



Hawkesbury City Council

attachment 1
to
item 19

Delivery Program 2017-2021
Progress Report:
1 July 2018 - 31 December 2018

date of meeting: 26 February 2019
location: council chambers
time: 6:30 p.m.



DP Strategy and OP Action

Output Measure

Progress

Six Monthly Progress Comments

Our Leadership

1.1 Local leadership and effective governance - Provide representative, responsive accountable governance

1.1.1 Council's elected leaders will actively connect and collaborate with the community.

Council's elected leaders will attend events, functions and engagement activities throughout the year.

Number of events, functions and engagement activities attended.

Partially completed

The number of events, functions and engagement activities attended by Councillors is recorded including attendance at Citizenship Ceremony, Hawkesbury Fest, Waste2Art, Sister City Anniversary, community meetings, Poppy Project, Business Meet and Greet, Baling for our Backyard, Light Up Windsor, and APV Heritage Event.

1.2 Communication and engagement - Encourage an informed community and enable meaningful engagement

1.2.1 Provide open and clear lines of communication with the community that use the most current forms of digital technology.

Implement actions in the Digital Communication Strategy.

Actions Implemented

Partially completed

Ongoing implementation of the three key strategies in the Digital Communication Strategy in relation to:

- Open and innovative Government
- A connected community
- Digital delivery



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Commence reviewing Council's corporate website.	Identify community needs. Statistical information reviewed.	Partially completed	Developing a community engagement opportunity to encourage people to make suggestions about the content of the website. Basic reporting and analytics is being undertaken which will be used to identify areas where target clicks can be captured to provide more meaningful and granular data relating to user behaviour and activity.
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			
Continue to annually engage with the community about Council's roles and functions.	Location, number and variety of engagement activities undertaken.	Not completed	Annual community engagement will be undertaken in June-July 2019 across key town centres and villages.
1.2.3 Provide quality customer service to the community.			
Implement a program for the roll-out of on-line and digital customer service platforms.	Number of customer transactions migrated to online and digital platforms	Partially completed	Customers can now log 10 categories of customer request via on-line forms or by social media platforms. Council is currently looking at a new booking and payment gateway to enable further self service options.



**DP Strategy and
OP Action**

Output Measure

Progress

Six Monthly Progress Comments

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.

Informed by the annual Audit Program, pursue business process reviews, and where appropriate, implement outcomes of the review.

Business processes reviewed and implemented where appropriate

Partially completed

Council has engaged a Business Analyst. There have been several business processes reviewed and implemented as a result of the Management Actions arising from the Annual Audit Program. Currently, there are a range of other processes under review and in various stages of implementation, including

- Sewer Management Facilities
- Fire Safety Statements
- Pool Safety Program

Review policy and procedures for development contributions plans and Voluntary Planning Agreements

Policy and procedures reviewed

Partially completed

An internal audit was undertaken on Development Contributions Plans and Voluntary Planning Agreements. A working party has also been established to implement the Management Actions arising from the audit.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
1.3.2 Meet the needs of the community now and into the future by managing Council's assets with a long-term focus.			
Collaborate through the Regional Strategic Alliance on a regional approach to asset management. Including the completion of condition audits on relevant asset categories.	Complete condition audits on relevant asset categories.	Partially completed	RSA has undertaken a study to identify Regional issues and opportunities. Council asset condition reviews are ongoing.
1.3.3 Decisions relating to determining priorities will be made in the long term interests of the community.			
Implement Council's Fit for the Future Strategies in the development of the annual Operational Plan.	Actions implemented in accordance with the Fit for the Future strategies.	Partially completed	<p>Implementation of all Fit for the Future Strategies commenced in 2017. Special Rate Variation was approved and implemented in 2018/2019. Currently, all Strategies are being reviewed as part of the development of the 2019/2020 Operational Plan. To date progress has been achieved in relation to:</p> <ul style="list-style-type: none"> • Efficiencies in relation to road operations • Revision of stores, workshop and operation • Efficiency in relation to back office functions

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
1.4 Reinforcing and establishing effective strategic partnerships - Build strong relationships and shared responsibilities			
1.4.1 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.			
Engage with and provide advice to relevant government agencies and peak bodies in relation to the challenges and requirements of the Hawkesbury.	Engagement undertaken and advice provided.	Partially completed	<p>Council staff have been engaging with government agencies and peak bodies in relation to a number of issues, in particular:</p> <ul style="list-style-type: none"> • Transport and future crossing of the Hawkesbury River • City Deals in relation to a range of transport, land use and environmental matters • Floodplain Management and the need for a release of key information • Library Funding • Contributions plan for Vineyard
1.4.2 Achieve higher strategic capacity through strategic alliances and partnerships.			
<p>Work with strategic partners to pursue objectives in relation to:</p> <ul style="list-style-type: none"> - Tourism - Waste Management - Asset Management - Procurement - Auditing - Environment - Transport - Employment 	Identify outcomes and record results.	Partially completed	<p>The Strategic Procurement Position to be shared between the Regional Strategic Alliance partners has been approved, advertised and interviewed. Commencement of this role is likely to be before March 2019.</p>


**DP Strategy and
OP Action**
Output Measure
Progress
Six Monthly Progress Comments
1.5 Regulation and Compliance - Encourage a shared responsibility for effective local compliance
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.

Prepare Business Plans for each Council Business Unit, incorporating:

- Policies Enterprise
- Risk Management
- Delegations
- Authorities and Licenses
- Training
- Budgets
- Resources
- Contracts
- Tenders

Business Plans completed

2018/2019 Completed
2019/2020 Underway

Plan template created, Managers briefed frequently on information to include in the business plans.

Prepare a draft Dashboard of Compliance with Legislative Requirements and Customer Service Standards.

Draft Dashboard completed

Partially completed

Pulse Software Database procured in 2017 being developed in association with delegations. Once completed the database will keep a record of Legislative requirements in line with Delegations. Further work is being conducted to implement remainder of Customer Service Standards by the recently appointment Business Analysts.

1.5.2 Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council.

Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy.

Number of complaints finalised within timeframes.

