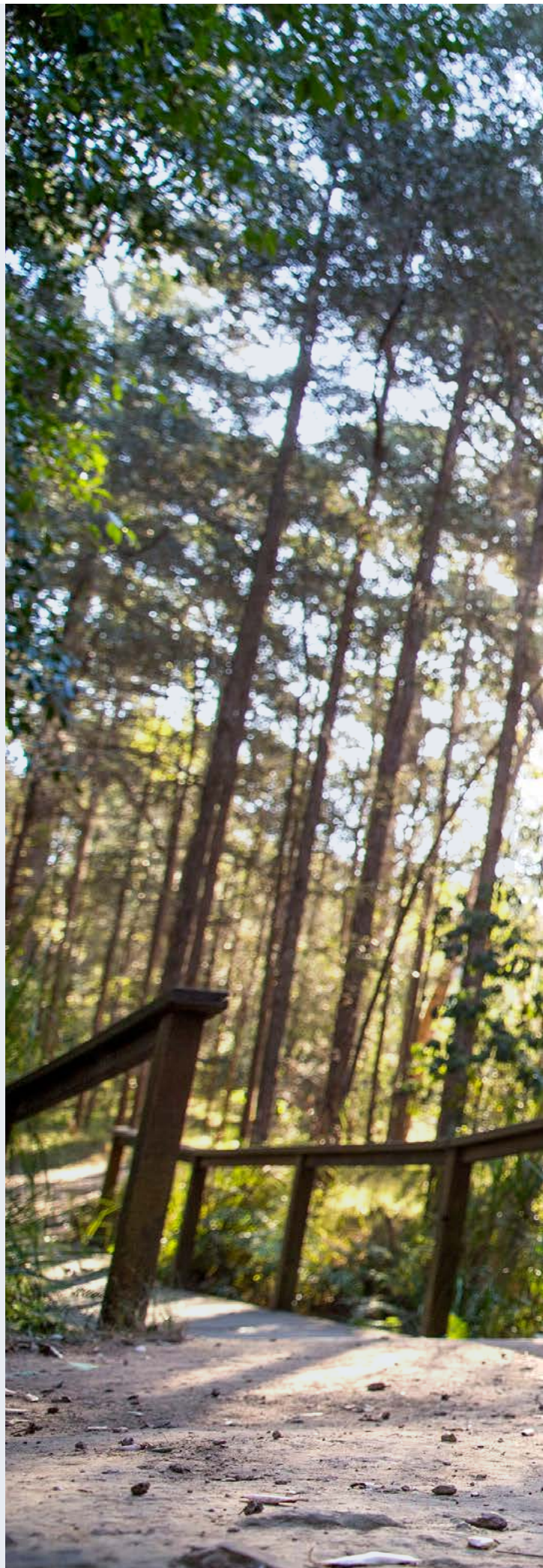
PO Box 37, Hornsby NSW 1630

Phone: 9847 6666

Email: hsc@hornsby.nsw.gov.au

Customer service desks are open from 8.30am-5pm,
Monday to Friday.

hornsby.nsw.gov.au









executive summary

This report provides a Snapshot of the quality of life and wellbeing of the Hornsby Shire in 2016. It reflects what is happening in our Shire in relation to the five key strategic themes:

- My Environment
- My Community
- My Lifestyle
- My Property
- My Council

The Snapshot is current as at 2016, and will be reviewed every four years. The most current data available at the time of developing this Snapshot was utilised. However, in some instances there is a considerable time lag for the information available, particularly at a Local Government Area (LGA) level.

Through a set of indicators, the Snapshot provides a trend on Council's progress. These indicators, identified through consultation with the community, are the pillars of quadruple bottom line planning, activity and reporting. Positive and adverse findings provided by indicators enable the community to be informed and can assist in determining future actions to maintain or improve our current environment. The findings in this Snapshot show that we are moving toward → our goals in the My Community, My Lifestyle and My Council themes, and trending away ← in the themes of My Environment and My Property.

To determine a shared goal and future direction for our Shire, it is essential that we understand "Where we are now". Council has prepared this report so that we better understand how issues facing us now may impact us in the future.

On 12 May 2016 the Minister for Local Government proclaimed the creation of 19 new Councils across NSW. This included the creation of the City of Parramatta Council (City of Parramatta and Cumberland Proclamation 2016) and transferred the Hornsby Shire Council area south of the M2 Motorway to the new City of Parramatta Council effective 12 May 2016.

The information in this Snapshot relates to the Hornsby LGA prior to the boundary change.

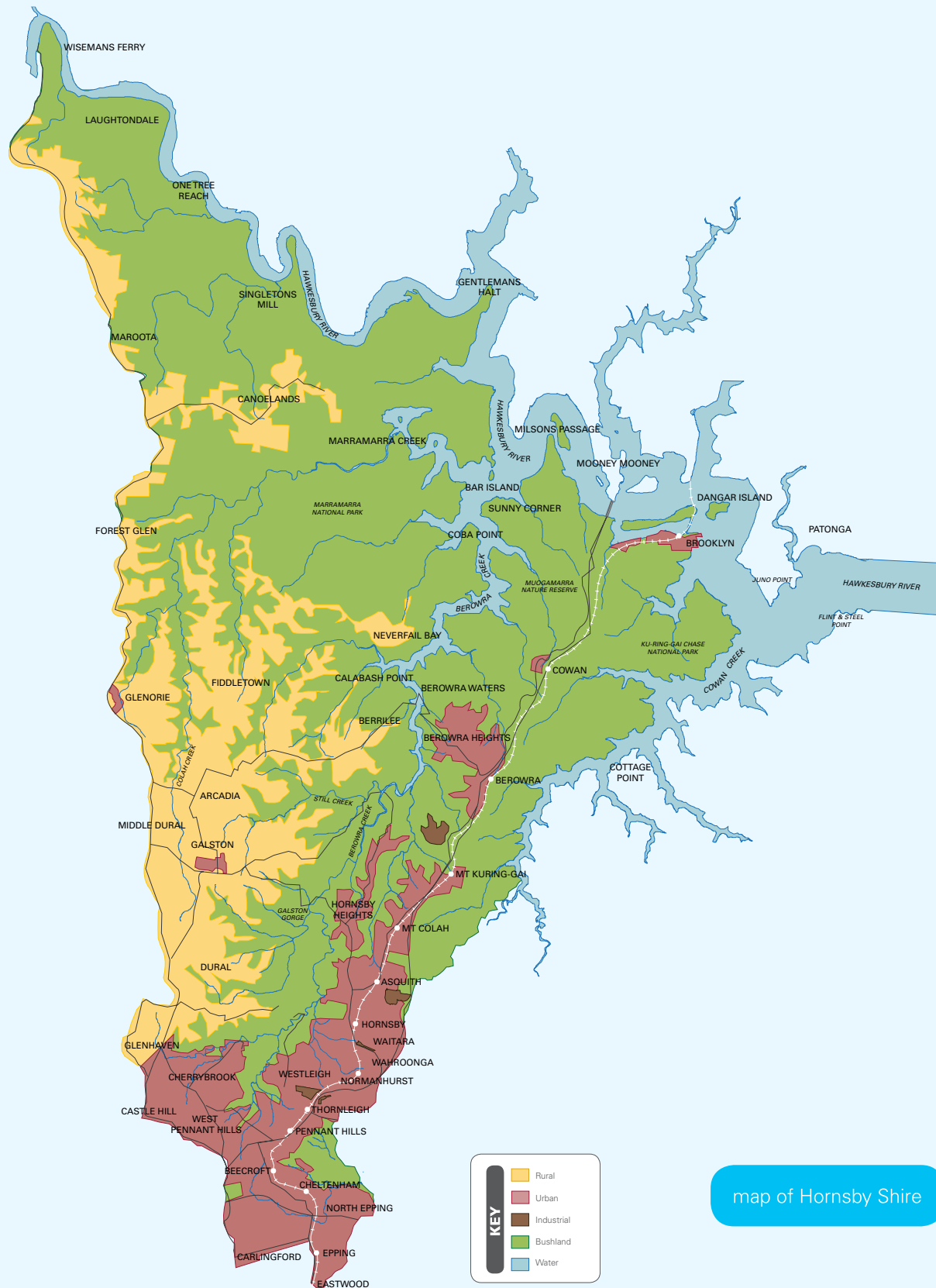
history

The Darug and Guringai Aboriginal people are the traditional owners of the land we now know as Hornsby Shire. Council continues to work with these traditional landholder groups to support the celebration of Aboriginal history and culture in the Shire.



European settlement dates from 1794 when the first land grants were made along the Hawkesbury River, with land used mainly for farming. Development was slow, due to limited access. Some growth took place in the 1820s and the 1830s, following the opening of the Great North Road and other tracks. Early industries included citrus and stone fruit farming, salt production, flour mills and boat building. Growth continued in the 1880s and 1890s, especially in the south-eastern section, spurred by the opening of the Newcastle and North Shore railway lines. Hornsby CBD developed as a railway town, becoming the major centre of the Shire. In the 1920s poultry and egg production replaced citrus and stone fruits as the main industry.

Hornsby Shire, which was established in 1906, is located in Sydney's northern suburbs, covers an area of 510 square kilometres and includes land from Eastwood in the south to Wisemans Ferry in the north, Brooklyn in the east to Glenorie/Dural in the west. Hornsby Shire is a mix of urban areas with freestanding homes, low rise townhouses and high rise buildings, large rural areas and a predominance of bushland. Most residential areas are established suburbs. Two-thirds of the Shire comprises national park and bushland, with major waterways and rural landscape in the northern part of the Shire. Urban settlement is mainly located on ridge top development.



map of Hornsby Shire

The highest point in the Shire is 255 metres above sea level at the Muogamarra Nature Reserve, which lies between the suburb of Cowan to the south and the Hawkesbury River to the north.

Hornsby CBD is 25 kilometres north of the Sydney CBD. Hornsby Shire is bounded by Gosford City and the Hawkesbury River in the north and north-east, Cowan Creek in the east, the Ku-ring-gai Council area, the City of Ryde and Parramatta City in the south and The Hills Shire in the west. The Shire includes 42 suburbs and rural localities.

where we are now

The most significant development took place in the post-war years. Substantial growth occurred between 1945 and 1981, when the population more than trebled from 30,500 to 111,000, with the most rapid growth during the 1950s and 1960s. From the 1970s population growth began to slow down. The population rose from about 127,000 in 1991 to nearly 155,000 in 2011. Much of the growth in the 1990s was in Castle Hill, Cherrybrook and Dural, with urban consolidation in and around the Hornsby CBD. In the last ten years there has been considerable medium and high density development (apartments) in Waitara and the Hornsby CBD. (Profile.id)

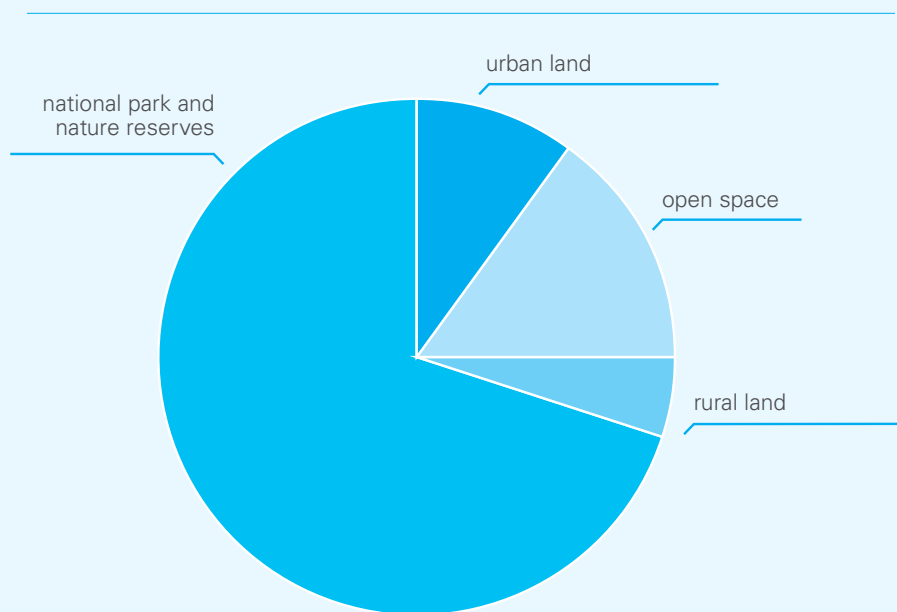
Name origin

Hornsby is named after Police Constable Samuel Horne.

Hornsby Shire, like the rest of Sydney, has been under substantial and continual pressure to accommodate a rapidly growing population.

Between 2012 and 2021, there is forecast to be 4,279 additional private residential dwellings in the Hornsby LGA. There is also forecast to be 800 additional non-private beds comprising high-care aged care, boarding schools/colleges, hostels, hospitals, hotels/motels and serviced apartments.

At present approximately 10% of the Shire is zoned and used for urban development, 15% for rural purposes, 5% for open space, and the remainder is Environmental Protection or National Park (approximately 70%).



Division of land zones in Hornsby Shire

Hornsby Shire communities value the characteristics of the area and describe their quality of life as very positive. Preserving the natural environment is very important - the waterways, bushland, clean air, green space, leafy environment and sense of space – with sustainable development that maintains the sense of community being paramount. Also important is safety, improved transport networks and ensuring that services such as health care, aged care and transport are aligned to the increasing population needs.

Research conducted in 2012 indicates that members of the community choose to live in Hornsby Shire because:

- they like the general feeling of the bushland, the green space and leafy environment
- the neighbourhood and general community is friendly and feels 'comfortable'
- there are choices of transport available, all within reasonable reach
- the air feels clean, the open spaces and waterways make Hornsby Shire feel 'apart' from Sydney
- Westfield shopping centre and many other shopping precincts are nearby as well as the area being well serviced by medical facilities
- the area feels 'safe' - there is a low crime rate and generally residents feel secure in their environment.

The majority of activities consuming family 'spare time' centre around family, home and garden upkeep. Visiting and entertaining family and friends is also a priority, with playing and/or watching sport another frequent pastime.

Hornsby Shire has a relatively high socio-economic advantage. However, there are aspects of living in the Shire that are affecting the quality of life of residents and that could be described as impacting on work-life balance, such as increase in both parents working, increase in medium/high density housing with no increase in road capacity or green space pockets, lack of parking at transport hubs, and commuting times on congested roads.

top 10 emerging trends

currently shaping the Hornsby Shire

1. Growing population, increasing densification
2. Ageing population, transitioning generations
3. Educational attainment, professional employment
4. Entrepreneurship for small and home-based businesses
5. Property ownership and investment growth
6. Stable workforce, lower unemployment
7. Mobile lifestyle enabled though public transport and cars
8. A home for families and the next generations
9. A place of cultural and language diversity
10. The lifestyle shire

(McCrintle, 2015)

The infographics and related text throughout this publication are from the 'Hornsby Shire Council, A Shire of opportunity' document by McCrintle 2015, and all figures within the infographics relate to the ABS 2011 Census, except where otherwise noted.



total persons = 170,563

(estimated resident
population 2015)

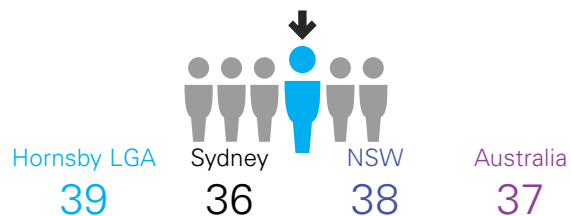
Hornsby Shire's Population growth



Hornsby Shire is experiencing constant growth and has grown by 10.4% from 2003 to 2015

Between 2003 and 2015 the population of Hornsby Shire grew from 154,504 to 170,563 residents, an increase of 16,059 people.

