

# HAWKESBURY CITY COUNCIL

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**PROGRESS REPORT**  
**OPERATIONAL PLAN**  
**2022/2023**  
**JULY – DECEMBER 2022**



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

Cover Photo – Bilpin Park Opening

Prepared by  
Hawkesbury City Council

Contact Details

Hawkesbury City Council  
366 George Street (PO Box 146)  
Windsor NSW 2756

Phone: (02) 4560 4444  
Email: [council@hawkesbury.nsw.gov.au](mailto:council@hawkesbury.nsw.gov.au)

# Our Hawkesbury 2042

## 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.

## ABOUT THIS REPORT

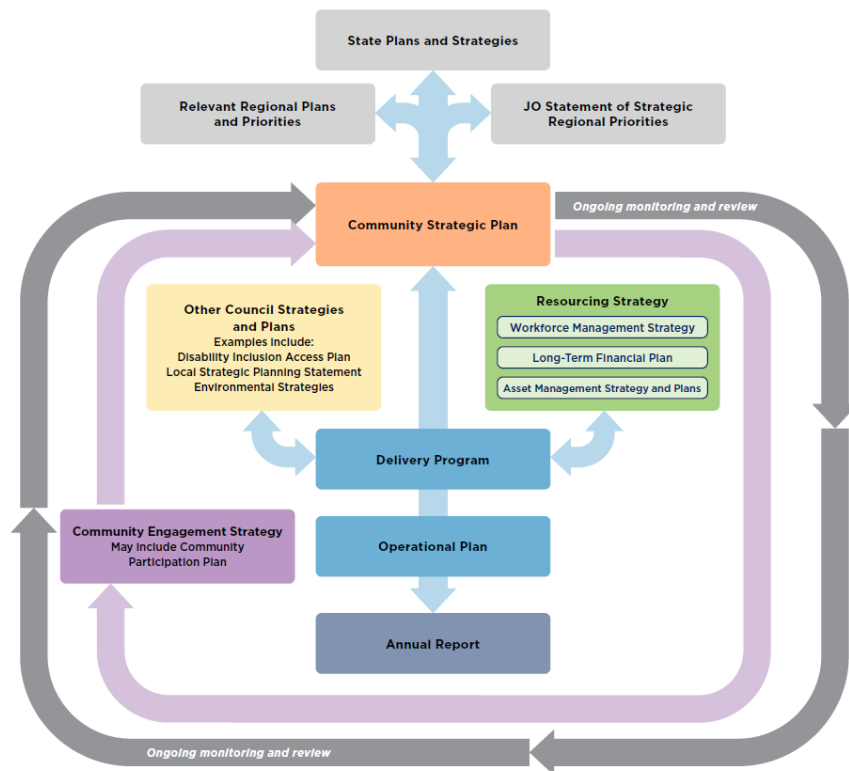
Our role as Council is to use our community's vision to guide our plans for the future. Our long-term Community Strategic Plan, "The Hawkesbury 2042: It's Our Future" outlines just that.

Every four years, a Delivery Program is created to outline Council's contribution towards achieving outcomes identified in Community Strategic Plan.

Every year an Operational Plan and Budget is created to translate Council priorities and services set out in the Delivery Program, into measurable actions for the full financial year. It is a key plan for our city.

This report provides our six-monthly update on the organisation's progress and performance during the 1 July 2022 – 31 December 2022 period, in delivering actions outlined in Council's 2022/2023 Operational Plan.

This report is a key component of Council's delivery of the Integrated Planning and Reporting Framework (IP&R).



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# Flood Recovery and Community Resilience

This past six months brought continued challenges to the Hawkesbury region. Faced by another major flooding event while still recovering from the February 2021 and March 2022 floods, our community and infrastructure confronted significant ongoing pressures.

In March 2022, Council established a dedicated Infrastructure Recovery Team to progress the projects from previous flooding and scope, assess and deliver recovery works from the March and subsequent July flood events. This assessment work was completed in the first half of the 2022-23 financial year, and Council is now well into the reconstruction phase.

We have received significant support from the Australian and NSW Government, and are working in partnership to deliver recovery and resilience initiatives across the Hawkesbury. We are investing in our infrastructure and support services to recover faster and build future resilience.

Local emergency services and volunteer groups have provided invaluable support to our community during this difficult time. Our Community Hubs continue to take a lead role in assisting our community to build connection and resilience. Recovery would not be possible without the continued efforts of all involved.

Council has strived to maintain delivery of its core services during this period and has continued to progress its significant Operational Plan projects and actions. We are continuing to revitalise our town centres to generate economic activity in these vital service hubs for our community,






Council remains focussed in its commitment to repairing the widespread damage into the new year. We know from engaging our residents that road repairs are the top priority and Council is proactively advocating and supporting the Hawkesbury at every opportunity.

# How to read this report

The focus for this report is to outline the progress Council has made on the 2022/2023 Operational Plan during the six-month period, 1 July 2022 – 31 December 2022. This progress report contributes to the 2022–2026 Delivery Program.

The Delivery Program outlines Council’s four-year plan to meet the Community Strategic Plan. The Community Strategic Plan has four Community Outcomes: Great Place to Live, Protected Environment and Valued History, Strong Economy and Reliable Council.

## HOW WE MEASURE OUR PROGRESS

	Complete	This action has been completed
	Ongoing	This forms part of Council’s ongoing works and services
	In progress	Council is currently working on this project and expects to complete it on time
	Not Due to Start or On-hold	Work has not begun on this action
	Off-track	Work on this action is delayed and may not be completed on time

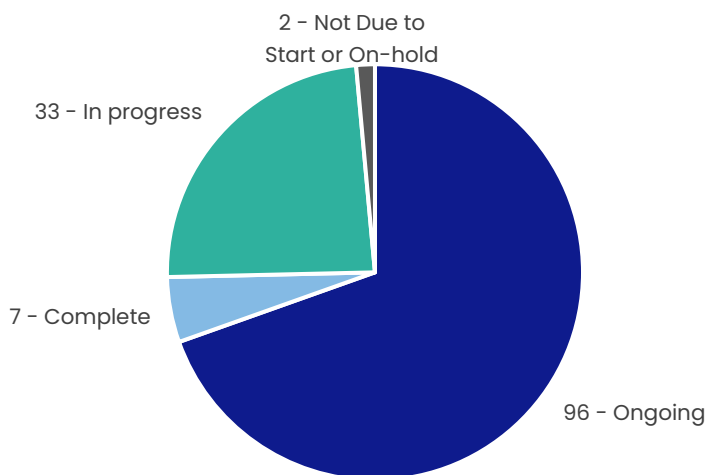
## HOW THE INFORMATION IS REPORTED

High level summaries describing the progress of the Operational Plan under each of our Outcomes are presented at the beginning of the report, along with some key achievements for this period and actions to look forward to in the next six months. A more detailed status report on all actions is provided from page 10. It is important to note that this report does not contain an update on every service and activity provided by Council.

## OVERALL OPERATIONAL PLAN PROGRESS SNAPSHOT

### Period 1: 1 July – 31 December 2022

At the close of the period 1 July 2022 – 31 December 2022, all of Council’s 138 Operational Plan actions were deemed ongoing, complete or in progress, apart from two which are not due to start or on hold.

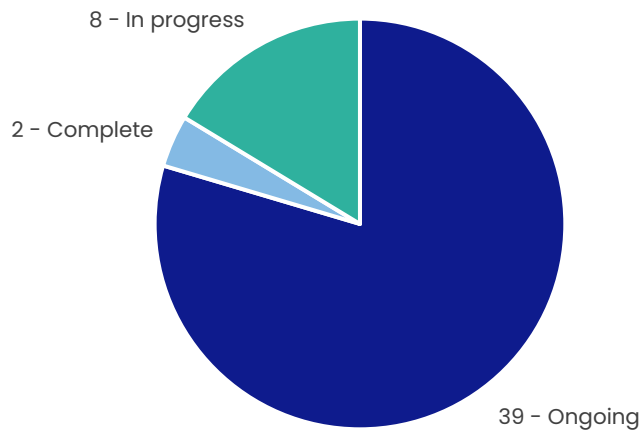


# Great Place to Live

## Community Outcome One

### What it means to you:

Council will continue to partner with the community and key service providers to deliver outcomes which support a connected, healthy and inclusive Hawkesbury.



### ACHIEVEMENTS

- Continued to develop and promote the Community Hubs initiative, providing support and activities focussing on community resilience and healthy lifestyles.
- The Fernadell Park Masterplan and Plan of Management were completed and adopted by Council.
- Supported three groups to collect nine tonnes of waste as part of the Clean-up Australia event.
- Recommended programs following the floods including bushcare volunteers.
- Improvements to Bilpin Oval were completed including a brand-new playground, toilet block, picnic shelter and site improvements.
- Upgraded the popular Public Wi-Fi at Windsor Library.
- The Library held 190 events with over 3,300 attendees.
- The incredibly well regarded Dyarubbin Exhibition was launched at the Gallery, receiving record numbers and new audiences.

### NEXT SIX MONTHS

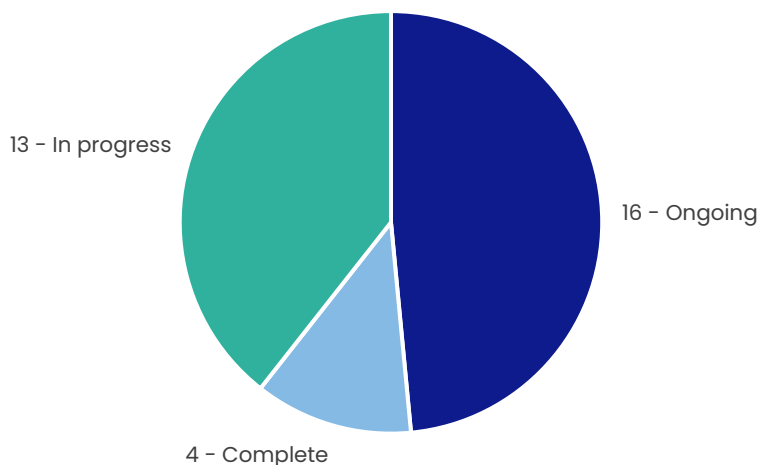
- Exhibition of Council's Volunteering Strategy.
- Continuing to build business improvement capability throughout the organisation.
- Completion of Council's Property Strategy.
- Continuation of the Hawkesbury Community Hubs.
- Community engagement on Social Infrastructure Strategy.

# Protected Environment and Valued History

## Community Outcome Two

### What it means to you:

Through leadership, stewardship, and education, ensure that our natural and historic built environments are protected and enhanced in culturally sensitive ways for the current community and for future generations.