Completed

12 Customer Complaints and 19 Compliments were received and addressed using Council's Complaints and Compliments procedures for the period 1 July 2018 to 31 December 2018.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit findings.	Audits completed and recommendations implemented.	Partially completed	The following audits have been completed between 1 July 2018 and 30 December 2018: .Council Owned Operational Plant and Equipment Review; Delegations Review; Developer Contributions Review; and Waste Management Facility and Environmental Management Plan Compliance Review. The progress of the audits and subsequent implementation of Management Actions arising are reported to and monitored by MANEX and the Audit Committee.
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			
Implement strategies identified in Council's Workforce Management Plan.	Strategies implemented	Partially completed	Work commenced on developing reporting frameworks to detail workforce statistics to assist develop improved workforce planning strategies.
1.6.2 Council's workforce, systems and processes will support high performance and optimal service delivery for our community			
Initiate an organisation-wide program of Business Improvement processes linked to Council's Fit for the Future Strategies and Customer Service Outcomes.	Development and implementation of Business Improvement processes	Partially completed	Recruitment of Business Improvement Coordinator has been completed and HR is partnering with the Business Improvement Coordinator to ensure processes are improved.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
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Our Community

2.1.1 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.

Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan.	Actions implemented	Partially completed	Review of existing Development on Flood Liable Land Policy and preparation of Flood DCP Chapter has continued and will be reported initially through Council's Floodplain Risk Management Advisory Committee prior to Council
Implement priority actions of Council's Natural Hazards Resilience Study.	Actions implemented	Partially completed	2018/2019 Program approximately 30% complete - impacted by weather conditions. 2019/20 reduction program prepared and submitted to Bush Fire Management Control.
Work with Rural Fire Service to develop and implement yearly hazard reduction programs	Hazard Reduction program developed and implemented	Partially completed	2018/2019 Program approximately 30% complete - impacted by weather conditions. 2019/20 Hazard Reduction Program prepared and submitted to Bush Fire Management Control.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
2.1.2	Make the Hawkesbury a friendly place where people feel safe.		
Implement crime prevention projects to respond to community safety concerns.	Number of projects and activities implemented	Partially completed	Planning completed to deliver cyber-safety and fraud avoidance information sessions for senior residents in February 2019 in conjunction with Seniors Week.
Implement Year 2 actions of the Hawkesbury Family and Domestic Violence Action Plan	Year 2 actions implemented	Partially completed	6 of 15 Year 2 actions have been implemented. Activities include distribution of Domestic Violence service information via wallet cards and Hawkesbury e News (online newsletter), White Ribbon event, development of MOU to enable use of Council facilities as calming rooms, and access to crisis transport for persons needing Domestic Violence services.
Implement anti-bullying initiatives based on the Hawkesbury Youth Summit Recommendations.	Number of activities implemented	Partially completed	Facilitated delivery of Cyber Safety training which included responses to cyber bullying for service providers and Department of Education staff. Council has provided support to range of community events that promote healthy relationships and anti-bullying responses through in-school wellness events and Mental Health Month event



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Implement priority activities and campaigns in Road Safety Action Plan	Annual action plan developed and implemented	Partially completed	Programs delivered include installation of child restraints, speed awareness campaigns and promotion of Plan B messaging through local courtesy bus promotion at Hawkesbury Liquor Accord. Preliminary investigations have been made to pilot mobile speed reduction signage in school zones during first half of 2019.
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	Partially completed	Inclusive sports program held in conjunction with International Day for People with Disabilities. Planning underway for health and well-being information sessions to be held during Seniors Week in February 2019.
2.2.2 Encourage active participation in a range of sporting and recreational pursuits.			
Implement the priority actions of the Hawkesbury Regional Open Space Strategy.	Number of priority actions implemented	Partially completed	Implementations of priority actions is ongoing and being taken into account when planning for new parks such as Peel Park, Redbank Development and Fernadell Park.


**DP Strategy and
OP Action**
Output Measure
Progress
Six Monthly Progress Comments
2.3 Community partnerships continue to evolve - Increase the range of local partnerships and plan for the future
2.3.1 Encourage and facilitate community partnerships.

Implement Council's Community Sponsorship Program and support the delivery of non-Council funding programs.

Value of support provided

Partially completed

Round 1 of Community Sponsorship Program completed with \$65,270 distributed to 15 applicants. 11 Applications under Round 2 seeking \$8,433 in financial assistance have been received for determination by Council.

2.3.2 Support and expand active volunteering

Explore opportunities to expand the number of volunteers across Council operations.

Volunteer numbers

Partially completed

Initial census of Council volunteers completed. Staffing reconfiguration currently underway to increase resources to for expanded volunteer programs.

Support community management of community services.

Number of requests responded to within required timeframes

Partially completed

One request received to assist in facilitating process to resolve operational and management issues impacting on Glossodia Community and Neighbourhood Centre.

Support community management of community facilities (halls and community centres).

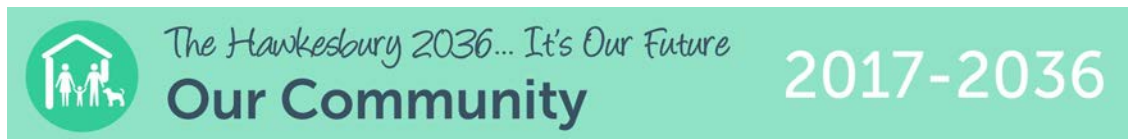
Number of requests responded to within required timeframes and increase in utilisation of community facilities.

Partially completed

97 building maintenance requests have been received and processed. Utilisation of community centres has remained relatively stable with slight increase in usage of smaller venues.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Support volunteer Bush Care groups	Number of groups and participants supported	Partially completed	13 Bushcare groups and 70 volunteers supported
Support Clean-up Australia Day volunteers.	Number of sites and participants	Partially completed	Council renewed its support in December 2018 for Clean-Up Australia Day 2019 to be held in March 2019.
Promote the Cultural Services volunteer program	Number of volunteers. Training and recognition programs delivered	Completed	A total of 142 volunteers across the Gallery, Library and Museum. In this period training and induction days have been held for new and existing volunteers. Visits to other cultural institutions have been conducted to increase knowledge of volunteers. Volunteers have also assisted with community events. An annual Christmas party was held to thank and recognise the contribution of volunteers.
Maintain the Community Volunteer Program at the Hawkesbury Companion Animal Shelter.	Program maintained and volunteer numbers monitored	Partially completed	Volunteers continue to assist Council staff with duties that would normal be unachievable, such as giving "one on one" attention to the animals and additional exercising of the dogs.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
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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	Partially completed	All funding and statutory requirements as negotiated with funding bodies have been met.
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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.

Continue the partnership with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs.	Annual report to Council from Sports Council	Completed	The annual financial reports and audited reports were provided to Council.
Continue the partnership with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs.	Funding provided	Partially completed	Funding is divided into six month allotments. Initial funding provided.