Median age



The median age of Hornsby Shire residents is 39, increasing from 38 in 2006. Hornsby and Berowra are the two Hornsby Shire suburbs with the lowest median age at 37

my environment





protect and enhance our natural environment

Percentage of bushland in the Shire	70%
Percentage of bushland managed by National Parks and Wildlife Service	52%
Native plant species	1,000
Threatened plant species	26
Native vertebrate animal species	338
Threatened animal species	42
Number of water quality monitoring sites	65

Hornsby Shire is characterised by large tracts of bushland, estimated at almost 70% of the Shire. Berowra Valley Regional Park and several large national parks account for a significant area of bushland, featuring vegetation growing on the infertile soils and deeply dissected Hawkesbury Sandstone terrain.

The Shire lies within the Sydney Basin bioregion and the Central Coast Botanical Subdivision and thus has ecological features characteristic of both. The Hornsby Plateau and Hawkesbury Valley form the major physiographic regions of the area.

protect and conserve our bushland and biodiversity

The Hornsby Shire has a rich biodiversity with over 1,000 native plant species and 338 native vertebrate animal species. To date, there are 26 threatened plant species and 42 known species of animals listed as threatened in Hornsby Shire. The Shire also contains these Endangered Ecological Communities:

- Blue Gum High Forest – critically endangered with only 37 hectares remaining in Hornsby Shire
- Duffys Forest
- Shale/Sandstone Transition Forest
- Sydney Turpentine – Ironbark Forest – only 195 hectares remaining in Hornsby Shire
- River-flat Eucalypt Forest
- Coastal Saltmarsh
- Swamp Oak Floodplain Forest
- Swamp Sclerophyll Forest on Coastal Floodplains
- Freshwater Wetlands on Coastal Floodplains

(Hornsby Shire Council, 2006)

Land clearing

Our biodiversity is under tremendous pressure from urbanisation, habitat destruction, weed infestation, soil erosion and stress on water catchments. During 2015/16, 1.89 ha of bushland was approved for removal.

Community Nursery

Council's Community Nursery at Pennant Hills aims to provide native plants to the Hornsby Shire through programs such as the Bushcare volunteer program, plant giveaway days for ratepayers, Citizenship ceremonies, to schools and community groups, and a variety of environmental workshops and events. The Nursery also provides locally collected provenance 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 2015/16, Council provided over 28,000 plants to the community and to be used in Council public land projects.





improve the health of our waterways and catchments

The Shire includes four catchments of Berowra Creek, Cowan Creek, Lane Cove River and Hawkesbury River. Berowra Creek Catchment is bounded on the south by Castle Hill Road, to the west by Old Northern Road, to the north by the Canoelands Ridge and to the east by the Pacific Highway. All of Berowra Creek is under the jurisdiction of Hornsby Shire Council. This catchment is a major tributary of the lower Hawkesbury River, entering the Hawkesbury River some 25 kilometres from the ocean. The estuary itself extends for over 23 kilometres in a southerly direction from the Hawkesbury River and contains significant bushland areas, which include Marramarra National Park, Muogamarra Nature Reserve and the Berowra Valley Regional Park. Land uses in this catchment include bushland, rural, developed, urban, light industrial and commercial. Most urban and industrial activities occur in the eastern and southern regions of the catchment.

The upper reaches of the Lane Cove River Catchment are within Hornsby Shire and developed urban land uses, some commercial areas and bushland areas, such as the Lane Cove National Park, dominate the catchment. Within the Cowan Creek Catchment there are four Local Government Areas. The western boundary, defined by the Pacific Highway, lies within Hornsby Shire. Land uses in the southern part of this area include extensive light industrial areas, large commercial shopping centres and developed urban areas. The Hawkesbury River Catchment within Hornsby Shire is divided into two areas, which include the Wisemans Ferry/Maroota region, as well as the Brooklyn area. These areas drain directly to the Hawkesbury River. Land uses in this area include small farming ventures, market gardening, residential, marinas, boat ramps, aquaculture and fishing.

Water quality

In 2015/16, 67% of monitored waterways within the Shire were assessed as being in “excellent” or “very good” condition. Although this may seem low, it should be noted that sample sites are often located downstream from industrial areas and sewerage treatment plants. In order to address poor water quality across Hornsby Shire, Council continues to progress the Catchment Remediation Program to remediate degraded waterways and reduce stormwater pollutants. All remediation work is funded by a special environmental rate, the Catchment Remediation Rate, which is levied at 5% of Council’s Ordinary Rate and generates \$3.5 million per annum .

improve Council's resource consumption and assist our community to improve resilience to climate related vulnerability

Save Power Kits and Energy Meters

Save Power Kits and energy meters are available for loan from Council's libraries. The Save Power Kits contain:

- **Power-Mate Lite energy meter** to help measure the power used by appliances, find out how much they cost to run and the carbon pollution they create;
- **Two thermometers**, one to find out where your home lets in the cold in winter or heat in summer, and the other to check room and fridge temperatures;
- **Stopwatch** to measure how long you are in the shower and how much hot water you use;
- **Compass** to see which direction your windows face so you can make the most of the sun in winter and use shading to best advantage in summer;
- **User guide** with worksheets and action plan.

Climate change adaptation

Nearly one-third of Hornsby Shire's population lives within 130 metres of the bushland interface. Management of this interface is crucial in light of the challenges faced by ecosystems in the Shire, including increasing urbanisation from rising housing demand, habitat destruction, invasive species, nutrient run-off and stormwater effects, soil erosion and stress on water catchments. Bushland threats also need to be managed at the interface with the likelihood of increasing bushfire events due to climate change in the future.

Council developed a Climate Change Adaptation Strategic Plan in 2009 and continues with the implementation of actions to mitigate the severity of the future impacts of climate change. These actions focus on reducing the vulnerability of human life, capital assets and natural assets to impacts related to heat, bushfire, ecosystems, rainfall and sea level rise. These actions were identified as part of a vulnerability study undertaken by the CSIRO and the Sydney Coastal Councils Group.

Council continues to implement actions contained within the Sustainable Energy Action Plan to reduce Council's resource consumption.

Energy usage

Average household energy consumption per day for the Hornsby LGA in 2014/15 was 19.4kWh, a 3% decrease from 2012/13 (20kWh). In 2014/15, 4,873 solar customers exported 9,248MWh to the grid (7,759MWh in 2012/13). (Ausgrid, 2013, 2015).

Note:

1MWh = 1,000kWh, and in NSW a consumption of 1MWh results in approximately 1 tonne of carbon dioxide equivalent

Water consumption

Community

Hornsby Shire community water consumption (houses, units, flats, industrial and commercial) per capita per day is 228L (2014/15). This is significantly lower than the Sydney-wide average of 297L (Sydney Water "Water use in Sydney", para. 2).

Council

As at 2012/13, Council's water consumption decreased by 10% compared to the preceding ten year average (168,350kL).

Council's water consumption goal for 2022 is 124,585kL. The attainment of this goal will be influenced by population and rainfall and how well Council integrates water reuse, water conservation/efficiency programs, water loss reduction from an ageing infrastructure and maintenance of assets. Council's annual water consumption is 171,752kL (2014/15), a 4.25% decrease on 2013/14.

Greenhouse gas reduction

To tackle climate change, Council resolved to reduce corporate greenhouse gas emissions by 30% below 1995/96 levels by 2019/20. The latest result (2014/15) shows a 19.72% increase above 1995/96 levels, significantly due to the reopening of the Hornsby Aquatic and Leisure Centre in August 2014.

Council continues working towards achieving its carbon reduction targets by actively implementing technologies and behaviours to increase energy efficiency and renewable energy production. This includes LED lighting retrofits and the installation of solar panels at significant buildings.

Council has continued to assist the Hornsby community to reduce their greenhouse gas emissions by providing programs such as the Fridge BuyBack, greenwaste collection and an e-waste drop off facility.

Community education

Council and delivers education programs for local businesses and the community on being more sustainable in their businesses and homes. In 2015/16 3,729 community members participated in Council's environmental sustainability initiatives.

my community





our communities are healthy and interactive

Largest population group	45-49 years of age
Smallest population group	80-84 years of age
Number of rateable properties (residential, commercial and farmland)	58,700
Indigenous population	562
Life expectancy at birth for males (Northern Sydney Local Health District 2012)	83.7
Life expectancy at birth for females (Northern Sydney Local Health District 2012)	87.5
Households with internet connection	85%

While the myriad of social issues that characterise the Hornsby LGA are too complex to describe and analyse here, some of the key issues and trends are noted in the following text. Some of these issues are common to many areas of Australia, while others play out in particular or unique ways in Hornsby Shire.

our diverse community

Hornsby Shire has a tolerant and inclusive society made up of people from many different backgrounds. The traditional inhabitants of the Shire are the Aboriginal people of the Darug and Guringai language groups. In 2011, 0.4% or 562 of Hornsby Shire's population identified as being of Aboriginal and/or Torres Strait Islander descent. The majority of Aboriginal people live in and around the Hornsby CBD and in the north of the Shire.

A place of cultural and language diversity

In the last decade, the rate of permanent migration to Australia has grown considerably. The 2011 Census revealed that over a quarter (26%) of Australia's population was born overseas and a further one fifth (20%) had at least one overseas-born parent. (ABS, 2012)

Citizenship

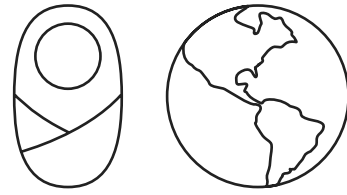
Council began performing citizenship ceremonies in 1954 at the request of the Federal Government. Since then, 788 ceremonies have been conducted and 36,748 people have received Australian citizenship in Hornsby Shire.

During 2015/16, 1,310 residents originating from 79 countries received their Citizenship. The top five countries of origin were India, South Korea, China, the United Kingdom, and Iran.





% born overseas



Hornsby LGA	Sydney	NSW	Australia
35%	34%	26%	25%

Hornsby Shire is particularly culturally diverse, with residents more likely to have been born overseas than the average populations of Greater Sydney, NSW and Australia nationally (35% compared to 34%, 26% and 25%, respectively). Over a third (35%) of the Hornsby Shire population is born overseas, increasing from 32% in 2006.

% with one or both parents born overseas



Hornsby LGA	NSW	Australia
59%	48%	46%

Residents of Hornsby Shire are also more likely to have one or both parents who have been born overseas. More than half of (59%) Hornsby Shire residents have at least one parent who was born overseas compared to 46% of Australians nationally.

Top 3 languages other than English spoken by residents

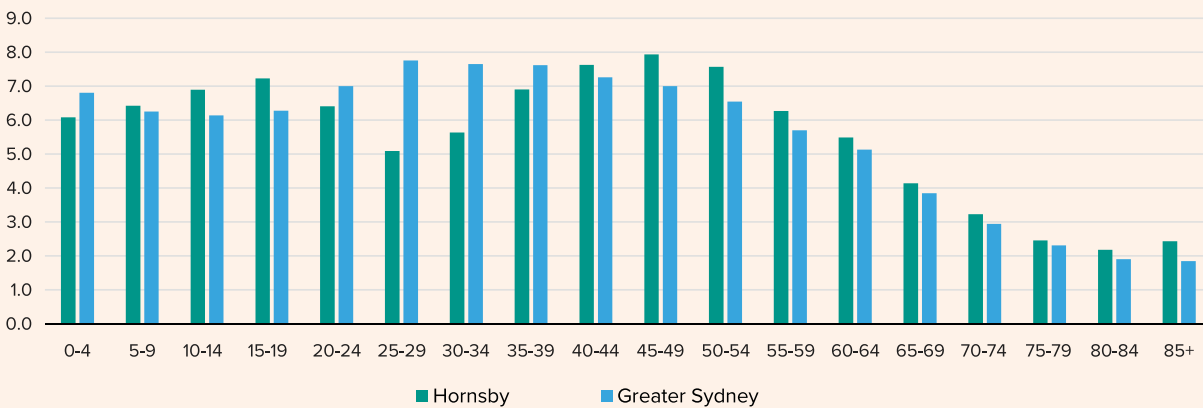
1. Cantonese 5%
2. Mandarin 5%
3. Korean 3%

There is a greater proportion of households who speak other languages, with just 7 in 10 Hornsby Shire residents (69%) only speaking English at home compared to 77% of Australians nationally.

population profile

Hornsby Shire has an ageing population but there is also evident growth in those aged under 20 and in the number of families living in the area.

Age profile: Hornsby Shire vs. Sydney (%)



In 2011, Couple families with children are the most prevalent family composition in the Hornsby Shire, with the average number of children per family being 1.8, slightly lower than that of Greater Sydney (1.9) and Australia (1.9). (McCrindle, 2015)

% of couple with children households



Hornsby LGA	Sydney	Australia
44%	35%	33%

Hornsby Shire also has a significantly higher proportion of family households, with nearly 1 in 2 (44.4%) households comprised of couples with children (an increase of 43.6% from 2006).

Hornsby Shire’s population is more geographically stable and less likely to move house than other populations across Greater Sydney, NSW and Australia. 85% of Hornsby Shire residents indicated that they lived at the same address in the one year leading up to the 2011 Census, compared to 80% of Greater Sydney, 80% of NSW and 79% of residents nationally. 59% indicated that they lived at the same address in the five years leading up to the 2011 Census. (McCrindle, 2015)

% who did not move house in the 5 years preceding the 2011 Census



Hornsby LGA	Sydney	NSW	Australia
59%	53%	53%	51%

Historically Hornsby Shire’s population profile shows the majority of young families living in the southern parts of the Shire. This could be due to better transport networks and a greater number of schooling options. However, there has been a recent trend emerge with young families moving to the north of the Shire, possibly due to the affordability of housing.

Ageing population, transitioning generations

The population of Australians aged 65 years and over is projected to increase in the coming decades. Ageing of the population is one of the major transformations being experienced by Australia's population, and is a current focus for both economic and social policy.

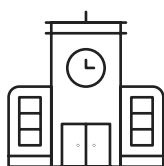
Council's Community Services Branch operates a referral service for home maintenance and modifications through MyAgedCare, a Federal Government service, to allow more people to stay comfortably accommodated in their own homes. In 2015/16, 891 referrals were made to MyAgedCare.

Between 2012/13 and 2015/16, Council approved an extra 416 aged care/nursing home beds through Development Applications.

Whilst our nation is ageing, we are also experiencing a significant baby boom, with over 310,000 births each year. The number of babies born in the Hornsby Shire has also increased over the last decade. In 2001 the Hornsby Shire population of 0-4 year olds was 8,971, increasing to 9,549 in 2011. The younger generations are sizable, with Gen Y (born 1980-1994) making up over 22% of Australians, and Gen Z (born 1995-2010) making up almost another 18%. Hornsby Shire has an ageing population but there is also evident growth in those aged under 20 and in the number of families living in the area. (McCrinkle, 2015)

Based on the 2011 Census, under 18s represent a slightly higher proportion of the Hornsby Shire population than Greater Sydney (24% compared to 23%), and whilst babies and pre-schoolers represent a smaller proportion (6.1% compared to 6.8%), there are slightly higher proportions of primary (9.1% compared to 8.7%) and secondary school age children (8.6% compared to 7.4%) in Hornsby Shire. (McCrinkle, 2015)

% of secondary school age children



Hornsby LGA
8.6%

Sydney
7.4%



socio-economic profile

According to the index of Relative Socio-Economic Disadvantage (ABS, 2011), Hornsby Shire residents have a relatively high level of socio-economic advantage in comparison to other areas of Sydney, ranking as the tenth least disadvantaged community among Sydney Metropolitan Councils.

