

HAWKESBURY CITY COUNCIL

# ANNUAL REPORT

2014/2015



SHAPING OUR FUTURE

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City  
Council

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## Mayor's Message

This Annual Report demonstrates achievements in relation to the Hawkesbury Community Strategic Plan 2013-2032 (CSP). The original 2010-2030 plan was revised by Council in April 2013 following the local government election, as required by State Government legislation. This Plan reflects the commitment of Councillors and staff towards addressing the priorities of the community.

The past year has been both exciting and challenging, not only for the Hawkesbury, but also for the local government sector in general.

The NSW Independent Local Government Review Panel's Final Report into the Future of Local Government recognised the Hawkesbury's important role in managing our unique rural area on the edge of Sydney. Council was one of only nine of 152 councils in NSW which were not identified for any potential mergers.

Council has formally resolved not to support nor entertain any proposals for the adjustment of Council's boundaries or the merger of our Council with any adjoining council areas.

While issues of amalgamations have distracted many councils, we have moved to strengthen our ties with Blue Mountains and Penrith City councils through a Regional Strategic Alliance to take a leadership role in planning and governing the Western Sydney sub-region. Together, we are also looking at ways to achieve operational efficiencies to benefit all.

I am particularly proud of a number of our achievements during this reporting period. Currently underway is the construction of the Hawkesbury Leisure and Learning Centre which was previously the Richmond Senior Citizens Centre. The extensions will enable wider community use of the facilities and will represent a much improved facility for our community.

In mid-2014 Council launched its *Your Hawkesbury - Your Say* online community engagement site that aims to enhance the ways in which the community can participate in Council's decision making processes. This consultation tool is proving to be popular as a convenient way to provide feedback to Council.

Another project progressed this year is the Hawkesbury Horizon initiative which aims to develop investable major projects for the Hawkesbury that will deliver employment and economic prosperity while embracing the values of the community. The initiative has attracted involvement and support from a range of community sectors and also from State and Federal agencies.

Resources were also increased in this year to improve and attract events to add vitality to the area. The Hawkesbury Events Facebook page has been launched and Council has sponsored a number of events that have created positive social and economic benefits for the community.

Further details about achievements during the 2014/2015 financial year can be found in this Annual Report. It reflects the dedication of Councillors and the staff of Hawkesbury City Council towards achieving progress for the Hawkesbury and addressing the diverse needs of our community.



Councillor Kim Ford  
Mayor of Hawkesbury



## General Manager's Message

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

The Report summarises Council's performance against its strategic objectives as outlined in the 2014/2015 Operational Plan which is based on the desires of the Hawkesbury community – as expressed in the CSP. It shows the many and varied areas of achievement for Council during this period. With the CSP providing direction, a number of policies and plans have been developed to provide a road map for future efforts and expenditure.

'Supporting Business and Local Jobs' is one of the five themes of the CSP, with supporting tourism being of key importance towards achieving the goals of this theme. During the reporting period, Council conducted in depth consultation about tourism's contribution to the local economy and what we might do to strengthen Hawkesbury's position to attract more visitors. This culminated in the development of a draft Tourism Strategy for consideration by Council.

The Hawkesbury River is of vital importance to our community and strongly features in the goals of the 'Caring for our Environment' theme of the CSP. In September, Council adopted the Upper Hawkesbury River Estuary Coastal Zone Management Plan which details actions to be undertaken for the management of the Hawkesbury River for the next five to ten years.

The social issue of Affordable Housing addressed in the CSP's theme 'Looking after People and Place', was progressed with the development of a draft Affordable Housing Policy. This policy recommends a range of strategies to increase the supply of affordable housing (including affordable rental housing) in serviced residential areas of the town centres. This Policy was drafted as part of Council's Hawkesbury Homelessness Action Plan which was adopted in July of 2014.

Accessibility and inclusion of all is important for a strong and connected community and is featured as a clear direction within the 'Linking the Hawkesbury' section of the CSP. In October 2014, Council adopted the Hawkesbury Access and Inclusion Plan 2014-2017, that promotes access and inclusion and non-discriminatory practices in the provision of services and the operation of facilities for residents of and visitors to the Hawkesbury.

One of the primary directions of the 'Shaping our Future Theme' of the CSP is that Council should be financially sustainable. As required, Council has prepared a robust plan to demonstrate to the Independent Pricing and Regulatory Tribunal that it is fit for the future and to confirm to the State Government that we are well placed to effectively and efficiently manage our local government area.

While the development of these plans and policies provide the strategic direction of Council, work has continued to be directed towards the important task of renewing and improving facilities for the community and in managing the day to day services provided by Council. Examples of work completed can be found in the Key Highlights and Achievements 2014/2015 section of this report.



Mr. Peter Jackson  
General Manager

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## Key Highlights and Achievements 2014/2015

- Hawkesbury City Council, along with Blue Mountains and Penrith City Councils, has joined forces to explore a new strategic alliance which aims to support regional co-operation and to strengthen the long term future of each council. The development of a strategic alliance will give the councils a stronger voice to advocate for major regional initiatives such as economic development, tourism, waste management, environment protection, urban development, infrastructure and procurement.
- The Bligh Park Neighbourhood Centre Precinct has been significantly improved with Parkour obstacle equipment, purpose built grind boxes and a new multipurpose court installed. The area surrounding the facility has been re-landscaped and additional public artwork/play equipment installed.
- Kurrajong Memorial Park was upgraded with improvements to the war memorial, as well as the provision of a new stage facility and landscaping within the park and surrounding the historic mill stones.
- Deerubbin Centre in Windsor, home to Hawkesbury Central Library, Hawkesbury Regional Gallery and community rooms, celebrated its 10th anniversary. More than 1,000 people celebrated the occasion at a Family Fun Day in June.
- Richmond Swimming Centre celebrated its 50th Birthday – over \$1 million in funding and upgrades provided by Council and the State Government of the last decade has enabled the Swimming Centre to provide a great source of fitness and recreation for residents.
- Council partnered with the NSW Environment Protection Authority and the Western Sydney Regional Organisation of Councils to deliver a 12 month trial program for the safe disposal of asbestos building materials from homes in Western Sydney. In the Hawkesbury, more than 40 home owners registered to receive these rebates.
- Council launched the Hey Tosser program on Clean Up Australia Day 2015. The program targeted littering hotspots and introduced new 120 litre capacity bins to replace existing bins at North Richmond Shopping Centre Car Park and at Windsor Street, Richmond. Significant litter reduction was recorded, especially at Richmond which saw a 64 per cent litter reduction as a result of the program.
- Council developed and adopted an Affordable Housing Policy as part of the Hawkesbury Homelessness Action Plan. The Affordable Housing Policy recommends a range of strategies to increase the supply of affordable housing in the Hawkesbury.
- Council's Waste Management Facility introduced a drop-off service for unwanted TVs and computers. For a small fee, home owners can take their old TVs and computers to be recycled into new products and capture the raw resources needed to make new electronic products.
- Council successfully secured \$216,000 from the NSW Environment Protection Authority to build a problem waste drop-off centre at the Hawkesbury City Waste Management Facility. This facility is currently being designed and due to open in mid-2016.
- Council commissioned a Landfill Gas Capture and Flare System at the Hawkesbury City Waste Management Facility. This system is designed to capture and destroy greenhouse gas emissions which are generated from landfilled household rubbish. In the first 12 months of the system's operation, more than 1 million cubic metres of landfill gas was captured and destroyed.
- Council launched an online Electronic Housing Code to give homeowners and builders access to a fast-tracked online housing approval process. The Electronic Housing Code project is focused on the development of an online system for the electronic lodgement of complying development applications under the NSW Housing Code.

