



HAWKESBURY CITY COUNCIL  
**ANNUAL REPORT**  
2011-2012



WHERE PEOPLE MAKE THE DIFFERENCE



## Mayoral Message

The Annual Report is an important document which reflects positively on the commitment of Councillors and staff of Council towards moving forward and addressing the priorities of the community.

Throughout the past year steady progress has been made to continue implementing the Hawkesbury Community Strategic Plan. For many years we have been working to adapt our planning, programming, budgeting and reporting processes to be inline with guidelines provided by the New South Wales Division of Local Government. This past year's achievements are a great step forward in aligning our plans and thoroughly integrating our planning and reporting system.

Significant improvements have been made to Council to ensure that our community is served in an efficient and effective manner. The establishment of a one-stop-shop approach for customer service has been highly effective in streamlining customer contact with council staff. It saw many changes in the procedures and processes at Council but the outcome has been extremely positive for our residents.

2011/2012 saw the completion of numerous infrastructure projects that are of great benefit to our community. One of Council's largest infrastructure projects, the South Windsor Effluent Reuse Scheme was also completed. The completion of the scheme is a major achievement for the Council, which will have a significant impact on how water is used in the Hawkesbury in the future and will produce many positive environmental outcomes for the Hawkesbury River.

The cooperative partnership between Council and community members is extremely important in the overall effective and successful management of the Local Government Area (LGA). With the local government election held in September 2012, the terms of community representatives on Council Committees will come to an end. Community representatives on Council's Committees, have offered their expertise and knowledge in their respective area, have assisted in the cohesive development of the Hawkesbury. I would like to take the opportunity to thank all of those community representatives for the time they have taken to contribute to these committees.

I would also like to acknowledge the many hundreds of council volunteers who contribute to a wide range of programs in the areas of cultural services, environmental care and animal welfare and assist Council in providing services that would otherwise not be able to be provided. I commend you on your efforts.



Councillor Kim Ford  
Mayor of Hawkesbury

## General Manager's Message

This Annual Report, together with Audited Financial Statements and State of the Environment Report, has been produced in accordance with Section 428 of the NSW *Local Government Act, 1993* and Section 217 of the NSW Local Government (General) Regulation 2005. Financial Statements are produced in a separate volume.

The Hawkesbury has risen to meet many challenges over the past few years. Through careful management of its assets, resources and finances Council has been able deal efficiently and effectively with a wide range of competing demands for services and facilities, and the priorities of the community.

With the vast geographical spread of the Hawkesbury LGA being nearly 2800 square kilometres, dealing with pressures for infrastructure, development and the communities desire to maintain their rural lifestyle must be balanced. Council undertook a Community survey in the later half of 2011, which highlighted this issue as a priority. Council must now carefully plan and work cohesively with the community to address these priorities and ensure that a harmony is reached and the most viable solutions are reached financially and from a planning perspective.

In the meantime, Council continues to work towards the objectives of its current Community Strategic Plan. Council staff have completed the initial Resourcing Strategy throughout this year, which provides a critical link when it comes to translating objectives of the Community Strategic Plan into actions. The Strategy consist of three important plans that will assist in the long term planning of Council from a financial, work force and asset perspective.

As a holder of a Workers Compensation Self Insurance licence, Council is required to undergo a variety of audits and self checks. In 2011, WorkCover NSW conducted a formal audit of Council's Work, Health and Safety and Injury Management systems. Council recorded great results, 92% for its Management Responsibility and 91.3% for Risk Management. Council will retain its licence for a further three years.

This Annual Report summarises Council's business practices and performance against its strategic objectives outlined in the 2011/2012 Management Plan. The detail shows the many and varied areas in which Council has achieved during the 2011/2012 period.



Peter Jackson  
General Manager



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# Key Highlights and Achievements 2011/2012

## Parks and Recreation

- Luke Worsley Bridge was completed, providing a link between Deerubbin Park, Cornwallis (Windsor Lowlands) on the western side of Rickabys Creek and Howe Park, Windsor on the eastern side of Rickabys Creek.
- The \$700,000 re-construction of Windsor Wharf was completed.
- A \$55,000 upgrade to Hawkesbury Community Nursery's propagation facilities.



- Stages one and two of the Macquarie Park upgrade were finalised. The upgrades included picnic facilities, shaded play area and new play equipment.
- The Rescue the Future Biodiversity Enhancement Project was completed and the Biodiversity Sculpture was officially unveiled at St Albans Park.
- A new playground, featuring a merry-go-round, double slide and swings, was installed at Susella Crescent Reserve, North Richmond.

## Transport

- Road rehabilitation works completed at:
  - Scheyville and Midson Roads, Oakville/Scheyville
  - Snailham Crescent, South Windsor
  - Terrace Road, Freemans Reach
  - Bells Lane, Kurmond
- Major Road and associated works completed:
  - Hermitage Road, Kurrajong Hills
  - Rickaby Creek Bridge
  - Windsor Wharf, Windsor
  - Pitt Street, Richmond
  - Cycleway adjoining Hawkesbury Valley Way
  - Reseal Program (Various Locations)
  - New guardrails were installed at Upper Colo Road and Gorricks Lane





## Sewerage

- Work on the South Windsor Effluent Reuse Scheme was completed and is now operational.
- Sewer connection of Councils facilities to the new Sydney Water system was undertaken to various sites.

## Waste Management

- Kerbside Cleanup Service was expanded to all residents with a domestic waste service.
- New recycling station was developed at Council's Administration building to collect more CDs, DVDs, corks, household batteries, mobile phones and printer cartridges.
- 43 Hawkesbury Schools were given a presentation on Waste education..
- Three Hawkesbury High Schools have committed to implementing a School Environmental Management Plan.
- Hawkesbury residents surrendered 15.9 tonnes of household chemicals at the Hawkesbury Chemical Cleanout in 2011.
- In 2011/2012 residents kept more than 6,000 tonnes of recyclable material out of land fill. 89 tonnes of mattresses, 25 tonnes of sump oil and 17 tonnes of car batteries have been recycled.
- Council resolved to call for tenders for a Domestic Green Waste Collection service.



## Environment

- Council adopted a Sustainable Events Management Policy and developed and promoted a Guide and Action Plan.
- Council's Energy consumption has decreased by 20% and water consumption has decreased 9.6% since last year.

## Buildings

- \$500,000 was spent on upgrading and renovating Council's community centres and child care centres. Major works were carried out at Green Hills, Hobartville and Wilberforce Long Day Care Centres.
- A new amenities block was built at Yarramundi costing \$120,000.

- A major painting program, including heritage buildings, was undertaken to a value of \$250,000
- A Solar Hot water system for Oasis Leisure Centre was installed at a cost of \$100,000 providing substantial power savings.



- Council provided a One-Stop-Shop reception area and implemented a One-Stop-Shop approach to their Customer Service Department to better meet the needs of residents.
- Council resolved to support the Rotary Club of Kurrajong, North Richmond Inc's Graffiti Removal Project providing \$10,000 to allow for the purchase of equipment and materials.
- Improvements have been made to Council properties in the Glossodia and Freemans Reach area at a cost of over \$170,000.

## Planning

- Council adopted a Climate and Natural Hazards Initial Risk Assessment. The objective of this study is to improve Council's capacity to reduce potential social and economic losses due to the likelihood and severity of extreme climatic events.
- Assessed 714 Development Applications
- Issued 334 Construction Certificates
- Issued 19 Complying Development Certificates
- Issued 1219 Planning Certificates
- Issued 49 Building Certificates
- Issued 25 Subdivision Certificates (including multiple lot land releases at Pitt Town)
- Certified a range of major earthworks projects (including Pitt Town land release and Seniors Housing at North Richmond)
- Extended and enhanced the Development Enquiry service (Duty Officers)
- Increased the availability of building and engineering certifiers for daily inspections

## Others

- Approximately, 1,900 calls were received in the Customer Service Call Centre each week. 73% of phone calls were responded to by customer service officers within 15 seconds.
- Council received a Highly Commended Award in the RH Dougherty Awards, Excellence in Communication for the Hawkesbury Macquarie 2010 celebrations.
- Hawkesbury Regional Gallery launched its 50th exhibit in April 2012 since first opening 2005.
- A total of 56,000 visitors have passed through the doors of Hawkesbury Regional Gallery since 2005.
- Council won an institute of Public Works Engineering Australia (IPWEA) NSW Excellence in May 2012, recognising Council's innovation in carrying out its recent Parks Asset Audit project.



- The Hawkesbury Library Service has over 40,000 members.
- The Hawkesbury Library Service won a NSW Marketing Award for Public Libraries for the Hawkesbury Family History fair they held which was attend by 1,500.
- More than 3,000 visited the Hawkesbury Regional Museum in January 2012, breaking all previous visitor numbers at the Museum.
- The museum won two awards over the last year; the Great Sydney Tourism Award for Best Cultural and Heritage Attraction, and a High Commended Award for Collection Management for The Misses Stewart Exhibition.
- 62% of the Hawkesbury community were members of the Hawkesbury Library Services and 309,318 loans were made over the last year.
- Community Sponsorship program completed for the financial year with 42 successful applications, receiving a total of \$62 672.
- 85% of dogs were rehomed by the Companion Animal Shelter.
- 12,353 visitors utilised the Visitor Information Centre, Clarendon. 34,993 visitors viewed the Hawkesbury Tourism website.
- 212,483 visitors used the Hawkesbury Library Service, visiting both Hawkesbury Central Library, Windsor and Richmond Branch Library.
- Over 100 volunteers, gave up their time to volunteer with the Hawkesbury Library Service, Hawkesbury Regional Gallery and Hawkesbury Regional Museum.



# Councillors

July 2011 - June 2012



**Councillor Kim Ford  
(Mayor)**



**Councillor Tiffany  
Tree  
(Deputy Mayor)**



**Councillor Bart  
Bassett**



**Councillor Barry  
Calvert**



**Councillor Kevin  
Conolly**



**Councillor Warwick  
Mackay**



**Councillor Christine  
Paine**



**Councillor Bob  
Porter**



**Councillor Paul  
Rasmussen**



**Councillor Jill  
Reardon**

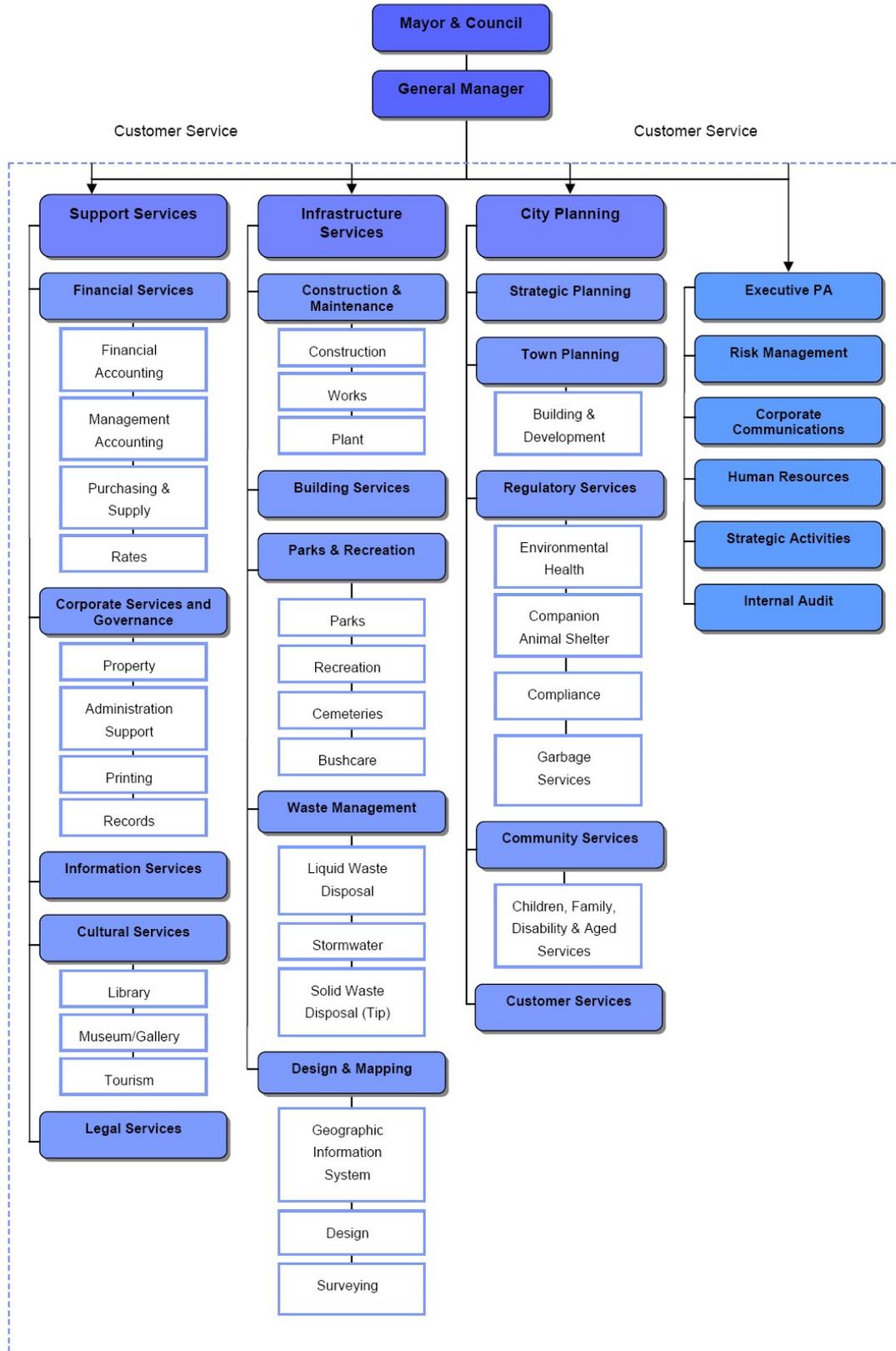


**Councillor Wayne  
(Bill) Whelan**



**Councillor Leigh  
Williams**

# Organisational Structure





Hawkesbury City Council functions in accordance with the provisions of the *Local Government Act, 1993* and ancillary legislation. The organisation is based around the General Manager and three Divisions.

The principal functions of each of these areas are:

## General Manager

The General Manager's office includes executive service support for the Councillors and oversees the overall management of the Council administration. It also has direct reports from the Corporate Communication Section (which deals with media, publications, internal and external communication, civic programs and events); the Human Resources Section (which caters for all recruitment and selection, training, industrial relations and performance management issues); the Risk Management Section (which deals with Council's various insurances, WHS matters, workers compensation and risk related matters) and Internal Audit (which deals with organisational strategic activities and relationships).

## City Planning

The City Planning Division comprises of a multi disciplinary team incorporating strategic planning, development control, building control, customer services, regulatory services, community services and waste collection.

The Division is responsible for the production of the key strategic documents for Council, including the Community Strategic Plan, State of Environment Report, Local Environmental Plans, Development Control Plans, Contribution Plans, Social Plan (including the Social Atlas, Community Survey and Community Plan), Management Plan, Infrastructure Strategy and Annual Report. The Division is also responsible for the assessment of development applications, building compliance and certification and heritage conservation matters.

City Planning is responsible for a number of Council Committees including the Floodplain Risk Management Advisory Committee, Heritage Advisory Committee, Community Planning Committee, Waste Management Advisory Committee.

## Infrastructure Services

Infrastructure Services Division is made up of five branches; Construction and Maintenance, Building Services, Parks and Recreation, Waste Management, and Design and Mapping Services. The overall responsibilities of the division essentially involve the construction and maintenance of all Council's physical assets including civil maintenance and construction including roads, bridges and drainage, building construction and maintenance, plant and ferry management, flood mitigation, parks construction and maintenance, survey and design and the operation of swimming centres, sewerage and waste.

The Construction and Maintenance Branch provide, maintain, and improve all the road related assets including road pavements, and shoulders, table drains, kerb and gutter, footpaving, drainage, signs and lines, street sweeping and car parking areas.

Building Services is responsible for construction, maintenance, energy management, and security of Council buildings, replacement and maintenance of furniture and fittings, the flood lighting and irrigation control of parks and reserves, and the provision and operation of communications, including telephones, facsimiles, cabling, and the PABX.



The Parks and Recreation Branch undertakes mowing, weed control, gardening, playground, park furniture and landscape maintenance and repairs and improvement, litter removal, public amenities cleaning and the maintenance of the Windsor Mall, bush regeneration, vegetation management and tree assessments both on public and private lands.

The branch undertakes planning for and provision of recreational facilities including the operation of the Richmond Swimming Pool, and the coordination of special events including the Spring Garden competition and the management and operation of a number of cemeteries including the Richmond Lawn Cemetery.

The Design and Mapping Services Branch undertakes cadastral and topographical surveys for road, drainage and carpark designs and other special projects. Design, checking and investigative work is provided for construction projects and investigation and associated reports prepared for local traffic issues, with support provided for the Flood Plain Management Committee.

This area is responsible for the maintenance of the geographical information system (GIS), which is a computerised mapping system used for land use and geographic mapping (zoning, land parcels), and assets mapping (aerial photos, sewerage, drainage, road infrastructure) etc. The area also assigns street numbering and new road naming.

The Waste Management Branch consists of both solid and liquid waste management areas. Liquid waste management includes the operation of the Windsor Sewerage Scheme, providing a reticulated sewerage service to approximately 7,000 premises within the Hawkesbury. Trade waste management is also provided as a commercial service to industry whilst ensuring there are no adverse effects on the sewerage system from discharge from these areas. The group also manages the sullage pump out contract for properties that are not part of a reticulated sewerage system and provide treatment for effluent from that service at the South Windsor Plant.

The solid waste component consists of the operation of the South Windsor Waste Management Facility, which provides for waste disposal for residents and businesses within the Hawkesbury. This branch oversees the landfill operation and resource recovery, including the recycling of greenwaste, metal and other construction waste.

Provision of support to the Rural Fire Service and State Emergency Services including the Local Emergency Management Committee and operation of the Emergency Operations Centre is also provided by the Infrastructure Services Division.

## Support Services

The Support Services Division comprises the Corporate Services and Governance, Cultural Services, Financial Services, Information Services Branches of Council. The Division also deals with the provision of legal services to Council.

The Corporate Services and Governance Branch's main areas of responsibility are in regard to administration, printing, property and records management. These areas include governance, word processing, Council meetings, access to information, management of Council records, property management, property sales and acquisitions and printing and design of various Council documentation, signs, banners, brochures and flyers.

The Cultural Services Branch includes the Hawkesbury Central Library, Hawkesbury Regional Gallery, Hawkesbury Regional Museum in Windsor and the Richmond Branch Library, as well as the Visitors Information Centre at Clarendon and are responsible for the delivery of the Cultural Plan.



The key functions of the Financial Services Branch include financial accounting, financial management, supply management and rates. These functions cover various work areas including accounts payable, payroll, investments, statutory and Council formal financial reports, budgets, procurement, contract management, rates notices, pensioner rebates and property title details.

The Information Services Branch undertakes information technology activities, including maintaining essential computer hardware and software resources, ongoing administration maintenance and customer support as well as an integrated network infrastructure to meet with corporate objectives.

Hawkesbury City Council in exercising its powers, conferred by the *Local Government Act, 1993* and ancillary legislation including the Roads Act 1993 and Environmental Planning and Assessment Act 1979, has a wide ranging effect on members of the public through the provision of the services detailed above. These services can affect the quality of life for the residents and ratepayers whilst the various regulatory functions such as the consideration of development applications and construction certificates, building applications and traffic management provide examples of the additional impact of the built environment of the City.

## **Statutory Report - Local Government Act 1993**

### **Section 428 (2) (a) Financial Statements**

Audited Financial Reports for the 2011/2012 year are printed in a separate document.

### **Section 428 (2) (b) Performance in Terms of Principal Activities**

The NSW Division of Local Government has introduced a new planning and reporting framework for NSW local government. The implementation of the new requirements will be staged, however all councils by 2012 will need to have in place the following planning processes:

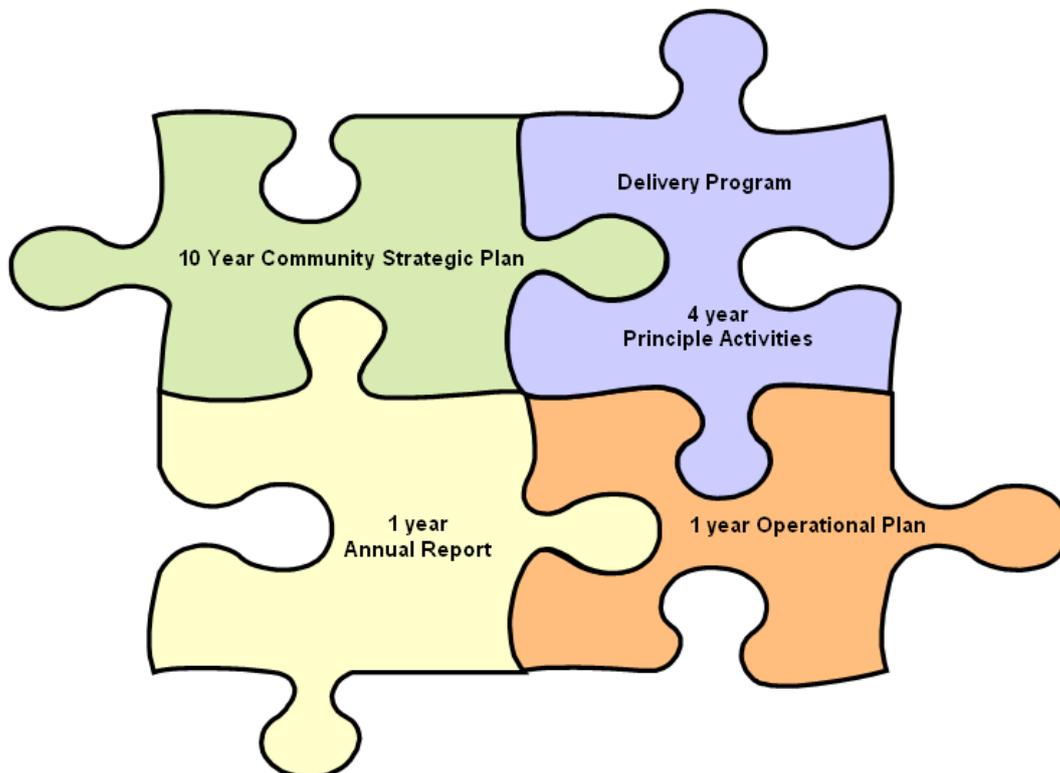
- a community engagement strategy that sets out how each council will engage its community when developing or reviewing its Community Strategic Plan,
- a Community Strategic Plan,
- a Resourcing Strategy that includes a long term financial plan, a workforce management strategy and an asset management policy, strategy and plans,
- a Delivery Program,
- an Operational Plan, including a statement of revenue policy, and a detailed annual budget.

Council will be required to address all essential elements of the legislation in their plans in 2012/2013 and prepare a compliance report in accordance with the Act. The diagram shows the basic integration of the proposed new planning and reporting system.



The 2011/2012 Management Plan signifies a transition to the new approach to the way Council prepares plans, programs and activities to be undertaken over the next four years (Principal Activities) and the yearly Operational Plan. A key focus of this Annual Report is Council's progress in implementing its 2011/2012 Management Plan.

The diagram below shows the Annual Report is one of the key accountability mechanisms between a council and its community.



Council's performance with respect to the 2011/2012 Delivery Program Principal Activities.

## Principal Activity

*1: Develop and implement strategies, based on social justice principles, 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	Progress
Consult with the community to define the Hawkesbury character.	Strategic Planning	Consultation strategy developed and implemented.	Sample phone survey and focus groups completed. To be reported to Council later in 2012.
Initiate discussions with Deerubbin Local Aboriginal Land Council (DLALC) about protocols for notification of development proposals.	Town Planning	Discussions with DLALC regarding preliminary options for notification of development proposals held.	Project redefined and included in 2012/2013 Operational Plan.
Deliver an events program that promotes community connection, celebration and character.	Corporate Communication	Community satisfaction with events increased.	Two letters of appreciation were received in the last quarter making a total of 16.
Project plan developed for the preparation, consultation and adoption of Plans of Management.	Parks & Recreation	Project Plan developed.	Conservation plans identified and budget sought through the 10 year budget process.
Implement Parks Plans of Management as funding and grants allow.	Parks & Recreation	Works completed on time and within budget.	Work was undertaken as funding and time allowed.

**Principal Activity**

*1: Develop and implement strategies, based on social justice principles, to work with the local and business communities to define the Hawkesbury character to identify what is important to preserve and promote*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Develop an Urban Street Tree Management Strategy.	Parks & Recreation	Strategy developed	A draft plan has been developed. Further evaluation is required prior to going on exhibition.

**Principal Activity**

*2: Council to adopt a Residential Land Strategy.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Finalise Residential Land Strategy.	Strategic Planning	Residential Land Strategy adopted.	Residential Land Strategy adopted by Council in May 2011.

**Principal Activity**

*3: Develop a Plan to coordinate heritage conservation and prioritise the implementation of actions including seeking resources from other sources to promote and conserve heritage.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Apply for the funding to complete a comprehensive Heritage Strategy for Hawkesbury LGA.	Strategic Planning	Funding application made in accordance with guidelines set by Heritage Council.	Existing Heritage Strategy current to 2014. Funding sort for elements of Strategy being review of Windsor Masterplan and continuation of Heritage Advisor Service.

<b>Principal Activity</b>			
<i>3: Develop a Plan to coordinate heritage conservation and prioritise the implementation of actions including seeking resources from other sources to promote and conserve heritage.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Provide annual assistance grants for agreed Council heritage programs (supplemented by external funding).	Town Planning	Heritage Reserve used to provide assistance grants for selected conservation projects.	Grants for heritage assistance program not active this year.
Prepare a planning proposal to facilitate the listing of the additional items in Hawkesbury Local Environmental Plan.	Strategic Planning	Planning proposal prepared.	Written component of Planning Proposal substantially completed. Associated inventory sheets and maps to be finalised. Matter scheduled for reporting to Council in 2012/2013.
Prepare a draft Heritage Chapter in the Development Control Plan to specify provisions to protect and maintain heritage items in the LGA.	Strategic Planning	Draft Heritage Chapter prepared.	Draft Heritage Chapter prepared and included in the draft Hawkesbury Development Control Plan 2012.
Apply for funding to develop Conservation Management Plans for parks and cemeteries.	Parks & Recreation	Funding applications completed.	Suitable grant programs were not found for this purpose.

## Principal Activity

### 4: Develop Community Safety Plans for:

- *IT Disaster Recovery Plan and Business Continuity Plan*
- *Service Level Agreements with 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	Progress
Develop and implement an IT Disaster Recovery Plan and Business Continuity Plan.	Information Services	IT Disaster Recovery Plan completed and alternative site established.	Infrastructure build complete.  Documentation to be finalised and failover testing being undertaken. Testing to be completed by the fourth quarter 2012.
Maintain Business Continuity Plan.	Information Services	Business Continuity Plan is current.	Business Continuity Plan updated and distributed to Crisis Management Team. Action complete for 2011/2012.
Develop a Bush Fire Hazard Reduction Program for open space in consultation with the Hawkesbury Rural Fire Service.	Parks & Recreation	Program developed.	A program was developed for 2012/2013
Provide support to the Rural Fire Service and State Emergency Services including the Local Emergency Management Committee and operation of the Emergency Operations Centre.	Director Infrastructure Services	Service level agreement satisfied.	Organisations supported and Council represented on local emergency committee. Councils obligations under service level agreement are being met.

## Principal Activity

### 4: Develop Community Safety Plans for:

- *IT Disaster Recovery Plan and Business Continuity Plan*
- *Service Level Agreements with 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	Progress
Finalise Flood Risk Management Study and Plan for the Hawkesbury River.	Strategic Planning	Study and Plan finalised.	Partial completion - Floodplain Risk Management Advisory Committee preparing Study and Plan with assistance from consultant, Council staff and relevant government agencies.
Crime Prevention Strategy adopted by Council and submitted to NSW Attorney General's Department for endorsement as a "Safer Community Compact".	Community Partnerships	Plan adopted and submitted for endorsement.	Substantially commenced but incomplete (due to staff vacancy). Crime prevention audits completed for identified priority locations of Windsor & Richmond CBD's.
Develop and Implement Road Safety Action Plan.	Community Partnerships	Annual Action Plan developed and implemented.	Achieved. Projects included 2 Child Restraint Fitting days (Aug & May), 2 Learner Drivers (Oct & May) workshops, and installation of VMS's in 4 locations.

