

HAWKESBURY CITY COUNCIL

# OPERATIONAL PLAN 2012-2013

## Part 1

Activities

Rates

Fees & Charges

Pricing Methodology

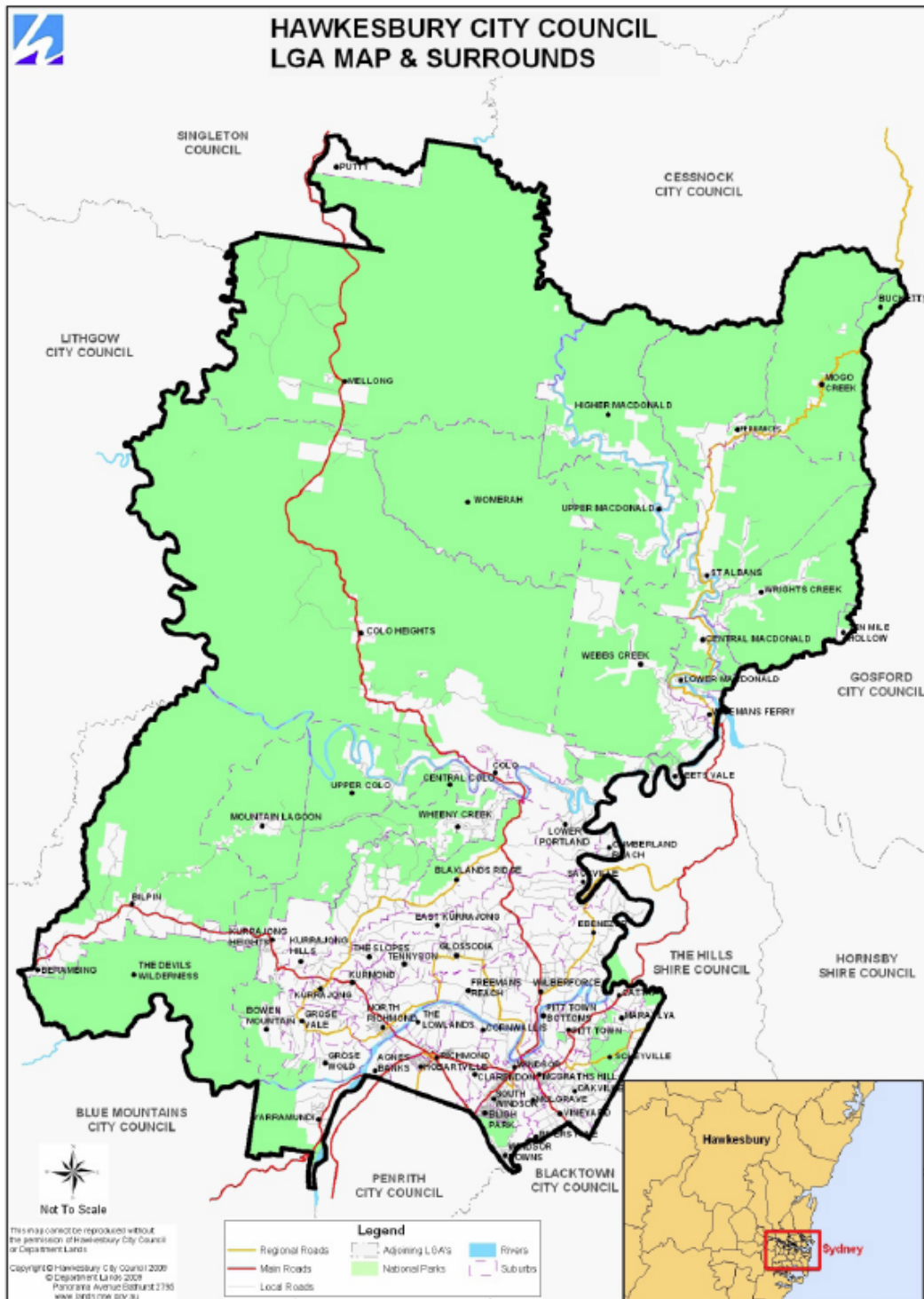
Borrowings



DRAFT



SHAPING OUR FUTURE



### Hawkesbury City Council

Address: 366 George Street  
WINDSOR NSW 2756

Mailing Address: PO Box 146  
WINDSOR NSW 2756

Phone: (02)4560 4444

Fax: (02) 4587 7740

Email: [council@hawkesbury.nsw.gov.au](mailto:council@hawkesbury.nsw.gov.au)

Office Hours: Monday to Friday 8:30am – 5:00pm

Council Website: [www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au)



## TABLE OF CONTENTS

ABOUT THIS OPERATIONAL PLAN .....	IV
HOW WILL PROGRESS ON THIS PLAN BE REPORTED?.....	IV
PROJECTS, PROGRAMS AND ACTIVITIES FOR 2012/213 .....	5
Looking after People and Place .....	7
2012/2013 Operational Plan.....	7
Caring for Our Environment .....	10
2012/2013 Operational Plan.....	10
Linking the Hawkesbury .....	14
2012/2013 Operational Plan.....	14
Supporting business and Local Jobs .....	17
2012/2013 Operational Plan.....	17
Shaping our Future Together .....	19
2012/2013 Operational Plan.....	19
STATEMENT OF REVENUE POLICY .....	29
Types of Revenue .....	29
RATES AND CHARGES – 2012/2013 .....	30
Revenue Policy – Rating.....	30
Rate Pegging.....	30
Valuations .....	30
Rating Categories.....	30
Farmland Category.....	31
Residential Category .....	31
Ordinary Rates 2012/2013.....	32
Table 1.....	32
Special Rates .....	33
Annual Charges (Section 501).....	33
Waste Management .....	33
Table 2.....	34
Sewerage Fund.....	35
Residential Sewer Rate.....	35
Business Sewer Rate .....	35
Table 3.....	36
Sullage Service .....	37
Table 4.....	37
Pensioner Concessions .....	38
Ordinary Rates and Domestic Waste Management Service Charge.....	38
Sewerage Services.....	38
Sullage Services.....	38
RATES AND ANNUAL CHARGES .....	39
Rates .....	39
Waste Management Annual Charges.....	39
Windsor Sewer Scheme .....	39
Sullage .....	40
Inside Sewerage Area .....	40
Outside Sewerage Area .....	40
PRICING METHODOLOGY .....	41
Community Benefit (note 1) .....	41
Target Recovery (note 2) .....	41
Fee Pricing .....	41
Set By Statute .....	42
Community Rooms – Deerubbin Centre.....	42
Goods and Services Tax (GST).....	43
GST Registration.....	43
Kerbing and Guttering Contributions by Adjoining Owners .....	44
Interest on Overdue Rates.....	44
Interest on Overdue Sundry Debts .....	44
Legal Charges.....	44
Payment of Interest on Securities .....	44
Review of Contribution of Rates .....	44
PROPOSED BORROWINGS .....	45



## About this Operational Plan

The Operational Plan supports Council's Delivery Program 2012/2016. It identifies the individual projects, programs and activities that will be undertaken for 2012/2013 to achieve the commitments made in the Delivery Program.

The main elements of this Operational Plan are:

1. Projects, Programs and Activities to be undertaken by Council throughout 2012/2013. These are shown in the tables contained in the following section.
2. A Statement of Revenue Policy. The statement includes:
  - Estimated income and expenditure
  - Ordinary rates and special rates
  - Proposed fees and charges
  - Council's proposed pricing methodology
  - Proposed borrowings.

The Operational Plan is divided in two parts:

### Part 1

Contains the projects, programs and activities for 2012/2013 and the ordinary rates and special rates, proposed fees and charges, Council's proposed pricing methodology and proposed borrowings component of the Statement of Revenue Policy.

### Part 2

Contains the estimated income and expenditure component of the Statement of Revenue Policy.

## How will progress on this Plan be reported?

Reports will be prepared as follows:

**Every quarter:** Budget Review Statement with respect to the Operational Plan will be reported to Council.

**Every six months:** Progress Report on the achievements in implementing the Delivery Program and Operational Plan regarding the effectiveness of the principle activities undertaken in achieving the strategies in the Community Strategic Plan. Also includes copy of Council's audited financial reports. The Annual Report is provided to the Division of Local Government.



**Projects, Programs and  
Activities for 2012/2013**





# Looking after People and Place

## 2012/2013 Operational Plan

### Delivery Program Activity 1

Develop and implement strategies, to work with the local and business communities to define the Hawkesbury character to identify what is important to preserve and promote.

Operational Plan Actions	Responsible Manager	Output Measure
1.1 Consultation with Deerubbin Local Aboriginal Land Council about protocols for notification of development proposals	Town Planning	Consultation undertaken
1.2 Resource the planning of activities which celebrate community diversity in conjunction with inter-agency organising committees	Community Partnerships	Number of events supported
1.3 Implement Parks Plans of Management as funding and grants allow	Parks & Recreation	Works completed on time and within budget  Area of parkland per resident

### Delivery Program Activity 2

Implement the Hawkesbury Residential Land Strategy.

Operational Plan Actions	Responsible Manager	Output Measure
2.1 Investigate, prepare and assess Planning Proposals in accordance with recommendations of Hawkesbury Residential Land Strategy	Strategic Planning	Investigations and Planning Proposals consistent with Hawkesbury Residential Land Strategy

### Delivery Program Activity 3

Develop Plans to facilitate heritage conservation and prioritise the implementation of actions including seeking resources from other sources to promote and conserve heritage.

Operational Plan Actions	Responsible Manager	Output Measure
3.1 Apply for funding to develop Conservation Management Plans for parks and cemeteries	Parks & Recreation	Funding applications completed
3.2 Implement Heritage Strategy as developed by Heritage Advisory Committee	Town Planning	Recommendations of Heritage Strategy implemented as per the adopted budget
3.3 Prepare a planning proposal to facilitate the listing of additional heritage items in the Hawkesbury Local Environmental Plan	Strategic Planning	Planning proposal reported to Council

### Delivery Program Activity 3

Develop Plans to facilitate heritage conservation and prioritise the implementation of actions including seeking resources from other sources to promote and conserve heritage.

