

# HAWKESBURY CITY COUNCIL **ANNUAL** REPORT **2017-2018**

*The Hawkesbury 2036...It's Our Future*







## Message from Our Leaders

The Councillors at Hawkesbury City Council are proud to share with the ratepayers of the City of Hawkesbury the Annual Report for 2017/2018 which marks another year of serving our community.

This year Council has been actively engaging with the community about making some important decisions about the future of our assets and services. Like most councils in NSW, we had reached a point where we needed to invest more resources in renewing and maintaining our ageing assets, like our roads, buildings and parks. Our community told us that the condition of many of these assets was not meeting their expectations, and that Council needed to invest more money in maintaining and upgrading our assets and services. Residents told us which assets were more important to them and they identified roads as a priority followed by the condition of our town centres and public spaces, stormwater drains, footpaths and parks. Our blend of rural and urban landscapes meant that we had to maintain a large number of assets for a relatively small and dispersed population.

At the same time, our ability to fund the cost of maintaining our assets was restricted by our financial resources. The revenue we receive from rates increases annually by an amount determined by the Independent Pricing and Regulatory Tribunal (IPART). This set amount is called a rate peg. For many years this increase has not provided the money we need to maintain our community assets to meet the expectations of residents. This year the amount was less than the Consumer Price Index (CPI). Therefore, Council was actively working to find savings and efficiencies. We will need to borrow responsibly, increase income and continue to review services to ensure the best value and greatest positive impact for the Hawkesbury community. 'Investing in Your Future' was the way that Council set out to manage the shortfall. We applied for a Special Rate Variation and in May 2017 were successful and declared "Fit For The Future". Since 2007, Council has been implementing measures to improve its long-term financial sustainability with a particular focus on addressing the legacy of past decades of under-investment in asset renewal.

This is great news for the Hawkesbury community, after the strong fight in 2016 - when Council and the community united to remain a stand-alone Council when mergers were on the table. Council will now continue monitoring its performance to ensure it can deliver the improvements committed to within the Fit for the Future process, and to continue to strengthen Council's financial position overall.

In looking forward, Council has created the 'Building Hawkesbury's Future' program which is our program of works for the next 12 months and beyond. Our community told us that they wanted more gravel roads sealed, new footpaths and better infrastructure. 2018/19 marks the start of an expanded works program for our Hawkesbury. Over the next 12 months we are undertaking major works such as resealing and rehabilitating our roads, upgrading our parks and sporting facilities and improving our community facilities. Additionally, we are commencing a program to seal many of our gravelled roads.

Our [2018/19 Operational Plan \(pdf - 12.2 MB\)](#) contains the details of our works and we will keep you the community informed of our planning and progress to deliver these facilities and works as we build Hawkesbury's future.

We would encourage you to visit our website regularly to update yourself on works underway and works completed <http://www.hawkesbury.nsw.gov.au/news-and-events/news/building-hawkesburys-future>

Meanwhile, you don't have to wait for the annual report to find out what Council is doing for our community. You can stay up to date with all the latest news by joining us on social media. Search for Hawkesbury City Council next time you're on Facebook and like our page to stay in touch.

Its our Hawkesbury and our future.

# Annual Report 2017/2018



**L-R Back row:** Councillor Sarah Richards, Councillor Patrick Conolly, Councillor Barry Calvert (Deputy Mayor), Councillor Paul Rasmussen, Councillor Emma-Jane Garrow, Councillor Nathan Zamprogno.

**L-R Front row:** Councillor Tiffany Tree, Councillor John Ross, Councillor Amanda Kotlash, Councillor Mary Lyons-Buckett (Mayor), Councillor Peter Reynolds, Councillor Danielle Wheeler.







## Statement of Commitment to Aboriginal Australians

Council acknowledges that the Darug and Darkinjung people are the traditional owners and custodians of the land throughout the Hawkesbury.

Council recognises the continuing connection of Aboriginal peoples to their country and respects that Aboriginal people were the first people of this land.

Council understands that reconciliation is fundamental to creating a healthy and cohesive Hawkesbury and as such is actively working with Aboriginal and non-Aboriginal people to develop its first Reconciliation Action Plan. This Plan will serve as a declaration by Council to work with the community to build an inclusive society that recognises the richness of Aboriginal cultures and values social diversity within the community.





## **Our Vision**

We see the Hawkesbury as a vibrant and collaborative community living in harmony with our history and environment, whilst valuing our diversity, striving for innovation, a strong economy and retaining our lifestyle and identity.

## **Our Mission**

Hawkesbury City Council leading and working with our community to create a healthy and resilient future.

## **Our Values**

Hawkesbury City Council is a professional, friendly and ethical organisation that consults with, and listens to the community.

In our daily activities we embrace the following values, and aim to deliver on these in an effective and efficient manner:

### **Professional**

We set clear goals, measure results and seek to improve  
We are sustainable  
We are resilient

### **Ethical**

We behave with integrity  
We keep our commitments and deliver  
We make fair and consistent decisions

### **Engaging**

We value open and clear communication  
We listen to the contribution of every individual  
We value differences in people and their perspectives

### **Collaborative**

We work together  
We are cooperative  
We share our ideas and talents

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## History and Sense of Place - A Vibrant City with a Rural Feel

The City of Hawkesbury and its townships, rural villages and landscapes share a rich and enduring indigenous and European cultural heritage. Prior to European settlement the Hawkesbury River (known as 'Deerubbin' by the Darug people) was a focus for human communities for thousands of years. The Hawkesbury River, its tributaries and floodplains provided abundant natural resources and were places of strong social and spiritual significance for the First Australians.

The Hawkesbury contains the third oldest European settlement in Australia - Windsor (originally The Green Hills) which was established in 1794, and is one of five 'Macquarie Towns', four of which are located within the Hawkesbury. Governor Macquarie had a profound influence on the development and landscapes of the Hawkesbury, which included naming the townships of Windsor, Richmond, Wilberforce and Pitt Town and the layout of their streets, cemeteries and town squares.

The agricultural lands that surround these townships represent the oldest rural land holdings under continuous cultivation within Australia. The Hawkesbury also contains the oldest church, hotel and public square which have retained their original function and form.

The Hawkesbury also contains the oldest church, hotel and public square. Thompson Square located in Windsor, the third oldest place of British settlement in Australia, and was named by the then Governor Lachlan Macquarie in recognition of the emancipist Andrew Thompson. Thompson Square and its immediate surrounds is also recognised as the oldest surviving public square in Australia, and was established in 1811 by Governor Macquarie.

These historical and cultural assets are actively being used to support cultural expression, tourism and economic activity. They remain integral to the future identity and prosperity of the Hawkesbury.



## Population

In 2017, the Hawkesbury had an estimated resident population of 66,623 people. Table 1 highlights selected population characteristics for the Hawkesbury Local Government Area compared with averages for Greater Metropolitan and Sydney NSW.

**Table 1: Selected Population Indicators: Hawkesbury Local Government Area**

Population Indicators	Hawkesbury	Greater Sydney	New South Wales
median age	38	36	38
average household size	2.8 persons	2.8 persons	2.6 persons
median weekly household income	\$1,668	\$1,750	\$1,486
median monthly mortgage repayment	\$2,080	\$2,167	\$1,986
median weekly rent	\$360	\$440	\$380
average motor vehicles per dwelling	2.2	1.7	1.7
average annual population growth since 2006	0.67%	1.71%	1.42%

While the population of the Hawkesbury has been growing over the last 10 years (2006 to 2016), the annual rate of growth has been significantly less than the averages across Sydney and the state as a whole.

The differences in these rates of growth has had an impact on the respective population profile of the Hawkesbury when compared with Greater Sydney. In contrast to the picture across Greater Sydney, the population of families with children and young people in the Hawkesbury has been falling in proportional terms, while the population of residents over the age of 65 has been increasing at a faster rate than the Greater Sydney Area.

The population of areas like the Hawkesbury, with relatively low rates of growth, are ageing at a faster rate compared with Greater Sydney. This will have implications on the demand for services and facilities and the housing, employment, training and lifestyle opportunities available to residents. Achieving the right balance of population growth will be an important aspect of the future growth and prosperity of the Hawkesbury.

## Workforce and Economy

The most recently available data from the Census and National Institute of Economic and Industry Research shows that:

- the net wealth generated by the local economy in 2016 was \$3.3 billion
- there were 6,530 local business operating in the Hawkesbury LGA
- the local economy generated 28,138 jobs
- the unemployment rate was 6.26% (compared with 5.2% for NSW)
- there were 35,163 employed residents
- 44% of the resident workforce were employed in the Hawkesbury, and a further 25% were employed in neighbouring areas of Penrith, Blacktown, The Hills, and Blue Mountains
- 56% of the resident workforce held a higher education qualification
- the most numerous occupations were Technicians and Trade Workers (18.8% of the resident workforce), Clerical and Administration Workers (15.4%), Professionals (15.2%), Managers (12.6%) and Community and Personal Services Workers (9.6%)

- the most numerous employment sectors for the resident workforce were Construction (12.6% of the resident workforce), Manufacturing (10.8%), Retail Trade (10.4%), Health Care and Social Assistance (9.2%) and Public Administration and Safety (8.4%).

Table 2 highlights selected economic and workforce indicators for the Hawkesbury, and tracks changes to these indicators for the five year period 2011 to 2016.

**Table 2: Selected Economic and Workforce Indicators- Hawkesbury LGA**

Economic and Workforce Indicators	2011	2016	Change
Gross regional product	\$3.071 billion	\$3.297 billion	↑ \$226M
Number of local businesses	6,677	6,530	↓ 147
Number of dwelling unit approvals	128	231	↑ 103
Total value of building approvals	\$69.6M	\$146.5M	↑ \$76.9M
Number of local jobs	27,118	28,138	↑ 1,029
Number of employed residents	34,324	35,163	↑ 839
Number of unemployed residents	2,390	2,285	↓ 105
Unemployment rate	6.6%	6.3%	↓ 0.3%

## A Blend of Urban and Rural

As a local government area made up of a blend of urban and rural settlements, the socio-economic characteristics of the different localities within the Hawkesbury reflect this diversity. The Hawkesbury local government area is made up of small villages and rural localities in addition to the main urban centres of Windsor, South Windsor, Richmond and North Richmond.

Just under half of the population (47%) live in the town centres and adjoining suburbs, while 48% of the population live in rural villages and hamlets which roughly lie in a 10 to 15 kilometre arc surrounding the urban centre. The rest of the population (5%) live in small and relatively isolated rural villages and localities which are between 25 and 50 kilometres from the urban centre as highlighted in Figure 3.





**Figure 2: Settlement zones within the Hawkesbury Local Government Area**

As would be expected, there are some significant differences in the socio-economic characteristics of these different settlement zones. The urban centre is marked by higher population densities and a relatively younger population. Moving out from the urban centre the population density decreases from 331 persons per square kilometre to two persons per square kilometre in the rural fringe, while the median age of the population increases from 36 in the urban centre to 45 in the rural fringe. There is a distinct socio-economic pattern where the middle ring localities have higher levels of household income and higher land values than the urban centre and rural fringe. The size of households is also larger in the 'middle ring' and these localities have a higher proportion of family households and relatively fewer lone person households than the urban centre and rural fringe. Housing costs (mortgage payments and rents) are also higher in the 'middle ring' than the other settlement zones, but they are relatively more affordable due to higher median household incomes in the 'middle ring' localities. Differences in key population and household characteristics across the three settlement zones are highlighted in Table 3.

**Table 3: Socio-economic comparisons of Hawkesbury to Greater Sydney and NSW**

Demographic Indicator	NSW	Greater Sydney	Whole LGA	Hawkesbury Urban Centre	Rural Villages	Rural Fringe
<b>Population, household composition and income</b>						
Population density (persons per km <sup>2</sup> )	9.3	389.9	23.3	330.8	79.4	1.6
Median Age	38	36	38	36	39	45
Average Household Size	2.6	2.8	2.8	2.8	3.1	2.3
Average Motor Vehicles Per Dwelling	1.7	1.7	2.2	2.1	2.7	1.9
Median Weekly Household Income	\$1,486	\$1,750	\$1,668	\$1,435	\$1,995	\$1,364
Average Residential Land Value	\$572,118	\$897,792	\$443,604	\$321,939	\$614,454	\$297,016
% Lone Person Households	23.8%	21.6%	20.6%	23.8%	13.5%	21.7%
% Family Households	72%	73.6%	77%	65%	81%	66%
<b>Housing</b>						
% Rental Households	31.8%	34.1%	24.3%	33%	11%	14%
% households owned with a Mortgage	32.3%	33.2%	41.8%	32%	47%	41%
Median Monthly Mortgage	\$1,986	\$2,167	\$2,080	\$1,939	\$2,267	\$1,912
Mortgage as % of Median Income	30.1%	28.5%	28.7%	31.1%	26.2%	32.8%
Median Weekly Rent	\$380	\$440	\$360	\$356	\$384	\$203
Rent as % of Median Income	25.6%	25.1%	21.6%	24.8%	19.2%	14.9%

## Community Well-Being

The Australian Bureau of Statistics (ABS) has developed Socio-Economic Indexes for Areas (SEIFA) to assess the relative welfare and well-being of communities across Australia. SEIFA is used to rank areas according to socio-economic advantage and disadvantage based on census variables across a number of domains including household income, education, employment, occupation, housing and other indicators of community well-being.

Some caution should be applied to the use of SEIFA indexes as an overall measure of community well-being. Within the Hawkesbury, SEIFA scores vary considerably with some localities significantly more disadvantaged than others. There are some suburbs in the Hawkesbury with SEIFA scores that would place them in the top 2% of Australian suburbs for community well-being, while other suburbs fall into the bottom 15% of the same measure of community well-being. Taken as a whole however and based on its SEIFA scores the Hawkesbury is a relatively advantaged local government area.



## Settlement and Growth

### Geography and Topography

The Hawkesbury Local Government Area (LGA) extends from the Cumberland Plain in the south and east to the foothills and escarpments of the Blue Mountains to the west and north. The Hawkesbury is divided by five rivers including the Hawkesbury/Nepean, Grose, Colo and Macdonald River valleys. Close to 70% of the Hawkesbury is National Park.

The topography of the area ranges from fertile floodplains and wetlands, to undulating hills and timbered ridges through to inaccessible mountainous regions dissected by gorges and escarpments. As a result of these features, the Hawkesbury experiences regular flooding and bushfire events. These features have also exerted a powerful influence on the development of the Hawkesbury and will have implications for future development.

### Urban Density

The geography of the Hawkesbury has placed limits on the land available for residential uses. As a result, the population density of the Hawkesbury at 24 persons per km<sup>2</sup> is second only to Wollondilly as having the lowest population density within the Sydney Metropolitan Region (which has an average population density of 390 persons per km<sup>2</sup>). Figure 4 plots the population density of the Hawkesbury based on the results of the 2016 census.

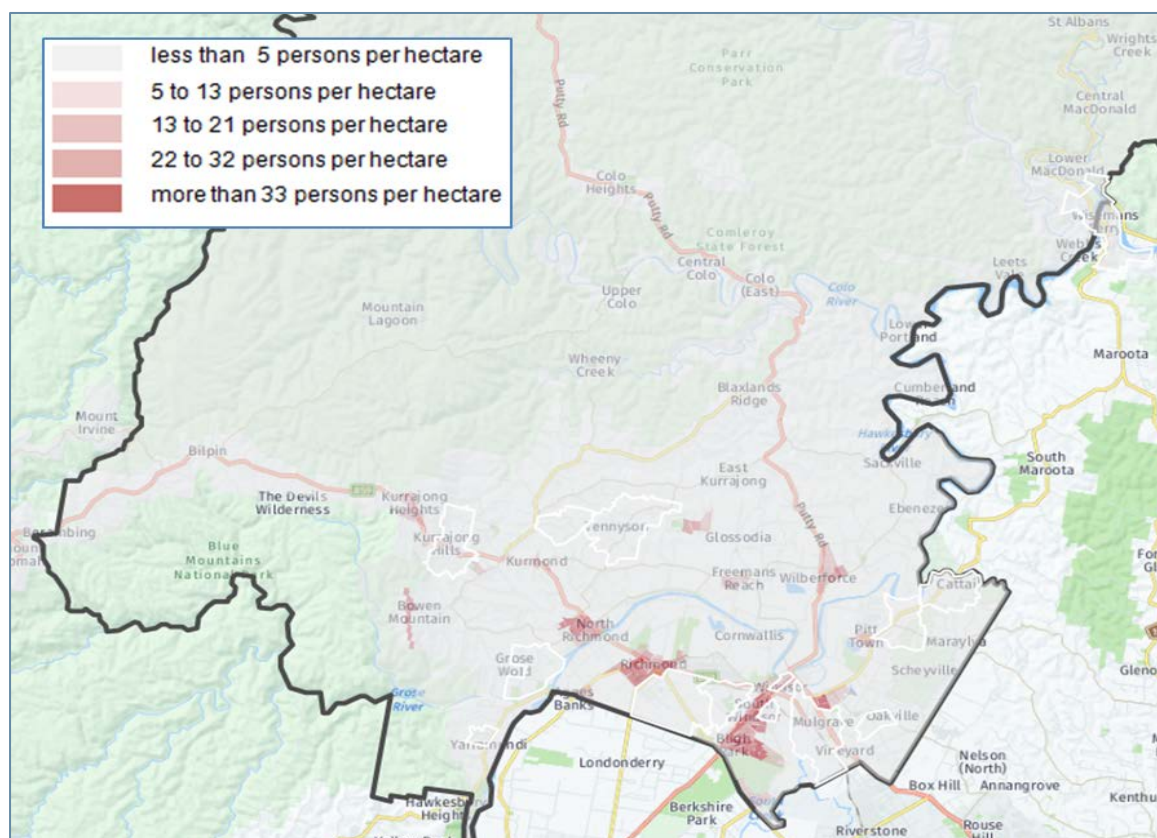


Figure 3: Population Density, Hawkesbury LGA







## Summary of Progress in the Delivery Program themes for the four year period 2017-2021

The information below shows our Year 1 progress against each of our five Delivery Program Areas for 2017-2018. For more details see the full Delivery Program outcomes in the 'Delivery Program Activities and Operational Plan Actions for the period 1 July 2017 to 30 June 2018' section.



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

Results	Our Achievements in 2017-2018	Challenges in 2017 - 2018
Completed ✓ 51	<ol style="list-style-type: none"> <li>Extensive engagement with the community in 2017-2018 including the 'Connecting with Our Community' consultation across 8 towns and villages using an increased range of communication tools.</li> <li>Progressed Council's 'Fit for the Future' plan based on the revised 20 strategies that Council submitted to the Office of Local Government.</li> <li>Managed and maintained over 50 services and facilities for the community and maintained partnerships to successfully manage resources and funding with a range of organisations including:                             <ol style="list-style-type: none"> <li>YMCA Hawkesbury Oasis facilities</li> <li>Peppercorn Services Inc.</li> <li>Hawkesbury Sports Council</li> <li>a range of community and financial partnerships.</li> </ol> </li> <li>High level compliance (94%) with all statutory planning and reporting requirements.</li> </ol>	<ol style="list-style-type: none"> <li>Implementing regionally significant projects such as the Hawkesbury River Foreshore Investigation Area.</li> <li>Advancing affordable Housing Partnerships to develop a range of strategies and models to house our diverse community.</li> <li>Delivering sustainable services and facilities within our means.</li> <li>Working with State and Federal agencies to deliver key safety outcomes such as the Hawkesbury Nepean Flood Risk Management Strategy.</li> </ol>
Partially Completed → 17		
Not Completed ✗ 0		

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The Hawkesbury 2036... It's Our Future

**Our Community**

2017-2036

Results			Our Achievements in 2017-2018	Challenges in 2017 - 2018
Completed	✓	27	<ol style="list-style-type: none"> <li>1. Completed the Hawkesbury Homelessness Action Plan 2017, 2 crime prevention projects, 3 anti-bullying initiatives, 4 road safety projects, and progress on other action plans.</li> <li>2. Allocated \$82,428 under the 2017/18 Community Sponsorship Program.</li> <li>3. Responded to 502 requests for maintenance to improve halls and community centres for community groups.</li> <li>4. Supported active volunteering with RFS and SES, Bushcare groups, Clean-up Australia day, Cultural Services volunteers, and other groups through site management, resources, and other specific requests for support.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementing flood, fire, and other natural disaster management plans in partnership with other levels of government and community agencies.</li> <li>2. Supporting community groups and agencies in a competitive environment with resource constraints.</li> </ol>
Partially Completed	➔	19		
Not Completed	✗	0		





*The Hawkesbury 2036... It's Our Future*

## Our Environment

## 2017-2036

Results			Our Achievements in 2017-2018	Challenges in 2017 - 2018
Completed	✓	16	<ol style="list-style-type: none"> <li>1. Improved water quality in our river through monitoring waste water services in line with EPA licences, maintaining Gross Pollutant Traps and removing 66 tonnes of material.</li> <li>2. Council continued to deliver a number of waste education initiatives during 2017- 2018 which aimed to increase resource recovery, reduce waste to landfill and reduce bin contamination.</li> <li>3. Reduced our environmental footprint and dependency on non-renewable resources through programs such as a 25% increase to 20,829 tonne of recycled road base used on our road network in 2017-2018.</li> </ol>	<ol style="list-style-type: none"> <li>1. Setting and maintaining higher environment standards within current resources.</li> <li>2. Working with other agencies and levels of government to collaborate better in caring for our environment.</li> <li>3. Continued benchmarking and full implementation of a strategic Waste Management Strategy.</li> </ol>
Partially Completed	➔	8		
Not Completed	✗	1		



The Hawkesbury 2036... It's Our Future

## Our Assets

## 2017-2036

Results		Our Achievements in 2017-2018	Challenges in 2017 - 2018
Completed	✓ 30	<ol style="list-style-type: none"> <li>1. Worked with RMS and provided input to projects such as Richmond to North Richmond upgrade, Windsor Bridge, HCC Traffic Study and other projects as required.</li> <li>2. Co-ordinated the implementation of the Hawkesbury Mobility Plan.</li> <li>3. Provided passive and recreational places and spaces for people to meet including Library Action Plan upgrades, and 8,700 people who used the Deerubbin Centre Community Rooms, with 254 bookings managed by Library staff.</li> <li>4. Continued to maintain our vast network of local roads, bridges, kerb and gutter, footpaths and street signage.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishing partnerships with state agencies and finding funding for a Transport Strategy for the Hawkesbury.</li> <li>2. Ensuring that all agencies and levels of government are playing their part in linking roads, transport, and telecommunication services to the Hawkesbury.</li> </ol>
Partially Completed	→ 3		
Not Completed	✗ 0		





*The Hawkesbury 2036... It's Our Future*

**Our Future**

**2017-2036**

Results			Our Achievements in 2017-2018	Challenges in 2017 - 2018
Completed	✓	32	<ol style="list-style-type: none"> <li>1. Extensive community consultation occurred during the reporting period including Investing in Your Future, 2017 Community Survey and Building Hawkesbury's Future.</li> <li>2. Continued to operate the Visitors Information Centre to maintain Level 2 accreditation.</li> <li>3. Master-planning processes for the Richmond and Windsor Town Centre revitalisation has commenced in conjunction with the Town Centres Master Plan Project Group and Place Score Care Factor and Place Assessment completed.</li> <li>4. Implemented 8 priority Actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan Strategic including grant applications and support bushcare with revegetation works.</li> <li>5. \$15 million Liveability fund included in City Deal to fund Town Centre improvements. \$200,000 contribution received from Windsor RSL to fund activation of vacant premises. Contributions also received from Windsor RSL, Crowne Plaza, Hawkesbury Raceclub and Richmond Club towards local events.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation of Fit For The Future Strategies have continued. The primary strategy being a Special Rate Variation was approved by IPART and adopted by Council as part of the 2018/2019 Operational Plan.</li> <li>2. Planning for growth and change by preparation of a Rural Land Strategy, and reviewing the Hawkesbury Employment Lands and Hawkesbury Residential Land Strategies.</li> </ol>
Partially Completed	➔	23		
Not Completed	✗	3		





Keep the Cup

Keep the Hawkesbury sustainable



RESPONSIBLE CAFES





# Annual Report 2017/2018

## 2017/2018 Our Year of Achievements

### Hawkesbury City Council

#### Increased Access to your Council

- Created an **open and transparent** Council for the Hawkesbury community, we
- Removed the barriers and security in the Council Chambers
  - **Increased speaking time** and opportunities for the public at our Council meetings
  - Began **podcasting** our Council meetings

#### More Community Engagement

- Increased our **engagement** and collaboration with our Hawkesbury community through
- 35 town meetings, 25 information kiosks, stalls at markets and shopping centres, telephone surveys and online
  - Launched the Hawkesbury City **Council Facebook page**
  - Launched the Hawkesbury **Events Facebook page**

#### Aboriginal Relationships

Working to rebuilding **relationships** with our Aboriginal community by

- Annual **Smoking Ceremony** to celebrate the beginning of Council year
- Preparing **Reconciliation** Action Plan in conjunction with local Aboriginal community



#### Focus on the Environment

- Refocused on the environment by
- Joining the **Cities Power Partnership**
  - Encouraging **alternatives** to plastic bags
  - Developing an **Energy Saving** Action Plan



#### More Events

- Held more Hawkesbury celebrations
- **1867 Flood Event** in Thompson Square
  - **Australia Day** on the Hawkesbury
  - **Richmond Pool Party**
  - Connecting Our Community at the **Hawkesbury Show**



#### A new Special Rate Variation

Approved for a Special Rate Variation proposal to pay for a detailed program of works based on community feedback, including:

- \$24 million on **improving** our **sealed roads**
- \$16.5 million on **sealing** our **gravel roads**
- \$13 million on **revitalising** our **town centres** and public spaces
- \$7 million on **upgrading** our **community buildings**
- \$9 million on **enhancing** our **parks and river** foreshores
- \$4 million on **building** new **pathways**



#### Building Business Relationships

- Held a series of **Meet and Greet** event for Hawkesbury businesses
- Sponsored the Hawkesbury Business Awards
- **Visiting** local businesses
- Partnered with **local business** and create inaugural Australia Day on the Hawkesbury



#### A New Community Strategic Plan

- Developed the Hawkesbury Community Strategic Plan which is a '**future**' plan for Hawkesbury with a focus on
- Our **Leadership**
  - Our **Community**
  - Our **Environment**
  - Our **Assets**
  - Our **Future**
- We are now actively implementing this plan.