### ACHIEVEMENTS

- Supported bushfire and flood effected residents through community outreach sessions and access to financial support.
- Finalised the Aboriginal Cultural Heritage Study.
- The Hawkesbury Community Nursery sold and distributed more than 25,000 plants, many for local tree planting initiatives.
- Developed the Strategic Biodiversity Land Use Planning Framework, informing the Development Control Plan review.
- Completed and adopted Council's Waste and Resource Recovery Strategy 2032.
- Installed solar energy systems on Council owned and leased buildings.
- Tree planting programs delivered over 80 advanced trees across South Windsor, Richmond and Bligh Park.
- Collaborated with NSW Environmental Protection Authority (EPA) to deliver joint operations on illegal dumping and heavy vehicles

### NEXT SIX MONTHS

- Completion of Council's Reconciliation Action Plan.
- Continue the reengagement and development of bushcare, sustainability and environmental programs.
- Completion of the LED transition of the streetlight network and Deerubbin Centre.
- Tree planting programs in Windsor.
- Exhibition of Council's Environmental Sustainability Strategy.
- Preservation and repair works on local heritage properties.

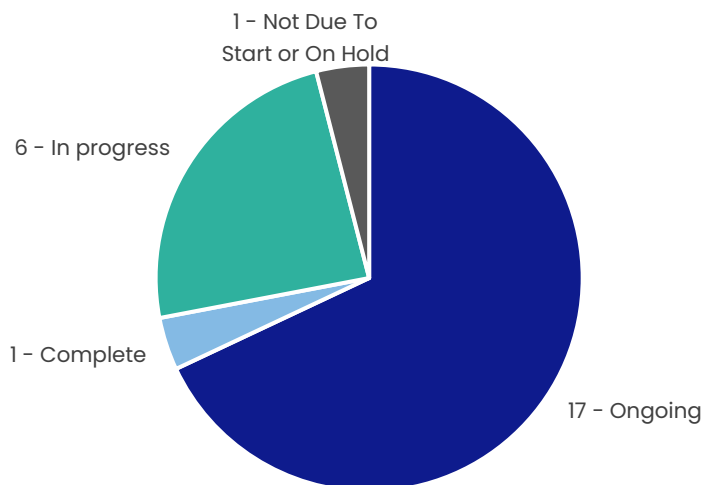


# Strong Economy

## Community Outcome Three

### What it means to you:

Be a place that is vibrant, attractive and welcoming to residents and visitors, and which treasures and celebrates our shared history, environment, local economy and lifestyle.



### ACHIEVEMENTS

- Savour the Flavour attracted over 5,000 residents and visitors, providing a significant boost to the local economy.
- Light Up Windsor Street Fair was visited by 12,000 revellers enjoying markets, performances, and entertainment.
- Adoption of the Destination Management Plan 2022-2024 to help attract business and investment.
- Completed a review of parking in Windsor, Richmond and South Windsor as part of the Liveability Program.
- Significant progress on road and bridge repairs including Greens Road, Wolseley Road and Upper Colo Bridge
- Completion of Richmond and South Windsor revitalisation projects under the Liveability program including paving, street furniture, signage, and lighting
- Promoted and support local business through a range of workshops and events.

### NEXT SIX MONTHS

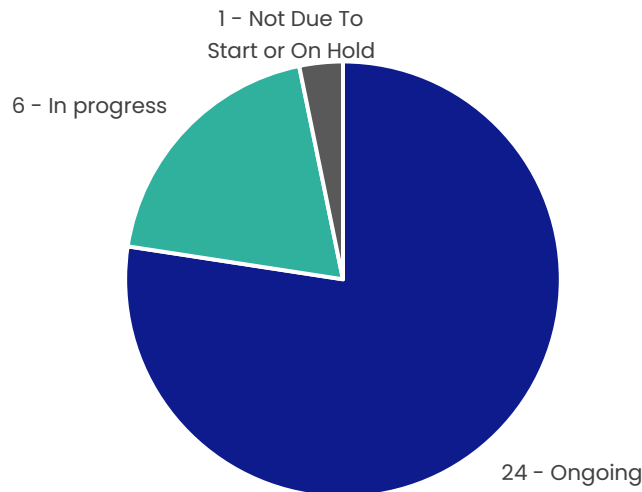
- Completing town centre reviews on road and traffic management, pedestrian safety, and parking.
- Continued revitalisation and activation of town centres.
- Development of an Active Transport Plan to improve mobility and linkages.
- Continuing to roll out a program of retrofitting LED street lighting, roof-mounted solar panel systems and more energy efficient projects.
- Implementation of wayfinding signage in Richmond and South Windsor
- Public consultation on Hawkesbury 'Place Plans'.

# Reliable Council

## Community Outcome Four

### What it means to you:

Be a respected civic leader through consistent, transparent and engaged decision making the community can understand.



### ACHIEVEMENTS

- Established a new, dedicated Asset Management Branch to streamline and improve Council’s Asset Management and governance.
- Launched the Renewing Hawkesbury’s Roads online portal and accompanying Our Roads Project Map to provide residents with clearer information on road repairs across the City.
- Continued our community recovery efforts following the floods including advocacy for more funding and support for infrastructure and residents.
- Over 31,000 calls managed by Council’s Customer Service team.
- Worked in collaboration with the Western Parklands City (WPC) on delivering a Regional Economic Development Strategy and Investment Prospectus
- Completion of Council’s Information and Communication Technology (ICT) Strategy 2022–2026.
- Established the Audit Risk and Improvement Committee (ARIC).

### NEXT SIX MONTHS

- Finalise Council’s Operational Plan and Budget for 2023/2024.
- Continued advocacy for support and funding for recovery of the region.
- Progressing Council’s long-term asset management planning
- Upgrade of core systems to software as a service, improving resilience, security and flexibility.
- Finalise Risk Management Framework, Policy and Strategy.
- Complete internal audits on records management, child protection compliance and regulatory inspection services.

# Detailed Action Updates

## Community Outcome One: Great Place to Live

### 1.1: Enable a shared responsibility for community resilience, community safety and disaster management

#### 1.1.1: 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

Action	Status	Comments
Update the Hawkesbury Floodplain Risk Management Study, Plan and Strategy.	Ongoing	Preparation of the Study and Plan has continued, including: <ul style="list-style-type: none"> <li>-Key locations across the catchments of each river/creek inspected by appointed consultants</li> <li>-Data collection and review</li> <li>-Collection and analysis of GIS data within each catchment sourced</li> <li>-Survey control for measuring information related to flood events including March and July 2022 flood events</li> <li>-Building a digital model of the catchment</li> <li>-Preparation of consultation material for residents</li> <li>-Relevant state agencies advised and requested to provide input/advice</li> </ul>
Undertake a Flood Risk Management Study and Plan for the MacDonald River, Colo River, Webbs and Greens Creek.	In Progress	Preparation of the Study and Plan has continued, including: <ul style="list-style-type: none"> <li>-Key locations across the catchments of each river/creek inspected by appointed consultants</li> <li>-Data collection and review</li> <li>-Collection and analysis of GIS data within each catchment sourced</li> <li>-Survey control for measuring information related to flood events – including March and July 2022 flood events</li> <li>-Building a digital model of the catchment</li> <li>-Preparation of consultation material for residents</li> <li>-Relevant state agencies advised and requested to provide input/advice</li> </ul>
Develop the Resilient Hawkesbury 2030 Plan.	Ongoing	Work undertaken to date includes: <ul style="list-style-type: none"> <li>-Community pop-up consultations at Bilpin and North Richmond</li> </ul>

Action	Status	Comments
		-Consultant will recommence community engagement to finalise content for the delivery of the Resilient Hawkesbury Plan in February 2023.
Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land.	Ongoing	Hazard reduction program approved and implemented as conditions permit, for Council owned or managed lands. Council has supported and contributed to the Bushfire Management Committee's Risk Management Plan.

### 1.1.2: Make the Hawkesbury a friendly place where people feel safe

Action	Status	Comments
Development of a renewed Family and Domestic Violence Action Plan.	Ongoing	Review of Hawkesbury Family and Domestic Violence Action Plan complete. Engagement with persons with lived experience of domestic violence and service providers to commence in February 2023. Expected that draft outcomes of engagement will be reported to Councillors via briefing in May 2023.
Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	Ongoing	Initiatives delivered in this reporting period include: <ul style="list-style-type: none"> <li>-Programs to check and install child restraints</li> <li>-Plans for the installation of a 'crash car' and SafeT360 truck for the 2023 Hawkesbury Show</li> <li>-Facilitation of a Learner Driver online course targeting persons supervising Learner Drivers</li> <li>-Program of Community Recovery pop up hubs</li> <li>-Regular email contact with a database of over 3000 residents regarding flood recovery information</li> <li>-Continuation of the Community Hubs program providing placed based access to recovery support services</li> <li>-Coordination of Recovery Centres following flood events</li> <li>-Continued facilitation of the recovery on wheels service network/interagency.</li> </ul>
Implement priority activities and campaigns in the Road Safety Action Plan.	Ongoing	Activities delivered during the reporting period include: <ul style="list-style-type: none"> <li>-Secured funding to deliver Active Transport Plan and engaged consultant to develop Plan</li> <li>-Delivered Child Restraint Fitting Program</li> <li>-Facilitated Learner Driver Workshops</li> </ul>

Action	Status	Comments
		-Promoted online road safety messaging campaigns
Implement Year Two actions of the Dementia Friendly Hawkesbury Plan.	Ongoing	<p>-Facilitated delivery of Person-Centered Emergency Preparedness workshops with persons with dementia, carers, emergency service agencies and community service providers</p> <p>-Supported the "Zero Barriers" project through the economic development team to improve access and inclusion within local businesses for persons with a disability</p> <p>-Evacuation procedures established for persons living with dementia and their carers to be implemented by Emergency Operations Centre during disasters</p> <p>-All remaining outstanding actions will be delivered by Peppercorn Services Inc as they have the staff with the requisite clinical expertise to support persons living with dementia.</p>
Develop and implement the Child Safe Framework.	Ongoing	A draft report detailing the findings from the Audit of Council's compliance with Child Safe Standards has been undertaken. The findings from this Audit will be implemented in 2023 and will include the development of a Child Safe Framework.

## 1.2: Encourage and enable our community to participate in a healthy lifestyle

### 1.2.1: Encourage and enable our community to participate in a healthy lifestyle

Action	Status	Comments
Continue work with the City Deals Health Alliance for the joint planning of programs which support healthy lifestyles.	Ongoing	<p>-Council is represented on the Health Alliance to inform initiatives that will improve access to health services for Hawkesbury residents</p> <p>-Planning is underway to establish a Memorandum of Understanding with the Nepean Blue Mountains Local Health District and the Nepean Blue Mountains Primary Health Network in 2023.</p>
Seek funding to implement community resilience and mental health programs in particular mental health outreach programs.	Ongoing	Council has continued to deliver grant funded projects that aim to improve community resilience and offer access to mental health support in outreach settings, including the Everyday Leaders program and Mental Health Support services in partnership with Lifeline and Nepean Blue Mountains Primary Health Network.