**Principal 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.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Provide statistical and other social planning information to assist in the identification of community needs.	Strategic Planning	Information and data collated and provided.	Hawkesbury Profile and Atlas placed on Council's website and training provided to council staff and community members (by Informed Decisions).
Assist in completing the Nepean Homeless Taskforce 10 Year Plan to end homelessness.	Strategic Planning	Recommendations reported to Council.	Ongoing assistance provided - not yet reported to Council.
Develop a strategy for the Integration of Social Justice Principles (SJP) into Council's corporate planning framework.	Strategic Planning	Strategy developed.	To be incorporated in the review of the Hawkesbury Community Strategic Plan 2010 - 2030.
Explore opportunities for community housing partnerships to pursue affordable housing.	Community Partnerships	Recommendations reported to Council.	Incomplete. Preliminary discussions with Wentworth Community Housing.
Develop a Disability Action Plan.	Community Partnerships	Disability Action Plan adopted.	Substantially commenced. Planning framework developed. On-line survey completed and external consultant engaged to facilitate community and stakeholder workshops.

**Principal 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.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Manage the Deed of Management for the operation of the Hawkesbury Leisure Centres.	Director Support Services	<p>Formal meetings of representatives of the YMCA of Sydney and relevant Council staff held every three months</p> <p>Reports and other documentation provided by the YMCA of Sydney as required under the Deed of Management.</p>	<p>Formal meetings held on 20 October 2011, 28 November 2011, 20 March 2012 and 13 June 2012 between Council staff and representatives of the YMCA to discuss the management and operation of the Centres. Also numerous informal discussions and meetings have taken place.</p> <p>Reports and various documentation in accordance with the Deed of Management received by Council from the YMCA including monthly financial and attendance reports, insurance certificates and the 2010/2011 Annual Report.</p>
Engage consultants to develop Open Space Recreation Strategy.	Parks & Recreation	Consultants engaged.	Consultants were engaged and they have developed a draft strategy. This will go on public exhibition shortly.

<b>Principal Activity</b>			
<i>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.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Develop library services strategically and in response to social, economic and environmental benchmarks, and in accordance with State Library NSW benchmarks.	Cultural Services	State Library NSW benchmarks for attendance figures met.	There were 199,558 visits to both libraries during July 2011- June 2012, a decrease of 6% compared to 2010-2011. 39,864 library members recorded, a 5% increase from last year. This is 56% of our population and 10% above the NSW average.

<b>Principal Activity</b>			
<i>6: Finalise Master Plan for Windsor.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Commence review of draft Master Plan for Windsor.	Strategic Planning	Review commenced.	Review commenced. Project plan developed for completion of review in 2012/2013.

<b>Principal Activity</b>			
<i>7: Develop a Sustainable Land Use Strategy that integrates all land use and other relevant plans to protect environmentally sensitive land.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Define environmentally sensitive land.	Strategic Planning	Environmentally sensitive land defined.	Definition of environmentally sensitive land prepared and reported internally.

**Principal Activity**

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

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Develop a framework, to sequence existing and proposed strategies and plans for the development of the Sustainable Land Use Strategy.	Strategic Planning	Framework developed.	Project redefined in terms of a Rural Land Strategy and included into 2012/2013 Operational Plan.

**Principal 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.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Prepare a Climate Change Risk Assessment Plan to identify the possible impacts to residents from flooding, heat stress, and fire and storm events.	Strategic Planning	Risk Assessment Plan finalised and reported to Council.	Climate Change Risk Assessment Plan adopted by Council and approved by OEH.
Develop an Adaptation Plan to identify actions that protect residents against the possible impacts of climate change.	All	Adaptation Plan adopted by Council.	Measures developed, further investigation required on the cost benefit analysis on preferred adaptation measures.

**Principal Activity**

*9: Develop support and implement partnerships with relevant stakeholders to manage the Hawkesbury - Nepean River system. Advocate for relevant agencies to produce "State of the River Reports".*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Participate in the Hawkesbury Nepean Local Government Advisory Group.	Strategic Planning	Meetings attended as required.	Meetings attended as required.

## Principal Activity

9: Develop support and implement partnerships with relevant stakeholders to manage the Hawkesbury - Nepean River system. Advocate for relevant agencies to produce "State of the River Reports".

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Lobby the Office of the Hawkesbury - Nepean and the Catchment Management Authority to develop actions that improve the health of the Hawkesbury - Nepean River.	Strategic Planning	Implementation of actions supported.	Office of Hawkesbury- Nepean disbanded. Grant funding received to develop a Upper Hawkesbury Estuary Study and Management Plan.
Develop and implement a bush regeneration program.  Apply for appropriate grants to supplement the bush regeneration budget.	Parks & Recreation	Bushland regeneration program developed. Relevant grant applications made.	Bushland program developed and actioned.
Provide pump out services to limit nutrients and pollutants from onsite sewerage management systems entering waterways.	Waste Management	Pump out service provided within set time frames.	Service provided within set time frame.
Ensure onsite management systems are managed effectively.	Regulatory Services	Onsite management systems assessed.	Onsite sewage management facilities have been assessed throughout the year with approvals issued or notices to rectify systems issued where faults were found.
Reduce gross pollutants entering waterways through the provision of Gross Pollutant Traps (GPTs).	Construction & Maintenance	Gross pollutants are captured and measured.	The state of the GPT's are monitored on a regular basis and cleaned on an as needs basis. The type and volume of pollutants is recorded and reported in the SOE.

### Principal Activity

9: Develop support and implement partnerships with relevant stakeholders to manage the Hawkesbury - Nepean River system. Advocate for relevant agencies to produce "State of the River Reports".

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Ensure reticulated sewerage systems are operated to limit nutrients entering waterways.	Waste Management	License conditions met.	100% compliance.
Provide a trade waste service to commercial and industrial premises. Set service standards and levels.	Waste Management	Service levels met	Service standards and levels set and met.
Provide recycled water to Council's reserves, parks and local schools for irrigation and toilet flushing.	Waste Management	Recycled water provided.	Recycled water provided to customers as needed.

### Principal Activity

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

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Finalise the Water and Energy Saving Action Plans Online Annual Reports.	Strategic Planning	DECCW online reporting completed.	On going.
Review and develop the Energy Savings Action Plan.	Strategic Planning	Review commenced.	Quotations received and project to commence in October 2012.
Implement the Water and Energy Savings Action Plans.	All	Annual targets in Water and Energy Savings Action Plans achieved.	Measures report completed.
Provide updated quarterly information on water and energy usage to the Management Executive Team.	Strategic Planning	Quarterly consumption data provided.	Data received as required.

### Principal Activity

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

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Ensure programs included in the Water and Energy Action Plans are incorporated in the Long-Term Financial Plan and Asset Management Plans and funded in annual budgets.	All	Annual actions in Water and Energy Savings Action Plans delivered.	Programs completed as required.

### Principal Activity

*11: Delivery of actions identified in the Local Government Strategic Waste Action Plan (LGSWAP) in accordance with the State Governments Waste and Sustainability Improvement Payment Program.*

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Coordinate projects identified in the Waste and Sustainability Improvement Payment Program.	Strategic Planning	Projects completed.	Ongoing standards completed. Financial return completed. New projects being developed for 2012/2013.
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.	Council resolved to go to tender for green waste service. Tenders being prepared by consultants for tender.
Provide domestic and commercial waste and recycling collection services to the community.	Regulatory Services	Customer service standards achieved.	Services have been provided throughout the year to meet the customer service standards.
Classify waste received at the Hawkesbury City Waste Management Facility to establish opportunities to divert waste.	Waste Management	Waste classification undertaken.	Waste classification completed.

## Principal Activity

*11: Delivery of actions identified in the Local Government Strategic Waste Action Plan (LGSWAP) in accordance with the State Governments Waste and Sustainability Improvement Payment Program.*

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Undertake a feasibility study for an Alternate Waste Treatment Facility.	Waste Management	Feasibility study completed.	Feasibility study completed.
Investigate the viability of beneficial reuse of methane gas produced by the degradation of waste land filled.	Waste Management	Viability study completed.	Viability study completed.
Develop a program for the safe management of asbestos assets.	Director Infrastructure Services	Program developed.	Asbestos Management Plans are being activated on building sites as part of the commencement of projects. All major precincts have been addressed to date and work in continuing. All projects have also included hazmat audits.
Identify risks associated with waste management and the storage and disposal of substances and chemicals.	Risk Manager	Programs established and incorporated into relevant operational plans.	Completed.
Develop and implement a Sustainable Events Policy.	Corporate Communication and Parks and Recreation	Policy developed.	Policy developed. Strategies are being developed to ensure that we can measure our results.

<b>Principal Activity</b>			
<i>12: New and existing development meets planning controls and support Council's sustainability principles.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
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.	Investigations and rectification requirements have been implemented throughout the year to meet customer service standards.
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.	Operational Plan and Financial Plans developed each year - completed.

<b>Principal Activity</b>			
<i>13: Develop environmental educational programs.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Promote the Sustainable Events Policy to community groups holding events.	Corporate Communication	Policy promoted.	Community event organisers and staff training undertaken, policy promoted via media release, newsletter, event approvals and Hawkesbury Show.

## Principal Activity

13: Develop environmental educational programs.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Provide and promote information and cultural services and resources that assist the community in caring for the environment.	Cultural Services	Relevant library resources collected and searchable online catalogue provided.  Gallery and Museum exhibitions and public programs are provided to encourage environmental awareness of sustainable practices developed.	Save Power Kits from NSW Office of Environment and Heritage have been borrowed 45 times. Various public programs included author talk by Jennifer Stackhouse on organic gardening attended by 38.
Educate the community on environment and bush care values, threatened and endangered species.	Parks Recreation	Workshops and educational opportunities provided.	A range of workshops have been provided over the year.
Initiate an education program for tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	Corporate Services & Governance	Education program initiated.	The Property Section developed a pamphlet with environmental and cost saving tips for all tenants which was circulated with the outgoing for the 2011/2012 year.
Implement the actions contained in the Illegal Dumping Prevention Strategy.	Regulatory Services	Actions implemented.	Actions have been implemented on an ongoing basis in accordance with the strategy.
Develop and implement companion animal awareness programs.	Regulatory Services	Programs developed and implemented.	Programs have been developed and implemented to meet the demands of interest by the community on an as needed basis.
Develop a Waste Education Program.	Strategic Planning	Strategic Waste Action Plan developed.	Strategic Waste Action Plan developed and approved by MANEX and OEH.

<b>Principal Activity</b>			
<i>13: Develop environmental educational programs.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
<b>Principal Activity</b>			
<i>14: Develop and implement an Integrated Land Use and Transport Network Strategy (ILUTNS) with partners to ensure networks meet the community's current and future needs.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Work with regional partners and state agencies to develop a brief for the funding and development of an Integrated Land Use and Transport Network Strategy.	Strategic Planning	Partnership formed, funding achieved and brief prepared.	Project redefined and included in 2012/2013 Operational Plan.
Deliver community transport services in accordance with contracted outputs as negotiated with funding bodies.	Community Partnerships	Contracted outputs achieved.	Contracted outputs achieved. Volunteer transport program implemented & funded received for expanded transport services.

<b>Principal Activity</b>			
<i>15: Engage neighbouring councils, transport providers and State Government to contribute in kind or financially to improve the transport network.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Take every opportunity to lobby for improvements to transport networks.	Corporate Communication	Priority projects highlighted at appropriate government level.	Lobbying of RMS undertaken re Richmond/ North Richmond Traffic issue.
Develop a Communication Strategy for priority projects.	General Manager	Strategy developed.	Communication template available for adapting to priority projects if required.

**Principal Activity**

*15: Engage neighbouring councils, transport providers and State Government to contribute in kind or financially to improve the transport network.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Lobby state / federal authorities for financial assistance by way of grant funding.	Construction & Maintenance	Relevant grant applications lodged.	Nominations for state & federal funding are prepared and submitted prior to the closing time and date. Correspondence to state/federal members will often address funding issues related to specific projects.
Prepare and submit applications for funding to authorities associated with natural disasters.	Construction & Maintenance	Relevant grant applications lodged.	Applications are dealt with as a matter of urgency and formal applications are compliant with the Authorities requirements. Successful applications made for flood and storm damage.
Apply for yearly Cycleway Funding with RTA.  Provide technical input for Black Spot and other funding opportunities with government agencies.	Design & Mapping	Application for cycleway and black spot funding made.	Completed in first Quarter.

**Principal Activity**

*16: Advocate for improved transport networks.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Review and provide comments on proposed government services and infrastructure strategies.	Strategic Planning	Timely and accessible comments provided.	Comments provided as requested.

**Principal Activity**

*17: Extend the shared pathway/cycleway network and improve pedestrian access in accordance with priorities identified in Mobility Plan.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Coordinate the implementation of works as identified in Hawkesbury Mobility Plan.	Community Partnerships	Annual works achieved.	Programmed works completed (extension to Windsor-Richmond shared pathway).
Provide input to relevant mobility projects for implementation.	Design & Mapping	Input provided as required.	Completed in 1st Quarter.
Implement works programs as identified in the Hawkesbury Mobility Plan.	Construction & Maintenance	Projects completed on time and within budget.	Projects relating to the Mobility Plan have been completed on time and within budget.

**Principal Activity**

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

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Undertake annual road and footpath maintenance and renewal programs.	Construction & Maintenance	Maintenance and renewal programs provided.	Maintenance & renewal programs are carried out to the limit of the available budget.
Undertake road and footpath inspections and report on their condition.	Construction & Maintenance	Inspections undertaken and reported.	Footpath inspections are performed once every two years.
Provide designs to support projects contained within the Capital Works Program.	Design & Mapping	Designs provided as required.	Designs completed and provided in accordance with Works Program targets.

**Principal Activity**

*19: Advocate for the best and affordable telecommunication services that addresses both urban and rural locations.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Identify priority issues relating to telecommunications services for the Hawkesbury.	Strategic Activities	Priority issues identified.	Priority issue is supply of the NBN in the service mix for residents and business, take up 'digital economy' era. Opportunity to promote the NBN use progressed in period ie.grant funds.
Lobby to seek improvements for priority issues.	Strategic Activities	Priority issues highlighted at appropriate government level.	Representation made to politicians and Government departments approached as appropriate by Council Executive.

**Principal Activity**

*19: Advocate for the best and affordable telecommunication services that addresses both urban and rural locations.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Provide designs to support projects contained within the Capital Works Program.	Design & Mapping	Designs provided as required.	Designs completed and provided in accordance with Works Program Targets.

**Principal Activity**

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

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Prepare project framework 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	Project framework prepared.	Project framework prepared and project included in 2012/2013 Operational Plan.
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 report prepared.	Meeting held with owner's representative and potential developer. Awaiting further investigation by proponent.

<b>Principal Activity</b>			
<i>21: Develop a Marketing Strategy Project to commence 2012/2013.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Project to commence in 2012/2013.	Strategic Activities	Not Applicable.	Not Applicable.

<b>Principal Activity</b>			
<i>22: Facilitate partnerships between employers and training providers.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Develop Council as an Employer of Choice.	Human Resources	Statistics for the attraction and retention of staff improved each year.	Resignations - 2 (one permanent staff and one casual staff person). Appointments - 7 permanent staff.
Undertake Scholarship Program with University of Western Sydney.	Strategic Activities	Scholarship Program undertaken.	Program completed/ongoing. 2012 recipient selected by UWS. All students funded. New operational agreement in place for next 5 years.

<b>Principal Activity</b>			
<i>23: Establish social enterprises to provide employment opportunities</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Investigate opportunities to establish social enterprise partnerships with local service providers.	Community Partnerships	Feasibility Study completed.	Incomplete. Preliminary discussions held with Wentworth Community Housing and Peppercorn Services Inc.

<b>Principal Activity</b>			
<i>23: Establish social enterprises to provide employment opportunities</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Undertake Scholarship Program with University of Western Sydney.	Strategic Activities	Scholarship Program undertaken.	Program completed/ ongoing. 2012 recipient selected by UWS. All students funded. New operational agreement in place for next 5 years.

<b>Principal Activity</b>			
<i>24: Work with local industry and providers to develop business focused programs that promote sustainable business practices.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Establish program to work with local industry to promote sustainable business practices through improvements in environmental health, and pollution prevention and advice on other statutory requirements.	Regulatory Services	Program developed.	The program has been developed and will be submitted to Manex for approval in the 2012/2013 financial year.

<b>Principal Activity</b>			
<i>25: Develop and commence implementation of an Economic Development Strategy.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Project to commence 2012/2013.	Strategic Activities	Not Applicable.	Not Applicable.

**Principal Activity**

*26: Develop and commence implementation of Tourism Strategy for Hawkesbury.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Tourism Strategy developed with assistance of partners.	Strategic Activities	Strategy adopted by Council.	Project commenced and reprogrammed for completion in 2012/2013.
Following adoption by Council commence implementation.	Strategic Activities	Implementation commenced.	Actions to be undertaken subject to adoption.

**Principal Activity**

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

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Integrate sustainability principles into Council's plans and policies.	All	Plans and policies, when reviewed, incorporate sustainability principles.	Community education implemented to increase recycling rates and enhance communication. Installation of solar hot water system for showers and spa completed at the Oasis Swimming Centre. New pool blankets and associated motorised structures completed at Richmond Pool.
Incorporate financial sustainability principles within the budget process.	All	Council's service levels funded and maintained in the long-term.	Long-term financial sustainability incorporated in Council's Long Term Financial Plan submitted to Council in June 2012.
Investigate the use of recycled products in infrastructure programs and implement where possible.	Construction & Maintenance	Products used quantified and reported on.	Recycled road base is being used on most construction projects.

**Principal Activity**

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

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Undertake designs within available budget to meet best practice and life cycle cost.	Design & Mapping	Quality engineering designs for Council's Operations Program provided.  Designs for the implementation of the Works Program delivered in timely fashion.  Program completed.	Designs completed and provided in accordance with Works Program Targets. Outstanding projects are the result of external constraints and approvals and change of priorities in Works Program.
Improve accessibility to Council's website for the community and customers.	Information Services	Web Content Accessibility Guidelines implemented.	Web site review continues. On Line Communications Committee to review requirements for accessibility for the visually impaired to ensure compliance with WCAG2.0.Compliance Implementation changes underway.
Examine the provision of possible e-Services and on line options to provide increased level of service.	Information Services	Amount of business conducted through Council's website increased.	On-line forms being developed as CRM is deployed.

## Principal Activity

28: Provide strong governance and resilient learning and professional opportunities.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Ensure efficient operation of Council and Committee meetings:	General Manager	At least 10 Council meetings held each year, in different months.	In excess of 10 meetings held in differing months as required.
Council meeting cycle meets legislative requirements.	General Manager	Meetings conducted in accordance with Code of Meeting Practice.	Achieved.
Committees and membership predetermined by Council annually.	General Manager	Review undertaken.	Review undertaken in September, 2011 in association with election of Mayor, Deputy Mayor and Committees.
Implement policies and procedures to meet Award and legislative requirements.	Human Resources	Policies and procedures meet legislative requirements.	Continued review of existing policies and procedures to meet legislative changes.
Corporate and individual training needs are provided.	Human Resources	Learning and professional opportunities developed.	Continued investigation and delivery of corporate and individual training to suit the needs of the organisation in developing staff skills and knowledge.
Conduct audits in accordance with Council's adopted Strategic Internal Audit Plan.	General Manager	Audits completed.	Audits in accordance with Internal Audit Plan undertaken with reports being considered by Audit Committee.

## Principal Activity

28: Provide strong governance and resilient learning and professional opportunities.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Provide community access to Council information.	Corporate Services & Governance	GIPA complied with.	The Governance Section received approximately 850 GIPA applications over the 12 month period. All applications were responded to within Council's 10 day service standard. Council also received 8 Formal Access Requests during the period, these were determined within 20 working days per legislation.
Review the quality and cost effectiveness of provision of legal services to Council.	Support Services	Review undertaken.	Completed. Report regarding the provision of legal services considered by Council at its meeting on 12 July 2011. Council resolved to extend the appointments of Marsdens Law Group and Pikes Lawyers to provide legal services to Council until 6 August 2014.
Implement 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.  Emergency management plans developed.	Site risk assessments completed. Site Management Plans being developed for all fixed sites.

### Principal Activity

28: Provide strong governance and resilient learning and professional opportunities.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Monitor and report on the delivery of services as identified in the Customer Service Charter and the Customer Contact and Service Standards.	Community Partnerships	Reports provided.	37 of 60 (62%) service standards in Customer Service Standards achieved with the remainder partially achieved.
Maintain Customer Service processes with International Customer Service Standard (ICSS) benchmarks.	Community Partnerships	ICSS Accreditation maintained.	Finalising arrangements for ICSS accreditation on site validation process.

### Principal Activity

29: Advocate for a better share of taxes.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
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.	Representations made in accordance with relevant Council resolutions.
Provide financial information and interpretation to support lobbying.	Financial Services	Financial information provided within deadlines.	Financial information provided as required within set deadlines.
Develop a Communication Strategy for advocacy in appropriate circumstances.	Corporate Communications	Strategy developed as required.	Communication strategy template available for advocacy if required.

## Principal Activity

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

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Review and implement processes to facilitate compliance with the Division of Local Government requirements relating to procurement processes.	Financial Services	Cost effective and transparent procurement processes implemented throughout Council.	On-going. Procurement and Tendering procedures reviewed regularly and improvements implemented as required.
Source external investment from state and federal agencies to increase community services and community facilities which are available to satisfy identified community needs.	Community Partnerships	Grant applications lodged.	Notification of successful tender received to increase service provision - Lawn Mowing Program (\$ 75 000) and Community Transport (\$ 25 000).
Provide rental income from Council owned properties under lease.	Corporate Services & Governance	Rental income received by Council is maximized.	Council continues to promote and draw new tenants, notably a Lease was recently agreed to of the Old Hospital Site.
Prepare and submit applications to funding authorities.	All	Relevant funding applications submitted.	One grant application was forwarded this quarter, bringing the total to 42 for the year.
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 provided.	Community Sponsorship program completed for the financial year with 49 successful applicants receiving a total of \$ 64,290. CDSE for 2011 finalised with 10 organisations receiving a total of \$ 48,472.

## Principal Activity

31: Develop the Resourcing Strategy consisting of:

- Long Term Financial Planning
- Asset Management Planning
- Workforce Management Planning

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Review Council's Long Term Financial Strategy and facilitate the review of Council's Long Term Financial Plan in line with the Division of Local Government Guidelines and legislative requirements.	Financial Services	Resourcing Strategy, including Long Term Financial Plan, submitted for Council's consideration  Long Term Strategy established and Delivery Program resourced.	Completed. Resourcing Strategy, including the Long Term Financial Plan adopted by Council at extraordinary meeting held on 19 June 2012.
Coordinate the development of asset management in accordance with Division of Local Government's Integrated Planning and Reporting Framework.	Strategic Planning	Division of Local Government requirements met.	Asset Management Planning Strategy prepared and incorporated in the Resourcing Strategy.
Develop a Workforce Management Plan.	Human Resources	Workforce Management Plan completed as part of the Resourcing Strategy.	Workforce Management Plan completed.
Prepare Development Contributions Plans in accordance with Department of Planning guidelines.	Strategic Planning	Plans prepared.	Internal working group preparing revised S94 and S94A contribution plans. Discussions held with Department of Planning and Infrastructure (DP&I) regarding potential amendments to S94 plan. Waiting further advice from DP&I.

### Principal Activity

32: Undertake community engagement on the development of the Resourcing Strategy and have dialogue with the community in setting affordable and sustainable service levels and standards.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Consult the community to identify current cultural priorities and assist in the identification of the Hawkesbury character.	Cultural Services	Community consultation undertaken.	Community consultation encompasses developing Library collections according to the 'Suggestions to Buy' program. Library programs, including a series of family history sessions & computer classes, have been presented in response to survey results.
Undertake consultation with the community in developing infrastructure programs.	Construction & Maintenance	Community consultation undertaken.	Requests from the community are recorded and placed on a list for future consideration by Council.
Undertake community engagement to help identify affordable service levels.	Strategic Planning	Community Engagement Strategy commenced.	4 focus groups held on key areas from the 2011 Community Survey. Results reported at Councillor Briefing and Council on 13 December 2011.

### Principal Activity

33: Work to develop partnerships and engage with key stakeholders.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Review and report on implementation of Hawkesbury Cultural Plan (2006 – 2011)	Cultural Services	Hawkesbury Cultural Plan 2006 - 2011 reviewed and reported to Council.	Cultural Plan review commenced.
Develop Hawkesbury Cultural Plan (2012 – 2022).	Cultural Services	Hawkesbury Cultural Plan (2012 – 2022) commenced.	Cultural Plan process commenced.

## Principal Activity

33: Work to develop partnerships and engage with key stakeholders.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Undertake Hawkesbury Community Survey.	Strategic Planning	Results reported to Council and the community.	Results reported to Council on 13 December 2011 and placed on Council's website.
Provide an efficient and effective media and public relations program.	Corporate Communication	Media relationships reviewed and enhanced.  Media stories generated.  Awards programs and public relations activities undertaken.  Council publications produced.	Meeting conducted with new editor Hawkesbury Newspapers, Mayoral Columns extended to Hawkesbury District Independent, Equestrian News and Forgotten Valley Views. 148 Media releases issued, 88 media comments responded to. Citizen and Young Citizen of the Season, Australia Day, Sports, Natalie Burton and School Citizenship Awards programs conducted. Civic events program undertaken. Three newsletters and the Community Report distributed.
Investigate and achieve resources for the implementation of youth participation strategies based on recommendations of Hawkesbury Youth Summit.	Community Partnerships	All youth participation strategies implemented.	2009 Youth Summit recommendations implemented. Youth facebook profile developed and enhanced. Working party formed to plan and deliver 2012 Youth Summit. Findings from 2012 Summit to be reported to Council.

## Principal Activity

34: 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	Progress
Undertake Sister City/City - Country Alliance Program.	Strategic Activities	Program undertaken.	Program completed/ ongoing. Exchange program - Hawkesbury students visiting sister cities selected by Hawkesbury SCA, international students visit July-Aug 2012. Annual program report.
Work with the community to develop community events that promote community connection, celebration and character.	Corporate Communication	Events undertaken.	Program of civic events undertaken which aim to involve local committees, volunteer groups, community organisations, service clubs and utilise local businesses.
Expand and formalise the communication program to encourage and promote volunteering.	Corporate Communication	Number of volunteers increased. Communication campaign developed. All volunteering opportunities within Council identified.	Base line data to be determined. Communication Strategy drafted and implementation commenced. Volunteering opportunities promoted.
Resource and support the planning of activities and events which celebrate community diversity, civic pride and promote community harmony.	Corporate Communication	Number of community events increased.	Advice and support provided to event organisers. Community Sponsorship Program undertaken. 114 community and cultural events listed on Council event calendar.

## Principal Activity

*34: 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	Progress
Continue to promote the mutually beneficial Library, Museum and Gallery Volunteer Program, providing a range of opportunities for volunteers, who provide support for Cultural Services activities.	Cultural Services	Cultural Services volunteers supported and valued through training and recognition programs  Work of cultural services volunteers promoted throughout the community.	Over 120 volunteers support Library, Gallery and Museum services. Regular bi-monthly volunteer meetings, events and training sessions have been continued. Volunteers participated in exhibition installations, group tours, education programs and public programs at the Museum and Gallery. A National Volunteer Week event was also held in May to recognise and promote volunteering.
Manage, support, encourage and develop volunteer Bush Care groups for bushland sites.	Parks & Recreation	Number of active Bush Care groups supported.	Bushland program developed and actioned.
Support the community and volunteers with Adopt - A - Road Program.	Design & Mapping	Number of active Adopt - A - Road groups supported.	Eight participants/ project locations in progress and continuing. Reduction from nine to eight locations after consultation complete. Ongoing support to participants provided as required.
Participate on local, regional and state planning forums to advocate for human services needs of the Hawkesbury.	Community Partnerships	Meetings attended as required.	Maintained representation on nine community sector interagency and planning forums.

### Principal Activity

*34: 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	Progress
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.	119 property maintenance requests responded to within three working days during the quarter. Total number of requests for the financial year equal 441 requests for assistance in management matters during the quarter - totaling 129 for the financial year.
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.	Achieved with renewed funding contracts negotiated and signed off for 2012/2013.



## Section 428 (2) (c) State of the Environment Report

The following report summarises the State of the Environment of Hawkesbury City in a series of “Report Cards”. Each report card represents an environmental issue relevant to the community and Council activities.

Each report card includes the following information:

- Introduction
- Measure of performance - targets set by Council
- Current status and trends - trend over time
- Future directions

The Report is heavily based on quantifiable performance data, which is either collected and managed by Council or gathered from external stakeholders. The rating for performance is presented graphically with a tick or a cross. This represents that data is available for a particular outcome, or in the instance that Council has no control e.g. number of complaints received, represents that investigations are being carried out.

### Human Settlement

#### Sewage Treatment Plants

##### Introduction

Hawkesbury City Council and Sydney Water are responsible for the delivery of sewage treatment and associated infrastructure within the Hawkesbury LGA. The major pressures facing Council in delivering adequate treatment services is still population growth, not so much with new land development within the Windsor Sewerage Scheme but more with redevelopment creating more multiple density sites especially South Windsor. Secondly is the need to ensure treatment infrastructure is maintained and expanded to cope with the increasing treatment requirements. Waste Management staff have completed the twenty year Capital Works Program which will take us through to 2032. An additional pressure this past year was the weather. An average of 1,127 mm of rain fell on the catchment in 2011/2012 hindering the treatment process and bringing our recycling program to a near standstill.