#### Community Welfare

- Implemented a **Homelessness** Action Plan
- Financially supported the ongoing operation of the **Women's Cottage**
- Created a **Hardship Policy**
- Prepared a **Family and Violence** Action Plan
- Prepared a **Disability** Action Plan



## A Year in Review

### A Change to the Rates

- Committed to an **ongoing** review of the rating structure in 2018
- Convened a **Community Information Session** for residents with the Valuer General to discuss land revaluations

### Revitalising our Town Centre

Working on revitalising our town centres by

- Establishing a town centres working group
- **Gathering feedback** from our community to better understand what people would like to see in our towns in a Placescore Survey
- Received a **\$200,000 donation** from Windsor RSL for town centre upgrades
- Working on a Western Sydney Deal to **update the Macquarie Towns** of Windsor, Richmond and South Windsor



### Strongly advocating for our Community with Federal and State Governments

- To **access funding** and grants for the Hawkesbury
- To ensure the Hawkesbury is identified in their **future plans**
- To stop the Bells Line of Road and M9 corridors



### More Event Sponsorship

Increase our sponsorship of **community events**

- St Albans Writers Festival
- Kurrajong A Buzz Pollinators Festival
- Blues and Roots Festival
- St Matthews Birthday Bash
- Christmas Towns Program
- Waste to Art
- Jazz in the Park at Kurrajong
- 21st Orchid Council Conference



### Recognising the Arts

- Recognised the **artistic talent** in the Hawkesbury by creating the Enhancing the Arts working group
- Coordinating the **Live and Local Music Festival** in Kurrajong and Richmond
- Increased visitor numbers in our Library and Regional Gallery
- Held the annual **Archibald Touring** exhibition at our Regional Gallery

### Protecting Thompson Square

- Adopted a revised position on the **Windsor Bridge Replacement Program**
- Prepared a **Conservation Management Plan** for Thompson Square
- Preparing a Heritage Impact Statement for the Windsor Bridge Replacement Project

### Spending on Key Projects

- Announced a \$1 million make over for **Governor Phillip Park** including an inclusive playground
- Created **welcoming spaces** in our Central Library
- Undertook three major bridge **upgrades**, two on the Upper Macdonald and another at Lower Portland
- Completed the **refurbishment and extension** of three childcare centres
- **Upgraded two sections** of Freemans Reach Road with the Roads and Maritime Service

### Reduced Processing Times on Development Applications

- **Decreased time** taken to determine Development Applications from 119 days to 109 days



### Supporting Marriage Equality

Supported marriage equality through community funded **events and celebrations**

### Involving the Community

**Focus** on getting the right people involved in the important Hawkesbury issues and participating in key working groups for

- Infrastructure
- Heritage
- Enhancing the Arts
- Town Centre Revitalisation
- Flood planning

# Annual Report 2017/2018

## Councillors - 1 July 2017 - 30 June 2018



**Councillor Barry  
CALVERT**

September 1999 - Present  
Deputy Mayor, 2017-2018



**Councillor Peter  
REYNOLDS**

September 2016 - Present



**Councillor Patrick  
CONOLLY**

September 2012 - Present



**Councillor Sarah  
RICHARDS**

September 2016 - Present



**Councillor Emma-Jane  
GARROW**

September 2016 - Present



**Councillor John  
ROSS**

September 2016 - Present



**Councillor Amanda  
KOTLASH**

September 2016 - Present



**Councillor Tiffany  
TREE**

September 2008 - Present  
Deputy Mayor, 2012-2014



**Councillor Mary  
LYONS-BUCKETT**

September 2012 - Present  
Mayor, 2017-2018



**Councillor Danielle  
WHEELER**

September 2016 - Present



**Councillor Paul  
RASMUSSEN**

September 1999 - Present



**Councillor Nathan  
ZAMPROGNO**

September 2016 - Present



# Annual Report 2017/2018

## Councillor Representation - 1 July 2017 - 30 June 2018

### Councillor CALVERT

19/20	Ordinary Meeting
2/2	Extraordinary Meeting
2/4	Hawkesbury Access and Inclusion Advisory Committee
4/4	Human Services Advisory Committee

### Councillor CONOLLY

18/20	Ordinary Meeting
2/2	Extraordinary Meeting

### Councillor GARROW

19/20	Ordinary Meeting
2/2	Extraordinary Meeting
3/3	Hawkesbury Tourism Advisory Committee
3/4	Human Services Advisory Committee

### Councillor KOTLASH

20/20	Ordinary Meeting
2/2	Extraordinary Meeting
5/6	Floodplain Risk Management Advisory Committee
3/3	Hawkesbury Sustainability Advisory Committee

### Councillor LYONS-BUCKETT

20/20	Ordinary Meeting
2/2	Extraordinary Meeting
5/6	Floodplain Risk Management Advisory Committee
2/2	Hawkesbury Civics and Citizenship Advisory Committee
3/4	Human Services Advisory Committee
2/2	Waste Management Advisory Committee
2/2	Infrastructure Committee

### Councillor RASMUSSEN

17/20	Ordinary Meeting
2/2	Extraordinary Meeting
2/4	Audit Committee
4/6	Floodplain Risk Management Advisory Committee
3/3	Hawkesbury Tourism Advisory Committee
0/2	Waste Management Advisory Committee
2/2	Infrastructure Committee

### Councillor REYNOLDS

19/20	Ordinary Meeting
2/2	Extraordinary Meeting
4/6	Floodplain Risk Management Advisory Committee
3/4	Heritage Advisory Committee
8/8	Local Traffic Committee
2/2	Infrastructure Committee

### Councillor RICHARDS

20/20	Ordinary Meeting
2/2	Extraordinary Meeting
2/2	Hawkesbury Civics and Citizenship Advisory Committee
3/3	Hawkesbury Tourism Advisory Committee
3/4	Human Services Advisory Committee
1/2	Waste Management Advisory Committee

### Councillor ROSS

20/20	Ordinary Meeting
2/2	Extraordinary Meeting
4/4	Audit Committee
4/4	Hawkesbury Access and Inclusion Advisory Committee

### Councillor TREE

15/20	Ordinary Meeting
2/2	Extraordinary Meeting

### Councillor WHEELER

20/20	Ordinary Meeting
2/2	Extraordinary Meeting
6/6	Floodplain Risk Management Advisory Committee
3/3	Hawkesbury Sustainability Advisory Committee
4/4	Heritage Advisory Committee
2/2	Waste Management Advisory Committee

### Councillor ZAMPROGNO

19/20	Ordinary Meeting
2/2	Extraordinary Meeting
1/2	Hawkesbury Civics and Citizenship Advisory Committee
2/4	Heritage Advisory Committee
2/2	Infrastructure Committee







## Organisational Structure

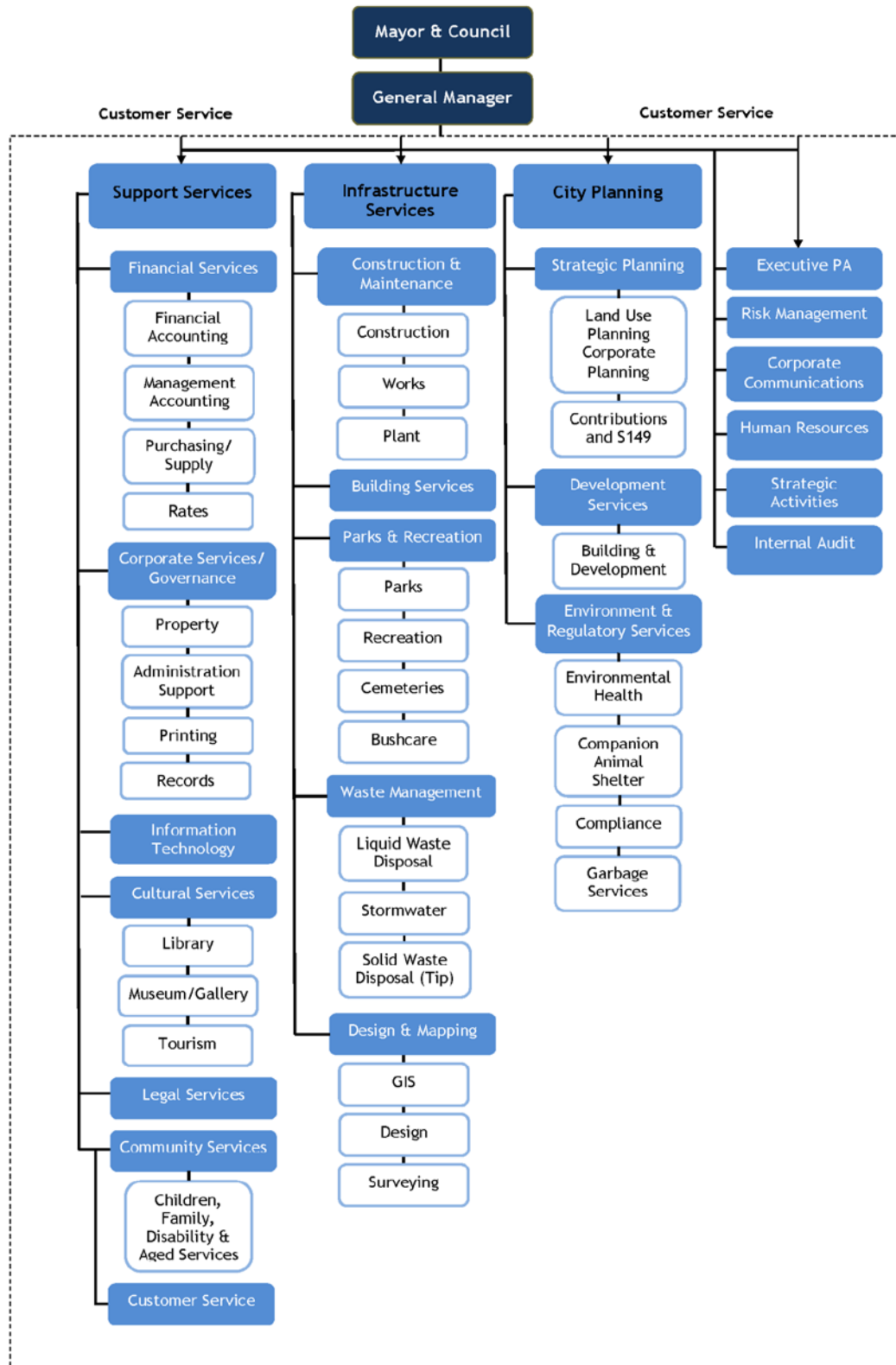


Figure 5: Organisational Structure



## Council Functions

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.

### 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 Communications 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, Work Health and Safety (WHS) matters, workers compensation and risk related matters); Strategic Activities (which undertakes research and information collection, partnership facilitation and development, sister city and city/country alliance activities and facilitation of tourism and economic development) and Internal Audit (which deals with organisational strategic activities and relationships, developments and implements the internal audit program and associated activities).

### City Planning

The **City Planning Division** (City Planning) is comprised of three branches being Strategic Planning, Development Services and Environment and Regulatory Services.

City Planning is also responsible for the servicing of a number of Council Committees and Working Groups, including the Floodplain Risk Management Advisory Committee, Heritage Advisory Committee, Human Services Advisory Committee, Sustainability Advisory Committee, Waste Management

Advisory Committee, Companion Animal Shelter Working Group and Town Centres Masterplan Project Working Group.

The **Strategic Planning Branch** consists of staff who specialise in Land Use Planning, Place Making, Social Planning, Environmental Planning and Waste Education. The Branch is responsible for the production of the key strategic documents for Council, including the Community Strategic Plan, Delivery Program, Resourcing Strategy, Operational Plan, State of the Environment Report, Local Environmental Plans, Development Control Plans, Contribution Plans, Social Planning (including the Hawkesbury Profile, Atlas and Community Survey), Infrastructure Strategy and Annual Report.

The Branch also coordinates the preparation and implementation of specialist studies including the Upper Hawkesbury Coastal Zone Management Plan, Hawkesbury Floodplain Risk Management Study and Plan as well as operating waste and recycling education programs through schools and the general community and processing of planning proposal applications.

**Development Services** consists of town planners, building certifiers and development engineers. The Branch is responsible for the provision of development and construction advice, assessment and determination of development applications; building inspections, building compliance and certification; issue of planning and building certificates; development engineering advice and subdivision approvals; and heritage conservation matters. The Branch also provides free generic development advice to residents and potential investors in the Hawkesbury via the Duty Officer at the Customer Service counter.

## **The Environment and Regulatory Services**

consists of specialist staff in environmental health, companion animals, compliance, parking control and waste collection.

This Branch is responsible for health and food inspections; processing and inspection operations for the septic safe programs; public health and environmental inspections and complaints; development compliance and unauthorised development investigations; parking patrols; operation of the companion animal shelter, domestic waste collection; and administration of the green waste and recycling collection contracts with Council.

## **Infrastructure Services**

**The Infrastructure Services Division (Infrastructure Services) 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, shoulders, table drains, kerb and gutter, foot paving, drainage, signs and line marking, 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 of security and building management systems.

## **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.

This Branch also 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 Floodplain Risk Management Advisory Committee.

This Branch is also responsible for the maintenance of the Spatial Information System (SIS), 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). The Branch also assigns street numbering and new road naming.

The **Waste Management Branch** consists of both solid and liquid waste management functions. 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 Branch 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.



Solid waste management incorporates the operation of the Hawkesbury City 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 (Support Services)** is comprised of the **Community Services (including the Customer Services Unit), Corporate Services and Governance, Cultural Services, Financial Services and Information Services Branches of Council. Support Services also deals with internal audit, the provision of legal services to Council and the management of the contract for the operation and management of the Hawkesbury Leisure Centres.**

The **Community Services Branch** coordinates the planning and provision of human services to meet the needs of residents. Its role is to work with community partners and other levels of government to identify community needs and service requirements and to leverage investment to respond to these needs. The Branch is also responsible for Council's portfolio of externally funded community services delivered through Council's contracted community services arm - Peppercorn Services Inc. The Branch also supports community committees to manage and operate Council's portfolio of community buildings.

The Community Services Branch also includes the **Customer Service Unit**, which provides

the first point of contact for Council customers. The Customer Service Unit operates a telephone enquiry centre that responds to all customer enquiries and processes customer requests; a front counter service that provides face to face reception for enquiries, payments and application lodgements; and a back office administration service that processes customer requests to support the broad range of services and activities provided by Council across different internal Branches. These include application and certificate processing, bookings for parks, banners and cemeteries, and the payment of fees and charges.

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 documents, 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 is responsible for the delivery of Council's Cultural Plan.

The key functions of the **Financial Services Branch** include financial accounting, financial management, procurement management, rates and revenue. These functions cover various work areas including accounts payable, payroll, investments, statutory and Council formal financial reports, annual budgets and long-term financial planning, 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 corporate objectives.







## **Work Health and Safety and Injury Management**

Council holds a NSW Workers Compensation Self Insurers Licence which has been maintained since August 1983. Recent changes to licencing conditions have allowed greater flexibility in meeting our WHS responsibilities. Council is transitioning from its current WHS management system (the National Self Insurer OHS Audit Tool Version 3) to now align with the newly ratified ISO 45001 - Occupational Health and Safety. A risk review has identified that this change will maintain the high standards of WHS at Council while improving processes.

Annually, Council develops a WHS Management Plan which includes various targets and objectives to reduce workplace injuries through a process of continuous improvement. Targets and objectives are formulated to ensure that Council provides a safe place and safe systems of work for all who may contact our operations.

Only seven workers compensation claims were lodged in the period 1 July 2017 to 30 June 2018.

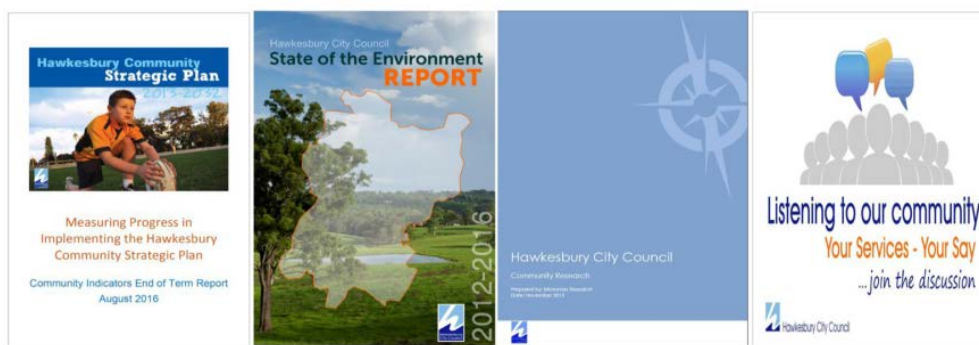
Council has an active WHS Committee which meets bi-monthly to discuss safety related issues, review changes to process and procedures and oversee implementation of the WHS Management Plan and System.

In support of the above Council is an active member of the Civic Risk Mutual (CRM). This is a self-managed, self-funded mutual owned and operated entirely by members. CRM functions solely for the benefit of its members to reduce the costs of insurance coverage.

## Planning for a sustainable future

### The process

The Hawkesbury Community Strategic Plan was originally adopted by Council in 2009 and reviewed in 2012. The latest review of the Community Strategic Plan provided a unique opportunity to review the overarching vision and strategy for the Hawkesbury to ensure it reflects the community's aspirations, and that the strategies are measurable. In preparing this Community Strategic Plan, we listened to what the community had said it wanted and where appropriate, incorporated the outcomes from the following reports:



In reviewing the CSP, Council and the community considered:

- Where are we now?
- Where do we want to go?
- How will we get there?
- How will we know when we get there?

The current Community Strategic plan was adopted on 28 March 2017.



**Return and Earn Reverse Vending Machine**



## Our Community Survey told us...



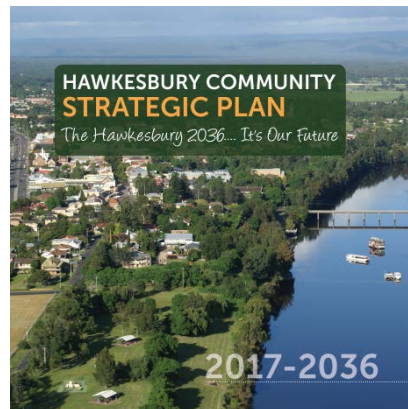
## Our Community Engagement told us...

- We need to invest our money in improving our assets by:
- Maintaining our sealed roads
  - The condition of our public toilets
  - The condition of our stormwater drains
  - The condition of our town centres and public places
  - The condition of our parks
  - The condition of our footpaths

This Community Strategic Plan will help us to achieve these **aspirations**

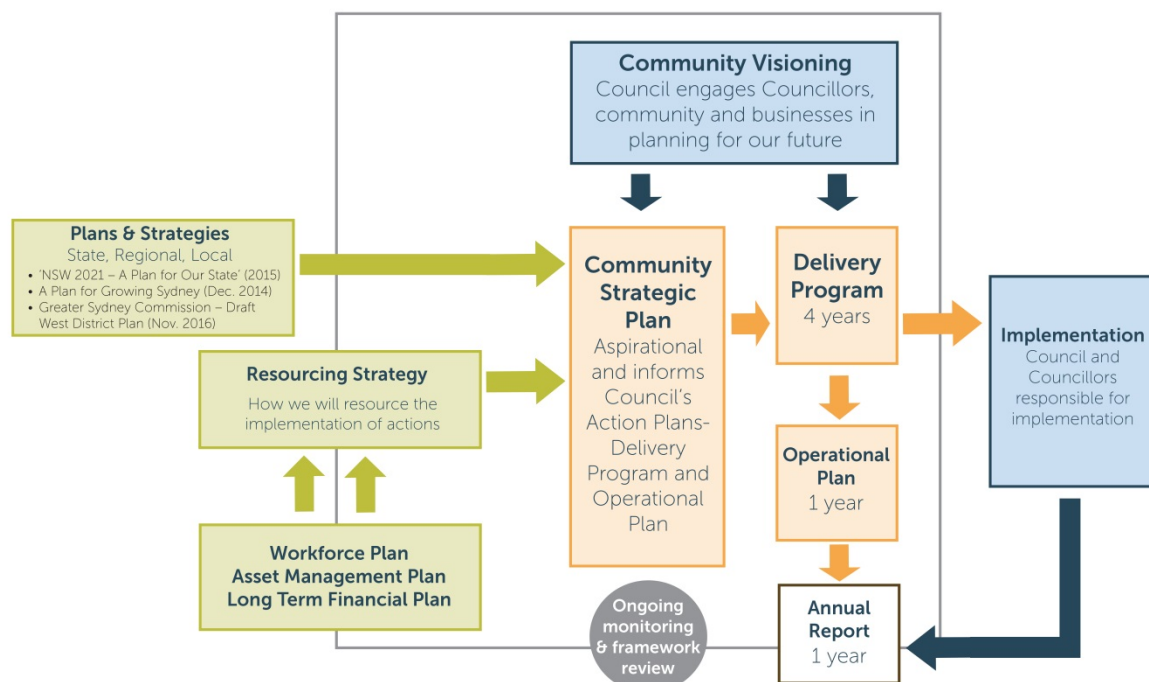


Following the implementation of the Community Engagement Strategy, Council adopted the new CSP on 28 March 2017.