2.4 Community wellbeing and local services - Build on a sense of community and wellbeing

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.

Implement Council-endorsed priority actions of the Affordable Housing Working Group	Actions implemented	Partially completed	Council staff have had a number of meetings with community housing providers and are working in conjunction with Council's Human Services Advisory Committee to implement the Affordable Housing Working Group's recommendations as adopted by Council on 29 May 2018.
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DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Prepare a Health and Well-being Action framework.	Framework prepared	Partially completed	Preliminary consultation has been undertaken with service providers to identify primary determinants of health and wellbeing for further analysis and priority. Due to workload constraints, further work on framework has been deferred until 2019/2020. Staff will continue to pursue funding opportunities to establish well-being programs with a focus on mental health.
Participate on local, regional and State planning forums to advocate for the affordable housing and human service needs of the Hawkesbury.	Meetings attended as required	Partially completed	Staff currently participate on 12 local and regional inter-agencies and planning forums. Currently exploring establishing a cross-functional planning mechanism – Hawkesbury Connect – to promote cross-sectoral and district wide planning.
Work with community groups to establish and support community and bush tucker groups.	Number of initiatives commenced	Partially completed	Submitted grant application to establish bush tucker garden and education program based at Regional Museum. Consultation undertaken with indigenous elders and community on proposal to establish cultural walk and bush tucker gardens at Macquarie Park, Windsor.
Investigate establishment of a Homelessness Hub.	Options for a Homelessness Hub reported to Council	Partially completed	Preliminary meetings held with stakeholder groups. Expression of Interest prepared for circulation to establish working group to develop draft design and operational brief for proposed Hub.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
2.4.2 Provide flexible services that can adapt to changing community needs and service demands			
Undertake community consultation and engagement to understand community needs and service demands.	Consultation and engagement undertaken	Partially completed	Consultation and engagement currently underway in relation to a range of issues and initiatives including homelessness services, youth services, access and inclusion, reconciliation, dementia friendly communities, mental health services, suicide prevention, emergency preparedness, domestic and family violence, and community safety.
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			
Implement Year 2 actions of Council's Disability Inclusion Access Plan.	Year 2 actions implemented	Partially completed	26 of 30 Year 2 Actions implemented. Activities include training library staff in use of assistive technology, events to raise profile of access and inclusion, development of play-spaces to meet expressed needs of people with disabilities, delivery of partnership project to increase employment opportunities for People with Disabilities, submission of CCTV application for North Richmond Shopping Precinct, project to provide outreach access to mental health services, provided Auslan interpretation and accessible transport options to Council consultations and convened sector-wide interagencies to improve access to services for people with disabilities.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Provide library outreach services and access to library collections.	Number of book deposit visits. Number of library pop ups. Number of nursing home and house-bound visits.	Completed	In this period the library conducted 12 book depot visits. It participated in 8 library pop-ups involving both community and Council events. It conducted 36 nursing home visits and 90 house-bound visits to individual library members.
Work with young people and youth service providers to plan and stage Youth Summits and implement recommendations arising from Youth Summit proceedings.	Youth Summit 2019 held and outcomes reported to Council.	Partially completed	Youth reference group established to commence planning for 2019 Youth Summit.
Provide financial and other support to community groups to plan and deliver community events and activities.	Number of events supported	Partially completed	Financial and in-kind assistance provided to support Social Inclusion Week, Carers Day, NAIDOC, Dementia Awareness Month, White Ribbon Day, Mental Health Months and International Day for People with Disabilities.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Outcomes of youth services and facilities audit are reviewed to identify options for improving youth services/facilities.	Strategies for youth services and facilities development reported to Council	Partially completed	Preliminary review of youth services and facilities completed. Outcomes of review to inform consultations with young people on development of Draft Youth Services Action Plan.
Work with members of LGBTIQ community to facilitate a local annual community event and undertake initiatives that recognise and celebrate community diversity	Annual event supported. Number of initiatives undertaken	Partially completed	Planning underway for IDAHOBIT Day activities to be held May 2019
Adopt the Hawkesbury Cultural Development Plan.	Plan reported to Council for adoption	Partially completed	The cultural plan is at a draft stage. Consultation with different stakeholders has taken place.

2.5.2 Provide community and cultural services through a range of affordable and accessible facilities.

Provide Gallery exhibitions and services which celebrate our local culture and strengthen the cultural identity of our community.	Number of exhibitions, public programs involving local artists, local artists stock in Gallery shop and number of Gallery visitors	Completed	A total of 9 exhibitions were held in this period. There were 12 public programs involving local artists. In the gallery shop 21 different artists' items were in stock. The Gallery received a total of 6,936 visitors.
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DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Provide library collections and services that strengthen capacity and well-being of our community	Number of different programs, collections items, and library visitors	Completed	In this period the library ran 146 programs for children and adults. A total of 123,000 items in the library collection including Overdrive (Ebook and Eaudiobook collection) and excluding the local studies collection. In this period the library attracted 5,348 visitors to its programs.
2.5.3 Recognise, conserve and promote the area's history and heritage for current and future generations.			
Provide library programs which celebrate our local history and manage the library's local history collection.	Number of local history programs, participants, collections items, and items online	Completed	The total number of items in the collection are 255,318 (including Fiche, photographs, negatives as well as other collection items). Item on line as of December 2018 - 3,286 photographs on Hawkesbury images and 4,258 newspaper issues on Trove https://trove.nla.gov.au/newspaper/



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Provide museum collection programs which celebrate our significant heritage and history and manage the museum's history collection.	Number of exhibitions, public programs, participants, and collection items	Completed	The Museum displayed one permanent exhibition of Land River People and two continuing temporary exhibitions on St Matthews and Food bowl farming. It also held 2 temporary displays offsite at the Deerubbin centre (Benevolent Society and Life and death in Victorian times) and one on site. It held 10 public programs which involved talks and tours. It was also involved in NAIDOC week, Rex Stubbs History Symposium and the Light up Windsor event. General museum entry visitors was 8,158. There are 7,681 items in the collection.
Review and implement agreed priority actions of Council's Heritage Strategy	Review completed and actions implemented	Partially completed	Local Heritage Incentive Fund commenced with successful applicants notified and works commenced. Heritage Advisory Service has continued with increase in use of service. Consultants appointed to undertake Hawkesbury Heritage Study
Complete master planning for town centre revitalisation of Richmond and Windsor	Complete masterplans	Partially completed	Expression of Interest prepared in anticipation of the Liveability Program funding announcement expected early in the new year. EOI includes masterplanning for Windsor, Richmond and South Windsor



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Work with respective Committees to produce a range of media to promote the areas heritage	Range of media released and promoted	Partially completed	Primarily working with the Heritage Advisory Committee work has commenced in terms of preparation of a range of media including Heritage Guidelines, promotion of the Colonial Heritage of Western Sydney App, and the Thematic History of the Hawkesbury.