Operational Plan Actions	Responsible Manager	Output Measure
3.4 Incorporate a Heritage Chapter into the Development Control Plan	Strategic Planning	Heritage Chapter reported to Council for determination
3.5 Provide Heritage Advisory Service	Town Planning	100% of all requests are actioned
3.6 Develop a heritage education and awareness campaign	Town Planning	Campaign developed and reported to the Heritage Advisory Committee
3.7 Develop assessment tools for analysis of heritage proposals	Town Planning	Assessment tools developed and reviewed by the Heritage Advisor

### Delivery Program Activity 4

Promote community safety through the development and implementation of:

- Bush Fire Hazard Reduction Program
- Service Level Agreements with NSW Rural Fire Service
- Flood Risk Management Study and Plan for the Hawkesbury River
- Hawkesbury Crime Prevention Strategy
- Road Safety Action Plan

Operational Plan Actions	Responsible Manager	Output Measure
4.1 Maintain the Rural Fire Service Business Continuity Plan	Infrastructure Services	Rural Fire Service level agreement satisfied
4.2 Implement the Bush Fire Hazard Reduction Program for open space	Parks & Recreation	Specifications in program achieved
4.3 Coordinate the implementation of Hawkesbury Crime Prevention Strategy	Community Partnerships	Crime Prevention tasks and projects achieved
4.4 Develop and Implement Road Safety Action Plan	Community Partnerships	Annual Action Plan developed and implemented
4.5 Implement 'Good Sports' program in partnership with Australian Drug Foundation	Community Partnerships	Continued Council Sponsorship of Program
4.6 Finalise Flood Risk Management Study and Plan for the Hawkesbury River	Strategic Planning	Study and Plan reported to Council for determination



## Delivery Program Activity 5

Undertake community research and make information available so that services and facilities can be planned to serve changing demographics and other external impacts, and to inform the review of the Community Strategic Plan.

Operational Plan Actions	Responsible Manager	Output Measure
5.1 Manage the Deed of Management for the operation of the Hawkesbury Leisure Centres	Support Services	Formal meetings of representatives of the YMCA of Sydney and relevant Council staff held every three months  Reports and other documentation provided by the YMCA of Sydney as required under the Deed of Management
5.2 Develop library services strategically and in response to social, economic and environmental changes, and in accordance with State Library NSW benchmarks	Cultural Services	Library services are reviewed and developed in response to community needs
5.3 Develop proposal for community housing partnership with Wentworth Community Housing	Community Partnerships	Proposal reported to Council
5.4 Develop integrated human services planning framework for Hawkesbury	Community Partnerships	Framework developed and adopted
5.5 Support Hawkesbury Sports Council as required	Parks & Recreation	Funding provided half yearly. Meetings attended as required
5.6 Manage and maintain Richmond Swimming Pool	Parks & Recreation	Pool open as advertised
5.7 Establish a community sector leader's forum to inform community partners of outcomes of Community Survey	Community Partnerships	Forum held.
5.8 Assist in completing and implementing the Nepean Homeless Taskforce 10 Year Plan	Strategic Planning	Recommendations reported to Council

## Delivery Program Activity 6

Develop Master Plan for Windsor, Richmond and North Richmond

Operational Plan Actions	Responsible Manager	Output Measure
6.1 Finalise review of draft Master Plan for Windsor	Strategic Planning	Master Plan for Windsor reported to Council for adoption

# Caring for Our Environment

## 2012/2013 Operational Plan

### Delivery Program Activity 7

Develop a Sustainable Land Use Strategy that integrates all land use and other relevant plans to protect environmentally sensitive land.

Operational Plan Actions	Responsible Manager	Output Measure
7.1 Develop a framework and investigate funding opportunities for the preparation of a Rural Lands Strategy	Strategic Planning	Framework developed and funding opportunities investigated

### Delivery Program Activity 8

Develop and implement a Risk Management and Adaptation Plan to improve and support human services and delivery of outcomes for the community on the possible impacts of climate change.

Operational Plan Actions	Responsible Manager	Output Measure
8.1 Develop an Adaptation Plan to identify actions that protect residents against the possible impacts of climate change	All Reported by Strategic Planning	Adaptation Plan reported to Council

### Delivery Program Activity 9

Develop, support and implement partnerships and strategies with relevant stakeholders to manage the Hawkesbury - Nepean River system.

Operational Plan Actions	Responsible Manager	Output Measure
9.1 Participate in the Hawkesbury Nepean Local Government Advisory Group	Strategic Planning	Meetings attended as required
9.2 Coordinate the development of the Middle Hawkesbury River Estuary Study and Management Plan	Strategic Planning	Finalise the Hawkesbury River Estuary Management Plan
9.3 Assist the Catchment Management Authority to finalise the Catchment Action Plans for the local government area	Strategic Planning	Assistance provided as agreed
9.4 Provide pump out services to limit nutrients and pollutants from onsite sewerage management systems entering waterways	Waste Management	Pump out service provided within agreed time frames
9.5 Operate reticulated sewerage systems to limit nutrients entering waterways	Waste Management	Licence conditions met Phosphorus concentrations are monitored
9.6 Provide a trade waste service to commercial and industrial premises. Set service standards and levels	Waste Management	Service levels met

## Delivery Program Activity 9

Develop, support and implement partnerships and strategies with relevant stakeholders to manage the Hawkesbury - Nepean River system.

Operational Plan Actions	Responsible Manager	Output Measure
9.7 Provide recycled water to Council's reserves, parks and local schools for irrigation and toilet flushing	Waste Management	Recycled water provided
9.8 Reduce gross pollutants entering waterways through the provision of Gross Pollutant Traps	Construction & Maintenance	Gross pollutants are captured and measured Stormwater interceptor devices are maintained
9.9 Provide a street sweeping service	Construction & Maintenance	Street sweeping carried out in accordance with schedule road list
9.10 Apply for appropriate grants to supplement the bush regeneration budget	Parks & Recreation	Relevant grant applications made
9.11 Manage onsite management systems effectively through the "septic safe" program	Regulatory Services	Onsite management systems are managed based on risk through the "septic safe" program Number of systems inspected Number of failed systems
9.12 Develop, review and implement a yearly bush regeneration program	Parks & Recreation	Bushland regeneration program developed and implemented

## Delivery Program Activity 10

Delivery of actions contained in Council's Water and Energy Action Plans.

Operational Plan Actions	Responsible Manager	Output Measure
10.1 Review and develop the Water Savings Action Plan	All Reported by Strategic Planning	Review completed Total water consumption from Council operations reported
10.2 Review and develop the Energy Savings Action Plan	All Reported by Strategic Planning	Review completed Total energy consumption from Council operations reported
10.3 Implement the Water and Energy Savings Action Plans	All Reported by Strategic Planning	Annual targets in Water and Energy Savings Action Plans achieved Total greenhouse gas emissions reported

## Delivery Program Activity 11

Delivery of actions identified in the Local Government Strategic Waste Action Plan in accordance with the NSW Waste and Sustainability Improvement Payment Program.

Operational Plan Actions	Responsible Manager	Output Measure
11.1 Provide domestic and commercial waste and recycling collection services to the community	Regulatory Services	Customer service standards achieved
11.2 Coordinate projects identified in the Waste and Sustainability Improvement Payment Program	Strategic Planning	Provide monthly working group meetings and complete required reports to Office of Environment & Heritage
11.3 Prepare and call for tenders for the process and/or removal of green and timber waste received at the Hawkesbury City Waste Management Facility	Waste Management	Tenders determined
11.4 Implement the program for the safe management of asbestos with council assets	Building Services	Program implemented
11.5 Implement the Sustainable Events Policy	Corporate Communications	Policy implemented
11.6 Identify risks associated with Council's waste management and the storage and disposal of substances and chemicals	Risk Management	Programs established and incorporated into relevant operational plans

## Delivery Program Activity 12

New and existing development meets planning controls and unauthorised development is managed

Operational Plan Actions	Responsible Manager	Output Measure
12.1 Investigate complaints of unauthorised development and development not complying with conditions of consent in accordance with Customer Service Standards	Regulatory Services	Customer service standards achieved
		Action taken to correct breaches in accordance with legislative requirements
		Number and type of non complying development complaints recorded
12.2 Assess and determine applications and certificates for development	Town Planning	Customer service standards achieved
12.3 Planning proposals to amend the Hawkesbury Local Environmental Plan support Council's sustainability principles	Strategic Planning	Hawkesbury Local Environmental Plan is consistent with Council's sustainability principles
12.4 Amendments to the Hawkesbury Development Control Plan support Council's sustainability principles	Strategic Planning	Hawkesbury Development Control Plan is consistent with Council's sustainability principles

## Delivery Program Activity 13

Develop environmental educational programs.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>
13.1 Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices	Corporate Services & Governance	Information provided
13.2 Provide and promote information and cultural services and resources that assist the community in caring for the environment	Cultural Services	Education programs and resources are delivered
13.3 Develop and implement education programs covering Environmental Health, Public Health, Waste Management and Development Compliance	Regulatory Services	Programs developed and actions implemented
13.4 Implement a Waste Education Program	Strategic Planning	Waste Education implemented
13.5 Educate the community on environment and bush care values, threatened and endangered species	Parks & Recreation	Workshops and educational opportunities provided
13.6 Promote the Sustainable Events Policy to community groups holding events	Corporate Communications	Policy promoted

# Linking the Hawkesbury

## 2012/2013 Operational Plan

### Delivery Program Activity 14

Promote the integration of a Transport Network Strategy with partners to ensure networks meet the community's current and future needs.

Operational Plan Actions	Responsible Manager	Output Measure
14.1 Research funding opportunities to identify and promote active transport strategies	Community Partnerships	Submissions lodged
14.2 Deliver community transport services in accordance with contracted outputs as negotiated with funding bodies	Community Partnerships	Contracted outputs achieved
14.3 Develop a brief and seek funding to prepare a Transport Network Strategy for the Hawkesbury	Strategic Planning	Brief prepared and funding application submitted

### Delivery Program Activity 15

Engage neighbouring councils, transport providers and State and Federal Governments to contribute in kind or financially to improve the transport network.