Approximately 80% of the residential areas are sewered by the two authorities with the remaining premises being serviced by onsite sewage management facilities.

Both McGrath's Hill (MHSTP) and South Windsor (SWSTP) treatment plants are owned and operated by Hawkesbury City Council.

## Measures of Performance

### Measure

1. Total volume of sewerage treated per resident per day.
2. Proportion of sewerage treated that is recycled.
3. Phosphorus concentration

### How is the Hawkesbury performing?



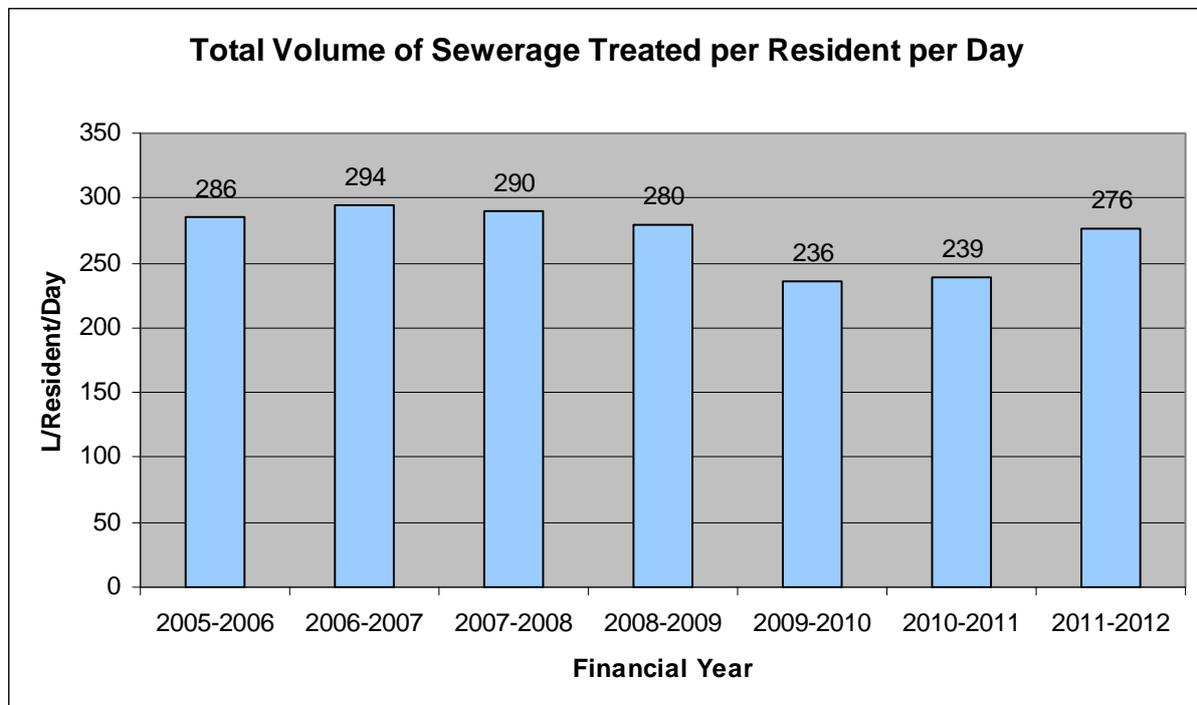
**Volume of treated sewerage per resident per day has risen but remained constant with the previous years.**

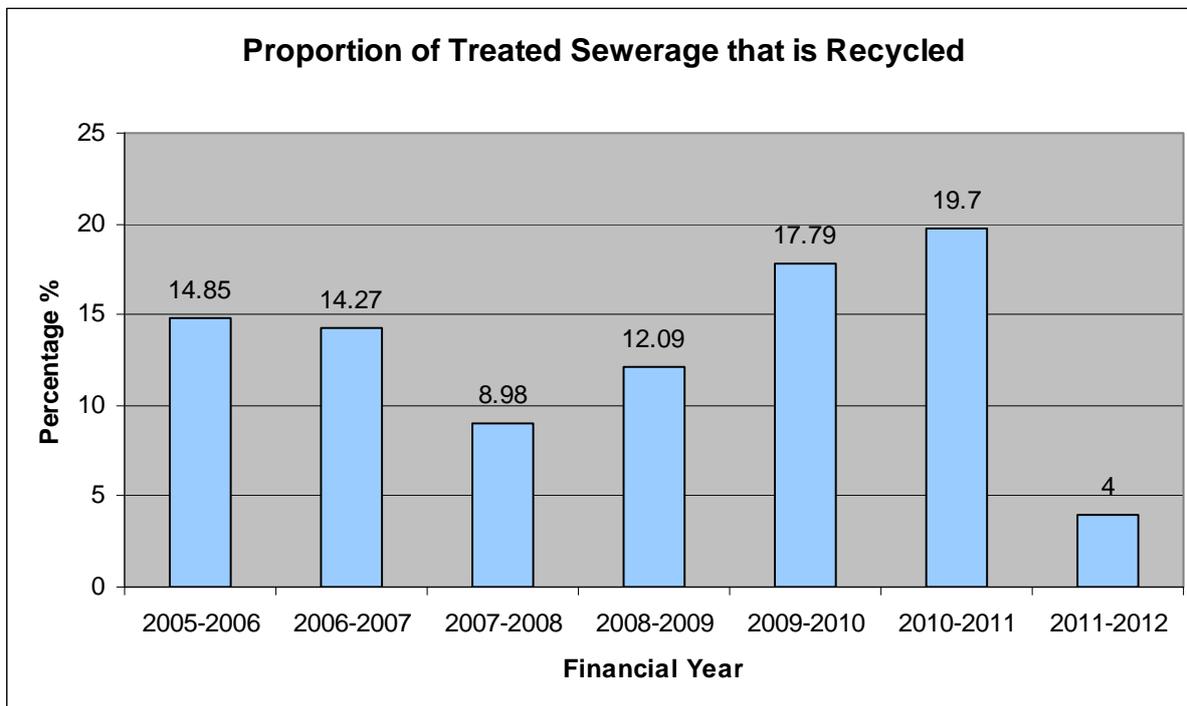
**Amount of sewerage recycled has substantially reduced due to the high rainfall.**

**Phosphorus concentrations have risen slightly but remain within licensing thresholds.**

## Current status and trends

There are approximately 7,807 active connections being serviced by the two treatment plants. Of those connections serviced by a reticulated sewerage system, approximately 34% of the waste water is treated at the McGrath's Hill plant; the remainder is treated at the South Windsor plant. However this past year approximately 45% of total inflows have gone through MHSTP. This was caused by an unprecedented I&I (ingress and infiltration) problem this past year due to rainfall. As a result of this, the volume of sewerage treated per resident per day has risen to 276 L/day. In addition, the high annual rainfall has reduced our annual sewerage recycling down to 4% for 2011/2012.





Concentrations of phosphorus entering receiving waters have risen at both plants. Averages at SWSTP rose from 0.015 to 0.049 mg/L still well within the license limits. MHSTP suffered a failure of the alum dosing facility and took several months to get back on line. Average Phosphorus concentrations rose from 0.21 to 0.87 mg/L. However, during the last quarter the phosphorus concentrations came back down to 0.17mg/L.

### Response to the issue

Council is working to improve the management of aqueous waste in the Hawkesbury through a number of activities and initiatives including:

- Continuing to investigate and improve on effluent reuse.
- Implementation of the 20 year capital works program.
- Sewer works funded by the NSW Dept of Planning have been completed. This work has reduced the load going to MHSTP, eliminated a major wet weather overflow, and has increased the capacity for multiple density housing in South Windsor.
- The recycle water scheme at SWSTP was commissioned in November 2011. This plant has the capacity to recycle 2 ML of water per day back through Bligh Park and parts of South Windsor serving reserves, schools, commercial customers and eventually residential customers along the pipeline route.

### Future directions

Effluent re-use, is an opportunity that Hawkesbury City Council is continuing to investigate and improve upon. Presently, 40 - 50% of the effluent from the McGrath's Hill plant is reused. The remainder of the treated effluent is discharged into South Creek. It is proposed to connect the remainder of SWSTP's discharge back to MHSTP. From there it is proposed to expand the recycle water scheme into Windsor, McGraths Hill and across the river to the turf farms.

## Onsite Sewage Management Facilities

### Introduction

The Septic Safe Program was introduced in 1998 by the NSW Government to help ensure that property owners and/ or occupiers systems operate in a manner that will protect the environment and public health.

It is estimated there are more than 11,000 on-site sewage systems within the Hawkesbury area.

### Measures of Performance

Measure

1. **Conduct inspections of onsite Sewage Management Facilities in the city for compliance with legislative requirements.**
2. **Encourage and support property owners to improve the management and performance of their on-site systems.**

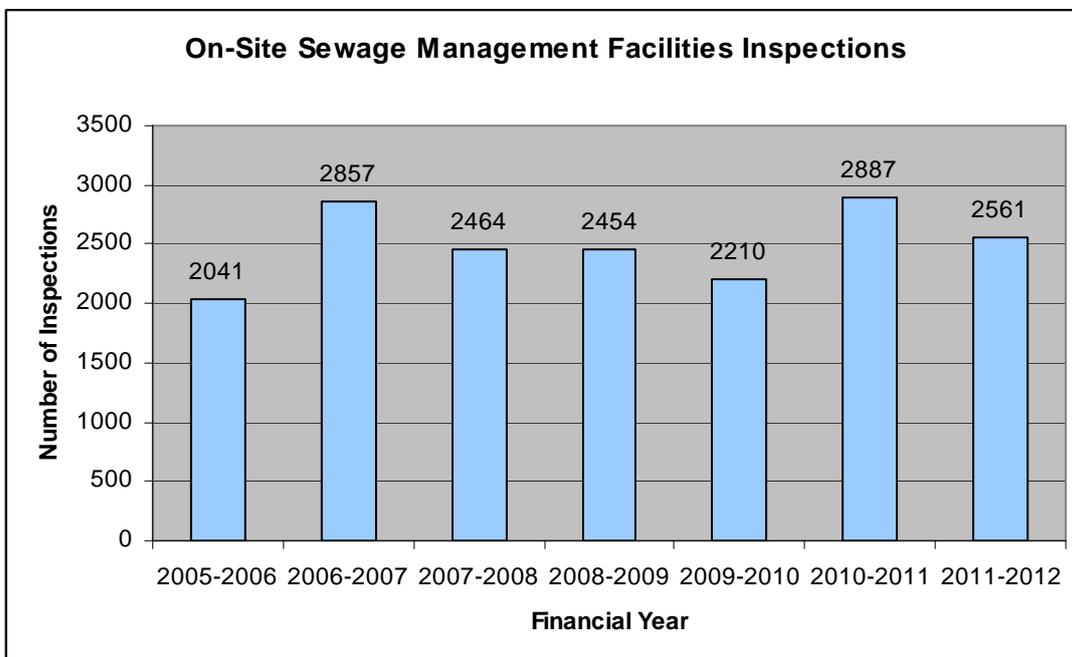
How is the Hawkesbury performing?



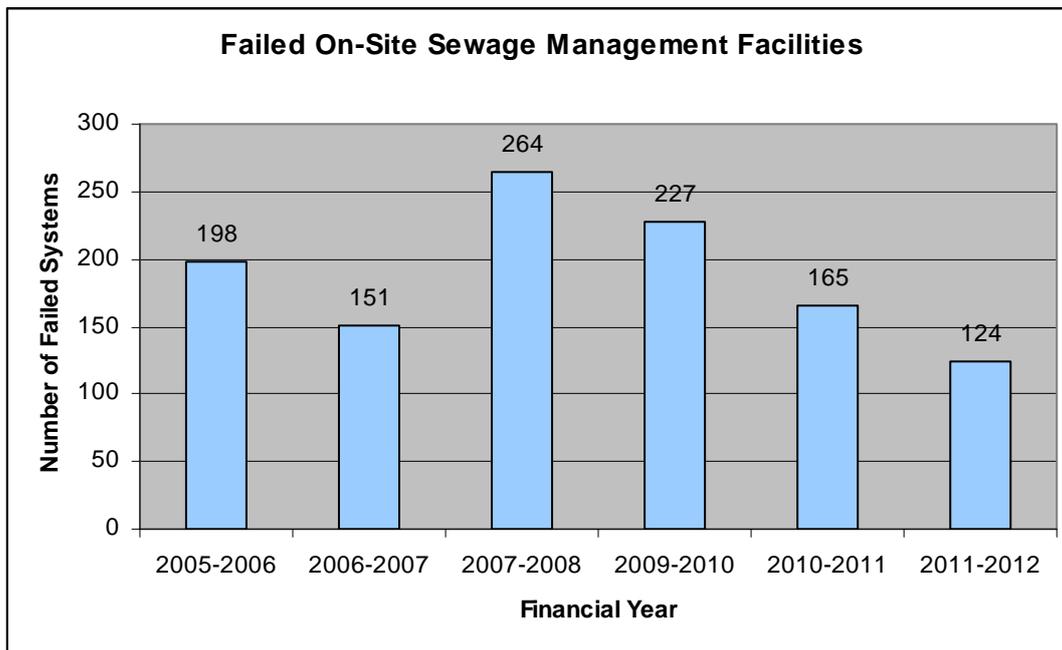
**Number of systems inspected is decreasing.**

**Number of failed systems is increasing.**

### Current status and trends



The number of systems decreased during 2011/2012 period as a direct result of increased workloads of staff to carry out plumbing and drainage inspections of new dwellings and provide Development Application assessment which were previously undertaken by other branches within Council.



The increase in failed systems relates to a particular area of the city having a higher incidence of failure due to the types of systems installed and the soil quality in this area.

#### **Response to the issue and Future Directions**

The Septic Safe program in the Hawkesbury LGA continues to improve the management of the on-site sewage management systems and to encourage and support property owners to improve the management and performance of their on-site systems.

Sydney Water and Hawkesbury City Council have worked together to provide a sewage reticulated service to satellite towns. Glossodia, Agnes Banks, Freemans Reach and Wilberforce Sewerage Scheme has improved sewerage services to the urban areas and is helping to protect local creeks and the Hawkesbury River. There were 1418 inspections of decommissioned tanks following the property connection to sewer.

#### **Centralised (package) Sewage Treatment Plants**

The 64 package plants in the Hawkesbury include privately owned commercial plants, and plants owned by community neighborhood associations on multi-lot subdivisions.

It is essential to achieve a consistently high level of environmental performance, which incorporates good management practices. Best environmental management practices for wastewater plants include:

- Commitment from management which is communicated to all potential residents.
- Adherence to best practice environmental management guidelines.
- Alert and informed supervision.
- Regular operator/maintenance training.
- Exercising control over the treatment process.
- Detailed written procedures for each activity established and used by operation staff.
- Contingency plans.
- High level of housekeeping on the site.
- Continuous improvement.

Council is constantly reviewing these practices and implementing further controls through 'Prevention Notices' served in accordance with the Protection of the Environment Operations Act.

## Non-Aboriginal Heritage

### Introduction

Heritage items in the City are identified in Schedule 1 of Hawkesbury Local Environmental Plan 1989 (HLEP) protected by special clauses within the HLEP 1989 relating to heritage items and conservation areas.

### Measures of Performance

Measure

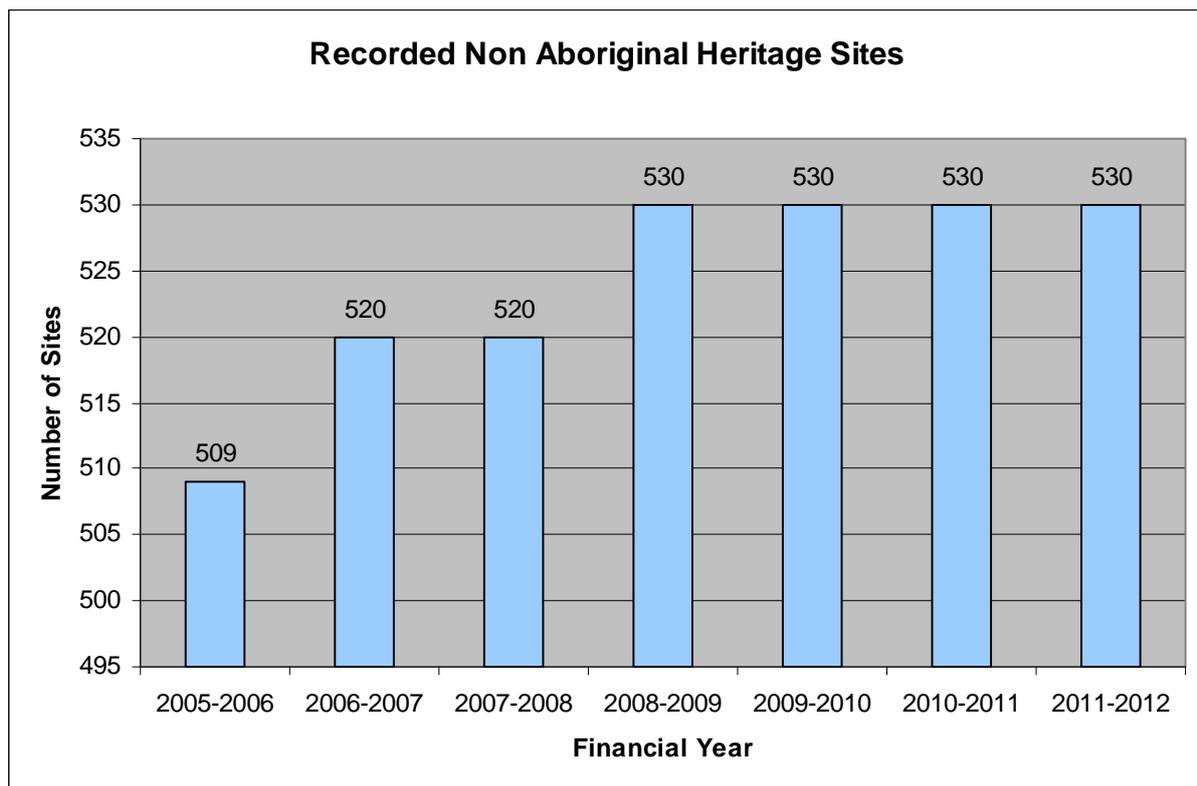
1. Total number of recorded non-aboriginal heritage sites in the Hawkesbury.

How is the Hawkesbury performing?



The number of sites has remained stable.

### Current status and trends



The number of identified and managed non-Aboriginal heritages sites in the Hawkesbury has remained stable through 2009/2010 and into 2011/2012.

## Response to the issue

Council employs a heritage advisor, on a consultancy basis, to assist in fulfilling Council's strategic heritage management programs. The advisor is available on a monthly basis providing advice to property owners, intending purchasers, government agencies and Council on development related matters, conservation strategies and policy formulation.

Support is also given to the Heritage Advisory Committee that meets regularly to examine matters relating to heritage. This committee also provides advice to Council and owners of heritage items.

## Aboriginal Heritage

### Introduction

There is a growing awareness in the LGA of the need to ensure that the diverse culture and traditions of Aboriginal communities are supported.

### Measures of Performance

Measure

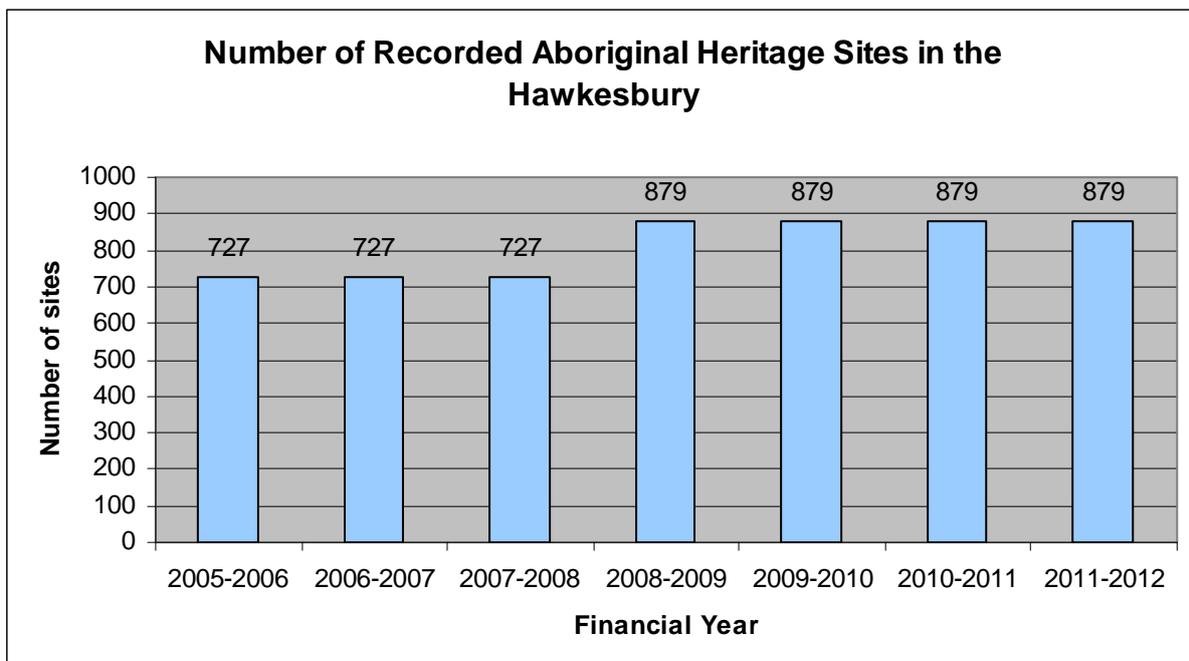
1. Total number of recorded Aboriginal heritage sites in the Hawkesbury.

How is the Hawkesbury performing?



The number of Aboriginal Sites has remained constant.

### Current status and trends



This graph represents the number of recorded Aboriginal heritage sites in the Hawkesbury as managed by the NSW Government but is reported as an indicator of the cultural health of the Hawkesbury LGA.

### Future directions



Aboriginal heritage sites occur throughout different zoning in the Hawkesbury LGA and are threatened by most land uses.

Hawkesbury City Council is interested in developing a protocol, in conjunction with local Traditional Owners and Deerubbin Local Aboriginal Land Council for the notification, referral and consideration of matters during assessment of development applications consistent with relevant legislation including the National Parks Act 1979 and Environmental Planning and Assessment Act 1979.

## Solid Waste

### Introduction

Hawkesbury City Council provides services that include domestic waste and recycling collections, kerbside bulk waste collections and the operation of the Hawkesbury City Waste Management Facility, which incorporates land filling operations.

The Hawkesbury City Waste Management Facility has an area of 31.5 Ha and is located on the corner of Blacktown Road and The Driftway, South Windsor, and is operated under an EPA licence. The site consists of a gatehouse with entry and exit weighbridges, a putrescible waste landfill and drop-off areas for items to be deposited for collection by recycling contractors or to be reprocessed onsite.

### Measures of Performance

#### Measure

- 1. Total annual waste collected per resident.**
- 2. Proportion of collected waste that is recycled.**

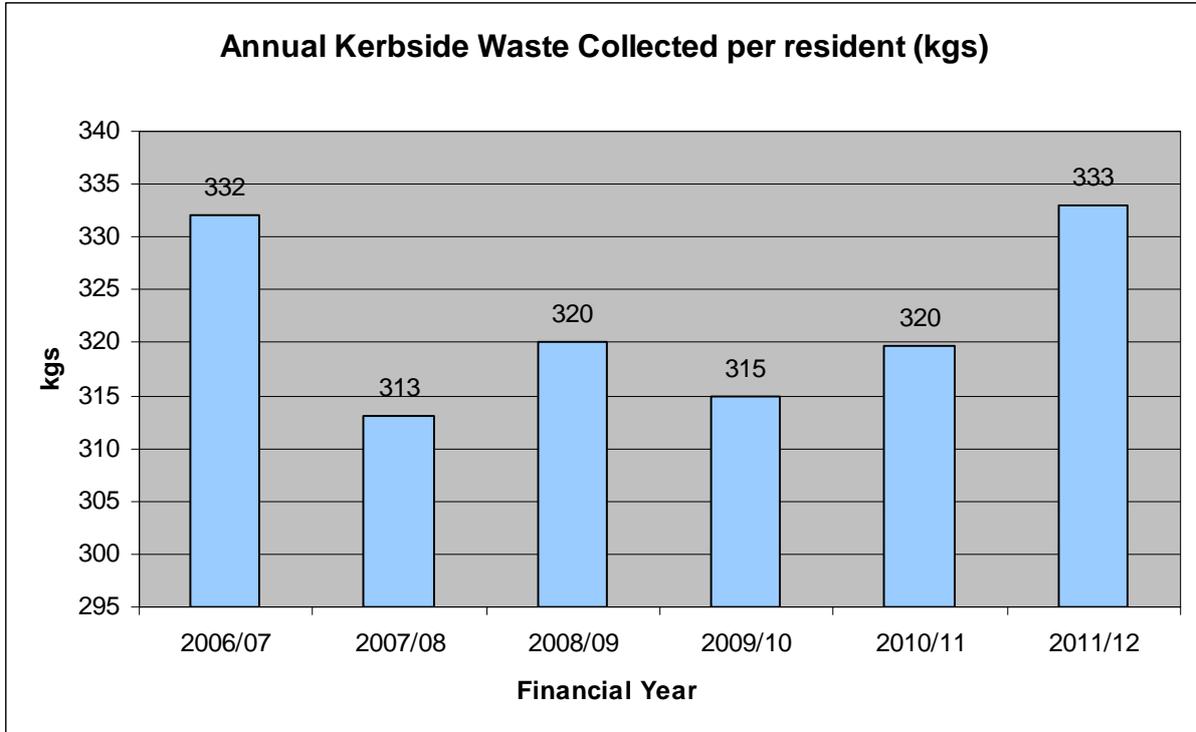
#### How is the Hawkesbury performing?