Action	Status	Comments
		Access to mental health services has been made available to residents living in outlying communities through Council's Community Hubs program.
Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA NSW and other stakeholders.	Ongoing	Development of the Community Hubs programs has focussed on healthy lifestyle needs of residents and has included exercise, cooking classes and leisure activities such as craft.  Council's Community Recovery Team has facilitated delivery of First Aid courses for both children and adults.
Encourage participation in Council initiatives for healthy, active ageing programs (report stats).	Ongoing	Programs during this period include: -A cooking program for aging demographic in Bilpin -Funding of the person-centred emergency preparedness program to support people to develop their own emergency plan, increasing safety for older people living in the community.

### 1.2.2: Encourage active participation in a range of sporting and recreational pursuits

Action	Status	Comments
Develop a prioritised implementation plan for Crown Land parks, Plans of Management and Master Plans.	In Progress	An update on the development of Plans of Management, including a proposed priority listing for Plans of Management was provided to a Councillor Briefing Session in September 2022. Work will continue to develop Master Plans and Plans of Management in 2023.
Implement the Fernadell Master Plan and Management Plan.	Ongoing	The Fernadell Masterplan and Plan of Management were adopted by Council during the reporting period. The implementation of the Masterplan, consistent with the Plan of Management is being progressed in line with the available funding including WestInvest.

### 1.3: Increase the range of local partnerships and plan for the future

#### 1.3.1: Encourage and facilitate community partnerships

Action	Status	Comments
Continue providing financial and other support through the sponsorship of	Ongoing	Round One of the 2022/2023 Community Sponsorship Program was reported to Council November 2022 with \$4,230 funding allocated. Round Two of the 2022/2023 Community Sponsorship Program will be opened in March

Action	Status	Comments
community programs and events.		2023 in accordance with the Community Sponsorship Strategy.

### 1.3.2: Support and expand active volunteering

Action	Status	Comments
Promote the Cultural Services volunteering program.	Ongoing	The Arts and Culture volunteers continue to be engaged. There are currently 89 active volunteers across the Arts and Culture Branch, including 10 new volunteers this period. Opportunities are promoted on the Council, Library, Museum and Gallery websites. They are also promoted on the quarterly Library, Museum and Gallery What's On publication. Three volunteer events were held in this period – A training session for new volunteers, the volunteer Christmas party and an informal afternoon tea.
Support Clean-up Australia volunteers.	Complete	Due to the major floods in March and July, the 2022 Clean Up Australia Event was held in October 2022. Support was provided to three registered groups who collected and disposed of approximately nine tonnes of waste.
Support volunteer bushcare groups.	Ongoing	<p>The Bushcare volunteers began to attend their Bushcare sites following postponements due to the impacts of the ongoing floods. A number of Bushcare sites along the river have encountered serious erosion, however the past efforts of Bushcare have seen many of these sites perform better than more degraded sites.</p> <p>The following activities were supported by Council:</p> <ul style="list-style-type: none"> <li>-Bushcare Volunteers from North Sydney Council attended the Matheson Park Bushcare Group in Kurrajong to help restore valuable Koala habitat.</li> <li>-National Tree Day planting at the Berger Road Lake Reserve, South Windsor</li> <li>-A bird tour was held at Singletons Reserve, Kurrajong as part of Aussie Backyard Bird Count</li> <li>-The Hawkesbury Bushcare 'Thank you' gathering was held at the Hawkesbury Community Nursery</li> <li>-A bumper issue of the Hawkesbury Bushcare newsletter 'Weed All About It' was produced.</li> </ul>
Implement the Volunteer strategy.	Ongoing	A Volunteer Strategy is currently being developed with a view to reporting the Strategy to Council in June 2023.

### 1.3.3: Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions

Action	Status	Comments
Continue a review of third party relationships, building upon learning from initial reviews.	Ongoing	The Hawkesbury Sports Council is the next organisation to be reviewed as part of the program of third-party reviews. Preliminary work on gathering information and documents necessary for the review has been carried out and the review will commence once the reviewed scope is finalised.
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services.	Ongoing	One Councillor and two Council staff provide corporate governance support to Peppercorn Services Inc through representation on the Board. Financial service support is provided by way of management of funding contracts, overseen by Council staff.

### 1.3.4: Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury

Action	Status	Comments
Encourage community involvement in the development of plans for the management of parks.	Ongoing	Engagement with stakeholders such as Hawkesbury Sports Council, park users, local residents, state agencies and First Nations representatives has occurred through direct meetings, online surveys, mail outs, formal public notices and park signage.  The following draft Plans of Management have been prepared and publicly exhibited: -McQuade Park -Macquarie Park -Woodbury Reserve -Fernadell Park
Review parameters and goals of the Hawkesbury Sports Club (Council).	Ongoing	Council staff continue to work closely with the Hawkesbury Sports Council, attending monthly executive meetings to provide advice. Funding has been allocated to the Hawkesbury Sports Council for implementation of the Maintenance and Capital works programs. Council is also arranging a third-party review of the Hawkesbury Sports Council. The focus of the review will include but not be limited to the structure of the Sports Council, its



Action	Status	Comments
		governance, functions and how Council manages the relationship.

#### 1.4: Facilitate the delivery of infrastructure through relevant agencies for Council's own works

##### 1.4.1: Our community's current and future utility infrastructure needs (water, sewer, waste, stormwater, gas, electricity and telecommunications) are identified and delivered

Action	Status	Comments
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Ongoing	Council maintains ongoing relationships with various Government and non-Government authorities and agencies, advocating on behalf of the community and supporting activities to remedy existing utility infrastructure deficiencies to ensure the provision of effective utility infrastructure. During the reporting period there was a particular focus on electricity supply, with Endeavour Energy raising critical electricity distribution infrastructure and telecommunications with Telstra proactively switching telecommunication towers to grid-independent power supply on the issue of Flood Watches.
Advocate for community needs and good design outcomes on state and regionally significant transport projects.	Ongoing	During the reporting period, Council advocated for the needs of the community, on several significant transport projects including the New Richmond Bridge Project, Hawkesbury-Nepean Valley Road Resilience Project and Pitt-Town By-pass.
Finalise and begin implementation of year one actions of the Social Infrastructure Strategy.	Ongoing	Community engagement to develop the Strategy commenced in November 2022. The draft Strategy is anticipated to be reported to Council in June 2023.
Implement prioritised actions from the Western Parklands Council Digital Action Plan.	In Progress	Staff have been working with Parklands Digital Inclusion Officer to deliver digital inclusion outreach sessions through Council's Community Hubs Program.
Finalise the Waste Strategy and implement identified year one actions.	Complete	The Waste and Resource Recovery Strategy 2032 was adopted at Council's Ordinary Meeting in December 2022. The Strategy will be implemented through the Infrastructure Services' Resource Recovery branch.
Develop a renewed Asset Management strategy.	In Progress	During the reporting period, a new, dedicated Asset Management Branch was established within Council, for the express purpose of reviewing and updating Council's Asset Management Framework including the Asset

Action	Status	Comments
		Management Strategy, with work to commence on the review in the second half of the financial year.
Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	Ongoing	The Local Strategic Planning Statement was adopted by Council 23 February 2021. Work has progressed with respect to the Local Strategic Planning Statement's Planning Priority 1 - 'Ensure infrastructure aligns with current needs and future growth', and Planning Priority 2 - 'Form partnerships with stakeholders and agencies'.

#### 1.4.2: New development and infrastructure provision is aligned and meets community needs

Action	Status	Comments
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Ongoing	Funding has been sought across all asset classes including applications made to restore community assets following recent flood events, Roads to Recovery, road maintenance funding and applications to the WestInvest Program including: <ul style="list-style-type: none"> <li>-Wayfinding Signage</li> <li>-Cycleway/Bridge over Rickabys Creek</li> <li>-North Richmond Community Centre Precinct</li> <li>-Woodbury Reserve</li> <li>-Fernadell Park and Community Facility</li> <li>-Oasis Aquatic and Fitness Centre</li> <li>-Richmond Pool</li> <li>-Kurrajong to Kurmond Cycleway</li> <li>-Tamplin Field Redevelopment</li> <li>-Turnbull Oval Redevelopment</li> </ul>

#### 1.5: Provide the right places and spaces to serve our community

##### 1.5.1: 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

Action	Status	Comments
Renew and upgrade parks in line with the Parks Capital Works Program.	In Progress	The renewal and upgrade of parks is being undertaken as listed within the Capital Works Program. Additional works arising from the flood events of 2022 were scoped and are now being developed for delivery.

Action	Status	Comments
Quality passive recreational spaces are provided and enhanced.	Ongoing	Mowing, spraying and cleaning programs were implemented. These programs vary from weekly, up to six monthly rotation. Council staff mow and maintain over 68 sites on a monthly basis, cleaning 37 toilets and 19 BBQs on a minimum weekly basis and contractors are mowing and maintaining a further 60 outlying sites.

**1.5.2: Provide a variety of quality active recreation spaces including playgrounds, sporting fields, pools, fitness centre, stadium and multipurpose centres to enhance our community's health and lifestyle**

Action	Status	Comments
Manage active recreational spaces.	Ongoing	During the reporting period routine maintenance of all Council's active recreational spaces was undertaken, however the level of activity was both reduced by and focused on responding to the flood events of 2022, including the clean-up and restoration of services and facilities, repair works to damaged facilities and the preparation of applications for grant funding to undertake further repair works.
Quality active recreational spaces are provided and enhanced.	Ongoing	Mowing and maintenance programs continued over the reporting period with 438 mows being carried out over the 35 complexes that Hawkesbury Sports Council administers. This figure is greatly reduced on previous years due to the flood events over this period. Under normal circumstances HSC would oversee the mowing of the fields over 600 times over the same period.  Clean up works included nine flood affected amenities buildings and their associated grounds. These included: Bensons Lane Sporting Complex, Deerubbin Park, Colbee Park, The Breakaways and Brinsley Park. The Baseball Complex at Colbee Park. Some facilities remain affected. Hawkesbury Sports Council is currently in the process of aerating, dethatching and fertilising all grounds as required. All grounds have also been weed sprayed.
Review Richmond Pool and Hawkesbury Oasis Aquatic and Fitness Centre.	Ongoing	During the reporting period, two applications, one for the renewal of the Richmond Pool and one for modifications to the Oasis Aquatic and Fitness Centre were submitted for funding under WestInvest. The current tender period for the Operation of the Oasis Aquatic and Fitness Centre by YMCA ends on 30 June 2024, with the tender process

Action	Status	Comments
		for the Operation of the Oasis Centre to commence by the end of 2023.