This ranking indicates that there are relatively low numbers of unemployed, unskilled and low-income residents within the Shire.

Household and personal income

Household income is one of the most important indicators of socio-economic status because, with other data sources, such as educational qualifications and occupation, household income helps to evaluate the economic opportunities and socio-economic status of an area.

The median weekly household income for the Hornsby Shire (\$1,824) is higher than the Greater Sydney average (\$1,447). Overall, 32% of households earn a high income (more than \$2,500 per week), and 12.1% are low-income households (less than \$600 per week), compared with 22.6% and 16% respectively for Greater Sydney. (ABS, 2011)

The average wage and salary of Hornsby Shire residents as at June 2012 was \$69,957 per annum, which is higher than both NSW (\$60,070) and Australia (\$58,893). (ABS, 2016)

Home ownership (%)



Own home outright

Hornsby LGA	Sydney
36%	29%



Renting

Hornsby LGA	Sydney
20%	30%

Across Australia, 31% of Australians are renting, 36% are paying a mortgage and a third (33%) fully own their home.

Hornsby Shire is home to a significantly higher proportion of households who fully own their home, with 36% owning their home compared to 29% across Greater Sydney. The Shire subsequently has a lower proportion of households who are renting.

2% of households were renting their dwelling from a government authority (social housing). (ABS, 2011)

% with mortgage stress



Hornsby LGA	Sydney	Australia
8%	12%	11%

Despite the high prevalence of households with a mortgage (37% in Hornsby Shire compared to Greater Sydney (33%), the proportion of households in mortgage stress is lower in Hornsby Shire (8%) than Greater Sydney (12%) and Australia nationally (11%). Mortgage stress refers to households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on home loan repayments.

Hornsby Shire residents are particularly well educated, with educational attainment higher than across Greater Sydney. 58.7% of the Hornsby Shire population aged 15 and over hold formal qualifications, compared with 48.3% for Greater Sydney. (McCrimdell, 2015)

% with university qualifications



Hornsby LGA	Sydney	NSW
34%	21%	20%

% currently attending university



Hornsby LGA	Sydney	NSW
6%	4%	5%

Higher education qualifications in Hornsby Shire (34%) are well above those of Greater Sydney (21%) and NSW (20%). This, along with the greater proportion of current university students than the Sydney and state average is all the more remarkable considering that the Hornsby LGA does not have any university campuses within its boundaries.



sense of wellbeing and belonging

Many factors contribute to an individual and a community sense of wellbeing, including the feeling of being in a safe environment and feeling connected and part of a community. Council encourages residents to be involved in their local community and supports healthy interactive communities by hosting local festivals, cultural and sporting events, fetes and managing designated parks and recreation facilities.

Community groups

Hornsby Library maintains a Community Information Directory that provides information about non profit groups and organisations in the Hornsby Shire, as well as regional and state groups of interest to the Hornsby Shire community. There are currently over 700 community groups registered on Council's Community Information Directory @ hornsby.nsw.gov.au/library.

Social programs

Council works in partnership with residents and community groups, agencies and networks to improve social connectedness and the inclusion of all persons in the community. Social connectedness is a strong predictor of the perceived quality of life and personal happiness. Events and programs are listed on Council's website and a quarterly 'What's On' booklet is published and distributed with the Rates Notices.

The number of people attending Council's social programs has been steadily increasing over the years, reaching on average 15,000 people each year.

Volunteering

In the 12 months prior to the 2011 Census, 29,004 (22.9%) residents of Hornsby Shire aged 15 years and over did voluntary work through an organisation or group compared to 27,444 (22.6%) in 2006. The proportion of people aged 15 years and over who volunteer in the Hornsby Shire is 6% higher than NSW and 5.1% higher than across Australia (ABS 2011).

However, in the 2016 'Community Perceptions' survey of Hornsby Shire residents, 39% of people responding to the survey said they volunteer. Of these, 59% volunteer locally, 22% volunteer outside the Hornsby Shire, and 23% volunteer both inside and outside the Shire. This compares favourably with the national volunteering rate which showed that 31% of people aged 18 years and over were volunteering in 2014, a decline from 36% in 2010. (ABS, 2014)

Community connectedness

Sense of belonging is an important indicator for Council as it relates to the sense of connectedness residents feel to their community at the local level. Research has identified that communities that are more connected are also more resilient and able to engage with change. In the 2016 'Community Perceptions' survey of Hornsby Shire residents, 89% of respondents said they speak to their neighbours daily or regularly, an increase from 63% in Council's 2012 'Planning for the Future' survey.

In the same survey, 84% of respondents agreed or strongly agreed that they could ask for help from the wider community in an emergency, an increase from 56% in Council's 2012 survey.

In the 2013 NSW Population Health Survey, 59% of respondents in the Northern Sydney Local Health District felt that they would be able to leave their children with neighbours. Also in the same survey, 69.5% of respondents said that they would be sad to leave their neighbourhood. (HealthStatsNSW)

Hospitals

Hornsby Shire is serviced by the Hornsby Ku-ring-gai Hospital, a major public hospital which has been providing health care to the area since 1933. The hospital has recently undergone a \$120 million redevelopment to replace ageing infrastructure and provide a new home for Surgical, Theatres, Anaesthetic and Recovery (STAR) services. The STAR building was officially opened on 5 September 2015.

Hornsby Ku-ring-gai Hospital is within the Northern Sydney Local Health District (LHD) of NSW Health. The facilities within this LHD are: Hornsby Ku-ring-gai, Macquarie, Royal North Shore, Ryde, Manly, Mona Vale – public hospitals; Greenwich, Royal Rehabilitation, Neringah.

The area is also serviced by the Sydney Adventist Hospital at Wahroonga which is the largest private and not-for-profit hospital in NSW.

Healthcare

Hornsby Shire is located within the Northern Sydney LHD of NSW Health which is located between Sydney Harbour and the Hawkesbury River. The District is characterised by low average disadvantage rates and high levels of private health insurance (about 70 per cent), but with higher disadvantage in some areas and relatively high rates of people living alone. Generally, health risk factor rates and the standardised mortality rates are lower than the State average, however Northern Sydney has a higher mortality rate for stroke than the NSW average. (NSW Health, 2014-15)

NSW Health's website (HealthStatsNSW) indicates that the Northern Sydney LHD performed better than the population of NSW as a whole for some identified health-related behaviours. These include:

- more adults undertake adequate physical activity (*2nd)
- less adults (*1st) and secondary school students currently smoke
- less adults drink more than two standard drinks on a day when consuming alcohol
- more adults, female secondary school students (*2nd) and children who have the recommended consumption of fruit per day
- less children (aged 4-15 years) at substantial risk of developing a clinically significant behavioural problem
- more children (5-15 years) visited a dental professional (*2nd)
- less adults and secondary school students (*1st) are overweight or obese
- less prevalence of diabetes in adults (*1st)
- less stroke hospitalisations (*2nd)
- less intentional self-harm hospitalisations (*2nd)
- more adults rated their health as excellent, very good and good (*1st)
- less people presented to an emergency department (*1st)

(* for these health behaviours the results were the best or second best across all NSW LHDs)

However, the Northern Sydney LHD performed worse than NSW as a whole in the number of:

- fall-related hospitalisations
- secondary school students who undertake adequate physical activity
- secondary school students who drink more than two standard drinks on a day when consuming alcohol
- adults and male secondary students who have the recommended consumption of vegetables per day
- male secondary students who have the recommended consumption of fruit per day.

The Northern Sydney LHD has the lowest incidence of lung cancer death in males and the lowest incidence of cardiovascular disease deaths across NSW.

Personal Safety

The 2016 survey of Hornsby Shire residents again showed high level perceptions of daytime and night time safety, both when walking and catching public transport.

- 93% of respondents agreed or strongly agreed that they felt safe walking in the Shire during the day and 83% of respondents agreed or strongly agreed that they felt safe catching public transport during the day.
- Night time safety rated lower than day time safety with 59% of respondents agreeing or strongly agreeing that they felt safe walking in the Shire at night, and 49% of respondents agreeing or strongly agreeing that they felt safe catching public transport at night.

These results show that people feel slightly less safe than they did compared to the 2012 survey results, with the combined analysis of both day and night time safety, walking and on public transport, being 71% in 2016 compared to 80% in 2012.

Statistics released from the Australian Bureau of Statistics (ABS, 2014) reveal that 53% of adults reported feeling safe or very safe walking alone in their local area after dark, an increase from 48% in 2010. Therefore, the result for walking at night in the Hornsby Shire (59%) is better than the National average, and shows that there are no major safety issues.

Also, the 2013 NSW Population Health Survey showed that 88.9% of persons aged 16 years and over in the Northern Sydney LHD felt safe walking down their street after dark – the best result across all NSW LHDs. (HealthStatsNSW)

Road safety

The Crash Analysis Report for the Hornsby LGA (February 2016) analyses the Roads and Maritime Services Crash Data from 2010-2014. Issues of concern identified are:

■ Fatal and Injury Crashes

The five year average (2010-2014) number of crashes - including non-casualty crashes - was 816. Drivers/riders in the 30-39 and 40-49 years age groups are involved in a higher percentage of crashes.

■ Speeding

Speeding remains the number one contributing factor of road crashes in Hornsby Shire (15%) with the five year average higher than the Sydney Region (12.2%), but still below NSW (18.2%). Drivers/riders in the 17-20 years (27.2%) and 21-25 years (22.4%) age groups featured prominently in speed related crashes between 2010-2014, followed by the 30-39 years age group (15.8%).

■ Motor Vehicle Passengers

Motor vehicle passenger casualties in Hornsby for 2014 (21.0%) was higher than NSW (18.4%) and the Sydney Region (16.2%). This road user class has the second highest percentage of casualties after motor vehicle drivers within the NSW, Sydney Region and Hornsby LGA. There were 393 casualties in the Hornsby LGA during the five year period from 2010 to 2014, representing 20% of the total casualties among all road user classes.

■ Motorcyclists (including passengers)

Motorcyclist casualties in the Hornsby LGA in 2014 (61) have increased since 2013 (49). The percentage of casualties in the Hornsby LGA (16.9%) remains higher than NSW (12.4%) and the Sydney Region (12.3%), following the same pattern as 2008 through to 2013. The five year average (2010-2014) percentage accounted for 12.5% of casualties among all road user classes. Motorcyclist casualties in the Hornsby LGA are dominated by males making up 93% of the total casualties. The 30-39 years (22%) age group had the highest number of casualties in 2014, followed by 40-49 years (19%), 21-25 years (14%).

■ Pedestrians

Pedestrian casualties made up 4.7% of the total road user casualties in the Hornsby LGA in 2014 – a decrease from 2013 (8.3%) by almost half. In 2014 Pedestrian casualties in the Hornsby LGA were lower than NSW (7.6%) and the Sydney Region (10.2%). The Hornsby LGA had 2 pedestrian fatalities, aged one year and 76 years (one male and one female respectively). Of the 15 pedestrian injuries in 2014, 23% were aged 70+ years and 18% were aged 17-20 years.

In conclusion, while the 17-25 years age group represents a large proportion of the community in crashes as drivers and motorcyclists, the 40-59 years age group has the highest number of casualties on the roads primarily as drivers and motorcyclists.

Crime

Crime statistics reported by the Bureau of Crime Statistics and Research at December 2015 indicate that trends in recorded violent offences within Hornsby Shire showed a 5.2% decrease over the past five years (from January 2011 to December 2015), and trends in recorded property offences showed no significant change over the same period (NSW BOCSAR, 2015).

The major offences that showed a significant increased/decreased incidence over the same five year period were (NSW BOCSAR, 2016):

Offence type	60 month trend (January 2011 to December 2015)	2015 LGA Rank (Ranks only calculated for LGAs with populations greater than 3,000)
Assault – non-domestic violence related	-8.8%	134/141
Sexual assault	7.5% increase	130/141
Break and enter non-dwelling	-13.5%	136/141
Steal from person	-13.3%	77/141
Fraud	9.8% increase	61/141
Malicious damage to property	-7.2%	128/141

The number of incidents of vandalism and graffiti on Council's property, and the cost of rectifying, is also showing a positive trend over the four years from 2012/13 to 2015/16. This could in part be due to increased CCTV surveillance at some Council facilities.

my lifestyle





Arcadia Community Centre

our living centres are vibrant and viable

Key Assets held by Council (as at 11 May 2016)

Libraries	5
Community centres including:	
Leisure and Learning Centres	4
Arts and Cultural Centre	1
Youth and Family Centre	1
	31
Public bushland (hectares)	5,950
Parks	184
Playgrounds	137
Sportsground complexes including:	
marked Summer sportsfields	85
marked Winter sportsfields	102
	40
Netball courts	42
Tennis courts (at 17 centres)	75
Dirt jump (BMX) facilities	2
Skate parks	5
Aquatic centres	3
4 hectare Rural Sports Facility	1
Indoor sports stadium 'The Brickpit'	1
Dog off leash areas	8
Floating pontoons	7
Public wharves	5
Boat launching ramps	4
Quarry	1
Pedestrian footbridge	1
Sealed public car parks	8
Sealed roads (km)	635.1
Unsealed roads (km)	28.5
Paved footpaths (km)	428.9
Minor road bridges	7
Major culverts	47
Loading docks	2
Drainage pits	20,588
Pipelines (km)	397

Council manages the day-to-day operation of these facilities, with the exception of 11 community centres, nine of which are managed by Volunteer Management Committees, one through a management agreement, and one through a lease/licence agreement with community organisations. The majority of the tennis centres are also managed through lease/licence agreements.

Hornsby Shire is one of the larger local government areas in Sydney by both population and land area. The Shire is predominantly rural, river and urban communities, each with local identities, along with some commercial and industrial land uses.

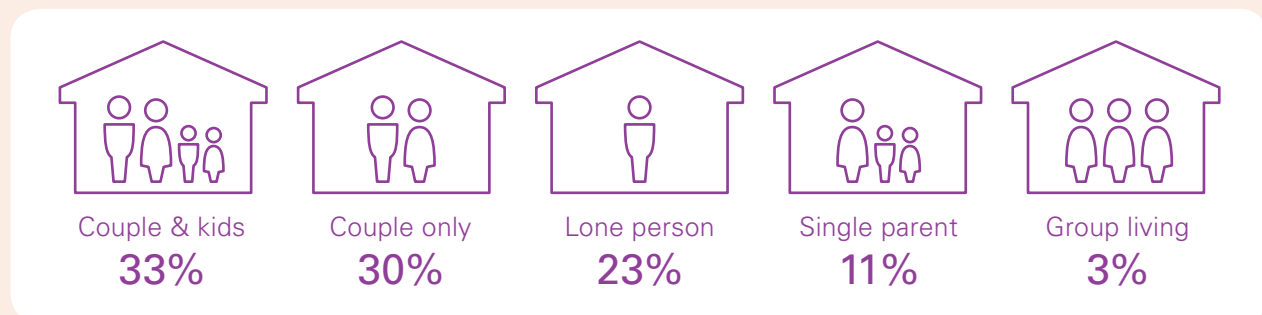
With approximately 70 per cent of the Hornsby Shire covering national parks and nature reserves, there is an abundance of outdoor spaces to enjoy. Major features of the Shire include Ku-ring-gai Chase National Park, Lane Cove National Park, Marramarra National Park, Berowra Valley Regional Park, Muogamarra Nature Reserve, Crosslands Reserve, the Hawkesbury River and the Great North Walk.

Hornsby Shire is very fortunate to be serviced by some of the best public and private schools in the State, as well as the NSW Northern Sydney Institute TAFE (Hornsby College). There are 29 public primary and nine public high schools within Hornsby Shire, two special schools and an environmental education centre.