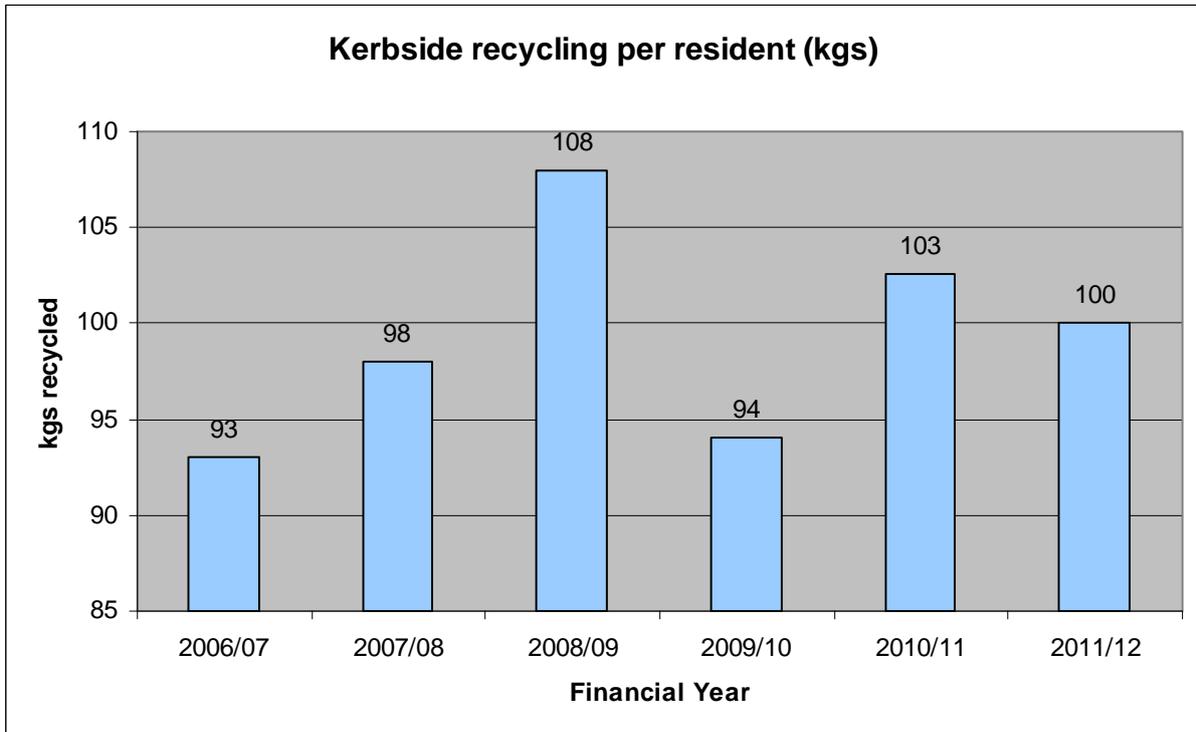
**Per resident waste collection has increased.**

**The proportion of waste that is recycled has increased.**

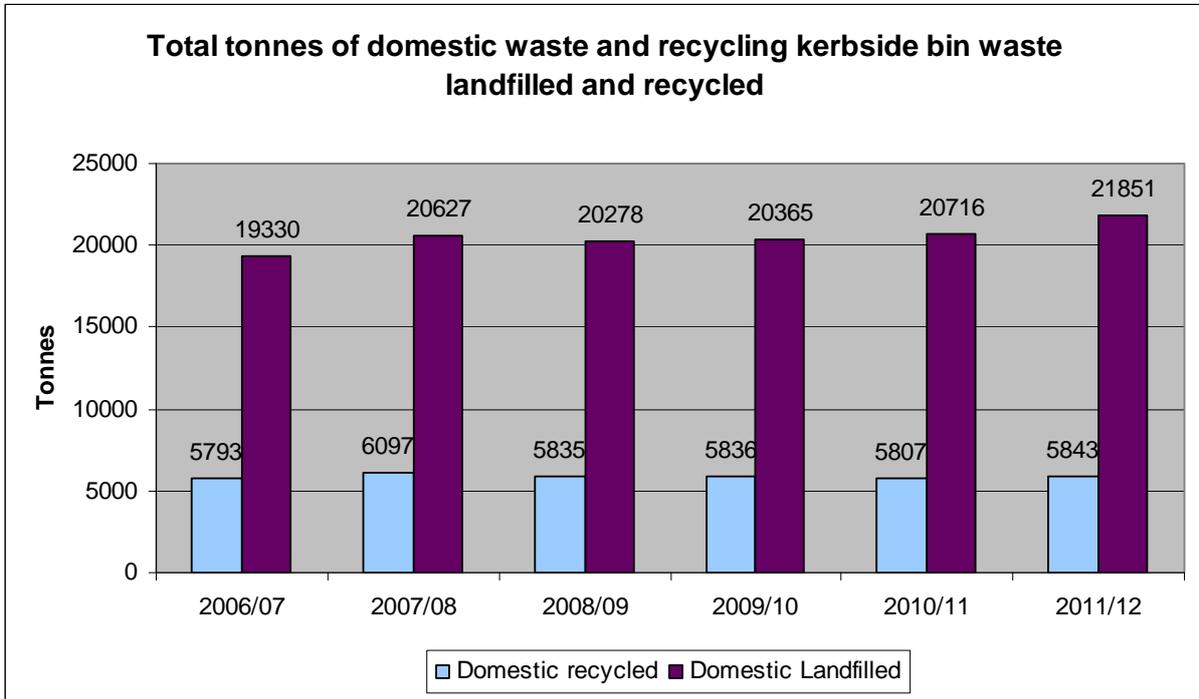
**Current status and trends**



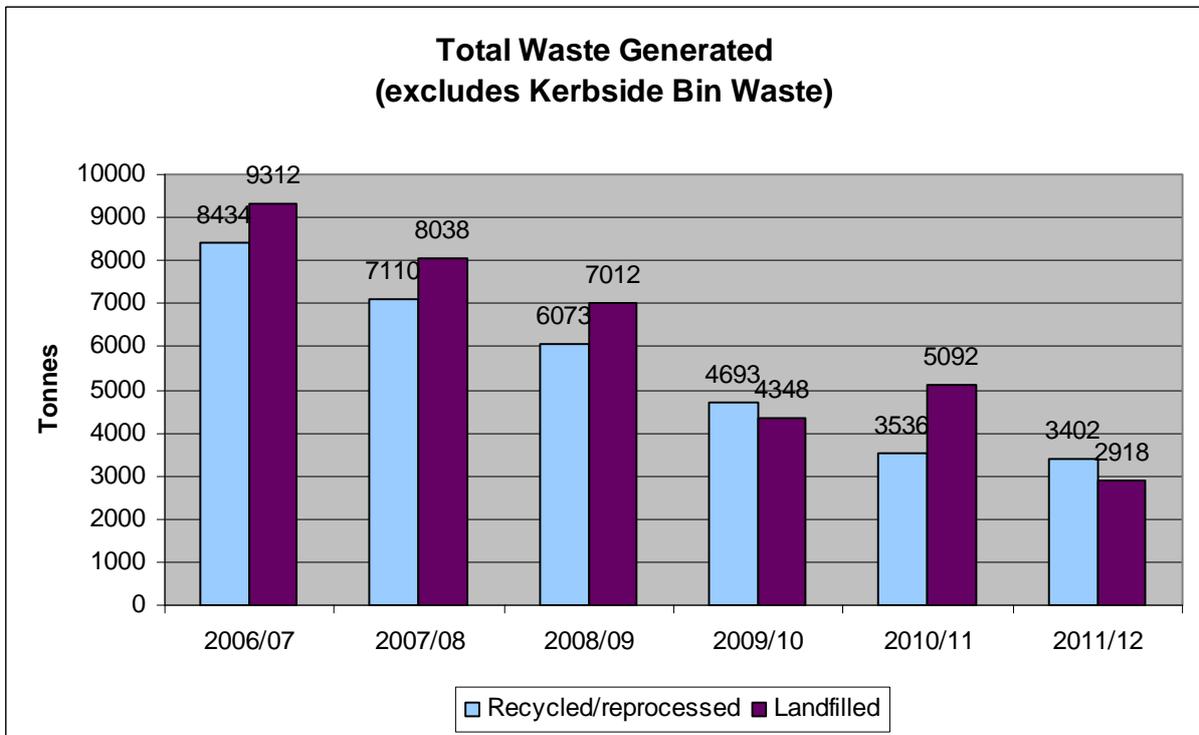
This graph represents the annual domestic waste collected by Hawkesbury City Council from the residents kerb.



The above graph represents the domestic recycling picked up from the residents kerb by JJ Richards & Sons.



This graph represents the total tonnes of Kerbside Bin Waste collected, that has been either recycled or sent to landfill. Recycling contamination is added to the domestic bin tonnage.



The bulk kerbside waste collected is included in the waste to landfill totals. The recycled/reprocessed tonnages represent materials collected at the waste facility for reprocessing.

## Response to the issue

Council has introduced a number of changes at the Waste Management Facility which includes the diversion of vegetation to produce mulch, the separation of metal, timber and concrete, as well as the diversion of other materials such as paper/cardboard, household dry recyclables, lead acid batteries, small LPG gas bottles, sump and cooking oil, tyres and mattresses.

## Future directions

The State Government has set a NSW target of 66% of domestic waste to be recycled by the year 2014, as detailed in the Waste Avoidance and Resource Recovery Strategy 2007.

Council is currently achieving 31% waste diversion. Council has adopted a Strategic Waste Action plan that will be implemented to achieve this target and extend the life of the Hawkesbury City Waste Management Facility.

Council has engaged a Waste Education Officer secured with funding from the Waste and Sustainability Improvement Payment Program (WaSIP) with the Office of Environment and Heritage. This position commenced in March 2011 and will assist in the development and implementation of waste management strategies and assist stakeholders to reduce the waste footprint of Hawkesbury City Council.

## Noise

### Introduction

Noise pollution complaints or enquiries made at Council are predominantly from sound equipment, motor vehicles, and motorcycles or as a result of land use conflicts such as residential versus commercial land uses. Council is considered as the Appropriate Regulatory Authority (ARA) for most noise pollution enquiries that occur within the LGA with the exception of premises that are licensed with the Department of Environment Climate Change and Water (DECCW) or noise related issues with aircraft traffic noise which is the responsibility of the Richmond RAAF Base.

### Measures of Performance

Measure	How is the Hawkesbury performing?
<ol style="list-style-type: none"><li><b>1. Total number of noise complaints made to Council.</b></li><li><b>2. Number of each type of noise complaint made to Council.</b></li></ol>	 <p><b>The number of noise complaints made to Council has increased.</b></p> <p><b>The type of noise complaints are identified.</b></p>

## Response to the issue

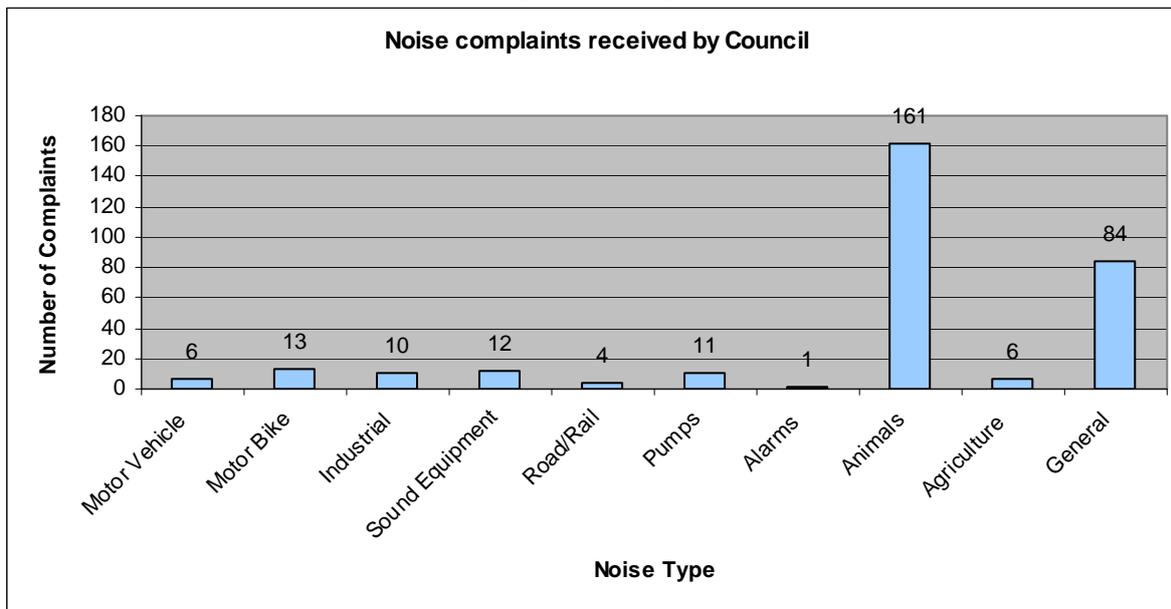
Data management practices are constantly being improved to ensure that all staff within Council that deal with noise complaints record information correctly on the database system.

## Future directions

To provide an alternative option for the residents of the Hawkesbury City Council resources such as the Community Justice Centre and the Local Court system will be utilised and advised for neighbourhood noise disputes.

Council will continue to utilise its ability to control potential noise from new developments through the implementation of adequate conditions of consent, which reflect current legislative requirements and Council's Development Control Plan relevant to the Council's LGA.

Council will also continue to use its database system, which allocates timeframes for responses to noise complaints and records all actions taken during the investigation process.



## Council's Footprint

### Council's Energy Consumption

#### Introduction

The Hawkesbury City Council's, Energy Savings Action Plan was approved by the Minister for Climate Change and the Environment on 10 November 2008. This Plan now becomes the blueprint for change within the Council over the next four years. In particular, further monitoring of many sites will need to be carried out to ensure a better understanding of the energy characteristics at those locations.

#### Measures of Performance

Measure

- 1. Total energy consumption from Council operations.**

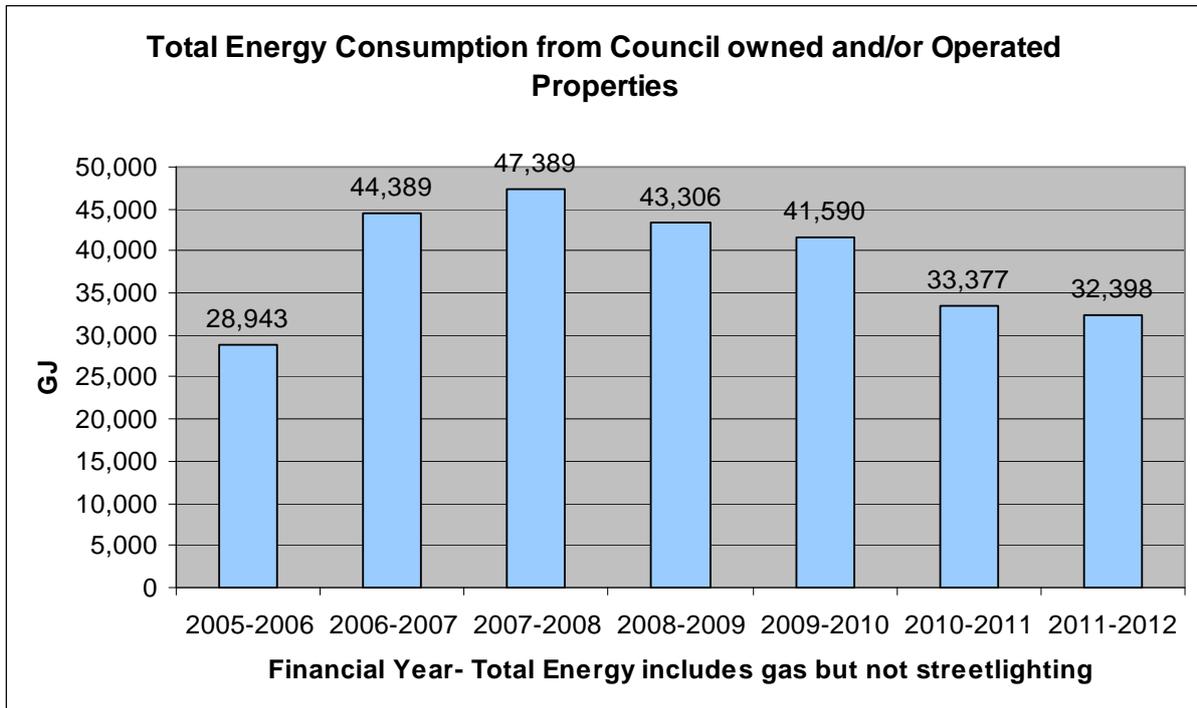
How is the Hawkesbury performing?



**Council's energy consumption has decreased by 3% since last year.**

#### Current status and trends

Council subscribes to an independent environment scorekeeper, Planet Footprint, who captures and monitors data on electricity and gas.



Council has been actively working to reduce energy consumption from its own operations for many years, and has retrofitted a number of energy efficient features into its buildings and assets.

**Response to the issue**

There is an increasing demand for Council services as a result of increasing City population, leading to a rise in energy consumption from Council infrastructure.

Council's Energy Savings Action Plan identified various energy and cost saving measures to be implemented over a four year period. The plan focuses on the top ten energy consuming sites operated by Council.

**Greenhouse Gas Emissions**

**Introduction**

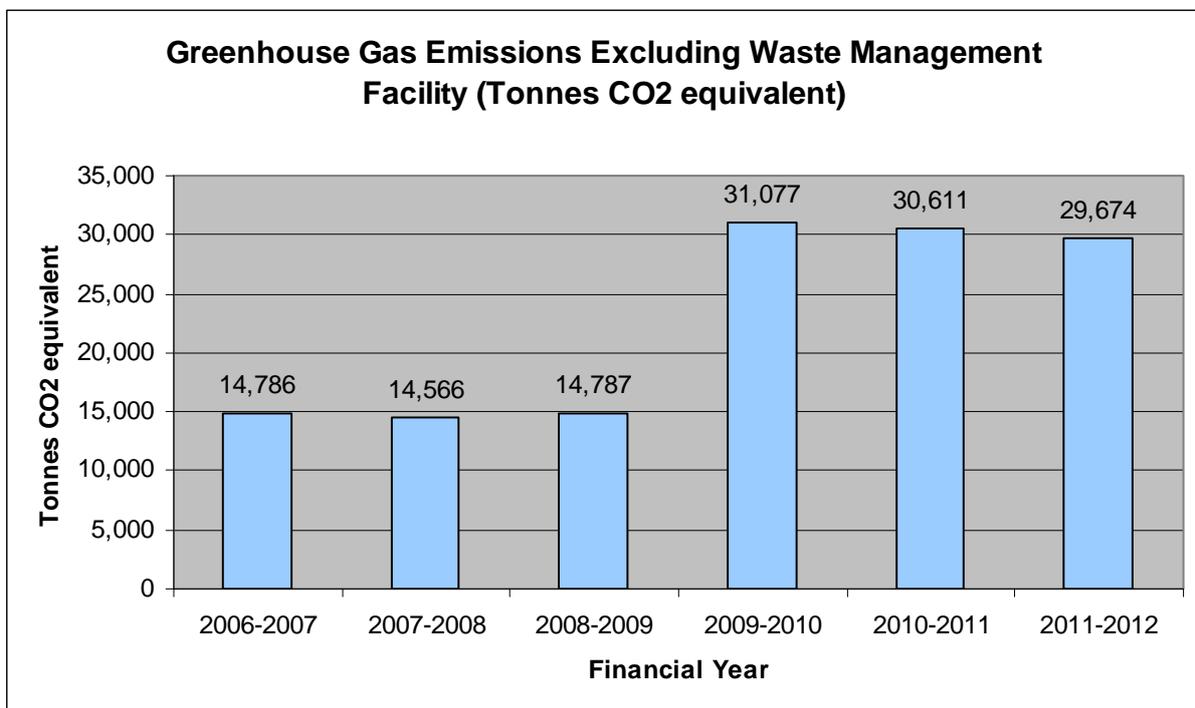
Hawkesbury City Council has a solid historical record of its greenhouse gas emissions through its involvement in the Cities for Climate Protection Program, and more recently through its receipt of regular energy and greenhouse gas performance reports as part of its subscription to the Planet Footprint Program for Local Government.

Involvement in these initiatives has been driven primarily through a need to better improve energy performance within the organisation, and to influence the community to improve its energy performance, with the overall objective being to reduce greenhouse gas emissions from within Council and from across the wider LGA.

## Measures of Performance

Measure	How is the Hawkesbury performing?
1. Total greenhouse gas emissions from electricity and gas usage within council operations.	 Council's greenhouse gas emissions have decreased by 1.5%.

## Current status and trends



## Response to issues

Hawkesbury City Council owns and operates the Hawkesbury City Waste Management Facility and therefore is captured under the National Reporting scheme. Under this Act, Council must calculate by direct monitoring the emissions from the facility. These emissions added with the organisations electricity, gas, street lighting and fleet diesel are used to complete the total emissions.

Hawkesbury City Council will continue to monitor and record its organisations environmental footprint eg solid waste, wastewater and sewage treatment plants, energy, water consumption, street lighting and introducing a fleet management program to enable an accurate measure of our total Green House emissions.

## Council's Water Consumption

### Introduction

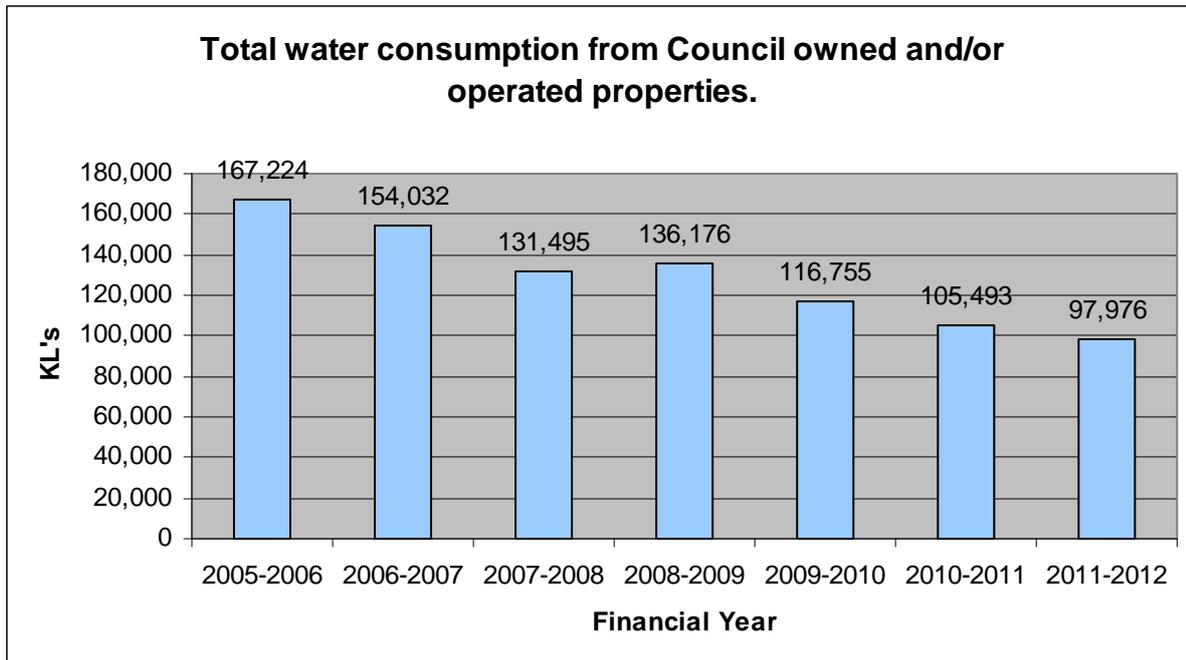
The Water Savings Action Plan was approved by the State Government on 1 April 2009. The Plan continues to implement water efficient actions across Council's top ten sites. The Plan expires on 1 April 2013.

### Measures of Performance

<p>Measure</p> <p><b>1. Total water consumption.</b></p>	<p>How is the Hawkesbury performing?</p> <p> <b>Council water consumption has decreased by 8% since last year.</b></p>
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### Current status and trends

Council subscribes to an independent environmental score keeper, Planet Footprint, who captures and monitors data on water.



### Response to the issue

Online monitoring has been implemented at Richmond Pool and Oasis Aquatic Centre to detect any water leakages. This program has been successful in locating leaks and faulty equipment at Council's Richmond Swimming Centre and the Oasis Aquatic Centre.

## Land

### Salinity

#### Introduction

Changes in land use over time have caused salts normally stored in soils and rocks to be dissolved in water and brought to the surface. When the water evaporates, the salts concentrate at or near the lands surface, and salinity can become a problem. Salinity in an urban area is referred to as Urban Salinity.

If not properly protected and managed, salinity damage could result in increasing costs to homeowners, Councils and the community.

#### Measures of Performance

##### Measure

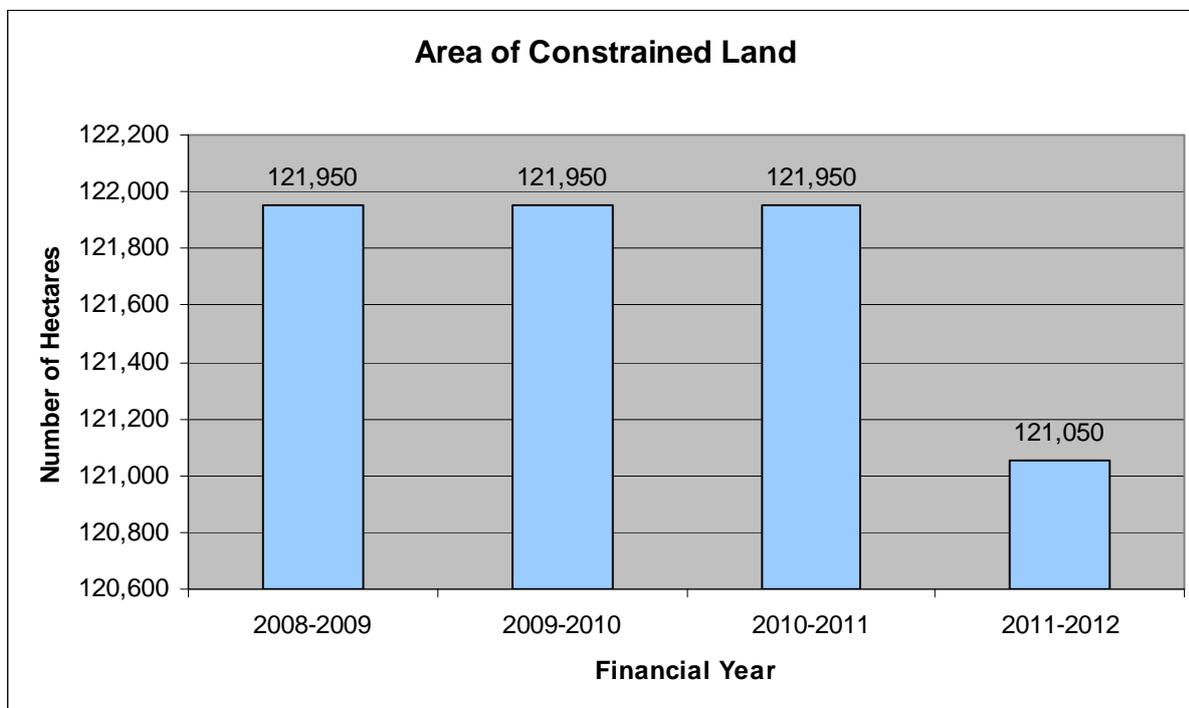
1. **Area of constrained land (including acid sulphate affected land, flood prone land, land subject to steep land restrictions, contaminated land, endangered ecological communities).**

##### How is the Hawkesbury performing?



**There has been no significant change in area per resident.**

#### Current status and trends



With urban development and the construction of roads, houses and drainage, the landscape has changed from native vegetation to hard surfaces and gardens. This has changed the way water and salt moves through the environment and where it concentrates.

In the urban areas of Hawkesbury City Council there are lots of additional sources of water to dissolve and move salts. These include leaking water, stormwater and sewer pipes, leaking pools, onsite septic systems and water from over watering of lawns, gardens, parks and sporting fields.

**Response to the issue**

There are a series of booklets regarding salinity initiatives that are available to assist in understanding salinity processes and the impact.

Hawkesbury City Council is also an active member of WSROC Salinity Working Party. This group meets four times a year to discuss regional opportunities and keep updated with emerging technology.

Salinity related building requirements have been prepared for a future amendment to the Hawkesbury Development Control Plan 2012.

**Chemical Contamination - Land**

**Introduction**

The Office of Environment and Heritage (OEH) keeps a record of contaminated land.

Section 60 of the Contaminated Land Management Act 1997 (CLM Act) requires that the OEH be notified of contamination. People may also report land contamination or pollution incidents by contacting the OEH.

The OEH determines whether contamination is significant enough to warrant regulation under the CLM Act. In making this decision, OEH considers a range of factors, including those listed in section 12 of the CLM Act.

The OEH is also able to issue management orders or agree to appropriate voluntary management proposals subject to conditions, which anyone can put forward. In some cases, it may be decided that the contamination risks can be addressed through the planning process, in which case regulation under the CLM Act may not necessarily be required. The OEH is required under the CLM Act to have regard to the 'polluter pays' principle in pursuing the investigation and cleanup of contaminated land.

**Measures of Performance**

Measure

**1. Recorded sites under Section 58 Contaminated Land Management Act.**

How is the Hawkesbury performing?



**The number of identified sites has remained stable.**

The above measure of performance is used by the Hawkesbury City Council through the implementation of the Development Control Plan.

Measure

**2. Number of schedule premises within the Hawkesbury LGA.**

How is the Hawkesbury performing?



**The number of Schedule premises has decreased.**



Measure

**3. Number of pollution incident reports received by the OEH Pollution Hotline.**

How is the Hawkesbury performing?



**Number of incident reports received remains stable.**

Measure

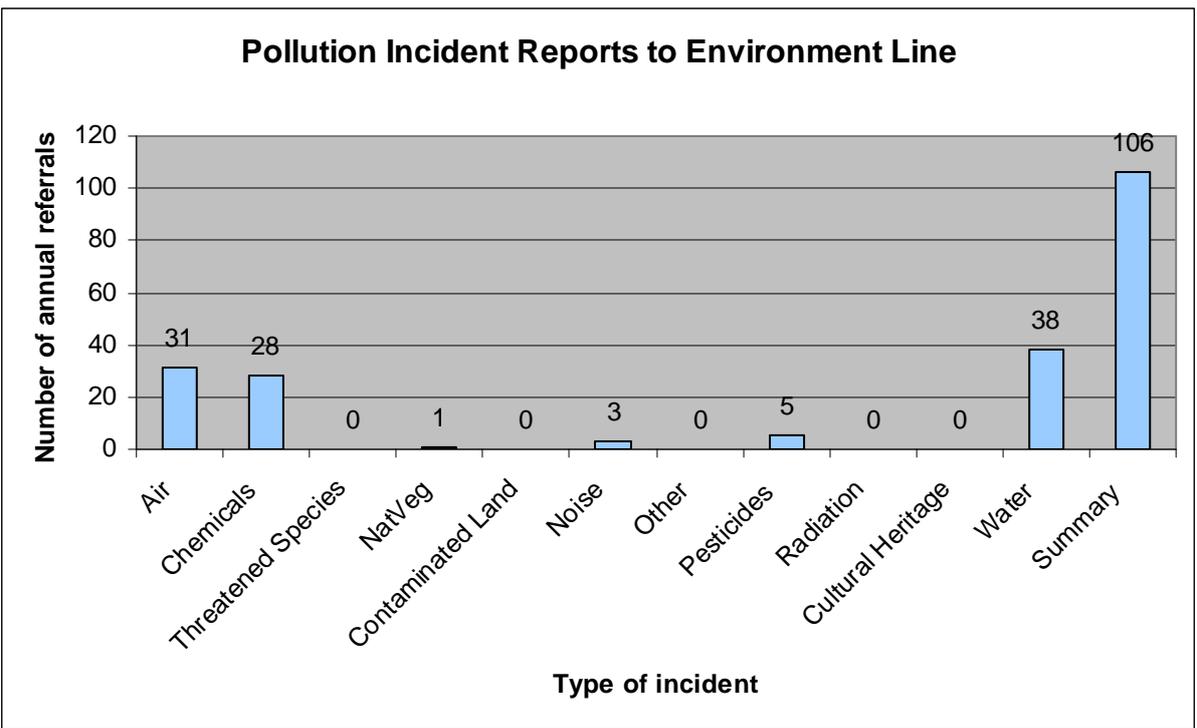
**4. Information calls referred back to Council from the OEH Pollution Hotline.**

How is the Hawkesbury performing?