**1.5.3: 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**

Action	Status	Comments
Review cultural spaces to better support the community in the use of our spaces.	Ongoing	<p>Hawkesbury Library Service</p> <ul style="list-style-type: none"> <li>-The Deerubbin Centre meeting rooms continue to be well utilised with in the first half of this financial year with 145 bookings made, representing 2,013 hours and 37 users. The Stan Stevens Studio received a new projector and PA system. All meeting rooms are now fitted with a modern projector and audio facilities</li> <li>-An upgrade to the increasingly popular public Wi-Fi was completed. This upgrade now allows for easier connection for all known devices and brands of mobile computing.</li> <li>-A review of post-Covid public-use computing has allowed refinements to the computing facilities provided at both Windsor and Richmond libraries, including hardware and software for creative users.</li> <li>-The library has held 190 events with over 3,300 attendees. Thirteen specific local history programs were held in the past six months, with 388 participants. Average attendee numbers are almost back to pre-Covid figures.</li> </ul> <p>Gallery and Museum</p> <ul style="list-style-type: none"> <li>-Gallery staff activated the Deerubbin building spaces and the pathway/garden area, by linking them to the current Gallery Dyarubbin program via large vinyl printed Dharug words in the public spaces, as well as fish stencils. This is activating the buildings, green spaces/forecourt, and has received community praise and engagement feedback.</li> <li>-The Gallery maker space has hosted four well attended drop in/self-use activity rooms through this period including the current Dharug interactive space where community create their own paper indigenous animals and do stencils.</li> <li>-Museum drop in activities have been well utilised during</li> </ul>

Action	Status	Comments
		the school holidays, including the current Find the Flabbit activity.

#### 1.5.4: Manage commercial spaces available for business and investment across the Hawkesbury's local centres

Action	Status	Comments
Optimise occupancy rates and rental returns for Council owned commercial properties.	Ongoing	Council owned commercial premises are receiving market annual rental. There are minimal vacancies with one being at Glossodia Shopping Village and three offices at Hawkesbury Professional Business Centre in Windsor.
Develop a renewed Property Strategy.	In Progress	Council's Property Strategy is currently being drafted.

#### 1.5.5: Provision by Council of the administrative and civic spaces on behalf of the community including the Council's Administrative Buildings, Local Libraries, Gallery, Museum and heritage buildings

Action	Status	Comments
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	Ongoing	<p>Library – Significant improvements to the street appeal of Richmond Branch Library have been completed including a renovated garden. Additionally, improved pedestrian access from March Street has improved accessibility and safety.</p> <p>Gallery - Highlights from the Gallery during this period included the Dyarubbin exhibition and the associated education programs, specialist tours, and the Dyarubbin open day – which had record breaking numbers and attracted a largely new audience to the Gallery, including local Dharug elders, community and family groups.</p> <p>Museum – Highlights from the Museum include school holiday drop-in programs, the successful Light up Windsor open night with included opening of Howe House this year to the public.</p>
Enhance and maintain Council owned buildings.	Ongoing	During the reporting period, Council continued to conduct preventative and corrective maintenance to Council owned buildings and facilities to ensure the spaces are able to continue to serve our community comfortably and safely.

Action	Status	Comments
Review administration building configuration to locate more Council employees in one building.	In Progress	Council's Administration Building has been progressively upgraded to bring it to current standards for office accommodation. Heating, ventilation, air conditioning and lighting upgrades have been significantly progressed. Desking and redesign of the office environment was commenced and is now scheduled to be completed in the second half of this financial year.

## 1.6: Build on a sense of community and wellbeing

### 1.6.1: 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

Action	Status	Comments
Implement year one actions from the Hawkesbury Local Housing Strategy (pending Department of Planning endorsement).	In Progress	The Department of Planning and Environment endorsed the Hawkesbury Local Housing Strategy on 3 September 2021, subject to a number of requirements. Work has progressed to implement a number of these requirements, including finalisation of planning proposals, development of an implementation plan and continued work to address affordable housing (in conjunction with Western Sydney councils through the Planning Partnerships Office). Progression of work associated with Local Character Areas is pending release by the Department of Planning and Environment of a standard instrument clause.
Develop the Human Services Outcomes framework.	Ongoing	Staff have worked with community agencies to establish a framework by which Council can draw on community service networks to gather data related to the human services' needs of the Hawkesbury.  Work undertaken during this period includes: <ul style="list-style-type: none"> <li>- 'Harwood Institute Training' delivered to staff and six local community organisations to develop a shared approach to human services planning with the community</li> <li>- Facilitation of Hawkesbury Connect</li> <li>- Facilitation of Recovery on Wheels interagency</li> <li>- Representation on the End Street Sleeping Initiative</li> <li>- Facilitation of the Homelessness Interagency</li> <li>- Facilitation of the Hawkesbury Youth Interagency</li> </ul>

Action	Status	Comments
		Community needs as documented through these network partnerships will form the basis of the Outcomes Framework for the Hawkesbury

### 1.6.2: Provide flexible services that can adapt to changing community needs and service demands

Action	Status	Comments
Undertake community consultation and engagement to understand community needs and service demands.	Ongoing	<p>Council's communication and engagement activities are guided by the recently adopted Communication and Engagement Strategy and include:</p> <ul style="list-style-type: none"> <li>-Online community meetings in September and December with residents in the Macdonald Valley to discuss flood recovery and planned road works</li> <li>-Your Hawkesbury Your Say online engagement tool for projects including: Redbank Voluntary Planning Agreement, Pitt Town Memorial Park Playground, Ivy Avenue Reserve Playground and Public Exhibition of Draft Waste and Resource Recovery Strategy 2032</li> <li>-Facebook to share stories and information. The post with the highest reach was the 'River is Rising at North Richmond with 79,520 people reached</li> <li>-Flyers and signage at key locations with bar codes with easy access to surveys for park upgrades at Pitt Town and McGraths Hill.</li> <li>-Community newsletter in July and December to inform and encourage engagement</li> <li>-Mayor on Air radio segments and media releases to inform and encourage engagement</li> <li>-Monthly information update about current engagements in the local Hawkesbury Gazette and Independent newspapers.</li> </ul>

### 1.7: Encourage broad and rich celebration of our local culture and significant heritage

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

Action	Status	Comments
Adopt the Hawkesbury Cultural Plan.	Ongoing	An engagement strategy has been developed and further consultation is required.

### 1.7.2: Provide community and cultural services through a range of affordable and accessible facilities

Action	Status	Comments
Continue to update and maintain the Library, Museum and Gallery collection catalogues and make them accessible online.	Ongoing	The Library, Museum and Gallery collection catalogues continue to grow. The public catalogue interface continues to be improved. These improvements have included several customised requests to cater specifically for community, collections, and facilities and so creating a more enjoyable and intuitive experience for users. During this reporting period there were 5,028 new items added to the online catalogue.

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

Action	Status	Comments
Recognise, conserve and promote the area's history and heritage through exhibitions, publications and programs.	Ongoing	<p>Library</p> <ul style="list-style-type: none"> <li>-15 history presentations and workshops held during this period</li> <li>-Two tours of the local cemeteries in the Hawkesbury - Pitt Town and McGraths Hill</li> <li>-A total of 39 History Fact sheets are available online to assist the community make use of the Local Studies Collection.</li> <li>-The digitising of the Windsor and Richmond Gazette was extended to 1965. There are now 5,390 digitised issues of local newspapers available to access online via Trove.</li> <li>-Hawkesbury Library Service is participating in the Amplify project to transcribe local oral history collections, so they are more discoverable and accessible to the community.</li> <li>-Weekly #ThrowbackThursday social media posts have been created using images from our collection. 24 posts have generated much interest and discussion.</li> </ul> <p>Museum</p> <ul style="list-style-type: none"> <li>-11 Stories project (11 locations along the river telling the Hawkesbury story) recognises the colonial and aboriginal history of the local area. These oral histories can now be accessed via QR code or the Museum website.</li> </ul>



Action	Status	Comments
		<p>-Astronomer John Tebbutt research into his discoveries and life is being undertaken. An online exhibition will be available in April 2023.</p> <p>Gallery</p> <p>-Dyrubbin exhibition is the Dharug stories of the river. In total 2,000 students have visited. At the opening over 400 people attended and it raised the profile of the Gallery.</p>

## Community Outcome Two: Protected Environment and Valued History

### 2.1: Value, protect and enhance our historic built environment as well as our relationship to Aboriginal and non-Aboriginal history

#### 2.1.1: Our planning and actions will ensure that Aboriginal and non-Aboriginal heritage are both integral to our city

Action	Status	Comments
Finalise the Hawkesbury Heritage Study, including the Aboriginal Cultural Heritage study.	Ongoing	Aboriginal Cultural Heritage Study finalised and adopted. Potential heritage listings from the Hawkesbury Heritage Study have been identified and work to add the identified heritage items to the Heritage Register will continue in 2023.

#### 2.1.2: Encourage and promote sympathetic, adaptive, and creative uses for heritage sites and buildings across the city

Action	Status	Comments
Promote the Hawkesbury Local Heritage Assistance Fund.	Complete	Hawkesbury Local Heritage Assistance Fund promoted through direct correspondence to heritage building owners and media (standard and social). A record number of 24 applications under the program were received, highlighting the success of this promotion.

#### 2.1.3: As a community, identify ways to become better connected with our indigenous peoples, their history and culture

Action	Status	Comments
Continue the development of the Museum's grant funded Indigenous and endemic edible garden project.	Ongoing	Several issues have slowed the progress of this project including ongoing fire and flood impacts. 2023 will see the development of the garden's education and public programming aspects.  The successful development of the Dyarubbin project and exhibition has forged strong stakeholder relationships/connections with the local Dharug community which will assist in the development of the aboriginal garden.
Finalise the Reconciliation Action Plan and begin implementing year one actions.	Ongoing	The Reconciliation Action Plan is in its final stages of development and it is anticipated that a draft Plan will be presented to a Councillor briefing in March 2023.

## 2.2: Value, protect and enhance our natural land-based environment with an emphasis on using local resources and key partnerships

### 2.2.1: Our community is informed and acts to reduce our ecological footprint

Action	Status	Comments
Promote sustainability initiatives to our community for them to take part in.	In Progress	A total of eight sustainability initiatives were promoted during this period, including National Tree Planting Day, Biodiversity Week and activities during Recycling Week.