## How the framework links works and links to other plans

The Integrated Planning and Reporting Framework requires all local authorities in NSW to produce a Community Strategic Plan with a minimum timeframe of 10 years which is based on aspirations rather than actions. All subsequent Plans and Policies that outline Council's actions stem from the Community Strategic Plan including the Resourcing Strategy, a Delivery Program with a timeframe of four years (term of the Council), an annual Operational Plan, and an Annual Report. The following diagram, adapted from the Integrated Planning and Reporting Manual shows the structure and interrelated nature and linkages of plans in the Integrated Planning and Reporting Framework.





## Hawkesbury Community Strategic Plan

The Hawkesbury Community Strategic Plan (CSP) is the highest level plan that a council will prepare. It is a long term plan that identifies the main priorities and aspirations for the future of the local government area. The CSP establishes the strategic objectives together with strategies for achieving those objectives.

The CSP is to:

- address civic leadership, social, environmental and economic issues in an integrated manner
- be based on social justice principles of equity, access, participation and rights
- be adequately informed by relevant information relating to civic leadership, social, environmental and economic issues
- be developed having due regard to the State government's State Plan and other relevant State and regional plans of the State government.

While Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Hawkesbury local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

## Resourcing Strategy

The CSP provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources (i.e. time, money, assets and people) to actually carry them out.

The Resourcing Strategy consists of three components:

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

The Resourcing Strategy is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the CSP. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals. The Resourcing Strategy focuses in detail on matters that are the responsibility of the Council and looks more generally at matters that are the responsibility of others.

## Delivery Program

The Delivery Program details the principal activities to be undertaken by Council over a four year period to implement the strategies established by the CSP within the resources available under the Resourcing Strategy.

The Council must establish a new Delivery Program after each ordinary election of councillors to cover the principal activities of the Council for the four year period commencing on 1 July following an ordinary election.

The General Manager must ensure that regular progress reports are provided to the council, reporting its progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every six months.

## **Operational Plan**

The Operational Plan spells out the details of the Delivery Program by identifying the projects, programs and the activities to be engaged in by Council during the year to achieve the commitments made in the Delivery Program.

The Operational Plan includes Council's Statement of the Revenue Policy for the year covered by the Operational Plan.

## **Annual Report**

The Annual Report is one of the key points of accountability between Council and the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan. The report also includes some information that is prescribed by the *Local Government (General) Regulation 2005*. This information has been included in the Regulation because the State Government believes that it is important for community members to know about it – to help their understanding of how Council has been performing both as a business entity and a community leader.



# Annual Report 2017/2018

The Community Strategic Plan, Delivery Program and Operational Plan are based on five focus areas.



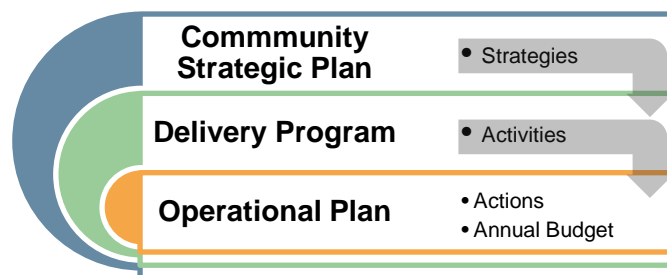
## Navigating from the Community Strategic Plan to the Operational Plan

Each focus area in the CSP contains a number of Directions and Strategies aimed at achieving the intent of the focus area.

The Delivery Program then proposes a number of activities and measures for the period 2017-2021 aimed at achieving the Strategies of the CSP. The Delivery Program also contains financial estimates for the four year period.

Finally, the Operational Plan proposed a number of actions and measures for the 2017/2018 financial year aimed at achieving the activities of the Delivery Program. The Operational Plan also contains a detailed budget for the activities to be undertaken.

How the documents work together is illustrated in the diagram below.



# Annual Report 2017/2018

## How will progress be reported?

Reports will be prepared as follows:

Every Quarter	Budget Review Statements with respect to the Operational Plan will be reported to Council.
Every Six Months	Progress Reports with respect to the principle activities in the Delivery Program will be reported to Council. The projects, programs and activities of the relevant Operational Plan will be used as the basis of this report.
Annually	Annual Report on the achievements in implementing the Delivery Program and the Operational Plan regarding effectiveness of the principle activities undertaken in achieving the strategies in the Community Strategic Plan. Also includes copy of Council's audited financial reports. The Annual Report is provided to the Office of Local Government.
Every Four Years	<p>End of Council term report on Council's achievements in implementing the Community Strategic Plan over the previous four years. This report is to be included in the Annual Report due in the year of an ordinary election.</p> <p>State of Environment Report on environmental issues relevant to the objectives for environment established by the Community Strategic Plan. This report is to be included in the Annual Report due in the year of an ordinary election.</p>





## Other Programs

Council has a number of Committees, Working Groups and Bodies that provide advice to Council. Council is working closely with these Committees, Working Groups and Bodies in resourcing the future. Note that these Committees, Working Groups and Bodies have been grouped into the five Focus Areas of the Hawkesbury Community Strategic Plan 2017-2036.

	Our Leadership	<ul style="list-style-type: none"> <li>Audit Committee</li> <li>CivicRisk West/ CivicRisk Mutual</li> <li>Council Budget Preparation Process</li> <li>General Manager's Performance Review Panel</li> <li>Hawkesbury Civic and Citizenship Committee</li> <li>Hawkesbury Companion Animal Shelter Working Group</li> <li>Regional Strategic Alliance</li> <li>Western Sydney Regional Organisation of Councils</li> </ul>
	Our Community	<ul style="list-style-type: none"> <li>clubGrants Local Committee</li> <li>Floodplain Risk Management Advisory Committee</li> <li>Hawkesbury Access and Inclusion Advisory Committee</li> <li>Hawkesbury Civic and Citizenship Committee</li> <li>Hawkesbury Sister City Association</li> <li>Hawkesbury Sports Council</li> <li>Heritage Advisory Committee</li> <li>Human Services Advisory Committee</li> <li>Local Traffic Committee</li> <li>NSW Public Libraries</li> <li>Peppercorn Services Inc</li> <li>Town Centres Master Plan Project Group</li> <li>Western Sydney Academy of Sport</li> </ul>
	Our Environment	<ul style="list-style-type: none"> <li>Greater Sydney Local Land Services Local Government Advisory Committee</li> <li>Hawkesbury River County Council</li> <li>Hawkesbury Sustainability Advisory Committee</li> <li>Waste Management Advisory Committee</li> </ul>
	Our Assets	<ul style="list-style-type: none"> <li>clubGrants Local Committee</li> <li>Floodplain Risk Management Advisory Committee</li> <li>Hawkesbury Sports Council</li> <li>Infrastructure Advisory Committee</li> <li>Local Traffic Committee</li> <li>Tourism Advisory Committee</li> <li>Town Centres Master Plan Project Group</li> <li>Waste Management Advisory Committee</li> <li>Western Sydney Academy of Sport</li> </ul>
	Our Future	<ul style="list-style-type: none"> <li>Floodplain Risk Management Advisory Committee</li> <li>Hawkesbury Sustainability Advisory Committee</li> <li>Heritage Advisory Committee</li> <li>Infrastructure Advisory Committee</li> <li>Local Traffic Committee</li> <li>Tourism Advisory Committee</li> <li>Town Centres Master Plan Project Group</li> </ul>

## Statutory Report - Local Government Act 1993

The following section provides responses to the requirements of Sections 428, 428A and 508 of the *Local Government Act, 1993* and Clause 217 of the *Local Government (General) Regulation, 2005*

### Section 428 (1) Implementing Council's Delivery Program 2017-2036

This Annual Report 2017/2018 is reporting against Council's Delivery Program 2017-2021 which details the principal activities to be undertaken by Council over the 2017-2021 period to implement the five Focus Areas of the Hawkesbury Community Strategic Plan 2017-2036.

The Focus Areas of the Hawkesbury Community Strategic Plan 2013-2032 are:



The Planning for a Sustainable Future section details the process undertaken by Council to review the Hawkesbury Community Strategic Plan, and highlights the future direction of Council and what future Annual Reports will report on.

The following table shows the progress in achieving the Delivery Program activities and Operational Plan actions for the period 1 July 2017 to 30 June 2018.





The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>Our Leadership</b>				
<b>1.1</b>	<b>Local leadership and effective governance - Provide representative, responsive accountable governance</b>			
<b>1.1.1</b>	<b>Council's elected leaders will actively connect and collaborate with the community.</b>			
Develop a communication strategy to increase community understanding of Council's elected leader's roles and responsibilities	Strategy developed and reported to Council	Partially completed	Corporate Communications	Council's webpage has continued to be monitored and updated to increase the community's understanding of the role and responsibilities of Council's elected leaders. Information on elected members is now readily available on the Council profile page on Council's website. Councillors were involved in the June 2018 community engagement across 8 towns and villages giving the community the opportunity to increase their understanding of the roles and responsibilities of Council.
<b>1.2</b>	<b>Communication and engagement - Encourage an informed community and enable meaningful engagement</b>			
<b>1.2.1</b>	<b>Provide open and clear lines of communication with the community that use the most current forms of digital technology.</b>			
Review and update Council's Community Engagement Policy (CP)	Review completed and revised draft Policy reported to Council for public exhibition	Partially completed	Community Partnerships	The Community Engagement Policy has been reviewed and revised and draft prepared following input from the Access and Inclusion Advisory Committee. The revised draft policy will be reported to Council for Public Exhibition in 2018/2019.



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Develop a Digital Communication Strategy (CC)	Strategy prepared	Completed	Corporate Communications	The Digital Communication Strategy was reported to Council and adopted at the Council meeting on 27 February 2018.
Implement communication tools to increase community understanding of Council's role and responsibilities and demonstrate transparency and accountability (CC)	Communication tools implemented and engagement with the community expanded	Completed	Corporate Communications	Ongoing engagement through a range of communication tools including town meetings, mail outs, website updates, online surveys and question submissions, Facebook posts, Instagram, Snapchat, You Tube videos and podcasting.
<b>1.2.2 Council's communication will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in the Hawkesbury</b>				
Undertake consultation with the community regarding Council's roles and functions	Number and variety of community engagement activities undertaken	Completed	Corporate Communications	Connecting Our Community consultation was undertaken including 8 meetings in towns and villages across the Hawkesbury, regular Facebook posts, online engagement with opportunities to ask questions and post comments, videoed sessions uploaded to YouTube, post event surveys and emails. The engagement activities created the opportunity to reach our diverse communities across the large geographic area of the Hawkesbury.
<b>1.2.3 Provide quality customer service to the community.</b>				



The Hawkesbury 2036... It's Our Future

Our Leadership

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Operate customer service unit incorporating telephone enquiry centre and front counter service 8.30am to 5.00pm Monday to Friday (CP)	Performance benchmarks achieved	Completed	Community Partnerships	Achieved benchmark of front counter and telephones staffed 8.30am to 5pm Monday to Friday. Council received 58,664 telephone calls for the period 1 July 2017 to 30 June 2018. Average wait time to answer telephone calls – 00.12 sec. Longest wait time – 05.48 min. Abandoned calls – 620 total. Average time to abandon 00.29 sec. Average call length – 02.55min. First call resolution by customer service staff – 84%
Implement a program for the roll-out of on-line and digital customer service platforms (CP)	Number of customer transactions migrated to online platforms	Partially completed	Community Partnerships	Customers are able to log 10 categories of customer transactions either via on-line forms or via digital platforms. Additional customer transactions will be migrated to an online platform in 2018/2019.

### 1.3 Financial Sustainability - Build strong financial sustainability for now and future generations

#### 1.3.1 In all of Council's strategies, plans and decision making there will be a strong focus on financial sustainability.

Promote and foster business process review during the annual budget process and, where appropriate, implement outcomes of the review	Processes reviewed and implemented where appropriate	Completed	Chief Financial Officer	As part of the 2018/2019 Budget Development Process, resources were allocated to a number of service reviews and process improvements were identified. Resources, including a Business Improvement Specialist and a Business Analyst, have been appointed to progressively implement the identified process improvements.
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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Review Council's revenue generating activities annually as part of the Operational Plan process	Existing revenue generation activities sustained and opportunities for additional activities identified and implemented where feasible	Completed	Chief Financial Officer	Council's revenue generating activities and associated fees and charges were reviewed as part of the preparation of the 2018/2019 Operational Plan. Identified revenue areas are included in the service reviews being undertaken by the Business Improvement Specialist in 2018/2019.
Ensure optimal utilisation and return on Council funds	Funds invested in line with legislative requirements and Council's Investment Policy	Completed	Chief Financial Officer	All Council funds were invested in line with legislative requirements and Council's Investment Policy. The Investment Policy was reviewed and adopted by Council at the Ordinary Meeting on 26 June 2018. Council also appointed TCorp as its Investment Advisor for the 2 year period ending June 2020.
Prepare and submit applications to funding authorities	Applications lodged as necessary	Completed	Corporate Services & Governance	A total of 22 Grant Applications were lodged during the reporting period. Of these, 4 were successful, 6 partially successful, 7 unsuccessful and 5 pending.
Provide rental income from Council owned properties under lease	Income provided from leased properties	Completed	Corporate Services & Governance	Council has received a 3.2% increase in annual income from its 83 commercially leased properties.
Prepare development contributions plans and Voluntary Planning Agreements as required	Plans and agreements prepared as required	Completed	Strategic Planning	Two VPA's reported to Council for public exhibition during the reporting period.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Align Council's provision of services and assets with available funding to achieve a break-even operating result	Achieve operating performance result in line with Fit For The Future Plan	Completed	Chief Financial Officer	The 2017/2018 Operating Performance Result, taking into account operating funds carried over into 2018/2019, is on track in accordance with the Fit for The Future Plan. The Operating Performance is at -7.4%.
Implement Council's Fit For The Future strategies to secure Council's long term sustainability	Action items identified and reported to Council for implementation	Partially completed	Chief Financial Officer	Fit For The Future Strategies are at various stages of implementation. The Special Rate Variation commencing in 2018/2019 was approved by IPART on 15 May 2018 and implemented in the 2018/2019 Operational Plan. The implementation of the remaining revenue generation and cost-efficiencies strategies are in progress, with progress reported regularly to Council.
Review Council's Long Term Financial Plan to ensure Council remain financially sustainable as measured against Fit For The Future benchmarks	Plan reviewed and compared to target Fit For The Future benchmarks	Partially completed	Chief Financial Officer	The Special Rate Variation was approved by IPART on 15 May 2018 and incorporated with the 2018/2019 Operational Plan. The Long Term Financial Plan had modelled various scenarios and will be updated in 2018/2019 to reflect approval of the Special Rate Variation.
<b>1.3.2 Meet the needs of the community now and into the future by managing Council's assets with a long-term focus.</b>				
Prepare Asset Management Plans and long term funding needs projections for sustainable asset service provision	Asset Management Plans for key infrastructure assets prepared and reported to Council	Partially completed	Strategic Planning	The Resourcing Strategy, including the Asset Management Plans has been updated through the 2018/2019 Operational Plan process.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>1.3.3</b>	<b>Decisions relating to determining priorities will be made in the long term interests of the community.</b>			
Implement Council's Fit for the Future Strategies	Actions implemented in accordance with the Fit for the Future strategies	Completed	Strategic Planning	Implementation of Fit For The Future Strategies has continued. The primary strategy, being an application for a Special Rate Variation which was approved by IPART and adopted by Council as part of the 2018/2019 Operational Plan.
<b>1.4</b>	<b>Reinforcing and establishing effective strategic partnerships - Build strong relationships and shared responsibilities</b>			
<b>1.4.1</b>	<b>Foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Hawkesbury.</b>			
Engage with and provide advice to relevant government agencies and peak bodies	Engagement undertaken and advice provided	Completed	Strategic Planning	Ongoing engagement has occurred during the year with numerous government agencies. With the Greater Sydney Commission as part of the Western City District Planning Process with the Commonwealth and State Government agencies as part of the Western Sydney City Deal.
<b>1.4.2</b>	<b>Achieve higher strategic capacity through strategic alliances and partnerships.</b>			
Maintain the Regional Strategic Alliance between Penrith, Blue Mountains and Hawkesbury councils	2017 - Regional Strategic Alliance maintained	Completed	Strategic Planning	The Regional Strategic Alliance with Blue Mountains and Penrith City Councils was maintained through a range of projects such as the joint auditing program, tourism initiatives, waste and asset management projects.





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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Undertake the Sister Cities and City Country Alliance Program, in conjunction with Hawkesbury Sister City Association	Program funded and reported to Council	Completed	Strategic Activities	Traditional range of actions and activities maintained. See detailed report in the section "Participation in Corporations, Partnerships, Cooperatives, Joint Ventures, Syndicates or other Bodies".
Maintain and develop Council's participation in Civic Risk West and Civic West Mutual to enhance Council's various insurances	Membership maintained and developed	Completed	Risk Management	All insurance policies updated and required inspection regimes undertaken.
Provide Companion Animal Shelter services to the community	Services provided and monthly rehoming rates of 90% or above for dogs and 60% or above for cats achieved	Completed	Environmental & Regulatory Services	The Hawkesbury Companion Animal Shelter for the 2017/2018 period with the assistance of welfare and rescue groups achieved a rehoming rate of 95% for dogs and 78% for cats during the reporting period.
Manage event partnerships to ensure that efficient use of funding and resources is achieved	Sponsorship agreements executed	Completed	Corporate Communications	To ensure efficient funding and resources are achieved an Events Strategy was prepared, Event Sponsorship Forms, Assessment Criteria Matrix and two rounds of event sponsorship for community sponsorship is underway. Ongoing Sponsorship Agreements have been entered into for significant local events, including Kurrajong A Buzz, St Matthews Birthday Bash, and the St. Albans Writers Festival.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Manage the Agreement for the operation and management of the Hawkesbury Leisure Centres	Formal meetings of representatives of YMCA NSW and relevant Council staff held every three months. Reports and other documentation provided by YMCA NSW as required under the Agreement.	Completed	Director Support Services	Formal meetings held on 25 September 2017, 20 December 2017, 4 April 2018 and 25 June 2018 between Council Officers and representatives of YMCA NSW to discuss the management and operation of the Centres. A number of informal meetings and discussions have also taken place. Reports and various documentation as required were received by Council from YMCA NSW in accordance with the current Contract.
<b>1.5 Regulation and Compliance - Encourage a shared responsibility for effective local compliance</b>				
<b>1.5.1 Undertake Council initiatives within a clear and fair framework of strategic planning, policies, procedures and service standards as required under all regulatory frameworks.</b>				
Review and develop Human Resources / Industrial Relations policies, procedures and delegations to meet legislative requirements	Policies, procedures and delegations meet legislative requirements	Partially completed	Human Resources	Audit of Delegations completed with identified management actions and timeframes adopted by MANEX. Various actions are to be completed at different stages by June 2019. Policies and procedures are being updated on a gradual basis, with 4 procedures having been reviewed in 2017/2018.
Prepare all statutory and licencing reports for McGraths Hill and South Windsor sewage treatment systems and Hawkesbury City Waste Management Facility	Reports submitted to relevant authorities within required timeframes	Completed	Waste Management	All statutory and licencing reports have been prepared and submitted within required timeframes including monthly, quarterly, 6 monthly and annual returns or to EPA requirements.
Implement Council's Work Health and Safety Strategy and Plan	Strategy and Plan implemented	Partially completed	Risk Management	The review process is underway which is a 12 to 18 month process to move to ISO 45001.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Provide Companion Animal reports in line with legislative requirements	Reports submitted to relevant authorities within required timeframes	Completed	Environmental & Regulatory Services	All reports were provided to the Office of Local Government within the set timeframes such as the Registration of Microchipping Report.
Report Public Interest Disclosures (PIDs) in accordance with legislative requirements	Reports provided as required	Completed	Corporate Services & Governance	Public Interest Disclosure Six-Monthly Report submitted to NSW Ombudsman's Office in accordance with legislative requirements.
Forward privacy complaints immediately to the Office of the Privacy Commissioner	Documents forwarded as required	Completed	Corporate Services & Governance	No privacy complaints were received during the reporting period.
Complete and report Pecuniary Interest Returns in accordance with legislative requirements	Returns lodged as required	Completed	Corporate Services & Governance	All Pecuniary Interest Returns were received and reported to Council within legislative timeframes.
Review Council's Publication Guide in accordance with legislative requirements	Guide reviewed as required	Completed	Corporate Services & Governance	Publication Guide reviewed and published on Council's website in July 2017 in accordance with legislative requirements.
Provide statutory statistical reports to relevant government agencies on development activity	Statistical reports provided to relevant government agencies as required	Completed	Development Services	This reporting process is ongoing as various reports are sent to government agencies throughout the year such as Certification data to the ABS and various reports to the NSW Department of Planning & Environment.
Prepare and forward all relevant statutory reports for Crown lands	Crown land reports submitted to relevant authority within required timeframe	Completed	Parks & Recreation	Crown Land report has been submitted.