**DP Strategy and
OP Action**

Output Measure

Progress

Six Monthly Progress Comments

Our Environment

3.1 The natural environment is protected and enhanced - Value, protect and enhance our unique natural environment

3.1.1 Encourage effective management and protection of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.

Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.

Actions implemented

Partially completed

Council has partnered with all Hawkesbury River local government areas to prepare a combined Scoping Study for a new Coastal Management Plan.

3.1.2 Act to protect and improve the natural environment including working with key agency partners

Actively manage onsite sewage management systems effectively through the NSW Septic Safe Program.

Implement program for management of systems in accordance with the provisions of the NSW Septic Safe Program

Partially completed

Business Analyst employed. New processes and procedures have been implemented towards the end of 2018, which will increase efficiencies for officer conducting inspections, which will ensure that all systems are inspected in accordance with the septic safe program. The inspection regime is ongoing and all required inspections required for the 2018/2019 financial year are planned to be completed by the end of the financial year.



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

2017-2036

**DP Strategy and
OP Action**

Output Measure

Progress

Six Monthly Progress Comments

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

Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land

Number and location of activities

Partially completed

35 sites undergoing bush regeneration activities including St Albans Park, Charles Kemp Recreation Reserve, South Creek, Hanna Park, Governor Phillip Park, Macquarie Park, Deerubbin Park, Navua Reserve, Glossodia Park, Redbank Creek / Peel Park, Bellbird Hill Reserve, and Upper Colo Reserve.

Grow endemic plants at the community nursery for parks, reserves, and Land-care groups

Number of plants distributed

Partially completed

26,193 plants distributed from Community Nursery in the reporting period.



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

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
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	Partially completed	Revised draft Compliance and Enforcement Policy and Pools Inspection Program approved and placed on public exhibition.
3.2 To live sustainably and reduce our ecological footprint - Identify and make best use of our local resources and awareness of contribution			
3.2.1 Our community is informed and acts to reduce our ecological footprint.			
Review and implement Council's Waste Education Program.	Program reviewed and implemented	Partially completed	Council's numerous waste education programs have continued to be rolled out. Planning for major activities including Hawkesbury Show and Clean Up Australia Day has commenced during the period



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
3.2.2 Alternative forms of energy are embraced throughout the Hawkesbury.			
Implement renewable energy and energy efficiency projects.	Projects implemented	Partially completed	Council has joined the Office of Environment & Heritage Sustainability Advantage Program and completed the Diagnostic Session.
3.2.3 Become a carbon neutral Local Government Area			
Based on the baseline data, investigate opportunities for Council to manage, lead and advocate for the benefits to becoming a carbon neutral organisation.	Opportunities identified and investigated	Partially completed	Council has joined the Office of Environment & Heritage Sustainability Advantage Program and completed the Diagnostic Session.



**DP Strategy and
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Output Measure

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Six Monthly Progress Comments

3.3 We reduce, reuse and recycle - Identify ways for our community to reduce, reuse and recycle waste

3.3.1 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.

In the context of the Regional Strategy and the Regional Strategic Alliance, prepare a draft Council Waste Management Strategy

Draft strategy prepared and reported

Partially completed

The Regional Strategic Alliance Waste Management Strategy was adopted. Council's draft Strategy is in preparation.

Operate recycled water systems at South Windsor and McGraths Hill Sewage Treatment Plants

Number of customers and volume of recycled water used

Completed

There are currently 9 customers and onsite reuse at South Windsor Sewage Treatment Plant. Total external volume used 13.4 ML. Total internal use 26.4ML. Overall total used 40 ML.

3.3.2 Undertake community education on best practice environmental sustainability and climate change issues.

Implement Council's Waste Education Program.

Program reviewed and implemented

Partially completed

Council's waste education programs have continued to be rolled out. Planning for major activities including Hawkesbury Show and Clean Up Australia Day has commenced during the period.

Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices.

Information provided as necessary

Completed

Environmental sustainability information is provided to tenants upon entering into or renewing a lease. Water and energy savings measures are also discussed with tenants as required.



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

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
3.4 The sustainability of our environment is improved - Encourage and enable our community to make sustainable choices			
3.4.1 Work with businesses and tourism operators to promote good practice and sustainability principles.			
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment.	Program undertaken	Partially completed	The Environmental Health Team have to continue to monitor industrial premises and will continue this program throughout the 2018/2019 financial year.
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements	Inspections undertaken	Partially completed	Inspections of food premises, public swimming pools, skin penetration and legionella premises continue to be inspected in accordance with legislative requirements. This is ongoing throughout the financial year as is expected to be fully achieved at the end of the 2018/2019 financial year.
3.4.2 Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.			
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.	Partially completed	Energy and water efficient fittings incorporated in maintenance/renewal works. Stabilisation of in-situ materials undertaken in gravelled road sealing program as preferred construction technique.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
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Our Assets

4.1 Transport infrastructure & connections - Creating an integrated and well maintained transport system is an important local priority

4.1.1 Our roads and other transport infrastructure will be planned and provided to ensure connected, efficient and safe movement for all modes of transport.