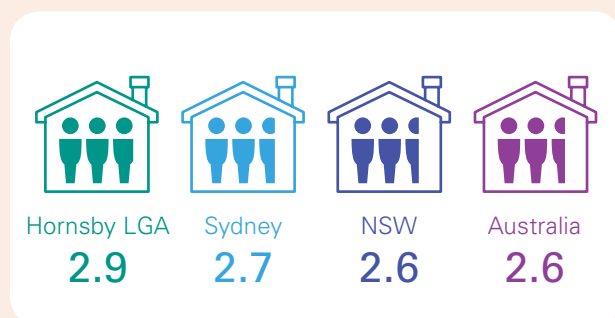
Other facilities include Asquith Golf Club, Pennant Hills Golf Club, Westfield Shopping Centre (Hornsby), Koala Park Sanctuary, Hornsby and Ku-ring-gai Hospital.

how we live

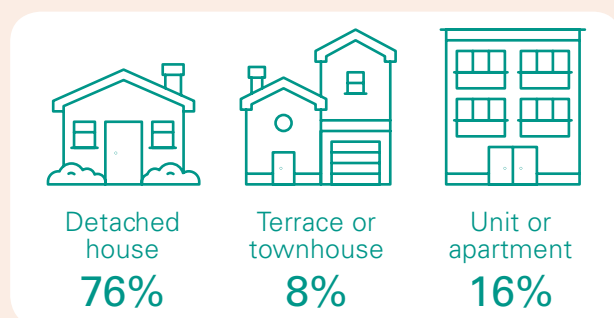
Household types



Average people per household



% of Hornsby Shire households by dwelling type



While Hornsby Shire has more people per household than Greater Sydney and Australia, the demand for smaller homes to accommodate smaller households is on the rise. The proportion of detached houses in the Hornsby Shire has decreased since 2001 (from 77.6% to 75.5%) while medium and high density dwellings such as units or apartments and semi-detached or terrace houses have increased (14.2% to 16.5% for units and 6.8% to 7.6% for semi-detached dwellings).

community infrastructure

Hornsby Council provides many recreation and leisure facilities, including sportsfields, netball courts, tennis courts, bmx facilities, skate parks, dog off leash areas, parks and playgrounds. Also, there is a modern indoor recreation centre called 'The Brickpit' at Thornleigh, a four hectare rural sports facility suitable for equestrian activities at Galston, and public swimming pools at Hornsby, Galston and Epping. There is also a pool at Cherrybrook constructed on Council land leased to the Carlisle organisation which accommodates private and public swimming.

In addition, there are 31 community centres in the Shire. This network of community centres is used by a wide cross section of community groups to meet and pursue mutual interests.

Hornsby Shire Council has libraries located at Hornsby, Epping, Pennant Hills, Galston and Berowra. The libraries have approximately 78,700 members who account for over 1,250,000 loans of resources per annum. eBook and eAudiobook services were introduced in May 2012. The 'My Library' portal on Council's website receives over 330,000 online visits each year.

There are over 635 km of sealed roads and 28 km of unsealed roads in the Shire, and more than 428 km of paved footpaths. Council has eight sealed public car parks, seven minor road bridges and 47 major culverts. Council also maintains five public wharves, seven floating pontoons, four boat launching ramps and two loading docks. Hornsby Shire has an extensive drainage system comprising over 20,500 pits and 397 km of pipelines.

The Hornsby Station Footbridge, a pedestrian footbridge linking the Hornsby Railway Station to the east side of the Hornsby CBD, is now dilapidated and at full capacity, being used by 15,000 people every day. Construction of a new footbridge is currently underway and will soon be completed.

Council also owns the Hornsby Quarry, located on the western side of Hornsby very close to the town centre which has the potential to play a great role in Hornsby's future. The quarry is more than 100 metres deep with steep, exposed sides, and is currently closed due to serious safety concerns. Council has reached agreement with the NSW Government to transport clean excavated material from the NorthConnex tunnel project to the site to raise the floor of the quarry around 45 metres. Council will be developing a plan to rehabilitate the site and provide a spectacular new open space for residents.

Asset management

Asset management in Hornsby Shire is administered within the Asset Management Framework which forms part of the Resourcing Strategy, and is underpinned by plans prepared for roads, stormwater drainage, foreshore facilities, public buildings, open spaces and leisure facilities. Asset management plans formalise the process of managing the financial and physical requirements for the life of the plan (typically 20 years), and cover the level of service, future demand, life cycle management, financial forecasts and monitoring and improvement. Council currently holds assets with a written down value of \$928.5 million excluding land value (as at June 2015).

Of these assets, infrastructure that primarily consumes maintenance, upgrade, renewal and new creation expenditure are:

Roads	\$348.4M
Stormwater drainage	\$422.2M
Buildings	\$114.4M
Open space / recreational assets	\$30.7M
Foreshore facilities / Bus shelters	\$12.8M

The current estimated shortfall to bring these assets up to a satisfactory standard is \$7M, with stormwater drainage recording the largest shortfall of \$4M.

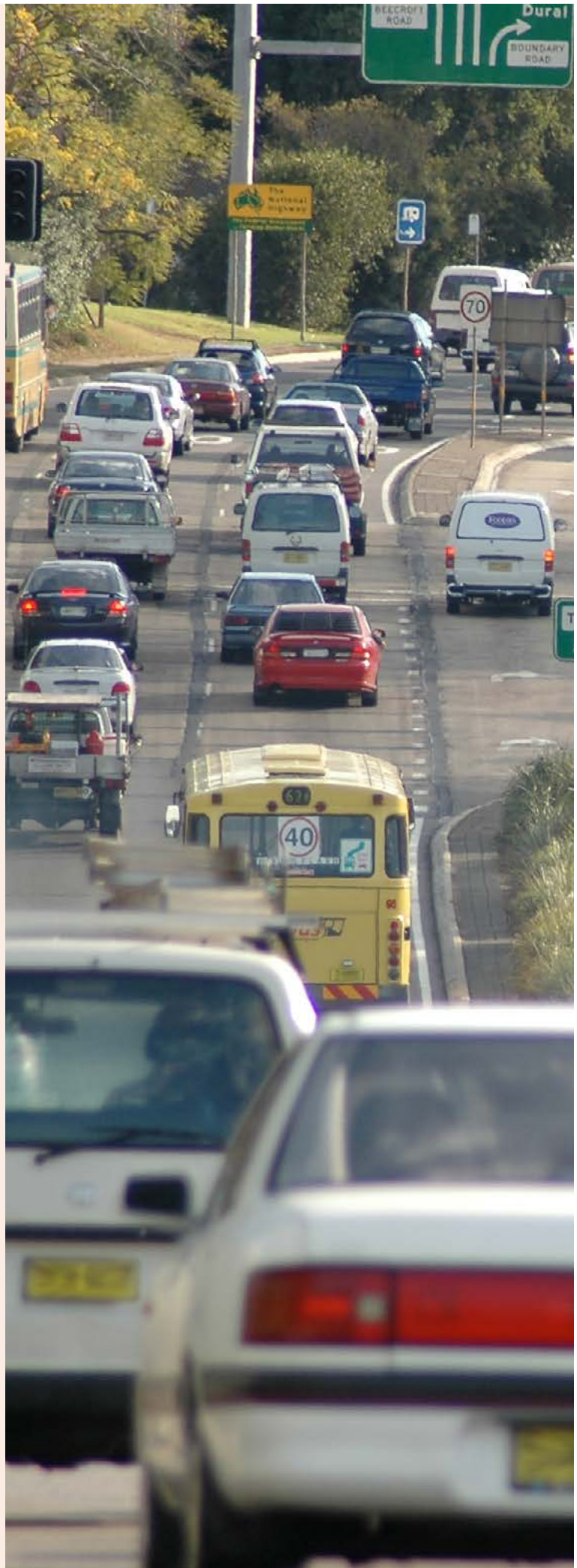
Main roads

A network of main roads, the Pacific Motorway (M1) and the Hills M2 tollway service Hornsby Shire. These roads are currently at or near capacity in peak hours, as local and commuter traffic, as well as freight, seek to get to their destination. This has a flow on effect on Council's road network, which consists of local, collector and sub-arterial roads that provide access throughout the Shire. Pedestrian and cycle access is available on some roads along a network of paved and unpaved footpaths and cycle ways.

The Roads and Maritime Service is currently building a motorway (NorthConnex) that will link the M1 and M2 motorways, taking much of the traffic off Pennant Hills Road making it less congested and safer. Local residents will benefit from less noise and pollution, as the planning conditions include new and extensive safeguards on the operation of the tunnel and air quality. The project will involve the construction of twin road tunnels between the M1 Pacific Motorway at Wahroonga and the Hills M2 Motorway at West Pennant Hills. Users will pay a toll and most heavy vehicles will be required to use the tunnel. The project is due to be completed in 2019.

Public transport

Public transport consists of the North Shore and Northern Rail Lines, which provide a link to Chatswood and the City, and to and from the north via Strathfield to the rest of the metropolitan area and the City. The Epping-Chatswood rail link complements the network, providing access to the Macquarie Business Park and University. There are 14 train stations within the Shire. A network of buses provides links across the Shire and to interchanges at Hornsby, Epping and Pennant Hills. Ferries at Brooklyn provide links to the Hawkesbury River settlements and to the north.



Sydney Metro North West Rail Link

The NSW Government is currently constructing a new railway line that will provide more transport options for residents of northwest Sydney. The link will deliver eight new railway stations from Epping to The Ponds, passing through Cherrybrook and Castle Hill. Cherrybrook station will have 400 commuter parking spaces, a bus interchange and new pedestrian and bicycle links with parking and storage for 40 bicycles. The project is scheduled to be open to customers in early 2019.

Epping to Thornleigh Third Track

Transport for NSW is undertaking a project involving the construction of six kilometres of new and upgraded track within the rail corridor between Epping and Thornleigh stations on the western side of the existing tracks.

The new (third) track will separate northbound freight from all-stops passenger train movements along the steep incline between Epping and Thornleigh. This will help provide additional capacity for northbound (interstate container) freight trains, particularly during the daytime when passenger trains currently have priority.

The key features of the project include:

- an access upgrade to Cheltenham Station
- modifications to the pedestrian underpass and commuter car park at Beecroft Station
- construction of a new rail bridge crossing the M2 Motorway and Devlins Creek
- extension of Pennant Hills Station concourse, including a new lift and stairs and a replacement footbridge south of the station.

The project commenced in 2013 and is expected to be completed in 2016.

Hornsby Station Commuter Car Park

Transport for NSW is building a new multi-storey commuter car park at Hornsby Station and upgrading rail infrastructure in the area to increase the capacity and reliability of the T1 North Shore Line

Planning is underway to improve commuter parking by providing around 230 additional spaces (including six new accessible parking spaces) by converting the existing car park on George Street into a multi-storey commuter car park, including a lift, stairs and CCTV security cameras. Hornsby Council is currently working with the NSW Government to see if an improved outcome can be achieved, including a new bus interchange.

Asquith Station Commuter Car Park

Planning is underway for a 42-space commuter car park at Jersey Street North, including two accessible parking spaces (within the Haldane Street car park), a pedestrian link from the car park to the station, improved lighting and CCTV surveillance. Work is expected to be finished by the first half of 2017.

Bus Priority Program – Future Rapid Routes

The NSW Government released 'Sydney's Bus Future in 2013', a long term plan to redesign the bus network to meet future needs. Sydney's Bus Future has identified the 'Hornsby–Blacktown via Castle Hill and T-way' as one of 13 most important centre-to-centre bus links which will operate as often as every 10 minutes, in both directions, from 6am to 7pm every weekday and at frequently at other times. (Transport for NSW, 2016)

Use in Hornsby Shire

In 2012, a survey of Hornsby Shire residents showed that 33% of all respondents regularly/every day use public transport, however young families rarely use public transport. 72% of respondents said the train is the most popular mode of public transport with 79% being able to get to a train station in less than 15 minutes.

Household travel

The Household Travel Survey, conducted annually by Transport for NSW, Bureau of Transport Statistics, is the longest running (first conducted in 1997/98) continuous household travel survey in Australia. Data for 2012/13 shows that for the Hornsby LGA:

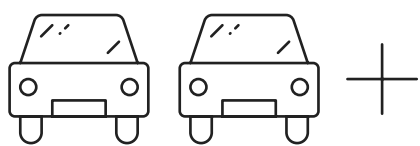
Average number of trips per person on a weekday	3.7
Average trip length	9.6 kms
Vehicle travel per person on an average weekday	19.7 kms
Purpose of travel (by number of trips)	
- Social/recreation (highest)	24%
- Commute	16%
- Shopping	14%
- Education/childcare	10%
Average work trip duration	36 minutes

Car ownership

Residents of Hornsby Shire enjoy the flexibility provided by having a car, and also own more cars than the Greater Sydney average. Car ownership of households in Hornsby Shire in 2011 shows that 91% of households own at least one car. Overall, 36.1% of the households own one car; 38.7% own two cars; and 16.2% own three cars or more. There is also a smaller percentage of households with no vehicles compared to Greater Sydney (7.2% in Hornsby Shire compared to 12.1%). (ABS, 2011)

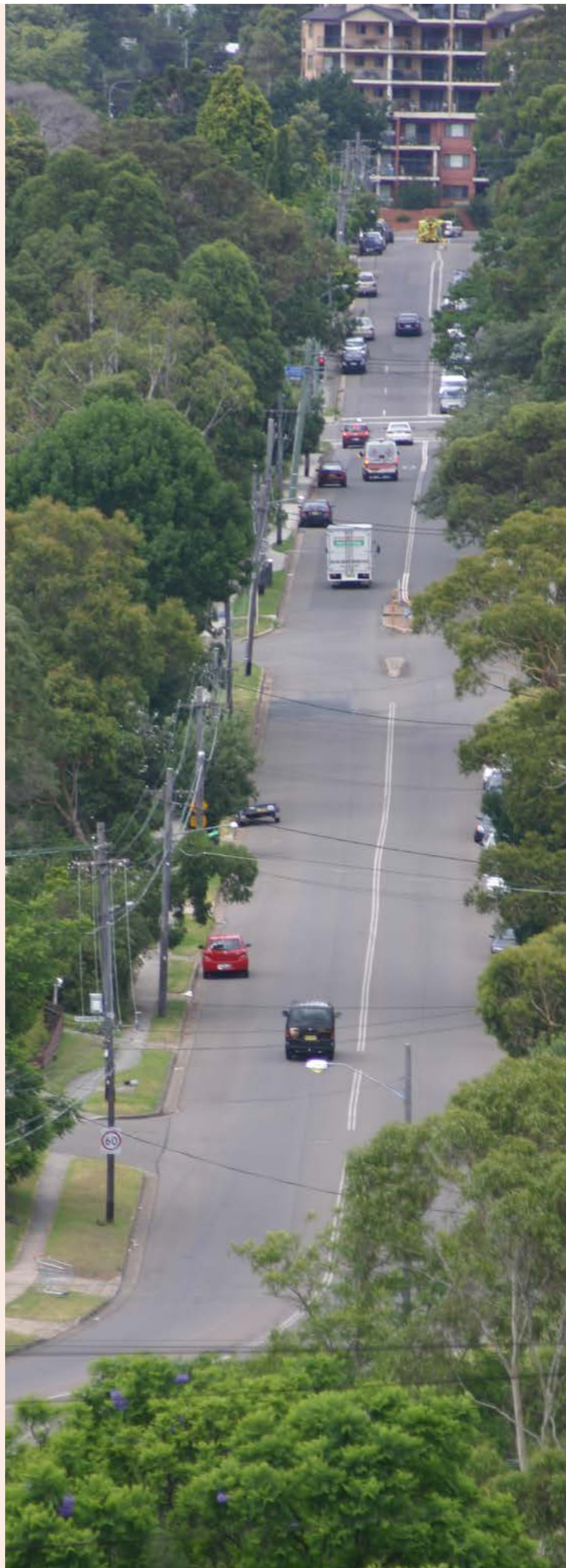
The 2012/13 Household Travel Survey shows that for Hornsby Shire the percentage of trips taken on an average week day that are car trips is 70%, compared to the average for the Sydney Greater Metropolitan Area of 74%.