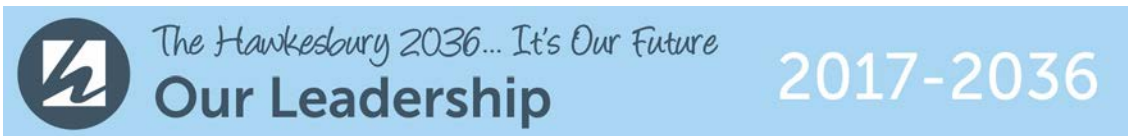


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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Prepare and forward all relevant statutory reports for roads and associated infrastructure	All reports submitted to relevant authorities within required timeframes	Completed	Construction & Maintenance	Roads to Recovery and RMS Reports have been completed in accordance with the funding agreement including: Block Grant, Repair Program, PAMP, and Active Transport projects.
Provide financial reporting in line with legislative requirements and Guidelines issued by the Office of Local Government	Financial reports submitted to the relevant authority within the required deadline	Completed	Chief Financial Officer	All financial reports and returns as required by the Office of Local Government (OLG) were completed and submitted to both the OLG and Council within the regulated reporting periods.
Ensure sound administration of rates and charges across the Hawkesbury in line with legislative requirements	Rating categorisation, rates Levy and charges determined in line with legislative requirements	Completed	Chief Financial Officer	Rating Categorisation, Rates Levy and Charges were determined in line with legislative requirements. The rates structure as adopted by Council, and amended land valuations as provided by the Valuers General in 2016 were used to determine rates generation.
Maintain financial information in line with legislative requirements	Accounting records maintained in line with applicable legislation and Accounting Standards	Completed	Chief Financial Officer	Accounting records were maintained in line with relevant legislation and Accounting Standards. An unqualified audit opinion was received for the audit conducted on the 2016/2017 Financial Statements.
Prepare Quarterly Budget Review Statements	Statements submitted to Council in line with legislative requirements	Completed	Chief Financial Officer	The September 2017 Quarterly Budget Review Statement (QBRS) was adopted by Council on 28 November 2017. The December 2017 QBRS was adopted by Council on 27 February 2018. The March 2017 QBRS was adopted by Council on 29 May 2018.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Prepare 2017-2021 Delivery Program progress reports	Reports prepared and reported to Council	Completed	Strategic Planning	The 6 monthly progress report was prepared in January/February 2018 and reported to the Ordinary Meeting of Council on 13 March 2018.
Prepare Council's Annual Report	Report prepared, published on Council's website and Office of Local Government advised by 30 November 2018	Completed	Strategic Planning	The 2016/2017 Annual Report was reported to Council's Ordinary Meeting on 14 November 2017. The 2016/2017 Annual Report was published on Council's website and relevant agencies advised prior to 30 November 2017.
Prepare Council's Resourcing Strategy	Strategy prepared and reported to Council	Completed	Strategic Planning	The Resourcing Strategy, including the Long Term Financial Plan incorporating the approved Special Rate Variation was updated with the adopted 2018/2019 Operational Plan.
Prepare Council's 2018/2019 Operational Plan	Plan prepared and adopted by Council	Completed	Strategic Planning	The 2018/2019 Operational Plan was adopted by Council at the Extraordinary Meeting on 13 June 2018.
Council meeting cycle meets legislative requirements	At least 10 Council meetings held each year, in different months. Business Papers made available to the public in accordance with Council's Code of Meeting Practice	Completed	General Manager	Twenty Ordinary Meetings of Council and 2 Extraordinary Meetings were held in the reporting year. Business papers were made available to the public in accordance with Council's Code of Meeting Practice.
Review Council committees and membership annually	Review undertaken and reported to Council	Completed	General Manager	Annual review undertaken and reported to Council in September 2017.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Provide community access to Council information	Relevant provisions of Government Information (Public Access) Act 2009 complied with	Completed	General Manager	Relevant provisions of Government Information (Public Access) Act 2009 complied with.
Provide access to development application information consistent with statutory requirements	Information made publically available in accordance with statutory requirements	Completed	Development Services	This is an ongoing process. The DA Tracker is updated on a daily basis and is available online.
Collect and remit Fire and Emergency Services Levies in line with legislative requirements	Fire and Emergency Services Levies collected and remitted to NSW Government on a quarterly basis in line with legislation	Not completed	Chief Financial Officer	The NSW Government determined not to proceed with the changes in the collection of the Fire and Emergency Services Levy in June 2017.
<b>1.5.2</b>	<b>Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council.</b>			
Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy	Number of complaints finalised within required timeframes	Completed	Strategic Planning	A total of 28 Customer Complaints and 62 Compliments were received and addressed using Council's Complaints and Compliments procedures for the period 1 July 2017 to 30 June 2018.
Provide support to the Audit Committee	Support provided	Completed	Director Support Services	Audit Committee meetings held on 13 September 2017, 7 February 2018, 21 March 2018 and 20 June 2018. Agendas and reports for the meetings prepared and forwarded to Committee members and minutes taken at these meetings.





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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Conduct audits in accordance with Council's plan	Audits completed and recommendations implemented	Completed	Director Support Services	Seven audits were conducted during 2017/2018: Accounts Payable Review, Commercial Leases and Property Management Review, IT Disaster Recovery Plan Review, Cyber Security Review, Workers Compensation and Return to Work Review, Regulatory Inspectorate Review, and RMS Drives 24 Database Audit. Management actions from these audits have been approved and implemented.
Develop an implementation plan to deliver Enterprise Risk Management (ERM) to the organisation	Plan developed and ERM implement	Partially completed	Risk Management	Funding from the Civil Risk Mutual has allowed for Risk Registers to be updated with process ongoing.
Consider appeals to Council generated fines and orders	Appeals considered by Council Fines and Orders Appeal Assessment Panel as required	Completed	Environmental & Regulatory Services	The Panel during the 2017/2018 period successfully met as required to consider appeals lodged.

## 1.6 Corporate Services - port the operation of the organisation through the provision of effective and efficient corporate support services

### 1.6.1 Council will seek to attract, develop and retain highly skilled staff and a highly capable workforce

Commence implementation of strategies as identified in Council's Workforce Management Plan	Strategies commenced	Partially completed	Human Resources	Temporary, flexible work arrangement report and casual staffing report developed and reported to MANEX on a quarterly basis.
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### 1.6.2 Council's workforce, systems and processes will support high performance and optimal service delivery for our community

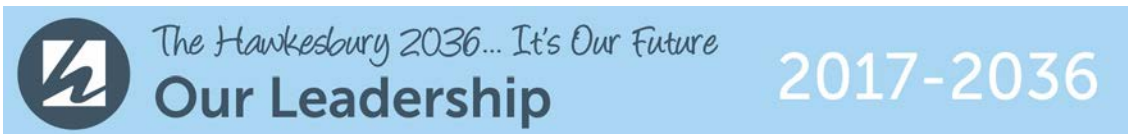


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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Provide legal services to Council	Urgent legal advice provided to Council within 24 hours and other legal advice provided within agreed timeframes. Monthly reports received from Council's Solicitors outlining legal matters	Completed	Director Support Services	All urgent legal advice was provided immediately or within 24 hours of the initial request. All other legal advice was provided within agreed timeframes. Monthly reports were received from both of Council's Solicitors outlining outstanding legal matters.
Provide Survey, Design and Spatial Information Systems services and support	Services and support provided	Completed	Design & Mapping	Survey, design and Spatial Information System services and support were provided and on schedule in accordance with program targets.
Provide support to the Development Application Monitoring Advisory Committee (DAMAC)	Support provided	Completed	Development Services	DAMAC reporting has been replaced with providing Councillors a weekly list of applications received and since IHAP Councillors are using DA Tracker to monitor current DAs and approvals.
Explore opportunities to improve application processing times for development	Opportunities explored and implemented	Partially completed	Development Services	Conditions of consent have been reviewed.
Provide Development Application assessment services	Services provided	Completed	Development Services	Development Application assessment services were provided in an ongoing manner.
Provide design compliance, construction compliance and certification services	Services provided	Completed	Development Services	Construction compliance and certification services are provided on an ongoing basis. Design Compliance has been discontinued due to changes in the EP & A Act.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Provided Swimming Pool Fence inspection and compliance services on behalf of Council	Services proposed	Partially completed	Development Services	An audit of the Swimming Pool Policy has been undertaken.
Provide Fire Safety compliance services	Services provided	Partially completed	Development Services	A review of systems for Annual Fire Safety Compliance has been undertaken.
Provide publishing and printing services to Council and the community	Services provided	Completed	Corporate Services & Governance	Publishing and Printing services provided including Business Papers for 20 Ordinary Meetings of Council and Extraordinary Meetings of Council.
Provide financial and accounting services to Council	Services provided	Completed	Chief Financial Officer	Financial and accounting information provided to Council, staff and external customers, as required.
Provide records management services to Council	Services provided	Completed	Corporate Services & Governance	Records Management Services provided in accordance with the State Records Act.
Maintain and update Council's information technology infrastructure and corporate applications	Infrastructure and application maintained and updated as required	Completed	Information Services	Council's information technology infrastructure and corporate applications continue to be maintained and upgraded as required and in line with replacement schedules.





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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Review Council's Information Technology Disaster Recovery process	Review completed	Partially completed	Information Services	Refinement of IT Disaster Recovery documentation continues with work being undertaken with an external consultant. A number of recommendations from the IT Audit are being implemented in line with agreed dates.
Maintain currency of Council's Business Continuity Plan	Plan reviewed and updated as required	Partially completed	Information Services	Plan revised following November 2017 testing with further testing undertaken in June 2018. Further amendments made following recommendations from the 12 exercise report.
Implement best practice procurement processes throughout Council	Compliance with procurement processes	Partially completed	Chief Financial Officer	Implementation of recommendations arising out of the Internal Audit conducted on Accounts Payable is underway. A Procurement and Tendering Internal Audit is scheduled to occur in the 2018/2019 financial year.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>Our Community</b>				
<b>2.1</b>	<b>Community safety is improved - Enable a shared responsibility for community safety and disaster management</b>			
<b>2.1.1</b>	<b>Meet the needs of our community through effective flood, fire and other natural disaster management plans that promote the protection of life, property and infrastructure.</b>			
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan in partnership with Council's Floodplain Risk Management Advisory Committee	Actions implemented	Partially completed	Strategic Planning	Ongoing work associated with implementation of the Plan has been impacted awaiting the release of the new Hawkesbury Nepean Regional Flood Study. Flood policy/DCP has advanced to a stage that requires the new Regional Flood Study prior to finalising. Presentation by iNSW provided on 19 October 2017 with update on 15 February 2018 to the FRMAC with 9 Key Strategies which includes a new Regional Flood Study which is in progress.
Implement priority actions of Council's Natural Hazards Resilience Study	Actions implemented	Partially completed	Strategic Planning	Climate Change Adaption has been included in strategic planning studies and reported through the Environmental Sustainability Advisory Committee. Ongoing work is required in 2018/2019.
Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land	Reduction program developed and implemented	Completed	Parks & Recreation	Program developed with and implemented through the RFS and in consultation with the community.
Convene Local Emergency Management Committee (LEMC) meetings in accordance with statutory requirements	Meetings convened as required	Completed	Director Infrastructure Services	Three meetings were held in accordance with the committee charter.
<b>2.1.2</b>	<b>Make the Hawkesbury a friendly place where people feel safe.</b>			



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Implement crime prevention projects to respond to community safety concerns	Number of projects and activities implemented	Completed	Community Partnerships	Two crime prevention projects were implemented during the reporting period.
Develop a Family Violence Action Plan and implement Year 1 actions	Action plan completed and reported to Council Year 1 actions implemented	Partially completed	Community Partnerships	Family and Domestic Violence Action Plan adopted by Council in September 2017. The Plan identified 22 actions for implementation of which 17 have been completed or substantially commenced.
Implement anti-bullying initiatives based on the Hawkesbury Youth Summit Recommendations	Number of activities implemented	Completed	Community Partnerships	Council has participated and resourced 3 school based anti-bullying initiatives.
Implement priority activities and campaigns in Road Safety Action Plan	Annual action plan developed and implemented	Completed	Community Partnerships	All projects in the Road Safety Action Plan were delivered (4 projects).

## 2.2 Participation in recreational and lifestyle activities is increased - Encourage and enable our community to participate in a healthy lifestyle

### 2.2.1 Healthy, active ageing programs are promoted in partnership with government agencies and community organisations.

Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA and other stakeholders	Number of programs delivered	Completed	Community Partnerships	Health promotion activities delivered in conjunction with Seniors Week. Suicide Prevention Awareness Event held in February 2018. Planning underway for Hawkesbury Wellness Day to be held in October 2018 and mental health project to start November 2017.
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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>2.2.2</b>	<b>Encourage active participation in a range of sporting and recreational pursuits.</b>			
Implement the priority actions of the Hawkesbury Regional Open Space Strategy as funding permits	Actions implemented	Partially completed	Parks & Recreation	These works are ongoing with park developments/upgrades occurring in line with the Regional Open Space Strategy including the development of the Peel Park Masterplan and Plan of Management.
<b>2.3</b>	<b>Community partnerships continue to evolve - Increase the range of local partnerships and plan for the future</b>			
<b>2.3.1</b>	<b>Encourage and facilitate community partnerships.</b>			
Implement Council's Community Sponsorship Program and support the delivery of non-Council funding programs.	Value of financial support provided	Completed	Community Partnerships	A total of \$82,428 has been allocated under the 2017/2018 Community Sponsorship Program.
<b>2.3.2</b>	<b>Support and expand active volunteering</b>			
Support community management of community services and facilities	Number of requests responded to within required timeframes	Completed	Community Partnerships	All 502 requests for maintenance or management assistance received during the period were responded to within required timeframes.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Support community management of community facilities (halls and community centres)	Number of requests responded to within required timeframes and increase in utilisation of community facilities	Completed	Community Partnerships	Council conducts an annual utilisation audit based on a representative sample period each year (November). Utilisation data for November 2017 indicated that utilisation of community facilities varies from 3% (in remote locations) to 87% (in urban locations) of available hire hours with an average of 42% across all facilities. This is a slight increase of 1% on the previous year's average.
Support the Adopt-a-Road program	Number of sites and participants supported	Completed	Design & Mapping	The program is currently not supporting new sites due to WHS matters.
Support volunteer Bush Care groups	Number of groups and volunteers supported	Completed	Parks & Recreation	Twelve volunteer groups were supported throughout the year with supervisors and required equipment.
Support the Rural Fire Service and State Emergency Service activities through works and funding contributions	Funding and operational support provided	Completed	Director Infrastructure Services	Support provided through direct financial contribution (\$297,233), project management of capital projects and administrative support of operations (\$289,805).
Support Clean-up Australia Day volunteers	Support provided	Completed	Waste Management	Support provided to volunteers as required for Cleanup Australia Day and through site management in response to enquiries from the public, and waste pick-up.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Promote the Cultural Services volunteer program	Number of volunteers. Training and recognition programs delivered	Completed	Cultural Services	There were 141 volunteers in June 2018. During Volunteer Week, 20 volunteers were presented with their 10 year service award, and 13 received 5 year service awards. During the year training and induction days were held. Recognition for volunteers included the annual Christmas Party and visits to other regional museums and galleries. Volunteers have assisted with historic precinct tours, promotion at community events and with the preparation and opening of museum exhibitions.
Maintain the Community Volunteer Program at the Hawkesbury Companion Animal Shelter	Program maintained	Completed	Environmental & Regulatory Services	Volunteers successfully assisted Council staff for the 2017/2018 period with duties that would normally be unachievable, such as giving "one on one" attention to the animals and additional exercising of dogs.

### 2.3.3 Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions.

Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc.)	Funding and statutory requirements as negotiated with funding bodies achieved	Completed	Community Partnerships	Required annual financial and statutory acquittals were submitted during the reporting period. Contracted outputs for funded services were substantially achieved.
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### 2.3.4 Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury.





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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Continue the partnership with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs	Partnership maintained	Completed	Parks & Recreation	The partnership with the Hawkesbury Sports Council continued with regular monthly meetings attended. Maintenance Funding was \$787,257 and Capital Funding was \$283,083 for the reporting period.
<b>2.4 Community wellbeing and local services - Build on a sense of community and wellbeing</b>				
<b>2.4.1 Work in partnership with government and community organisations to improve services and facilities for disadvantaged and vulnerable groups, and to build stronger and more cohesive communities.</b>				
Implement the priority actions of the Hawkesbury Homelessness Action Plan in conjunction with the Hawkesbury Housing Forum's Working Group	2017 - Actions implemented	Completed	Strategic Planning	The Hawkesbury Housing Forum's Hawkesbury Homelessness Action Plan (HHAP) Working Group presented its final report in December 2017 having completed or substantially completed all 20 Actions/Strategies. The HHAP Final Report was presented to Council's Human Services Advisory Committee in February 2018.
Prepare a Health and Well-being Action Framework for the Hawkesbury in consultation with Human Services Advisory Committee (HSAC)	Framework completed and reported to the Human Services Advisory Committee	Partially completed	Community Partnerships	Model for the development of the Health and Well Being Framework for the Hawkesbury reported and adopted by Human Services Advisory Committee. Preliminary discussion held with Health Services on preparation of Health and Mental Health Action Plans.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Participate on local, regional and State planning forums to advocate for the human service needs of the Hawkesbury	Meetings attended as required	Completed	Community Partnerships	Council staff participated on 16 local, regional and state planning forums during the reporting period. Council staff have implemented a cross-functional inter-agency mechanism to provide a forum for representatives of local inter-agencies to collectively meet and identify partnership opportunities to improve the co-ordination and provision of services.
Progress affordable rental housing partnerships with community housing providers	Proposals developed and reported to Council	Partially completed	Community Partnerships	Currently assessing feasibility of specific affordable rental housing projects based on feasibility study prepared by Wentworth Community Housing.
Work with community groups to establish and support community and bush tucker groups	Number of initiatives commenced	Partially completed	Community Partnerships	Consultation with Aboriginal Elders undertaken and bush tucker garden to be established in Macquarie Park in conjunction with park upgrades scheduled for 2019/20.
<b>2.4.2 Provide flexible services that can adapt to changing community needs and service demands</b>				

Undertake community consultation and engagement to understand community needs and service demands	Consultation and engagement undertaken as required - SP	Completed	Strategic Planning	Community consultation occurred during the reporting period including Investing in Your Future, 2017 Community Survey and Building Hawkesbury's Future.
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## 2.5 Cultural Development and Heritage - Encourage and support all residents to participate in all aspects of community, cultural and civic life

### 2.5.1 Encourage and support all residents to participate in all aspects of community, cultural and civic life



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Review and update Council's Disability Inclusion Access Plan and implement Year 1 actions	Review completed and reported to Council. Year 1 actions implemented	Partially completed	Community Partnerships	Disability Inclusion Action Plan adopted by Council in July 2017. A total of 21 of 26 Year One actions have been implemented or substantially commenced during the reporting period.
Work with young people and youth service providers to plan and stage Youth Summits and implement recommendations arising from Youth Summit proceedings	2017 Youth Summit held and outcomes reported to Council	Completed	Community Partnerships	All eight 2017 Youth Summit recommendations have been implemented or substantially commenced. Planning commenced for the 2019 Youth Summit.
Provide financial and other support to community groups to plan and deliver community events and activities	Number of events supported	Completed	Community Partnerships	Financial and in-kind support provided to deliver 16 community events and activities during the reporting period.
Undertake audit of services and facilities for young people and identify options for improving service provision	Audit completed and reported to Council	Partially completed	Community Partnerships	Youth Services audit being undertaken in conjunction with Hawkesbury Units for Better Services (HUBS).
Work with members of LGBTQIA community to investigate options for a local event held in conjunction with Sydney Mardi Gras	Report prepared for Council consideration	Completed	Community Partnerships	Report prepared for Council consideration February 2018. Council supported an event held in conjunction with IDAHOBIT Day in May 2018.
Review the Hawkesbury Cultural Plan	Plan reviewed	Partially completed	Cultural Services	Drafted plan being prepared.
<b>2.5.2</b>	<b>Provide community and cultural services through a range of affordable and accessible facilities.</b>			





DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Deliver a range of art and history exhibitions and related public programs from the Gallery and Museum	Exhibitions and programs delivered	Completed	Cultural Services	The Gallery presented a range of visual art, craft and design exhibitions which included artworks using different media, as well as both contemporary and more traditional work. Public programs for adults, children, and people living with dementia have been presented. The Museum has developed new exhibitions focused on the social history of the Hawkesbury, notably "Food Bowl Farming: Migrants and Food Production in the Hawkesbury District 1794-1994". Museum public programs and events have included historical and author talks, exhibition openings, ghost tours, Flood Bicentenary event, white gloves collection talk, Museum 10 <sup>th</sup> Anniversary.
Develop library services in response to social, economic and environmental changes, and in accordance with State Library NSW benchmarks	Priority strategies of Library Action Plan implemented	Completed	Cultural Services	The Library presented a total of 835 programs and events for 9,820 children, young people, adults and seniors. These included programs that provide literacy support, particularly for young children, and which bridge the digital divide, particularly for seniors. Recreational activities which bring people together from all walks of life were also featured throughout the year.
Provide burial, columbarium and cemetery maintenance services	Services provided	Completed	Parks & Recreation	A range of burial, columbarium and cemetery services were provided at all our operational cemeteries including 74 burials and 42 ashes.

### 2.5.3 Recognise, conserve and promote the area's history and heritage for current and future generations.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Care for and interpret historical artefact collections and make them publicly accessible	Selected significant Museum collection items made accessible via Museum website. The online Hawkesbury Images database of historical images is maintained and developed.	Partially completed	Cultural Services	Hawkesbury images and Museum collection items are incrementally being added to databases. Information alongside images is available. During the reporting period 2,776 additional images have been made available online, including a series of 1970s heritage images of Hawkesbury townships and 1880-1980 river boat images. Museum collection items identified and ready to be photographed for website. Website still under construction.
Develop an interpretation plan for heritage walking trails	Plan developed	Partially completed	Cultural Services	Draft Plan has been prepared and presented to Heritage Advisory Committee for comment.
Implement agreed priority actions of Council's Heritage Strategy in partnership with the Heritage Advisory Committee	Actions implemented	Partially completed	Strategic Planning	The grant for the Conservation of the Historic Cemeteries of the Macquarie Towns was successful. A brief has been developed and sent out seeking qualified consultants to undertake the works. Recommendation 8."Properly managing places operated or owned by Council" - A Museum and Gallery building improvement program grant has been received from Museums and Galleries NSW. An inspection of Howe House has been conducted and a report with recommendations on its management and conservation work has been presented. Funding for implementing priority actions has to be identified. 2017/2018 Local Heritage Assistance Fund commenced.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Develop a consultants brief in conjunction with the Town Centres Master Plan Project Group	Brief prepared	Partially completed	Strategic Activities	Placescore survey completed. \$200,000 donation received from Windsor RSL to fund activation of vacant premises. Procurement documentation being prepared for consultants to undertake design and consultation works in relation to Town Centres.
Publish and promote the Thematic History of the Hawkesbury	Thematic History published and promoted	Completed	Strategic Planning	Thematic History published in hard copy and distributed through Council's networks. Copy also available on the website.
Release and promote Colonial Heritage App in partnership with Heritage of Western Sydney members	App released and promoted	Completed	Strategic Planning	Colonial Heritage of Western Sydney App released and promoted through Council's networks.





DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>Our Environment</b>				
<b>3.1</b>	<b>The natural environment is protected and enhanced - Value, protect and enhance our unique natural environment</b>			
<b>3.1.1</b>	<b>Encourage effective management and protection of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.</b>			
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan	Actions implemented	Partially completed	Strategic Planning	Continued implementation of the Certified Coastal Zone Management Plan, including the submission of grant funding application for water quality monitoring and preparation river health report card.
Provide financial support to the Hawkesbury River County Council	Financial support provided	Completed	Parks & Recreation	\$171,517 in funding has been provided for the 2017/18 financial year to manage weeds as a bio-security threat to the area.
Undertake advocacy actions as a result of Council resolutions dealing with these issues	Advocacy undertaken	Completed	General Manager	Advocacy undertaken with Commonwealth and State Government Agencies through the Western Sydney City Deal process.
Promote awareness and enjoyment of bushland via Council's Bush Care Newsletter	Newsletter published quarterly	Completed	Parks & Recreation	The Spring and Autumn newsletters were completed and sent out to the volunteer mailing list.
<b>3.1.2</b>	<b>Act to protect and improve the natural environment including working with key agency partners</b>			
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan	Actions implemented	Partially completed	Strategic Planning	Continued implementation of the Certified Coastal Zone Management Plan, including the submission of grant funding application for water quality monitoring and preparation river health report card.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Participate in the Greater Sydney Local Land Service's Local Government Advisory Group	Meetings attended as required	Partially completed	Strategic Planning	No meetings occurred during the reporting period. Advice received from Local Land Services that community engagement was being reviewed.
Manage the Windsor Sewerage Scheme effectively in accordance with EPA licence requirements	Licence requirements met	Completed	Waste Management	<p>All sewage treatment plant and major pump station alarms were responded to within one hour. Minor pump station alarms were responded to within 4 hours.</p> <p>South Windsor Sewage Treatment plant achieved 95% compliance except for 50th percentile total nitrogen limit and continuous flow recording.</p> <p>McGraths Hill Sewage Treatment plant achieved 95% compliance except for continuous flow recording.</p>
Manage the Hawkesbury City Waste Management Facility effectively in accordance with EPA licence requirements	Licence requirements met	Completed	Waste Management	Reporting for management of facility undertaken in accordance with EPA licence requirements.
Manage onsite sewage management systems effectively through the NSW Septic Safe program	Systems managed in accordance with the provisions of the NSW Septic Safe program	Completed	Environmental & Regulatory Services	On-site sewage management systems were inspected in accordance with the Septic Safe Program. All scheduled inspections required for 2017/2018 were completed.