Undertake a review of parking requirements and provisions in Windsor and Richmond, and implement solutions to address any identified parking issues.	Solutions explored and implemented	Not completed	Council's parking section currently conduct patrols of all sign posted timed areas and respond to parking complaints as they are reported to Council. Strategies will be explored to ease parking congestion in the Hawkesbury as part of the Town Centre Masterplan.
Complete Stage 2 of the comprehensive traffic study of the Hawkesbury.	Stage 2 completed	Partially completed	Stage 2 comprises the development of a model to enable future scenario testing. Model complete awaiting NSW Roads and Maritime Service verification.
Assist the NSW Roads and Maritime Service in understanding and taking action to reduce traffic congestion within the Hawkesbury.	Assistance provided to NSW RMS	Partially completed	Council has engaged with NSW Roads and Maritime Service to ensure consistency of modelling associated with projects including additional bridge crossing studies.
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	Advocacy undertaken	Partially completed	Submissions made seeking improvements to key road connections and enhancement outcomes for existing projects.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
4.1.2	Establish and maintain relationships with transport providers and other levels of government to improve and extend public transport services		
Work with Peppercorn Services Inc. and other providers to improve access to community transport services.	Access provided to community transport services	Partially completed	Current community transport services maintained. Council and Peppercorn Services exploring opportunities for provision of emergency transport options for families impacted by family violence and expansion of transport options for isolated residents.
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.		
All works and activities undertaken with Capital Works Program and Operational Plan.	Works completed on time and within budget	Partially completed	Capital Works Program under construction. Advance planning of future programs being undertaken. Expenditure and commitments of \$16.5M from the full year budget of \$37M has occurred.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
4.1.4 Provide mobility links throughout the City to connect our centres, parks and facilities.			
Implement the Hawkesbury Mobility Plan.	Priority works implemented	Completed	Stage 4 of the Bligh Park to South Windsor shared pathway completed for 2018/2019. Funding has been applied for to review, update and expand Mobility Plan into Active Transport Strategy and to undertake survey and design works to complete Windsor to Richmond shared pathway. Review of Section 7.12 Contributions Plan (formerly S94A Plan) underway to reallocate funds towards the Kurmond to Kurrajong shared pathway link.
4.2 Utilities - Facilitate the delivery of infrastructure through relevant agencies and Council's own works			
4.2.1 Our community's current and future utility infrastructure needs (water, sewer, waste, stormwater, gas, electricity and telecommunications) are identified and delivered.			
Provide sullage pump out services to residential, commercial and industrial customers.	Services provided	Completed	Pump-out services were provided within agreed timeframes
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	There are currently 9 customers and onsite reuse at South Windsor Sewage Treatment Plant. Total external volume used 13.4 ML. Total internal use 26.4ML. Overall total used 40 ML



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Assistance provided	Partially completed	<p>Council staff have been engaging with government agencies and peak bodies in relation to a number of issues, in particular</p> <ul style="list-style-type: none"> • Transport and future crossing of the Hawkesbury River • City Deals in relation to a range of transport, land use and environmental matters • Floodplain Management and the need for a release of key information • Library Funding • Contributions plan for Vineyard
4.2.2 New development and infrastructure provision is aligned and meets community needs.			
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Appropriate infrastructure requirements are included in relevant development consents, Development Contribution Plans and Voluntary Planning Agreements	Partially completed	Draft Contribution Plans for Vineyard being considered by IPART. Draft plan for the basis of interim VPA discussions with prospective developers.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
4.3 Places & Spaces - Provide the right places and spaces to serve our community			
4.3.1	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		
Manage passive recreational spaces in accordance with strategies.	Actions implemented	Partially completed	Programs set in place for mowing, spraying and cleaning.
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		
Manage active recreational spaces in accordance with strategies.	Actions implemented	Partially completed	Programs set in place for mowing, spraying and cleaning.
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		
Manage Deerubbin Centre community rooms for use by community groups.	Number of bookings by community groups	Partially completed	A total of 232 community group bookings in this period.
Manage Museum bookings for community meetings and events.	Number of bookings by community groups	Partially completed	A total of 11 bookings during this period.



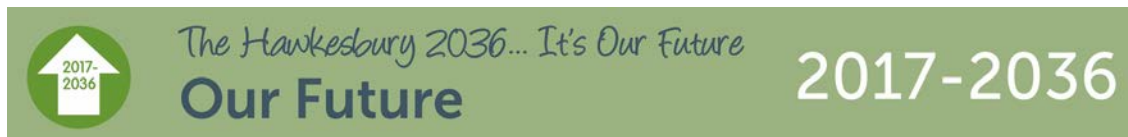
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Our Assets

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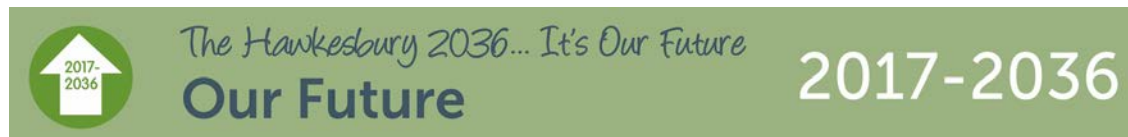
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Prepare a design brief for redevelopment of the North Richmond Community Precinct.	Design brief prepared	Completed	Draft design brief completed and signed off by stakeholders. Alternative opportunities also being explored.
Prepare a design brief for redevelopment of the Bligh Park Community Precinct.	Design brief prepared	Not completed	Action deferred pending Council decision regarding Environmental Sensitivity of Tiningi Community Centre/Colonial Drive site, in the context of new State Government Legislation.
4.3.4 Manage commercial spaces available for business and investment across the Hawkesbury's local centres.			
Seek to optimise occupancy rates and rental returns for Council owned commercial properties.	Occupancy rates of Council owned commercial properties	Completed	The occupancy rate for Council owned commercial properties is 95%.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
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.		
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	Place and spaces reviewed	Partially completed	The Gallery and Museum attract a wide range of audiences to their spaces. During this period the space was used for exhibition openings, events and public programs relating to the public programs. They have also been used for Corporate Council events as well as venues for activities for social well being. The Gallery and Museum both participate in outreach programs to schools and work in partnership with other arts organisations in the Hawkesbury. The Library has used the space allowing it to be redesigned with castors on many of its book shelves. This has given the library greater flexibility to hold events. During this period it hosted two successful Education week music week events in the atrium. It has also hosted travelling displays from other cultural institutions and so attracting a diverse audience.
Implement Council's building maintenance program.	Program implemented	Partially completed	Maintenance undertaken for planned works as scheduled in 2018/2019. In addition to routine maintenance, opportunities have continued to be taken to incorporate energy and water saving measures in works and repairs.



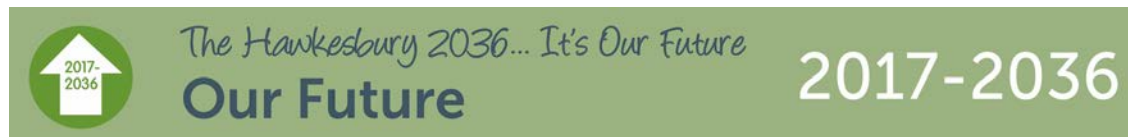
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Our Future			
5.1 Strategic Planning Governance - Encourage informed planning, balanced growth and community engagement			
5.1.1 Council's planning is integrated and long term.			
Ensure that Council's planning is consistent with the Office of Local Government's Integrated Planning and Reporting Framework.	Compliance with Office of Local Government Planning and Reporting Framework	Completed	The Operational Plan was adopted in June 2018 and the September Quarterly Budget Review Statement adopted in November 2018. The 2017/2018 Annual Report was submitted to Council and the OLG in November 2018. Currently in progress is the Six-Monthly Delivery Program Progress Report and the December Quarterly Budget Review Statement. The preparation of the Draft 2019/2020 Operational Plan commenced in October 2018. All the above are in accordance with the timeframes and requirements of the Office of Local Government Planning and Reporting Framework.
Implement Council's Fit of the Future strategies.	Strategies implemented	Partially completed	Implementation of all Fit For The Future Strategies has commenced. Special Rate Variation was approved and implemented in 2018/2019. Currently, all Strategies are being reviewed as part of the development of the 2019/20 Operational Plan.