% who have two or more cars



Hornsby LGA
54%

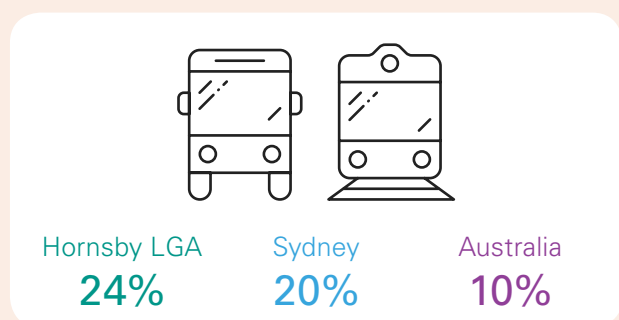
Sydney
44%



Travel to work

Hornsby Shire residents are very mobile using both public transport and cars. Based on the 2011 Census, while just 10% of Australians travel to work via public transport (20% for Greater Sydney), this is true for 24% of Hornsby Shire residents. Hornsby Shire residents are thus slightly less likely to travel to work by car than other populations in Greater Sydney (55% compared to 58%). (McCrinkle, 2015)

% who travel to work on public transport



In the 2016 survey, of those Hornsby Shire residents who live and work within the Shire, 66% drive to work and 15% walk to work. Of those respondents who work outside the Shire, 47% drive to work, 37% catch a train or bus to work, and 1% ride their bike. For people who work outside the Shire, an important factor in their choice of transport mode was length of time of their average trip to work. The majority of respondents (77%) said it took between 30 minutes and an hour and a half to get to work.

Travelling locally

In the 2016 survey, when travelling locally for trips less than 5 kilometres, 91% of Hornsby Shire respondents reported driving as the most common mode of local transport and 51% reported walking as their second choice. While 21% said they catch a train and 10% take the bus, the reasons given for driving their cars in favour of taking public transport were convenience and the lack of available transport to take them where they need to go. Only 16% of respondents use public transport for local travel on a regular basis, generally so that they do not have to worry about parking.

Walking locally

In the 2016 survey, people were asked to comment on their patterns of walking locally to identify how often and why people choose to walk locally, and the sorts of things that might be a barrier to being more active. 57% of Hornsby Shire respondents said they walk locally either daily or more than twice a week (regularly), and 20% said they rarely or never walk locally. For those respondents who walk regularly, the main reasons were for health and recreation and because they enjoy walking in the local area.

For respondents who rarely or never walking locally, the main reasons were because it is more convenient to drive and because they are too busy to walk.

Living and working locally

Residents enjoy the option of working locally, and in 2011, 26% of Hornsby Shire's working population were living and working within the Shire. Also, 3.3% of the Shire's employed population worked from home in a home based business compared to 2.5% in Greater Sydney. Working from home in a home based business is more prevalent in the rural areas of the Shire.

In the 2016 survey, 30% of Hornsby Shire respondents said they live and work within the Hornsby Shire. Of these, 29% work from home (following global trends), 25% work between one and five kilometres from home, and 7% work less than one kilometre from home.

leisure and recreation

The Shire is home to a myriad of parks and bushland reserves, sporting and recreational facilities which Council maintains and manages. In a 2012 survey, 57% of residents said they visit our parks, bushland reserves, sports and recreational facilities once a week or more. In the 2016 survey, the most popular regular activities of Hornsby Shire respondents were going to the local park (44%), playing outdoor sport (25%) and bushwalking (19%). Bushwalking was the most popular activity people did at least once a month or more (40%).

my property





Goofing around at cricket practice by Claire Miles

our natural and built environment is harmonious

Value of Development Applications determined in 2015/16	\$1.29 billion
Number of Development Applications determined in 2015/16	1,168
Section 94 contribution income 2015/16	\$46.4M

Waste diverted from landfill 2015/16	37,059 tonnes
--------------------------------------	----------------------

According to the NSW EPA Recyclator tool, 37,059 tonnes of recycling is equivalent to environmental benefits in either of these four categories:

Landfill:
1.01 million wheelie bins saved



Water:
244.39 olympic swimming pools saved



Energy savings:
17,546 average household energy usage saved per year



Greenhouse benefits:
5,348 cars permanently removed from roads



Total resources to landfill 2015/16	41,253 tonnes
Total resources to landfill per person 2015/16	242 kgs
Total resources recycled per person 2015/16	217 kgs
Green waste diverted from landfill per person 2015/16	119 kgs
e-waste recycling 2015/16 (computers, TVs and accessories)	159 tonnes

development

Hornsby Shire has a long term housing target for the provision of 11,000 dwellings between 2004 and 2031 as identified in the NSW Government's North Subregional Strategy.

Between 2012 and 2021, there is forecast to be 4,279 additional private residential dwellings in the Hornsby LGA. There is also forecast to be 800 additional non-private beds comprising high-care aged care, boarding schools/colleges, hostels, hospitals, hotels/motels and serviced apartments. Between 2012/13 and 2015/16, Council approved an extra 416 aged care/nursing home beds through Development Applications.

Building approvals are used as a leading indicator of the general level of residential development, economic activity, employment and investment. From July 2004 to February 2016, there were 8,515 residential building approvals in Hornsby Shire, with a value of \$2.8 billion. The value of building approvals across NSW for the same period was \$140 billion. (Profile.id)

In 2014/15, Hornsby Council had the highest estimated value of Development Applications determined (\$695M) compared to the average for North Sub-region Councils (\$355M) (Hunters Hill, Ku-ring-gai, Lane Cove, Manly, Mosman, North Sydney, Pittwater, Ryde, Warringah and Willoughby Councils).



waste reduction

The 'Ecological Footprint' has emerged as the world's premier measure of humanity's demand on nature. It measures the area of land and water a human population requires to produce the resource it consumes and to absorb its waste. Australia has one of the world's largest ecological footprints per capita, requiring 6.25 global hectares (gha) per person (WWF-Australia, 2016).

Household waste is a by-product of modern living. Governments across Australia have recognised the difficulties of current consumption patterns and have adopted targets for reducing waste to landfill. The chief environmental concerns with modern landfills are emissions of greenhouse gases, long-term pollution of the environment through leaching of heavy metals, household chemicals, consumer electronic products and earlier generation rechargeable batteries. The recycling activities of Australian households has grown extensively, with 99% of households reporting that they practised some form of waste recycling and/or reuse activity in 2009. Australians are among the highest users of new technology in the world, and waste from obsolete electronic goods (e-waste) is one of the fastest growing waste types. (ABS, 2010)

The management of waste and recycling has continued to be a significant issue for Hornsby Shire. Council's Waste Management Branch undertakes community education on recycling and waste reduction, and offers programs including environmental and eco gardening workshops, local school visits, waste and recycling bus tours and the 'Re-magine' waste transformed into art competition. In 2015/16, 3,760 community members participated in Council's waste management initiatives.

In 2015/16, 49% of all materials collected in Hornsby Shire were recycled from the domestic waste collection service. 16,816 tonnes of recycling (paper, cardboard, plastic containers, metals, e-waste) and 20,243 tonnes of green waste were diverted from landfill. The volume of waste recycled has shown a slight reduction, in part due to the reduction in packaging weights of glass and plastics as well as a decrease in the reliance on printed material (newspapers, magazines etc). The NSW Government has set a target of 70% of waste diverted from landfill by 2021/22.

Council recommenced an e-waste recycling service in November 2013. The service consistently attracts an average of three tonnes of e-waste per week. Other special recycling initiatives include the chemical collection weekend and the Fridge BuyBack service.

companion animals

Australia has one of the highest rates of pet ownership in the world, with about 63% of households owning pets. Dogs are the most common pet, estimated to be 4.2 million in Australia; cats are the second most common pet, estimated to be 3.3 million in Australia. (RSPCA, 2016)

There are approximately 35,000 dogs and 15,000 cats registered in the Hornsby Shire. These figures are some of the highest in the State. Dog ownership is increasing and as private space is becoming smaller, the use of public space for dog socialisation and exercising is becoming increasingly important, as is the demand for off-leash areas. While dog owners need to exercise their dogs, this activity must be balanced against environmental considerations and the rights and safety of others.

In the 2016 survey, 10% of Hornsby Shire residents said they visit the local dog park once a week or more. Also, of the 79% of respondents who walk once a week or more, 24% nominated walking the dog as one of their two main reasons for doing so.

Hornsby Shire has eight off-leash areas for exercising and training of dogs, six full time sites and two sites where dogs must be kept on a leash during organised sports and games.

my council





our corporate governance is accountable and proactive

Local government is the most diverse of Australia's three levels of government. It is an important player in the area of environment and heritage management in Australia, and has responsibility for protecting the environment, planning future landscapes, providing infrastructure, managing natural resources, and conserving or managing cultural heritage through a variety of mechanisms. Participation by the community in decision-making is a vital component of good governance. Many residents are willing to participate providing they are aware of the relevance of the topic, the visibility of the results and the transparency of the impacts.

Ana Rubio_Spain by Nilmini De Silva

Integrated Planning and Reporting Framework

Council recognises that in order to plan properly for maximum long-term benefit we must understand the Shire's attributes, its natural environment, its built areas, and the people who live and work here. We need to know what issues we face and what changes to make in order to provide the services that current and future residents expect. A perpetual monitoring and review framework legislated by the NSW Government, known as the Integrated Planning and Reporting Framework, is in place, which recognises that Council plans and policies should not exist in isolation and that they in fact are connected.



Local government responsibilities and community expectations have increased over many years in a number of areas including aged care, social services, community safety, community facilities, quality of open space and environmental management. With these increasing expectations, Council recognises the need to have accountable corporate management. **The Delivery Program** is the vehicle Council uses to identify and meet these expectations. The Delivery Program is intended to guide Council's efforts strategically and operationally in the near future.

In addition to the Delivery Program, a 10 year Long Term Financial Plan has been developed as part of Council's ongoing financial planning. The Program forecasts Council's future financial position based on a continuance of "normal" operations. Whilst this is difficult to define, it can be regarded as the provision of services to stakeholders at levels of service that they have come to expect on a regular basis and excludes 'one-off' and extraordinary items such as non-operational asset sales and acquisitions. In this regard, a key objective of financial forecasting is to project future results using financial assumptions and projections of the future. From these forward projections, the future financial position and financial health of Council can be determined.

The Hornsby Shire Community Strategic Plan, 'Your Community Plan 2013-2023' is the highest-level Council plan. It has been prepared by Hornsby Shire Council in partnership with local residents, the business community, other levels of government, educational institutions, non-government community and cultural organisations, neighbouring councils and individuals, and addresses a broad range of issues that are relevant to the whole community.

The Resourcing Strategy incorporates Council's **Workforce Strategy, Asset Management Framework** and **Long Term Financial Plan**. Its purpose is to give consideration to the capacity for Council to deliver on its responsibilities within Your Community Plan 2013-2023. The Workforce Strategy outlines strategies which are focused on retaining staff, developing leaders, skilling managers and positioning Council as an employer of choice. The Asset Management Framework assumes community assets need to be maintained to a safe and functional standard and must be 'fit for purpose'. The Long Term Financial Plan provides a framework upon which Council can base its medium to long-term financial decisions. It is also a useful tool for considering the affordability of capital programs and recurrent levels of service.

In looking forward, the Delivery Program and Operational Plan outline Council's commitment to the community and illustrate what it intends to do towards achieving the community goals. The Delivery Program 2013-17 is aligned to, and forms part of, Your Community Plan 2013-2023 and is the point where the community's Outcomes in Your Community Plan are systematically translated into the Services Council will carry out over the coming four years. The Operational Plan flows directly from the Delivery Program and defines the details and allocates responsibilities for achieving the Key Actions Council will undertake in the financial year to address the four year Delivery Program and also allocates the resources necessary to achieve them.

Council's **Annual Report** is a combined report that provides a succinct synopsis of accomplishments and achievements in respect of Council's operations for the year and publicly communicates internal and external social, environmental, economic, and civic leadership performance.

Council also has a number of approved statutory documents. Approved statutory documents are either required or allowed by legislation and are subject to final approval by Council.

The Local Environmental Plan guides development and planning decisions made by Council. It also ensures that new development is sustainable and compatible with the character of the Shire.

Council policies consist of objectives and a protocol. Council codes are a collection of rules, regulations and standards, determined by Council, relating to a particular subject and are designed to provide guidance to Council staff and external parties about how business is done with Council. They have the same status and authority as Council policies.

Involving the community

Community engagement can take many forms such as volunteering, participation in programs and local activities, pro-active participation in civic behaviours (such as letter writing or contacting the media on issues) and participating in formal community engagement processes that feed into decision making (ie. responding to draft plans and strategies, attending a public forum, being a member of a committee or responding to a resident survey). People who live, work, play, study, use services and do business within Hornsby Shire have a range of local knowledge and expertise that should be utilised to inform and influence Council decisions that impact upon them.

While enhancing Council's reputation as transparent, accountable and willing to listen, community engagement also enhances community understanding of the role of Local Government and promotes a sense of belonging within a vibrant community. Residents can keep up to date with Council's news, announcements and issues via Council's website, Facebook page, monthly eNewsletters, DiscoverHornsby (tourism microsite), Instagram, Twitter and YouTube.

prosperity in the Shire

Over the last four years, the Hornsby Shire Gross Regional Product has increased by \$569 million, from \$6,284 million in 2011 to \$6,853M in 2015, which is about 1.41% of NSW's Gross Regional Product. (Economy.id, June 2015) The per capita value of gross regional product per Hornsby Shire resident at June 2015 is \$40,179, an increase of almost 5% from 2012/13 (\$38,278).

Major commercial hubs of Hornsby Shire include Hornsby (150,000m²), Pennant Hills (60,000m²), Epping (50,000m²), Thornleigh (46,000m²), Carlingford (35,000m²) and Dural Service Centre (15,000m²). The major town centres are located in the south of the Shire. The remainder of the Shire's 37 centres provide small opportunities for retail trade and are surrounded by rural and residential development.

The Shire's major industrial precincts are located in Thornleigh, Mount Kuring-gai, Hornsby Heights, Asquith/Hornsby, and Dural Service Centre.

The last 10 years has seen strong residential growth within the Shire, especially around the Hornsby Town Centre. The major commercial development has also been around Hornsby Mall. The Westfield shopping centre within the Hornsby Mall welcomes 8.5 million visitors per annum.

Top 3 employment industries in Hornsby Shire



Health care and social assistance

Hornsby LGA	Sydney
13%	11%



Professional, scientific and technical services

Hornsby LGA	Sydney
13%	10%



Education and training

Hornsby LGA	Sydney
10%	8%

These top 3 employment industries are also experiencing the greatest growth in the Hornsby Shire, growing by 1%, 0.8% and 0.5% from 2006 to 2011.

Business opportunities

Hornsby Shire is home to over 15,300 business establishments, which provide 54,527 jobs. This is an increase of 2,256 jobs since 2011, and represents 1.5% of the jobs in NSW. (Economy.id, June 2015)

There is one business in the Hornsby Shire for every 10.7 residents, highlighting the significant impact of small businesses to the Hornsby Shire economy. The industry containing the highest proportion of Hornsby Shire businesses are Professional Scientific and Technical Services (21%) followed by Construction (14%) and Rental, Hiring and Real Estate Services (10%). (McCrimdell, 2015)

Business to population ratio



There is one business in the Hornsby Shire for every 10.7 residents.