- Council secured a three year naming rights sponsorship for the Sydney Blues and Roots Festival, which will ensure the longevity of the event in the Hawkesbury.
- A new 'Discover the Hawkesbury' visitors' guide was officially launched to promote the Hawkesbury as a reawakened destination for tourism.
- A Local Heritage Assistance Fund, jointly funded by Council and the NSW Office of Environment & Heritage, was established. In this year the funding was focused on assisting property owners to conserve slab barns within the Hawkesbury area.
- Council trialed extra recycling services over the holiday period, as a way to motivate residents to continue their good recycling efforts. The additional free services between 29 December 2014 and 23 January 2015 meant that properties that received a domestic waste service were able to use the recycling services every week to dispose of all that excess paper, boxes and bottles that tend to accumulate during the festive season.
- The Hawkesbury Events Facebook page was launched. The page is designed to facilitate a vibrant events culture within the Hawkesbury Local Government Area, fostering and supporting event organisers. It also aims to encourage the involvement of local residents in events that assist in promoting positive interaction, cultural activity and strong community identity.

## **Completed works at a glance**

### Road rehabilitation

- Bull Ridge Road, East Kurrajong
- Ham Street, South Windsor (intersection)
- Causeway approach improvements on Comleroy Road at Wheeny Creek
- Racecourse Road, Clarendon

### Major works funded by Road to Recovery grants

- Bull Ridge Road Rehabilitation, East Kurrajong - reconstruction and sealing
- Tizzana Road Rehabilitation, Ebenezer - reconstruction and sealing
- Terrace Road Rehabilitation, Freemans Reach - reconstruction and sealing

### Major works completed and jointly funded by Council

- Scheyville Road Rehabilitation, Oakville/Scheyville - reconstruction and sealing. Joint funding with RMS


### Timber Bridges Replacement Program (funded by Council)

- Stannix Park Road, Wilberforce (commenced)
- Upper Colo Road Bridge No. 8 – completed
- Wrights Creek Road Bridge – completed

### Drainage

- Construction of a new piped drainage system at Florence Avenue, Kurrajong
- Construction of a new culverts along sections of Comleroy Road, Wheeny Creek
- Construction of a new piped drainage system at Hermitage Road, Kurrajong Hills
- Reconstruction of failed drainage system at Wallace Road, Vineyard
- Reline failed drainage system in Francis Street, Richmond





### Footpath reconstruction

- Reconstruction of footpaths at various locations in Kurrajong
- Reconstruction of failed footpath at Porpoise Crescent, Bligh Park
- Construction of footpath at Elizabeth Street, North Richmond
- Construction of footpath at Old Sackville Road, Wilberforce
- Grose Vale Road in vicinity of Kurrajong Public School

### Carparks

- Car Park construction at Ivy Avenue, McGraths Hill
- Carpark upgrade at Smith Park, Richmond

### Other Works

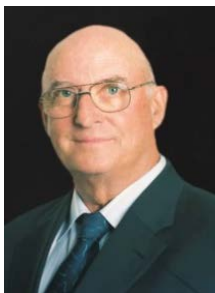
- Rehabilitation of East Kurrajong Waste Disposal Site, East Kurrajong
- Cycleway construction Arkell Drive, Bligh Park – joint funding with RMS
- PAMP Program (Access Improvement Works) at various locations – joint funding with RMS
- Major reseal program completed