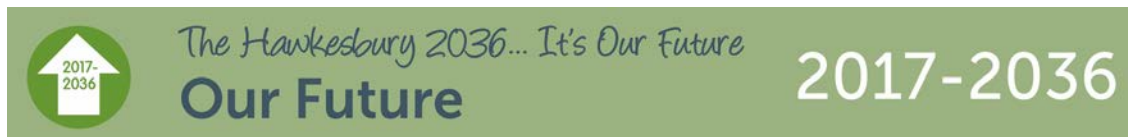
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
5.1.2 Council's decision making on all matters is transparent, accessible and accountable.			
Ensure compliance with Code of Meeting Practice.	Compliance with Code of Meeting Practice	Completed	Council Meetings undertaken in accordance with the adopted Code of Meeting Practice and all Business Papers and Minutes published on Council's website.
5.1.3 Council will continually review its service provision to ensure best possible outcomes for the community.			
Undertake community engagement in relation to any further business process and/or service reviews.	Engagement and reviews undertaken	Partially completed	Business Analyst appointed. Initial benchmarking has commenced.
5.1.4 Encourage increased community participation in planning and policy development.			
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements.	Community engagement undertaken	Partially completed	Draft policies and plans have been placed on public exhibition as required under Community Engagement Policy employing range of traditional and digital community engagement platforms.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
5.1.5 The needs of our community will be reflected in Local, State and Regional Plans.			
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	Advocacy undertaken	Partially completed	Through submissions to various policy documents and active participation in the City Deal, and Planning Partnership Council has advanced the needs of the Hawkesbury
5.2 Management of Aboriginal and Non Aboriginal and the Built Environment - Value, protect and enhance our built environment as well as			
5.2.1 Our planning and actions will ensure that Aboriginal and Non Aboriginal heritage are integral to our City.			
Review and implement priority actions of the Heritage Strategy.	Strategy reviewed and actions implemented	Partially completed	Work is underway to identify new heritage items and conservation areas to inform the Heritage Study, LEP and DCP.
Complete masterplanning processes for Richmond and Windsor Town Centres.	Masterplaning processes completed	Partially completed	Expression of Interest prepared in anticipation of the Liveability Program funding announcement expected early in the new year. EOI includes masterplanning for Windsor, Richmond and South Windsor



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Museum manages the Aboriginal and Non Aboriginal collections in its care and provides interpretation of Aboriginal and Non Aboriginal history.	Number of collections, exhibitions, publications, public programs, and consultation with Aboriginal groups	Partially completed	The Museum has indigenous publications in the bookshop. It participated in NAIDOC week by providing storytelling and scratch art activities. The Museum is looking into establishing an Aboriginal Reference group committee for future activities and displays.
5.2.2 Encourage and implement progressive urban design, sensitive to environment and heritage issues.			
Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002.	Local Environmental Plan and Development Control Plan reviewed and amended where appropriate	Completed	LEP Review Report completed and reported to Council. Advice provided by Greater Sydney Commission was that Council's LEP Review has been approved to progress to the next steps including the Local Strategic Planning Statement informed by various studies including Rural Lands Study, Local Housing Strategy and Employment Lands Strategy. No individual LEP Amendments made during the period
5.2.3 Sympathetic adaptive and creative uses for heritage sites and buildings across the City will be encouraged and promoted.			
Engage specialist Heritage and Urban Design Resource to service the heritage and urban design needs of the Council.	Resource established	Partially completed	Council's Heritage Advisory Service has continued with increasing use of the service. Heritage Study consultants have been appointed and have commenced work on the Hawkesbury Heritage Study



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
5.2.4 As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture.			
Reconciliation Action Plan reported to Council and a resourcing framework for implementing Year 1 actions developed.	Action Plan complete and resourcing framework developed	Partially completed	Draft Reconciliation Action Plan completed. To be reviewed by Working Group and submitted to Reconciliation Australia for endorsement prior to report to Council for public exhibition

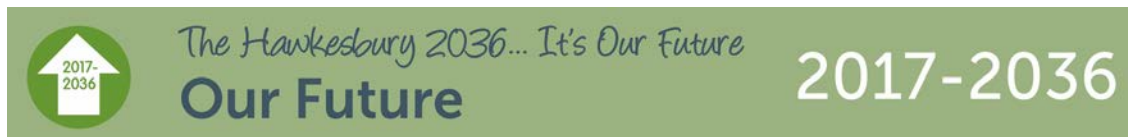
5.3 Shaping our Growth - Respond proactively to planning and the development of local infrastructure

5.3.1 Growth and change in the Hawkesbury will be identified, planned for and valued by the community.			
Complete the Rural and Urban Land Strategy.	Strategy completed	Partially completed	The more recent focus of work has been on Kurmond and Kurrajong. Additional work has been initiated in relation to Environment, Transport, Landscaped and Flooding



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
5.3.2 The diverse housing needs of our community will be met through research, active partnerships and planned development.			
Investigate affordable rental housing opportunities and partnerships.	Affordable rental housing opportunities and partnerships investigated and reported to Council.	Partially completed	Feasibility assessment of potential affordable rental housing on Council land has been completed by Wentworth Community Housing. Short list of possible projects currently being compiled for Council consideration subject to resolution of floodplain issues.
Investigate affordable rental housing opportunities and partnerships.	Affordable rental housing opportunities and partnerships investigated and reported to Council.	Partially completed	Council staff have had a number of meetings with community housing providers and are working in conjunction with Council's Human Services Advisory Committee to implement the Affordable Housing Working Group's recommendations as adopted by Council on 29 May 2018.
5.3.3 Plan for a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character.			
Complete the Rural and Urban Land Strategy.	Strategy completed	Partially completed	The more recent focus of work has been on Kurmond and Kurrajong. Additional work has been initiated in relation to Environment, Transport, Landscaped and Flooding.