1 in 8 businesses in Hornsby Shire have five or more employees (12%) and 2 in 3 businesses (59%) in the area are non-employing businesses. (McCrimdell, 2015)

Business size



1 in 8 businesses have 5+ employees.

% non-employing businesses

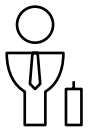


Non-employing businesses account for 59% of businesses in the area.

Employment

The number of employed residents in Hornsby Shire as at June 2015 is 88,918, which is 2.4% of NSW where 3,649,066 people are part of the labour force. The 2011 Census showed that 60.3% of Hornsby Shire residents were employed full-time and 33.4% were part-time workers. This is compared to Greater Sydney where 62% were employed full-time, and 30.1% part-time. (Economy.id)

Top 3 occupations of Hornsby Shire residents



Professionals

Hornsby LGA **33%** Sydney **26%**



Clerical and administrative workers

Hornsby LGA **16%** Sydney **16%**



Managers

Hornsby LGA **15%** Sydney **13%**

Whilst the proportion of residents who are managers (15.1% compared to 13.3%) and Professionals is greater in Hornsby Shire than across Greater Sydney, there is a lower proportion of residents who are sales workers (8.4% compared to 9%), machine operators and drivers (2.4% compared to 5.7%), and labourers (5.1% compared to 7.3%) in Hornsby Shire than across Greater Sydney.

As at March 2016, Hornsby Shire has an unemployment rate of 4.9%, compared to NSW and Australia, which are 5.3% and 5.8% respectively. (Economy.id)

Unemployment (%)



Hornsby LGA **4.9%** Sydney **5.3%** Australia **5.8%**

(March 2016)

Local employment

Residents enjoy the option of working locally, and as at 2011, 26% (20,519 workers) of Hornsby Shire's working population live and work within the Shire. Hornsby Shire's employment centres continue to attract a local workforce, providing benefits of access, mobility and lifestyle. (McCrindle, 2015)

% residents who work in the area



26% of Hornsby Shire residents live and work in Hornsby Shire.

Also, almost half (49.4%) of the 41,499 workers who are employed in the Hornsby Shire also live in the area. (ABS, 2011)

In the 2016 survey, 30% of respondents reported both living and working in the Shire. There was strong support for innovation such as technology and work hubs to allow more flexibility and balance to work and family life.

Employment targets

The sub-regional employment targets for Hornsby include 9,000 new jobs by 2031. Of that figure, Hornsby Town Centre has been specifically allocated 3,000 jobs. Hornsby Shire Council, in conjunction with Ku-ring-gai Council, commissioned an Employment Study to identify opportunities to meet employment targets and to describe the potential economic growth to complement population growth. The Study concludes that there is sufficient existing capacity within Council's employment lands to meet employment targets without the need to rezone additional lands.

Between 2012 and 2021, there is estimated to be an increase in employment generating floor space comprising 39,910m² of retail floor space and 11,890m² of commercial floor space whilst, overall, the quantum of industrial floor space is anticipated to decline slightly. This new non-residential floor space will generate approximately 2,389 additional workers in the LGA.

council's performance

Customer service

Council prides itself on timely and responsive service when addressing community requests and correspondence. A Customer Relationship Management (CRM) system has been implemented to ensure quality customer service. This system allows for monitoring and reporting to ensure targets and service request timeframes are being met.

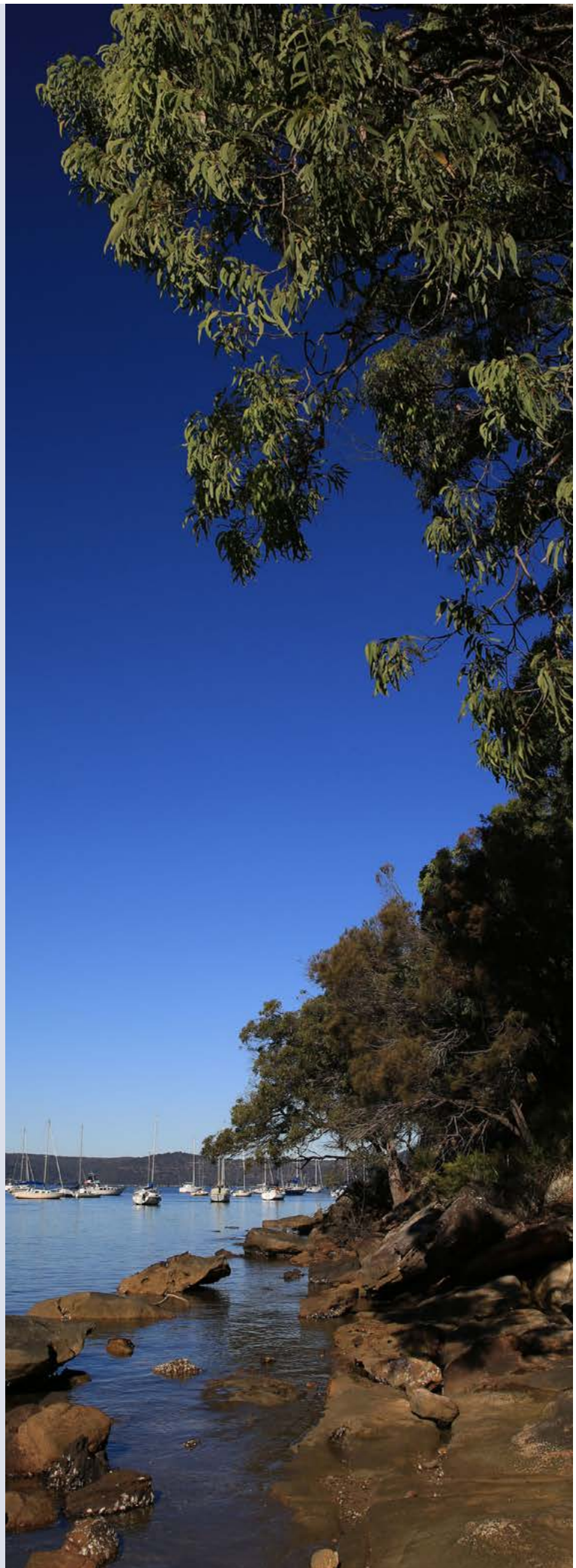
Although both service request and correspondence targets have not been met (90%), the results for service request performance show an improving trend, ie. the percentage of service requests completed within timeframe increasing from 79% in 2013/14 to 88% in 2015/16; with results for correspondence completed or acknowledged within 14 days remaining fairly stable at just below the 90% target.

Service delivery

To track effectiveness of service delivery to the community, Council has a target of 90% of Key Actions within the Operational Plan achieving performance success on time and within budget. The trend for this measure has remained stable at an average of 84% over the past four years.

Financial Performance

Council has a goal of prudent financial management of its finances in order to meet a number of significant financial challenges over the next 10 years without the need to raise rates above the rate pegging allowance and/or borrow substantially, and has consistently met its target of 100% for overall budget performance.



measuring progress

The following indicators were established as part of Your Community Plan 2013-2023 and include the four year results showing progress towards meeting our community priorities.

KEY



Moving towards our community priorities



Remaining stable



Trending away from our community priorities

my environment

Our local surroundings are protected and enhanced

	Data source	Target /Trend	Results				Overall Trend
			2012/13	2013/14	2014/15	2015/16	
1.1.P	Indicator - The existing area of bushland available in 2013 for habitat and ecosystems is not impacted by development						More info? see p14
	Measure - Area of bushland approved for development						
	Review of development applications	No net loss of bushland	Nil	0.42 hectares	0.65 hectares	1.89 hectares	←
1.2.P	Indicator - The health of waterways is improving						More info? see p15
	Measure - Percentage of the Shire's waterways monitored, and proportion found to be healthy						
	Water monitoring probes at representative creeks across the Shire	50% of waterways classified as healthy	66.7% of monitored sites in Excellent or Good condition	67% of monitored sites in Excellent or Good condition	67% of monitored sites in Excellent or Very Good condition	67% of monitored sites in Excellent or Very Good condition	→
1.3.P	Indicator - The total water consumed and per capita consumption is decreasing						More info? see p17
	Measure - Total community* water consumption and per capita consumption						
	Sydney Water	12,505,873 kL Per capita per day = 207 L (2011/12)	12,660,131 kL Per capita per day = 208 L	14,777,486 kL Per capita per day = 242.6 L	14,025,763 kL Per capita per day = 227.9 L	No further update available	←
1.4.Pa	Indicator - Sustainable energy use is combating climate change						More info? see p17
	Measure - Council's greenhouse gas emissions (tonnes carbon dioxide)						
	Hornsby Shire Council's Natural Resources Branch	30% reduction against 1995/96 levels by 2019/20 10,101 tonnes (1995/96)	No figure available	2.66% increase above 1995/96 levels	19.72% increase above 1995/96 levels (significantly due to the reopening of Hornsby Aquatic & Leisure Centre)	No further update available	←
1.4.Pb	Measure - Number of native plants distributed to the community and used in Council public land projects						More info? see p14
	" "	44,265 (2012/13)	44,265	40,217	38,689	28,579	←
1.4.Pc	Measure - Total water consumption at council facilities						More info? see p17
	" "	10% reduction against average of 2007-2012 levels by 2021/22 (2022 Goal = 124,585 kL)	152,188 kL	192,217 kL	171,752 kL	No further update available	←
1.5.P	Indicator - An increasing number of community members participate in Council's sustainability initiatives						More info? see p17
	Measure - Number of community members participating in Council's sustainability initiatives						
	Hornsby Shire Council's Natural Resources Branch	735 (2011/12)	1,315	4,172	4,759	3,729	→

* community water = units, houses, flats, industrial, commercial

my community

Our communities are healthy and interactive

	Data source	Target / Trend	Results				Overall Trend
			2012/13	2013/14	2014/15	2015/16	
2.1.P	Indicator - More people are able to stay comfortably accommodated in their own homes					More info? see p23	
	Measure - Number of people supported through the Home Modification and Maintenance Service						
	Hornsby Shire Council's Community Services Branch	1,293 (2011/12)	1,017	934	779	891	←
2.2.Pa	Indicator - Overall levels of health are better than the NSW average					More info? see p27	
	Measure - People aged 16 years and over consuming at least 2 serves of fruit per day						
	Health Statistics NSW	^52.5% (State average 50.4%) (2011)	^53.3% (State average 53.4%)	^53.8% (State average 51.8%)	^54.8% (State average 53.9%)	^47.7% (State average 48.4%) (2015)	←
2.2.Pb	Measure - People aged 16 years and over consuming at least 5 serves of vegetables per day					More info? see p27	
	""	^5.7% (State average 6.8%) (2011)	^6.5% (State average 7.6%)	^5.7% (State average 7.5%)	^5.1% (State average 7.4%)	^5.1% (State average 5.8%) (2015)	←
2.2.Pc	Measure - Percentage of persons aged 16 years and over who consume more than 2 standard alcoholic drinks on a day when they consume alcohol					More info? see p27	
	""	^31.7% (State average 29.6%) (2011)	^26.8% (State average 27.6%)	^24.9% (State average 26.6%)	26% (State average 27.4%) (2014)	No further update available	→
2.2.Pd	Measure - Number of people aged 16 years and over undertaking physical activity for a total of at least 150 minutes per week over 5 separate occasions					More info? see p27	
	""	^42.1% (State average 39.5%) (2011)	^43.8% (State average 38.4%)	^45.1% (State average 38.4%)	^43.9% (State average 42%)	^50.8% (State average 42.9%) (2015)	→
2.3.Pa	Indicator - Our community 'sense of belonging' is improving					More info? see p26	
	Measure - Percentage of people who volunteer locally						
	ABS census data when available. Statistically valid survey of residents at other times	38% (2010 survey) 22.9% (2011 ABS Census)	4 year measure		39% (2016 Survey)	→	
2.3.Pb	Measure - Number of new Australian citizens conferred					More info? see p20	
	Hornsby Shire Council's Strategy and Communications Branch	941 (2012/13)	941	1,364	1,368	1,310	→

Our communities are healthy and interactive

	Data source	Target / Trend	Results				Overall Trend
			2012/13	2013/14	2014/15	2015/16	
2.3.Pc	Measure - Percentage of our community who talk to their neighbours regularly						<i>More info? see p26</i>
	Statistically valid survey of residents	63% (2012 survey)	4 year measure			89% (2016 Survey)	→
2.3.Pd	Measure - Percentage of our community who feel they can get help from their local community if needed						<i>More info? see p26</i>
	Statistically valid survey of residents	56% (2012 survey)	4 year measure			84% (2016 Survey)	→
2.4.P	Indicator - Council's social programs are well attended and appropriate						<i>More info? see p26</i>
	Measure - Number of community members participating in Council's social programs						
	Hornsby Shire Council's Community Services Branch	4,500 (2011/12)	9,095	23,943	28,394	12,000	→
2.5.P	Indicator - Perceptions of safety in Hornsby Shire are improving						<i>More info? see p28</i>
	Measure - Percentage of our community who feel safe walking in the Shire and using public transport during the day and at night						
	Statistically valid survey of residents	63% (2010 survey) 80% (2012 survey)	4 year measure			71% (2016 Survey)	←
2.6.Pa	Indicator - Safety in Hornsby Shire is improving						<i>More info? see p29</i>
	Measure - Ratio to NSW rate of Violent and Property offences #						
	NSW Bureau of Crime Statistics and Research (BOCSAR)	Violent offences Ratio to NSW = 0.4 Property offences Ratio to NSW = 0.4 (December 2011) 4 year % change: Property = -75%	Violent offences Ratio to NSW = 0.4 Property offences Ratio to NSW = 0.4 4 year % changes: Violent = -4.6% Property = -5.2%	Violent offences Ratio to NSW = 0.3 Property offences Ratio to NSW = 0.5 4 year % change: Violent = -4.1%	Violent offences Ratio to NSW = 0.3 Property offences Ratio to NSW = 0.5 4 year % changes: Violent = -4.1% Property = +3.4%	Violent offences Ratio to NSW = 0.3 Property offences Ratio to NSW = 0.5 (December 2015) 4 year % change: Violent = -5.2%	~
2.6.Pb	Measure - Road traffic incidents within the Shire resulting in: ■ fatalities ■ injuries ■ pedestrian casualties						<i>More info? see p28</i>
	Transport for NSW, Road Crash Data	■ 3 fatalities ■ 391 injuries ■ 26 pedestrian casualties (December 2010)	■ 3 fatalities ■ 480 injuries ■ 25 pedestrian casualties	■ 3 fatalities ■ 383 injuries ■ 24 pedestrian casualties	■ 4 fatalities ■ 370 injuries ■ 31 pedestrian casualties	■ 5 fatalities ■ 357 injuries ■ 2 pedestrian fatalities ■ 15 pedestrian casualties (December 2014)	~

Our communities are healthy and interactive

	Data source	Target /Trend	Results				Overall Trend
			2012/13	2013/14	2014/15	2015/16	
2.6.Pc	Measure - Number of recorded criminal incidents for Malicious Damage to Property (public place)						<i>More info? see p29</i>
	NSW Bureau of Crime Statistics and Research (BOCSAR)	982 incidents (December 2011)	966 incidents	913 incidents	792 incidents	735 incidents (December 2015)	→

^ Northern Sydney Local Health District = public hospitals at Hornsby Ku-ring-gai, Macquarie, Royal North Shore, Ryde, Manly, Mona Vale; Greenwich, Royal Rehabilitation, Neringah