Operational Plan Actions	Responsible Manager	Output Measure
15.1 Approach state / federal authorities for financial assistance for infrastructure	Construction & Maintenance	Opportunities identified and advocacy undertaken at appropriate government level
15.2 Prepare and submit applications for funding to authorities	Construction & Maintenance	Relevant grant applications lodged
15.3 Maintain partnerships with neighbouring councils to share financial responsibilities for ongoing maintenance of shared roads and ferry	Design & Mapping Construction & Maintenance	Partnership agreements maintained
15.4 Develop a communication strategy for priority projects	Corporate Communication	Strategy developed

## Delivery Program Activity 16

Advocate for improved transport networks.

Operational Plan Actions	Responsible Manager	Output Measure
16.1 Lobby for improvements to transport networks	All Reported by General Manager	Priority projects highlighted at appropriate government level
16.2 Review and provide comments on proposed government services and infrastructure strategies	All Reported by Strategic Planning	Comments provided as required

## Delivery Program Activity 17

Extend the shared pathway/cycleway network and improve the accessibility of the built environment in accordance with priorities identified in Mobility Plan and Access and Inclusion Plan.

Operational Plan Actions	Responsible Manager	Output Measure
17.1 Coordinate the implementation of the Hawkesbury Mobility Plan	Community Partnerships	Plan implemented
17.2 Develop the Access and Inclusion plan	Community Partnerships	Plan adopted

## Delivery Program Activity 18

Maintain and monitor Council's roads and footpaths to ensure they are safe and accessible.

Operational Plan Actions	Responsible Manager	Output Measure
18.1 Provide survey and designs support for projects contained within the Capital Works Program	Design & Mapping	Survey and designs provided as required
18.2 Undertake road and footpath maintenance renewal programs and report their condition	Construction & Maintenance	Maintenance and renewal programs implemented
18.3 Construct, maintain and rehabilitate road related assets including road pavements and shoulders	Construction & Maintenance	Works completed on time and within budget
18.4 Maintain the bridge network in accordance with condition assessment	Construction & Maintenance	Works completed on time and within budget
18.5 Construct, maintain and reconstruct kerb & gutter and foot paving	Construction & Maintenance	Works completed on time and within budget
18.6 Erect and maintain street names and line marking	Construction & Maintenance	Works completed on time and within budget
18.7 Undertake road and footpath inspections and report on their condition	Construction & Maintenance	Inspections undertaken and reported
18.8 Maintain car parking areas	Construction & Maintenance	Complete maintenance work



## Delivery Program Activity 19

Advocate for a range of telecommunication services that addresses both urban and rural locations.

Operational Plan Actions	Responsible Manager	Output Measure
19.1 Work with telecommunication service providers in the Hawkesbury to promote new services offerings	Strategic Activities	Increase in range of telecommunication services
19.2 Lobby to seek improvements for priority issues	Strategic Activities	Priority issues highlighted at appropriate government level



# Supporting business and Local Jobs

## 2012/2013 Operational Plan

### Delivery Program Activity 20

Implement the recommended immediate, ongoing and short term strategies contained in the "Hawkesbury Employment Lands Strategy"

Operational Plan Actions	Responsible Manager	Output Measure
20.1 Investigate options for the renewal of Richmond around Richmond Station and between Windsor Street and Bosworth Street by way of zoning, land use and urban design options	Strategic Planning	Options paper prepared
20.2 Investigate the potential for land at Clarendon to be rezoned and developed for high amenity office and business development with minor and ancillary retail development	Strategic Planning	Investigations undertaken and options report prepared

### Delivery Program Activity 21

Develop a Marketing Strategy

Operational Plan Actions	Responsible Manager	Output Measure
21.1 Prepare Feasibility Study	Strategic Activities	Feasibility Study prepared and proposals considered

### Delivery Program Activity 22

Facilitate partnerships between employers and training providers.

Operational Plan Actions	Responsible Manager	Output Measure
22.1 Explore Scholarship Program with TAFE NSW	Strategic Activities	Feasibility study reported
22.2 Monitor labour force issues for the Hawkesbury	Strategic Activities	Priority issues identified and reported
22.3 Meet with employment and training providers and business groups and agencies to facilitate partnerships	Strategic Activities	Meetings held and opportunities explored
22.4 Recognise business leadership	Strategic Activities	Sponsor at least one business awards program
22.5 Undertake Scholarship Program with University of Western Sydney	Strategic Activities	Scholarship Program undertaken
22.6 Support and expand existing work experience programs involving the Schools Industry Partnership Industry, TAFE and various tertiary education assistance providers within the	Human Resources	Successful liaison with and continuous support of local schools and tertiary education assistance providers with opportunities in the

## Delivery Program Activity 22

Facilitate partnerships between employers and training providers.

Operational Plan Actions	Responsible Manager	Output Measure
Hawkesbury area		various areas of work experience offered
22.7 Provide and support existing Mechanical Apprenticeship opportunities through WSROC group apprenticeships	Human Resources	Successful liaison and support facilitating opportunities to use Mechanical apprentices
22.8 Continue to provide traineeship opportunities in Finance; Information Service/Records Management and Library.	Human Resources	Successful advertising and appointment of trainees into these areas

## Delivery Program Activity 23

Establish social enterprises to provide employment opportunities

Operational Plan Actions	Responsible Manager	Output Measure
23.1 Develop proposal for social enterprise partnership	Community Partnerships	Proposal reported to Council

## Delivery Program Activity 24

Work with local industry and commercial providers to develop business focused programs that promote sustainable business practices.

Operational Plan Actions	Responsible Manager	Output Measure
24.1 Implement program to work with local business to promote sustainable business practices through improvements in environmental health, and pollution prevention and advice on other statutory requirements	Regulatory Services	Program delivered

## Delivery Program Activity 25

Develop and implement an Economic Development Strategy.

Operational Plan Actions	Responsible Manager	Output Measure
25.1 Prepare consultants brief	Strategic Activities	Brief prepared

## Delivery Program Activity 26

Develop and commence implementation of Tourism Strategy for Hawkesbury.

Operational Plan Actions	Responsible Manager	Output Measure
26.1 Implement the Tourism Strategy Actions with assistance of partners	Strategic Activities	Implementation commenced

# Shaping our Future Together

## 2012/2013 Operational Plan

### Delivery Program Activity 27

Ensure that sustainability principles are integrated into Council's plans and policies.

Operational Plan Actions	Responsible Manager	Output Measure
27.1 Integrate sustainability principles into Council's plans and policies	All Reported by Strategic Planning	Plans and policies, when reviewed, incorporate sustainability principles

### Delivery Program Activity 28

To provide governance and civic leadership to the local community through a commitment to improve how Council does business, implements its policies and provides services to satisfy the needs of its community.

Operational Plan Actions	Responsible Manager	Output Measure
28.1 Ensure optimal utilisation and return on Council's funds	Financial Services	Council's funds invested in line with legislative requirements and Council's Investment Policy  Investment Policy reviewed annually  Independent Investment Advice obtained on a quarterly basis and as required
28.2 Process payment to Council suppliers in line with Council's terms and conditions	Financial Services	Payments made in accordance with Council's terms and conditions
28.3 Develop and implement sustainable procurement practices throughout Council	Financial Services	Procurement policies and procedures enhanced and implemented in compliance with relevant legislation
28.4 Maintain and test the IT Disaster Recovery Plan	Information Services	IT Disaster Recovery Plan completed and alternative site established
28.5 Maintain and update Council's information infrastructure and corporate applications	Information Services	Information technology applications and network available during business hours
28.6 Maintain Business Continuity Plan	Information Services	Business Continuity Plan is current
28.7 Coordinate Councillor induction following local government elections	Corporate Services & Governance	Induction completed

## Delivery Program Activity 28

To provide governance and civic leadership to the local community through a commitment to improve how Council does business, implements its policies and provides services to satisfy the needs of its community.

Operational Plan Actions	Responsible Manager	Output Measure
28.8 Compile Business Papers for Council meetings	Corporate Services & Governance	All Business Papers are accurately compiled in accordance with relevant legislation and Council procedures
28.9 Provide community access to Council information	Corporate Services & Governance	Government Information Public Access (GIPA) Act complied with
28.10 Provision of legal services to Council	Support Services	Urgent legal advice provided to Council within 24 hours and other legal advice provided within agreed timeframes
28.11 Provide reliable and responsive customer services	All Reported by Customer Services	Monthly reports received from Council's Solicitors outlining outstanding legal matters Service delivered through Customer Service Unit meets advertised Customer Contact and Customer Service Standards
28.12 Co-ordinate corporate customer service improvement strategies	Customer Services	Increase in customer satisfaction
28.13 Implement policies and procedures to meet Award and legislative requirements	Human Resources	Policies and procedures meet legislative requirements
28.14 Corporate and individual training needs are provided	Human Resources	Learning and professional opportunities developed
28.15 Review and monitor Council's Work Health and Safety Strategy and Plan	Risk Management	Registers current and maintained Workplaces where exposure to chemical & physical agents required health surveillance monitored
28.16 Council meeting cycle meets legislative requirements	General Manager	Emergency management plans developed At least 10 Council meetings held each year, in different months
28.17 Review committees and membership annually	General Manager	Review undertaken and reported to Council
28.18 Ensure efficient operation of Council meetings	General Manger	Meetings conducted in accordance with Code of Meeting Practice
28.19 Provide support to the Audit Committee	General Manager	Support provided
28.20 Conduct audits in accordance with Council's adopted Strategic Internal Audit Plan	Internal Auditor	Audits completed in accordance with program contained within Internal Audit Plan

## Delivery Program Activity 28

To provide governance and civic leadership to the local community through a commitment to improve how Council does business, implements its policies and provides services to satisfy the needs of its community.