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
5.4 Celebrating our Rivers - Protect, enhance and celebrate our rivers			
5.4.1 Celebrate and us our rivers for a range of recreation, leisure, tourism and event activities.			
Provide access to the Hawkesbury River for events and recreational activities.	Number of events held along river foreshore.	Partially completed	Hawkesbury Fest was held at Governor Phillip Park in July 2018. The event was held to celebrate Local Government Week and highlight the services council provides to the community. The celebration also included the opening of the accessible playground. More than 5,000 attended the event and enjoyed the river foreshore location. Planning is underway for Australia Day on the Hawkesbury in January 2019 at Governor Phillip Park where it is anticipated 5,000 people will come along to enjoy the river foreshore.
Seek funding associated with implementation of the Hawkesbury Horizon Initiative through the Greater Sydney Commission, the City Deal and other opportunities.	Funding sought	Partially completed	Funding applied for (\$15 Million) through the City Deal Liveability Program



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
5.4.2 Develop active partnerships and implement programs designed to improve the health of our rivers and river banks.			
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Actions implemented	Partially completed	Council has partnered with all Hawkesbury River local government areas to prepare a combined Scoping Study for a new Coastal Management Plan
5.4.3 Encourage agricultural production, vegetation conservation, tourism, recreation and leisure uses within our floodplains			
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan	Actions implemented	Partially completed	Review of existing Development on Flood Liable Land Policy and preparation of Flood DCP Chapter has continued and will be reported initially through Council's Floodplain Risk Management Advisory Committee prior to Council



**DP Strategy and
OP Action**

Output Measure

Progress

Six Monthly Progress Comments

5.5 Reinforcing our dynamic places - the revitalisation of our town centres and growth of our business community

5.5.1 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.

Work with community event organisers to develop events that showcase and build on strengths of towns and villages.

Number and type of events

Partially completed

The Enhancing the Art Working Group has been working towards pop up events and creating connections in the community.

Council has been working with community and event organisers to hold events in town centres including Waste2Art in July 2018 at the Central Library, the Poppy Project in November 2018 at the Regional Gallery, the Community Party in November 2018 at the Regional Gallery, Light Up Windsor in December 2018 which 5,000 people attended, Business Meet and Greet July 2018 and November 2018 at the Regional Museum and the RAAF, and sponsored events including Koala Fest in September 2018 at Kurrajong, Richmond Rotary Carols in Richmond in December 2018, Kurrajong and North Richmond Carols in Kurrajong in December 2018, Hanna Park Carols North Richmond in December 2018.



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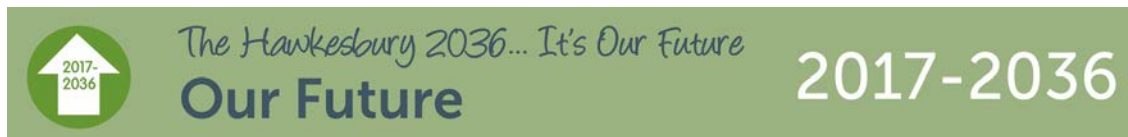
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Implement Gallery and Museum programs and promotions which enhance their reputation as cultural tourism destinations and community resources.	Number of Gallery and Museum visitors from outside the LGA (KW1) (Shared)	Completed	The number of Gallery visitors outside of the LGA were 2774 and the number of museum visitors were 4,894
Undertake masterplanning process for Richmond and Windsor.	Complete masterplanning	Partially completed	Expression of Interest prepared in anticipation of the Liveability Program funding announcement expected early in the new year. EOI includes masterplanning for Windsor, Richmond and South Windsor
Implement Library programs and promotions to attract use and visitation.	Number of visitors to Richmond and Windsor Central Library (KW1) (Shared)	Completed	The number of visitors were 95,361



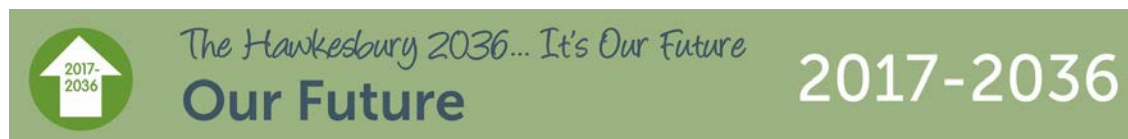
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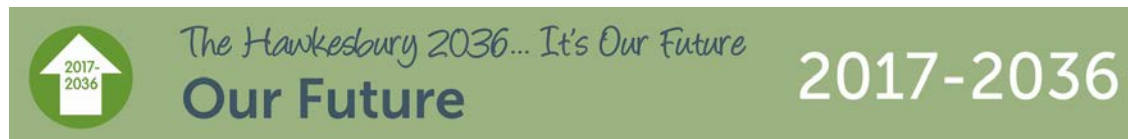
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
5.5.2 Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and community connection.			
Maintain and refine annual events calendar.	Calendar maintained	Completed	Calendar completed
Undertake community engagement in relation to the masterplanning process for Richmond and Windsor.	Engagement undertaken	Partially completed	Expression of Interest prepared in anticipation of the Liveability Program funding announcement expected early in the new year. EOI includes masterplanning for Windsor, Richmond and South Windsor that will include extensive community engagement



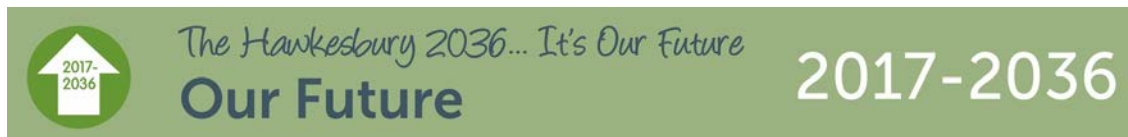
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
5.5.3	Assist our town and village centres to become vibrant local hubs		
Maintain and refine annual events calendar.	Calendar maintained	Partially completed	Council has been working to create vibrant towns and villages in Windsor, Richmond, North Richmond and Kurrajong with events held in each of the town centres. In Windsor there was the Waste2Art in July 2018 at the Central Library, the Poppy Project in November 2018 at the Regional Gallery, the Community Party in November 2018 at the Regional Gallery, Light Up Windsor in December 2018 which 5,000 people attended, a Business Meet and Greet in July 2018 at the Regional Museum. Other events in town centres which were sponsored by Council included Koala Fest in September 2018 at Kurrajong, Kurrajong and North Richmond Carols at Kurrajong in December 2018, Richmond Rotary Carols at Richmond December 2018, Hanna Park Carols at North Richmond in December 2018.
Undertake masterplanning process for Richmond and Windsor.	Masterplanning completed	Partially completed	Expression of Interest prepared in anticipation of the Liveability Program funding announcement expected early in the new year. EOI includes masterplanning for Windsor, Richmond and South Windsor


**DP Strategy and
OP Action**
Output Measure
Progress
Six Monthly Progress Comments
5.6 Instigating Place Making Programs - Celebrate our creativity and cultural expression
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.