### 3.1.3 Minimise our community's impacts on habitat and biodiversity and protect areas of conservation value.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land	Number and location of activities	Completed	Parks & Recreation	Works were undertaken on the following sites throughout 2017/2018: There are 15 active bush regeneration sites on riparian corridors including: Riverside Drive – Yaramundi; Navua Reserve – Grose Wold; Hawkesbury Park – North Richmond; Hannah Park – North Richmond; Deerubbin Park – Windsor; Macquarie Park – Windsor; Governor Phillip Park – Windsor; Argyle Bailey / Swallow Rock Reserve – Ebenezer; Half Moon Farm - Leets Vale; Skeleton Rocks Reserve – Lower Portland; Diamond Hill Reserve – Kurrajong; Chain of Ponds Reserve - Wilberforce / Ebenezer; South Creek – Windsor; Upper Colo Reserve – Upper Colo.

#### 3.1.4 Use a range of compliance measures to protect the natural environment.

Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance & Enforcement Policy	Investigations undertaken and compliance action taken	Completed	Environmental & Regulatory Services	All investigations reported to Council for the 2017/2018 period were commenced in accordance with the Policy.
Develop and implement strategies to reduce illegal dumping in the Hawkesbury	Strategies implemented	Not completed	Environmental & Regulatory Services	A strategy was not able to be implemented in 2017/2018 due to staff shortages. Recruitment of additional staff is to occur in the next reporting period which will allow for a program to be developed and implemented.

### 3.2 To live sustainably and reduce our ecological footprint - Identify and make best use of our local resources and awareness of contribution



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>3.2.1</b>	<b>Our community is informed and acts to reduce our ecological footprint.</b>			
Review and implement Council's Waste Education Program	Program reviewed and implemented	Completed	Environmental & Regulatory Services	Council continued to deliver a number of waste education initiatives during 2017/2018 which aimed to increase resource recovery, reduce waste to landfill and reduce bin contamination. Programs included a bin contamination management program, Compost Revolution, and Public Place Recycling at the Hawkesbury Show.
<b>3.2.2</b>	<b>Alternative forms of energy are embraced throughout the Hawkesbury.</b>			
Investigate technology and financial feasibility of alternative forms of energy including solar	Investigation completed	Completed	Building Services	Investigated PV systems, including provision of 13 Solar PV systems in 2017/2018 to reduce our carbon footprint.
<b>3.2.3</b>	<b>Become a carbon neutral Local Government Area</b>			
Determine baseline data benchmark target for Council operations	Benchmark target determined	Partially completed	Building Services	Metering works have been underway as a 2 year program due to be completed in late 2018.
<b>3.3</b>	<b>We reduce, reuse and recycle - Identify ways for our community to reduce, reuse and recycle waste</b>			
<b>3.3.1</b>	<b>Develop and maintain active partnerships that will result in the innovative management of our community's waste, with an emphasis on resource recovery and waste minimisation.</b>			
Prepare a draft Waste Management Strategy and report to Council	Draft strategy prepared and reported	Partially completed	Waste Management	Draft strategy to be completed once proposed land acquisition of WSU lands determined.





DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Undertake an audit of kerbside recycling services to establish use and contamination levels	Audit Undertaken	Completed	Environmental & Regulatory Services	EnviroCom Consultants under the recycling contract with JJ Richards completed a bin inspection program (audit) that assessed the kerbside recycling services including contamination.
Operate recycled water systems at South Windsor and McGraths Hill Sewage Treatment Plants	Number of customers and volume of recycled water used	Completed	Waste Management	There are nine customers connected to the recycled water system at the South Windsor sewage treatment plant. Total volume used was 151.93 ML as compared to 198.6ML in 2016/2017 due to weather. A new connection to the Hawkesbury Oasis Leisure Centre was made for irrigation and toilet systems.
<b>3.3.2 Undertake community education on best practice environmental sustainability and climate change issues.</b>				
Review and implement the Council's Waste Education Program	Program reviewed and implemented	Completed	Strategic Planning	Waste Education Program reviewed based on available funding and the schedule of programs reported to the Waste Management Advisory Committee.
Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices	Information provided as necessary	Completed	Corporate Services & Governance	Information delivered to tenants through appropriate conditions in new/renewed leases.
<b>3.4 The sustainability of our environment is improved - Encourage and enable our community to make sustainable choices</b>				
<b>3.4.1 Work with businesses and tourism operators to promote good practice and sustainability principles.</b>				



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment	Program undertaken	Completed	Environmental & Regulatory Services	The environmental health section have continued implementing the industrial audit program. During the 2017/2018 period 6 audit inspections of industrial premises were completed. This is anticipated to continue as an ongoing program.
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements	Inspections undertaken	Completed	Environmental & Regulatory Services	All food, public swimming pools, skin penetration and legionella premises in the Hawkesbury were inspected in accordance with legislative requirements.
<b>3.4.2 Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.</b>				
Amend Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required	Local Environmental Plan and Development Control Plan amended as required	Partially completed	Strategic Planning	A series of individual LEP Amendments were undertaken during the reporting period and DCP amendments drafted in terms of a Flood Chapter for consideration in 2018/2019.
Incorporate ecologically sustainable building and road construction practices into Council projects	Use of water and energy efficient products and technology. Use of sustainable, renewable and recycled building and road construction materials.	Completed	Strategic Planning	Council has maximised the use of recycled road base in its works, utilising 11,493 tonne on various works. Insitu stabilisation of existing pavements has been used where ever possible to minimise importation of new material.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>Our Assets</b>				
<b>4.1</b>	<b>Transport infrastructure &amp; connections - Creating an integrated and well maintained transport system is an important local priority</b>			
<b>4.1.1</b>	<b>Our roads and other transport infrastructure will be planned and provided to ensure connected, efficient and safe movement for all modes of transport.</b>			
Explore and implement solutions to ease parking congestion	Solutions explored and implemented	Completed	Environmental & Regulatory Services	Timed parking areas were patrolled on a regular basis and parking complaints were actioned in a timely manner in accordance with Council's Customer Service Charter. A review of weekend parking patrols revealed that they were not achievable.
Provide support to the Local Traffic Committee	Support provided to Local Traffic Committee	Completed	Design & Mapping	Traffic management and technical support was provided to the Local Traffic Committee. The Local Traffic Committee meetings were held in August, September, November 2017 and February, March, April, May and June 2018. Agenda items for meetings were provided and associated actions completed.
Commence Stage 1 (Scoping and performance) of a comprehensive traffic study of the Hawkesbury	Stage 1 of study commenced	Completed	Design & Mapping	Traffic Study for Stage 1 completed by Consultant, and Stage 2 commenced.
Assist the NSW Roads and Maritime Service in understanding and taking action to reduce traffic congestion within the Hawkesbury	Assistance provided to NSW RMS	Completed	Strategic Planning	Working with RMS and providing input on projects such as Richmond to North Richmond upgrade, Windsor Bridge, HCC Traffic Study and other projects as required. Ongoing meetings with RMS regarding numerous strategic projects.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury	Advocacy undertaken	Completed	Strategic Planning	Working with RMS and transport agencies to ensure major transport services and linkages are considered in their transport planning both within and external to the Hawkesbury. Ongoing meetings with RMS regarding numerous strategic projects.
<b>4.1.2 Establish and maintain relationships with transport providers and other levels of government to improve and extend public transport services</b>				
Work with Peppercorn Services Inc. and other providers to improve access to community transport services	Access provided to community transport services	Completed	Community Partnerships	The partnership with Peppercorn Services to facilitate provision of transport for victims of domestic violence has continued. Community Transport services continue to be provided by Peppercorn Services Inc.
<b>4.1.3 Have a comprehensive transport system of well maintained local and regional linkages that are financially and environmentally sustainable and respond to community safety, priorities and expectations.</b>				
Determine road service levels based on road data, community expectations and available funding	Service levels determined and road works schedule prepared	Completed	Construction & Maintenance	Council's Pavement Management System maintained and service levels optimised.
Where appropriate, utilise recycled road-base material in order to reduce our dependency on non-renewable resources	Amount of recycled road-base used	Completed	Construction & Maintenance	A total 11,493 tonne of recycled road base has been placed on the road network in place of new material.
Provide a town and village cleaning service	Service provided	Completed	Construction & Maintenance	Town and village cleaning carried out in accordance with the schedule including need based priorities.





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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Undertake road and footpath inspections to develop and implement maintenance and renewal programs	Maintenance and renewal programs developed and implemented	Completed	Construction & Maintenance	Maintenance and renewal projects were completed.
Construct, maintain and rehabilitate road related assets including road pavements and shoulders	Works completed on time and within budget	Completed	Construction & Maintenance	Maintenance and rehabilitation projects were completed in accordance with adopted projects and road conditions.
Maintain the bridge network in accordance with condition assessments	Works completed on time and within budget	Completed	Construction & Maintenance	Bridge maintenance has been carried out to maintain acceptable service levels.
Construct, maintain and reconstruct kerb and gutter	Works completed on time and within budget	Completed	Construction & Maintenance	Kerb and gutter renewal projects undertaken on a prioritised basis.
Erect and maintain street names and line marking	Works completed on time and within budget	Completed	Construction & Maintenance	Signs and line marking were maintained and replaced where necessary to enhance road safety.
Maintain car parking areas	Works completed on time and within budget	Completed	Construction & Maintenance	Car parks have been maintained within the available budget.

#### 4.1.4 Provide mobility links throughout the City to connect our centres, parks and facilities.

Review and implement the Hawkesbury Mobility Plan	Plan reviewed and priority works implemented	Completed	Strategic Planning	2017/2018 program for shared pathway extension and pedestrian works delivered on time and generally within budget.
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## 4.2 Utilities - Facilitate the delivery of infrastructure through relevant agencies and Council's own works



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>4.2.1 Our community's current and future utility infrastructure needs (water, sewer, waste, stormwater, gas, electricity and telecommunications) are identified and delivered.</b>				
Review business models for the delivery of sewerage services	Business models reviewed	Completed	Waste Management	Report completed for consideration.
Provide sewerage services in accordance with EPA licence requirements	Service provided in accordance with EPA licence conditions	Completed	Waste Management	Service provided and required reporting provided to EPA.
Provide sullage pump out services to residential, commercial and industrial customers	Services provided	Completed	Waste Management	Pumpout services were provided within terms of contract.
Explore opportunities to increase use of the recycled water system at the South Windsor Sewage Treatment Plant	Number of customers and volume of recycled water used	Completed	Waste Management	There are nine customers connected to the recycled water system at the South Windsor sewage treatment plant. Total volume used was 151.93 ML as compared to 198.6ML in 2016/2017 due to weather. A new connection to the Hawkesbury Oasis Leisure Centre was made for irrigation and toilet systems.
Operate and maintain Council's stormwater management system, including Gross Pollutant Traps to reduce gross pollutants entering waterways	Gross pollutants captured and removed	Completed	Construction & Maintenance	Gross Pollutant Traps have been monitored and cleaned when necessary. A total of 66 tonne of material has been removed during the reporting period.
Provide domestic and commercial waste and recycling collection services to the community	Services provided	Completed	Environmental & Regulatory Services	Recycling services and green waste services have been provided by JJ Richards along with Council waste removal section servicing the community in accordance with customer service standards.



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Operate the Hawkesbury City Waste Management Facility in accordance with EPA licence requirements	Facility open to the public every day except for public holidays, Facility operated in accordance with EPA licence conditions	Completed	Waste Management	The facility was open to the public every day except for public holidays.
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development	Assistance provided	Completed	Strategic Planning	Ongoing dialogue with relevant agencies has continued during the year and will continue in conjunction with Council's Infrastructure Committee.
Liaise with telecommunication service providers to understand service supply and shortfall matters for area	Supply and shortfall advice provided	Completed	Strategic Activities	Ongoing liaison with NBN to improve access to Council facilities across the LGA.
Lobby NBN Co to continue the fast track roll out of NBN to remaining parts of the Hawkesbury	Lobbying undertaken as required	Completed	Strategic Activities	Ongoing liaison with NBN to coordinate roll out across LGA.
Lobby NBN Co to continue the fast track roll out of NBN to remaining parts of the Hawkesbury	Lobbying undertaken as required	Partially completed	Strategic Activities	Ongoing liaison with NBN to coordinate roll out across LGA.
<b>4.3 Places &amp; Spaces - Provide the right places and spaces to serve our community</b>				
<b>4.3.1</b>	<b>Provide a variety of quality passive recreation spaces including river foreshores, parks, bushland reserves and civic spaces to enhance our community's health and lifestyle</b>			



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DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Manage passive recreational spaces in accordance with strategies and available resources	Actions implemented	Completed	Parks & Recreation	Passive recreational spaces were managed in accordance with Council's maintenance regimes.
<b>4.3.2 Provide a variety of quality active recreation spaces including playgrounds, sporting fields, pool, stadium and multipurpose centres to enhance our community's health and lifestyle</b>				
Manage active recreational spaces in accordance with strategies and available resources	Actions implemented	Completed	Parks & Recreation	Active recreational spaces were managed in accordance with Council's maintenance regimes.
<b>4.3.3 Provide a variety of quality shared spaces including meeting spaces accommodating public art, cultural and environmental amenity to enhance our community's health and lifestyle</b>				
Manage Deerubbin Centre community rooms for use by community groups	Community rooms made available for community group use	Completed	Cultural Services	A total of 8,700 people used the Deerubbin Centre Community Rooms, with 254 bookings managed by Library staff.
Prepare a design brief for redevelopment of the North Richmond Community Precinct	Design brief prepared	Partially completed	Community Partnerships	Draft brief has been compiled. Now consulting with design working party regarding final approval.
Prepare a design brief for redevelopment of the Bligh Park Community Precinct	Design brief prepared	Partially completed	Community Partnerships	Community consultation to inform preparation of design brief has been completed. Further action has been deferred pending ecological and legal investigation of Colonial Drive site.
<b>4.3.4 Manage commercial spaces available for business and investment across the Hawkesbury's local centres.</b>				

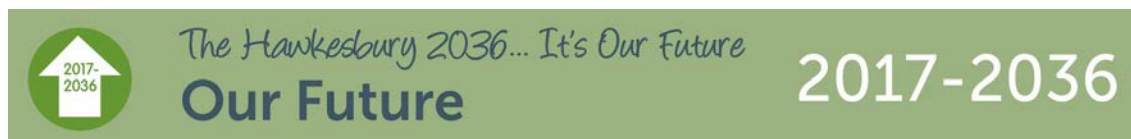




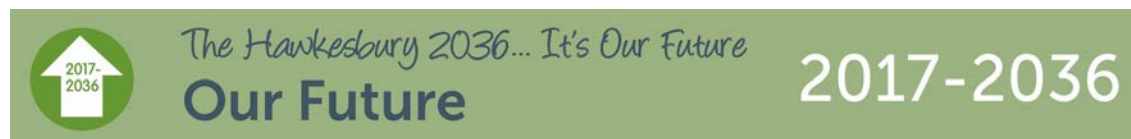
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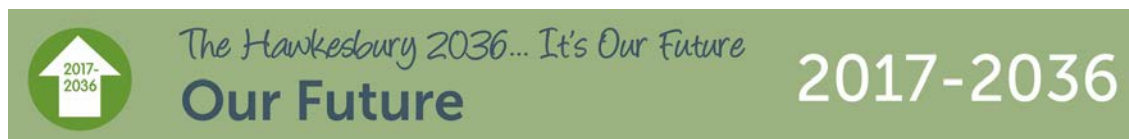
DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Seek to optimise occupancy rates for Council owned commercial properties	Occupancy rates of Council owned commercial properties. Rental returns to Council	Completed	Corporate Services and Governance	Council's occupancy rate for commercially leased properties is 95% which has increased from the previous year occupancy rate of 93%.
<b>4.3.5 Provision by Council of the administrative and commercial spaces on behalf of the community including the Council's Administrative Buildings, Local Libraries, Gallery, Museum and heritage buildings.</b>				
Implement priority actions in Library Action Plan	Actions implemented	Completed	Cultural Services	Priority actions have been achieved with grant funded refurbishment of the Central Library being completed. Spaces, services and collections continue to evolve to meet the needs of the community and to attract a wide range of users.
Implement Council's building maintenance program	Program implemented	Completed	Building Services	Council's maintenance program was implemented including 42 planned maintenance contracts managed together with reactive maintenance using a selected panel of 30 contractors.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>Our Future</b>				
<b>5.1</b>	<b>Strategic Planning Governance - Encourage informed planning, balanced growth and community engagement</b>			
<b>5.1.1</b>	<b>Council's planning is integrated and long term.</b>			
Council's planning in consistent with the Office of Local Government's Integrated Planning and Reporting Framework	Compliance with OLG's planning and reporting framework	Completed	Strategic Planning	All Integrated Planning and Reporting documentation prepared in accordance with legislative and Office of Local Government requirements.
Implement Council's Fit of the Future strategies	Strategies implemented	Partially completed	Strategic Planning	Implementation of Fit For The Future Strategies has continued. The primary strategy, being a Special Rate Variation was approved by IPART and adopted by Council as part of the 2018/2019 Operational Plan.
<b>5.1.2</b>	<b>Council's decision making on all matters is transparent, accessible and accountable.</b>			
Ensure compliance with Code of Meeting Practice	Compliance with Code of Meeting Practice	Completed	Corporate Services and Governance	Council Meetings undertaken in accordance with the adopted Code of Meeting Practice. Compliance with Code of Meeting Practice achieved.
<b>5.1.3</b>	<b>Council will continually review its service provision to ensure best possible outcomes for the community.</b>			

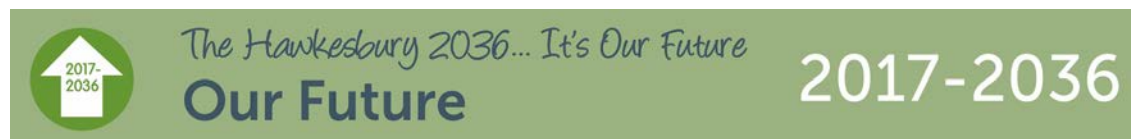


DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Undertake community engagement relating to service level reviews	Engagement and reviews undertaken	Completed	Strategic Planning	Extensive community consultation occurred during the reporting period including Investing in Your Future, 2017 Community Survey and Building Hawkesbury's Future.
<b>5.1.4 Encourage increased community participation in planning and policy development.</b>				
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements	Community engagement undertaken	Completed	Strategic Planning	Extensive community consultation occurred during the reporting period including Investing in Your Future, 2017 Community Survey and Building Hawkesbury's Future.
<b>5.1.5 The needs of our community will be reflected in Local, State and Regional Plans.</b>				
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans	Advocacy undertaken	Completed	Strategic Planning	Ongoing engagement has occurred during the year with numerous government agencies. With the Greater Sydney Commission as part of the Western City District Planning Process with the Commonwealth and State Government agencies as part of the Western Sydney City Deal.
<b>5.2 Management of Aboriginal and Non Aboriginal and the Built Environment - Value, protect and enhance our built environment as well as</b>				
<b>5.2.1 Our planning and actions will ensure that Aboriginal and Non Aboriginal heritage are integral to our City.</b>				

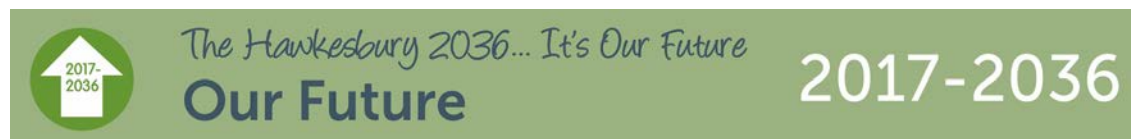


DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Implement priority actions of the Heritage Strategy in partnership with Council's Heritage Advisory Committee	Actions implemented	Partially completed	Strategic Planning	The grant for the Conservation of the Historic Cemeteries of the Macquarie Towns was successful. A brief has been developed and sent out seeking qualified consultants to undertake the works. Recommendation 8."Properly managing places operated or owned by Council" - A Museum and Gallery building improvement program grant has been received from Museums and Galleries NSW. An inspection of Howe House has been conducted and a report with recommendations on its management and conservation work has been presented. Stories from a Darug Voice exhibition held at Gallery; significant aboriginal content in Museum exhibitions. Funding for implementing priority actions has to be identified. 2017/2018 Local Heritage Assistance Fund commenced.
Commence Masterplanning processes for the Richmond and Windsor Town Centre revitalisation	Masterplanning processes commenced	Completed	Strategic Planning	Town Centres Master Plan Project Group continue to meet. Town Centres Place Score Care Factor and Place Assessment completed and reported to Council.
<b>5.2.2 Encourage and implement progressive urban design, sensitive to environment and heritage issues.</b>				
Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required	Local Environmental Plan and Development Control Plan amended as required	Partially completed	Strategic Planning	A series of individual LEP Amendments were undertaken during the reporting period and DCP amendments drafted in terms of a Flood Chapter for consideration in 2018/2019.



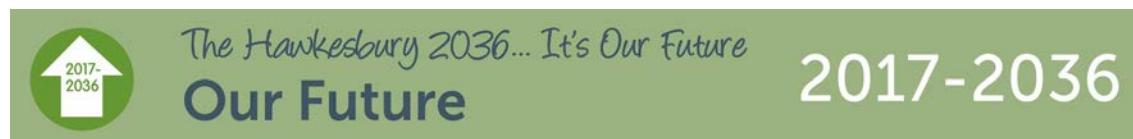


DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Commence Masterplanning processes for the Richmond and Windsor Town Centre revitalisation	Masterplanning processes commenced	Completed	Strategic Planning	Town Centres Master Plan Project Group continue to meet. Town Centres Place Score Card Factor and Place Assessment completed and reported to Council.
<b>5.2.3 Sympathetic adaptive and creative uses for heritage sites and buildings across the City will be encouraged and promoted.</b>				
Provide Heritage Advisory service to the community	Service provided	Completed	Development Services	An ongoing Heritage Advisory Service is provided to the community on a two weekly basis.
<b>5.2.4 As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture.</b>				
Engage with Aboriginal elders and community to develop a Reconciliation Action Plan	Action Plan developed	Partially completed	Community Partnerships	Draft Reconciliation Action Plan has been completed and is to be reported to Working Party for endorsement.
<b>5.3 Shaping our Growth - Respond proactively to planning and the development of local infrastructure</b>				
<b>5.3.1 Growth and change in the Hawkesbury will be identified, planned for and valued by the community.</b>				
Commence a review of the Hawkesbury Employment Lands Strategy	Review commenced	Partially completed	Strategic Planning	Continuation of studies associated with Urban and Rural Strategy.
Commence preparation of a Rural and Resource Land Strategy	Strategy preparation commenced	Partially completed	Strategic Planning	Review commenced including analysis of various layers of constraints and opportunities.