Operational Plan Actions	Responsible Manager	Output Measure
28.21 Provide GIS input and direction towards Council's projects	Design & Mapping	Mapping system updated as required
28.22 Implement Capital Works Program	All	Capital Works Program completed

## Delivery Program Activity 29

Comply with all statutory planning and reporting requirements.

Operational Plan Actions	Responsible Manager	Output Measure
29.1 Provide financial reporting in line with legislative requirements and Guidelines issued by the Division of Local Government	Financial Services	Financial Reports submitted to the relevant authority within the required deadline
29.2 Ensure sound administration of Rates and Charges across the LGA in line with legislative requirements	Financial Services	Rating categorisation, Rates Levy and Charges determined in line with legislative requirements
29.3 Maintain financial information in line with legislative requirements	Financial Services	Accounting records maintained in line with applicable legislation and Accounting Standards
29.4 Report Public Interest Disclosure (PIDs) in accordance with legislative requirements	Corporate Services & Governance	Reports provided to the NSW Ombudsman
29.5 Forward Privacy complaints immediately to the Office of the Privacy Commissioner	Corporate Services & Governance	Complaints forwarded as required
29.6 Complete and Report Pecuniary interest returns in accordance with legislative requirements	Corporate Services & Governance	Pecuniary Interest Returns completed and reported to Council
29.7 Review the Policy for the Payment of Expenses and Provision of Facilities to Councillors	Corporate Services & Governance	Policy reviewed, adopted and submitted to the Division of Local Government
29.8 Operate the Hawkesbury City Waste Management Facility in accordance with the EPA conditions	Waste Management	Compliance with licence conditions Total annual waste collected per resident measured and reported  Proportion of collected waste that is recycled measured and reported
29.9 Operate the McGraths Hill Sewage Treatment Plant Facility in accordance with the EPA conditions	Waste Management	Compliance with licence conditions

## Delivery Program Activity 29

Comply with all statutory planning and reporting requirements.

Operational Plan Actions	Responsible Manager	Output Measure
29.10 Operate the South Windsor Sewage Treatment Plant Facility in accordance with the OEH conditions	Waste Management	Compliance with licence conditions  Total volume of sewerage treated measured and reported  Proportion of sewerage treated that is recycled measured and reported
29.11 Coordinate the implementation of asset management in accordance with Division of Local Government's Integrated Planning and Reporting Framework	Strategic Planning	Division of Local Government requirements met
29.12 Complete the Annual Water and Energy Saving Action Plans Reports	All Reported by Strategic Planning	OEH online reporting completed
29.13 Prepare the Council "End of Term" Report	All Reported by Strategic Planning	Report provided to Council
29.14 Review Hawkesbury Community Strategic 2010-2030 Plan	All Reported by Strategic Planning	Plan reviewed
29.15 Prepare the 2013/2014- 2016/2017 Delivery Program	All Reported by Strategic Planning Financial Services	Delivery Program adopted by Council
29.16 Prepare Delivery Program progress reports	All Reported by Strategic Planning	Reports provided to Council
29.17 Prepare the 2013/2014 Operational Plan	All Reported by Strategic Planning Financial Services	Operational Plan adopted by Council
29.18 Prepare and implement a Community Engagement Strategy	All Reported by Corporate Communications	Strategy prepared and implemented
29.19 Prepare Quarterly Budget Review Statements	All Reported by Financial Services	Statements provided to Council
29.20 Coordinate the review of Asset Management Plans	All Reported by Strategic Planning	Review completed in accordance with the Division of Local Government requirements
29.21 Prepare Annual Report including the State of Environment Report	All Reported by Strategic Planning	Report prepared according to statutory requirements

### Delivery Program Activity 30

Advocate for funding from other levels of government.

Operational Plan Actions	Responsible Manager	Output Measure
30.1 Provide financial information and interpretation to support lobbying	Financial Services	Financial information provided within deadlines as required
30.2 Identify appropriate opportunities for advocacy for an equitable share of taxes to provide funding for projects and community needs identified in the Community Strategic Plan	General Manager	Opportunities identified and advocacy undertaken at appropriate government level

### Delivery Program Activity 31

Explore options for alternative income to establish and support services and facilities to meet the identified needs of the community.

Operational Plan Actions	Responsible Manager	Output Measure
31.1 Provide rental income from Council owned properties under lease	Corporate Services & Governance	Rental income received by Council is maximised
31.2 Prepare and submit applications to funding authorities	All Reported by Corporate Services & Governance	Number of applications submitted
31.3 Progress partnership proposal to secure external investment for construction of community facility at Pound Paddock, Richmond	Community Partnerships	Proposal investigated and completed
31.4 Provide financial support to assist community groups to build social capital through sponsorship of community programs and events	Community Partnerships	Financial support in accordance with Community Sponsorship Program and Community Development and Support Expenditure Scheme provided
31.5 Implement sustainability principles to meet total life cycle costs for infrastructure maintenance and renewal through the development of ten year Operational and Financial Plans for Waste Management	Waste Management	Operational Plan and Financial Plans developed

### Delivery Program Activity 32

Maintain and review Council's Long Term Financial Plan

Operational Plan Actions	Responsible Manager	Output Measure
32.1 Review Council's Long Term Financial Plan assumptions to ensure relevance is maintained and associated plans updated accordingly	Financial Services	Long Term Financial Plan reviewed as part of the budget process

32.2	Review Council's Long Term Financial Plan in line with the Division of Local Government Guidelines and legislative requirements	Financial Services	Long Term Financial Plan reviewed and submitted for Council's consideration
32.3	Review existing Development Contributions Plans	Strategic Planning	Draft Plans reported to Council
32.4	Review Council's Resourcing Strategy	All Reported by Strategic Planning Financial Services Human Resources	Strategy reviewed

### Delivery Program Activity 33

Undertake community engagement and have dialogue with the community in setting affordable and sustainable service levels and standards.

Operational Plan Actions	Responsible Manager	Output Measure
33.1 Consult the community to identify current cultural priorities	Cultural Services	Community consultation undertaken
33.2 Undertake community engagement to help identify affordable service levels	Strategic Planning	Community Engagement completed

### Delivery Program Activity 34

Develop and maintain partnerships, lobby and engage with key stakeholders based on social justice principles to ensure effective and accountable governance.

Operational Plan Actions	Responsible Manager	Output Measure
34.1 Implement the strategy for the Integration of Social Justice Principles into Council's corporate planning framework	Strategic Planning	Strategy implemented
34.2 Develop Hawkesbury Cultural Plan and resourcing strategy (2012/2013 – 2017/2018)	Cultural Services	Hawkesbury Cultural Plan (2012 – 2022) reported to Council Resourcing Strategy prepared
34.3 Provide support to the Heritage Advisory Committee	Town Planning	Support provided
34.4 Co-ordinate implementation of recommendations of Hawkesbury Youth Summit 2012	Community Partnerships	2012 Youth Summit recommendations achieved
34.5 Provide community with access to information on available community services and programs	Community Partnerships	Maintain on-line community services directory
34.6 Provide support services to the Waste Management Advisory Committee	Strategic Planning	Support provided
34.7 Provide support services to the Flood Plain Risk Management Advisory Committee	Strategic Planning	Support provided
34.8 Provide financial support to Hawkesbury River County Council	Regulatory Services	Support provided
34.9 Provide support services to the Human Services Advisory Committee	Strategic Planning	Support provided



### Delivery Program Activity 34

Develop and maintain partnerships, lobby and engage with key stakeholders based on social justice principles to ensure effective and accountable governance.

Operational Plan Actions	Responsible Manager	Output Measure
34.10 Identify community and corporate position on priority issues for the Hawkesbury	Strategic Activities	Make submissions to government enquiries, whitepapers, policies, plans
34.11 Provide an efficient and effective media and public relations program	Corporate Communications	Media relationships reviewed and enhanced  Media stories generated  Awards programs and public relations activities undertaken  Council publications produced

### Delivery Program Activity 35

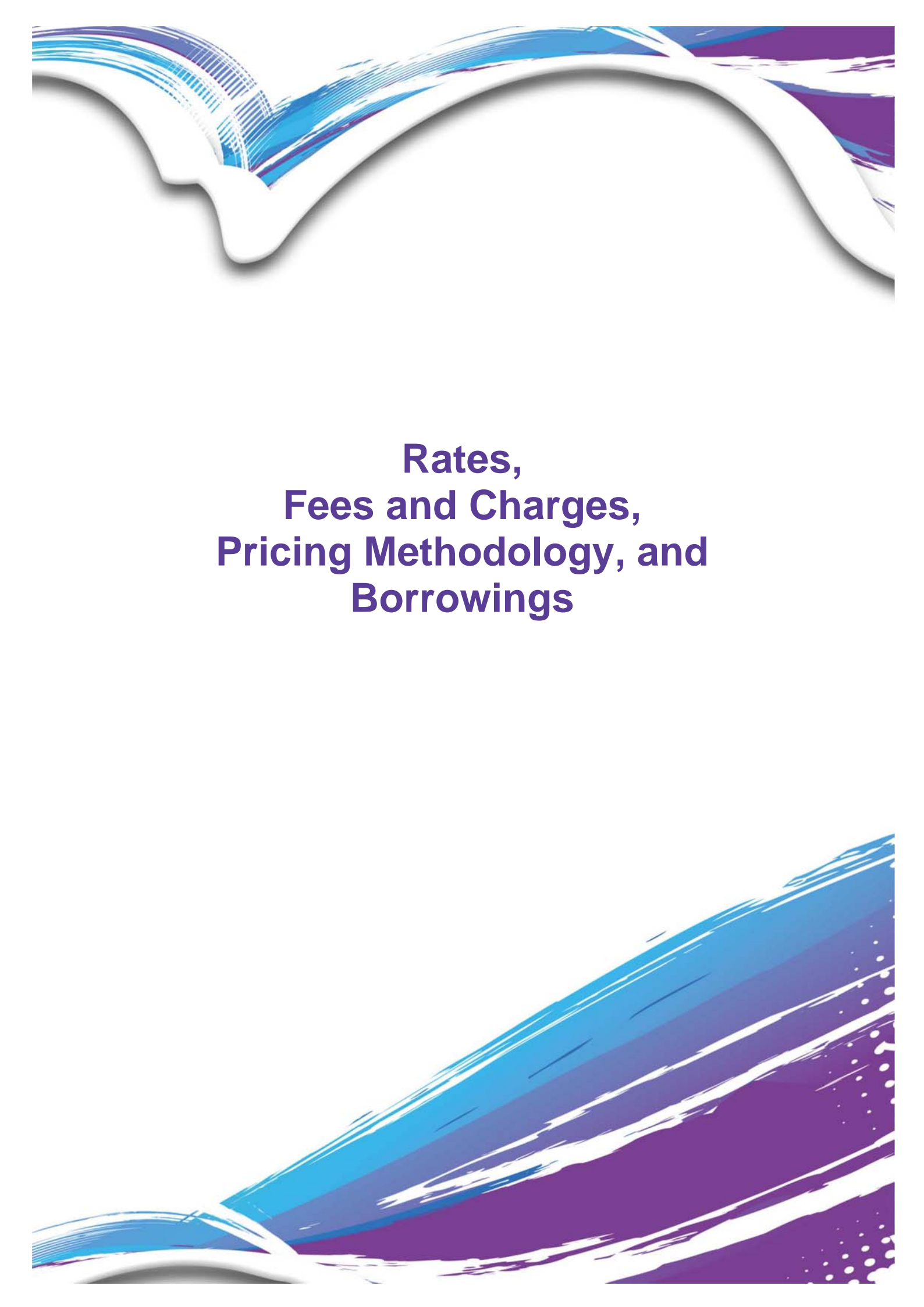
Work with the community to build mutually beneficial partnerships with key stakeholders to promote community connection and participation.