## **Councillors**

July 2014 - June 2015



**Councillor Kim Ford**  
(Mayor)



**Councillor Bob Porter**  
(Deputy Mayor)



**Councillor Barry Calvert**



**Councillor Patrick Conolly**



**Councillor Mike Creed**



**Councillor Mary Lyons-Buckett**



**Councillor (Dr) Warwick Mackay**  
(OAM)



**Councillor Christine Paine**



**Councillor Paul Rasmussen**



**Councillor Jill Reardon**

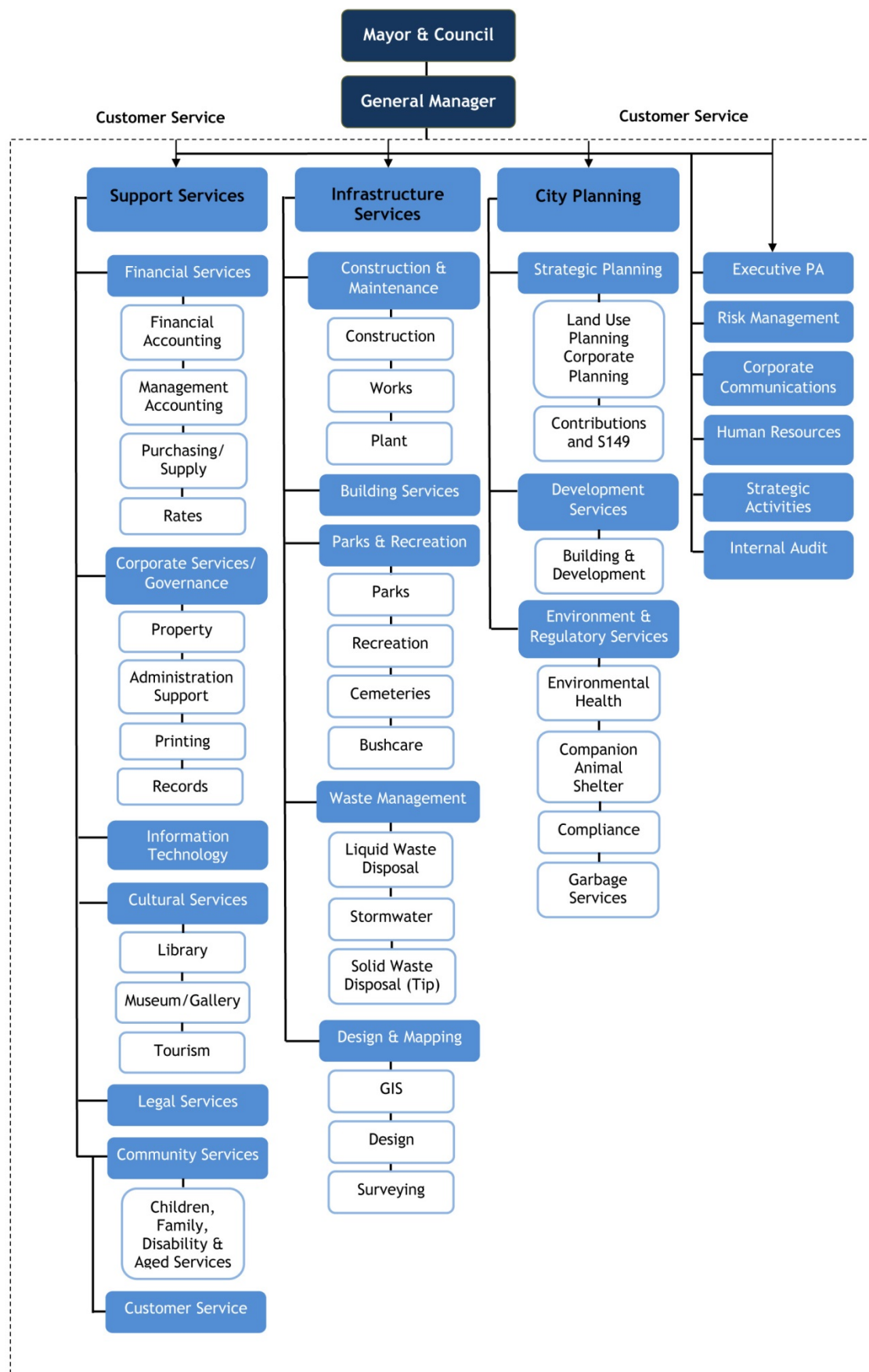



**Councillor Tiffany Tree**



**Councillor Leigh Williams**

## Organisational Structure





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

The principal functions of each of these areas are:

## **General Manager**

The General Manager's office includes executive service support for the Councillors and oversees the overall management of the Council administration.

It also has direct reports from the Corporate Communication Section (which deals with media, publications, internal and external communication, civic programs and events); the Human Resources Section (which caters for all recruitment and selection, training, industrial relations and performance management issues); the Risk Management Section (which deals with Council's various insurances, WHS matters, workers compensation and risk related matters); Strategic Activities (which undertakes research and information collection, partnership facilitation and development, sister city and city/country alliance activities and facilitation of tourism and economic development) and Internal Audit (which deals with organisational strategic activities and relationships, developments and implements the internal audit program and associated activities).

## **City Planning**

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

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

### **Strategic Planning**

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

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

### **Development Services**

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



## Environment and Regulatory Services

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

## Infrastructure Services

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

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

Building Services is responsible for construction, maintenance, energy management, and security of Council buildings, replacement and maintenance of furniture and fittings, the flood lighting and irrigation control of parks and reserves, and the provision of security and building management systems.


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

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

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

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

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



Solid waste management incorporates the operation of the Hawkesbury City Waste Management Facility, which provides for waste disposal for residents and businesses within the Hawkesbury. This Branch oversees the landfill operation and resource recovery, including the recycling of greenwaste, metal and other construction waste.

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

## Support Services

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

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

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

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

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

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

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

## Work Health and Safety

### Overview

The primary focus for the 2014/2015 year was the successful completion of the WorkCover NSW Self Insurance Audit and in so doing maintaining Council's three year Self-Insurance License. This required a substantive rewrite of Council's Work Health Safety and Injury Management (WHS&IM) System to comply with updates to WHS Legislation and the WorkCover National Audit Tool in the lead up to the August 2014 audit. Council was successful in this endeavour exceeding the minimum 75% required in both elements audited.

### Health and Safety Initiatives

Council's Annual WHS Review and Planning Report identified the following as high priority WHS issues for 2014/2015 to be individually championed throughout Council by the Senior Management Team (MANEX).

#### 1. Risk Registers

The enhancement of organisational risk registers was championed by the General Manager. Registers were enhanced for individual work sites, work activities, fixed site hazards, confined spaces, hazardous manual tasks and noise. This project is ongoing however it is now substantially completed and being integrated into corporate safety systems.

#### 2. Asbestos Register

This is an ongoing project personally championed by the Director Infrastructure Services and controlled by the Manager Building Services. Council has in excess of 300 buildings, all of which have to be audited for the presence of Asbestos Containing Materials (ACM). Identified ACMs have been signed, inspection and management plans developed and the centralised register updated. This project is progressing well with all major sites completed. Additionally, this project has been leveraged to extend the auditing to include a full Hazop review thus extending the project to identifying and controlling other potentially hazardous substances in the workplace.

#### 3. Inspection Testing and Monitoring Database

There are a large number of site specific structures, plant, equipment and materials as well as legislated health surveillance that require inspection, testing and monitoring. The development of this database and implementation of systemically driven IT&M programs across all Council operations was championed by the Director Support Services. An interim spread sheet has been developed to drive this process and a full database is developed but requires additional information to be gathered and entered. This initiative is ongoing.

#### 4. Emergency Management

Championed by the Director City Planning all permanently staffed sites have been risk assessed for emergency situations in accordance with AS 4735 Planning for Emergencies in Facilities. Additionally, potential emergency situations were considered in all Safe Work Method Statements (SWMS) with procedures written and training undertaken. Site specific emergency response manuals have also been developed and integrated into site emergency planning arrangements. Licensed sites have also been audited against schedule 11 of the WHS Regulations and improved accordingly.

## 5. General Safety Initiatives

Championed by the Manager Risk Management Services additional safety initiatives were designed to support due diligence and through so doing, generate continuous improvement in safety. Initiatives included:

- a) establishing a register of those with whom Council holds WHS joint responsibilities and ensuring duty of care provisions are met by all parties
- b) monthly detailed reporting to MANEX on WHS, Insurance and Workers Compensation issues
- c) ensuring that Council's safety Audit program is fully implemented across Council with results summarised for attention
- d) completion of occupational noise surveys across Council in support of the General Manager's corporate Safety Initiative
- e) review of Council's WHS training program to ensure currency and achievability.