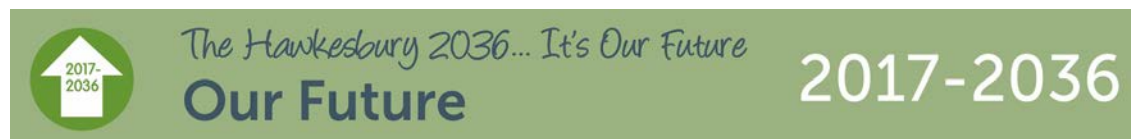


DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Commence a review of the Hawkesbury Residential Land Strategy	Review commenced	Partially completed	Strategic Planning	Review commenced including analysis of various layers of constraints and opportunities.
Commence Masterplanning processes for the Richmond and Windsor Town Centre revitalisation	Masterplanning processes commenced	Completed	Strategic Planning	Town Centres Master Plan Project Group continue to meet. Town Centres Place Score Care Factor and Place Assessment completed and reported to Council.
Commence a review and amend Council's landuse, infrastructure and service plans as required	Commence amendment of plans as required	Partially completed	Strategic Planning	Review of the Residential Land Strategy commenced with a particular focus on Kurmond/Kurrajong Investigation Area.
Respond to State and Federal landuse, infrastructure and service strategies and plan	Responses provided	Completed	MANEX	Responses provided to State and Federal landuse, infrastructure and service strategies and planning including: the Draft Western City District Plan Submission, Western Sydney City Deal, Infrastructure NSW South Creek Project consultations, and Traffic Study Modelling with the RMS.
As appropriate, advocate for the provision and/or improvement of State and Federal infrastructure and services	Advocacy undertaken	Completed	General Manager	Infrastructure Committee established and inaugural meeting of Infrastructure Committee held on 18 April 2018.

### 5.3.2 The diverse housing needs of our community will be met through research, active partnerships and planned development.

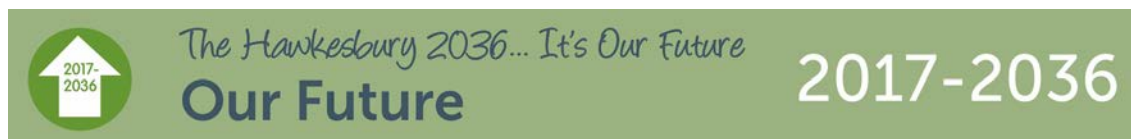


DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Investigate affordable rental housing opportunities and partnerships in conjunction with Council's Human Services Advisory Committee commence	Opportunities and partnerships investigated and reported to Council	Completed	Strategic Planning	Recommendations of the Affordable Housing Working Group of the Human Services Advisory Committee adopted by Council at its Ordinary Meeting of 29 May 2018.
<b>5.3.3 Plan for a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character.</b>				
Commence preparation of a Rural and Resource Land Strategy	Strategy preparation commenced	Partially completed	Strategic Planning	Review commenced including analysis of various layers of constraints and opportunities.
Participate in the Sydney Peri-Urban Network (SPUN)	Participation in Sydney Peri-Urban Network	Completed	Strategic Planning	Ongoing participation and input to this network providing advocacy to various levels of government on peri urban issues.
<b>5.4 Celebrating our Rivers - Protect, enhance and celebrate our rivers</b>				
<b>5.4.1 Celebrate and use our rivers for a range of recreation, leisure, tourism and event activities.</b>				
Provide support for river events	Support provided	Completed	Parks & Recreation	Regular events have been held this year such as the Bridge to Bridge, Canoe Classic, 120 Ski Race and Power Boat Spectacular.
Provide access to the Hawkesbury River for recreational activities	Access provided	Completed	Parks & Recreation	Access to the Hawkesbury River has been provided via Governor Phillip Park and other smaller parks along the river.
Seeking funding associated with the Hawkesbury Horizon Initiative to activate the Hawkesbury River foreshore	Funding sought	Completed	Strategic Planning	Availability of funding sources has been explored during the year, through Greater Sydney Commission District planning and Western Sydney City Deal.

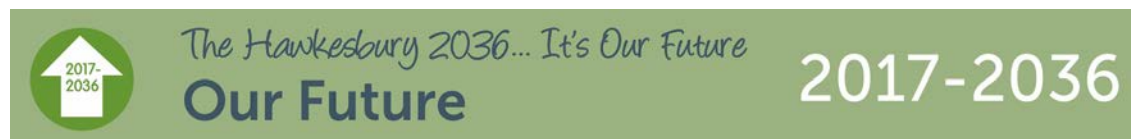


DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>5.4.2</b>	<b>Develop active partnerships and implement programs designed to improve the health of our rivers and river banks.</b>			
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan	Actions implemented	Partially completed	Strategic Planning	Continued implementation of the Certified Coastal Zone Management Plan, including the submission of grant funding application for water quality monitoring and preparation river health report card.
<b>5.4.3</b>	<b>Encourage agricultural production, vegetation conservation, tourism, recreation and leisure uses within our floodplains</b>			
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan in partnership with the Floodplain Risk Management Advisory Committee	Actions implemented	Partially completed	Strategic Planning	Flood policy and DCP Chapter work continued to the point awaiting the release of the Hawkesbury Nepean Regional Flood Study prior to finalising.
Development business opportunity plans for Council owned floodplain lands	Plans developed	Partially completed	Strategic Activities	Ongoing work associated with a Flood Policy and DCP Chapter ongoing, but awaiting the release of the Hawkesbury Nepean Regional Flood Study.
<b>5.5</b>	<b>Reinforcing our dynamic places - the revitalisation of our town centres and growth of our business community</b>			
<b>5.5.1</b>	<b>Revitalise and enhance our two significant town centres of Windsor and Richmond, to create thriving centres each with its own character that attracts residents, visitors and businesses.</b>			

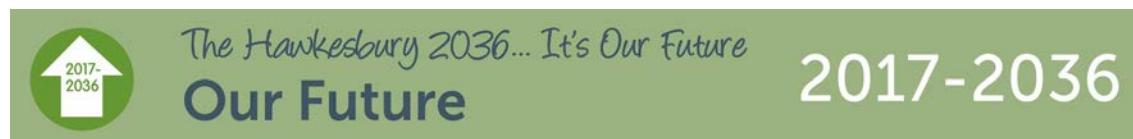




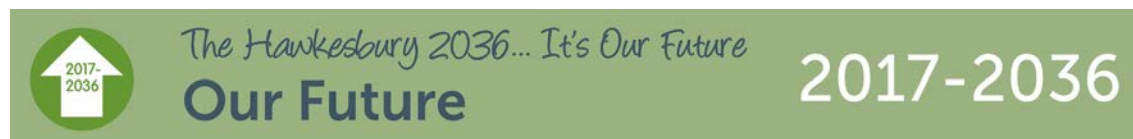
DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Work with community event organisers to develop events that showcase and build on strengths of towns and villages	Number and type of events	Completed	Corporate Communications	Continuing to work with local community event organisers and business groups to develop events in town centres. Work closely with Kurrajong Community Forum, Windsor Business Group, Chamber of Commerce, Rotary and other groups to plan future events, particularly around Christmas in Hawkesbury towns.
Continue to progress the Hawkesbury Horizon Initiative	Initiative progressed	Partially completed	Strategic Planning	Outcomes of the Hawkesbury Horizon Initiative included as part of ongoing advocacy work associated with the City Deal for Western Sydney and Western City District Plan.
Contribute to community events with pop-up library and gallery	Number of events	Partially completed	Cultural Services	The Library and Gallery have participated in a number of community events throughout the year, providing a pop-up library and gallery with family-focused activities. The Library participated in the literacy program "Paint Hawkesbury Read" at Riverview Shopping Centre.
Commence preparation of Richmond and Windsor Masterplans in conjunction with Town Centres Masterplan Project Group	Masterplaning processes commenced	Completed	Strategic Planning	Town Centres Master Plan Project Group continue to meet. Town Centres Place Score Care Factor and Place Assessment completed and reported to Council.
<b>5.5.2</b>	<b>Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and community connection.</b>			



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Identify and establish partnerships to provide input into precinct planning activities.	Number of partnerships and processes established.	Partially completed	Strategic Activities	\$200,000 donation received from Windsor RSL to fund activation of vacant premises. Contributions also received from Windsor RSL, Crowne Plaza, Hawkesbury Raceclub and Richmond Club towards local events.
<b>5.5.3 Assist our town and village centres to become vibrant local hubs</b>				
Prepare brief to undertake gap analysis to establish minimum hub needs and undertake an audit of services and civic assets in towns and villages	Brief prepared	Partially completed	Strategic Planning	Placescore Survey of Town Centres undertaken with outcomes being fed into the Town Centres Masterplan Project Brief.
<b>5.6 Instigating Place Making Programs - Celebrate our creativity and cultural expression</b>				
<b>5.6.1 Foster and promote an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another.</b>				
Develop and implement annual events program	Number and variety of events Attendance at events	Completed	Corporate Communications	As part of the Events Strategy an Events Calendar is continuing to be refined and updated. Events held include civic (10 events), community (7 events), sponsored (5 events) and business events (3 events). Attendance at events varies from 4000 for Australia Day on the Hawkesbury to more intimate Business Meet and Greets with 80 local businesses.
<b>5.6.2 Masterplanning processes will be prepared in consultation with the community, key stakeholders and partners to establish the specific strategies for town and village centres.</b>				

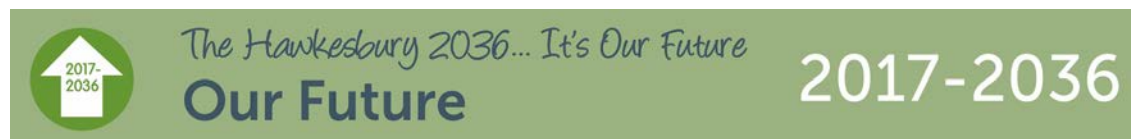


DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Commence preparation of Richmond and Windsor Masterplans in conjunction with Town Centres Masterplan Project Group	Masterplanning processes commenced	Completed	Strategic Planning	Town Centres Master Plan Project Group continue to meet. Town Centres Place Score Care Factor and Place Assessment completed and reported to Council.
Undertake community engagement associated with Masterplanning in accordance with Council's Engagement Policy and/or legislative requirements	Engagement undertaken and participation opportunities	Completed	Strategic Planning	Town Centres Master Plan Project Group continue to meet. Town Centres Place Score Care Factor and Place Assessment completed and reported to Council.
<b>5.7 Tourism/ Economic Development - Promote our community as the place to visit, work and invest</b>				
<b>5.7.1 Working in partnership we will actively market our City and our capabilities to existing and potential businesses, visitors, investors.</b>				
Monitor markets and trends	Monitoring undertaken and details provided on Council's website	Completed	Strategic Activities	Monitoring of relevant data maintained and disseminated across the organisation.
Redevelop and maintain the visitor information website	Website redeveloped and maintained	Completed	Cultural Services	The website has been developed and is maintained with up to date and accurate information. The use of the What's On section, in particular, has greatly improved since the website was redeveloped, attracting 10% of all page views. Awaiting results of Hawkesbury Economy Visitor Advisory Committee Project.
Implement training and education programs to support training of a resident and local employment	Programs implemented	Not completed	Strategic Activities	Not commenced - due to departure of relevant staff.

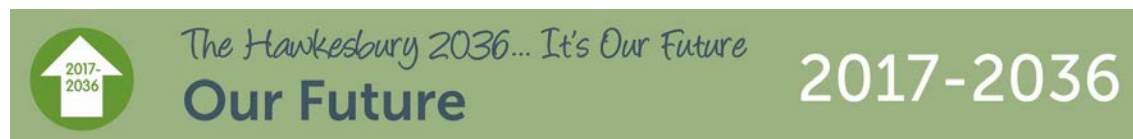


DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Undertake a Small Business Week Event as a learning and networking opportunity for business	Event undertaken	Completed	Strategic Activities	Event undertaken.
Recognise business leadership and successful local businesses	Business Awards program sponsored	Completed	Strategic Activities	Sponsorship of Business Awards maintained.
Make representations on local economy and business issues	Representations made on training, skills and job needs of the local economy	Completed	Strategic Activities	Meeting with local politicians and government agencies conducted.
Support the participation of young people at local and regional employment exhibitions and information sessions	Number of exhibition and information sessions attended by young people	Partially completed	Community Partnerships	Council has supported monthly job access forums held at Windsor Library.
Work with business community to provide employment support services for people with a disability	Strategy completed	Completed	Strategic Activities	Ongoing work with Regional Strategic Alliance (R.S.A) members.
Complete the Hawkesbury Economic Development Strategy	Number of presentations and information sessions delivered to businesses and stakeholders	Partially completed	Strategic Activities	Draft strategy commenced, but not completed due to departure of relevant staff.
Establish cost to undertake the Hawkesbury Brand Strategy	Cost established	Partially completed	Corporate Communication	Awaiting outcome of branding work being undertaken by Destination NSW and Hawkesbury Economy Visitor Advisory Committee.





DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>5.7.2</b>	<b>Working in partnership we will develop the Hawkesbury tourism product to enhance and strengthen opportunities within our tourism sector.</b>			
Implement the priority actions of the Tourism Strategy	Actions implemented	Partially completed	Strategic Activities	Tourism Committee, considering options to coordinate with R.S.A and Hawkesbury Economy Visitor Advisory Committee.
<b>5.7.3</b>	<b>Businesses are encouraged and upskilled to adopt more ethical and sustainable practices.</b>			
Support participation of business in relevant programs.	Advice to business on available programs	Completed	Strategic Activities	Regular meetings with local institutions and business to identify and pursue opportunities for business growth.
<b>5.8</b>	<b>Industry - Increase the range of local industry opportunities and provide effective support to continued growth</b>			
<b>5.8.1</b>	<b>Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region.</b>			
Monitor industry and sector trends to understand likely businesses and jobs of the future	Monitoring undertaken	Completed	Strategic Activities	Key websites monitored and information distributed across the organisation.
Commence a review of the Hawkesbury Employment Lands Strategy	Review commenced	Partially completed	Strategic Planning	Brief prepared ready for request for quotations.
<b>5.8.2</b>	<b>Increase the focus on jobs and innovation to build on our strengths and achieve a diverse industry base.</b>			



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
Identify partners who can help the local economy innovate	Partnerships identified	Completed	Strategic Activities	Series of meetings conducted with local Chamber of Commerce, business groups and individual businesses.
<b>5.8.3 Actively support the retention of the Richmond Royal Australian Airforce Base and enhanced aviation related industry, building on existing facilities.</b>				
Prepare submissions in response to Federal and State Government processes involving the RAAF Base	Submissions made as required	Completed	Strategic Activities	Submissions made to State and Federal government.
Facilitate the involvement of the community in State and Federal government processes involving the RAAF Base	Advice to community regarding State and Federal consultation processes	Completed	Strategic Activities	Business Meet and Greet event held in November 2017. Greater Sydney Commission Regional Plan identifies Precinct comprising RAAF, Western Sydney University, Hawkesbury Raceclub and Hawkesbury Agricultural Society for further investigation as an Education, Research and Employment precinct. Ongoing work with Western Sydney City Deal.
Monitor Defence Policy and Aviation Policy	Monitoring undertaken	Completed	Strategic Activities	Regular and ongoing meetings with defence representatives.
<b>5.8.4 Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.</b>				
Commence preparation of a Rural and Resource Land Strategy	Strategy preparation commenced	Partially completed	Strategic Planning	Review commenced including analysis of various layers of constraints and opportunities.



DP Strategy and OP Action	Output Measure	Progress	Responsibility	Annual Comments
<b>5.8.5</b>	<b>Plan for the continuance and growth of agricultural industry uses with in the Hawkesbury.</b>			
Undertake an audit of land zones for agricultural and land used for agricultural purposes.	Audit undertaken	Partially completed	Strategic Activities	Commenced later than projected due to departure of relevant staff.
Undertake "Conflict Agriculture" report to understand risk to continuance of agriculture and potential action to help minimize flashpoints	Report commenced	Not completed	Strategic Activities	Not commenced - due to departure of relevant staff.
Commence preparation of a Rural and Resource Land Strategy	Strategy preparation commenced	Partially completed	Strategic Planning	Review commenced including analysis of various layers of constraints and opportunities.

## Fit For The Future Improvement Plan

Councils Fit For The Future Improvement Plan outlines 20 expenditure and revenue measures which will generate \$77.7M in cost savings and increased non-rating revenues over the next ten years. The implementation of the Fit For The Future Improvement Plan will be a critical component in achieving financial sustainability. There are five broad objectives within the Plan:

- Increasing Operating Efficiencies
- Increasing Operating Revenues
- Building a Sound Platform for Asset Management
- Increasing Investment on Infrastructure Renewal and Maintenance
- Reducing the Unit Cost of Operations.

Council commenced the implementation of Fit For The Future Improvement Plan in July 2015. The table below provides an overview of the projected financial targets of each of the 20 measures and the progress to date in achieving those targets.

**Table 4: FFTF Strategies Summary**

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2018
1.1	Review of Road Operations	An annual 1% efficiency target applied to Councils yearly \$14M spend on road works operating costs (excluding ordinary wages and overheads). Reinvested in capital renewal roadworks.	\$600,000	\$125,149
1.2	Review of Service Delivery Models	An annual 1% to 2.5% efficiency target applied to Corporate Support and Discretionary Services (excluding employee costs and overheads).	\$820,179	\$195,032
1.3	Review of Plant and Fleet Management	Review of plant/fleet vehicles and accessories, ownership and maintenance models to achieve annual saving on net cost of operating plant/fleet.	\$1,356,574	\$237,657
1.4	Property and Asset Review	Rate of return review to identify non-performing and surplus properties for sale or disposal.	\$1,500,000	\$683,773
1.5	Review of Insurance Coverage and Self- Insurer Model	Review self-insurer model to enable comparison with alternate funding and provisioning arrangements for workers compensation and other insurances. Review to include assessment of impact of self-insurer requirements on procurement costs and staff productivity.	\$155,665	\$50,019



'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2018
2.1	Special Rate Variation	Notional Special Rate Variation of 14.49% (excluding rate peg) over two years commencing in 2018/2019 to generate additional rating revenue to meet loan repayments for \$25M infrastructure borrowings program, with balance of revenue directed to asset renewal and maintenance and budget repair.	\$14,479,082	\$0
2.2	Stormwater Management Charge	\$25 annual levy for stormwater management services against properties connected to the stormwater drainage network - commencing in 2017/2018.	\$2,091,006	\$535,003
2.3	Special Rate for New Residential Development	Special Rate applied from 2019/2020 to developments at Redbank and Jacaranda Ponds Glossodia to generate additional revenue to fund asset maintenance requirements which will not be covered by ordinary rating revenue due to the particular characteristics of the environmental and heritage assets within these developments.	\$832,000	\$0
2.4	Waste Management and Sewer Dividend	A 12% rate of return on the value of assets within Waste Management Facility and Sewerage Schemes.	\$2,708,703	\$1,551,104
2.5	Review of Pricing Structures	Review operations of income generating 'non-core' business units – Cemeteries, Companion Animal Shelter, Richmond Pool, Upper Colo Reserve so that pricing structures can be geared to achieve break-even operating position over medium term.	\$506,291	\$235,571
2.6	Lobbying for increased regional road funding	Council receives RMS funding as a contribution to the costs of maintaining regional roads. It is proposed that Council lobby government to have additional roads placed on the regional roads network and seek contribution to costs of maintaining these roads.	\$8,841,672	\$6,888,347
3.1	Completion of Asset Management Plans	Completion of asset management plans to provide a sound platform for long-term financial forecasting.	NIL	Completed
3.2	Service Level Review	Community engagement strategy to determine safe, affordable and agreed levels of service for all asset classes. Intended to establish BTS asset standard for asset classes to reflect community priorities	NIL	Completed

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'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2018
3.3	Integrated Capital Works Program	Establish parameters for capital works investment with a clear priority on asset renewal to address infrastructure backlogs and upgrade of existing assets. Based on S94/94 and VPA work programs capital funding of \$8.8M will be directed to asset renewal works between 2016/2017 and 2020/2021.	\$7,446,835	\$3,234,893
4.2	Sinking Fund for Community Facilities	Building maintenance and renewal levy applied to community facilities used to deliver fee-paying and/or funded child care services based on 50% of the annual depreciation charges for these facilities as a contribution to the maintenance and renewal of these assets.	\$192,285	\$0
4.3a	Infrastructure Borrowings Program	\$25M loan facility to fund accelerated five year works program focused on road upgrades and renewals, renewal of park assets and community buildings, in response to documented community priorities.	\$9,450,000	\$0
4.3b	Energy Efficiency Borrowings Program.	Loan facility to invest in energy efficiency infrastructure. Costs recovered through energy savings would be used to fund loan borrowings	\$33,590	\$0
5.1	OPEX Expenditure Reduction	Projected savings to be achieved through the adoption of new technology, on-line service delivery platforms, and a review of opening hours.	\$505,931	\$80,777
5.2	Regional Strategic Alliance	Formal partnership with Blue Mountains and Penrith City Councils to implement regional joint projects to increase operating efficiencies through the aggregation of service contracts and the sharing of resources and corporate costs across the three councils .	\$810,502	\$0
5.3	Sustainable Population Growth	Continued implementation of Hawkesbury Residential Land Strategy to concentrate new residential development around existing urban centres and villages.	\$631,149	\$303,853
<b>TOTAL CUMULATIVE IMPACT</b>			<b>\$52,961,464</b>	<b>\$14,121,178</b>

## Outline of Fit For The Future Strategies

### Increasing Operating Efficiencies

Council is continually seeking productivity gains and cost savings through business improvement, the use of technology, best value procurement and resource sharing. These measures include the following.

**Review of Roads Operations.** Council has commenced a review of its road maintenance and construction programs to identify savings for reinvestment in repairing and upgrading roads. To date Council has achieved annual savings of \$125,149 and will be building on this result to reach the target of \$600,000 in annual savings by 2021. To achieve this, Council has reviewed its workshop and depot operations and is implementing strategies to reduce the per unit costs of road works to deliver more works within available funding.

**Review of Service Delivery Models.** This strategy aims to reduce the cost of back-office corporate support functions and discretionary outlays on community, recreational, cultural and civic programs. Productivity targets have been applied to corporate and discretionary programs which to date have achieved \$195,032 in savings while maintaining existing service levels. Council is aiming to achieve \$820,000 in savings by 2021.

**Review of Plant/Fleet Management.** This strategy aims to improve the cost-effectiveness of Council's vehicle fleet and heavy machinery (plant) operations. Council has moved to a more economical vehicle fleet which has achieved \$237,657 in savings, and is implementing strategies to identify the optimum operating model for its fleet and the tracking of plant usage to reduce capital outlays and release \$1.4 million for asset renewal by 2021.

**Property and Asset Review.** Council is reviewing its property and asset holdings to rationalise under-utilised or under – performing assets. To date Council has raised \$1M from the sale of assets and is well on the way to achieve its target of \$1.5M by 2021.

**Review of Insurance Coverage.** Council's current self-insurance model is resource intensive. This strategy will review existing practices to achieve the best possible balance between the cost and resource requirements of insurance while still delivering sound safety outcomes and the goal of an injury-free workplace. Resource adjustments to date have achieved savings of \$50,019 and are projected to reach \$156,000 by 2021.

### Increasing Operating Revenues

The Fit For The Future Plan includes revenue measures to direct additional funding to the upkeep of community assets and the delivery service levels to meet community expectations. These measures include:

**Resourcing Strategy (Special Rate Variation).** In May 2018, the Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a 3 year special rate increase which will raise an additional \$2.2M in 2018/19. This additional income will be used to deliver an expanded road and public space works program which will progressively increase as the second and third year of the special rate increase take effect and Council can fully implement the \$72M, 10 year infrastructure program it presented to the community in July 2017.