Operational Plan Actions	Responsible Manager	Output Measure
35.1 Promote the mutually beneficial Library, Museum and Gallery Volunteer Program	Cultural Services	All opportunities within Council identified.  Cultural Services volunteers supported and valued through training and recognition programs  Number of volunteers increased
35.2 Represent Council on "Headspace" youth mental health consortium	Community Partnerships	Meetings attended
35.3 Partner with YMCA to deliver inclusive sports program for people with disabilities	Community Partnerships	Program delivered
35.4 Participate on local, regional and state planning forums to advocate for human services needs of the Hawkesbury	Community Partnerships	Meetings attended as required
35.5 Support community management of community facilities (halls and community centres)	Community Partnerships	Community halls and community centres maintained to required standard  Utilisation of community facilities increased
35.6 Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc.)	Community Partnerships	Funding and statutory requirements, as negotiated with funding bodies achieved

## Delivery Program Activity 35

Work with the community to build mutually beneficial partnerships with key stakeholders to promote community connection and participation.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>
35.7 Support the community and volunteers with Adopt - a - Road program	Design & Mapping	Number of active Adopt - A - Road groups supported
35.8 Manage, support, encourage and develop volunteer Bush Care groups for bushland sites	Parks & Recreation	Number of active Bush Care groups supported
35.9 Undertake Sister Cities and City Country Alliance Program with partners	Strategic Activities	Sister Cities and City Country Alliance Program undertaken
35.10 Work with the community to develop community events that promote community connection, celebration and character	Corporate Communications	Events undertaken
35.11 Resource and support the planning of activities and events which celebrate community diversity, civic pride and promote community harmony	Corporate Communications	Community events supported



**Rates,  
Fees and Charges,  
Pricing Methodology, and  
Borrowings**





## Statement of Revenue Policy

Local Government is the tier of Government which is closest to the people. Hawkesbury City Council exists to provide a wide range of services for the benefit of its local community. Council has to operate in a complex, legislative, economic and social framework, and with the participation of the community, services and facilities are provided in an efficient, effective and a businesslike manner.

The businesslike approach in the provision of these services and facilities, takes into account several major characteristics, including:

- A large part of Council's revenue comes from ratepayers who expect a certain level and quality of service for their contribution by rates.
- Council's pricing policies and budgets are developed by representatives of the community.
- Council receives grants from other spheres of Government, which may prescribe policies and pricing practices.
- Commonwealth and State legislation is often prescriptive in relation to certain areas of the power of Local Government.

The traditional role of councils to provide physical and property based services has evolved into a far more complex one, which involves the provision of a wide range of physical, social and recreational services and facilities. Communities are demanding both a wider range and higher quality of service. Operating in an economic environment of tight fiscal and financial constraint, the availability of additional funds from other levels of government has been restricted.

It is within this context that the Statement of Revenue Policy has been developed for the 2012/2013 Financial Year.

### ***Types of Revenue***

The sources of funds to enable Council to carry out its works and services and provision of facilities are from the following revenue categories:

- Rates;
- Annual charges for services;
- Fees for services;
- Federal and State Government grants;
- Borrowings; and
- Earnings from investments and entrepreneurial activities.

Critical to the development of the Statement of Revenue Policy is that the principles of efficiency, effectiveness and equity are demonstrated.

**Efficiency** generally means ensuring that resources are devoted to the most valuable ends as determined by Council, whilst using as few resources as possible. It generally relates to the cost at which services and facilities desired by the community are delivered or provided.

**Effectiveness** relates to the satisfaction of stated objectives so that outcomes of decisions and the needs and demands of consumers are taken into consideration. Effectiveness is clearly demonstrated by the relative service standards or qualities to the satisfaction of a particular group's needs.

**Equity** means ensuring that services are provided to those who need them, even though they may be unable to pay for the particular service.

This document provides pricing policies for rates, annual charges for services and fees for specific services provided by Council.



## RATES AND CHARGES – 2012/2013

### ***Revenue Policy – Rating***

#### **Rate Pegging**

The NSW Government introduced rate pegging in 1987. Rate pegging limits the amount that Council can increase its rate revenue from one year to the next by a specified figure.

The Independent Pricing and Regulatory Tribunal has determined the rate pegging amount for 2012/2013 is 3.6%. Revenue figures quoted for general rates are prepared on the basis of this percentage increase plus an allowable increase to recover abandonments in line with the relevant provisions of the Act.

General income comprises income from ordinary rates and special rates. It does not include income from Waste Management service charges, Windsor Sewer Scheme service charges or Sullage service charges.

#### **Valuations**

Rates are assessed on a rate in the dollar as a product of the land value supplied by the Valuer General. The Valuation of Land Act requires the Council to assess the rates on the most recent values provided by the Valuer General. A re-valuation of the Hawkesbury Local Government Area (HLGA) took place in 2011 and these valuations will be utilised for the first time for rating purposes in 2012/2013 and will be used again in 2013/2014 and 2014/2015. The rates levied in the 2012/2013 year will be based on land values totalling \$8,147,464,625 as at 1 July 2012, as determined by the NSW Valuer General.

#### **Rating Categories**

In accordance with Section 514 of the Local Government Act 1993 (Act), each parcel of land within the HLGA has been categorised for rating purposes and owners are notified in conjunction with their annual rate notice.

Under Section 554 of the Act all land is rateable unless it is exempt from rating. Sections 555 and 556 of the Act define the categories under which a parcel of land must fall in order to be eligible for exemption from rating. Ratepayers that are eligible under these sections may apply to Council for exemption from rating.

The Act also provides for all rateable properties to be categorised into one of four categories of ordinary rates as follows:

- Farmland Category
- Mining Category
- Residential Category
- Business Category

The Act also enables a council to determine if a rate that it levies is to be subject to a minimum rate or incorporate a base amount in respect of any category or sub-category of an ordinary rate.

A minimum rate can be applied to a property where the level of a rate on a property falls below a specified level when the ad valorem amount (rate in the dollar) is applied to that property value. The minimum rate where utilised by Council, has been set at \$485.00 for 2012/2013.

Where a base amount is utilised it is applied to all properties within a category or sub-category and is payable in addition to the ad valorem amount determined for that category or sub-category. Council proposes to utilise base amounts for the Rural Residential sub-category and Business category rate in 2012/2013.

For 2012/2013, Council will levy rates on the following categories and sub-categories:



## Farmland Category

This category includes any parcel of rateable land valued as one assessment and the dominant use of the land is for farming. The farming activity must have a significant and substantial commercial purpose or character and must be engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made). Properties which meet these criteria are categorised as "Farmland" and are levied at a lower rate in the dollar which for 2012/2013 is 80% of the residential rate.

For the Farmland Category, for 2012/2013, Council will levy an ad valorem amount of 0.263468c/\$ on a rateable value of \$549,785,400 with an estimated yield of \$1,450,178. A minimum rate of \$485.00 will apply.

## Residential Category

This category includes any rateable parcel of land valued as one assessment and the dominant use is for residential accommodation; or if vacant land is zoned or otherwise designated for use for residential purposes under an environmental planning instrument; or is rural residential land.

For the Residential Category (not including the Rural Residential sub-category), for 2012/2013, Council will levy an ad valorem amount of 0.325402c/\$ on a rateable value of \$4,574,109,712, with an estimated yield of \$15,352,311. A minimum rate of \$485.00 will apply.

- Rural Residential

From 2012/2013, Council has established a sub-category within its Residential Category to incorporate land which can be classified as Rural Residential in accordance with the provisions of the Act. This sub-category includes land that:

- (a) is the site of a dwelling, and
- (b) is not less than 2 hectares and not more than 40 hectares in area, and
- (c) is either:
  - (i) not zoned or otherwise designated for use under an environmental planning instrument, or
  - (ii) zoned or otherwise designated for use under such an instrument for non-urban purposes, and
- (d) does not have a significant and substantial commercial purpose or character.

Residential land falling outside the definition of Rural Residential land is classified as Residential.

For the Rural Residential Category, for 2012/2013, Council will levy an ad valorem amount of 0.292983c/\$ on a rateable value of \$2,304,697,000. Council has determined that 10.70% of its rural residential rate income will be levied as a base amount. The base amount per assessment for this sub-category will be \$190.00.