Council continues to strive towards achieving its stated safety goal of "zero injuries in the workplace".



## Statutory Report - Local Government Act, 1993

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

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

Council's Delivery Program 2013-2017 details the principal activities to be undertaken by Council over a four year period to implement the five themes of the CSP.

These themes are:

- Looking after People and Place
- Caring for the Environment
- Linking the Hawkesbury
- Supporting Business and Local Jobs
- Shaping our Future Together.

The accompanying Operational Plan 2014/2015 spells out the details of the Delivery Program by identifying the actions Council proposed to achieve the commitments made in the Delivery Program.

The relationship between Council's Community Strategic Plan, Delivery Program, Operational Plan and the Annual Report is shown in the diagram below.



The following table shows the progress in achieving the Delivery Program activities and Operational Plan actions for the period 1 July 2014 – 30 June 2015.



## Looking After People and Place

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-01	Prepare strategies for town centres and villages that also showcase our heritage and character			
OP2-1.1	Work with community event organisers to develop events that showcase and build on strengths of towns and villages	Number of successful events	Achieved	Council worked with local community groups and organisations in a range of events staged throughout the City - Freedom of City, Richmond Swim Centre 50 <sup>th</sup> Birthday, Bligh Park Precinct Upgrades opening, Kurrajong Memorial Park Upgrades opening, Garden Competition, Animal Shelter Open Day, Waste to Art Competition, Christmas calendar of events. Australia Day Awards Ceremony and calendar of events, Anzac Day Commemoration and calendar of events and Hawkesbury Show Sponsorship of Sydney Blues and Roots Festival and Tom Quilty Gold Cup. Held meetings with Destination NSW and to assist event organisers and develop future events. Awards review undertaken and presented to Civics and Citizenship Committee.
DP-02	Prepare and commence implementation of Windsor and Richmond Master Plans			
OP2-2.1	Continue to prepare Hawkesbury Regional Revitalisation Strategy	Draft Strategy prepared	Partially completed	Four workshops were held. Hawkesbury Horizon Initiative working group was formed and first meeting was held in June 2015.
OP2-2.2	Develop an integrated works program aligned with the priorities identified within Master Plans and Windsor Foreshore Parks Plan of Management	Integrated Works Program reported to Council for consideration following public exhibition	Scheduled to commence	This project is pending the outcome of the Hawkesbury Horizon Initiative.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
<b>DP-03</b>	<b>Develop a program of events and model for conducting them successfully</b>			
OP2-3.1	Resource the planning of activities which celebrate community diversity in conjunction with inter-agency organising committees	Number of events supported	Delivered	Council supported 12 programs of activities associated with Alzheimers Awareness Week, Graffiti Removal Day, International Day for People with Disability, NAIDOC Week, Sorry Day, Harmony Day, Paint Hawkesbury REaD, Youth Week, Seniors Week, International Women's Day and Refugee Week, and Bike Weekend.
OP2-3.2	Prepare events OMS and procedure	Events OMS and Procedure developed	Completed	Event procedure for events on public land was developed and approved by MANEX. Pilot program implemented.
OP2-3.3	Develop a program including Flagship events	Community satisfaction with events	Completed	Program of events developed for Christmas, Australia Day, Anzac Day and National Trust Heritage Festival. Program of Civic events staged throughout the City - Freedom of City, Richmond Swim Centre 50 <sup>th</sup> Birthday, Bligh Park Precinct Upgrades opening, Kurrajong Memorial Park upgrades opening, Garden Competition, Animal Shelter Open Day, Waste to Art Competition Australia Day Awards Ceremony and calendar of events, Anzac Day Commemoration and calendar of events and Hawkesbury Show Sponsorship of Sydney Blues and Roots Festival and Tom Quilty Gold Cup. Meetings were held to develop future events.
<b>DP-04</b>	<b>Implement the Hawkesbury Residential Land Strategy</b>			
OP2-4.1	Complete Social Impact Assessments for relevant planning proposals to identify social infrastructure requirements based on benchmarks within the Hawkesbury Residential Land Strategy	Social Impacts Assessments completed for relevant planning proposals	Completed	A preliminary Social Impact Assessment was completed for the Vineyard Precinct. Comments on the Draft Social Infrastructure Assessment for Vineyard Precinct was forwarded to Department of Planning.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-4.2	Investigate, prepare and assess planning proposals in accordance with recommendations of the Hawkesbury Residential Land Strategy	Investigations and planning proposals consistent with the Hawkesbury Residential Land Strategy	Achieved	Six planning proposals were received, seven "Gateway" determinations were received, one planning proposal was gazetted.
<b>DP-05</b>		<b>Establish partnerships with developers and community housing providers</b>		
OP2-5.1	Explore Council and private land with potential for development for community housing in partnership with Wentworth Community Housing and developers	Investigations undertaken and reported to Council	Completed	Investigation completed and outcomes were reported to Council in February 2015.
<b>DP-06</b>		<b>Develop and implement a Rural and Resource Lands Strategy</b>		
OP2-6.1	Seek funding to develop a Rural and Resource Land Strategy	Funding for Rural and Resource Land Strategy obtained and work commenced	Partially achieved	Funding has been provided for in Council's 2015/2016 budget.
<b>DP-07</b>		<b>Review and implement the Heritage Strategy</b>		
OP2-7.1	Implement agreed priority actions within the Heritage Strategy in partnership with Heritage Advisory Committee	Priority actions of the Heritage Strategy implemented	Partially completed	Priority actions were implemented and grant funding was obtained for most 2015/2016 projects.
OP2-7.2	Prepare heritage inventory sheets and a planning proposal to facilitate the listing of additional heritage items in the Hawkesbury Local Environmental Plan	Planning proposal reported to Council	Partially completed	Draft heritage inventory sheets were prepared.



DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-08	Develop and implement strategies to deliver sustainable services and facilities			
OP2-8.1	Continuing assessment and monitor existing building services and facilities against industry standard	Assessments undertaken. Monitor and record actions for improvements	Completed	95% of the Council's property portfolio was assessed and is being entered into the corporate data base for modelling for renewal and maintenance regimes.
OP2-8.2	Identify and seek resources to fund identified service levels and to meet total life cycle costs for infrastructure maintenance and renewal for Waste Management	Services provided as funding allows	Achieved	Services were provided within budget allocations.
OP2-8.3	Demonstrate leadership by implementing sustainability principles	Reduction in ecological footprint of Waste Management Branch	Achieved	Power consumption at South Windsor Sewage Treatment Plant (STP) was reduced due to instalation of new aeration blowers. Recycled water facility provided 15.54 ML reuse water which offset the need to use potable water.
OP2-8.4	Develop library services strategically and in response to social, economic and environmental changes, and in accordance with State Library NSW benchmarks	Implement 2014/2015 strategies in Library Action Plan	Partially completed	2014/2015 priority actions of Library Action Plan 2013-2017 were commenced.
OP2-8.5	Identify benchmarks for the provision of community services and facilities for population catchments in partnership with the Human Services Advisory Committee (HSAC)	Benchmarks identified	Completed	Benchmarks were identified for specific population catchments in partnership with the Human Services Advisory Committee.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-8.6	Prepare asset management strategies and plans to deliver sustainable services and facilities	2014 - Strategies and plans prepared	Partially achieved	Draft Asset Management Strategy and Asset Management Plans were prepared and reviewed.
OP2-8.7	Promote Council's Sustainable Events Policy	Review Sustainable Events Policy and Guidelines	Completed	This policy is no longer required to be promoted under funding arrangements however all event organisers who submit applications to Council are advised of the policy and guidelines.
<b>DP-09      Implement the Hawkesbury Floodplain Risk Management Plan</b>				
OP2-9.1	Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan in partnership with the Floodplain Risk Management Advisory Committee	Commencement of priority actions of the Hawkesbury Floodplain Risk Management Plan	Commenced	Priority actions were discussed and investigated with the Hawkesbury-Nepean Valley Floodplain Review Taskforce to determine responsibility and priorities.
<b>DP-10      Implement the Road Safety Action Plan</b>				
OP2-10.1	Implement priority activities and campaigns in the Road Safety Action Plan as negotiated with Roads and Maritime Services	Annual action plan developed and implemented	Completed	All five projects in the Road Safety Action Plan were completed. These included Road Safety Behaviour campaign, Learner Driver Workshops, Anti-Speeding campaign, Child restraints program and NSW Bike Week. Three other Council funded projects were also completed.
<b>DP-11      Implement the Crime Prevention Strategy for Windsor and Richmond CBDs</b>				
OP2-11.1	Integrate Crime Prevention through Environmental Design (CPTED) Principles in urban renewal works linked to Windsor and Richmond Master Plans	CPTED Principles incorporated into works program	Scheduled to commence	This is awaiting completion of Hawkesbury Horizons Initiative.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
<b>DP-12</b>	<b>Implement the Natural Hazards Resilience Study</b>			
OP2-12.1	Develop responses to risks identified in the Natural Hazards Resilience Study	Analysis undertaken and reported	Partially completed	A consultant was contracted to complete an assessment of adaption planning measures.
<b>DP-13</b>	<b>Participate with other authorities in the planning and implementation of their safety plans</b>			
OP2-13.1	Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land	Program developed and implemented	Completed	Relevant staff are members of the Bush Fire Management Committee and have developed an extensive hazard reduction program.
OP2-13.2	Convene Local Emergency Management Committee meetings in accordance with statutory requirements	LEMC meetings held and secretariat support provided	Achieved	Meetings held as required.



## Caring for Our Environment

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments
<b>DP-14</b>	<b>Lobby for improved environmental flows</b>		
OP2-14.1	Undertake lobbying action as a result of Council resolutions dealing with these issues	Lobbying undertaken Completed	All actions identified as a result of Council resolutions were actioned as required.
<b>DP-15</b>	<b>Lobby and take action to improve water quality</b>		
OP2-15.1	Provide pump out services to limit nutrients and pollutants from onsite sewerage management systems entering waterways	Pump out service provided within agreed timeframes Delivered	Pumpout services were provided within agreed timeframes.
OP2-15.2	Provide a trade waste service to commercial and industrial premises	Trade waste service provided in accordance with service standards and levels Delivered	Trade waste services were provided within service standards and levels.
OP2-15.3	Continued operation and maintenance of sewage treatment plants and major pump stations to service the community	Sewage treatment plants and major pump stations alarms responded to within one hour Achieved	Sewage treatment plant and major pump station alarms were responded to within one hour.
OP2-15.4	Continued operation and maintenance of minor pump stations to service the community	Minor pump stations alarms responded to within four hours Achieved	Minor pump station alarms were responded to within four hours.
OP2-15.5	Sewage treatment plants, pump stations, and reticulation systems to transport and treat sewage	EPA license conditions met Partially achieved	Works and process improvements were identified and implemented to ensure licence requirements are met for all parameters. 90% compliance.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-15.6	Implement the Upper Hawkesbury River Estuary Study and Management Plan	Priority actions determined and costed and funding sought	Partially completed	The plan was adopted by Council on 9 September 2014. Implementation of select high priority actions has commenced.
OP2-15.7	Reduce gross pollutants entering waterways through the provision of Gross Pollutant Traps	Gross pollutants captured, measured and reported	Achieved	Gross Pollutant Traps were monitored on a regular basis and cleaned as necessary. A total of 80 tonne of waste was removed.
<b>DP-16</b>	<b>Lobby and take action to improve river management actions, including elimination of wakeboard boats to minimise bank erosion</b>			
OP2-16.1	Participate in the Hawkesbury Nepean Local Government Advisory Group	2014 - Meetings attended as required	Achieved	Council staff attended the Hawkesbury Nepean Local Government Advisory Group meetings.
OP2-16.2	Undertake lobbying action as a result of Council resolutions dealing with these issues	Lobbying undertaken	Completed	All actions identified as a result of Council resolutions were actioned as required.
OP2-16.3	Undertake studies and investigations as a result of Council resolution on river dredging licence application	Investigation and relevant studies completed and reported to Council	Partially completed	Hawkesbury River dredging business case findings were presented to a Councillor briefing session in June 2015.
OP2-16.4	Prepare relevant application(s)/permits to authorities for river dredging (subject to Council resolution)	Relevant application(s) for River dredging activity submitted to relevant authorities	Not achieved	Licence application for dredging is to be considered post completion of the business case. Grant application to undertake additional studies required for dredging licence application was unsuccessful.