### 2.2.2: Encourage effective management and protection of our waterways, riparian land, and land-based natural ecosystems through local action, regional partnerships and working with key agency partners

Action	Status	Comments
Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program.	Ongoing	Onsite sewerage management facility inspection resumed in August 2022 following the July 2022 flood event. A process improvement project plan will be developed and implemented in 2023 to prioritise sewerage management facility inspections and address the backlog generated by the flood events of 2022.
Investigate illegal land use activities to protect out environment and, where applicable, work jointly with partners such as: <ul style="list-style-type: none"> <li>- Natural Resource Access Regulator</li> <li>- NSW Environmental Protection Agency</li> <li>- Department of Primary Industries.</li> </ul>	Ongoing	Two heavy vehicle inspection events were held in partnership with the Environment Protection Authority during this period. The Compliance Team continues to investigate more complex incidents in conjunction with the Environment Protection Authority and the NSW Department of Natural Resources Access Regulator.
Work with key stakeholders for the protection of the natural environment and promotion of natural restoration, including: <ul style="list-style-type: none"> <li>- Greater Sydney Local Land Services</li> </ul>	Ongoing	Councils Environmental Team has been working closely with external organisations to promote natural restoration. These organisations include Penrith, The Hills Shire, Central Coast, Northern Beaches and Ku-ring-gai Councils, Greater Sydney Local Land Services, Department of Planning, Industry and Environment, Hawkesbury River County Council, OzFish Unlimited, NSW Department of Planning, Industry and Environment, The Foundation for

Action	Status	Comments
<ul style="list-style-type: none"> <li>- Penrith City Council</li> <li>- Hawkesbury River County Council</li> <li>- NSW Department of Planning and</li> <li>- Environment Land Care Australia.</li> </ul>		National Parks and Wildlife and Hawkesbury Nepean Landcare Network.

### 2.2.3: Encourage and implement progressive urban design which is sensitive to environmental issues

Action	Status	Comments
Review the Hawkesbury Local Environmental Plan and finalise Hawkesbury Development Control Plan.	Ongoing	<p>At its meeting 22 November 2022 Council:</p> <ul style="list-style-type: none"> <li>-Endorsed the preparation of the Planning Proposal to amend the Hawkesbury Local Environmental Plan 2012.</li> <li>-Adopted draft Chapters as part of Stage 1 of the new Development Control Plan.</li> </ul>

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

Action	Status	Comments
Grow endemic plants at the community nursery for parks, reserves, and Land-care groups.	In Progress	<p>During the period of July 2022 and December 2022, the Hawkesbury Community Nursery sold/distributed 25,060 plants. The range of customers included sales to the public (7965 plants), Hawkesbury City Council, Bushcare Groups, Bush Regeneration Contractors, Landcare, local schools and Richmond TAFE, Greening Australia (5771 plants), Greater Sydney Local Land Services, Greater Sydney Local Landcare (1480) and Foundation for National Parks and Wildlife (9310 plants), Others (534). Greater Sydney Landcare and plants supplied to Bushfire Recovery from a grant from Foundation for National Parks and Wildlife showed strong uptake.</p> <p>There has been a strong interest in volunteering through the Foundation for National Parks and Wildlife.</p>
Provide bush regeneration activities on riparian corridors and natural	Ongoing	Council continues to undertake land management activities across 36 reserves throughout the Hawkesbury, including Argyle Bailey, Cattai Bridge, Charles Kemp, Wilberforce Cemetery, St Albans Park and Settlers Rd,

Action	Status	Comments
ecosystems within Council managed land.		<p>Skeleton Rocks, Half Moon Farm, Sackville Mission, Oakville Park, Ebenezer Park, South Creek, Green Hills Burial Ground, Governor Phillip Park, Macquarie Park, Deerubbin Park, Howe Park, The Breakaway, George Street, Hanna Park, Hawkesbury Park, Navua, Riverside Drive, Yarramundi, Chain of Ponds, Woodbury, Glossodia Park, Pughs Lagoon, Bushells Lagoon, Redbank Creek, Diamond Hill, Singleton's, Matheson Park, Bellbird Hill and Upper Colo. This work continues to protect and enhance the Hawkesbury's riparian corridors, endangered ecological communities, wildlife corridors and high-value ecosystems.</p> <p>Council continues to expend funding received to support environmental restoration activities from the following organisations: \$33,856 received through Save our Species program to ensure the survival of threatened ecological communities at Singleton's reserve, Matheson Park and Diamond Hill and \$15,000 received from the Department of Planning, Industry and Environment for estuary health monitoring.</p>
Finalise and begin implementation of the Strategic Biodiversity Land Use Planning Framework.	Ongoing	<p>Council has prepared a draft Strategic Biodiversity Land Use Planning Framework.</p> <p>The outcomes of the draft Framework are informing the next stages of the Development Control Plan review.</p>
Undertake necessary studies and strategies to prepare for the commencement of the Cumberland Plain Conservation Plan.	In Progress	<p>A draft Strategic Biodiversity Land Use Planning Framework has been finalised and includes the preparation of draft Development Control Plan provisions. Council has continued with its membership on project and working groups associated with the Cumberland Plain Conservation Plan.</p>

### 2.2.5: Use a range of compliance measures to protect the natural environment

Action	Status	Comments
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's	In Progress	<p>Council's Compliance Team continues to triage requests and complaints received regarding non-compliant development throughout the LGA to identify those that pose the greatest risk to the community. Council's Enforcement Policy will be reviewed in 2023 to risk assess</p>

Action	Status	Comments
Compliance and Enforcement Policy.		and prioritise the investigation of unauthorised development and activities.
Investigate complaints to ensure the natural environment is protected and amenity of the community is maintained.	Ongoing	The Environmental Health Team prioritise complaints or issues that pose the greatest risk to the community. The Environmental Health Teams' Inspection Program will be reviewed in 2023 to risk assess and prioritise inspections.

### 2.3: Encourage and enable our community to embrace the waste management principles of reduce, reuse and recycle

#### 2.3.1: Develop and maintain active partnerships that will result in the innovative management of our community's waste, with an emphasis on resource recovery and minimising waste

Action	Status	Comments
Finalise and commence implementing actions from the Waste Strategy.	Complete	The Waste and Resource Recovery Strategy 2032 was adopted at Council's Ordinary Meeting on 13 December 2022. The Resource Recovery branch will now commence implementing actions.

### 2.4: Encourage and enable our community to make more sustainable choices

#### 2.4.1: Undertake community education on best practice environmental sustainability and climate change issues

Action	Status	Comments
Develop and implement community sustainability programs.	In Progress	A total of four workshops with a total of 79 participants were held during this period. Workshop topics included waterwise gardening, rooftop solar and worm farming.

#### 2.4.2 Work with businesses and tourism operators to promote good practice and sustainability principles

Action	Status	Comments
Facilitate advice on request from tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	Ongoing	Council has installed solar panels on some on its commercial tenancies and works with other tenants who wish to have solar panels installed on the lease premises. Further, Council staff have met with tenants onsite to discuss electricity and water efficiencies.
Undertake the industrial premises audit program	Ongoing	The audit program is ongoing and is primarily focussed on motor mechanics or similar businesses. The audit

Action	Status	Comments
targeting small and medium businesses that pose a significant risk to the environment.		program will be reviewed in 2023 to risk assess and prioritise audits of small and medium businesses that pose a significant risk to the environment.
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements and relevant Council Policies.	Ongoing	The public swimming pool inspection program for the 2022/2023 period will be finalised in January 2023. The food, cooling systems and skin penetration inspection program continues to be undertaken in accordance with legislative requirements and relevant Council Policies.

**2.4.3: Ensure development is functional, attractive and sympathetic to the environment, and avoids unnecessary use of energy, water and other resources**

Action	Status	Comments
Incorporate ecologically sustainable building and road construction practices into Council projects.	In Progress	All projects undertaken have considered and incorporated where feasible, sustainable approaches to ensure recycling and reuse of water through to efficiency in energy use and much more. Currently standout projects are LED retrofit projects with all street lighting to be converted to LEDs by end of this financial year, and LED retrofits to the Council 's largest public facility, The Deerubbin Centre also due for completion this financial year.
Utilising the updated Local Environmental Plan and Development Control plan, work with developers to encourage sustainability measures for their developments.	Ongoing	The Hawkesbury Local Environmental Plan 2012 Review and Update was reported to Council on 22 November 2022, where Council resolved to commence the Hawkesbury Local Environmental Plan Amendment process. Stage 1 Development Control Plan was adopted by Council on 22 November 2022. The process to amend the Hawkesbury Local Environmental Plan will take approximately 12 to 18 months to complete.

#### 2.4.4: Introduce measures to manage the issue of urban heat

Action	Status	Comments
Continue tree planting across Windsor, South Windsor and Richmond.	In Progress	<p>The Greening our City grant enabled Council to deliver a tree planting program in various localities, including:</p> <ul style="list-style-type: none"> <li>-South Windsor</li> <li>-Richmond</li> <li>-Bligh Park</li> <li>-Hobartville</li> </ul> <p>The tree planting program will continue in 2023 with trees to be planted in Windsor.</p> <p>Strategic Planning are undertaking the development of an Urban Forest Strategy which will provide a framework for that will inform further tree planting to increase and manage tree canopies across urban areas of Hawkesbury City.</p>

#### 2.5: Value, protect and enhance our waterways and wetlands with an emphasis on using local resources and key partnerships

##### 2.5.1: Celebrate and use our rivers for a range of recreation, leisure, tourism and event activities

Action	Status	Comments
Continue to develop plans to attract business to the Hawkesbury, including the finalisation of the Clarendon Precinct Plan.	In Progress	At its meeting 13 September 2022 Council adopted a Destination Management Plan 2022-2024. The Plan identifies a number of initiatives that aim to attract business to the Hawkesbury. Work has commenced on the development of the Clarendon Precinct Plan and it is anticipated the Plan will be finalised in 2023.

##### 2.5.2: Develop active partnerships and implement programs designed to improve the health of our rivers and riverbanks

Action	Status	Comments
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Ongoing	Council has continued active participation in the development of a Coastal Management Program in partnership with Hawkesbury Nepean councils. Funding has now been received from the Department of Planning and Environment to fund the implementation of Stage 3 of the Coastal Management Program.



## 2.6: Achieve net zero emissions targets

### 2.6.1: Implement strategies to achieve Council's net-zero emissions targets

Action	Status	Comments
Transition Council plant and equipment to electric and battery operated, where feasible.	Ongoing	Transition will be progressive as technology suitable to Council's operations becomes available. Leaseback vehicles are in the process of transitioning to hybrid options as replacements become due. Trials of electric options have begun on minor operational equipment, however electric options for larger plant and equipment are not currently suitable for Council operations and the terrain across our LGA.
Amend LEP/DCP to mandate Electric Vehicle charging outlets and infrastructure.	Complete	New Development Control Plan Chapters, including traffic, parking and provisions for Electric Vehicle Charging were adopted by Council on 22 November 2022.
Collaborate with other Local Governments to advocate for updated BASIX targets.	Complete	In August 2022, the NSW Government released the new State Environmental Planning Policy (Sustainable Buildings) 2022 (SB SEPP). The SB SEPP package will come into effect on 1 October 2023 and aims to increase BASIX thermal performance and energy standards for residential development as well as introduce new measures for non-residential buildings.  The higher BASIX thermal performance standards will be at least 7 stars, based on the star-rating scale defined by the Nationwide House Energy Rating Scheme (NATHERS) and will also be consistent with the National Construction Code 2022. The higher energy standards will vary with location and building types as specified in the SB SEPP.
Update the Local Environmental Plan (LEP) and Development Control Plan (DCP) with urban heat provisions.	In Progress	Urban Heat provisions were included in Hawkesbury Local Environmental Plan 2012 Review Report considered at Council's Ordinary Meeting on 22 November 2022. Use of the WSROC Urban Heat Model Development Control Plan provisions will be utilised when the Hawkesbury Local Environmental Plan amendment is finalised.
Implement priority actions from the Sustainability Framework.	In Progress	The draft Environmental Sustainability Strategy was presented to Council's Senior Leadership Team on 10 November 2022, and to Councillors at the Briefing Session on 6 December 2022. The Final draft is being prepared based on the feedback received and is expected to be formally presented to Council in March 2023 to seek

Action	Status	Comments
		endorsement to publicly exhibit the draft Strategy. This Strategy will outline priority actions focussing on the sustainability of the Hawkesbury Local Government Area.
Implement priority actions from the Biodiversity Framework.	In Progress	The draft Strategic Biodiversity Land Use Planning Framework has been finalised and included preparation of draft Development Control Plan provisions.