The total estimated yield from the rural residential sub-category is estimated at \$7,561,586.

## Business Category

This category includes rateable land that cannot be classified as farmland, residential or mining.

For the Business Category, for 2012/2013, Council will levy an ad valorem amount of 0.325402 c/\$ on a rateable value of \$718,872,513. The ad valorem rate in the dollar for the Business category is the same as the residential rate. Council has determined that 11.43% of its business rate income will be levied as a base amount. The base amount per assessment for this sub-category will be \$199.92.

The business ad valorem rate in the dollar is the same as the residential ad valorem rate in the dollar.

The total estimated yield from the business sub-category is estimated at \$2,641,107. This yield has been maintained consistent with the yield derived from the Business category prior to the 2011 land valuations.

## Ordinary Rates 2012/2013

For 2012/2013, Council will collect its rating revenue from determined categories and sub-categories thereof predominantly through an ad valorem rate in the dollar, with a minimum rate or base rate being applicable as shown in Table 1.

**Table 1**

Rate Category	Rating Assessments	Ad valorem Rate in \$	Minimum Rate	Base Amount	Notional Yield	% of Notional Yield
Residential	18,152	0.325402	\$485.00	-	\$15,352,311	56.85%
Residential-Rural Residential	4,259	0.292983	-	\$190.00	\$7,561,586	28.00%
Business	1,510	0.325402	-	\$199.92	\$2,641,107	9.78%
Farmland	631	0.263468	\$485.00	-	\$1,450,178	5.37%
<b>Total</b>	<b>24,652</b>				<b>\$27,005,182</b>	<b>100.00%</b>

Notes:

Variations will occur throughout the budget year between the estimated rate revenue indicated above and the actual income received. Reasons for variations between estimated income and actual income received include:

- Previously non-rateable properties becoming rateable during the year.
- Properties being withheld from rating, pending revised valuation particulars from the Valuer General's Office. This occurs when properties are subdivided and new valuation particulars are requested for the newly created lots. This usually results in an increase in the valuation base for the following year.
- Properties being rated for previous years upon receipt of new valuation particulars. There is a time delay associated with requesting new valuation particulars. This may result in some properties not being rated for a particular year until subsequent rating periods. This artificially inflates the rating revenue received for the year the rates are actually levied.
- Properties that are subdivided will have the new valuations used for rating from 1 July the following year from when the Plan was registered. This is also the case when part of a property is sold whereby the new valuations are to be used from 1 July the following year from when the sale took place.
- Any change in rating category is to take effect from the following quarter from when the application was received, should that application be successful.





## **Special Rates**

In addition to the Ordinary Rates, the Act makes provision for a Special Rate. Special rates may be considered by Council if it wished to finance a project that will benefit either the whole of the City or part of the City. A project may be comprised of works, services, facilities or activities.

A special rate can be levied on any rateable land, which in the Council's opinion, benefits or will benefit from the project in question; or contributes to the need for the project; or has access to the project. Council is free to levy different special rates for various projects, or for similar projects in different parts of its area.

Council is not proposing any special rates for 2012/2013.

## **Annual Charges (Section 501)**

In addition to ordinary rates and special rates, Council may levy an annual charge for any of the following services:

- Water supply services;
- Sewerage services;
- Drainage services;
- Waste management services (other than domestic waste management services); and
- Any services prescribed by the regulations.

## **Waste Management**

Domestic Waste Management Services generally relates to what has been known as domestic garbage. Waste Management Services relates to trade waste, business waste or direct disposal of waste at Council's Waste Depot site. Domestic Recycling Services is currently carried out by contract for the collection service. Other Waste Services would relate to the Sullage, Sewerage and any other prescribed service.

Provisions of the Act and the guidelines from the Division of Local Government encourage the user pays revenue raising method. They also require that councils separately account for each of the waste disposal methods with appropriate revenue sources being charged in accordance with the relative costs relating to that service. Council separately accounts for the income and expenditure for both the collection and disposal of garbage, as well as independently accounting for sullage and sewerage services.

There are two forms of charging for waste management services, being an annual charge or a user charge based upon the volume of waste disposed of or collected. Council's experience in relation to the waste management services would indicate that a method of charging by volume does not support an effective waste management service. The Statement of Revenue Policy for waste management services is therefore based upon the setting of annual charges for each service.

Accountability for revenue raising for the Domestic Waste Management Service provided by Council is set down in the Act, limiting revenue to reasonable costs that are required to provide the service.

For 2012/2013, the Office of Environment and Heritage has increased the Section 88 waste levy from \$78.60 to \$93.30 per tonne, representing an increase of \$14.70 per tonne or 18.7%. This increase has been incorporated into the determination of various Waste Management charges for 2012/2013.

The Domestic Waste Management service includes the applicable waste bin service, the recycling service and the kerb side collection service.

The charge for the Weekly Domestic Waste Management Charge 240L service will increase to \$384.50 (2011/2012 = \$373.30). The charge for the Weekly Domestic Waste Management Charge 120L bin service will increase to \$243.22 (2011/2012 = \$236.14).

Council will continue to provide a fortnightly waste management service to residents in certain outlying areas of the City. This service was commenced in the 1995/1996 financial year. The recycling component applies equally to properties on both weekly and fortnightly collection, as the recycling pickup is a fortnightly service.

The Fortnightly Domestic Waste Management Charge 240L will increase to \$243.22 (2011/2012 = \$236.14). The charge for the Fortnightly Domestic Waste Management Charge 120L will increase to \$170.78 (2011/2012 = \$165.81).

Since the introduction of the Act, Council is required to levy a Domestic Waste Management Service availability charge on properties that do not utilise the service but are located within the service area, to reflect the cost of the availability of the service to those properties. Based on the 2012/2013 estimates and the considerations noted above, the Weekly Domestic Waste Availability Charge will increase to \$111.14 (2011/2012 = \$107.90), and the Fortnightly Domestic Waste Availability Charge to \$55.57 (2011/2012 = \$53.95).

Under the Act, properties identified as being used predominantly for business purposes, are required to be levied a Waste Management Charge as distinct from the Domestic Waste Service. Since 1999/2000 the Waste Management Service has been extended to include non-domestic properties as part of the recycling scheme.

If the business activity requires a trade waste collection service, then that business organisation negotiates with private contractors to supply the service directly, Council is not a party to the agreement.

Table 2 illustrates the Waste Management charges for 2012/2013 and the associated estimated revenue.

**Table 2**

Charge 2011/2012	Description	No. of properties	Charge 2012/2013	% Increase
<b>DOMESTIC</b>				
\$373.30	240 litre bin - Weekly	15,478	\$384.50	3.00%
\$236.14	120 litre bin - Weekly	6,528	\$243.22	3.00%
\$236.14	240 litre bin - Fortnightly	444	\$243.22	3.00%
\$165.81	120 litre bin – Fortnightly	48	\$170.78	3.00%
\$107.90	Availability - Weekly	934	\$111.14	3.00%
\$53.95	Availability - fortnightly	127	\$55.57	3.00%
<b>BUSINESS</b>				
\$430.36	240 litre bin - Weekly	1,669	\$482.00	12.00%
\$263.34	120 litre bin - Weekly	150	\$294.95	12.00%

From 2012/2013, ratepayers may also request an additional recycling service, including a 240 litre recycling bin, with a fortnightly service in addition to the current service. The additional cost for this service is \$64.50, and is not included in the above charges.



## **Sewerage Fund**

Council owned and operated the Windsor Sewerage Scheme from the date of the original construction to the end of 1992. The Windsor Sewerage Scheme provides reticulated sewerage services to the general areas of:

- Bligh Park;
- Clarendon;
- McGraths Hill and Mulgrave Industrial Area;
- Pitt Town;
- South Windsor and South Windsor Industrial Area;
- Windsor;
- Windsor Downs; and
- Other minor extensions

From 1 January 1993, the power to raise the necessary revenue for the operation and management of the Windsor Sewerage Scheme was transferred to Sydney Water Corporation (Sydney Water Board) with Council still continuing to operate the Treatment Plants and equipment. Rates and charges were then levied by Sydney Water, from the property owners, and paid to Council for the costs of operation. Further State Government legislation has transpired that enabled Hawkesbury City Council to resume the raising of revenue from the property owners in the benefit areas to continue to provide the sewerage services. This has taken place since 1 July 1996 and will continue for the 2012/2013 financial year and beyond.

An annual charge is levied for sewerage charges in accordance with the provisions of the Act. Section 501(1) of the Act allows Council to make and levy a rate for sewerage services.

### **Residential Sewer Rate**

Residential premises, whether by way of mixed development, single dwelling, dual occupancy, strata or non-strata units/flats are not subject to usage categories. The residential sewer rate is calculated on an equity basis and applied to each service.

### **Business Sewer Rate**

Businesses pay a sewer rate based on usage. Five categories have been derived for volume discharges ranging from less than 1,000 litres per day (Category 1) to greater than 20,000 litres per day (Category 5). For details of volume discharges and charges see Tables in this section (Sewerage Fund).

Where industrial or commercial premises contain strata or non-strata units constructed under current planning laws these units are self contained and considered separate entities; that is each unit contains its own amenities (toilets, showers, sink, canteen etc). A sewer rate is calculated based on volume discharged to the sewerage system and applied to each unit.

Where industrial or commercial premises contain non-strata units constructed under older planning laws and may not be self contained, that is where several units share amenities; these units can be aggregated to a single annual charge based on a combined volume discharge to the sewerage system.

The Business Categories are proposed on the volumes of waste generated. The categories for 2012/2013 will remain the same as the 2011/2012 categories.

Additionally, a Trade Waste Excess Volume Charge applies to the Category 5 discharges. Those businesses with volumes exceeding 20,000 litres per day (Category 5) will attract the excess volume charge for each kilolitre in excess of 20KL per day. For 2012/2013, the Trade Waste Excess Volume Charge will increase to \$2.38 per kilolitre.