DP Strategy and OP Action	Output Measure	Status	Annual Comments	
<b>DP-17</b>	<b>Review and implement the Waste Education Program</b>			
OP2-17.1	Implement the Waste Education Program	Waste Education Program reviewed and implemented	Partially completed	<p>The “Better Waste Recycling Fund” (funded by the NSW EPA’s Waste Less, Recycle More program) was commenced with eight waste education programs funded.</p> <p>Completed projects included an e-waste event, waste education, funding for a litter prevention project, and payment of subscription for the Garage Sale Trail for 2015-2017.</p> <p>Projects that were commenced included development and delivery of the 2015/2016 Household Waste Guide, the Compost Revolution program, a Waste Guide for small to medium sized businesses, and a targeted recycling program that will deliver messages to residents around common contaminates in the recycling stream as well as recyclables that are commonly found in the garbage stream.</p>
<b>DP-18</b>	<b>Showcase a range of initiatives to reduce environmental footprint by use of recycled/renewable resource materials</b>			
OP2-18.1	Commence implementation of Master Plan for Hawkesbury City Waste Management Facility	Implementation commenced	Partially completed	Draft Master Plan review was commenced. Review scheduled for completion by September 2015.
OP2-18.2	Coordinate projects identified in the Waste Sustainability Improvement Program (WaSIP)	Convene internal working group meetings and complete required reports to Office of Environment & Heritage	Achieved	Meetings were convened as required. Report provided to Office of Environment and Heritage in September 2014.
OP2-18.3	Recycling incorporated in building works projects undertaken by Council	Levels of recycling reported on project basis	Partially completed	Recycling was incorporated into projects. Reports are to be finalised.
OP2-18.4	Where appropriate, utilise recycled road-base material in order to reduce our dependency on non-renewable resources	Amount of recycled road-base used	Achieved	Recycled road base material was included in Council’s tender for the procurement of road material. Quantity used was 15,500 tonne.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
<b>DP-19 Explore business opportunities in waste management</b>			
OP2-19.1	Expand the operation of recycled water system at South Windsor Sewage Treatment Plant	Number of customers connected to recycled water system. Volume of recycled water used	Achieved Eight sites were connected to the recycled water system. Total volume of recycled water used was 15.54 ML.
OP2-19.2	Provide domestic and commercial waste and recycling collection services to the community	Services provided to the community in accordance with customer service standards	Delivered Services were provided to the community in accordance with the customer service standards.
<b>DP-20 Review and implement the Water and Energy Saving Action Plans</b>			
OP2-20.1	Compare and monitor top 10 water and energy use sites to benchmarks and set new goals	Reduce energy and water use to projected goals	Commenced Metering of sites commenced.
OP2-20.2	Implement the Water Savings Action Plan	Budgeted works undertaken	Commenced Works partially completed including dual flush cisterns, water saving taps and showers.
OP2-20.3	Implement the Energy Savings Action Plan	Budgeted works undertaken	Commenced Works partially completed, including energy saving lighting.
<b>DP-21 Encourage sustainable built environment</b>			
OP2-21.1	Develop and adopt sustainability indicators	Sustainability indicators adopted	Completed Sustainability indicators were adopted on 12 May 2015.
<b>DP-22 Development and implement environmental education programs</b>			
OP2-22.1	Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices	Information provided as required	Completed Information on sustainable water usage was included with the outgoing for each tenant in August 2014.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-22.2	Develop and implement education programs covering Environmental Health, Public Health, Waste Management and Development Compliance	Programs developed and actions implemented	Delivered	Education programs for environmental audits and recycling activities were undertaken.
OP2-22.3	Implement a program to work with local business to promote sustainable business practices through improvements in environmental health, pollution prevention and advice of other statutory requirements	Program delivered	Commenced	Environmental audits of industrial complexes were conducted. This program is ongoing.
OP2-22.4	Develop community awareness on environment and bush care values, threatened and endangered species	Workshops and educational opportunities provided	Completed	Two workshops were held for volunteers regarding both birds and frogs. A weekend excursion for volunteers to the Jenolan Caves was also carried out to give volunteers experience working on different vegetation communities.
<b>DP-23</b>		<b>Demonstrate ecologically sustainable development by example</b>		
OP2-23.1	Continued operation of recycled water systems at South Windsor and McGraths Hill Sewage Treatment Plants	Reduction of potable water used through increase in use of recycled water	Achieved	Total volume of recycled water used was 15.54 ML.
OP2-23.2	Provide assistance to Cleanup Australia Day volunteers	Assistance provided to Cleanup Australia Day volunteers	Delivered	Assistance was provided to volunteers as required.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-23.3	Continued operation of Hawkesbury City Waste Management Facility	Facility open to the public every day except for Public Holidays in order to meet community's expectation of waste management and recycling services	Achieved	Facility was open every day except for public holidays.
OP2-23.4	Improve sustainable building practices	Standardised and innovative specifications used	Completed	Specifications utilised included lighting and metering on the Hawkesbury Leisure and Learning Centre.
OP2-23.5	Rate council offices using NABERS	Comparison to base year standard established	Scheduled to commence	To commence upon completion of new site metering and Building Computerised Management System installations currently 30% complete