### 2.6.2: Maximise solar photovoltaic system installations on Council assets

Action	Status	Comments
Continue roll out of photovoltaic systems across Council buildings.	In Progress	<p>This activity was largely paused during the reporting period while the organisation responded to the flood events of 2022. With the establishment of the new Asset Systems and Planning team and a return to more our regular work programming, this will recommence in the second half of the financial year.</p> <p>Notwithstanding, Council completed four additional sites with hybrid solar power, which included battery backups, at St Albans, Upper Colo and Bilpin and a mainstream photovoltaic system at the South Windsor Childcare Centre.</p>

### 2.6.3: Alternative forms of energy are embraced throughout the Hawkesbury

Action	Status	Comments
Implement renewable energy and energy efficient projects.	In Progress	<p>During the reporting period, Council completed four additional sites with hybrid solar power which include battery backups. These sites were included due to their remote locations at St Albans, Upper Colo and Bilpin.</p> <p>Additionally, a childcare centre at South Windsor had a roof top photovoltaic installation completed.</p>

## Community Outcome Three: Strong Economy

### 3.1: Creating an integrated and well-maintained transport system is an important local priority

#### 3.1.1: Ensure our roads and other transport infrastructure provides a connected, efficient system to ensure safe movement of all modes of transport

Action	Status	Comments
Undertake a review of parking requirements and provisions and implement solutions to address identified parking issues.	In Progress	The review of parking within the town centres of Windsor, Richmond and South Windsor has been undertaken. In addition to this project, Council as part of the Hawkesbury Place Plans is undertaking a review of Town Centres such as St Albans, Bilpin, Glossodia, Wilberforce, Kurmond, Pitt Town, Kurrajong, North Richmond and Bligh Park to ascertain the overall needs of these areas which will include aspects such as road and traffic management, pedestrian safety, parking and other town requirements.
Utilise Council Traffic models to assess traffic impact of projects, planning proposals and advocacy measures.	Ongoing	Council's Traffic model is available to assess traffic impact of projects, planning proposals and advocacy measures to ensure that the road network and other associated transport infrastructure provides a connected, efficient system to ensure safe movement of all modes of transport.  Information contained within the Traffic model was utilised to undertake a review on Heavy Vehicle Movement within the Hawkesbury Local Government Area, which was reported to the Innovation and Partnership Committee on 8 November 2022. The findings in the report were on the basis that the proportion of Heavy Vehicles overall along Hawkesbury Roads is in keeping with the road environment, land use and general trends for the area and that the demand of heavy vehicles be considered as a key driver in the development of the next Transport Asset Management Plan.

#### 3.1.2 Establish and maintain relationships with transport providers and other levels of government to improve and extend public transport services

Action	Status	Comments
Work with Transport for NSW and provide input on their projects.	Ongoing	Officers have continued to work with Transport for NSW with respect to strategic planning associated with various projects including, Richmond Bridge, Hawkesbury Nepean Flood Evacuation Routes, Grose River Bridge, Outer Sydney Orbital, and Boundary Road Vineyard.

Action	Status	Comments
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	Ongoing	<p>Advocacy for the provision of major transport services, linkages to improve transport connections and upgrades to flood evacuation routes that have been undertaken during this period include:</p> <ul style="list-style-type: none"> <li>-Response to formal and informal exhibition by the NSW and Federal Government of various transport related documents</li> <li>-Input to the Western Parkland City Blueprint, City Deals and the Greater Cities Commission discussion papers.</li> </ul>

### 3.1.3: Have a comprehensive transport system of well-maintained local and regional linkages that are financially and environmentally sustainable, and meet community safety priorities and expectations

Action	Status	Comments
Undertake operational programs associated with construction and maintenance of roads and ancillary facilities in accordance with the Capital Works Program.	Ongoing	<p>The construction and maintenance of roads and ancillary facilities is being undertaken in accordance with the Capital Works Program. The Capital Works Program is formulated in accordance with Council's Asset Management Plans within its Long-Term Asset Planning Programs.</p> <p>Additionally, Council has submitted approximately \$240m worth of flood restoration projects and at the end of the reporting had approximately \$30m flood restoration works in progress.</p>
In the context of recent disasters, review the Asset Management Plan.	Ongoing	<p>During the reporting period, a new, dedicated Asset Management Branch was established within Council, for the express purpose of reviewing and updating Council's Asset Management Framework including the Asset Management Plans, with work to commence on the review in the second half of the financial year.</p>

### 3.1.4: Provide mobility links throughout the city to connect our centres, parks and facilities

Action	Status	Comments
Continue to implement priority actions from the Hawkesbury Mobility Plan.	Not Due To Start or On Hold	<p>Priority works identified in the Hawkesbury Mobility Plan will not be delivered in 2022/2023 with Council instead preparing an Active Transport Plan that will supersede the Hawkesbury Mobility Plan, including reviewing pedestrian and cycleway infrastructure across the local government area. The Active Transport Plan will provide Council with a</p>

Action	Status	Comments
		framework that will identify future works to deliver mobility links to meet the emerging needs of the community and reflect current design standards for active transport infrastructure.

### 3.2: Increase the range of local industry opportunities and provide effective support to continued growth

#### 3.2.1: Plan for a range of industries that build on the strengths of the Hawkesbury region, to stimulate investment and employment

Action	Status	Comments
Implement priority actions from the Employment Lands Strategy.	In Progress	Relevant Employment Lands Strategy provisions were included in the Hawkesbury Local Environmental Plan 2012 Review that was presented to Council's Ordinary Meeting on 22 November 2022.

#### 3.2.2: Increase the focus on jobs and innovation to build on our strengths and achieve a diverse industry base

Action	Status	Comments
Monitor changes in employment and investigate jobs skills and skills of the future and growth sectors.	In Progress	<p>The performance of the local economy is monitored through:</p> <ul style="list-style-type: none"> <li>-Responding to the outcomes of the Economic Health and Wellbeing survey which was conducted in October 2020 and November 2021</li> <li>-Review of the ABR new Business Registration report</li> <li>-Inclusion of Economic ID Reporting in the monthly business newsletter produced by the Economic Development team</li> </ul> <p>The above information will inform the development of the Economic Development Strategy that will be prepared in 2023.</p>

#### 3.2.3: Actively support the retention of the RAAF Base Richmond and enhance aviation-related industry, building on existing facilities

Action	Status	Comments
Pursue opportunities such as the Greater Sydney Commission District Plan and City Deal to enhance	Ongoing	As part of the Western Parklands City Deal and District Plan, Council continues to pursue opportunities to enhance aviation-related industry near the Richmond RAAF base.

aviation-related industry near the RAAF base.		In collaboration with Empowering and Enabling the Women of Western Sydney, Council delivered a Women in Aviation workshop on 8 September 2022.
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### 3.2.4: Work towards ensuring people in our community have access to safe, nutritious, affordable and sustainably-produced food

Ensure the retention of agricultural lands through relevant planning processes.	In Progress	Relevant planning provisions were included in the Hawkesbury Local Environmental Plan 2012 Review presented to Council's Ordinary Meeting on 22 November 2022. In addition, Council provided support to the business community to advocate for amended Agritourism provisions that were subsequently endorsed by the Department of Planning and Environment.
Work in partnership with businesses, community and public health agencies to promote access to safe, nutritious, affordable and sustainably produced food.	Ongoing	Council continues to partner with Peppercorn Services Inc to deliver cooking and nutrition education programs. Council promotes the food relief services that are available to the community through online service listings and at its Community and Recovery Hubs.

### 3.2.5: Plan for the continuance and growth of agricultural industry uses within the Hawkesbury

Planning instruments and other landuse documents to include provisions for agricultural business activities within environmental constraints and strengths of the Hawkesbury.	Complete	Relevant Agritourism provisions were included in the Hawkesbury Local Environmental Plan 2012 Review that was presented to Council's Ordinary Meeting on 22 November 2022. Support provided for proposed amended Agritourism provisions by the Department of Planning and Environment.
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### 3.3: Promote our community as the place to visit, work and invest

#### 3.3.1: Working in partnership we will actively market our city and capabilities to existing and potential businesses, visitors and investors

Review the Communication and Engagement Strategy.	Ongoing	<p>Council adopted the Communication and Engagement Strategy in September 2021. The Strategy sets the strategic direction for our communication.</p> <p>The Strategy recognises that communication is about building trust, providing people with the information they need and celebrating our connections. Council is continually looking for ways to better engage the community and is currently reviewing the Community Engagement Policy. The outcome of the Policy review will help to inform the review of the Communication and Engagement Strategy.</p>
Implement actions from the Hawkesbury Economic Development and Business Recovery Plan.	Ongoing	Implementation of the Business Recovery Plan is well underway. An Economic Development Strategy is to be developed in 2023 that will provide a framework to support continued business growth in the Hawkesbury.
Promote the availability of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund.	Ongoing	The promotion of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund is shared via the monthly business e-newsletter and online at the Hawkesbury Business Hub.

#### 3.3.2: Develop Hawkesbury tourism to enhance and strengthen opportunities within our tourism sector

Promote the region as a tourism destination through the Visitor Information Centre.	Ongoing	The Visitor Information Centre promotes a comprehensive list of visitor attractions and promotes the region as a tourism destination. All tourism information is available on the Discover the Hawkesbury Website and on the Visitor Information Centre's Facebook page.
Promote the region as a tourism destination through the Discover the Hawkesbury website.	Ongoing	The Visitor Information Centre promotes a comprehensive list of visitor attractions and promotes the region as a tourism destination. All tourism information is available on the Discover the Hawkesbury Website and on the Visitor Information Centre's Facebook page.