In addition to the excess volume charge, a trade waste mass loading charge may be levied, based on the strength of pollutants in the waste stream in Categories 2, 3, 4 and 5. The mass load will be calculated on the entire volume discharge, not just the excess, and charged according to pre-determined rates. Mass

loading content may include Biochemical Oxygen Demand (BOD); Suspended Solids, Total Grease and Oil and other pollutant groups.

Volumes of waste generated consistently above the initial assessed categorisation will result in a review of the nominated category. An appeal mechanism will also enable the category to be reviewed when a property owner feels the assessed volume is too high.

Properties are charged the Unconnected Annual Charge on a similar basis to availability charges for Domestic Waste Management. Whilst there may not be discharge of waste into the sewer there is a substantial cost in providing and maintaining the infrastructure to the property and an attributable annual charge is proposed. This philosophy is consistent with the intent of the Act that proposes the recovery of costs from vacant properties where the service is available.

Table 3 shows the sewerage charges and the estimated income to be raised for 2012/2013.

**Table 3**

Charge 2011/2012	Type of Service	Services	Charge 2012/2013	% Increase
<b>RESIDENTIAL</b>				
\$542.90	Residential Connected	6,790	\$570.00	5.00%
\$361.55	Residential Unconnected	98	\$379.60	5.00%
(\$271.45)	Pensioner Concession	1,604	(\$285.00)	5.00%
<b>BUSINESS</b>				
\$631.90	Category 1 (<1,000 litres per day)	789	\$663.50	5.00%
\$3,168.40	Category 2 (1,001 to 5,000 litres per day)	62	\$3,326.80	5.00%
\$6,311.55	Category 3 (5,001 to 10,000 litres per day)	5	\$6,627.15	5.00%
\$12,584.65	Category 4 (10,001 to 20,000 litres per day)	5	\$13,213.85	5.00%
\$12,584.65 (plus volumetric)	Category 5 (>20,000 litres per day)*	4	\$13,213.85 (plus volumetric)	5.00%
\$364.30	Business - Unconnected	60	\$382.50	5.00%

\* Plus Trade Waste Excess Volume Charge of \$2.38 per kilolitre for Category 5 properties.

In addition, a trade waste mass loading charge may be levied based on the strength of pollutants where determined.

## Sullage Service

A sullage pump-out service is generally provided to properties that are not serviced by Sydney Water or the Windsor Sewer Scheme and do not have an on-site sewerage management facility. At the time of preparing this report there were 973 residential properties that utilise Council's fortnightly sullage pump-out service, and a further 26 residential properties are on a weekly collection service. Residential properties receive an annual charge for this service, which appears on the rate notice.

The charges for the sullage service are calculated on the basis of the estimated costs to provide the service. The costs include the contract payments and any overheads applicable in administering the service. For 2012/2013, the anticipated costs also include the funding of the sullage service pensioner rebate scheme.

Sydney Water has been extending its Sewerage Scheme into the Glossodia/Freemans Reach/Wilberforce areas. Since the introduction of the Sydney Water Scheme to those areas, 1,409 properties have connected to the Scheme and no longer require a sullage service.

For 2012/2013, two differential rates have been determined to apply to properties within the areas where Sydney Water connections are available (inside sewerage area) and to properties that do not have access to the Sydney Water service respectively (outside sewerage area). Pro rata refunds will be available to those properties unconnected as at 1 July 2012 that connect to the Sydney Water system by December 2012.

The 2012/2013 charges have been calculated as follows:

Table 4 shows the Sullage charges for 2012/2013.

**Table 4**

Charge 2011/2012	Type of Service	Charge 2012/2013	% Increase
<b>RESIDENTIAL</b> (Inside Sewerage Area)			
\$1,245.00	Fortnightly Residential	\$1,585.53	27.35%
\$2,490.00	Weekly Residential	\$3,171.07	27.35%
(\$622.50)	Pensioner Rebates	(\$792.75)	27.35%
<b>RESIDENTIAL</b> (Outside Sewerage Area)			
\$1,245.00	Fortnightly Residential	\$1,409.36	13.20%
\$2,490.00	Weekly Residential	\$2,818.73	13.20%
(\$622.50)	Pensioner Rebates	(\$704.67)	13.20%
<b>BUSINESS</b> (Inside Sewerage Area)			
\$15.50	Commercial per 1000 litre	\$34.85	24.84%
<b>BUSINESS</b> (Outside Sewerage Area)			
\$15.50	Commercial per 1000 litre	\$32.52	9.81%

In addition to the above services, emergency service and extra services are available at an additional charge. For properties inside the sewerage area, for 2012/2013, the charge for an Emergency Service is \$121.50 and for an Extra Service, \$96.75. For properties outside the sewerage area, the charge for an Emergency Service is \$113.40 and for an Extra Service, \$90.30.



## **Pensioner Concessions**

Concession on the rates and charges levied are available to eligible pensioners. Council has in excess of 3,100 eligible pensioners who receive concessions on their annual rates and charges. Different concessions are available for the varying charges.

Council offers a number of rating concessions to pensioners over and above the mandatory concessions. No State Government subsidy is received against these additional concessions.

In September 2007 the Federal Government amended the asset requirements for pensioner applications which have resulted in an increase in the number of pensioners eligible for a pensioner rebate which in turn has increased the cost in this area to Council. Pensioner Rebates are only available to eligible pensioners from 1 July in the rating year in which they apply (or from the applicable quarter in the same year).

## **Ordinary Rates and Domestic Waste Management Service Charge**

The Act provides for pension rebates of up to 50% of the aggregated ordinary rates and domestic waste management service charges, to a maximum of \$250.00.

Under the State's mandatory Pensioner Concession Scheme, the State Government reimburses Council 55% (up to \$137.50 per property) of the rates and charges written off under the provisions of the Act. Council funds the remaining 45% (up to \$112.50).

## **Sewerage Services**

A concession is available to eligible pensioners who are subject to the residential connected charge under the Windsor Sewerage Scheme. The rebate granted represents 50% of the annual charge for a connected residential service.

The rebate for the 2012/2013 rating year will be \$285.00 per annum. The mandatory concession in respect to Sewer Charges is \$87.50 of which the State Government provides a reimbursement to Council of 55% (\$48.13). This amount has remained unchanged since 1989. Council funds the difference, which for 2012/2013 will be \$236.87 per property.

## **Sullage Services**

Council provides eligible pensioners receiving a sullage pump-out service with a pensioner subsidy additional to that received for rates and garbage. This subsidy is not available to pensioners who have non-eligible adult residents living at their property.

This rebate is fully funded by Council. The State Government provides no assistance towards pensioners on the sullage service.

The pensioner concession amount for 2012/2013 for properties inside the sewerage area will be \$792.75, and for properties outside the sewerage area \$704.67. These concessions represent 50% of the applicable charge for 2012/2013.

## Rates and Annual Charges

2011/2012		2012/2013
<b>Rates</b>		
\$0.325064	Residential Rate in the Dollar	\$0.325402
\$469.00	Residential Minimum Rate	\$485.00
\$0.325064	Rural Residential Rate in the Dollar	\$0.292983
-	Rural Residential Base Amount	\$190.00
\$0.325064	Business Rate in the Dollar	\$0.325402
-	Business Base Amount	\$199.92
\$0.243798	Farmland Rate in the Dollar	\$0.263468
\$469.00	Farmland Minimum Rate	\$485.00
(\$250.00)	Pensioner Rebate (Including DWM Charges)	(\$250.00)
<b>Waste Management Annual Charges</b>		
\$373.30	Domestic - 240 litre waste bin (Weekly Service)	\$384.50
\$236.14	Domestic - 120 litre waste bin (Weekly Service)	\$243.22
\$236.14	Domestic - 240 litre waste bin (Fortnightly Service)	\$243.22
\$165.81	Domestic - 120 litre waste bin (Fortnightly Service)	\$170.78
\$107.90	Availability Charge (Weekly Service)	\$111.14
\$53.95	Availability Charge (Fortnightly Service)	\$55.57
\$430.36	Business -240 litre waste bin	\$482.00
\$263.34	Business -120 litre waste bin	\$294.95
<b>Windsor Sewer Scheme</b>		
\$542.90	Residential - Connected	\$570.00
\$361.55	Residential - Unconnected	\$379.60
(\$271.45)	Pensioner Rebate	(\$285.00)
\$631.90	Category 1 - Business (< 1,000 litres per day)	\$663.50
\$3,168.40	Category 2 - Business (1,001 to 5,000 litres per day)	\$3,326.80
\$6,311.55	Category 3 - Business (5,001 to 10,000 litres per day)	\$6,627.15
\$12,584.65	Category 4 - Business (10,001 to 20,000 litres per day)	\$13,213.85
\$12,584.65	Category 5 - Business (> 20,000 litres per day) (plus volumetric charge)	\$13,213.85
\$364.30	Business - Unconnected	\$382.50

2011/2012

2012/2013

**Sullage****Inside Sewerage Area**

\$1,245.00	Residential - Fortnightly Service Annual Charge	\$1,585.53
\$2,490.00	Residential - Weekly Service Annual Charge	\$3,171.07
\$86.00	Residential - Extra Service	\$96.75
\$108.00	Residential - Emergency Service	\$121.50
(\$622.50)	Pensioner Rebate	(\$792.75)
\$15.50	Commercial Charge per 1000 litres	\$34.85
\$86.00	Commercial Service - Not Scheduled (plus litreage)	\$96.75

**Outside Sewerage Area**

\$1,245.00	Residential - Fortnightly Service Annual Charge	\$1,409.36
\$2,490.00	Residential - Weekly Service Annual Charge	\$2,818.73
\$86.00	Residential - Extra Service	\$90.30
\$108.00	Residential - Emergency Service	\$113.40
(\$622.50)	Pensioner Rebate	(\$704.67)
\$15.50	Commercial Charge per 1000 litres	\$32.52
\$86.00	Commercial Service - Not Scheduled (plus litreage)	\$90.30





## Pricing Methodology

Council may charge and recover fees for any service it provides. This is exclusive of annual charges for services provided on an annual basis.