## Linking the Hawkesbury

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-24	Develop an Integrated Land-use and Transport Strategy with partners and providers			
OP2-24.1	Seek funding and partnerships for the preparation of Transport Strategy for the Hawkesbury	Funding and partnerships sought	Commenced	Funding options being pursued where possible and when Council priorities allow.
DP-25	Engage with WSROC and other regional bodies to improve public transport services at a local and regional level			
OP2-25.1	Provide secretariat support to Local Traffic Committee	Support provided	Delivered	Traffic management and technical support provided to the Local Traffic Committee (LTC). LTC meetings were held each month except December. Agenda items for meetings were provided and associated actions completed.
OP2-25.2	Coordinate the implementation of the Hawkesbury Mobility Plan	Plan implemented	Completed	Scheduled works were completed. RMS funding for Stage 2 extension of shared pathway link from Bligh Park to South Windsor was confirmed.
OP2-25.3	Deliver community transport services in accordance with contracted outputs as negotiated with funding bodies	Contracted outputs achieved	Achieved	Contracted outputs were achieved.
DP-26	Complete data collection and set service levels for different categories of road			
OP2-26.1	Use road data to assist in determining service levels based on funding available	Draft service levels prepared	Commenced	Pilot community workshops conducted and outcomes presented to relevant Directorates. Service levels to be established following community consultation.
DP-27	Explore best practice models for road maintenance			
OP2-27.1	Investigate best practice models for road maintenance	Implement best practice models	Completed	Ongoing review of best practise occurred. The procurement of suitable materials and appropriate plant and equipment was reviewed and altered where necessary to meet performance needs and community expectations.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-28	Undertake operational programs associated with roads and ancillary facilities		
OP2-28.1	Provide a town and village cleaning service	Street sweeping carried out in accordance with schedule road list	Completed Daily street sweeping carried out in accordance with the scheduled road list.
OP2-28.2	Undertake road and footpath maintenance renewal programs and report their condition	Maintenance and renewal programs implemented	Completed Necessary works were completed.
OP2-28.3	Construct, maintain and rehabilitate road related assets including road pavements and shoulders	Works completed on time and within budget	Completed Necessary works were completed.
OP2-28.4	Maintain the bridge network in accordance with condition assessment	Works completed on time and within budget	Completed Necessary works were completed.
OP2-28.5	Construct, maintain and reconstruct kerb and gutter and foot paving	Works completed on time and within budget	Completed Necessary works were completed.
OP2-28.6	Erect and maintain street names and line marking	Works completed on time and within budget	Completed Necessary were works completed.
OP2-28.7	Undertake road and footpath inspections and report on their condition	Inspections undertaken and reported	Completed Road condition was survey completed. Scheduled works were progressed.
OP2-28.8	Maintain car parking areas	Works completed on time and within budget	Completed Maintenance work was carried out in accordance with program and any identified defects repaired.
DP-29	With providers and users, identify any telecommunication service shortfalls		
OP2-29.1	Liaise with service providers to understand service supply and shortfall matters for area	Information gathered and reported	Completed Liaison occurred with telcommunication service and infrastructure providers on their involvement in the Digital Black Spot Program funding announced in December 2014. Funding for the installation of telecommunication towers to alleviate three Hawkesbury black spots and two black spots near the Hawkesbury was announced in June 2015.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-30	Lobby to improve delivery of services, including a range of services			
OP2-30.1	Lobby NBN Co to fast track roll out of NBN to remaining parts of the Hawkesbury	Lobbying undertaken as appropriate	Completed	Meetings were held with NBN Co. regarding the status and progress of NBN roll out in Hawkesbury.
OP2-30.2	Lobby other providers to improve range of services coverage	Lobbying undertaken as appropriate	Completed	Monitoring of issues was ongoing and raised with service providers as appropriate.
DP-31	Investigate telecommunications directions, in particular the digital era, and report			
OP2-31.1	Monitor telecommunicati on trends and indicators	Monitored and reported	Achieved	Reporting via website was progressed.



## Supporting Business and Local Jobs

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
<b>DP-32</b>	<b>Define local and regional markets</b>			
OP2-32.1	Monitor markets and trends	Investigations undertaken and reported	Achieved	Reporting via website was progressed. Also considered in the draft Economic Development Strategy.
<b>DP-33</b>	<b>Implement a Tourism Strategy</b>			
OP2-33.1	Prioritise actions from the Tourism Strategy	Action prioritised by Council	Commenced	Draft Tourism Strategy was presented to Council resulting in a subsequent Councillor Workshop held in July 2015. Revised draft Tourism Strategy to be presented to Council for adoption in first quarter of 2015/2016.
OP2-33.2	Seek funding sources for priority actions	Funding applications submitted	Not commenced	Pending adoption of Tourism Strategy.
<b>DP-34</b>	<b>Develop a new brand for the "Hawkesbury"</b>			
OP2-34.1	Complete Hawkesbury Brand Strategy	Strategy adopted	Commenced	Brand Strategy preparation was commenced. The timeframe for completion was extended due to commencement of concurrent key strategic projects that will provide input into the Brand Strategy.
OP2-34.2	Prioritise actions from the Hawkesbury Brand Strategy. Seek funding sources for priority projects	Actions prioritised and funding sought	Scheduled to commence	Brand Strategy preparation commenced and timeframe re-scheduled due to concurrent key strategic projects commenced, which feed into the Brand project.
<b>DP-35</b>	<b>Operate the Hawkesbury Visitor Information Centre as an accredited Level 2 Visitor Information Centre</b>			
OP2-35.1	Operating hours, signage, training and other relevant criteria complied with to maintain Level 2 accreditation	Accreditation maintained	Achieved	Visitor Information Centre continued to operate at Level 2 accreditation.
<b>DP-36</b>	<b>Monitor local economy and investigate high end jobs</b>			
OP2-36.1	Investigate the nature of high end jobs and in the local area context	Investigations undertaken and reported	Commenced	Considered in draft Economic Development Strategy.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
<b>DP-37</b>	<b>Investigate innovation in local economy, including catalysts that enable industry/business to innovate</b>			
OP2-37.1	Investigate the nature of innovation for business success in the local area context	Investigations undertaken and reported	Commenced	Considered in draft Economic Development Strategy.
<b>DP-38</b>	<b>Support training of workforce to address job skills needs</b>			
OP2-38.1	Identify and meet corporate and individual training needs	Learning opportunities including technical, personal and professional development that supports Council's objectives provided	Delivered	Continued investigation and delivery of corporate and individual training to suit the needs of the organisation in developing staff skills and knowledge was undertaken.
OP2-38.2	Undertake UWS Scholarship to support employment	Scholarship funded by Council and project managed by staff	Delivered	2015 Scholarship recipient selected by UWS and Council and advised in May 2015.
<b>DP-39</b>	<b>Support training, networking and development of business community to address business skills and job creation and retention</b>			
OP2-39.1	Continue to support traineeship, apprenticeship and work experience opportunities within Council	Successful liaison and support of opportunities to offer traineeships, apprenticeships and work experience to the community	Delivered	Ongoing recruitment of approved traineeships and supported work experience opportunities occurred.
OP2-39.2	Continue a program to employ two school based trainees and/or apprentices on an ongoing basis	Successful employment of two school based trainees and/or apprentices	Not achieved	Council was unable to attract any suitable school based apprentices or trainees.
OP2-39.3	Undertake a Small Business Week Event as a learning and networking opportunity for business	Event undertaken	Delivered	Event was undertaken in June 2015.
OP2-39.4	Recognise business leaderships and successful business	Business awards programs sponsored	Commenced	Sponsorship of Local Business Awards approved in May 2015. Awards program commenced in June and is to run until September 2015.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
<b>DP-40 Implement the Hawkesbury Employment Lands Strategy</b>				
OP2-40.1	Investigate, prepare and assess planning proposals in accordance with the recommendations of the Hawkesbury Employment Land Strategy	Investigations and planning proposals consistent with Employment Land Strategy	Achieved	Two planning proposals were received, one planning proposal was gazetted.
OP2-40.2	Promote key aspects of the Hawkesbury Employment Land Strategy	Promotional activities undertaken	Partially achieved	Promotional Booklet was deferred by Council. Alternative promotion is to be considered.
<b>DP-41 Develop and implement an Economic Development Strategy</b>				
OP2-41.1	Engage consultant	Consultant engaged	Completed	A consultant was engaged and preparation of the draft Economic Development Strategy commenced.
<b>DP-42 Continue to lobby for retention of RAAF Base</b>				
OP2-42.1	Prepare submissions in response to Federal and State Government processes involving RAAF Base	Submissions made as required	Completed	Submisisions were provided as required. Defence and RAAF matters were monitored. Defence White Paper due second half of 2014/2015 was not released.
OP2-42.2	Facilitate the involvement of the community in Federal and State Governments processes involving RAAF Base	Advise the community of Federal and State Governments consultation processes	Completed	Undertaken on demand. Waiting communication from Federal Government.
<b>DP-43 Review future options for retaining RAAF Base Richmond and use of facilities</b>				
OP2-43.1	Investigate options for using RAAF Base for Defence and aviation related industries	Investigations undertaken and reported	Completed	Options reviewed subject to status of RAAF Base. Also considered in draft Economic Development Strategy.
<b>DP-44 Investigate Defence and Aviation industry sectors contribution to the local economy</b>				
OP2-44.1	Investigate RAAF Base, Defence and aviation industry's role in local economy	Trends and aviation indicators reported	Completed	Considered in draft Economic Development Strategy.