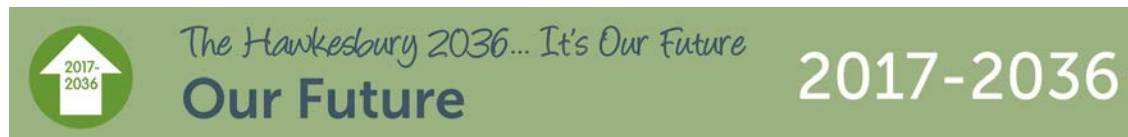
Maintain and refine annual events calendar.	Attendance at events	Completed	Total attendance at events over the period is in excess of 10,000 people
Maintain and refine annual events calendar.	Calendar maintained	Completed	Calendar completed
Maintain and refine annual events calendar.	Number and variety of events	Completed	Events and attendance includes Citizenship Ceremony (80) Business Meet and Greet July (40) Business Meet and Greet November (60) Sister City Reception (80) Hawkesbury Fest (5,000) APV Heritage event (300) Garden Competition (120) Community Appreciation Party (50) Light Up Windsor (5,000) Rotary Reception (60) Poppy Launch (80)



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
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.			
Undertake masterplanning process for Richmond and Windsor.	Masterplaning processes completed	Partially completed	Expression of Interest prepared in anticipation of the Liveability Program funding announcement expected early in the New Year. EOI includes masterplanning for Windsor, Richmond and South Windsor
5.7 Tourism and Economic Development - Promote our community as the place to visit, work and invest			
5.7.1 Working in partnership we will actively market our City and our capabilities to existing and potential businesses, visitors, investors.			
Work with the Hawkesbury Tourism Advisory Committee and the Regional Strategic Alliance in the enhancement of the visitor information website.	Enhancements completed		<ul style="list-style-type: none"> • Staff meeting with Destination NSW now. • Staff attending Hawkesbury Visitor Economy Advisory Committee. • Staff attending Regional Strategic Alliance Tourism Committee. • Staff meeting with Western Sydney Business Chamber. • Staff meeting with Hawkesbury Harvest.
Work with support agencies to investigate employment opportunities for people with disability	Programs implemented	Completed	Implemented Nepean Jobs for All Program in conjunction with Regional Strategic Alliance Partners.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Work with the Hawkesbury Tourism Advisory Committee and the Regional Strategic Alliance in the enhancement of the visitor information website	Enhancements completed		<ul style="list-style-type: none"> • Staff meeting with Destination NSW now. • Staff attending Hawkesbury Visitor Economy Advisory Committee. • Staff attending Regional Strategic Alliance Tourism Committee.
Prepare a brief for a Hawkesbury Brand Strategy	Strategy brief completed		<ul style="list-style-type: none"> • Staff meeting with Western Sydney Business Chamber. • Staff meeting with Hawkesbury Harvest.
5.7.2 Working in partnership we will develop the Hawkesbury tourism product to enhance and strengthen opportunities within our tourism sector.			
In the context of the Hawkesbury Tourism Strategy, work with Regional Strategic Alliance partners and the Hawkesbury Tourism Advisory Committee to identify and pursue opportunities to grow local tourism.	Actions implemented to grow local tourism		<ul style="list-style-type: none"> • Staff meeting with Destination NSW now. • Staff attending Hawkesbury Visitor Economy Advisory Committee. • Staff attending Regional Strategic Alliance Tourism Committee. • Staff meeting with Western Sydney Business Chamber. • Staff meeting with Hawkesbury Harvest.
5.7.3 Businesses are encouraged and upskilled to adopt more ethical and sustainable practices.			
Convene meetings and events with a range of business interests.	Number of meetings and events	Partially completed	Business Meet and Greets held in July 2018 at the Museum and November 2018 at the RAAF.


**DP Strategy and
OP Action**
Output Measure
Progress
Six Monthly Progress Comments
5.8 Industry - Increase the range of local industry opportunities and provide effective support to continued growth
5.8.1 Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region.

Review LEP and DCP to reflect opportunities emanating from the Greater Sydney Commission District Plan and the City Deal to press for the retention and expansion of the range of business activities.

LEP and DCP reviewed and amended where necessary

Partially completed

LEP Review Report completed and reported to Council. Advice provided by Greater Sydney Commission was that Council's LEP Review has been approved to progress to the next steps including the Local Strategic Planning Statement informed by various studies including Rural Lands Study, Local Housing Strategy and Employment Lands Strategy

5.8.2 Increase the focus on jobs and innovation to build on our strengths and achieve a diverse industry base.

Identify and develop strategic relationships with potential partners.

Partnerships identified and meetings held (MANEX1) (Shared)

- NSW Police
- Infrastructure NSW
- RFS
- RAAF
- Western Sydney University
- Hawkesbury Racing Club
- Hawkesbury Agricultural Society
- NSW Department of Education
- PCYC



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
5.8.3 Actively support the retention of the Richmond Royal Australian Airforce Base and enhanced aviation related industry, building on existing facilities.			
Pursue opportunities such as the Greater Sydney Commission District Plan and the City Deal to press for the retention and expansion to RAAF and related activities at Richmond.	Retention and expansion of RAAF and related activities at Richmond	Partially completed	Staff have continued to meet with representatives of Western Sydney University, the RAAF, Hawkesbury Racing Club, Hawkesbury Agricultural Society and the Greater Sydney Commission to develop options for realizing Council's objectives for this area.
5.8.4 Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.			
Complete Rural and Urban Land Strategy.	Strategy completed	Partially completed	The more recent focus of work has been on Kurmond and Kurrajong. Additional work has been initiated in relation to Environment, Transport, Flooding, Traffic, and Landscape.
5.8.5 Plan for the continuance and growth of agricultural industry uses with in the Hawkesbury.			
Complete Rural and Urban Land Strategy.	Strategy completed	Partially completed	The more recent focus of work has been on Kurmond and Kurrajong. Additional work has been initiated in relation to Environment, Transport, Flooding, Traffic, and Landscape.