The Revenue Pricing Policy for fees has been determined on two principle bases, the level of community benefit and the level of cost recovery. The attached fees and charges schedule refers to both of these pricing principles.

### **Community Benefit (note 1)**

The Pricing Policy decisions relating to **community benefit** have been categorised as follows:

- (a) Public good
- (b) Private good
- (c) Subsidised public good
- (d) Statutory fee

A **public good** is one that provides broad and often unquantifiable benefit to the community.

In contrast, a **private good** is one that provides benefits to particular individuals or corporations making a contribution to the individual income, welfare or profits without any broader benefits to the community.

A **subsidised public good** is one that there is a level of both private and community good to be gained by the service provided.

Services provided by Council for which there is a **statutory fee** or an imposed limit by statute, then Council has no power to vary that fee.

### **Target Recovery (note 2)**

The level of cost recovery has been categorised as follows:

- a) Minimal cost recovery
- b) Partial cost recovery
- c) Full cost recovery
- d) Full cost plus overheads
- e) Nil cost recovery
- f) Set by statute
- g) Conditions of grant funding

### **Fee Pricing**

**Full cost recovery, partial cost recovery, minimal cost recovery and nil cost recovery** are all categories that have been assessed on the basis of the level of public good which is derived from the service and the level of benefit attributable to the receiver of the service. The level of pricing refers to situations where less than the full cost or reference pricing is recovered from the price charged for the service. It therefore implies the existence of subsidisation from other sources of revenue. Situations where less than the full cost pricing is involved includes:

- where benefits from the provision of a service accrue to the community as a whole, as well as the individual users;
- as a short term approach to stimulate demand for a service;
- where charging prices at full price may result in wide spread evasion; and
- where the service is targeted to a specific category of the community or users.

**Full cost recovery plus overheads (often referred to as Rate of Return Pricing)** refers to the direct and indirect costs involved in providing a service through the price charged for that service. Approached on a businesslike basis, the matching of prices to costs would be conducted frequently and any under-recovery of costs would lead to significant subsidies being funded from other sources of revenue. Full cost recovery would also include a component for opportunity cost of capital tied up in providing the service.

### Set By Statute

Certain fee pricing is set by State and Federal Government legislation. In an event of a new or amended statutory/regulatory fee being legislated subsequent to the adoption or printing of this document, Council has the right to apply these new charges without further notice.

**Conditions of grant funding** is a category of pricing, which restricts the level of fees that can be recovered for the service. Grant funding provided by the State and Federal Governments frequently establishes fee structures for the charging of services for which Council is the sponsor organisation of the particular service.

### Community Rooms – Deerubbin Centre

The community rooms in the Deerubbin Centre are available for hire or for free use. Hirers/Users are categorised as follows:

Group Category	Description Of Group/Individual	Subject To Hire Fee?
<b>A</b>	<p><b>Category A includes:</b></p> <ol style="list-style-type: none"> <li>1. Local political party entities whose members are volunteers and which do not charge attendees any entry fee, and</li> <li>2. Local Government Area (LGA) Community Groups.</li> </ol> <p>To be defined as an LGA or Local Community Group (for the purposes of Hawkesbury City Council's fees and charges), and therefore be eligible for free use of community rooms, <i>all of the following six criteria</i> must be met (supportive documentation may be required):</p> <ol style="list-style-type: none"> <li>a) An organised, volunteer, membership-based group whose objective is to support or engage in activities of public interest and;</li> <li>b) Operates on a non-profit basis and;</li> <li>c) Is located within the Hawkesbury Local Government Area (LGA) or can provide documented evidence that at least 50% of their membership base resides in the Hawkesbury LGA and;</li> <li>d) Provides community or cultural benefits to the residents of the Hawkesbury LGA and;</li> <li>e) Charges no entry fee when using the community room/s and;</li> <li>f) Charges no fees for services rendered when using the community room/s.</li> </ol> <p><b>Notes:</b></p> <ul style="list-style-type: none"> <li>• Goods, which are hand made by the local community group members, such as art, craft and design and their associated publications, may be sold when Local Community Groups use community room/s.</li> <li>• Not all non profit organisations meet Category A criteria.</li> <li>• Category A excludes: consortiums or organised groups of businesses where the primary purpose of coming together is to promote goods and services and develop for-profit activities.</li> </ul>	<b>No</b>

Group Category	Description Of Group/Individual	Subject To Hire Fee?
<b>B</b>	<p><b>Category B includes</b></p> <ol style="list-style-type: none"> <li>1. Non LGA community groups that are organised, volunteer and membership-based and operate on a non-profit basis.</li> <li>2. Self employed persons for the purpose of providing service to the community on a cost recovery basis only.</li> <li>3. Non profit organisations with reasonable means, for example lease of own facilities, or ownership of assets including money and property.</li> </ol>	<b>Yes</b>
<b>C</b>	<p><b>Category C includes</b></p> <ol style="list-style-type: none"> <li>1. Commercial, for profit businesses.</li> <li>2. Groups or organisations that distribute money that it makes to its members.</li> <li>3. Consortiums or organised groups of businesses where the primary purpose of coming together is to promote goods and services and develop for-profit activities, for example: product launches and demonstrations; luncheons; tradeshow; swap meets.</li> <li>4. Self employed persons for the purpose of providing services to the public for personal profit.</li> <li>5. State, Federal and Local Government (except Hawkesbury City Council) departments or agencies.</li> <li>6. Non Government Organisations operating under State, Federal and Local government auspices or funding arrangements.</li> <li>7. Non profit organisations with substantial means, for example ownership of assets or paid staff.</li> </ol>	<b>Yes</b>

Category A hirers have free use of the community rooms within the Deerubbin Centre. Category B and C hirers are subject to hire fees as outlined in the Fees and Charges.

### **Goods and Services Tax (GST)**

The New Tax System took effect from 1 July 2000. This package included the introduction of the Goods and Services Tax (GST).

Many Local Government services have been declared exempt from GST. Any services provided by Council that are subject to GST have had their prices adjusted in the attached Fees and Charges document.

In the event that the GST status of a particular good or service changes after the preparation of this document or during the 2012/2013 financial year, then the price of the good or service will be adjusted accordingly to reflect the correct GST status. If a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely if Council is advised that a fee, which is shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST.

The following schedule of fees and charges has been prepared using the best available information in relation to the GST impact on the fees and charges at the time of publication.

### **GST Registration**

One of the requirements of the Federal Government's New Tax System is that enterprises be registered for GST and hold an Australian Business Number (ABN).

Hawkesbury City Council has registered for GST. The ABN of Council is 54 659 038 834.



### ***Kerbing and Guttering Contributions by Adjoining Owners***

The Act provides that recovery from the adjoining owner of a property may be made for up to 50% of the costs of the construction of kerbing and guttering. This is proposed for all future works, upon completion, with 50% of costs recovered for the adjoining front boundary and 25% of the costs recovered for the side boundary constructions on corner blocks.

### ***Interest on Overdue Rates***

In accordance with Section 566 of the Local Government Act 1993, the interest rate charged on overdue rates and charges for 2012/2013 by Council, is set at the maximum permitted by the Minister for Local Government.

### ***Interest on Overdue Sundry Debts***

Sundry Debts greater than 180 days incur interest charges at the same rate which is applicable to overdue rates.

### ***Legal Charges***

Legal fees charged on applicable outstanding Rates and Charges are levied in accordance with the Schedule provided by NSW Courts.

### ***Payment of Interest on Securities***

Upon application, interest is paid on security deposits due for refund. Interest payable is calculated at the equivalent rate achieved on investments less the administration charge.

### ***Review of Contribution of Rates***

Contribution rates in Council's Development Contributions Plan made under Section 94 of the Environmental Planning and Assessment Act 1979, and *Section 64 Contribution Plan – Stormwater Infrastructure for Pitt Town – Bona Vista and Fernadell Precincts* will be periodically reviewed with reference to the following indexes.

- Australian Bureau of Statistics Consumer Price Index (All Groups Index) for Sydney for all contributions excluding those related to the acquisition of land
- Australian Bureau of Statistics Consumer Price Index (All Groups Index) for Sydney for contributions related to the preparation and administration of the plan
- Land Value Index, as published by Council on its website, for contributions related to the acquisition of land. The land to be acquired by Council is shown in the above mentioned plans and the Base Land Value index for land is 100.

The actual or estimated costs of studies and other preparatory plans and investigations, proposed works and proposed land acquisitions can be found in the above mentioned plans.

The above mentioned plans, relevant Base Indexes, Current Indexes and contribution rates can be found on Council's website.



## Proposed Borrowings

In accordance with Section 404(1) of the Local Government Act (LGA) 1993, Council is required to provide a statement of:

- The amounts of any proposed borrowings (other than internal borrowing);
- The sources from which they are proposed to be borrowed; and
- The means by which they are proposed to be secured.

During February 2012, Council lodged its intention to borrow an amount up to \$5,000,000 under the Local Infrastructure Renewal Scheme (LIRS) administered by the Division of Local Government. The LIRS provides for subsidised interest loans to be utilised for accelerated infrastructure works. The Scheme provides for an interest subsidy of 4%. It is intended that if successful, the loan funds would be utilised to fund an accelerated timber bridge replacement program.

If Council's application under the LIRS is successful, the loan would be sourced from a major financial institution and secured by Council's income in accordance with Clause 23 of the Local Government Financial Management Regulation 2005 which requires that *"the repayment of money borrowed by a council (whether by way of overdraft or otherwise), and the payment of any interest on that money, is a charge on the income of the Council"*.

At the time of preparing the 2012/2013 Statement of Revenue Policy, Council is not in a position to ascertain whether its application under the LIRS has been successful. Consequently, no provision for new borrowings has been included in the 2012/2013 estimated Income and Expenditure Statement.

Should Council be successful with its application under LIRS, the necessary budget adjustments will be incorporated in the relevant Quarterly Budget Review Statement during 2012/2013.





# **Fees and Charges**