The ratio to NSW rate statistics are a comparison of a NSW regional rate per 100,000 population to the NSW rate per 100,000 population. A ratio of one indicates parity with the NSW rate

my lifestyle

Our living centres are vibrant and viable

	Data source	Target /Trend	Results				Overall Trend
			2012/13	2013/14	2014/15	2015/16	
3.1.P	Indicator - Opportunities for seniors and people with a disability to care for themselves independently are increasing						More info? see p40
	Measure - Number of new residential dwellings approved for seniors and independent living						
	Hornsby Shire Council's Planning Division	975 dwellings by 2021 (2011 = 675)	55	Nil	36	168	→
3.2.P	Indicator - Use of sustainable transport for local trips is increasing						More info? see p37
	Measure - Percentage of local trips (less than 5 km) by residents using sustainable transport options (walking, riding, public transport)						
	Statistically valid survey of residents	50% of all trips	51% (2010 survey)	44% (2012 survey)	4 year measure	Top two methods: Private car = 91% Sustainable options = 94% (2016 survey)	→
3.3.Pa	Indicator - Use of sustainable transport options is improving						More info? see p37
	Measure - Percentage of employed residents who travel to work using sustainable transport most days						
	ABS census data when available. Statistically valid survey of residents at other times	27% (2010 survey) 27.1% (2011 ABS Census)	4 year measure			Live and work in Shire = 23% Work outside Shire = 49% (2016 survey)	→
3.3.Pb	Measure - Percentage of car trips on an average weekday is decreasing						More info? see p36
	Bureau of Transport Statistics, Household Travel Survey	72% of all trips (2010/11)	71% (2011/12)		70% (2012/13)	No further update available	
3.4.P	Indicator - Opportunities to participate in sporting and recreational activities are increasing						More info? see p37
	Measure - Percentage of our community who visit parks and bushland reserves, or use sports and recreational facilities once a week or more						
	Statistically valid survey of residents	57% (2012 survey)	4 year measure			Visit open spaces and recreational facilities = 72% (2014 ALHS survey)	→
3.5.Pa	Indicator - Employment rates in the Hornsby Shire are improving						More info? see p47
	Measure - Unemployment rates compared to March 2012						
	Hornsby Shire's Economic Profile, Economy.id	4.39% (3,980 persons) (March 2012)	4.58% (4,101 persons)	5.15% (4,789 persons)	5.35% (4,978 persons)	4.9% (4,674 persons) (March 2016)	←

my lifestyle

Our living centres are vibrant and viable

	Data source	Target /Trend	Results				Overall Trend
			2012/13	2013/14	2014/15	2015/16	
3.5.Pb	Measure - Number of local jobs						<i>More info? see p46</i>
	Hornsby Shire's Economic Profile, Economy.id	52,271 (June 2011)	52,755	53,223	52,804	54,527 June 2015)	→
3.6.P	Indicator - The number of people living and working locally is increasing						<i>More info? see p45</i>
	Measure - Percentage of the population that live and work in the Shire						
	ABS Census data when available. Statistically valid survey of residents at other times	33% (2010 survey) 26.1% (20,519 workers) (2011 ABS Census)	4 year measure			30% (2016 survey)	→
3.7.Pa	Indicator - Prosperity in the Hornsby Shire is improving						<i>More info? see p24</i>
	Measure - Personal income - Average wage and salary						
	ABS National Regional Profile	\$57,494 (June 2009)	\$59,959 (June 2010)	\$63,145 (June 2011)	\$69,957 (June 2013)	No further update available	→
3.7.Pb	Measure - Number of local businesses						<i>More info? see p46</i>
	ABS National Regional Profile / Hornsby Shire's Economic Profile, Economy.id	15,403 (June 2011)	15,485	14,916		15,300 (June 2015)	~
3.7.Pc	Measure - Gross regional product for Hornsby Shire and per capita value						<i>More info? see p46</i>
	Hornsby Shire's Economic Profile, Economy.id	\$6,234 million (\$38,062 per capita) (June 2011)	\$6,273 million (\$37,981 per capita)	\$6,384 million (\$38,278 per capita)	\$6,624 million (\$39,309 per capita)	\$6,853 million (\$40,179 per capita) (June 2015)	→

my property

Our natural and built environments are harmonious

	Data source	Target /Trend	Results				Overall Trend
			2012/13	2013/14	2014/15	2015/16	
4.1.P	Indicator - The amount of household waste is decreasing					More info? see p41	
	Measure - Percentage of waste diverted from landfill						
	Hornsby Shire Council's Waste Management Branch	70% by 2021/22 (State Govt target)	53%	51%	49.5%	49%	←
4.2.P	Indicator - An increasing number of community members participate in Council's waste education initiatives					More info? see p41	
	Measure - Number of community members participating in Council's waste education initiatives						
	Hornsby Shire Council's Waste Management Branch	4,680 (2011/12)	9,060	3,410	2,385	3,760	←

my council

Our corporate governance is accountable and proactive

	Data source	Target /Trend	Results				Overall Trend
			2012/13	2013/14	2014/15	2015/16	
5.1.Pa	Indicator - Services in the Delivery Program achieve performance success on time and within budget					More info? see p48	
	Measure - Percentage of Key Actions in Delivery Program 2013-17 achieving success						
	Hornsby Shire Council's corporate reporting system	90% of Key Actions completed / going well	86%	83%	83%	84%	~
5.1.Pb	Measure - Overall budget performance (+/- 10% of budget)					More info? see p48	
	Hornsby Shire Council's financial management system	100%	100%	100%	100%		100%
5.2.Pa	Indicator - Council is perceived by residents as providing good customer service					More info? see p48	
	Measure - Percentage of Council service requests completed within agreed timeframe						
	Hornsby Shire Council's Icon resource	90%	90%	79%	82%	88%	~
5.2.Pb	Measure - Percentage of correspondence completed or acknowledged within 14 days					More info? see p48	
	Hornsby Shire Council's Icon resource	90% of all written correspondence including email	88%	88%	85%		87%

key highlights

September 2012 - July 2017

Photo: Fagan Park © DJN Consulting

my environment

Bushland and biodiversity

- Work to protect rare plant **Darwinia Biflora** completed at **Berry Park and Ron Payne Oval**. Works include interpretive signage and fencing
- **Volunteers at Council's Community Nursery** propagated 200,000 plants over the last five years. These plants are provided to residents, schools and public land projects
- Environmental protection and **restoration of early pioneer graves** through a Heritage Works grant
- **Wisemans Ferry Tip revegetated** using 11,500 plants from the Community Nursery
- **Two biobanking agreements** negotiated with the NSW Government totalling \$3.8 million which will fund the restoration of Upper Pyes Creek and New Farm Road bushland reserves, and management of weed control of critically endangered Sydney Blue Gums at Dog Pound Creek, Thornleigh
- Council joined forces with City of Ryde Council to **rehabilitate and restore a section of Terrys Creek** which adjoins both councils. The project cost of \$250,000 was split between the two councils and partially funded by the Office of Environment and Heritage
- Budget allocations reviewed in 2016/17 with bushland trail maintenance receiving a \$42,000 increase, and the Bushcare program receiving a \$38,000 increase

- The NSW Government gave **Council 74 hectares of land** valued at more than \$22 million, which will be used for bushland conservation and open space. The land consists of 29 parcels which are along Terrys Creek, an important wildlife corridor; Devlins Creek, where future cycling and walking trails will be possible; and at Galston featuring spectacular gorge country with many threatened species

- **Hornsby Ku-ring-gai Bush Fire Risk Management Plan** endorsed

Waterways and catchments

- Over 1,000 tonnes of waste on average per year **captured by stormwater quality improvement devices** which filter and treat polluted stormwater before it ends up in our waterways
- **Swimming advice on water quality** provided on Council's website for the community daily. Historical information on the health conditions of the river at 11 sites now included on Council's website and data portal
- **Stormwater harvesting feasibility study** completed examining the viability and potential water quality benefits of stormwater harvesting at 10 of Council's sportsfields

Resource consumption

- Council adopted a **new water conservation policy** to ensure potable water is conserved within Council operations and services and to reduce Council water consumption by 10% by 2022
- **Solar Panels installed** at Hornsby Library, Thornleigh Works Depot and Wallarobba Arts and Cultural Centre





Photo: Westside Vibe © Damon Collum

my community

Community services

- **'SocioCultural' consultation** with 1,500 residents and stakeholders on cultural and art services in May 2014
- **Community BBQ trailer** with audio visual capabilities purchased for use at events and available for hire by the community
- **Number 5 Coronation Street**, Council's first urban revitalisation pop-up project on Hornsby's west side, hosted 16 projects over its 10 month tenure
- Parcel of land at Mount Kuring-gai's Wellum Bulla site made available for **construction of a Men's Shed**

Community facilities

- **Community and Cultural Facilities Strategic Plan** which will establish a long term strategic approach to Council's provision of community and cultural facilities over the next 10-20 years, adopted August 2015
- \$1.6 million renovation of **Roselea Community Centre** completed
- Council's **Child Care Centres** leased to private operators
- **Review of preschool leasing policy** to move preschools to a negotiated market rent with five year implementation period
- Completed planning and received development consent for a **new community centre and playground at Storey Park, Asquith**. The centre will include multi-purpose rooms, park facilities with bike paths, seating, barbeques and picnic shelters, an inclusive play environment, and onsite parking and landscaped surroundings

- **Dural Lane Mural** created by French artist Hugues Sineux, transforming a blank wall into a street scene that would have been found in Hornsby early in the 20th Century. The mural includes Ginger Meggs whose creator Jimmy Bancks grew up in Hornsby and used the area as inspiration for his iconic cartoons

Libraries

- **New library management system** implemented in August 2015 providing improved access to library collections and customer interactions such as online transfer requests and personal book reviews
- Over the last five years, **Council's libraries** have: welcomed 4.4 million people through their doors; made 5.6 million library loans; had 1.3 million visits to the library web page

HORNSBY SHIRE LIBRARIES



WELCOMED
4,413 396
VISITORS



LOANED
5,691 920
ITEMS



ENJOYED
1,385 208
WEB PAGE VISITS

Studies - recreation facilities

- Council endorsed **'Active Living Hornsby Strategy'** (ALHS) findings - a research project and consultation to provide Council with a long term framework for recreation facilities, parks and open space areas
- Adopted **West Epping Oval Plan of Management** providing the opportunity for a detailed design to be completed and then tendered. As this facility has now been transferred to the new City of Parramatta Council, that Council will now be able to immediately proceed to construction of a range of significant recreation improvements
- Adopted **Waitara Park Plan of Management** which will deliver a range of new recreation opportunities including a new sport and community centre for the Police Citizens Youth Club. This indoor sports facility has now commenced construction
- Adopted **Plan of Management for Hornsby Park, Old Mans Valley and Hornsby Quarry**
- Council resolved that all future new and refurbished playgrounds will offer **inclusive play**, giving everybody a chance to be involved together. An inclusive playground is one where children and parents all have a chance to be actively involved together, regardless of age or abilities
- Moving forward with **Hornsby Park/Quarry redevelopment** - 'Plan your Parkland' community consultation held during April 2017. 'Plan your Parkland' saw more than 1,200 surveys completed during the consultation period, with a wide range of suggestions from the community including walking tracks, mountain bike trails, an amphitheatre, sporting facilities and a swimming hole
- Sportsground Discussion Paper prepared - exhibition commenced June 2017

Major facility upgrades

- **Cowan's Wastewater Scheme** approved and constructed by Sydney Water with connections available January 2014

- **Hornsby Aquatic and Leisure Centre** - new facility built and opened for business August 2014. The facility is operating well above budget revenue forecast, with approximately 350,000 visitors per annum.
- **Cogeneration plant** installed at the Hornsby Aquatic and Leisure Centre to generate electricity, provide pool heating and save energy
- **Galston Aquatic and Leisure Centre** opened its new Program Pool that allows expanded opportunity for learn to swim classes
- **5.9km Hornsby Mountain bike trail** (Stages 1 and 2) completed at Old Mans Valley. Trailcare Volunteer Program initiated for maintenance. Trail realignment undertaken for Hornsby Quarry remediation work giving entry point in Hornsby Park and longer loops for beginner and novice riders
- Upgrade to waterside park at **Kangaroo Point, Brooklyn** including improved parking, restored stone walls, timber deck, new picnic tables, improved landscaping and tree plantings
- **Major drainage improvements** on the Hornsby CBD drainage system to eliminate flood risk to a large number of surrounding properties
- Funding received from NSW Government under the Transport for NSW Easy Access Program for replacement of the **Hornsby Station Footbridge**. The new Footbridge opened to pedestrians in October 2016. Whilst construction of the new bridge is continuing, pedestrians are able to access a ramp while the stairs and elevators are built

Hornsby West Side

- **West Side place making** and rejuvenation commenced with planter boxes installed along Peats Ferry Road, Station and Coronation Streets, and 40km/h speed limit introduced in Hornsby west side's pedestrian zone

Infrastructure

- **10 year capital projects (SRV)** list reviewed and amended to reflect current community need
- **Asset Management Plans and budget allocations** reviewed with community facilities receiving an additional \$1.5m and roads \$750k from 2015/16
- **34 acres of land at Westleigh** purchased from Sydney Water - to be used for recreation and sport
- Council's first **synthetic playing field** constructed at Pennant Hills Park No. 3 costing \$1.3 million. The project also delivered an underground stormwater tank for irrigation, biofiltration basins, new perimeter fencing, an upgraded carpark, footpaths and floodlights
- New synthetic cricket pitch at Warrina Street Oval, Berowra officially opened on 10 March. The upgraded pitch is part of \$300,000 Council is currently spending on cricket facilities across the Shire, including synthetic wickets at Normanhurst Oval, Foxglove Ovals, Mount Kuring-gai Oval and Cheltenham Oval
- Repayable contribution of more than \$150,000 granted by Council for construction of **new sports centre** on North Epping Bowling and Community Club site. New facility opened February 2017
- **\$172.5 million capital expenditure** over Council's five year term from 2012/13 to 2016/17, with \$52.54 million being spent in 2015/16

Road Safety

- Joint campaign between Council traffic rangers and NSW Police Force to **target dangerous drivers around school zones**
- **Motorcycle Crash Card** produced by Hornsby Shire Council. Inspired by a similar initiative in the United Kingdom, the Crash Card is supported by NSW Ambulance, NSW Police Force and Fire & Rescue NSW

my property

Development Assessments

- Council staff determined 5,820 Development Applications and Section 96 Applications over Council's five year term from 2012/13 to 2016/17. Total income from DAs was \$8.09 million (\$1.93 million in 2015/16)
- Section 94 income over Council's five year term from 2012/13 to 2016/17 was \$97.57 million (\$46 million in 2015/16)
- Development with a total capital value of \$3.88 billion determined over Council's five year term 2012/13 to 2016/17 (\$1.29 billion in 2015/16)
- In 2014/15, the number of new dwellings approved was in the top five Councils in the State and within the State average for processing times

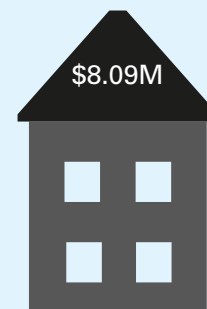
Compliance

- Hornsby Shire Swimming Pool Barrier Inspection Program adopted in October 2013 - approximately 500 swimming pool barriers inspected annually
- Council joined the 'Scores on Doors' program, an initiative of the NSW Food Authority, giving local food businesses the opportunity to prominently display their hygiene credentials. The Program has been strongly encouraged by Council's Health Officers with a growing number of businesses participating and receiving 3 star rating or higher