<p>Work with partners and the Hawkesbury Visitor Economy to identify and pursue opportunities to grow local tourism.</p>	<p>Ongoing</p>	<p>Council adopted the Hawkesbury Destination Management Plan in November 2022 and continues to work with Destination NSW and other Government Departments to look for opportunities to grow local tourism. Council is currently working with Destination NSW on the development of the NSW Destination Management Plan.</p>
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### 3.3.3: Businesses are encouraged and upskilled to adopt more ethical and sustainable practices

<p>Design and deliver a program of workshops, Business 101 seminars, and skills development opportunities to increase knowledge and capacity to help local businesses adapt, grow and increase resilience.</p>	<p>Ongoing</p>	<p>An annual program of workshops, seminars and business support has been developed and continues to be rolled out. The program is promoted each month via the business e-newsletter and online at Hawkesbury Business Hub.</p>
<p>Support increased networking among existing business owners and support business events and awards programs.</p>	<p>In Progress</p>	<p>Engagement with local businesses and business associations during this period has included:</p> <ul style="list-style-type: none"> <li>- The delivery of two Industry Engagement Sessions with Tourism businesses in Hawkesbury 2022 in August and October</li> <li>- A mentoring program that ran from June to October 2022, targeting tourism businesses within the Visitor Economy.</li> <li>- Council works in partnership with the Hawkesbury Chamber of Commerce and staff regularly attend and present at business networking events and Business Breakfasts. Council has also partnered with the Hawkesbury Chamber of Commerce to deliver workshops and business events.</li> </ul> <p>Council was successful in securing Small Business Month Grant funding in March 2022 and funds were used to engage a local business to host a business luncheon, subsequently cancelled due to flooding. The event quickly pivoted into a recorded talk from a local successful business owner, Karen Lebsanft from Kurrajong Kitchens, to share her journey from inception to growing her</p>



		<p>business. This recorded talk will remain on the Hawkesbury Hub website until March 2023.</p> <p>Council worked in collaboration with Western Sydney Business Centre to deliver the 'Refresh, Rebound, Reimage' workshop on 24 June 2022.</p> <p>Council collaborated with Empowering and Enabling the Women of Western Sydney to deliver a 'Women in Aviation' workshop on 8 September 2022.</p> <p>Council supported and participated in the Hawkesbury Business Expo on 13 September 2022, run by the Hawkesbury Business Alliance.</p> <p>Council was successful in receiving a \$5,000 Small Business Month Grant. These funds were used to deliver two workshops 'How to successfully run an Agri-tourism business' in partnership with Hawkesbury Harvest - held on 8 November and 23 November 2022.</p>
Promote Council-owned spaces for businesses to meet and network.	Ongoing	In collaboration with the Western Parklands Authority (WPA), Council captured all co-working spaces within the Hawkesbury and the region. The information collected has been placed on the WPA website. Council continues to promote council owned spaces for businesses to meet and network.

### 3.4: Support the revitalisation of our town centres and growth of our business community

#### 3.4.1: 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

Implement the Liveability Program across Windsor, South Windsor, and Richmond town centres.	In Progress	The Liveability Construction Program is being delivered in Richmond and South Windsor and is due to be completed early 2023. The Windsor Town Centre Program is awaiting Heritage NSW approval.
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#### 3.4.2: Create active partnerships to develop a network of vibrant centres, which bring opportunities for business growth and community connection

In conjunction with key partners, deliver an annual calendar of events.	Ongoing	Council's annual event calendar includes 5 major events, a range of civic and community events and an event sponsorship program for community and business events. Council works with event partners including
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<b>Windsor Business Group</b>		
		<p>sponsors and local community, sporting and business groups to deliver events for the Hawkesbury.</p> <p>Council continues to work with a range of sponsors including Windsor Business Group on the Light Up Windsor Street Festival on 3 December. It is important we work closely with all our sponsors to assist with communication, promotion and endorsement to local businesses within Windsor Town Centre. A strong relationship has been built with these local businesses which is encouraging and positive and will only assist with the event's growth.</p> <p>Council worked closely with Hawkesbury Harvest and other sponsors on the Savour the Flavour on 15 October which assisted us to engage with local businesses and ensure they were involved in the event.</p> <p>Council offers two rounds of event sponsorship a year to support many event organisers. 13 community and business events were sponsored in Round 1 of the 2022/2023 program offering in kind and \$47,000 of financial support.</p>

**3.4.3: Assist our town and village centres to become vibrant local hubs**

<b>Place-Making Strategies</b>		
<p>Continue the implementation of Place-Making Strategies including undertaking a program to review and renew wayfinding and signage across the local government, particularly in, around, and to our town centres and villages.</p>	<p>Ongoing</p>	<p>Place-Making Strategies continue to be implemented including 'Shop Local Campaigns, Parklet Trials and Town Centre Activations'. A program to review and renew wayfinding and signage across the local government has been developed as part of the WestInvest grant funding application.</p>

## Community Outcome Four: Reliable Council

### 4.1: Provide representative, responsive and accountable governance

#### 4.1.1: Council's elected leaders will actively connect and collaborate with the community

Action	Status	Comments
Develop and implement a program for regular engagement for Councillors with the community within distinct geographic areas across the Hawkesbury.	Ongoing	<p>Council regularly engaged with our communities in towns and villages across the Hawkesbury. Regular Community Hubs and activities were held in Wilberforce, Colo Heights, St Albans and Bilpin. These forums provided opportunities for the community to engage with Council on key issues with information available about projects and upcoming works. Online community meetings were held in in September and December with residents in the Macdonald Valley to discuss flood recovery and planned road works.</p> <p>Extensive community engagement is undertaken through Council's digital channels, using the website tool Your Hawkesbury Your Say for questions, surveys and voting and Facebook for information sharing and feedback. This information about key projects is available to all residents across the Hawkesbury.</p>

### 4.2: Encourage an informed community, and enable meaningful engagement

#### 4.2.1: Provide open and clear lines of communication with the community using up-to-date technology

Action	Status	Comments
Continuously review and improve Council's corporate website.	Ongoing	Quarterly reviews of the website were undertaken prior to each seasonal update of content. Each review looked at analytical information relating to site traffic, search history and frequently accessed information along with user feedback which is used to identify areas for improvement or change. The site continues to be well received and quarterly reviews will be undertaken on a seasonal basis.
Implement priority actions in the Digital Communication Strategy.	Ongoing	<p>The implementation of the Digital Strategy is progressing including:</p> <ul style="list-style-type: none"> <li>-The continued development and refinement of the Council website in response to customer analytics which drives content, quick links and web banners.</li> </ul>

Action	Status	Comments
		<p>-Customer service continuing to be improved through the development of the online forms and promotion of the forms</p> <p>-Ongoing development of digital information sources including the website, Facebook and Instagram and videos for the Council, Hawkesbury Events and Hawkesbury Visitor Information Centre page</p> <p>-Ongoing development of Your Hawkesbury Your Say engagement tool to create sites to better inform our community.</p>

#### 4.2.2: Enhance Council communication to ensure the community understands the role Council has in the Hawkesbury

Action	Status	Comments
Continue to engage with the community about Council's roles and function through a range of mediums.	Ongoing	<p>Council was awarded the 2022 Local Government NSW - RH Dougherty Award for Excellence in Communication for its efforts across the 2022 flood emergencies.</p> <p>In addition to Council's regular cycle of monthly Council meetings Council uses a range of online and traditional tools to communicate including Council's Facebook with 20,000 followers and a reach of almost 550,000. Hawkesbury Events Facebook with almost 10,000 followers, Hawkesbury Events Instagram (2,700 followers), Council website (85,000 hits a month), Council is also engaging using traditional media including monthly ads in the two local papers, media releases, online forms, quarterly newsletter (October) and a Community Report (July) which is sent to all residents.</p> <p>Council also held two online public meetings for the Macdonald Valley community and engages weekly at community hubs in flood impacted outer areas of the LGA. Council were able to engage with the community about their civic role and functions at monthly Council meetings and at the Citizenship Ceremony in September 2021.</p> <p>Council has also engaged with the community online using the Your Hawkesbury Your Say engagement tool. The top five projects had 730 submissions including, Proposed Amendments to Redbank Voluntary Planning Agreement, Pitt Town Memorial Park Playground, Ivy</p>

Action	Status	Comments
		Avenue Reserve Playground, Public Exhibition of Draft Waste and Resource Recovery Strategy and Proposed Road Closure – Bismarck Street McGraths Hill.

#### 4.2.3: Provide quality customer service to the community

Action	Status	Comments
Implement recommendations from the 2020 Customer Service audit.	In progress	The ten remaining actions have been delayed, but with the new Customer Experience Manager's appointment in November 2022, they are on track to be delivered by December 2023.
Finalise and implement the Customer Experience strategy.	In progress	With the appointment of a new Customer Experience Manager in November 2022, the Strategy is anticipated to be developed by December 2023.

#### 4.3: Build strong financial sustainability for now and future generations

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

Action	Status	Comments
Informed by the annual Service Review Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	Ongoing	The Customer Experience team continues to deliver high-quality customer service. From 1 Jul to 31 Dec, the team received 31,219 phone calls: -15,922 calls Resolved -4,692 calls Referred on -2,100 calls to Customer Request Management System Key Customer Experience Team Improvements:

Action	Status	Comments
		<ul style="list-style-type: none"> <li>-Filled position vacancies to increase capacity</li> <li>-Trialled different team structures to improve efficiency</li> <li>-Cleared customer request task backlog</li> <li>-Changed front counter layout to improve customer experience</li> <li>-Developed a spreadsheet to monitor and identify Call Centre trends</li> <li>-Reduced call wait times and abandoned calls</li> <li>-Modified Welcome Call scripts to improve customer behaviour and CX Officer wellbeing</li> <li>-Improved CX Officer induction training</li> <li>-Conducted team bonding activities to improve team culture</li> <li>-Increased Customer Compliments</li> <li>-Review of business processes and services remain continuous and ongoing</li> </ul> <p>Other business improvement activities continue across several service areas.</p>

#### **4.3.2: Meet the needs of the community now and into the future by managing Council assets with a long-term focus**

Action	Status	Comments
Review Council's Long Term Asset Management Plan, in line with the long term financial plan, asset data and community feedback.	In Progress	During the reporting period, a new, dedicated Asset Management Branch was established within Council, for the express purpose of reviewing and updating Council's Asset Management Framework including the Asset Management Plans, with work to commence on the review in the second half of the financial year.