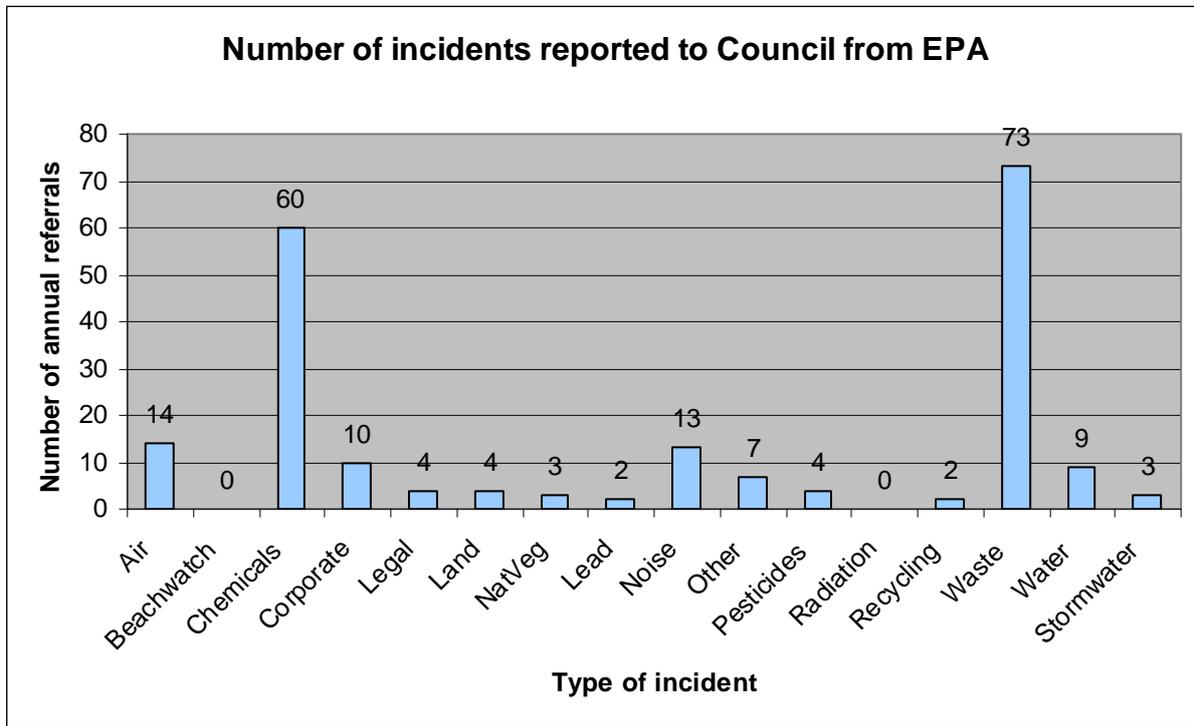


**Number of calls referred remains stable.**

**Current Status and trends**



This represents pollution incidents reported to the OEH/EPA where the EPA is the ARA (Appropriate Regulatory Authority) for the incident. Generally Councils will not have a role in managing or responding to these reports but the data attached indicates what incidents have occurred in the Hawkesbury LGA.



This represents calls made by Hawkesbury City Council residents direct to the OEHL Environment Line where some form of pollution or environmental issue was occurring. After an initial assessment by Environment Line it has been determined that Council is the ARA and the caller has been referred and/or transferred back to your Council for further action or investigation.

**Response to the issue**

Hawkesbury City Council relies on the provisions of State Environmental Planning Policy No 55- Remediation of Land (SEPP 55) in order to implement a contaminated land management framework within the Hawkesbury LGA. SEPP 55 applies to all land within the Hawkesbury LGA.

**Future directions**

In determining all rezoning, subdivision and development applications, Council must consider the possibility of land contamination and the implications it has for any proposed or permissible future uses of the land. A precautionary approach will be adopted to ensure that any land contamination issues are identified and dealt with early

**Acid Sulfate Soils**

**Introduction**

Acid sulphate soils are widespread in our estuarine floodplains and coastal lowlands (including mangrove tidal flats, salt marshes and tea-tree swamps). As with salinity they are also directly affected by development.

## Measures of Performance

### Measure

- 1. Not increasing area affected by acid sulphate soils.**

### How is the Hawkesbury performing?



**This measure of performance is used by the Hawkesbury City Council through the implementation of the Local Environmental Plan.**

## Current status and trends

The trend is stable because the good quality information on the location of potential acid sulphate soils, combined with the planning and management measures that have been developed, means that the creation of actual acid sulphate soils can be avoided.

## Response to the issue

Land that may contain potential Acid Sulfate Soils has been identified from maps provided by the former NSW Department of Land and Water Conservation. These maps, known as Acid Sulfate Soils Planning Maps, establish 5 classes of land based on the probability of Acid Sulfate Soils being present (Class 1 being the most likely and Class 5 being the least likely).

A person must not, without the consent of the Council, carry out works unless they consider Clause 37A of the Hawkesbury Local Environmental Plan 1989.

## Future directions

Preliminary assessment is required for those development applications seeking consent for works described and proposed to be located on land classified vulnerable. An Acid Sulfate Soils Management Plan is obtained if required and apply best management guidelines for rectification.

The ASS Manual developed by the Acid Sulfate Soils Management Advisory Committee (ASSMAC) and provides advice on best practice in planning, assessment and management of activities in areas containing Acid Sulfate Soils.

## Regulatory Responses

### Compliance and Enforcement complaints

#### Introduction

Council responds to a wide range of non complying development matters ranging from Prohibited Development, development without consent, development not in accordance with consent, complaints or enquiries made at Council such as land use, building works, earthworks tree removal, waste dumping, abandoned vehicles and overgrown land. There has been a noticeable decrease in the reporting of non compliance matters to Council over the past 12 months.

Council is considered as the Appropriate Regulatory Authority (ARA) for non complying development matters that occur within the Hawkesbury LGA with the exception of premises that are licensed with the Office of Environment and Heritage known as scheduled premises.

Council's primary means of dealing with non-complying development issues in the LGA is via education and or enforcement using relevant sections of the Environmental Planning & Assessment Act 1979, The Protection of Environment (Operations) Act 1997 and the *Local Government Act, 1993* which gives Council powers to control such non compliances.

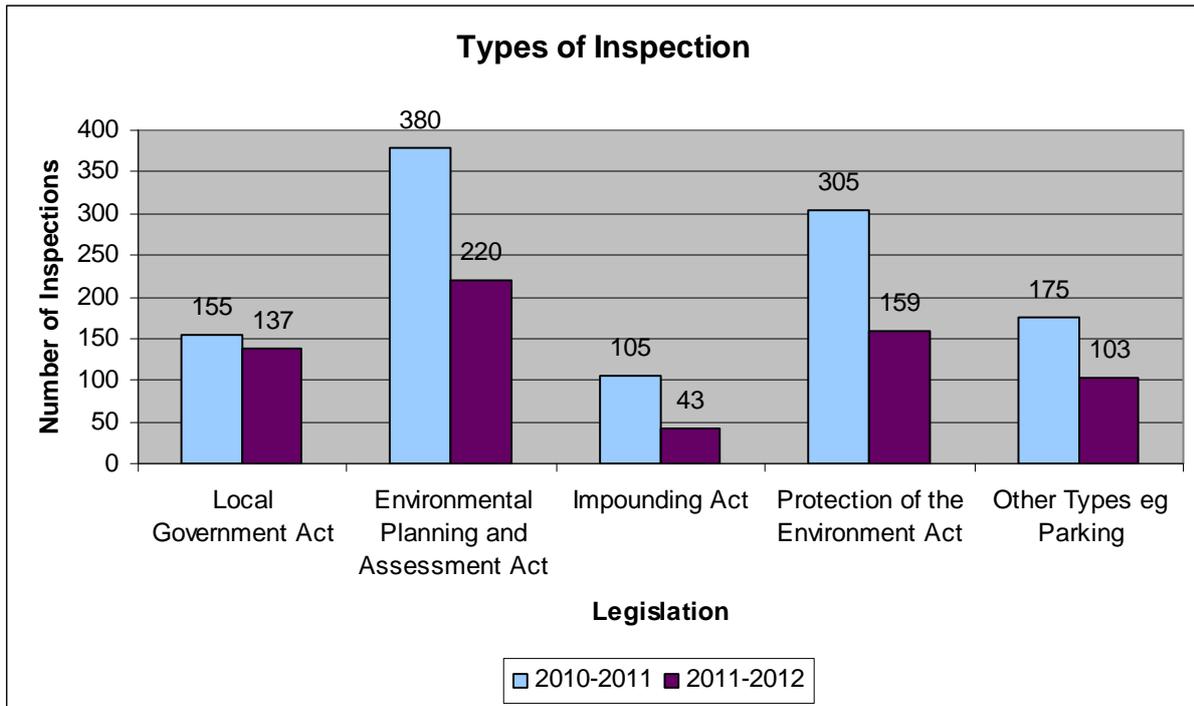
**Measures of Performance**

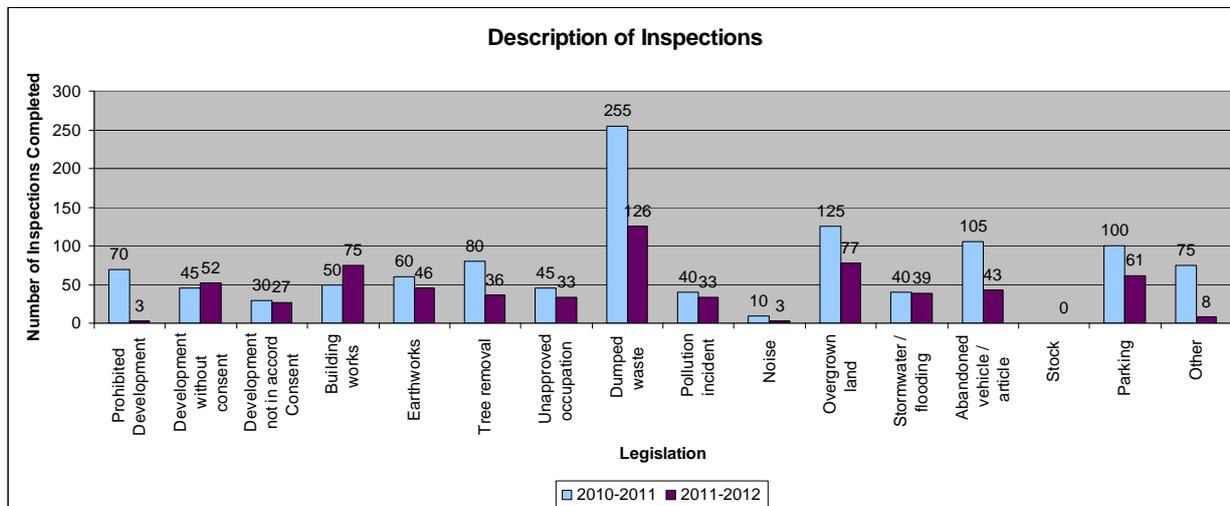
- Measure
- 1. Total number of non complying development complaints made to Council.**
  - 2. Number of each type of complaint made to Council.**

How is the Hawkesbury performing?



**Investigations of complaints has decreased.**





### Future directions

Council will continue to use a database system, which allocates timeframes for responses to non complying development complaints and records actions taken during the investigation process.

Council continually seeks to improve methods to provide an effective response and excellence in customer service to our customers both internal and external through ongoing training of Council staff on new and upcoming legislative requirements and development of improved internal procedures when dealing with all regulatory matters.

## Water Quality

### Flood Plain Management

#### Introduction

Hawkesbury City Council is responsible for local planning and land management in Hawkesbury River floodplain and surrounding areas between the suburbs of Yarramundi and Wisemans Ferry.

The unique characteristics of the Hawkesbury-Nepean flooding has been described as exhibiting a combination of the worst characteristics of riverine flooding (depth and extent), and the worst characteristics of flash flooding (rapid rise of floodwaters and limited warning time).

#### Measures of Performance

Measure
1. <b>Responding to requirements of <i>Floodplain Development Manual: the management of flood liable land</i>, New South Wales Government, April 2005.</b>

How is the Hawkesbury performing?
 <b>Implementing the Floodplain Risk Management Process</b>



In particular:

- Establishing a Floodplain Risk Management Committee.
- Collecting flood related data.
- Preparing a Flood Study.
- Preparing a Floodplain Risk Management Study.
- Preparing a Floodplain Risk Management Plan.
- Implementing the Floodplain Risk Management Plan.

### **Current status and trends**

For significant flood events, the inflow from the Hawkesbury River and its tributaries exceeds the outflow through Sackville Gorge causing the valley to fill. Flooding can be of great depth by comparison with other NSW coastal rivers and the difference in depths between major and extreme flood is greater than that which occurs elsewhere. Depths of over the floor Hawkesbury – Nepean River flooding for houses with floors at the current flood planning level (FPL) adopted by Council (i.e. 1 in 100 year flood level without any freeboard allowance) are approximately:

- 2 metres for the 1867 flood of record (i.e. about a 1 in 200 year flood event); and
- 9 metres for a Probable Maximum Flood event.

Many existing dwellings have floor levels, which are well below the current FPL. These dwellings would experience significantly deeper and more hazardous depths of flood inundation.

Isolation of towns essentially arise due to the historic settlement of the valley and the fact that the urban road network has not evolved or been designed for the purpose of evacuating the floodplain's communities. Under existing conditions, many of the local roads are cut early by mainstream flooding and/or local catchment flooding.

The present urban and rural population of the valley has had no experience of severe flooding, having only suffered events up to approximately a 1 in 40 chance per year flood since 1867. This lack of awareness will make evacuation all the more difficult and could increase the trauma that may be experienced by the floodplain communities in the event of a severe flood.

### **Response to the issue**

Council has established a Floodplain Risk Management Committee. The Committee generally meets once every 2 months.

Council relies on flood related data and flood studies prepared by Sydney Water, internally by Council staff and external consultants. This includes flood levels and studies for the Hawkesbury-Nepean, Colo, and Lower MacDonalld River. A Digital Terrain Model of the flood prone areas of the Hawkesbury was completed in 2008 with grant funding provided to Council under the Natural Disaster Mitigation Program.

Council has been successful in obtaining a grant under the State Floodplain Management Program to assist in the preparation of the Floodplain Risk Management Study and Plan.

Council has engaged a consultant to prepare a Flood Risk Management Study and Plan for the Hawkesbury River within the Hawkesbury LGA.

Council does have flood related development controls in the Hawkesbury Local Environmental Plan 1989 (HLEP 1989) and Hawkesbury Development Control Plan 2002 (HDCP) which have been developed over time and prior to the *Floodplain Development Manual: the management of flood liable land*. The current flood related development controls are substantially based on the 1 in 100 year flood event being the flood planning level.

## Future directions

Floodplain Risk Management Study and Plan to be prepared and implemented.

## River Health

### Introduction

The Hawkesbury-Nepean River is one of the longest rivers in Eastern Australia. The Nepean River rises near Robertson in the Illawarra Range, 100km south of Sydney. Downstream from the junction of the Nepean and the Grose River, the river is called the Hawkesbury. Uses of water from the Nepean River and its tributaries include water for Sydney's domestic purposes, water supply for land holders along the river, irrigation, stock watering, recreation, habitats for aquatic flora and fauna and waste disposal.

Waterways of the Hawkesbury-Nepean are also adversely impacted by a wide range of land uses. Storm water runoff from urban areas along with sediment and nutrient runoff from rural areas contribute to reduced water quality. Water quality is also adversely impacted by on-site waste water management systems as well as through discharges from sewerage treatment plants. Licensed surface water extraction to support agricultural production contributes to reduced stream flows.

### Measures of Performance

Measure

1. **Index of river quality**
2. **River flow**

How is the Hawkesbury performing?



**Council has an effective set of indicators for rating the health of the Hawkesbury River.**

### Current status and trends

1. The Sydney Catchment Authority (SCA) is responsible under the Water Catchment Management Act 1998 (NSW) to manage and protect drinking water catchments, supply bulk water and regulate certain activities.
2. Manly Hydraulics Laboratory NSW Department of Commerce conducts river gauging on behalf of the SCA. They currently operate a gauge at Penrith Weir and Council is working to obtain this data to develop processes to track river flow over time.

### Response to the issue

As a partner to the Hawkesbury-Nepean Catchment Management Authority, Council has been involved to various degrees, in a range of river improvement projects, including bank stabilisation projects, revegetation projects, and salvinia weed management.

Council has engaged the services of WBM BMT Pty Ltd to prepare an Upper Hawkesbury Coastal Estuary Management Plan and study. The plan will cover the Hawkesbury River from the confluence with the Grose River at Yarramundi downstream to Wisemans Ferry. The Estuary Management Plan will help local and state Government agencies identify in consultation with the community the best strategies and policies to address the many complex issues impacting on river health while providing social and economic values and opportunities for local and regional communities.

## Storm Water

### Measures of Performance

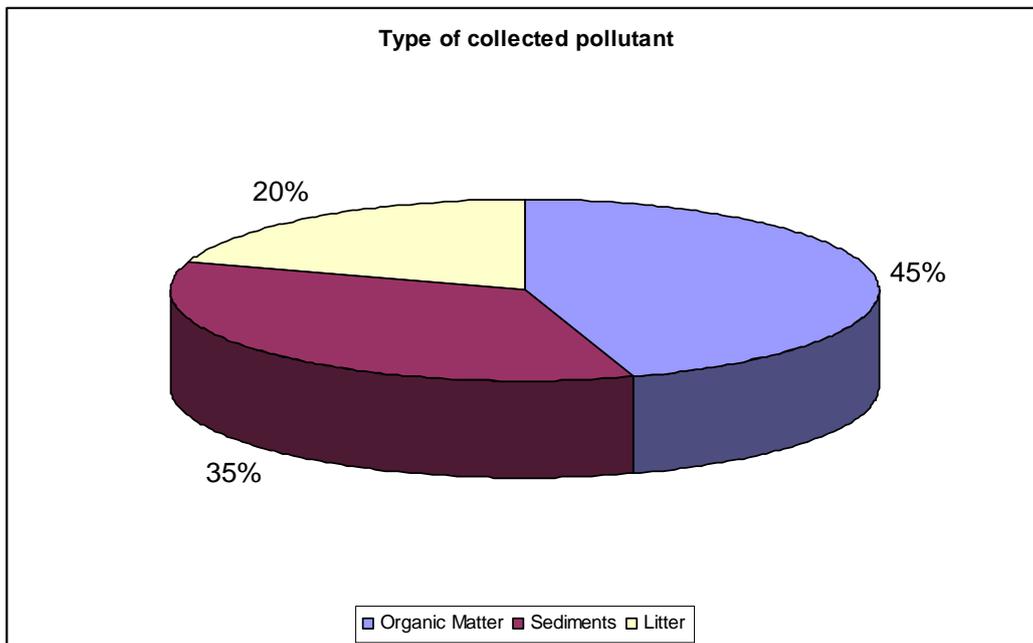
<p>Measure</p> <p><b>1. Stormwater interceptor devices are maintained.</b></p>	<p>How is the Hawkesbury performing?</p> <p> <b>Litter collected has decreased by 17% since last year.</b></p>
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A total of 21 interceptor devices have been installed at suitable locations across the LGA to collect pollutants before they enter waterways.

The amount and type of pollutants collected is monitored and these items are either recycled or disposed of to a landfill.

### Current status and trends

In the 2010/2011 financial year 93.45 tonnes of material has been collected. Sediment, organic matter and litter comprised approximately of this matter respectively.



## Future directions

As of December, 2007 Council resolved that the Environmental Stormwater Levy cease with the remaining funds allocated to:

- Gross Pollutant Trap operation and maintenance over an estimated 26 year period
- Mechanical street sweeper operation over an estimated 14 year period
- Integrated Weed Control funds to be utilised as matching funding for successful grants for weed control on Council owned/controlled land
- Road Reserve Management Planning - currently in progress
- Community monitoring of water quality - currently in progress; and
- Environmental Stormwater coordinator for six month implementation period.

## Biodiversity

The Hawkesbury is one of the last LGA that has a substantial amount of intact bushland in the Sydney metropolitan area. These bushland areas provide habitat for many threatened species that use these ecosystems. The information that has been collated for these figures has been taken from Office of Environment and Heritage (OEH) wildlife atlas website.

According to Council's mapping system there are 28 threatened ecological communities out of 53 identified vegetation communities in the LGA. An example of two communities listed as threatened are Shale Plains Woodland and Shale Gravel Transition Forest. Since the listing of Shale Plains Woodland and Shale Gravel Transition Forest as critically endangered under the Threatened Species Conservation Act 1995, the Office of Environment and Heritage has prepared a recovery plan for the Cumberland Plain which encompasses management priorities and actions to conserve all species and communities within the Cumberland Plain. Within this plan Hawkesbury City Council has specific responsibilities in regards to contributing to this plan. The 'Cumberland Plain Recovery Plan' is publicly available through OEH's website [www.environment.nsw.gov.au](http://www.environment.nsw.gov.au).

## Measures of Performance

### Measure

1. Proportion of total number of fauna species in the Hawkesbury that are listed as threatened.

### How is the Hawkesbury performing?

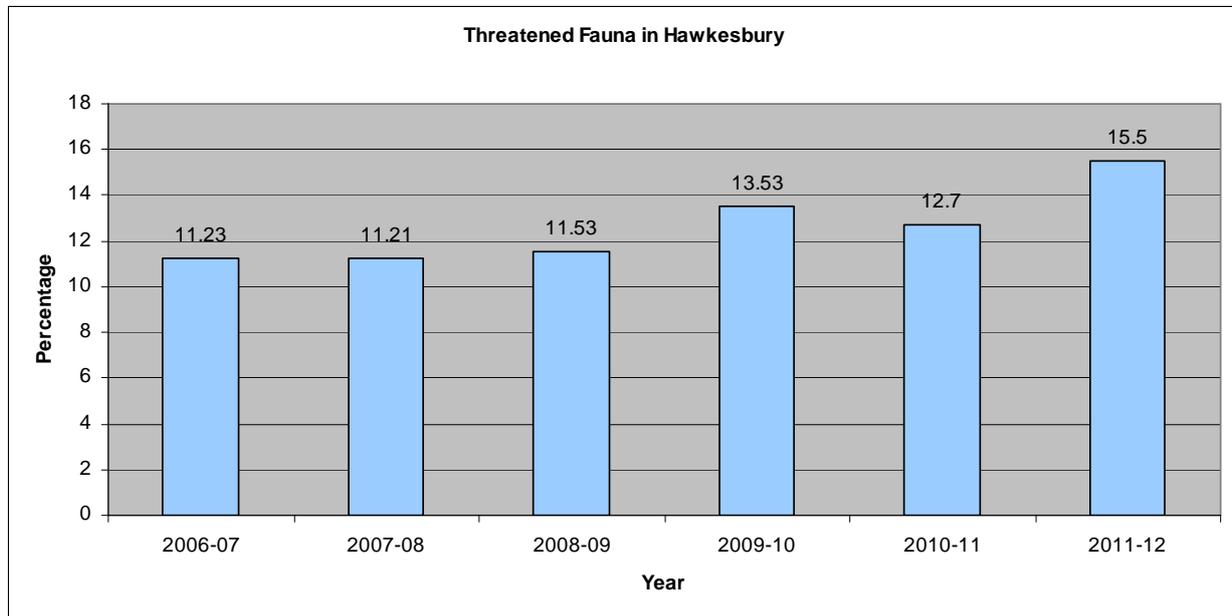


There has been a 2.8% increase in listed threatened fauna for the LGA

## Current status and trends

The information in the graphs below are taken from the Wildlife atlas website provided by Office of Environment and Heritage.

## Outcome 1



### Measure

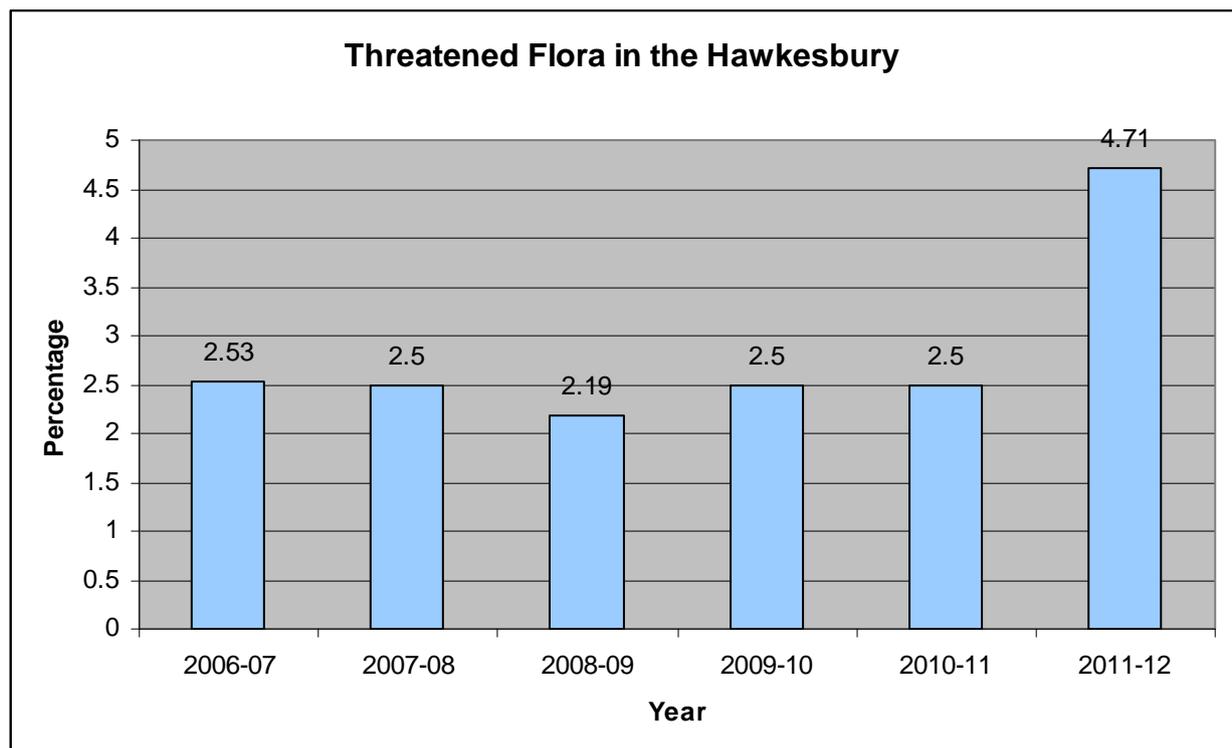
- Proportion of total number of flora species in the Hawkesbury that are listed as threatened.

### How is the Hawkesbury performing?



There has been a 2.2% increase in listed threatened flora for the LGA

## Outcome 2





## Response to the issue

Currently Council seeks grants to implement bush regeneration work in reserves that have been identified as valuable in biodiversity and the community. Currently Council does have a budget for environmental weed control, but often it is insufficient to implement a wide range of strategies to achieve a holistic approach in land management.

Although Hawkesbury City Council endeavors to alleviate the threats to species, populations and communities, the increase in the percentage of threatened species may also be due to the fact that changes in the lists more often reflect change in knowledge of status rather than change in status itself [Burgman 2002].

A number of activities and initiatives to improve the status of threatened species within the Hawkesbury LGA include:

- Continued enforcement of the Hawkesbury Local Environment Plan 1989 that seeks to protect areas of threatened vegetation, provide a buffer around areas of ecological significance, protect environmentally sensitive land areas of high scenic value, and restrict development on land that is inappropriate for development by reasons of its physical characteristics or bushfire risk.
- The identification of areas of threatened species through upgrades and maintenance of vegetation maps.
- Ongoing bush regeneration activities and the provision of funding to support regeneration projects, including the protection of threatened species, populations and communities.
- The use of published recovery plans and priority action statements to guide land management activities.

## Future directions

Vegetation management plans should be derived and implemented in the future, addressing the legislative requirements to management and protection of each particular vegetation community for best practice management.

Education of persons involved with decision making pertaining to Council land should also be implemented to identify and teach the importance and value of these ecosystems.