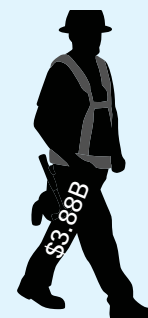
Waste

- Adopted the Northern Sydney Regional Waste Strategy 2014-2021 in October 2014
- Waste Disposal Contract renewed April/May 2015
- Free eWaste drop-off facility available five days per week from November 2013, with approximately 140 tonnes being dropped off annually
- Commenced construction of new Community Recycling Centre at Thornleigh, which will replace the eWaste service with a one-stop-shop for safely disposing of household problem waste such as paints, gas bottles, light globes, batteries and motor oils. The EPA provided a grant for the facility
- Hornsby Shire residents recycle an average of 36,000 tonnes of resources annually, including green waste. Resources sent to landfill has been on average 36,000 tonnes annually, although 2015/16 saw an increase to 41,000 tonnes
- Hornsby Shire Council named the top recycler of printer cartridges of all local councils across Australia through the 'Cartridges 4 Planet Ark' program in 2014, 2015 and 2016

Income from Development Applications



Construction Value



Section 94 Income

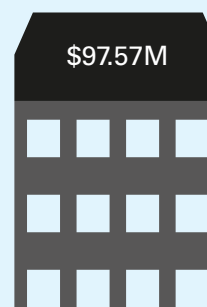




Photo: Sunrise at Brooklyn © DJN Consulting

my council

Councillors

- Councillors developed their **strategic vision**: *"A trusted, sustainable and innovative council dedicated to improving the quality of life of its community"*
- Hosted a group of emissaries from the **Chinese city of Xi'an** in March 2013
- Approximately 20 **presentations by the Mayor** to classes of school children
- The Mayor appeared before **Upper House Inquiry into Local Government** advocating the benefits of reform and amalgamation in August 2015
- Moving forward with 'Fit for the Future', the NSW Government's plans for reform and "Council Improvement Proposal" submitted On 12 May 2016, under the **Local Government (City of Parramatta and Cumberland) Proclamation 2016**, the area south of the M2 Motorway was transferred to the new City Of Parramatta Council
Various facilities have now been transferred to the City of Parramatta Council, including five community centres, Epping Library, parks and playgrounds
In July 2017, Council submitted two separate alteration of boundary proposals to the Minister for Local Government; one requesting the return of the area transferred to the City of Parramatta Council, and the alternate proposal requesting the transfer of the Epping CBD from the City of Parramatta Council
On 27 July 2017, the NSW Government announced that the proposed merger between Hornsby Shire Council and Ku-ring-gai Council would not go ahead
- University of Newcastle Learning Hub secured for Hornsby CBD

- **Australian citizenship** has been conferred on 6,079 candidates from 100 countries in the five year period 2012/13 to 2016/17

Financial position

- **Income Statement surplus** before capital items improved from \$3.043 million in 2012/13 to \$17.142 million in 2014/15
- Budget savings in 2012/13 and 2013/14 allowed a \$6 million **reduction in external loan borrowing** saving an estimated \$513k in interest per year over 20 years
- In 2014 NSWTCorp rated Council as being in a **'sound' financial position**
- Cash surplus of \$8 million was set aside in 2014/15 to **fund two key financial challenges** - s94 gap and Hornsby Quarry site

Communications and branding

- **'Planning for the Future' consultation** undertaken with 1,900 residents covering topics such as bushland, water catchments, environmental issues, public transport, bicycles, communication, advertising and new branding
- **Animated infographic "Who Lives Here?"** based on ABS 2011 Census data developed and displayed on Council's YouTube, Facebook and web pages
- **Social media**, and in particular Facebook, has proven extremely popular - growing from 109 Likes in December 2012 to more than 13,600 followers. The move from a reactive to a proactive approach to social media engagement requires staff to quickly respond to questions and queries reaching a segment of the community Council may not normally interact with

- **Monthly newsletter** subscribers grown from 4,000 in 2012/13 to over 32,000 in 2016/17
- **Engaging newsletters, including 'What's On'**, delivered to 45,000 households quarterly
- Council's **advertising page in local newspapers** rebranded and restyled presenting a professional and polished look
- Council's **branding updated** at various facilities, including Thornleigh Brickpit Indoor Stadium, Roselea Community Centre, Dangar Island wharf, Hornsby Library and childcare centres
- **'Community Recognition and Communication Effectiveness Research' consultation** with 2,286 people participating, showed there is an extremely high level of awareness and recognition of Council's brand
- **Mini tourism website 'Discover Hornsby'** launched August 2015 featuring a selection of bushwalks, bike tracks, parks and waterways. Three new walks were added in June 2016
- **Community consultation** undertaken in April/May 2016 to identify how Council is tracking against a series of community perception indicators in the **Community Strategic Plan**. The consultation involved both an online survey and focus groups, and achieved an outstanding response with 3,750 residents participating in the project. The results will also inform preparation of a new 10 year Community Strategic Plan

Hornsby Quarry

- Settlement reached in **Hornsby Quarry** legal action

my council

- Agreement reached between State and Federal Governments and Council to **partly fill Hornsby Quarry** with clean excavated material from the NorthConnex tunnel project. The work includes three intersection upgrades to accommodate truck movements, and realignment of the Hornsby Mountain Bike Trail to allow it to remain open whilst Hornsby Quarry is rehabilitated. Filling commenced May 2017

Strategic planning

- **Hornsby Local Environmental Plan and Development Control Plan** providing a new planning framework for development gazetted October 2013. In September 2015, the Hornsby Local Environmental Plan 2013 was amended to incorporate design excellence requirements for development greater than 10 storeys in height. Council also implemented a Design Excellence Panel to assist in providing expert advice on development applications at pre-lodgement and assessment stages
- **Epping Town Centre Urban Activation Precinct** amendment to Hornsby Local Environmental Plan 2013 facilitating 3,750 additional dwellings over the next 20 years
- **Epping Town Centre Public Domain Guidelines** adopted 9 December 2015
- Completion of the review of planning controls for the **Hornsby West Side Precinct**. The proposal aims to rejuvenate the west side through redevelopment and public domain improvements
- **Section 94 plan** amended levying a lower contribution rate for granny flat development due to concern about affordability

- In November 2015, **Section 94 and Section 94A Contributions Plans** were updated to provide for future local infrastructure requirements arising from population growth, consistent with Council's Active Living Hornsby Strategy and Community and Cultural Facilities Strategic Plan

- **Gateway Determination** for planning proposal to rezone land in **South Dural** for urban development issued by NSW Planning and Infrastructure and extended until March 2018. In December 2015, Council entered into a funding agreement with Statewide Property Ventures to fund Council's resources for the review of a Planning Proposal when submitted for the South Dural Precinct

Council discontinued its evaluation of the South Dural Planning Proposal until an agreed infrastructure plan is prepared to service the precinct with the support of the State Government including costings and timeframes for upgrading New Line Road and Old Northern Road

- **'Rural Lands Planning Issues' survey** inviting over 6,000 landowners in the Shire to participate in an online survey to identify the community's vision for the rural areas was undertaken in July 2014. In May 2016, Council adopted the Rural Lands Planning Proposal to permit the opportunity for secondary dwellings, dual occupancy, roadside stalls and split zone lots on rural zoned land

- **Gateway Determination** issued by the Department of Planning and Environment for the Dural Service Centre Planning Proposal

- Council resolved to develop the **Brooklyn Improvement Master Plan**, to create a comprehensive blueprint for the future of Brooklyn in partnership with a Community Reference Group. The Brooklyn Improvement Master Plan project commenced in July 2016. Stages 1 and 2 relating to issues analysis, vision and place principles were completed in December 2016. Next steps relate to strategy development and drafting of the Master Plan

- Brief issued for contractors to undertake economic assessment of existing planning controls and floor space demand assessment as first step in **Hornsby CBD east side master planning**

- Local Government Reference Group for **Cherrybrook Station Precinct** underway. Council entered into a funding agreement with UrbanGrowth NSW to share the cost of preparing technical studies and the precinct plan for the Cherrybrook Station Precinct

- Council's submission to Hornsby Commuter Carpark EIS resulted in a review by the NSW government to deliver a better outcome for the Hornsby Town Centre

- Approval for a community survey to be undertaken to identify and establish the vision, principles and key outcomes to guide a future review of the **Pennant Hills Town Centre Master Plan**. 'Picture Pennant Hills' consultation, conducted late 2016, resulted in 1,045 valid on-line responses and 196 street intercept surveys, representing a response rate of 19%. An economic feasibility assessment is the next step in progressing a revised Master Plan for Pennant Hills

FOLLOWERS @ June 2017



13,838



1,108



3,872



216
SUB

127,681
VIEWS

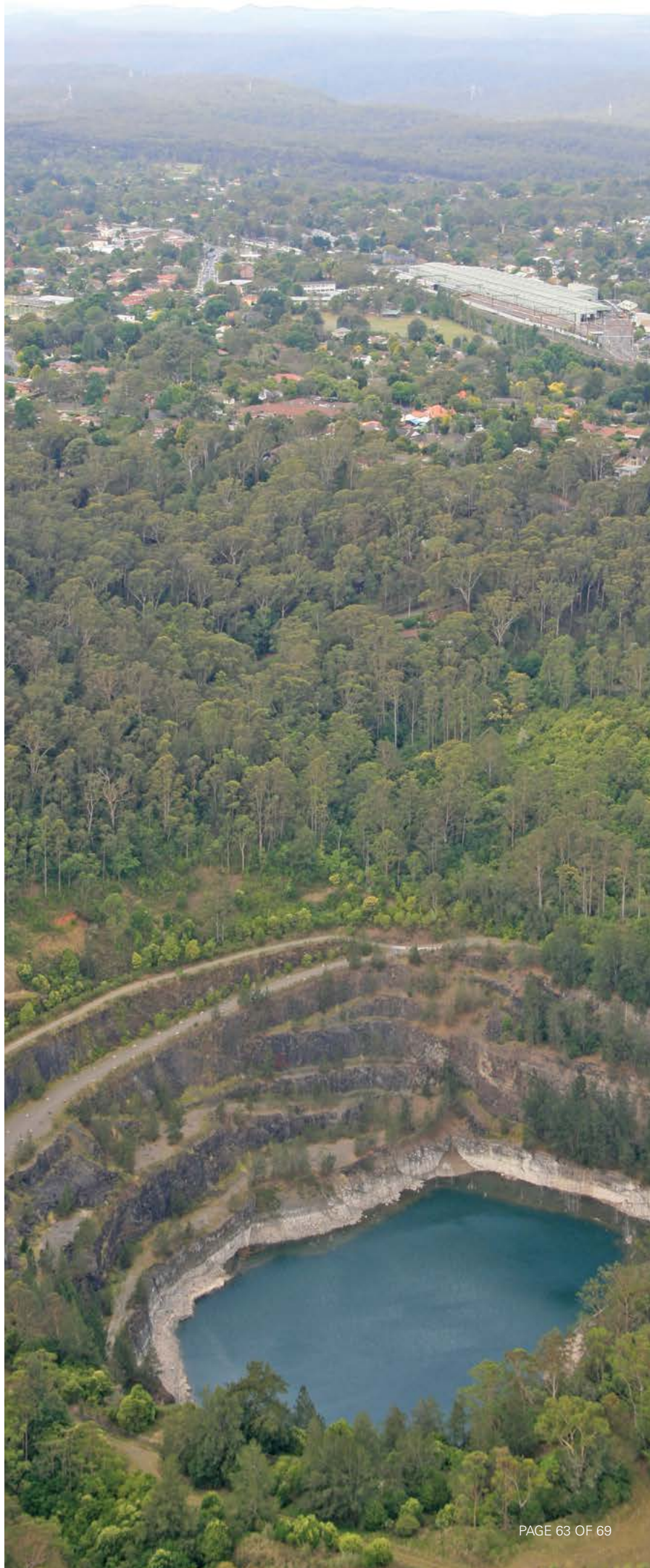
my council

Property development

- **Five lot subdivision** at Berowra Waters Road successfully auctioned
- **Church** at 179 Beecroft Road, Cheltenham sold at auction
- **Vacant land** at 19 Lyndelle Place, Carlingford sold
- MOU entered into with Department of Planning and Environment for the **North West Rail Link Urban Renewal Program**
- Former **Commonwealth Bank Building** in George Street, Hornsby sold with profits going to extra car parking and other amenities in the CBD
- **Interactive online mapping application** developed and launched to simplify the identification of planning controls applying to a property. The application can be accessed on a desktop computer, tablet or mobile phone

Corporate

- **New corporate systems replacement** provided by TechnologyOne Limited went live in October 2016
- **Corporate values** developed and implemented throughout Council
- **Organisational Culture Development Program** commenced
- **Signage app** developed and data collection on Council signs throughout the Shire complete
- **CCTV surveillance** on Council centres suffering high incidence of vandalism considerably reduced number of incidents and repair costs
- Implementation of an app offering **mobile solution for parks field officers**



awards

2012/13

- Local Government Shires Association Arts and Culture Award for Improved Cultural Facility - Wallarobba Arts and Cultural Centre November 2012
- Stormwater Industry Association Awards for Excellence (September 2012) - Highly Commended for Epping Oval stormwater harvesting; bioretention basin, Belinda Crescent, North Epping
- Safety and Wellness Services - finalist in IPAA Leadership Awards, August 2012

2013/14

- Community Nursery won the *'Best Government Nursery in NSW & ACT'* at the Nursery & Garden Industry Association Awards
- LG NSW Excellence in the Environment Awards - Highly Commended for *'Restoration of Roadside Corridors and Vegetation Linkages in Hornsby Shire'*
- Parks and Landscape Branch won Regional (NSW/ACT) Parks and Leisure Australia Award for Use of Technology for Mobility Solutions - for development of an app facilitating works in the field
- WHS Team won StateCover WHS Excellence award (\$5,000) for its Safety and Compliance organisation-wide audit for implementation of significant WHS initiatives that improved WHS performance in a sustainable and innovative way

2014/15

- WHS Team won the *'Best Workplace Health and Safety Management System in the Public Sector'* for efforts in developing and implementing the overall WHS management system, and in particular undertaking an 18 month audit of the organisation's safety practices
- *'Hawkesbury Watch'* website won the 2014 NSW Coastal Management Innovation Award for displaying daily swimming conditions, estuarine health grades and real time data via five monitoring buoys on Council's website and a free app
- Clean4Shore program (funded by Council) won *'Hey Tosser! Litter Reduction Award'* in NSW Environment Protection Authority, Clean Beaches Connecting our Coast Awards 2014 in December
- In partnership with Greater Sydney Local Land Services' Floating Landcare program, won *'Environmental Protection Award'* at the 2014 Keep Australia Beautiful NSW Clean Beaches Awards in December

2015/16

- The Institute of Public Works Engineering Australasia awarded Council a trophy for its project management of the construction of the new Hornsby Aquatic and Leisure Centre
- Highly Commended in Excellence in Infrastructure category for *'Interpretive Signage for Hornsby Shire Biofilters'* at the NSW Stormwater Industry Awards
- The Hornsby Aquatic and Leisure Centre won the *'Roejen Customer Service Team of the Year Award'* at the 2016 Aquatic and Recreation Institute (State) Awards

2016/17

- The Natural Resources Branch received the 2016 *'NSW Coastal Management Innovation Award'* in partnership with the C3 Climate Change Cluster, University of Technology, Sydney, for the development of **Algalert**, a tool that gives coastal managers the necessary information to monitor and respond to harmful algal blooms
- Hornsby Shire Council won the title of *'State Top Collector'* in the **MobileMuster Awards** - Australia's only government-accredited, not for profit mobile phone recycling program whose aim is to keep mobile phones away from landfill where they cause significant environmental damage



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