**Stormwater Management Charge.** The implementation of an annual Stormwater Management Charge of \$25 for properties connected to the stormwater network will raise an additional \$539,000 each year. Over the next ten years, this revenue will see Council invest an additional \$5M in improving drainage and building new stormwater assets.

**Special Levy for New Development.** The introduction of a special rate for residential developments at Redbank, North Richmond and Jacaranda Ponds, Glossodia will raise additional annual revenue of \$416,000. This revenue will be used to offset the additional maintenance costs for the enhanced open space and riparian corridors at these locations which will not be covered by ordinary rating revenue. The proposed levy is subject to Council endorsement and approval by the Independent Pricing and Regulatory Tribunal.

## **Review of Waste and Sewer Business**

**Units.** This strategy has been implemented to ensure that ratepayers receive a return on the assets invested in Council's Waste Management Facility and Sewer Business Units. An annual dividend based on a 12% rate of return on the value of assets has been applied to the Waste Management Facility and generates \$621,000 in revenue each year. A dividend is projected to commence for Sewer operations from 2021.

## **Review of Pricing Structures for Business**

**Units.** Council has been progressively reviewing the pricing structures of its fee-paying business units (e.g. camping reserves, swimming pools, cemeteries, companion animal shelter) to ensure that at a minimum they operate at breakeven result. To date Council has increased annual revenues from fee-paying business units by \$235,571 and is well on the way to achieve its target of \$506,000 of additional revenue by 2021.

## **Lobbying for Increased Regional Road**

**Funding.** Council will continue its lobbying to ensure that the NSW Government maintains grant funding for the maintenance of regional roads which are jointly managed by Council and Roads and Maritime Services (RMS). Council depends on RMS grant contributions to fund the cost of regional roads which are used on a daily basis by NSW motorists.

## **Building a Sound Platform for Asset Planning**

Council maintains well over \$1 Billion in assets on behalf of the community and has invested significant resources in strengthening its asset planning capability so that it can effectively manage these assets over the long term.

## **Completion of Asset Management Plans.**

Council has developed Asset Management Plans for each of its asset categories to provide a strong foundation for best practice asset management. The Plans have established a picture of the useful life of assets to forecast funding requirements and support the effective management of strategic and operational risks through identification of asset management intervention points.

**Service Level Review.** Council has consulted extensively with residents about their expectations for Council services. The community engagement program has been undertaken to determine safe, affordable, and agreed service levels for all asset classes. It also explored the community's appetite and preferences for adjusting current operations to redirect resources to asset renewal and maintenance. From this consultation it was determined that the community expected higher service levels for the majority of assets and were willing to contribute more towards increased investment in these assets, via collection of additional rates raised through a special rate increase.

## **Increasing Investment in Infrastructure Renewal and Maintenance**

To meet the community's service level expectations will require Council to increase its spending on infrastructure maintenance and renewal. For many years, due to financial constraints, Council has been unable to meet the true cost of managing its \$1Billion asset portfolio. Expenditure on infrastructure has been limited to the level of income available. This structural funding shortfall has resulted in a growing asset renewal backlog and a deterioration in the condition of assets. Council's Fit for the Future Plan aims to increase spending on the renewal of assets, while tackling the infrastructure backlog.

**Integrated Capital Works Program.** This strategy aims to balance the need to increase spending on the renewal of existing assets with the need to build new assets. The focus is on ensuring that existing assets are upgraded to the standard and capacity required to meet industry benchmarks and community's expectations. To achieve this Council has been aligning the works within its Developer Contribution Plans and Voluntary Planning Agreements, to support the renewal and upgrading of existing assets while still continuing to ensure that these plans and agreements can meet the infrastructure needs arising from development. To date this strategy has seen \$3.2M in developer contributions directed to the renewal and upgrade of existing assets.



## **Sinking Fund for Community Facilities.**

Council owns and maintains a number of community buildings including child care and community centres. For more than 30 years these facilities have been made available on a rent free basis to state and federally funded agencies to support the provision of services to the community. Council will be reviewing these arrangements to investigate ways of encouraging these agencies to make a reasonable financial contribution to the cost of maintaining and renewing these assets.

## **Infrastructure Borrowings Program.**

With the approval of the special rate increase Council is now in the financial position to secure loan funds to accelerate its infrastructure program. The borrowings program will be targeted at the priorities identified by the community – upgrading roads and an enhanced maintenance and renewal program for public spaces and community buildings. The loan funds will enable these works to be brought forward, to bring assets to satisfactory standard sooner using the most cost-effective asset intervention methods resulting in increased community satisfaction.

## **Energy Efficiency Borrowing Program.**

As part of this strategy Council will continue to implement an renewable energy program using a mixture of grant funds or reduced interest rate loans to deliver energy efficiencies in a financially sustainable manner. To build on the work to date, Council is currently developing a \$1.2M program to install rooftop or ground mounted solar systems at a further 13 council sites across the Hawkesbury.

## **Reduce per Unit Cost of Operations**

### **PEX Expenditure Reduction.**

Under this strategy, Council will be progressively reviewing its operations to investigate options for reducing the cost of delivering services to the community through the adoption of new technologies, the migration to on-line service platforms and a review of service delivery models. To date Council has achieved \$81,000 in annual salary savings through increased productivity and has established a target saving of \$506,000 by 2021.

### **Regional Strategic Alliance (RSA).**

Council has established a Regional Strategic Alliance Cooperation and Management Agreement with Blue Mountains City Council and Penrith City Council. The Agreement has enabled the three councils to initiate projects and programs aimed at optimising state and regional planning, strengthening regional advocacy, and maximising opportunities for organisational effectiveness, shared services and innovation. To date the RSA has delivered joint tourism, procurement and internal audit programs across the 3 councils.

### **Sustainable Population Growth.**

Built into the Long Term Financial Plan are assumptions in relation to additional rates income that is generated due to development. While there is increased income above the additional required expenditure over the short term, over time the additional asset maintenance and renewal expenditure requirement consumes this short term surplus. Based on the projected timings of known specific developments and current general trend in additional housing, an estimated increase in net income of \$631,000 by 2021 is expected.







## Section 428(4)(a) Financial Statements

Council's Audited Financial Reports for the 2017/2018 year are provided in a separate accompanying document.

## Section 508 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 Council to increase income by way of additional rates for costs associated with an infrastructure renewal program.

Relevant information relating to the projects and programs identified in the Infrastructure Renewal Program Estimates contained within the 2017/2018 Budget Estimates is provided below.

Item	Comment
<b>Essential Grading - Unsealed Roads</b>	<p>\$100,000 has been spent on selective upgrades at the following locations:</p> <ul style="list-style-type: none"> <li>- Greens Road, Lower Portland</li> <li>- Packer Road, Blaxlands Ridge</li> <li>- Lower Colo Road, Colo</li> <li>- Bicentenary Road, Leets Vale</li> <li>- Comleroy Road, Upper Colo</li> </ul>
<b>Resheeting - Unsealed Roads</b>	<p>\$99,538 has been used to purchase material to resheet the following roads:</p> <p>Greens Rd – especially on the hill above Nardoo Stud</p> <p>Lower Colo Road – from West Portland Rd to Jones Rd</p> <p>Packer Rd – select locations as well as in conjunction with trial area</p> <p>Godalla Rd – full length</p> <p>Douglas Rd – North Richmond especially on steep hill sections</p> <p>Mt Lagoon Rd – in the vicinity of intersection with Sams Way and Bean Lane</p> <p>Hanlons Rd North – full length to address dust concerns</p> <p>Fairey Rd – southerly past sewer pump station</p> <p>Settlers Road – select locations especially at the start of unsealed Eastern end</p> <p>Bicentenary Rd – select locations especially hill sections where erosion had occurred</p> <p>Comleroy Rd – on hill sections especially from Upper Colo Rd to the top approx. 2 km's</p>

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Item	Comment
<b>Road Rehabilitation - Various Locations</b>	<p>\$168,249 has been used on the repair of failed road sections on the following roads:</p> <ul style="list-style-type: none"> <li>- Kentucky Drive, Glossodia</li> <li>- Bandon Road, Vineyard</li> <li>- Bourke Street, Richmond</li> <li>- Crooked Lane</li> <li>- Dickson Lane</li> <li>- Dowling Place, Sth Windsor</li> <li>- Francis St, Richmond</li> <li>- Kurmond Road, Freemans Reach</li> <li>- Linden Drive, Freemans R Reach</li> <li>- Mileham St, Sth Windsor</li> <li>- Oakville Rd, Oakville</li> <li>- Anderson, Sth Windsor</li> <li>- Egret Cres, Yarramundi</li> <li>- Kurmond Rd</li> <li>- Mileham St, Sth Windsor</li> <li>- Walker St, Sth Windsor</li> </ul>
<b>Road shoulder renewal</b>	<p>\$55,877 has been expended on road shoulder improvements at the following locations:</p> <ul style="list-style-type: none"> <li>- Golden Valley Drive, Glossodia</li> <li>- Ian Street, Glossodia</li> <li>- Grose Vale Rd, Grose Vale</li> <li>- Comleroy Rd, Kurrajong</li> <li>- Old Sackville Rd, Wilberforce</li> <li>- Waratah St, Bowen Mountain</li> <li>- Kurmond Rd, North Richmond</li> </ul>
<b>Various Locations Kerb, Gutter and Drainage</b>	<p>\$65,000 was expended under this program at the following locations:</p> <ul style="list-style-type: none"> <li>• Lennox St Richmond</li> <li>• Bosworth &amp; Bourke Sts Richmond</li> <li>• 15 Starlight Place Richmond</li> <li>• 285 Windsor Street , Richmond</li> <li>• 4 Starlight Place, Richmond</li> <li>• 5 Starlight Place Richmond</li> <li>• 1 Grand Flaneur Ave Richmond</li> <li>• 19 Buckett Place</li> <li>• 69 March St Richmond</li> <li>• 29, 33 &amp; 46 James St</li> <li>• Terrace Road Windsor</li> <li>• Campell Street South Windsor</li> </ul>
<b>Reconstruct Failed Footpaving - Various Locations</b>	<p>\$39,650 has been used to reconstruct failed foot paving in Richmond and Bligh Park at the following locations:</p> <ul style="list-style-type: none"> <li>• Copeland Street, Richmond</li> <li>• Alexander Street, Bligh Park</li> <li>• Colonial Drive, Bligh Park</li> <li>• George street, South Windsor</li> </ul>
<b>Installation of New Concrete Footpaving</b>	<p>\$75,080 has been used to provide foot paving adjacent to Cornwallis Road, Windsor.</p>



# Annual Report 2017/2018

Item	Comment
<b>McQuade Park</b>	\$14,167 was spent on an archaeological assessment report. The remaining \$27,837 will be carried forward to complete the upgrade of the lake in 2018/2019.
<b>Construct Fencing/Gates</b>	\$12,890 was spent on replacement of fencing in a number of reserves. The remaining \$38,967 will be brought forward to upgrade fencing in 2018/2019.
<b>Governor Phillip Park</b>	\$115,014 was spent on upgrade of the playground and car parks. The remaining \$73,590 will be brought forward to upgrade the shelters in 2018/2019.
<b>Bins Replacements</b>	\$23,699 was spent on upgrade of bin enclosures in various parks.
<b>Pitt Town Reserves</b>	A tender was undertaken in 2017/18 for the upgrade of the tennis courts at Pitt Town Memorial Park (\$69,575) Following technical delays, contractors have been engaged and works will be undertaken in 2018/19.
<b>Maraylya Park</b>	\$17,139.96 was spent on upgrade of the car park.
<b>Amenities - Bilpin Park</b>	Council has been awaiting the transfer of land from the National Parks and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2018/2019 to be spent once the process has been finalised.
<b>Shelters - Bilpin Park</b>	Council has been awaiting the transfer of land from the National Parks and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2018/2019 to be spent once the process has been finalised.
<b>Playground - Bilpin Park</b>	Council has been awaiting the transfer of land from the National Parks and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2018/2019 to be spent once the process has been finalised.
<b>Car Park - Bilpin Park</b>	Council has been awaiting the land to be given back to them from the National Park and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2018/2019 to be spent once the process has been finalised.
<b>McLeod Park</b>	\$73,168 was spent on upgrade of the playground, with the remaining \$26,292 to be brought forward to upgrade the softfall in 2018/2019.
<b>North Richmond Park (Turnbull Oval)</b>	\$43,667 was spent on upgrade of the car park.
<b>Memorials/Monuments - Parks</b>	\$1,944 has been spent on the adding of names to the war memorials as well as conservation works to Windsor Krupp Gun.

## Clause 217(1)(a) Overseas Visits

No overseas visits were undertaken during 2017/2018 by Councillors, Council staff or other persons representing Council.

## Clause 217(1)(ai)(I to viii) Payment of Councillor Expenses

The total amount expended during 2017/2018 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees as shown in Section 428 (4) (b).

Mayoral fees	\$36,265
Councillor fees (12 x \$18,416)	\$231,720
Councillor expenses	\$91,701
<b>TOTAL</b>	<b>\$359,686</b>

This amount includes the following costs:

i.	Dedicated Office Equipment	\$4,468
ii.	Telephone Calls	\$2,505
iii.	Attendance at Conferences and Seminars	\$31,664
iv.	Training and Skill Development	\$12,209
v.	Interstate Visits (included in iii, above)	\$16,317
vi.	Overseas Visits (included in iii, above)	Nil
vii.	Expenses of Spouses, Partners or Accompanying Persons	Nil
viii.	Child Care	Nil

All figures above are inclusive of GST.

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).



## Conferences attended by Councillors 2017/2018

In line with Council's policy, the type and cost of conferences attended by Councillors is reported below. Total costs were \$31,664 being \$15,347 for intrastate visits and \$16,317 for Interstate visits. No overseas visit was undertaken during 2017/2018.

# Annual Report 2017/2018

Name of Conference	Date and Place	Councillor Attended
The Smart Cities, Building Cities of Tomorrow Conference	29 August 2017 Sydney, NSW	Clr Rasmussen Clr Richards Clr Ross Clr Wheeler
17 <sup>th</sup> International Cities, Town Centres & Communities Conference (*)	25 - 27 October 2017 Melbourne, VIC	Clr Garrow Clr Wheeler
2017 Local Government NSW Annual Conference	4 - 6 December 2017 Sydney, NSW	Clr Lyons-Buckett Clr Calvert Clr Wheeler Clr Ross Clr Zamprogno
The Climate Leadership Conference	15 - 16 March 2018 Sydney, NSW	Clr Kotlash Clr Wheeler
Housing Ends Homelessness	15 - 16 March 2018 Wollongong, NSW	Clr Ross
2018 Floodplain Management Australia National Conference (*)	29 May - 1 June 2018 Gold Coast, QLD	Clr Lyons-Buckett Clr Wheeler Clr Zamprogno
2018 National General Assembly of Local Government (*)	17 - 20 June, 2018 Canberra, ACT	Clr Richards Clr Zamprogno
Smart Cities Conference Masterclass	8 March, 2018 Sydney, NSW	Clr Rasmussen Clr Zamprogno

(\*) Interstate Travel



## Clause 217(1)(a2) Major Contracts Awarded in excess of \$150,000

### Construction and Maintenance

Name of Contractor	Nature of Goods or Services	Total Value(\$)
State Asphalt Services Pty Ltd	Road Sealing	2,136,726.39
Bernipave Pty Ltd	Supply and Placement of Asphalt	1,437,172.27
Savage Earthmoving	Restoration of Footpaths and kerb & Gutter and Hire of Trucks and Plant	1,287,448.87
Saunders Civilbuild Pty Ltd	Minor Works Roads, Drainage and Hire of Trucks and Plant	886,864.33
L J Follington Construction Pty Ltd	Hire of Plant and Trucks	753,337.20
Hawkesbury Road Maintenance Pty Ltd	Maintenance of Gravel Roads	528,036.99
Tono Ferry Services Pty Ltd	The Caretaking & Operation of the Lower Portland Ferry	495,061.39
Northshore Landscapes	Supply of Bulk Materials for Civil Construction	365,111.03
Complete Linemarking Services P/L	Linemarking	324,976.92
Gilbert & Roach	Plant and Equipment	299,852.89
MJ & MD Skinner Earthmoving P/L	Road Sealing and Rehabilitation	237,933.30
Grants Concreting Pty Ltd	Restoration of Footpaths and kerb & Gutter	206,134.06
GPM Constructions	Lower Portland Ferry piling	201,120.38
Lord Earthmoving & Haulage Pty Ltd	Hire of Trucks and Plant	144,705.00
	<b>TOTAL</b>	<b>9,304,481.02</b>



## Professional Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
United Independent Pools	Insurance Contributions	613,631.51
Civic Risk West	Insurances	411,400.00
Local Government Appointments	Employment Agency	318,722.43
Marsdens Law Group	Legal Services	174,587.36
Pikes & Vereker	Legal Services	134,692.11
	<b>TOTAL</b>	<b>1,653,033.41</b>

## Waste Water Management

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Staples Bros. (Nowra) Pty Ltd t/a Premier Pumpouts	Septic Tank & Collection Well Effluent Removal Service	1,530,621.95
Bettergrow Pty Ltd	Collection, Transportation and Disposal of Biosolids	397,362.52
Precision Civil Infrastructure Pty Ltd	Upgrade of Sewer Pump Station	361,740.83
Select Civil	Waste Facility Machines	338,228.98
Nowra Chemical Manufacturers Pty Ltd	Chemicals for Treatment Works	137,092.73
Xylem Water Solutions Australia Ltd	Water Treatment Services	130,649.68
	<b>TOTAL</b>	<b>2,895,696.69</b>

## Parks and Recreation

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Undercover Landscapes Pty Ltd	Landscaping	362,909.25
YMCA of Sydney	Management and Operation of the Hawkesbury Leisure Centres	360,247.56
Ecotune Bush Regeneration	Bush Regeneration	352,667.15
Parkequip Pty Ltd	Park Equipment	267,360.50
TreeServe Pty Ltd	Arborist Services	135,729.00
	<b>TOTAL</b>	<b>1,478,913.46</b>

## Regulatory Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
JJ Richards & Sons Pty Ltd	Garden Organic Collection and Processing Service	3,023,510.91
Cleanaway Pty Ltd	Kerbside Collection	454,791.88
	<b>TOTAL</b>	<b>3,478,302.79</b>

## Building Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Origin Energy	Electricity Major Sites	869,939.11
Endeavour Energy	Street Lighting	427,876.22
Katopa Holdings Pty Ltd T/as CBD Mechanical Electrical	Electrical Repairs and Services	400,704.15
CMP Electrical (Australia) Pty Ltd	Electrical Repairs and Services	366,572.49
Powerdirect Pty Ltd	Retail Electricity	316,138.65
ERM Power Retail Pty Ltd t/a ERM Business Energy	Supply of Electricity & Green Power	298,989.28
Almar Pioneer Interiors API Commercial	Construction of new Fire Shed and Amenities Building	261,859.40
Hix Group Pty Ltd T/as Hix Electrical and Data Services	Street Lighting	235,232.19
Newline Carpets	Flooring	221,247.95
R Fleming & Sons	Painting and Roof Cleaning	181,525.64
Storm International Pty Ltd	Cleaning of Various Council Buildings	138,250.75
	<b>TOTAL</b>	<b>3,718,335.83</b>

## General

Name of Contractor	Nature of Goods or Services	Total Value (\$)
BP Australia Limited	Fuel	621,659.16
Western Region Automotive Sinclair Automotive & Sinclair Isuzu	Motor Vehicles	451,484.39
Windsor Toyota	Motor Vehicles	421,945.86
Bucher Municipal	Vehicle parts	411,529.47
Macquarie Bank Limited	Computer Equipment Leases	392,052.89
Technology One Ltd	Computer Software	380,568.59
Nepean Motor Group	Motor Vehicles	348,532.67
Data#3 Limited	Computer Software	320,111.58
Computer Systems Australia Pty Ltd	IT Professional Services	315,292.29
Caltex Australia Petroleum Pty Ltd	Fuel Purchases	249,805.62
Sydney Water	Water	248,905.58
City Hino	Plant items	219,299.68
Volvo Commercial Vehicles Australia Pty Ltd	Plant and Equipment	195,434.90
J Blackwood & Son Ltd	General Hardware	138,815.16
Telstra	Telecommunications – NBN/Internet provisions	138,349.48
Tyres4U Pty Ltd	Fleet Tyres	124,124.12
	<b>TOTAL</b>	<b>4,977,911.44</b>

## Clause 217(1)(a3) Summary of Legal Proceedings

Total cost of proceedings \$126,311.00

Project Name	Cost	Status
Pomeroy	\$39,132.00	Land and Environment Court Proceedings – Deemed refusal. Appeal upheld - deferred commencement.
INA Operations	\$18,485.00	Land and Environment Court Proceedings – Appeal against SWPP determination to refuse. Ongoing - Hearing set for 29, 30 & 31 October.
Creel	\$15,895.00	Land and Environment Court Proceedings – Deemed refusal. Appeal upheld.
Sorbello	\$13,511.00	Land and Environment Court Proceedings – Class 1 Appeal against refusal. Agreed between the parties at S34A Conciliation.
Isaac Property Developments	\$9,617.00	Land and Environment Court Proceedings – Deemed refusal - ongoing.
PRJM Pty Ltd	\$7,628.00	Land and Environment Court Proceedings – Class 1 appeal against refusal – Amended from 52 lots to 37 lots. Upheld.
Marshall Rural	\$5,062.00	Land and Environment Court Proceedings - Marshall -v- Basscave. Dismissed.
Masterman	\$4,654.00	Land and Environment Court Proceedings – Appeal against refusal - ongoing.
Constantine	\$4,347.00	Land and Environment Court Proceedings – Discontinued.
PRJM Pty Ltd	\$2,518.00	Land and Environment Court Proceedings – Class 4 - Deemed refusal. Approved subject to conditions.
PRJM Pty Ltd	\$2,070.00	Land and Environment Court Proceedings – S.56 appeal. Discontinued.
Johns	\$1,611.00	Dog Attack – Matter finalised in Local Court by issuing of control orders
Whitaker	\$498.00	Parking matter - Matter finalised in Local Court
Lewis	\$73.00	Disabled Parking Without Permit - Matter finalised in Local Court



## Clause 217(1)(a4) 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.

## Clause 217(1)(a5) Contributions/Donations

The total amount contributed under Section 356 of the Local Government Act, 1993 during the financial year was \$83,284 made up of the following amounts:

- \$81,811 distributed to 42 recipients in accordance with the provisions of Council's Community Sponsorship Program.
- \$6,000 distributed to 12 young people to support their participation in the Sister Cities Student Exchange Program.

## Clause 217(1)(a6) 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:

Committees	Facilities/Location
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 Preschool Inc.	North Richmond
Wilberforce Early Learning Centre Inc.	Wilberforce
Wilberforce Preschool Kindergarten Inc.	Wilberforce
Richmond Preschool Kindergarten Inc.	Richmond
Windsor Preschool Inc.	South Windsor
Bligh Park Childrens Centre Management Committee.	Bligh Park

## Community/Neighbourhood Centres, Halls and Other Buildings

Care, control and management of community buildings (Community Centres and Halls) have 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
Hawkesbury Skills Inc.	Hawkesbury Skills Centre, Bosworth Street, Richmond
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 Community Services	Richmond Neighbourhood Centre
St Albans School of Arts Management Committee	St Albans School of Arts
Wilberforce School of Arts Inc.	Wilberforce School of Arts



## Peppercorn Services

Council continued to work in partnership with Peppercorn Services Inc. (PSI) to operate a range of community services.