Evaluation of each reserve should be identified in order to cost the approximate value of the reserves to the community, environment, Council and other stakeholders. This will identify the necessary amount of funding required on these reserves.

## Reference

*Burgman, M.A. (2002) Turner review No. 5: are listed threatened plant species actually at risk? Aust. J. Bot. 50, 1–13 in Pottingham. H., P. et al (2002) Limits To The Use Of Threatened Species Lists Trends in Ecology & Evolution, November 2002, 17 (11) : 503-507.*

## Aquatic and Terrestrial Weed Control

### Introduction

Hawkesbury River County Council (HRCC) is the local control authority for the Hawkesbury City Council area.

Working under the Noxious Weeds Act 1993, HRCC is partially funded by Hawkesbury City Council and provides various Noxious Weed services within the LGA such as Noxious Weed control on Council owned and government lands and reserves. Noxious weed control along Council roadsides and Noxious Weed inspections are carried out on Council assets and Private properties.

Noxious Weed control activities carried out on Council lands treat both aquatic and terrestrially growing weed species with outcomes centred around; overall reduction in Noxious Weed infestation densities, improved public amenity and safety and increased bio-diversity within the relevant biotopes.

Property inspections are carried out by designated Noxious Weed Inspectors who are responsible for Noxious Weed legislation implementation and awareness, and provide expertise to agriculturalists, the Bushcare community and members of the public. These services are delivered as part of HRCC's commitment to Council and to the community.

### Measures of Performance

HRCC strives to provide effective weed control within the Hawkesbury LGA via way of programmed weed control activities on Council land whilst working with the community to reduce overall Noxious Weed populations within the district. These works are ongoing and proving to be successful in incrementally reducing weed numbers.

### Response to the issue

Council has approached HRCC in terms of creating an alliance in weed management issues. It may be beneficial for Hawkesbury City Council to devise a noxious or aquatic weed management plan in the future, to be able to work in conjunction with land management and Plans of Management.

The following tables show activities carried out by HRCC during 2011/2012. These activities may include general noxious weed inspections, weed removal, harvesting, surveillance programs and introduction of biological control agents.

Activities undertaken	Km <sup>2</sup>
Aerial survey	nil
Riparian zone	310
Drainage line/channel	230
Perimeter vulnerable area eg reserves and parks	110
Urban interface (residential dump sites)	8
Perimeter bushland weed removal (keeping weeds out of native bushland).	170
Motor Vehicle corridor (main arterial roads)	3,200
Rail corridor	50
Access/ walking track	80

Inspections Undertaken	Km <sup>2</sup>
Programmed private property inspections for declared weeds	380
Weed advice letters issued	400
Landholders provided with specific educational packages	380
Brochures / control info packages mailed/distributed	250

## Community Achievements

### Bushcare

#### Introduction

The areas that are worked throughout the Hawkesbury LGA include; Kurrajong Heights, Kurrajong, Grose Wold, Cumberland Reach, Richmond, North Richmond, Ebenezer, Sackville, Glossodia, Mulgrave and Lower MacDonald. The Bushcare program is a national program that aims to provide training and support to environmental volunteers.

Local impacts on the program include; limited funding opportunities, time limitations of staff to further develop Bushcare volunteer numbers and create environmental awareness, vegetation dumping increases weed threats, illegal four wheel driving and vandalism through sites can set back progress of reserves and their potential to regenerate.

#### Measures of Performance

<p>Measure</p> <p><b>1. Provide friendly neighbourhoods, connected communities, and supported households and families.</b></p>	<p>How is the Hawkesbury performing?</p> <p> <b>The number of Bushcare groups remains constant.</b></p>
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#### Current status and trends

The Bushcare program has remained constant over the past years with the maintenance of approximately 14 Bushcare Groups. For this to increase in volunteer numbers, a "volunteer drive / recruitment" would need to be implemented. An increase in Community Bushcare Officers would usually see a direct correlation in the increase in Bushcare volunteers. People can join the Bushcare program by joining an existing group, or possibly starting a new community Bushcare Group. The Bushcare program is advertised by a quarterly newsletter "Weed All About It".

#### Response to the issue

Various Bushcare Groups work in ecological endangered communities undertaking bushland regeneration and are an integral part of the State and Federal grant application process. Grant bodies request community involvement and participation at these sites and reserves and the community involvement is used as an "in-kind" contribution towards grants of which helps to boost funding for various projects and increases the probability of potential grants being successful.

In some cases, Council reserves are maintained solely by the various Bushcare Groups and if the community group did not undertake this voluntary work, environmental work at these sites would not exist.

Community Nursery Officer works at the Hawkesbury Community Nursery 3 days / week. With this new staff member a greater diversity of native plants to the Hawkesbury area are now being propagated. An increase in volunteer involvement has also resulted over the past six months and this may be due to a direct staffing increase and involvement.

### Future directions

It is anticipated that the future of the Bushcare Program in its present state, will see volunteer numbers remaining the same, with some volunteers leaving, but new volunteers beginning. It is expected that future volunteer numbers may increase, due to the aging population and environmental issues becoming main stream. However, with these two points of possible increase in volunteers, adequate staffing levels would be required to support the Bushcare Volunteers.

## Section 428 (2) (d) Condition of Public Works

### Public Buildings

Report on the condition of public buildings as at 30 June 2012.

Council has 276 buildings including bus shelters, amenities buildings, community shops, children's centres, emergency service buildings, community centres, swimming centres, sports centres, single and multi-storey buildings. These buildings are distributed between the budget components shown below:

Budget Components	Number
Council Offices	3
Council Works Depot	31
Council Halls & Community Rooms	30
Council Houses and Tenancies	38
Museum	4
Library	2
Art Gallery	1
Childcare Centres	14
Amenities/Toilets	75
Leisure Centres	3
Bush Fire Brigade	23
Parks Structures	66
Roadside Shelters	35
<b>Total</b>	<b>335</b>

The estimate for the cost required to bring the above buildings up to a satisfactory standard including construction and maintenance is \$ 4,250,000.

In 2011/2012 the following amounts were spent on maintenance:

Budget Components	Amount
Council Offices	\$ 98,000
Council Works Depot	\$ 186,000
Council Halls & Community Rooms	\$ 353,000
Council Houses and Tenancies	\$ 158,000
Museum	\$ 30,000
Library	\$ 234,000
Art Gallery	\$ 1,000
Childcare Centres	\$ 14,000
Amenities/Toilets	\$ 183,000
Leisure Centres	\$ 179,000
Bush Fire Brigade	\$ 41,000

## Public Roads

Council managed local road network and associated infrastructure includes:

- 734.7 kilometres of sealed
- 298 kilometres of unsealed
- 64 bridges and major culverts
- 331.8 kilometres of kerb and gutter
- 62.8 kilometres of paved footpaths
- 26 roundabouts
- 350 kilometres of line marking
- 9,800 number of signage
- 1 vehicular ferry
- 2,824 numbers of car parking spaces
- 38 bus shelters
- 10.5 kilometres of guardrails and safety fences
- 9.6 kilometres of shared cycle ways
- 25.3 kilometres of cycle ways

### 1. Sealed Road Network

*There are currently 734.7 kms of sealed roads for which the Council is the responsible authority. This includes both urban (224.1 kms) and non urban (510.6 kms) roads.*

The SMEC PMS (Pavement Management System) is used by Council to manage the condition of the local road network, collecting and analysing data on the road surface, roughness and traffic volumes to determine the most cost-effective maintenance treatment to be applied. Footpaths are inspected for defects on an as needed basis, at a frequency depending on their location, and a risk management process is used to prioritise works.

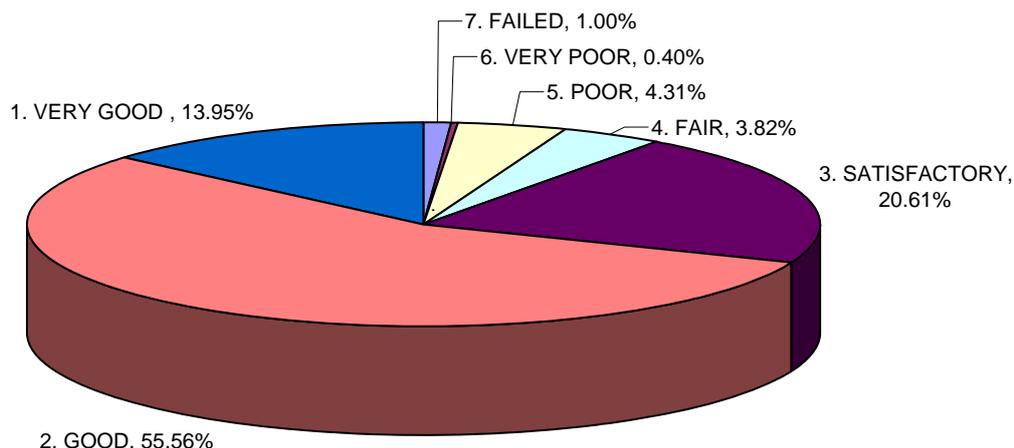
All sealed roads have been rated according to SMEC PMS criteria and the pie chart shown below identifies the condition spectrum of the road network. It can be seen that approximately 5.7% of the sealed road network is within the range of failed to poor condition.

The estimated cost to bring these roads to a satisfactory standard is estimated at \$ 35,978,000. However, it is possible to extend the life of a percentage of these roads by the provision of a bitumen reseal. The annual expenses of maintaining the works at that standard is:

- Reseal approximately 10% of roads each year = \$ 2,000,000
- Reconstruct 5% of roads each year = \$ 18,876,000

**Note:** Reseals are based on a bitumen seal life of 10 years and pavement life of 20 years. The maintenance/rehabilitation expenditure for 2011/2012 for sealed roads was \$ 2,300,000.

**Hawkesbury City Council**  
**Sealed Road Network**  
**SMEC Pavement Condition Index (PCI) Report**  
**for the Financial Year Ending 2011/12**  
(Note: Due to rounding the total value below may exceed 100)



2. *Unsealed*

To keep the 298.7 kilometres of gravel roads at a satisfactory performance level it is necessary to apply a gravel re-sheet to these roads approximately every three years. The expenditure required to bring the gravel roads up to a satisfactory standard is estimated to cost \$ 11,800,000.

The estimated annual expense required to maintain the gravel roads at a satisfactory level, including gravel re-sheeting one third of the gravel roads (100 km) every year, plus normal maintenance of the whole gravel road network on an ongoing basis is estimated at \$ 2.9 million. Maintenance expenditure for 2011/2012 for gravel roads was \$ 1.3 million.



## Drainage

### Environmental Management Stormwater

The Environmental Stormwater Management Program ceased in 2008/2009 as resolved by Council. Its primary objective was to reduce water pollution from stormwater runoff.

The adopted Storm Water Program will see the existing Gross Pollutant Traps kept in operation and maintained to continue to reduce pollution from entering waterways. The available budget for 2011/2012 was \$ 70,000.

The condition of the system varies from fair to very good. The estimated cost to bring the system to a satisfactory standard i.e: pipe 50% of remaining open channels is \$ 2.2 million.

The estimated cost of maintaining the drainage system at a satisfactory standard is \$ 463,000 per annum.

Maintenance expenditure on drainage during 2011/2012 was \$ 146,000.

## Bridges

There are currently 30 concrete/steel bridges, 19 major culverts, 14 timber bridges and 1 timber composite structure bridge throughout the city, varying in age and condition.

Council has adopted a bridge replacement priority schedule to replace the timber bridges, with an estimated replacement value of \$ 10 million. The estimated expenses of maintaining the bridges at a satisfactory level is \$ 220,000 per annum.

The maintenance expenditure on bridges in 2011/2012 was \$ 154,000.

## Windsor Sewerage Scheme

The sewerage system consists of two treatment plants, 25 pump stations, 28 kilometres of pressure rising mains and approximately 149 kilometres of reticulation.

The estimated funds required to bring the system up to a satisfactory standard is \$ 7.350 million.

The estimated annual expense of maintaining the system at a satisfactory standard is \$ 1.905 million.

Maintenance of the Windsor Sewerage Scheme incorporates works carried out in three areas of operation as follows:

1. Treatment plants
2. Pump stations and rising mains
3. Reticulation/carrier mains



## 1. Treatment Plants

### McGraths Hill Sewerage Treatment Plant

The current plant has a design capacity to serve around 9,500 people. Minor upgrading of the plant is carried out annually with the present condition of the plant considered to be good.

In 2011/2012, a sum of \$ 418,802 was spent on maintenance exclusive of overheads, power costs and effluent testing.

It is programmed for this sum to be varied as required to maintain the plant to a good standard.

### South Windsor Sewerage Treatment Plant

The treatment plant has a current carrying capacity 27,000 EP (equivalent population). The current load is 18,000 EP.

In 2011/2012 a sum of \$ 970,839 was spent on maintenance at the plant exclusive of overheads, power costs and effluent testing.

November 2011 marked the commissioning and operation of a \$ 9 million recycled water scheme for South Windsor and Bligh Park. The scheme supplies recycled water to irrigate reserves, school sports grounds and will supply recycled water to various commercial customers. To date 375 kl of recycled water has been supplied for use.

## 2. Pump Stations and Rising Mains

The catchment is serviced by 21 major and 4 minor pump stations, which are all generally in good condition relative to their age. All stations operate with one duty and one standby pump, with the exception of 6 of the more recent stations which have been constructed with 2 standby pumps, including 4 stations with backup power supply. Pump station N being the latest to be equipped with an automatic standby diesel generator.

A new catchment has been created, "Catchment V", complete with a new pump station constructed on the corner of Bell and Church Street. The new pump station commissioned in June 2011 intercepts sewage from the area bounded by Cox, James, Macquarie and Bell Streets and pumps it to Pump Station "P" via a new rising main and carrier. This new pump station takes some pressure off MHSTP, eliminates a wet weather overflow at Bell Street, eliminates the need for a major upgrade of the Macquarie Street carrier and frees up capacity for proposed multiple density housing in South Windsor.

The construction of South Windsor Water Recycling Scheme also marks the beginning of an optical fibre network to monitor our pump stations.

In 2011/2012, a sum of \$ 316,120 was spent on maintenance of the stations exclusive of overheads and power costs.

## 3. Reticulation/Carrier Mains

There exists in excess of 149 kilometres of reticulation/carrier mains throughout the catchments.

The relining program which commenced in 2008/2009 is still ongoing. From the 2009/2010 CCTV survey, 34 kilometres of reticulation mains have been assessed and 9.5 kilometres have been relined in the 2011/2012 financial year. In the 2011/12 financial year 34 kilometres of reticulation mains have been assessed and 9.0 kilometres have been identified for relining in the 2012/2013 financial year. \$ 1.3 million dollars has been budgeted for in the 2012/2013 financial year for this relining.

In an endeavour to ensure that the sewer reticulation system remains operational at all times, a system of backup safety measures have been introduced and maintained on an ongoing basis.

In 2011/2012, a sum of \$ 184,774 was spent on general maintenance.

## Section 428 (2) (e) Summary of Legal Proceedings

Proceedings favourably finalised	-\$ 54,190
Proceeding not favourably finalised	\$ 6,405
Proceeding not finalised (continuing)	\$ 12,498

Project Name	Cost	Status
<b>Proceeding favourably finalised</b>		
Agostino	-\$ 54,190	Land and Environment Court proceedings - Development carried out without consent - Appeal dismissed, Council awarded costs. Payment received. Complete
<b>Proceeding not favourably finalised</b>		
Strickland	\$ 6,405	Local Court proceedings - Dangerous dog declaration – Charges dismissed. Complete
<b>Proceeding not finalised (continuing)</b>		
VIS - Green's Road Lower Portland	\$ 2,140	Land and Environment Court proceedings - Hawkesbury Riverside Retreat – Indemnity costs recovery commenced – Ongoing
Hooker	\$ 0	Land and Environment Court proceedings - Unapproved tree removal - Council awarded costs, pursuing costs recovery process - Ongoing
Tuscany	\$ 10,376	Supreme Court of Appeal – Appeal against decision of the Land and Environment Court – Ongoing

## Section 428 (2) (f) Mayoral and Councillor Fees, Expenses and Facilities

Mayoral fees	\$ 37,230
Councillor fees (12 x \$ 17,060)	\$ 204,720
Councillor expenses	\$ 69,812
<b>Total</b>	<b>\$ 333,158</b>

Council's Policy for Payment of Expenses and Provision of Facilities to Councillors is available at Council's website [www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au).

## Section 428 (2) (g) Senior Staff

There were four senior staff positions employed under contract by Council between 1 July 2011 and 30 June 2012. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the Department of Premier and Cabinet – Division of Local Government and are subject to performance agreements.

The total remuneration packages applicable to each senior staff contracts are detailed in *Section 428 (2)(r)*.

## Section 428 (2) (h) Major Contracts Awarded in excess of \$ 150,000

### Construction and Maintenance

Name of Contractor		
Delaney Civil Pty Ltd	Bridge and Wharf Construction	\$ 1,452,545
Conplant Pty Ltd	Plant Hire	\$ 169,090
R Fleming & Sons	Painting Services	\$ 234,599
Gilbert & Roach	Plant Purchases	\$ 420,561
Maybury Marine Pty Ltd	Plant Hire	\$ 204,637
Hanson Construction Materials Pty Ltd	Roadbase Material	\$ 243,129
Hawkesbury Ferry Services	Operation of Lower Portland Ferry	\$ 434,729
Jak Concreting & Excavations	Kerb and Gutter Construction	\$ 438,543
Hitachi Construction Machinery (Aust) Pty Ltd	Rubber Tyre Loader	\$ 272,255
Savage Earthmoving	Plant Hire	\$ 267,761
MJ & MD Skinner Earthmoving Pty Ltd	Road Construction	\$ 1,636,264
Boral Construction Materials Group	Roadbase Materials	\$ 183,626

Name of Contractor	Nature of Goods or Services	Total Value
L J Follington Construction Pty Ltd	Plant Hire	\$ 685,935
Jay & LeI Civil Contractors Pty Ltd	Plant Hire / Roadworks / Stormwater Drainage Construction	\$ 150,596
Avante Linemarking Services	Road Linemarking	\$ 156,744
Fulton Hogan Industries Pty Ltd	Road Resealing	\$ 1,705,808
Bernipave Pty Ltd	Road Materials	\$ 1,209,987
Hawkesbury Road Maintenance Pty Ltd	Road Maintenance	\$ 513,244
	<b>TOTAL</b>	<b>\$ 10,380,051</b>

### Professional Services

Name of Contractor	Nature of Goods or Services	Total Value
Bewsher Consulting	Hawkesbury River Flood Management Project	\$ 136,441
Department of Finance & Services	South Windsor Sewer Treatment Plant Dewatering Facility	\$ 249,145
Recoveries & Reconstruction (Aust) Pty Ltd	Debt Recovery	\$ 318,030
Westpool	Insurance Contributions	\$ 528,755
United Independent Pools Insurance	Insurance Contributions	\$ 518,129
	<b>TOTAL</b>	<b>\$ 1,750,500</b>

### Waste Management

Name of Contractor	Nature of Goods or Services	Total Value
IDC Solutions Pty Ltd	Optic fibre Network	\$ 344,564
Transpacific Industrial Solutions Pty Ltd	Sullage Collection	\$ 1,767,027
Tarpomatic Automatic Tarping	Alternative Cover System	\$ 222,607
	<b>TOTAL</b>	<b>\$ 2,334,199</b>

### Water Management

Name of Contractor	Nature of Goods or Services	Total Value
Orica Australia Pty Ltd	Water Treatment Chemicals	\$ 238,159
Murphy McCarthy & Associates Pty Ltd	South Windsor Recycling Scheme	\$ 6,258,065
	<b>TOTAL</b>	<b>\$ 6,496,224</b>

### Parks and Recreation

Name of Contractor	Nature of Goods or Services	Total Value
L J Follington Construction Pty Ltd	Plant Hire	\$ 685,935
North Shore Landscape Supplies Pty Ltd	Plant hire	\$ 509,224
Extreme Tree Services	Tree Maintenance Services	\$ 221,000
	<b>TOTAL</b>	<b>\$ 1,416,159</b>

### Regulatory Services

Name of Contractor	Nature of Goods or Services	Total Value
JJ Richards & Sons Pty Ltd	Recycling Collection	\$ 1,279,004
Transpacific Cleanaway Pty Ltd	Kerbside Bulk Waste Collection	\$ 405,750
	<b>TOTAL</b>	<b>\$ 1,684,754</b>

### Building Services

Name of Contractor	Nature of Goods or Services	Total Value
Martech Contracting Pty Ltd	Plumbing Services	\$ 171,155
CMP Electrical (Australia) Pty Ltd	Electrical Work	\$ 300,980
AGL Sales Pty Limited	Energy	\$ 200,036
Origin Energy Electricity Limited	Energy	\$ 346,857
Energy Australia	Energy	\$ 942,583
Endeavour Energy Street Lighting	Energy	\$ 357,193
C-Fit Building Services	Building Maintenance and Works	\$ 183,594
Almar Pioneer Interiors API Commercial	Building Works	\$ 195,890
	<b>TOTAL</b>	<b>\$ 2,698,288</b>

### General

Name of Contractor	Nature of Goods or Services	Total Value
Windsor Toyota	Motor Vehicles	\$ 222,378
Telstra	Telecommunications	\$ 174,683
Technology One Ltd	Computer Software	\$ 421,360
Alleasing Pty Ltd	Computer and other hardware leases	\$ 292,653
Computer Systems Australia Pty Ltd	Computer services and network support	\$ 410,293

Name of Contractor	Nature of Goods or Services	Total Value
Data#3 Limited	Computer Software	\$ 203,091
Gekko Petroleum (Australia) Pty Ltd	Fuel	\$ 359,081
Nepean Motor Group	Fleet vehicles purchased, repairs and parts	\$ 594,692
Caltex Australia Petroleum Pty Ltd	Fuel	\$ 309,514
BP Australia Limited	Fuel	\$ 349,493
	<b>TOTAL</b>	<b>\$ 3,337,238</b>

### Section 428 (2) (i) Bush Fire Hazard Reduction

The Hawkesbury Rural Fire District for the 2011/2012 annual reporting period have completed 7,576 hectares of bush fire hazard reduction burning throughout the Hawkesbury LGA. This is a reduction from the previous year as significant rainfall prevented further works being undertaken.

The Rural Fire Service attended 535 incidents within the Hawkesbury LGA in 2011/2012.

During the period significant hours were spent training volunteers both at a District and Brigade level, preparing firefighters for the task ahead.

Significant community engagement activities were undertaken by Brigades to better prepare identified vulnerable communities.

### Section 428 (2) (j) Multicultural Services

Before European Settlement in 1788 it was estimated that up to 3,000 Darug people lived in the Hawkesbury/Nepean Valley. The arrival of the First Fleet was followed by an outbreak of smallpox, and this, together with the dispersal and dispossession of the Darug people, decimated the indigenous population. In 1840 it was estimated that fewer than 300 Darug people were left alive - the District Returns of 1891 recorded 91 people of aboriginal descent living in the Hawkesbury.

The 2011 census figures indicate that 1,609 Aboriginal and Torres Strait Islanders live in the Hawkesbury (2.6% of the total population). The population of Indigenous Australians has grown by over 42% since 1991. While census figures indicate that the population of Aboriginal and Torres Strait Islanders has been steadily increasing, the population is probably yet to recover to its pre-1788 levels.

In the 2011 Census 51,240 Hawkesbury residents nominated Australia as their country of birth (82.2% of the total population).

The birthplace of the largest number of overseas born residents was England 2,521 (4% of the total population) followed by New Zealand with 846 people (1.4%), Malta 421 people (0.7%), Netherlands 305 people (0.5%) and Germany 301 people (0.5%).

The number of residents born in non-English speaking countries increased from 3,438 in 1991 to 3,579 in 2006 (5.9% of the total population) and has declined to 3,010 in 2011. The major non-English speaking countries of birth for Hawkesbury residents were South - East Asia, Malta, Germany, Netherlands and Italy. There is no significant concentration of overseas-born residents from a particular non-English speaking country within the Hawkesbury. The largest group (from South - East Asia) makes



up less than 1% of the population. Other emerging groups include India, Philippines, South Africa and China although numbers are still small compared to neighbouring areas.

The population of the Hawkesbury is ethnically diverse. However, there is no one group from a non-English speaking background that is significantly large in comparison to other groups. As a result, multicultural services within the Hawkesbury do not normally target a specific population group but provide a service for all overseas-born residents. Programs for Culturally and Linguistically Diverse residents and Indigenous Australians are generally delivered by regional agencies which are not located in the Hawkesbury but operate on an outreach basis. To better meet the needs of these residents, Council has collaborated with local community groups and regional agencies to develop a range of initiatives.

During the 2011/2012 financial year the following initiatives were undertaken:

- July 2012 Council contributed funds to support staging of NAIDOC week celebrations. The celebrations promoted community awareness of the indigenous history of the Hawkesbury and the contribution of the Darug people to its development.
- Council continues to support the delivery of multicultural activities and programs by community groups operating from Council facilities across the Hawkesbury. Council also participates and resources Hawkesbury Multicultural Interagency. In conjunction with Hawkesbury Multicultural Interagency Council supported activities which celebrate diversity and raise profile of Cultural and Linguistically Diverse communities within the region including 'Cultural Kitchen' celebrations on Harmony Day March 2012 and a Refugee Week forum in June 2012.

### **Section 428 (2) (k) Work on Private Land**

No resolutions were made during the reporting period for work to be carried out on private land that was partly or fully subsidised by the Council.

### **Section 428 (2) (l) Contributions/Donations**

The total amount contributed under Section 356 of the LGA 1993 during the financial year was \$65,559.

### **Section 428 (2) (m) Human Resources Activities**

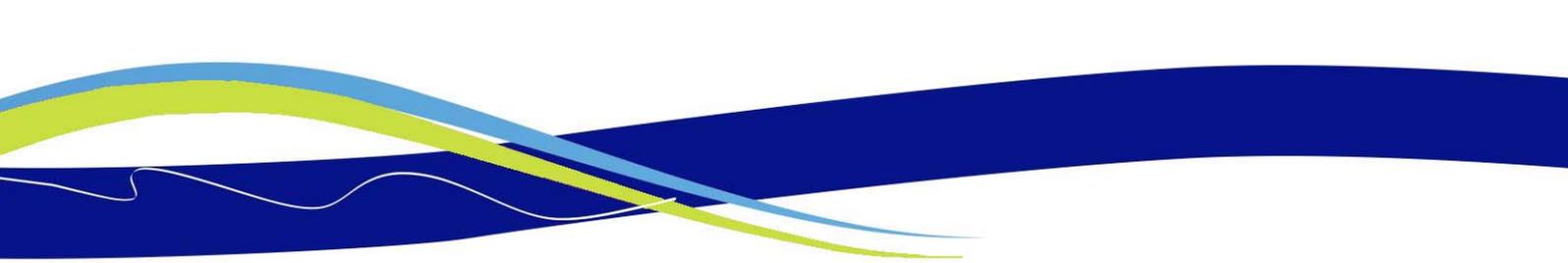
Within the core activities for Human Resources there has been ongoing and continued achievement of outcomes in the areas of recruitment and selection of staff; industrial relations and award interpretation; performance management and salary administration as well as training and development.

#### **Recruitment and Selection**

Recruitment and selection procedures are continually monitored by the Human Resources section to reflect changes in industrial and any other relevant legislative requirements.

Recruitment and selection of quality staff within established policies and procedures as vacancies occur within the approved organisational establishment base.

Advertising; culling; interviewing and selection for 27 permanent replacement positions were carried out during the 2011/2012 financial year.



Ongoing recruitment of casual staff for the library, records and companion animal shelter sections as well as seasonal workers for the swimming pool as required.

### **Staff Policies and Procedures**

Operational Management Standards were developed and/or updated as necessary in line with Award and Legislative changes.

### **Industrial Relations and Award Interpretation**

Council employees continue to be covered by the Local Government (State) Award 2010.

Council has continued to maintain harmonious relationships with the unions during this period. All industrial disputes resolved internally through consultation with appropriate Unions and discussions with parties.

### **Performance Management and Salary Administration**

Probationary and annual performance reviews were carried out and salary systems maintained in line with award movements. Positions were reviewed and any significant changes were evaluated in line with changes in terms of responsibilities, accountabilities and duties.

### **Training & Development**

The majority of staff underwent some form of skills or professional development training during 2011/2012 including in house; on the job and external courses with expenditure totalling \$133,386. This included registration fees; materials; travelling; accommodation and meal allowances but were exclusive of wages. The types of training included individual and corporate programs; individual skills development in a range of areas; as well as professional and personal development programs.

In addition a number of staff received financial assistance and special leave for study and examinations to support approved further tertiary education through evening college, TAFE or University studies to assist in their professional development.

### **WH & S Training**

During 2011/2012 most staff underwent some form of Occupational Health & Safety Training involving internal and external courses with expenditure totalling \$68,567 including course fees, wages and sundry expenditure.