### 4.3.3: Decisions which determine priorities will be made in the long-term interests of the community

Action	Status	Comments
Work towards attaining financial sustainability benchmarks.	Ongoing	The Financial Statements for the year ended 30 June 2022 finalised with an unqualified audit opinion, submitted to Council on 21 November 2022. Council met all financial ratio benchmarks with the exception of the Rates Outstanding Ratio. September 2022 Quarterly Budget Review completed and adopted by Council with a balanced result on 21 November 2022. Work currently underway on the development of the 2023/2024 Draft Budget, which will then inform the development of the Long-Term Financial Plan, incorporating improved financial sustainability results.
Manage the process in relation to the submission of grant applications to funding authorities.	Ongoing	Grant applications are generated by service and function areas within Council and managed through a centralised approval process that is linked with Finance for the purpose of tracking and reporting.
Implement an improved corporate planning process for the organisation. This includes streamlining the Business Plan and Integrated Planning and Reporting Framework process, while ensuring Office of Local Government's requirements are met.	Ongoing	Work to improve integrated planning, budgeting and reporting processes remains continuous and ongoing.

### 4.4: Build strong relationships and shared responsibilities

#### 4.4.1: 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

Action	Status	Comments
Engage with and provide advice to relevant	Ongoing	Staff represent Council on the following Western Parklands Working Groups:

Action	Status	Comments
government agencies and peak bodies.i.e. work with all levels of government via WSROC and City Deal through Planning Partnerships, Engineering Standards, and Liveability Grants.		<ul style="list-style-type: none"> <li>- Early local land acquisition and dedication framework</li> <li>- Metropolitan rural area review</li> <li>- Regional affordable housing strategy</li> <li>- Western City District Plan review</li> <li>- Disaster recovery planning framework</li> <li>- Infrastructure coordination and delivery</li> <li>- Implementation of infrastructure contributions reforms</li> </ul> <p>The Liveability Project is underway and delivering town centres revitalisation works in South Windsor and Richmond.</p> <p>Staff represent Council in WSROC initiatives including</p> <ul style="list-style-type: none"> <li>- Western Sydney Regional Waste Strategy</li> <li>- Turn Down the Heat</li> <li>- Western Sydney Energy Program</li> </ul>
Partner with the Western Sydney Investment Attraction Office on any economic development activities.	Ongoing	Council have worked in partnership with the Western Parklands Authority (WPA) on delivering a regional Economic Development Strategy and a Regional Investment Prospectus.

#### 4.4.2: Achieve higher strategic capacity through strategic alliances and partnerships

Action	Status	Comments
Work with strategic partners to pursue objectives for our community across all of Council's functions.	Ongoing	Council works with a wide range of partners to develop and deliver the strategic objectives of Council and the community. Strategic partners include the Greater Cities Commission; Western Parkland City Authority; Western Parklands Councils group; Western Sydney Planning Partnership; Infrastructure NSW; (former) Resilience NSW and a range of other agencies.

#### 4.5: Encourage a shared responsibility for effective compliance

##### 4.5.1: Undertake Council initiatives within a clear and fair framework of strategic planning, policies, procedures and service standards as required under all regulatory frameworks

Action	Status	Comments
Finalise the Dashboard of Compliance with Legislative Requirements	Ongoing	Council has an arrangement with a law firm, Kell Moore, for the provision of a six-monthly report of legislative updates linked to functions for which Council staff have



Action	Status	Comments
and Customer Service Standards.		delegation. Council continues to explore options for developing an electronic compliance register, and in the meantime, systems are in place to inform managers of legislative changes notified by the Kell Moore report and making any necessary changes to delegations.

#### 4.5.2: Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council

Action	Status	Comments
Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy.	Ongoing	During the period 1 July 2022 to the 31 December 2022, Council received a total of 18 Customer Complaints and 11 Compliments in relation to Council's Customer Service. All were addressed using Council's Complaints and Compliments procedure.
Implement Sustainability Strategy including best practice processes and reporting measures.	In Progress	<p>The draft Environmental Sustainability Strategy was prepared to consolidate existing knowledge, actions, and directions, and to provide a long-term foundation for progressing the sustainability of the Hawkesbury Local Government Area.</p> <p>Preparation of the draft Strategy has progressed based on input and feedback from a series of internal and external stakeholder engagement sessions, including a Councillor workshop session in July 2022 and Briefing Session in December 2022. The draft Strategy is expected to be formally presented to Council in March 2023.</p>
Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and agreed management actions.	Ongoing	<p>The 2021/2022 Internal Audit Program contained four audits with the progress of each summarised as follows:</p> <ul style="list-style-type: none"> <li>-Asbestos Management Internal Audit – completed.</li> <li>-Child Protection Compliance Internal Audit – in the final stages of completion.</li> <li>-Asset Planning and Management Internal Audit – completed.</li> <li>-Transport for NSW DRIVES Compliance Internal Audit – completed.</li> </ul> <p>The 2022/2023 Internal Audit Program contains five audits, with the progress of each summarised as follows:</p> <ul style="list-style-type: none"> <li>-Records Management – at draft report stage</li> </ul>

Action	Status	Comments
		<p>-Fire Safety, Sewer and Swimming Pool Inspections – nearing completion of the fieldwork stage</p> <p>-Emergency Management including the Business Continuity Plan – scheduled to commence February 2023</p> <p>-Work Health and Safety including Workers Compensation – scheduled to commence March 2023</p> <p>-Transport for NSW Drives Compliance – scheduled to commence May 2023</p>

#### 4.6: Support the operation of the organisation through effective staff engagement

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

Action	Status	Comments
Implement year one actions from the 2022-2026 Workforce Management Strategy.	Ongoing	<p>An Employee Engagement Survey was conducted during 2022/2023. Organisation wide actions were created from the survey and are in the process on being implemented.</p> <p>Hawkesbury City Council Organisational purpose, vision and values were launched across the workforce. Presentations were conducted and the 'Hawkesbury Heartbeat' which is being built into workforce processes.</p> <p>Workshops were held for a new approach to Workplace Flexibility and team blueprints for working, a policy and procedure was developed ready for implementation in 2022/2023.</p> <p>The Diploma in Leadership and Management continued during this period with 49 employees graduating from the program. A further 42 are enrolled in the program and are expected to graduate in 2023/2024.</p>

##### 4.6.2: Council's workforce, systems and processes will support high performance and optimal service delivery for our community

Action	Status	Comments
Finalise and begin implementation of year one actions from Council's Information and Communication Technology (ICT) Strategy.	Ongoing	Council's Information and Communication Technology (ICT) Strategy and accompanying ICT Action Plan for 2022-2026 have been completed. The documents were presented to, and endorsed by the Senior Leadership Team in November 2022. The Information Services Team

Action	Status	Comments
		have commenced implementation of year one actions and are currently on target to deliver identified actions.
Develop the organisation's Business Improvement plan.	Ongoing	The Business Transformation Manager was appointed in November 2022. They will finalise the draft Customer Experience Framework by June 2023.
Develop the organisation's approach to business excellence.	Not Due To Start or On Hold	The Business Transformation Manager was appointed in November. They will lead the approach to Business Excellence.
Develop and implement an internal knowledge database to support employees in providing timely and consistent service to customers.	Ongoing	Our internal knowledge management system continues to be updated and expanded to improve the Customer Experience.

#### 4.7: Encourage informed planning, balanced growth and community engagement

##### 4.7.1: Council planning is integrated and long term

Action	Status	Comments
Ensure Council's planning in consistent with the Office of Local Government's Integrated Planning and reporting Framework.	Ongoing	Council has continued to comply with the requirements of the Office of Local Government planning and reporting framework.

##### 4.7.2: Council decision making on all matters is transparent, accessible and accountable

Action	Status	Comments
Ensure Council's planning in consistent with the Office of Local Government's Integrated Planning and reporting Framework.	Ongoing	Council has continued to comply with the requirements of the Office of Local Government planning and reporting framework.

#### 4.7.3: Council will continue to review service provision to the ensure best possible outcomes for the community

Action	Status	Comments
Develop Council's Service Review framework.	In Progress	The Business Transformation Manager was appointed in November 2022. They have begun to develop Service Review templates.

#### 4.7.4: Encourage increased community participation in planning and policy development

Action	Status	Comments
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements.	Ongoing	Engagement was undertaken for a range of policy and planning matters during the period, including: <ul style="list-style-type: none"> <li>- Proposed Amendments to Redbank Voluntary Planning Agreement (377 submissions received)</li> <li>- Public Exhibition of Draft Waste and Resource Recovery Strategy 2032 (35 submissions received)</li> <li>- Notification of development applications</li> </ul>

#### 4.7.5: The needs of our community will be reflected in local, state and regional plans

Action	Status	Comments
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	Ongoing	Council continues to advocate for the needs of the Hawkesbury, particularly in response to natural disaster recovery. Regular meetings continue with Australian and NSW Government representatives; the Parklands Councils and WSROC, together with meetings with various NSW Government Departments.

#### 4.8: Facilitate the delivery of infrastructure through relevant agencies and Council's own works

##### 4.8.1: Identify current and future utility infrastructure needs (water, sewerage, waste, stormwater, gas, electricity and telecommunications) and deliver to the community

Action	Status	Comments
<p>Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.</p>	<p>Ongoing</p>	<p>Council maintains ongoing relationships with various Government and non-Government authorities and agencies for the purpose of advocating on behalf of the community and supporting those entities' activities to remedy existing utility infrastructure deficiencies to ensure the provision of necessary utility infrastructure for both existing and new development. During the reporting period there was a particular focus on electricity supply, with Endeavour Energy raising critical electricity distribution infrastructure and telecommunications with Telstra proactively switching telecommunication towers to grid-independent power supply on the issue of Flood Watches.</p>
<p>Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.</p>	<p>In Progress</p>	<p>The Local Strategic Planning Statement was completed, endorsed by the Department of Planning and Environment (8 February 2021) and adopted by Council (23 February 2021). Work has progressed with respect to the Local Strategic Planning Statement's Planning Priority 1 - Ensure infrastructure aligns with current needs and future growth, and Planning Priority 2 - Form partnerships with stakeholders and agencies.</p>

#### 4.8.2: New development and infrastructure meets community needs

Action	Status	Comments
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Ongoing	<p>Funding has been sought across all asset classes - Open space and recreation, Buildings, Waste Water and Roads, including applications made to restore community assets following the flood events of 2021, Roads to Recovery, road maintenance funding and applications to the WestInvest Program including:</p> <ul style="list-style-type: none"> <li>-Wayfinding Signage</li> <li>-Cycleway/Bridge over Rickabys Creek</li> <li>-North Richmond Community Centre Precinct</li> <li>-Woodbury Reserve</li> <li>-Fernadell Park and Community Facility</li> <li>-Oasis Aquatic and Fitness Centre</li> <li>-Richmond Pool</li> <li>-Kurrajong to Kurmond Cycleway</li> <li>-Tamplin Field Redevelopment</li> <li>-Turnbull Oval Redevelopment</li> </ul>





**Hawkesbury City Council**  
**366 George Street (PO Box 146)**  
**Windsor NSW 2756**  
**(02) 4569 7740 | (02) 4587 7740 | DX 8601 WINDSOR**  
**[council@hawkesbury.nsw.gov.au](mailto:council@hawkesbury.nsw.gov.au)**  
**[www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au)**