During the 2017/2018 Financial Year the following services were provided to residents of the Hawkesbury by PSI.

- **Peppercorn Family, Community and Youth Services**
  - **Hawkesbury Family Support** - at home and centre based family support services including playgroups, parenting programs, and family fun days.
  - **Forgotten Valley Community Development Project** – delivered activities, events and learning programs to vulnerable and isolated residents and young people living in the Forgotten Valley area.
  - **Youth Transport Options** – made available innovative transport options to support socially and geographically isolated young people to access services.
- **Peppercorn Children's Services**
  - **Forgotten Valley Pre-Schools** – operated pre-school services from two venues in Wisemans Ferry and South Maroota to meet the developmental needs of children 0-6 years.
- **Peppercorn Transport**
  - **Community Transport** – delivered a range of coordinated transport services for transport disadvantaged people living in the Hawkesbury including isolated residents.
- **Peppercorn Life Skills**
  - **Come Dine with Me** - a meals program which provides a healthy lunch, social interaction and activities for socially and/or geographically isolated people living in the Hawkesbury.
  - **Home and Garden Maintenance** – delivered subsidised lawn mowing and garden maintenance service services to frail aged people, people with disabilities and their carers in the Hawkesbury, Penrith and Blue Mountains Local Government Areas. The service aims to support older people and younger people with a disability to maintain their independence and enable them to remain living in their own homes.
  - **Hawkesbury Leisure and Learning Centre** - a range of creative and flexible leisure and learning programs for residents continued to be delivered from this venue.
  - **Peppercorn Property** - Managed the day-to-day building operations of McGrath's Hill Bus Depot, South Windsor Family Centre and Hawkesbury Leisure and Learning Centre.

## Playing Fields and Parks

Care, control and management of 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

## Hawkesbury River County Council

Controlling and suppressing of all declared Noxious Weeds has been delegated to Hawkesbury River County Council.

## Oasis Aquatic and Leisure Centre and Hawkesbury Indoor Stadium

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



## Clauses 217(1)(a7) and (a8) Interests and Participation in Corporations, Partnerships, Cooperatives, Joint Ventures, Syndicates or other bodies

### Civic Risk Mutual (CRM)

Council is a member of an independent insurance and risk management discretionary mutual, Westpool, established in 1988 and following recent rebranding is now known as Civic Risk West.

This mutual consists of eleven Councils – Blacktown, Blue Mountains, Camden, Fairfield, Hawkesbury, Liverpool, Orange, Parramatta, Penrith, Shellharbour and Wollongong City Councils and the alliance provides opportunities for members to self-manage public liability and professional indemnity claims, to purchase a variety of insurance products and to share risk management strategies.

Currently, Civic Risk West purchases public liability, professional indemnity, corporate travel, and group personal accident insurances.

Civic Risk West, in association with its sister organisation, Civic Risk Metro, has established United Independent Pools (UIP), now rebranded as Civic Risk Mutual (CRM) which now self manages motor vehicle, tools of trade, industrial special risks (Property), Councillors, Officers, Statutory Liability, Crime (internal fraud and electronic theft), Cyber, public liability and Casual Hirers insurance covers.

Council also holds a number of smaller specialised insurance policies specific to Council needs.

Through the ability of these mutual associations to self-insure and group purchase insurance significant savings have been achieved in the level of premiums paid by the Council, particularly 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, claims

management strategies, fleet management, property protection, security, work health safety and workers compensation, etc. Council continues to reap the benefits of this alliance which now actively covers all lines of insurance.

Additional advantages to being a member of this independent pool include;

- Establishing a capital adequacy benchmark of 150% of the APRA Minimum Capital Requirement.
- Returning approximately \$6,910,000 surplus capital back to its members over the past five years.
- Maintaining stable contributions for members.

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

### Regional Strategic Alliance

A Regional Strategic Alliance has been formed in order to achieve cost efficiencies through sharing arrangements between Hawkesbury City Council, Blue Mountains City Council and Penrith City Council.

The Alliance is yet to be formally established as an entity and current funds collected and spent are managed in trust by the Blue Mountains City Council.

Currently, the Risk Management branch is part of the joint auditing programme including review of Injury Management and WHS services allowing a continuity of approach and assisting in establishing meaningful benchmarks.

## Hawkesbury River County Council

The HRCC has been established under the *Local Government Act 1993*. 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 3,823km<sup>2</sup> and by the forming of a larger area, local government boundary problems are avoided.

Funds are provided by 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.

HRCC strategic objectives follow the guidance provided by the development of their member Council 'Community Strategic Plans' and the NSW Invasive Species Plan.

In order of priority they are as follows:

- prevent the establishment of new weed species
- eliminate the spread of new and existing weed species
- reduce the impact of widespread weeds on key assets
- support the community, industry and government stakeholders to have the ability and long term commitment to manage weeds.

Further information on HRCC is available at [www.hrcc.nsw.gov.au](http://www.hrcc.nsw.gov.au)

## Hawkesbury 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, Hills Shire Council and Hornsby Council areas, as well as its own.

The arrangement is performed under an agreement between Council 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 four 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, Hornsby and the Hills Shire Councils use the administration facilities at Council's 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.

During 2017/2018, the Shelter and its staff in conjunction with a number of welfare agencies achieved rehoming rates of over 60% for cats and 90% for dogs over the financial year, which were for animals that were suitable for rehoming.

## 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.(Association), which was established in 1984 by the then Hawkesbury Shire Council. The Association manages community and cultural activities of the program, which mainly involves the student exchange program to and from the sister cities. Council manages other activities of the program, including Mayoral communications, civic events and exchanges. The Sister City Program operates as a low cost Community – Council partnership.

Council recognises the strength of our sister cities relationships that have been cemented over the years, primary through the student exchange programs. The exchange program has created many lasting friendships for our citizens, members of the Association and

Council. The importance of the program is reflected in Council's ongoing policy position and delegation of authority to the Association to assist Council to promote international understanding through friendship in the community and to conduct exchange programs to strengthen this understanding.

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 (OAM) and Mayor of Kyotamba Town, Shigeki Matsubara when visiting the Hawkesbury. The Mayors of Temple City and Kyotamba have visited the Hawkesbury area as part of delegations from their cities in recent years.

In 2010, Council recognised the 25<sup>th</sup> anniversary of the sister cities friendship with Temple City and its community during a visit to the Hawkesbury by the Temple City Sister City Association. In 2014, Council celebrated the 25<sup>th</sup> anniversary of the sister cities friendship with Kyotamba. In 2018, Council celebrated the 30<sup>th</sup> anniversary of the sister cities friendship with Kyotamba at a function on 10 August 2018: Many exchange students and their families over the 30 years attended as well as the 2018 Exchange Students from Kyotamba, Hawkesbury and Temple City. The Consul-General of Japan Mr. Keizo Takewaka and the Director of the Japan Local Government Centre in Sydney Mr Hirotono Akaiwa and his staff also attended.

In February 2014, the news of the death of Jean Peare, OAM, founding chairperson and life member of the Association was received. Jean's invaluable contribution to the success of the Sister City program over the last 30 years is acknowledged.

The student exchange program enables young citizens of the Hawkesbury to visit our sister cities and experience new cultures by staying with sister cities families. Annual student exchange visits to the sister cities take place around September/ October. Up to six high school students (Year 9 or Year 10) are selected to visit each sister city. Reciprocal student exchanges visits to from the sister cities to the Hawkesbury occur around July/ August.

Hawkesbury students and their families fund their exchange visit to the sister cities, and the Association funds related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

In 2017/2018, young citizens of the Hawkesbury visited Temple City and Kyotamba as part of the student exchange program. Since 1988, over 340 Hawkesbury exchange students have visited Temple City and Kyotamba (at 2016).

Many lasting friendships have been formed between the students (and families) and adults who have participated in the cultural exchanges and between the Association's members who make the program a success. The program is at a stage where children of parents who were once exchange students are now participating in the student exchange program to our sister cities. The inter-generational success of the exchange visits is a major achievement of the Association.

On 24 February 2009, Council extended the Association's delegation of authority to further promote the benefit of exchange programs with our City-Country Alliance Councils (Cabonne Shire Council and Weddin Shire Council) with our international sister cities and Hawkesbury citizens.

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

Council has two City-Country Alliances, one with Cabonne Shire Council and one with Weddin Shire Council. The Alliances were created on 16 May 2007, when the councils formally signed the Alliance Memorandum of Understandings. 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 Council and Weddin Council and program partners, like the Hawkesbury Sister City Association. Alliance exchanges can include Councillor exchanges, Council corporate exchanges and community exchanges.

Country alliance councils have in previous years participated in Council activities as exchanges including Council's show tent at the annual Hawkesbury Agricultural Show (and other tourism activities), Hawkesbury Eisteddfod, Macquarie 2010 Bicentenary celebrations, Sister Cities Mayoral visits, staff visits (staff-buddies). Council has participated in Country alliance activities as exchanges including Mayoral visits to Cabonne and Weddin in August 2013, attendance at the Henry Lawson Festival (Weddin) by the Mayor, councillors or staff (June, 2014, 2015, 2017) , staff visits. Hawkesbury Sister City Association Inc. is a partner of the City-Country program and its delegation was extended to include City-Country Alliance activities.

## **Stormwater Partnership**

Council is part of a collaborative including the Western Sydney University (WSU), 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 WSU 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 City 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 next out of water survey is scheduled for March 2019.

Tono Group Pty Ltd operate the Lower Portland Ferry service on a contract basis.

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

## Clause 217((1)(a9) Equal Opportunities

### Equal Employment Opportunity Management Plan

In line with Council's policy, the following activities were carried out during 2017/2018 to maintain and support the existing Equal Employment Opportunity (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.
- that EEO responsibilities are included in all job descriptions
- any complaints arising from EEO related issues such as harassment and

discrimination are handled in accordance with relevant procedures.

- EEO Information including Operational Management Standards for EEO, Grievance Handling and Harassment Prevention included as part of the Induction Kit for all new staff.

## Equal Employment Opportunity Policy Statement

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
- ensuring staff understand their rights and responsibilities in the workplace
- raise awareness of EEO principles and practices by ensuring easy accessibility to EEO related information through training and promotion of policies and procedures
- promote workplace standards where employees treat each other with respect through ethical behaviour, fairness transparency and open communication

- 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.

## **Clause 217(1)(b) and (c) General Manager and Senior Staff Remuneration**

There were four senior staff positions employed under contract by Council between 1 July 2017 and 30 June 2018. 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 OLG and are subject to performance agreements.

Between 1 July 2017 and 30 June 2018 the General Manager's Total Remuneration Packages (TRP) was \$285,000 and the TRP's of the three Directors referred to above, totalled \$732,000.

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 (i.e. Council supplied vehicle)
- FBT payable by Council for any non-cash benefits.

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

In 2017/2018 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 2017/2018, Council completed and lodged all Companion Animal Shelter data collection returns with the OLG as required by legislation, including data relating to dog attacks. During this period, Council had an expenditure of \$969,086 and an income of \$796,310, which gives a net expense/loss to Council of \$172,775 for animal control. This represents an improvement of \$153,088 from the previous financial year.

Council introduced a mandatory desexing program of all animals sold through the Hawkesbury Animal Shelter during the 2012/2013 financial year in an attempt to reduce the number of unwanted pets in our community as a result of accidental pregnancy. Council, with the assistance of the Animal Welfare League and the Cat Society, conducts reduced price desexing clinics throughout the year as well.

Council has achieved during the 2017/2018 period rehoming rates of over 60% for cats and 90% for dogs, which is for animals that were suitable for rehoming. This achievement is only possible because of Council's 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 offleash areas located at:

- Pool Park, South Windsor
- Yarramundi Reserve, Yarramundi
- 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. Other Statutory Reporting Requirements.

## Access to Government held information

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

Requests under the GIPA Act may be made by way of formal or informal access to information requests. Formal access to information requests must be accompanied by a \$30 application fee. Both formal and informal 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 4444 during office hours Monday to Friday 8:30am to 5pm.

## Format of Council information

The Council takes great care to maintain and manage records in hard copy and electronic formats. 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 of Council's business documentation is entered into this system and distributed to the appropriate area for action, allowing the Council to respond to correspondence and requests. In addition, paper documentation, mostly in relation to building and development applications, is kept on site and at the NSW Government Records Repository at Kingswood.

In recent years Council has also taken steps to increase the amount of archived records which are available in electronic format, such as information contained in microfilm and information from the previous Windsor Municipal and Colo Shire Councils, in order to improve the ability of staff to locate and search these records.

## Policy for Access to Information

Council recognises and promotes the public's right to access a broad range of Council information and documents. Council encourages open and transparent governance and well informed community debate.

On 1 July 2010, the GIPA Act replaced the *Freedom of Information Act* and Section 12 of the *Local Government Act 1993*. In accordance with the new legislation, Council:

- adopted an Access to Information Policy on 29 June 2010. The Access to Information Policy was reviewed in 2017-18, and an updated version of the Policy was adopted on 13 March 2018. 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 an Information Guide, which is reviewed annually. This identifies information held by Council and how to obtain that information.
- revised its Privacy Management Plan in 2013, in accordance with the *Privacy and Personal Information Protection Act 1998 (NSW)* to protect the public from disclosure of personal information.

## Proactive Release (No Charge)

The following Council documents are proactively released in accordance with Sections 6 and 7 of the GIPA Act and Council's Information Guide.

These documents are available for inspection at Council offices and/or on Council's website at no charge:

- Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)
- annual financial reports
- Annual Report
- annual reports of bodies exercising delegated Council functions
- any Codes referred to in the *Local Government Act, 1993*
- 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
- Auditor's report
- Code of Conduct
- Code of Meeting Practice
- Delivery Plans, Operational Plans and Resourcing Strategies
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the *Local Government Act, 1993*
- development applications (within the meaning of the *Environmental Planning and Assessment Act, 1979*) and associated documents, subject to restrictions outlined in the *GIPA Regulations*
- EEO Management Plan
- 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
- land register
- leases and licences for use of public land classified as community land
- local policies adopted by the Council concerning approvals and orders
- 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
- Payment of Expenses and Provision of Facilities to Councillors Policy
- plans of land proposed to be compulsorily acquired by the Council
- plans of management for community land

- records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- register of delegations
- register of investments
- returns as to candidates' campaign donations
- returns of the interests of councillors, designated persons and delegates
- 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 proactively released or open access information is provided in accordance with Section 8 of the GIPA Act. No fees are payable for viewing of documents under an informal access request, however archive retrieval fees and other processing charges for photocopies or electronic copies of documents are applied.

Requests to view other documents will be considered in line with the following:

1. if granting public access is prohibited under relevant legislation
2. the General Manager or Public Officer (or other delegated staff member) believe granting access to a particular document is contrary to the public interest
3. taking the result of any consultation process into account.

When requesting access to sensitive information, or when processing a request would amount to a substantial 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 a 50% discount of processing charges may be applied (excluding the \$30 application fee), which are outlined in



# Annual Report 2017/2018

Section 65 and 66 of the GIPA Act, and GIPA Guideline 2. In cases where the applicant is requesting access to their own personal information only, no processing 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 justification for the restriction and the details for options of review.

Council's Access to Information Policy aims to meet the objective of open and transparent governance and encourages community input on matters before the Council. Customers are able to request access to a range of Council

information in various formats, as required by the GIPA Act.

Privacy of members of the public is recognised through withholding access to personal information where the release of information would compromise individual safety, constitutes an unreasonable disclosure of personal information or is contrary to the public interest or outcome of the third party consultation process.

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

Section 125 of the GIPA Act requires councils to prepare an annual report on their obligations under the Act. That report is to contain information prescribed by Clause 7 the GIPA Regulations. This information is set out below.

### 7(a) Details of any review carried out by the agency under section 7(3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out	Information made publicly available
Yes	Yes

The review of Council's Access to Information Policy was completed, with the new Policy being adopted by Council in March 2018. The new Policy states as one of its objectives *"To encourage the culture of open and transparent government and proactive disclosure of information which is promoted by the NSW Information and Privacy Commission (IPC)."* The new Policy was placed on public exhibition prior to being adopted. Following the adoption of the new Policy, Council has commenced some projects relating to open and proactive release of information, such as reviews of the Council Committees webpage, Council's budgeted advertising program, and designing a new proactive release program. These projects are expected to be progressed in the 2018-19 financial year. This year, Council has developed a Digital Strategy, which is currently being implemented, including commencing use of Facebook to promote some Council activities. The Access to Information Team will be looking into the potential of social media for promoting ways for customers to access Council information. This year, Council has also designed a new form to be distributed to access applicants to show what searches were undertaken in Council's records in order to locate the requested information. This more detailed information provided to applicants may help the public to understand the format and content of Council's Records.

### 7(b) The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received	36
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### 7(c) The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	
Wholly	0
Partly	1
Total	1

## 7(d) Information, as set out in the form required by the tables in Schedule 2, relating to the access applications (if any) made during the reporting year

The following tables provide statistical information about access applications received during 2016-2017 and are in accordance with the provisions of the Regulation.

**Table 5: Number of applications by type of applicant and outcome\***

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	1	5	1	0	0	0	0
Not for profit organisation or community groups	1	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	5	2	0	1	3	0	0
Members of the public (Other)	4	6	5	2	0	0	0	0

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 4.



**Table 6: Number of applications by type of applicant and outcome**

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	9	12	12	3	1	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

\* A "personal information application" is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

**Table 7: Invalid applications**

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41) of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently become valid applications	0



**Table 8: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table 7.

**Table 9: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act**

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	2
Individual rights, judicial processes and natural justice	23
Business interests of agencies and other persons	0
Environment, cultural, economy and general matters	0
Secrecy provisions	5
Exempt documents under interstate Freedom of Information legislation	0

**Table 10: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	36
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>36</b>

**Table 11: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

Applications	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table 12: Applications for review under Part 5 of the Act (by type of applicant)**

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Table 13: Applications transferred to other agencies under Division 2 of Part 4 of the Act**

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

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

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.

Council received 537 informal access applications in the 2017/2018 financial year. There were 619 informal access applications received in 2016/2017, 660 in 2015/2016, 701 in 2014/2015, 791 in 2013/2014, and 733 during the 2012/2013 financial year.

There were no enquiries or appeals involving the Ombudsman.

There were no privacy reviews during 2017/2018, 2016/2017, 2015/2016 or 2014/2015. One (internal) review was lodged with Council in 2013/2014 under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

The introduction of the Government Information (Public Access) legislation and the community's increased awareness of the availability of information has placed a greater resource commitment on the organisation each year.

Council has attempted to mitigate the effects of the financial cost of retrieving files from the off-site storage facility by introduction of the archive retrieval fee on informal access requests, which will require customers to cover the costs of their own file requests in the 2017/2018 financial year.

Although the number of informal access requests appears to be slightly decreasing each year, this is being compensated for by an annual increase in additional duties being undertaken by the Governance team. However, the processing times for informal access requests has improved since last year, which has addressed the sense of customer dissatisfaction that was mentioned in the 2016/2017 Annual Report.

In the future, Council may need to raise awareness of the amount of time Council commits to researching, compiling and providing the required documents for the large number of requests that are received per year, in order to address customer expectations regarding processing time frames.

In addition, Council may be able to investigate upgrades to Council's website which would allow customers to access a wider range of information quickly and easily through the website.

Currently there is still a variety of information designated as open access information by the *Government Information (Public Access) Act 2009* (GIPA Act), which is not available on Council's website.

In 2018/2019, Council intends to explore the possibility of developing a program for online proactive release of information that is in the public interest, which will be in line with the objectives of Council's Community Strategic Plan, and with expectations set by the NSW Information and Privacy Commissioner. Council will also be reviewing its practices regarding mandatory and non-mandatory advertising across different formats such as newspaper, website, and social media.

## Planning Agreements

On 20 August 2014, Council entered into a Voluntary Planning Agreement (VPA) with entities collectively known as the North Richmond Joint Venture (NRJV). The VPA provides for the upgrading of existing road and community infrastructure in North Richmond to cater for approximately 1,400 residential allotments and ancillary development on land known as Redbank at North Richmond.

In summary, the VPA contains commitments from NRJV to undertake certain works and make contributions to Council and the Roads and Maritime Service (RMS).

These commitments include:

1. \$26.38M by way of works or monetary contributions on intersection works to Bells Line of Road and a new bridge crossing at Yarramundi
2. provision and dedication of open space (including Cumberland Plain Woodland) and drainage areas at no cost to Council plus five years maintenance
3. provision and dedication of a 500m<sup>2</sup> community centre on a 1000m<sup>2</sup> allotment which may be wholly contained on the subject land adjacent to Peel Park, or a combination of Peel Park and the subject land
4. provision of off street parking, training spaces, sports amenity building and multi-use courts within Peel Park
5. provision of designated off street cycleway, open space kick about areas, amenities buildings including toilets and picnic areas to open space areas
6. provision of a 1.2 kilometre concrete shared cycleway/pedestrian footpath
7. provision of 15 bus stops and shelters
8. contribution to a place making support program in conjunction with Council.

Since the VPA was entered into, Council staff have had various meetings with NRJV regarding the implementation of VPA.

Discussion has centred on the provision of open spaces, community and recreational facilities, and road works. NRJV have employed a Place Manager as proposed by Item 4.1 of Schedule 2 of the VPA.

**VPA for 452 Greggs Road, Kurrajong** – the VPA enabling Council to levy a \$30,000 monetary contribution for the additional housing lot arising from the future subdivision of the subject site was endorsed by Council at its Ordinary Meeting of 8 May 2018 and expected to be executed in 2018/2019.

**VPA for 1420 Kurmond Road, Kurmond** – the VPA enabling Council to levy a \$30,000 monetary contribution for an additional housing lot arising from the future subdivision of the subject site was executed by Council at its Ordinary Meeting of 26 July 2017.

## Public Interest Disclosures Act 1994 and Regulation

Council at its meeting on 12 April 2016 adopted a revised Internal Reporting Policy (*Public Interest Disclosures Act 1994*). No public interest disclosures were received in 2017/2018, which was the same as during 2016/2017.

## Swimming Pool Inspections

Council issued 92 Pool Compliance Certificates between 1 July 2017 and 30 June 2018. 21 inspections resulted in the issuance of non-compliance. One Tourist and Visitor Accommodation was inspected. Two properties were inspected where there was more than 2 dwellings.



## Careers Recognition Act 2012

Council has been assessed as a human service agency under the Common Care Standards Review process by Department of Health and Ageing. All service provision, assessment and referral processes were deemed to be compliant against all relevant Acts, including the *Carers Recognition Act 2010*.

## Disability Inclusion Act 2014

The Hawkesbury Disability Inclusion Action Plan was developed following broad consultation with people with disabilities, details of which have been provided to the Disability Council NSW. Actions and strategies within the Hawkesbury Disability Action Plan support the goals of the Disability Inclusion Act 2014. Council's Access and Inclusion Advisory Committee comprises of nine community representatives including people with disabilities and the Committee oversee and monitor implementation of the Plan at bi-monthly meetings. Of the 25 Year One actions in the adopted Plan, 21 actions have been achieved. The Disability Inclusion Action Plan has been converted to easy-read format, enabling the Plan and its progress to be monitored by the whole of community.





This document contains important information.  
If you do not understand it, contact the  
Telephone Interpreter Service on 131 450.



### **Hawkesbury City Council**

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