## **Work Health & Safety (WHS)**

Significant changes to WHS legislation combined with our scheduled three yearly audit by WorkCover in support of Councils Self Insurers licence have combined to make this a very busy year.

The move towards the Harmonisation of state OHS legislation to a national WHS Act came into effect on 1<sup>st</sup> January 2012 and has necessitated a complete review of councils Work Health Safety & Injury Management (WHS&IM) system to reflect these changes.

Our scheduled three yearly WHS audit by WorkCover was completed late in 2011 with very pleasing results. Two elements were reviewed over a four day period by a team of four WorkCover auditors and included site and system based audits and interviews with all levels of the organisation. The two elements audited were Management Responsibility and Risk Management with Council achieving scores of 92% and 91.3% respectively. Council must achieve a minimum 75% to maintain its Self Insurance licence.



Other issues of significance have been the continued implementation of the WHS Corporate Strategic Initiatives including;

1. Completion of manual handling risk assessments for all hazardous activities
2. Completion of a fully integrated chemical management system
3. Ongoing management of asbestos in the workplace
4. Updating of safety systems to ensure legislative compliance

Additional to the above the move to replace paper based systems with an electronic delivery platform is well advanced and has significantly reduce both the amount of time as well as the degree of complexity when sourcing safety information or completing and storing WHS records.

All WHS information is now directly available via the intranet which ensures uniformity of information in real time. Specific databases have been developed to enable detailed record keeping and statistical analysis of trends particularly leading indicators to be established and these have been integrated with the intranet to provide additional and detailed information to management in pursuit of our drive to achieve continuous improvement in safety. Database systems integration has included;

- Incident reporting & corrective actions processes
- Chemicals management across the organisation
- All training associated with WHS activities
- Inspection, testing & monitoring (ongoing)

Amendments to the Workers Compensation Act have seen changes to journey claims entitlement which have been significantly reduced as well as changes to entitlements to weekly benefits and again system documentation has required updating and training is being rolled out to inform and educate staff. Most pleasing of all has been the continued low injury rates when measured against other Local Government Authorities and relevant industry groups.

Council takes its commitment to WHS very seriously and continues to strive towards achieving our goal of “zero injuries in the workplace”.

## **Section 428 (2) (n) Equal Employment Opportunities**

### **Activities Management Plan**

In line with this policy the following activities were carried out during 2011/2012 to maintain and support the existing EEO Management Plan:-

- Ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including work outside normal working hours; specific licences; special skills or experience are required.
- EEO Information including Operational Management Standards for EEO, Grievance Handling and Harassment Prevention included as part of the Induction Kit for all new staff.

### **EEO Policy Statement**

Hawkesbury City Council is committed to ensuring a workplace free of discrimination and harassment. This commitment is based on the intention to ensure that Council complies with Equal Employment Opportunity Legislation by providing a work environment conducive to encouraging positive and productive working relationships between all employees.

Council will endeavour to ensure that no discrimination takes place in the application of all Council policies, practices and procedures and that all employees enjoy equal access to opportunities within the organisation. Employment decisions will be based on the individual merit of each applicant/employee.

Council is committed to achieving the following EEO objectives:

- To ensure all employees are treated fairly
- To provide all employees with equal access to opportunities that will utilise or develop their skills.
- To keep all policies and procedures consistent with EEO principles.
- To support morale and motivation by increasing employee confidence in the fairness of our work practices and access to employment opportunities.
- To ensure achievement of our objectives through our EEO initiatives.
- All employees will have equal opportunity in the workplace based on merit, without favour or discrimination.

## **Section 428 (2) (o) External Bodies Exercising Council Delegated Functions**

Council has encouraged the active participation of residents in the management and operation of community facilities. Council also supports the involvement of residents in the coordination of Council programs and activities to ensure that these activities are sympathetic to the needs of residents.

To facilitate community participation, Council has delegated certain responsibilities to community management committees. These committees have been actively involved in the day-to-day management of long day care centres, pre-schools, community halls, neighbourhood centres and sporting and recreation facilities. Council has also delegated other functions to committees to ensure that residents can play an active and valuable role in the management of Council services and resources.

The delegation of responsibility for the care, control and management of Council facilities and functions occurs through Section 377 of the Local Government Act, 1993.

### **Child Care Centres**

Care, control and management of community buildings (Childcare Centres) was delegated to the following Incorporated Associations and Management Committees:

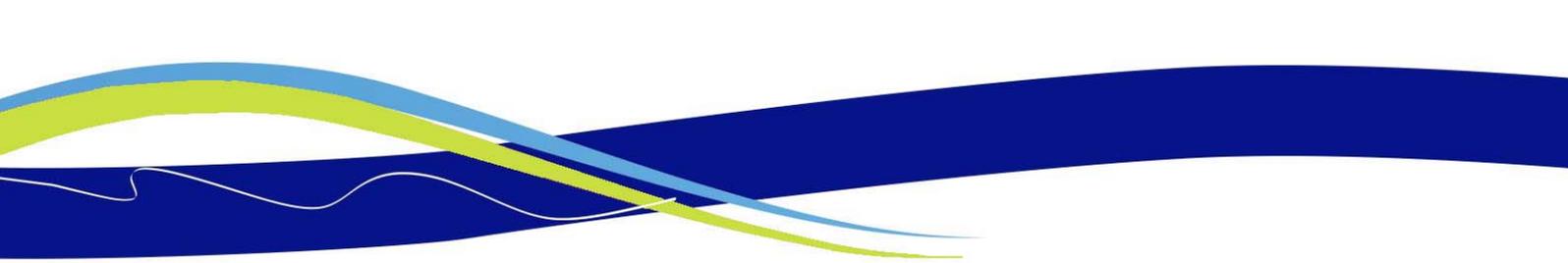
<b>Committees</b>	<b>Facilities/Location</b>
Golden Valley Childrens Learning Centre Inc.	Glossodia
Greenhills Child Care Centre Inc.	South Windsor
Hobartville Long Day Pre School Inc.	Hobartville
McGraths Hill Childrens Centre Inc.	McGraths Hill
Elizabeth Street Extended Hours Pre- School Inc.	North Richmond
Wilberforce Early Learning Centre Inc.	Wilberforce

Committees	Facilities/Location
Wilberforce Pre School Kindergarten Inc.	Wilberforce
Richmond Pre-school Kindergarten Inc.	Richmond
Windsor Pre-School Inc.	Windsor
Bligh Park Children's Centre Management Committee.	Bligh Park

## Community/Neighbourhood Centres, Halls and Other Buildings

Care, control and management of community buildings (Community Centres and halls) has been delegated to the following Incorporated Associations and Committees:

Committees	Facilities/Location
Bilpin District Hall Inc.	Bilpin Hall
Blaxlands Ridge Community Centre Management Committee	Blaxlands Ridge Community Centre
Bligh Park Community Services	Tiningi Community/Youth Centre Bligh Park Neighbourhood Centre
Bowen Mountain Management Committee	Bowen Mountain Community Centre
Colo Heights Reserve Management Committee	Horrie Elley Hall Colo Heights
Glossodia Community Information and Neighbourhood Centre Inc	Glossodia Community Centre
Maraylya Progress Association	Maraylya Hall
McMahon Park Management Committee	Kurrajong Community Centre
North Richmond Community Centre Inc.	North Richmond Community Centre North Richmond Youth Centre Chas Perry hall
Peppercorn Services Inc.	Hawkesbury Seniors Leisure and Learning Centre South Windsor Family Centre McGraths Hill Community Transport Depot Richmond Occasional Child Care
Richmond Community Services	Richmond Neighbourhood Centre (Hall 1 & 2)
St Albans School of Arts Management Committee	St Albans School of Arts Hall
Wilberforce School of Arts Inc.	Wilberforce School of Arts



## Peppercorn Services

Hawkesbury City Council continued to work in partnership with Peppercorn Services Inc to operate a range of community services.

During the 2011/2012 Financial Year the following initiatives were undertaken:

- **Peppercorn Family, Community and Youth Services**
  - **Hawkesbury Community Hub** - Provides activities, events and learning programs in local schools and community centres.
  - **Forgotten Valley Community and Youth Development Project** - Provides activities, events and learning programs to vulnerable residents and young people in the Forgotten Valley to decrease their social isolation.
  - **Youth Transport Options** - Provides innovative transport options to support socially and geographically isolated young people to access services.
  - **Community Partnerships and Planning** - Resourced and supported the planning and delivery of activities and events which celebrate community diversity and promote community harmony such as Youth Week and Youth Summit, Seniors Week, NAIDOC Week, International Women's Day, International Day of People with a Disability, Harmony Day, Refugee Week and Carer's Week.
- **Peppercorn Childrens Services**
  - **Forgotten Valley Pre-Schools** - Provides pre-school services to meet the developmental needs of children 0 - 6 years and providing childcare options in the geographically isolated regions of South Maroota and Wisemans Ferry.
  - **Forgotten Valley Vacation Care** - Provides recreational school holiday programs for children aged 5 - 12 years.
  - **Richmond Occasional Child Care** – Provides occasional child care services for children aged 0 to 4.
  - **Hawkesbury Family Day Care** - Manages a home based childcare service to meet the learning and developmental needs of children aged 0 - 12.
- **Peppercorn Transport**
  - **Community Transport** - Provides a range of coordinated transport services for disadvantaged people living in the Hawkesbury including isolated residents.
  - **Alive and Well** – Funded by the Cancer Council, this 12 month program developed a volunteer driver program to provide transport and social support to persons needing to access cancer treatment services located outside of the LGA.
- **Peppercorn Life Skills**
  - **Centre-Based Meals Program** - Provides a centre-based meals program from Hawkesbury Seniors Learning and Leisure Centre.

- **Easy Care Lawn Mowing and Gardening** - Provides subsidised lawn mowing service to frail aged people, people with disabilities and their carers in the Hawkesbury, Penrith and Blue Mountains LGA and a subsidised garden maintenance service to residents of the Blue Mountains and Hawkesbury LGA. These home maintenance services allow people to remain in their own homes and have the capacity to convert gardens to low maintenance ones, ensuring that the garden areas are safe and enjoyable.
- **Hawkesbury Seniors Leisure and Learning Centre** - Working with seniors groups to present a varied and responsible range of activities in an accessible and safe venue.
- **Man Made Meals** - ‘Man Made Meals’ is a Project within Hawkesbury City Council’s Community Nursery facility at Mulgrave. The site has been upgraded to have an edible garden, kitchen facilities and an outdoor wood-fired oven. This accessible venue offers varied opportunities for physical, educational and recreational activity based around growing, harvesting and cooking food. ‘Man Made Meals’ targets older men and men from culturally and linguistically diverse backgrounds.
- **Peppercorn Property** - Managed the day-to-day building operations of McGrath’s Hill Bus Depot, South Windsor Family Centre and Hawkesbury Seniors Leisure and Learning Centre.

## Playing Fields and Parks

Care, control and management of previously determined active playing fields has been delegated to the Hawkesbury Sports Council Inc.

Other Parks and Cemeteries have been delegated to the following Committees:

Committees	Facilities/Location
Bowen Mountain Park Management Committee	Bowen Mountain Park
McMahon Park Management Committee	McMahon Park
St Albans Sport and Recreation Association	St Albans
St Albans Cemetery Committee	St Albans Cemetery
Lower Portland Cemetery Committee	Lower Portland Cemetery

## Other Programs

The following Committees have been established by Council to provide advice in regard to certain program and activities:

- Human Services Advisory Committee
- Hawkesbury Civics and Citizenship Committee
- Hawkesbury Mobility Plan Implementation Committee
- Waste Management Advisory Committee
- Heritage Advisory Committee
- Floodplain Risk Management Advisory Committee
- Audit Committee
- Hawkesbury Access and Inclusion Advisory Committee



In addition, Council has delegated responsibility to various Committees for the management of Council funded or auspiced services including the following:

- McMahon's Park Management Committee
- Hawkesbury Sports Council
- Peppercorn Services Inc.
- Hawkesbury Sister City Association

### **Hawkesbury River County Council**

Controlling and suppressing of all declared Noxious Weeds has been delegated to Hawkesbury River County Council. The Aquatic and Terrestrial Weed Control report is detailed Section 428 (2) (c).

### **Indoor Stadium and Aquatic Centre**

The Hawkesbury Indoor Stadium and the Oasis Aquatic Centre are owned by Council. These Centres are operated and managed on behalf of Council by the YMCA of Sydney.

## **Section 428 (2) (p) Controlling Interest in Companies**

Hawkesbury City Council did not hold a controlling interest in any company during the 2011/2012 financial year.

## **Section 428 (2) (q) Partnerships, Co-operatives and Joint Ventures**

In an endeavour to achieve efficiencies in its operations, Council has formed alliances and/or undertakes initiatives with other councils and organisations in areas such as joint purchasing arrangements via participation in the Western Sydney Regional Organisation of Councils (WSROC); pooled insurances arrangements via Westpool; the operation of its Companion Animal Shelter by entering into an agreement with Penrith and the Hills Shire Councils facilitating the use of Hawkesbury's facility. This latter alliance has alleviated the need for those councils to establish their own facility and enabled a more economical use of resources.

### **WSROC**

Hawkesbury City Council in partnership with Auburn, Bankstown, Blacktown, Holroyd, Fairfield, Penrith, Liverpool, Parramatta and Blue Mountains participates in Western Sydney Regional Organisation of Councils (WSROC).

*WSROC's mission is to "secure through research, lobbying and the fostering of cooperation between councils, a sustainable lifestyle for the people of Western Sydney and the provision of infrastructure and that no one should have to leave the region to have access to amenities, services and opportunities others in urban Australia take for granted."*



As part of Council's involvement in WSROC it participates in joint purchasing agreements with other member councils resulting in savings in expenditure levels in those areas.

## **Westpool**

Hawkesbury City Council is a member of Westpool, which is an insurance and risk management discretionary mutual, established in 1988 and consists of seven western Sydney Councils – Blacktown, Blue Mountains, Fairfield, Hawkesbury, Liverpool, Parramatta and Penrith City Councils plus Wollongong City and Shell Harbour City Councils.

This alliance provides opportunities for its members to self manage public liability and professional indemnity claims, to purchase a variety of insurance products and to share risk management strategies. Currently public liability, professional indemnity, corporate travel, group personal accident and fidelity guarantee insurances are purchased by Westpool. Westpool, in association with its sister organisation, Metro Pool has established United Independent Pools (UIP) which now self manages motor vehicle, industrial special risks, Councillors and Officers and Statutory Liability insurance cover. Through the ability of these mutual associations to self insure and group purchase insurance it is considered that significant savings have been achieved in the level of premiums paid by the Council in comparison to potential premiums had Council approached the insurance market as a single entity.

In addition, much is gained by councils being able to share experiences, initiatives and ideas in areas such as risk management strategies, claims management strategies, fleet management, property protection and security, Work Health & Safety, workers compensation, etc. Council continues to reap the benefits of this alliance which now actively covers all lines of insurance

Westpool is managed by a representative of elected members and senior officers from all member councils and is funded by contributions based on independent actuarial assessment.

## **Hawkesbury River County Council**

The Hawkesbury River County Council (HRCC) has been established under the Local Government Act. It covers the areas of the Hills Shire, Blacktown, Penrith and Hawkesbury City Councils and has responsibility for the management, control and suppression of declared noxious weeds on these areas of the River. This single purpose authority has responsibility for a combined area of 3,823 square kilometres and by forming of a larger area, local government boundary problems are avoided.

Funds are provided by equal levies upon the four constituent councils with the State Government providing some grant funding. Resource sharing is achieved as resources are used over a larger area of operations. An outbreak of Noxious Weeds anywhere within the HRCC council's area means that all resources are brought to bear on the problem.

Management and operational plans are prepared for the HRCC area and as such, the revenue is used to focus attention on required outcomes and is not restricted to purely parochial considerations.

## **Companion Animal Shelter**

Council has, for the past several years, provided an animal shelter establishment for the caring of impounded and unwanted dogs for Penrith and the Hills Shire Council areas, as well as its own.



The arrangement is performed under an agreement between Hawkesbury and the participating councils, and provides for the housing and administration of impounded cats and dogs, rehoming of unwanted animals, and euthanasia of those animals that are unsuitable for rehoming.

The three councils work closely together, and with animal welfare agencies, to ensure as many animals as possible are reunited with their owners or found foster or permanent homes, where the owners can't be found.

The companion animal controllers from Penrith and the Hills Shire Councils, use Council's administration facilities at our animal shelter, to complete documentation needed in the administration of the impounding processes, and exchange ideas and methods of controlling companion animals in their respective council areas.

This arrangement has worked very well for all council's concerned, and has saved infrastructure costs to the Hills Shire and Penrith Council, in setting up their own animal shelters.

### **Hawkesbury Sister City Association – International Sister Cities**

Council has two international sister cities, being Temple City, California USA (established 1984) and KyoTamba, Kyoto JAPAN (established 1988, nee Tamba).

The Sister City Program is managed by Council Officers in conjunction with the Hawkesbury Sister City Association Inc., which was established in 1984 by the then Hawkesbury Shire Council. The Hawkesbury Sister City Association Inc. mainly undertakes the activities of the program, managing the community exchanges on behalf of Council. Council undertakes the activities of the program, managing Mayoral communications, civic exchanges and the like.

Council renewed its Sister City Program Policy on 10 July 2007 and at the same time formally delegated authority to the Hawkesbury Sister City Association, Inc. *"...to promote, on the Council's behalf, international understanding at all levels of the local community on a continuing basis with Sister Cities as determined from time to time by the Association and Council, and to develop and conduct sporting, youth, cultural and other appropriate exchange programs in association with established Sister City relationships."*

The Hawkesbury Sister City Association Inc. undertakes student cultural exchanges on an annual basis and adult cultural exchanges on an on-demand basis. Annual student exchange visits now take place around August - September for Temple City and KyoTamba. Up to six high school students (eg. Year 9 or Year 10) are selected to visit each sister city. Reciprocal exchange students from the sister cities visit the Hawkesbury area at the same time around July each year. Students and their families fund the exchange visits and the Hawkesbury Sister City Association Inc. funds related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

Since 1988 in excess of 210 Hawkesbury exchange students have visited KyoTamba and about 70 Hawkesbury exchange students have visited Temple City.

Many lasting friendships have been formed between the students (and families) and adults who have participated in the cultural exchanges; and between the Sister City Association's members that support the sister city programs.

Council renewed its relationship with KyoTamba in February 2007 with the re-signing of the Sister City Agreement by Mayor of Hawkesbury, Councillor (Dr) Rex Stubbs and Mayor of Kyotamba Town, Shigeki Matsubara when visiting the Hawkesbury area.



On 24 February 2009, Council extended the Hawkesbury Sister City Association's delegation to give authority "...to promote, on Council's behalf, understanding at all levels of the local community on a continuing basis with Sister Cities and/or City-Country Alliances as determined from time to time by the Association and Council, and to develop and conduct sporting, youth, cultural and other appropriate exchange programs in association with established Sister City relationships and/or City-Country Alliances."

The extension of the delegation to include Council's new City – Country Alliance partnerships, was done to enable Hawkesbury Sister City Association, Inc. to undertake exchanges similar to those undertaken at the international level with our country alliance councils and their communities. See Section 428 (2)(q) *Partnerships, Co-operatives & Joint Ventures* below.

In 2010, Council recognised the 25 year anniversary of the Sister Cities friendship with Temple City and its community, during a visit by the Temple City Sister City Association.

Mayors of Temple City and Kyotamba have visited the Hawkesbury area as part adult delegations from their cities in recent years.

### **City- Country Alliances with Cabonne and Weddin Councils**

Council has two City-Country Alliances, one with Cabonne Council and one with Weddin Council. The Alliances have been in existence since 16 May 2007, when Council formally signed each of the Alliance Memorandum of Understandings (after Council adopted the Alliance MOUs at its meeting on 11 December 2007). The MOUs state;

#### Hawkesbury City Council and Cabonne Council

*Hawkesbury City Council and Cabonne Council have this day signed a Memorandum of Understanding that will promote a greater awareness and understanding of our respective areas, lifestyles, to seek and explore areas of mutual benefit for our communities.*

*Under this agreement both Councils agree to act as facilitators within their local government areas to bring together local community groups and organisations in the sporting, education, business and cultural fields and to encourage them to participate in exchanges between the two areas that will lead to greater understanding and involvement between the two communities.*

*The Councils also agree to undertake activities that will benefit both Councils through the exchange of staff and the sharing of information on processes and procedures which may also lead to the formation of strategic alliances in areas of mutual interest.*

*The Councils trust that through this Memorandum of Understanding many lasting friendships will be formed and many activities undertaken to the long-term benefit and advantage of our respective communities.*

#### Hawkesbury City Council and Weddin Shire Council

*Hawkesbury City Council and Weddin Shire Council have this day signed a Memorandum of Understanding that will promote a greater awareness and understanding of our respective areas, lifestyles, to seek and explore areas of mutual benefit for our communities.*

*Under this agreement both Councils agree to act as facilitators within their local government areas to bring together local community groups and organisations in the sporting, education, business and cultural fields and to encourage them to participate in exchanges between the two areas that will lead to greater understanding and involvement between the two communities.*



*The Councils also agree to undertake activities that will benefit both Councils through the exchange of staff and the sharing of information on processes and procedures which may also lead to the formation of strategic alliances in areas of mutual interest.*

*The Councils trust that through this Memorandum of Understanding many lasting friendships will be formed and many activities undertaken to the long-term benefit and advantage of our respective communities.*

The City-Country Alliance Program is managed by Council Officers in conjunction with officers of Cabonne and Weddin Councils and program partners/ interested community groups.

Other Alliance exchanges included councillor exchanges (e.g. attending civic and community functions), council corporate exchanges (e.g. staff and tourism exchanges and activities) and community exchanges (e.g. hosting visits and exploring exchange options) with each of the country councils. Cabonne and Weddin councils participate in Council's show tent at the annual Hawkesbury Agricultural show as a tourism activity.

Hawkesbury Sister City Association Inc. is a partner of the City-Country program and its delegation was extended to include City-Country Alliance activities, consistent with its delegation and in conjunction with Council. See Section 428 (2) (o) *Statement of external bodies that exercised functions delegated by council* above.

## **Stormwater Partnership**

Council is part of a collaborative including the University of Western Sydney (UWS), Sydney Water and industrial groups which formulated a stormwater drainage reuse facility for a large catchment within Richmond. Council contributes to the ongoing operation and maintenance of the program which provides environmental improvement through the treatment of stormwater.

Council also partners UWS and industry groups in the Co-operative Research Centre (CRC) for irrigation futures. The CRC undertakes research into the provision of safe, potable water supplies including the provision of adequate water supplies to agriculture, environmental flows and recreation sites.

## **Lower Portland Ferry Service**

The Lower Portland Ferry service provides a link across the Hawkesbury River at Lower Portland to service both the local and wider community.

Whilst the contract and operational costs are shared equally between Hawkesbury Council and The Hills Shire Council, the management of the service and day-to-day operation is the responsibility of Hawkesbury City Council.

A major overhaul of the ferry is required to be undertaken every three years, as a requirement of running a public passenger service. The regulatory body, RMS, has indicated that the current vessel will need to be retired, and investigations are underway to determine a replacement strategy.

The ferry operates between 5:00am - midnight, seven days per week.



## Section 428 (2) (r) Additional Information by Local Government (General) Regulation 2005

### Clause 217 (l) (a) Overseas visits

No overseas visits were undertaken during 2011/2012 by Councillors, Council staff or other persons representing Council.

### Clause 217 (l) (a1) (i to viii) Payment of Councillor Expenses

The total amount expended during 2011/2012 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees as shown in Section 428 (2) (f). This amount includes the following costs:

i.	Dedicated Office Equipment	\$10,524
ii.	Telephone Calls	\$13,728
iii.	Attendance at Conferences and Seminars	\$44,855
iv.	Training and Skill Development	nil
v.	Interstate Visits	\$21,396 (also included in iii.)
vi.	Overseas Visits	nil
vii.	Expenses of Spouses, Partners or Accompanying Persons	\$75
viii.	Child Care	\$630

### Conferences attended by Councillors

In line with Council's policy, the type and cost of conferences attended by Councillors is reported below. Total costs were \$44,855 being \$23,459 for intrastate visits and \$21,396 for Interstate visits. No overseas visit was undertaken during 2011/2012.

Name of Conference	Date and Place	Councillor Attended
2011 Annual Sister Cities Australia Conference (*)	14 - 17 August, 2011 Toowoomba, QLD	Clr Whelan
2011 Waste & Recycle Conference (*)	14 - 16 September, 2011 Perth, WA	Clr Paine Clr Williams Clr Porter
2011 Annual LGA Conference	23 - 26 October, 2011 Shoalhaven, NSW	Clr Bassett Clr Paine Clr Tree Clr Conolly Clr Reardon Clr Ford
2011 National Local Roads & Transport Congress (*)	16 - 18 November, 2011 Mt Gambier, SA	Clr Rasmussen
52 <sup>nd</sup> Floodplain Management Association Conference	21 - 24 February, 2012 Batemans Bay, NSW	Clr Rasmussen Clr Reardon Clr Mackay Clr Porter Clr Whelan
Local Government Managers Australia (LGMA) Conference (*)	20 - 23 May, 2012 Perth, WA	Clr Ford Clr Reardon

\* Interstate Travel

### Clause 217 (l) (b) Senior Staff Remuneration

Between 1 July 2011 and 30 June 2012 the senior staff total remuneration packages (TRP) were as follows:

Title	TRP
General Manager	\$ 249,242
Director of Infrastructure Services	\$ 210,000
Director of City Planning	\$ 207,929
Director of Support Services	\$ 198,013

The above TRPs include the following:

- Salary component of the package;
- Defined employers contribution to any superannuation scheme;
- The total value of non-cash benefits elected under the package (ie Council supplied vehicle); and
- FBT payable by Council for any non-cash benefits.



## **Clause 217 (l) (c) Activities to Develop and Promote Services and Programs for the Needs of Children and Young People**

Population data for 2006 indicates that the Hawkesbury has a relatively young population - just over 18% of the population being under the age of 11, and 18.5% between the ages of 12 and 24. To respond to the needs of children and young people, Council has continued to actively encourage the participation of the community in the delivery of a range of children's and youth services.

Council supports a range of community based child care services, including six long day care centres, four pre-schools, five before and after school care programs, and seven vacation care programs, by providing accommodation, facilities and management support to Incorporated Associations to operate these children services.

Two of these services operate as mobile childcare units to provide children's services to isolated and remote areas. Through Peppercorn Services, Council also operates a Family Day Care Program, an Occasional Care Program, a Mobile Pre-School Program based at Forgotten Valley and the Hawkesbury Family Co-op (a support service for vulnerable families).

During the 2011/2012 Financial Year the following initiatives were undertaken:

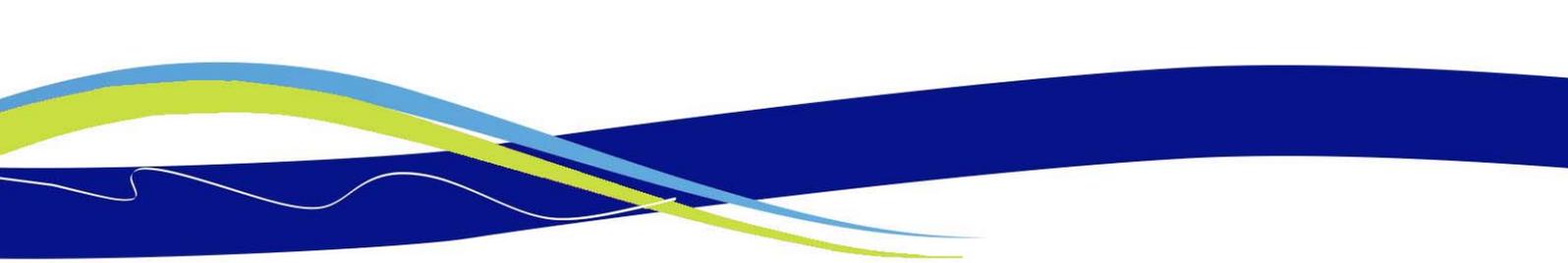
- Council continued to support the provision of child care services for children aged 0-12 by maintaining a portfolio of 10 purpose built child care centres.
- Council continued to receive funding from the Ministry of Transport to operate a Youth Transport Project (through Peppercorn Services Inc.) to provide flexible transport services for young people, particularly for young people in outlying localities within the LGA.
- Council continued to support the operation of the skate parks at Clarendon and North Richmond.
- Council continued to provide dedicated library, recreation, road safety and cultural services and initiatives for children.
- A full list of achievements in relation to services for children and young people is highlighted in full in this Annual Report.
- Staged the 2012 Hawkesbury Youth Summit and maintained the position of Youth Participation Officer.

## **Clause 217 (l) (d) (i) Summary of Activities to Promote Access And Equity**

Hawkesbury City Council is committed to implementing an annual community planning cycle to inform Council about the diverse needs of its community when formulating its Annual Management Plan.

Council produced its first Social Plan in 2001 and has since then reported annually on the programs, works and activities it has undertaken to improve the quality of life of all Hawkesbury residents.

In 2004 Council reviewed its community planning cycle and has now commenced the development of a more strategic social planning cycle to address the longer-term needs of the community over the next five years.



As part of this process Hawkesbury City Council has completed extensive consultation with the community and has developed key social planning documents to provide a framework for the development of a more strategic approach to community planning. The information from these documents will assist Council in integrating and planning for the future needs of all Hawkesbury residents.

Work is being undertaken by Council's Access and Inclusion committee to support development of plans and tools to improve access to services and facilities in the region including an 'Access and Inclusion' checklist.

The 'core' planning documents that Council produces are:

### **The Hawkesbury Community Profile and Atlas**

*A comprehensive demographic profile of the people who live in the Hawkesbury and their economic and social circumstances.*

Under the NSW Local Government (General) Regulation 1999, all NSW Local Government Councils are required to develop a community profile as a key component of the social planning process. The Community Profile and Atlas contains maps illustrating a range of social, demographic and economic characteristics of the population of the Hawkesbury. Information contained in the Profile and Atlas is primarily obtained from the Census information released by the Australian Bureau of Statistics (ABS).

### **The Hawkesbury Community Survey 2007 and 2009**

A summary of the outcomes of the Hawkesbury Community Survey – a random survey of 400 residents to assess importance and satisfaction levels across 50 Council services and facilities. The survey was undertaken in 2007, 2009 and in 2011 showing improvements across most areas of Council.

### **The Hawkesbury Community Strategic Plan 2010-2030**

The Hawkesbury Community Strategic Plan (HCSP) 2010-2030 will replace the current Management Plan and Social Plan with a new framework by 2012.

The HCSP has been developed in consultation with the community, Councillors and Council staff. It outlines the key community aspiration and involved an extensive Community Engagement Strategy.

The HCSP has been developed with reference to the (4) NSW Social Justice Principles – Equity, Access, Participation and Rights.

The following Principal Activities and Operational Plan Action are consistent with NSW Social Justice Principals (SJP's): Equity; Access, Participation and Rights.

#### ***Looking after People and Place***

- Consulted with the community (broadly) to define the Hawkesbury Character to identify what is important to preserve and promote.
- Planning framework developed for a Disability Action Plan. On-line survey completed and external consultant engaged to facilitate community and stakeholder workshops to serve the needs of people with disabilities.

- Hawkesbury Profile and Atlas placed on Council's website. Training provided to council staff and community members to better understand changing demographics of the community.
- Ongoing assistance towards completing the Nepean Homeless Taskforce 10 Year Plan to end homelessness in the Nepean region.
- Levels of community satisfaction measured through the 2011 Community Survey across over 50 services and facilities. Focus groups identified critical areas to improve satisfaction with council's services and facilities for the whole community.
- Community satisfaction increased for events for the whole community.
- Implement Parks Plans of Management as funding and grants allow.

#### ***Caring for Our Environment***

- Climate Change Risk Assessment Plan adopted by Council to identify the possible impacts to, and protect, vulnerable residents from flooding, heat stress, and fire and storm events.
- Adaptation Plan adopted by Council to identify actions that protect residents against the possible impacts of climate change.
- Cost savings to the community through Council's water and energy savings action plans.

#### ***Linking the Hawkesbury***

- Working with partners to ensure community transport services and networks meet the current and future of all residents.
- Continue to plan and lobby for cycleway and black spot funding to provide safety and access for all residents.
- Lobbying of RMS undertaken re Richmond/ North Richmond Traffic issue to improve road network access for all residents.
- Extend the shared pathway/cycleway network and improve pedestrian access in accordance with priorities identified in Mobility Plan.
- Continue to maintain and monitor Council's roads and footpaths to ensure they are safe and accessible to all residents.

#### ***Supporting Business and Local Jobs***

- Prepare project framework 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.
- Continue to plan and advocate for the best and most affordable telecommunication services that addresses both urban and rural locations.
- Continue to undertake the Scholarship Program with University of Western Sydney.

- Continue to investigate opportunities to establish social enterprise partnerships with local service providers for the diverse needs of the community.

#### ***Shaping Our Future Together***

- Ensure efficient operation of Council and Committee meetings to assist in supporting an independent, strong and engaged community.
- Continue to provide equitable community access to Council information.
- Continue to provide financial support to assist community groups to build social capital through sponsorship of community programs and events.

#### **Human Services Advisory Committee**

Council has established the Human Services Advisory Committee (HSAC) to assist Council in identifying and planning for the access and equity issues facing the Hawkesbury LGA. The HSAC has had a strategic role in providing advice in the identification of community and social indicators measuring the quality of life of residents of the Hawkesbury.

## **Clause 217 (l) (d) (ii to ix) Business Activities, Principles of Competitive Neutrality Implementation and Complaints Handling**

### **Category 1 Business activities**

Pricing requirements have been applied by Council to each Category 1 business. For figures regarding the Category 1 business, please see separate Financial Report.

One Category 1 business is identified within Hawkesbury Council:

- Sewerage Services
- Hawkesbury Leisure Centres

Under the auspice of National Competition Policy the NSW Division of Local Government has issued three sets of guidelines to satisfy a commitment made by the Government in the Policy Statement on the Application of National Competition Policy to Local Government. These three guidelines are concerned with improving the efficiency of Local Government and address the following issues:

- Competitive tendering
- Pricing and costing of Council activities
- Complaints management practices for competitive neutrality.

Hawkesbury City Council has complied with the principal requirements of these provisions through the implementation of policies and actions as discussed below.

### **Competitive Tendering**

Competitive tendering is the calling of tenders by Council. Council then makes its decision based on the tender bids about who will provide the service.



The competitive tendering guidelines state explicitly that competitive tendering is not compulsory either as part of competition policy or otherwise. The guidelines recognise that, although competitive tendering can be used to achieve greater efficiency, there is no guarantee of this outcome. Advocated as alternative means of improving efficiency are workplace reform, bench marking, quality management systems and introduction of improved performance measures.

Hawkesbury City Council has, over several years, restricted the growth of employees and hired contractors to provide a wide range of Council services. By doing this Council has capitalised on the competitive prices offered in the market place.

## **Pricing and Costing**

Pricing and costing guidelines have been issued which require Council to develop a separate internal reporting framework for Council business activities. Council business activities are classified as either Category 1 businesses (>\$ 2,000,000 annual turnover) or Category 2 businesses (<\$ 2,000,000 annual turnover).

For figures regarding performance and financial position by business activities, please see Special Purpose Financial Statements provided in separate report.

One of the core elements of the pricing and costing guidelines is the requirement for Council to include private sector pricing factors within its pricing policy. This seeks to place private and public competitors on a more equal footing in the market. The pricing factors that are identified under competition policy are taxation equivalent payments, debt guarantee fees and rates of return on capital invested. Each of the additional costs has been applied in an approximated manner to the Category 1 business activities as identified by Hawkesbury City Council.

A community service obligation may exist for Council's business activities after the inclusion of tax equivalents and other notional costs.

This is allowable under competition policy guidelines where Council chooses to subsidise any business that it considers will not recover costs on a commercial basis. In the case of sewerage services, legal requirements prevent the transfer of any profits to Council's general fund, hence prices are set to recoup costs only.

## **Competitive Neutrality Complaints**

A policy document was prepared by Council regarding the handling of competitive neutrality complaints and was implemented prior to 30 June 1998.

The document details such information as:

- What is a competitive neutrality complaint?
- Time limits for responding to such complaints.
- Registration of complaints.
- Review of complaints.
- Actions required.
- Remedies.
- Responses.

No Competitive Neutrality Complaints were received by Council during the 2011/2012 year.

## **Clause 217 (1) (e) Annual charge for Stormwater management services**

In 2011/2012 Council did not levy an annual charge for stormwater management services.

## **Clause 217 (1) (f) Activities relating to compliance with the Companion Animals Act and Regulations**

During the current reporting year Hawkesbury City Council has completed and lodged all pound data collection returns with the Department of Local Government (DLG) as required by the legislation, including data relating to dog attacks.

During this period Council has had an expenditure of \$587,480 and an income of \$482,380, which gives a net expense/loss to Council of \$105,100 for animal control in the 2011/2012 financial year, which has increased the expense/loss figure by \$96,184 from the previous financial year.

Council has an arrangement with local vets in our area, who conduct reduced cost desexing to persons who purchase companion animals from our shelter in an effort to encourage the desexing of as many animals as possible. Council with the assistance of the Animal Welfare League and the Cat Society conducts reduced price desexing clinics throughout the year as well.

Reduced price micro chipping days are also held three times per year and funded by Council. During these clinics the customer only pays the cost of the chip itself.

Hawkesbury City Council proudly continues to achieve an 80-90% rehoming rate of companion animals over the past year that come through our facility. This achievement is only possible because of its own dedicated staff, and the continued association with, and the help from, the animal welfare organisations in our local area, as well as the rest of NSW and other states within Australia.

Council provides three dog off leash areas in a central location in the city these are located at Pool Park in South Windsor, Yarramundi Reserve, Yarramundi and Peel Park, North Richmond.

The Companion Animals Fund money received by Council, has been used to offset the expenditure for companion animal management activities as stated above.

# **Access to Government Held Information**

## **Contact Arrangements**

The Public may request access to Council's records under the Government Information (Public Access) Act 2009 (*GIPA*). Dependent upon the type of request some mandatory fees and copying charges (in accordance with Council's Fees and Charges) are payable under the *GIPA Act*.

Requests under the *GIPA* may be made by way of a formal or informal access to information requests; formal access to information requests must be accompanied by a \$30 application fee. These requests are required in writing using Council forms (available on Council's website), or by directing a written request to:

The Right to Information Officer  
Hawkesbury City Council  
PO Box 146  
WINDSOR NSW 2756



Further information is available on Council's website. Alternatively, enquiries may be directed to Council's Governance Section on (02) 4560 4660 or (02) 4560 4435 during office hours Monday to Friday 8:30am to 5pm.

## Access to Information

The Council takes great care to maintain and manage records that include Microfiche, Hard Copy Files/Documents and Electronic Records. Emphasising the importance of this, the Council employs dedicated staff to manage its records effectively.

Council's computerised records management system ensures that all records are well managed and retained over specified periods of time in accordance with the *Local Government Act, 1993* and State Records Act 1998. All Council's business documentation is entered into this system and distributed to the appropriate area for action, allowing the Council to respond faster to correspondence and requests. In addition, paper documentation is kept on site and at the Government Records Repository at Kingswood.

On 1 July 2010 the Government Information (Public Access) Act 2009 (*GIPA*) replaced the Freedom of Information Act and section 12 of the *Local Government Act, 1993*. The *GIPA*:

- Creates new rights to information that are designed to meet community expectations of more open and transparent government.
- Encourages government agencies (including local councils) to proactively release government information.

In accordance with the new legislation, Council:

- Adopted an Access to Information Policy on 29 June 2010. The objective of the policy is to describe Council's principles regarding public access to information and to facilitate the processing of requests for such access.
- Prepared (and has reviewed) a Publications Guide which identifies, amongst other things, information held by Council and provides advise what information is available free of charge.
- Revised its Privacy Management Plan in accordance with the *Privacy and Personal Information Protection Act 1998 (NSW)* to protect the public from disclosure of personal information.

## Policy for Access to Information

### Introduction

In adopting an open file policy for access to information, Council recognises and promotes the public's right to broad ranging access to Council information and documents. Also Council encourages open and transparent governance and well informed community debate.

### Proactive Release (No Charge)

In accordance with proactive release under the *GIPA Act* and Council's Publication Guide, the following Council documents are available for inspection at no charge:

- Code of conduct
- Code of meeting practice
- Annual Report
- Annual financial reports
- Auditor's report
- Management plan
- EEO management plan
- Payment of expenses and provision of facilities to councillors policy
- Land register
- Register of investments
- Returns of the interests of councillors, designated persons and delegates
- Returns as to candidates' campaign donations
- Agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)
- Minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Any Codes referred to in the *Local Government Act, 1993*
- Register of delegations
- Annual Reports of bodies exercising delegated Council functions
- Applications under Part 1 of Chapter 7 of the *Local Government Act, 1993* for approval to erect a building, and associated documents, subject to restrictions outlined in the *GIPA Act*
- Development applications (within the meaning of the *Environmental Planning and Assessment Act, 1979*) and associated documents, subject to restrictions outlined in the *GIPA Act*
- Local policies adopted by the Council concerning approvals and orders
- Records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- Records of building certificates under the *Environmental Planning and Assessment Act, 1979*
- Plans of land proposed to be compulsorily acquired by the Council
- Leases and licences for use of public land classified as community land
- Plans of management for community land
- Environmental planning instruments, development control plans and contributions plans made under the *Environmental Planning and Assessment Act, 1979* applying to land within the Council's area
- The statement of affairs, the summary of affairs and the register of policy documents required under the *Freedom of Information Act, 1989*
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the *Local Government Act, 1993*
- The register of graffiti removal work kept in accordance with Section 67 C of the *Local Government Act, 1993*



## Processing Applications for Access to Information

Access to documents other than those listed as freely available are provided in accordance with the *GIPA Act*. No fees are payable for viewing the documents under an informal access request, however copying charges may be applied.

Requests to view other documents will be approved unless:

- (a) Granting public access is prohibited under relevant legislation; or
- (b) The General Manager or Public Officer (or other delegated staff member) believe granting access to a particular document is contrary to the public interest; or
- (c) If in the case of a complainant's name and contact details:
  - (i) The information has not previously been made public; and
  - (ii) In the opinion of Council's General Manager, Public Officer or his/her delegate;
    - it is clear that the life or physical safety of the complainant could reasonably be expected to be endangered if such information was released or;
    - there are facts in relation to the complainant other than the mere fact that a particular person has made a complaint which would amount to an unreasonable disclosure of information concerning personal matters;
    - release of these details would be contrary to the public interest.

When requesting access to sensitive information, or a number of documents which would amount to an unreasonable diversion of Council resources, a formal access application is required and will attract an application fee, as well as processing charges of \$30 per hour. There are exceptions where only 50% of the fees will be charged, or in the case of requesting personal information – no charges will be applied for the first 20 hours of processing.

If access to a document or any information is restricted the customer will be given written reasons for the restriction, and the details for options of review.

## Conclusion

This policy aims to meet the objective of open and transparent governance and encourages community input on matters before the Council. Privacy of the complainants is also recognised through denial of access where the release of information would compromise individual safety, constitutes an unreasonable disclosure of personal information or is contrary to public interest.

Council has developed a Privacy Management Plan and Codes of Practice in accordance with the *Privacy and Personal Information Protection Act 1998 (NSW)* to protect the public from disclosure of personal information.

## Government Information (Public Access) Act (GIPA) - Annual Statistical Reports

Details regarding the number of Formal Access Requests received under the *GIPA Act* for the last financial year, compared to the Freedom of Information (FOI) requests from the previous year are contained in the following table:

### Part A

Formal GIPA Requests	Personal	Other	Total
A1 New (including transferred in)	1(part)	9	9
A2 Brought forward	1(part)	1	1
A3 Total to be processed	2(part)	10	10
A4 Completed	2(part)	7	7
A5 Transferred out	-	-	-
A6 Withdrawn	-	-	-
A7 Total processed	2(part)	7	7
Unfinished (carried forward)	-	1	1

*\*Two invalid applications (no application fee)*

### Part B

What happened to completed requests? (Completed requests are those on line A4)

Result of Formal GIPA Requests	Personal	Other
B1 Granted in full	-	5
B2 Granted in part	2(part)	2
B3 Refused	-	-
B4 Deferred	-	-
B5 No Records Held	-	-
B6 Completed	2(part)	7

### Part C

Ministerial Certificates - number issued during the period.

C1 Ministerial Certificates Issued Nil

### Part D

Formal Consultations - number of requests requiring consulates (issued) and total number of formal consultation(s) for the period.

	Issued	Total
D1 Number of requests requiring formal consultation(s)	2	2

*\*One consultation with another agency and 1 consultation with complainant*

### Part E

Amendment of personal records - number of requests - number of requests for amendments processed during the period.

Result of Amendment Request	Total
E1 Result of amendment - agreed	-
E2 Result of amendment - refused	-
E3 Total	Nil

### Part F

Notation of personal records - number of requests for notation processed during the period.

F3 Number of Requests for notation Nil

### Part G –

GIPA Requests granted in part or refused - basis of disallowing access - Number of times each reason cited in relation to completed requests that were granted in part or refused.

Basis of Disallowing or Restricting Access	Personal	Other
G1 Section 41 (invalid application, i.e. incomplete)	-	-
G2 Section 60(c) & 70(1) (advance deposit not paid)	1	1 *
G3 Section 60 (refuse to deal with, i.e. unreasonable diversion of resources, previous application for substantially the same information)	-	1
G4 Section 63 (deemed refusal, over 20 days)	-	-

Basis of Disallowing or Restricting Access	Personal	Other
G5 Section 58(b) (documents not held)	-	-
G6 Section 14 (public interest considerations against disclosure)	-	8
G7 Schedule 1 documents (conclusive presumption of overriding public interest against disclosure)	-	3
G8 Totals	1	13

*\*Two additional applications considered incomplete as failed to pay advance deposit*

#### Part H

Costs and fees of requests processed during the period (i.e. those included in lines A4, A5 and A6).

	GIPA Assessed Costs	GIPA Fees Received (Application fees only)
H1 All completed requests	\$510*	\$210

*\*\$120 remains outstanding*

#### Part I

Discounts allowed - numbers of GIPA requests processed during the period where discounts were allowed.

Type of Discount Allowed	Personal	Other
I2 s65 – Financial Hardship	-	-
I3 s66 – Special Public Benefit	-	-
I4 s67 – Personal Information	-	1
I5 Totals	Nil	1

#### Part J

Days to process - Number of completed requests (A4) by hours taken to process.

Processing Hours	Personal	Other
J1 0 - 10 hrs	1(part)	5
J2 11 - 20 hrs	1(part)	2
J3 21 - 40 hrs	-	-
J4 Over 40 Hrs	-	-
J5 Totals	2	7

## Part K

GIPA Reviews and Appeals - number finalised during the period.

K1 Number of internal reviews finalised	Nil
K2 Number of Ombudsman reviews finalised	Nil
K3 Number of Administrative Decisions Tribunal	Nil

## Part L

Details of Internal review Results for GIPA - in relation to internal reviews finalised during the period.

Basis of Internal Review	Personal		Other	
	Upheld*	Varied*	Upheld*	Varied*
Grounds on which internal review requested	Upheld*	Varied*	Upheld*	Varied*
L4 Access Refused	-	-	-	-
L5 Deferred	-	-	-	-
L6 Exempt matter	-	-	-	-
L7 Unreasonable charges	-	-	-	-
L8 Charge unreasonably Incurred	-	-	-	-
L9 Amendment refused	-	-	-	-
L10 Totals	Nil	Nil	Nil	Nil

\* Note: Relates to whether or not the original agency decision was upheld or varied by the internal review.

## Comparison to 2010/2011

### Statistic Information with Previous Year

Seven Formal GIPA Applications were completed during 2011/2012 compared to five in 2010/2011 and four in 2009/2010.

No ministerial directions for amendment of personal records were received in this period. There were no internal reviews or Ombudsman reviews received.

One appeal was lodged with the Administrative Decisions Tribunal under the *Privacy and Personal Information Protection Act 1989* (PPIP Act) during 2011/2012 and is ongoing.



## Impact of the Government Information (Public Access) Act (GIPA)

Hawkesbury City Council supports open government and has policies to maximise customer access to information through inspection and copying of documents, and conducting regular Council meetings which are open to the public.

The introduction of the GIPA legislation and the community's increased awareness of information being available has placed a greater resource commitment on the organisation's behalf in providing access to documents. While the number of Formal Access Applications (listed above) have been minimal, an increase in the number of informal access requests under the *GIPA Act* (and previously Section 12 of the Local Government Act) continue to impact on Council's activities by increasing the amount of time Council commits to researching, compiling and providing the required documents; 693 Informal Access Applications were received during 2010/2011, and 850 Informal Access Requests were received for the 2011/2012 year.

Council's policies and procedures have been extended to provide consistent pre-application advice to applicants. This includes explaining the procedures involved in determining a request, and assisting the applicant in identifying the nature of the information being sought and providing an opportunity to narrow the scope of requests.

### Section F

There were no enquiries or appeals involving the Ombudsman.

### Section G

Council at its meeting on 29 June 2010 adopted, in accordance with the Privacy and Personal Information Protection Act 1998, a revised Privacy Management Plan.

There were two internal reviews lodged with Council in 2011/2012 under Part 5 of the *Privacy and Personal Information Protection Act 1989* (PIIP Act). Council's Privacy Officer completed one review before 30 June 2012 and one shortly after, compared to zero in 2010/2011.

## Report on Special Variation (Infrastructure Renewal Program)

On 27 June 2007 the Minister for Local Government, pursuant to section 508(2) of the *Local Government Act, 1993*, granted approval for Hawkesbury City Council to increase income by way of additional rates for costs associated with an infrastructure renewal program. This approval was conditional upon Council reporting in its Annual Report for the period 2007/2008 to 2012/2013 information on the total income received, expenditure per project/program and outcomes achieved. Relevant information relating to the projects and programs identified in the Infrastructure Renewal Program Estimates contain within the 2010/2011 Budget Estimates is provided below:

Item	Comment
<b>Boat Ramp Upgrades</b>	<b>Upgrade of the boat ramp access at Skeleton Rocks Reserve, Ebenezer. Savings of \$3,339 have been carried over to the 2012/2013 year to undertake smaller repairs to the Governor Phillip Reserve boat ramp.</b>
<b>Remote Access to Security</b>	<b>The project involved the upgrade of the security systems at various council owned buildings in the amount of \$27,500.</b>
<b>The Women's Cottage, Bosworth Street, Richmond</b>	<b>\$10,500 was expended on the refurbishment of the kitchen facilities and driveway access at The Women's Cottage.</b>
<b>Morunga Park North Richmond</b>	<b>An allocation of \$10,000 assisted with the replacement of the existing retaining wall with a batter to improve access within the park.</b>
<b>52 Berger Road Bligh Park</b>	<b>Works to be undertaken in 2012/2013 to provide water efficiency fittings (\$2,000).</b>
<b>Blaxlands Ridge Community Centre</b>	<b>Tree pruning to be undertaken in 2012/2013 to protect building from leaf and branch drop (\$6,000).</b>
<b>Bligh Park Community Centre</b>	<b>The project involved the upgrade of the amenities, with savings of \$6,792 carried over into the 2012/2013 budget for the replacement of softfall in the playground and fencing adjustment.</b>
<b>Chas Perry Hall North Richmond</b>	<b>Repairs to the roof structure were undertaken at a cost of \$5,000.</b>
<b>Maraylya Community Hall</b>	<b>Funding of \$1,000 has been carried over to the 2012/2013 budget to enable the installation of an air-conditioning unit which is being supplied by the Hall Committee.</b>

Item	Comment
<b>McQuade Park Grandstand, Windsor</b>	<b>This project will partly fund the remodelling of change rooms located within the Grandstand, with joint funding sought through the Sports Council in 2012/2013 (\$12,000).</b>
<b>North Richmond Neighbourhood Centre</b>	<b>Replacement of carpet in the foyer, office &amp; meeting room was completed (\$8,000).</b>
<b>Richmond Neighbourhood Centre Richmond</b>	<b>Replacement of existing vinyl flooring throughout the centre was completed (\$4,270)</b>
<b>Richmond Pool Richmond</b>	<b>Refurbishment of the roof sheeting was completed (\$10,200).</b>
<b>Windsor Mall Windsor</b>	<b>Funding of \$16,000 has been carried over to 2012/2013 budget to undertake repairs the rotunda roof and make water tight in conjunction with additional funding of \$35,000 to replace pavers.</b>
<b>Oasis Swimming Centre, South Windsor</b>	<b>\$50,000 has been carried into 2012/13 budget for the replacement of the access timber bridges which connect various pool areas.</b>
<b>Childrens Centre Bligh Park</b>	<b>\$6,500 was expended on the installation of ceiling insulation to improve air-conditioning efficiency</b>
<b>Richmond Lawn Cemetery</b>	<b>\$4,594 has been carried over to the 2012/2013 budget to allow implementation of the Cemetery Master Plan.</b>
<b>Woodlands Pony Club, Wilberforce</b>	<b>Reticulated sewerage provided to the Woodlands Pony Club amenities (\$8,000).</b>
<b>Bowen Mountain Park</b>	<b>\$15,000 has been carried over into 2012/2013 budget to replace the barbeque facilities within the park.</b>
<b>Peppercorn Place, Windsor</b>	<b>Replacement of the security system at the Peppercorn Place was completed (\$8,000).</b>
<b>Richmond Occasional Care</b>	<b>Replacement of the vinyl flooring within the Occasional Care Centre was completed (\$21,500).</b>
<b>Susella Crescent Reserve</b>	<b>Replacement of the playground equipment was undertaken (\$52,500).</b>
<b>Richmond Park</b>	<b>Funding of \$24,863 has been carried over into 2012/2013 to upgrade the fountain within the Richmond Park as part of a broader program of works.</b>

Item	Comment
<b>McQuade Park, Windsor</b>	The project in the amount of \$30,000 has been carried over into the 2012/2013 budget to replace the existing timber bridge to provide safe access to the pond island.
<b>Howe Park, Windsor</b>	The project totalling \$200,000 has been carried over into the 2012/2013 budget for implementation of Stage 2 works identified within the Plan of Management.
<b>Macquarie Park, Windsor</b>	\$17,500 has been expended on the replacement of pedestrian footpath and cycleways within Macquarie Park.
<b>Maraylya Park</b>	\$15,000 has been carried over into the 2012/2013 budget for the replacement of the public barbecue facilities.
<b>St Albans Tennis Courts</b>	An upgrade to the tennis playing surface was undertaken at a cost of \$30,000.
<b>McQuade Park Fencing</b>	Repainting of the McQuade Park Picket Fencing was completed (\$10,000).
<b>Richmond Park Lighting</b>	The project has been delayed to allow sufficient time to complete an upgraded lighting design with work to be undertaken in 2012/2013 (\$20,000).
<b>Various Locations Kerb, Gutter &amp; Drainage</b>	\$12,792 has been expended on reconstructing kerb & gutter. The work provides for a much safer road network with improved drainage, and reduces Council's exposure to potential litigation resulting from trips and falls.
<b>Construct fencing/gates</b>	The project (\$30,000) has been carried over into the 2012/2013 budget to construct fencing and associated works at the St Albans Cemetery. The project has been delayed to allow a Review of Environmental Factors prior to lodgement of a development application.
<b>Yarramundi Reserve Carpark</b>	Funding in the amount of \$4,398 was expended on the renewal of the carpark and access road.
<b>Rickabys Creek Footbridge Construct</b>	An amount of \$172,876 was provided for the construction of a pedestrian/cycleway bridge across Rickaby's Creek to provide a link between Deerubbin Park and Howe Park.
<b>Essential Grading-Unsealed Roads</b>	Funding of \$51,281 provided for an additional 50km of gravel road network to be graded over the year.

Item	Comment
<b>Resheeting-Unsealed Roads</b>	<b>The amount of \$52,259 provided additional coverage across the gravel road network, enhancing the safety on steep inclines and bends. The sum provided represents approximately 2.5kms.</b>
<b>Clear drainage structures/channels, pipes &amp; pits</b>	<b>Funding of \$47,182 enabled many additional drainage channels, pipes and pits to be cleared thus preventing localised flooding during heavy rainfall. Some locations include East Market and Bourke Streets, Richmond, a number of localities throughout Windsor Downs and various other pipes and pits.</b>
<b>Oasis Aquatic Centre, South Windsor</b>	<b>\$60,000 was expended on the pool mechanical services and air-conditioning.</b>
<b>Ham Common, Clarendon</b>	<b>An amount of \$35,558 has been expended on the replacement of the playground softfall. Savings of \$29,441 has been carried over to the 2012/2013 budget for the replacement of the barbecue facilities, seating and signage along the Common.</b>
<b>Reconstruct failed footpaving-various locations</b>	<b>\$81,827 has been expended on this program and represents a reconstruction length of approximately 0.7kms. Some locations which benefited from the program include Rifle Range Road, South Windsor, George Street, Windsor and Laurence Street, Hobartville.</b>
<b>Sports Council Capital Contribution</b>	<b>An allocation of \$150,000 was made towards the upgrade of the Mileham Street Netball Courts Stage 2.</b>
<b>Road Rehabilitation-Various Locations</b>	<b>This work has provided a safer road network throughout the Hawkesbury area. A total amount of \$395,075 has been expended on repair of road surfaces.</b>
<b>Road shoulder renewal</b>	<b>\$122,645.00 was expended on the Road Shoulder Renewal Program. This program improved the quality of a number of locations including Terrace Road, North Richmond and Wallace Road, Vineyard.</b>