## Shaping Our Future Together

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-45	Identify and seek feasible alternate income streams			
OP2-45.1	Review Council's revenue generating activities annually as part of the budget process	Revenue generating activities and associated fees and charges sustained	Completed	The 2015/2016 Operational Plan, adopted by Council in June 2015, included income estimated to be generated through fees and charges for revenue generating activities.
OP2-45.2	Promote and foster business process review during annual budget process and, where appropriate, implement outcomes of the review	Processes reviewed and implemented where appropriate	Completed	Process improvements were identified for further investigation during 2015/2016. Process improvement implementation on-going.
OP2-45.3	Prepare and submit applications to funding authorities	Number of applications submitted	Completed	33 grants applications were made in 2014/2015.
OP2-45.4	Provide rental income from Council owned properties under lease	Rental income received by Council as budgeted	Achieved	Rental income from Council properties was maximised. Tenancy rates remain at the highest level for recent years.
OP2-45.5	Prepare development contributions plans and Voluntary Planning Agreements as required	Plans prepared as required	Completed	Hawkesbury Section 94 Contributions Plan 2015 was finalised and commenced in June 2015. VPA for Redbank at North Richmond was finalised in August 2014. VPA for Jacaranda Ponds at Glossodia was endorsed by Council in May 2015.
OP2-45.6	Ensure optimal utilisation and return on Council's funds	Council's funds invested in line with legislative requirements and Council's Investment Policy	Achieved	During 2014/2015 Council's funds were invested in line with legislative requirements and Council's Investment Policy. Council's Investment Policy was reviewed and adopted by Council in June 2015. Independent investment advice was obtained on a quarterly basis.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
<b>DP-46</b>	<b>Balanced budget that sustains our provision of services and assets</b>			
OP2-46.1	Prepare asset management plans and long term funding need projections for sustainable asset service provision	Asset management plans for key infrastructure assets prepared	Partially completed	10 year expenditure projections in Council's draft Asset Management Plans were updated.
OP2-46.2	Determine revenue base required to sustain established service levels	Financial modelling undertaken and reported. Funding gap identified	Completed	The Long Term Financial Plan 2015 - 2025 was reviewed and is to be submitted to Council in July 2015. Council's "Fit for the Future" proposal, including strategies to address the identified funding gap, was endorsed by Council and submitted to the Independent Pricing and Regulatory Tribunal in June 2015.
OP2-46.3	Align Council's provision of services and assets with available funding to maintain a balanced budget	Balanced budget presented for 2014/2015	Achieved	The 2014/2015 Budget remained balanced for the financial year ended June 2015. Budgeted Expenditure remained funded by budgeted Income.
OP2-46.4	Review Long Term Financial Plan to ensure Council's financial sustainability	Long term financial plan reviewed	Completed	The Long Term Financial Plan 2015 - 2025 was reviewed and was submitted to Council in July 2015 as part of the Resourcing Strategy 2015 - 2025.
O P2-46.5	Review and develop ten year operational and financial plans for Waste Management	Long term financial plan reviewed	Completed	Asset Management Plan was reviewed to align with Long Term Financial Plan.
<b>DP-47</b>	<b>Support the contribution to the community by volunteers</b>			
OP2-47.1	Promote the Cultural Services volunteer program	Cultural Services volunteers supported and valued through training and recognition programs. Number of volunteers	Delivered	In June 2015 the Cultural Services Branch recognised the significant achievement of 13 Library and Gallery Volunteers who have given 10 years of service. They were recognised at the Deerubbin Centre 10th birthday event through a special presentation and gift. During 2014/2015 there was a focus on updating the training of our 129 Cultural Services Volunteers. This has included RSA, Tourism, Front of House/Retail Training and Safe Food Handling. Some retirements occurred and recruitment drives and associated inductions and training of new volunteers occurred.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-47.2	Support the community and volunteers with the Adopt-a-Road program	Number of active groups supported	Delivered	Ongoing support was provided to existing participants. Eight participants/project locations in progress.
OP2-47.3	Support community management of community facilities (halls and community centres)	Community halls and community centres maintained to required standard	Achieved	691 requests for maintenance or management assistance were responded to within required timeframe.
OP2-47.4	Maintain the Community Volunteer Program at Companion Animal Shelter	Program maintained. Value of works-in-kind reported	Delivered	Volunteers successfully assisted staff with duties normally unachievable, such as giving "one on one" attention to animals and additional exercising of dogs.
OP2-47.5	Manage, support, encourage and develop volunteer Bush Care groups for bushland sites	Number of active Bush Care groups supported	Delivered	Bush care groups met regularly and a new bushcare group commenced at the George Street Reserve.
OP2-47.6	Support Rural Fire Service and State Emergency Service activities through works and funding contributions	Funding provided	Delivered	Funding and resourcing was provided as required.
<b>DP-48</b>	<b>Provide sustainable support for community groups</b>			
OP2-48.1	Manage Deerubbin Centre community rooms for use by community groups	Community rooms made available to community groups	Delivered	46 community groups used the community rooms during 2014/2015.
OP2-48.2	Provide financial support to assist community groups to build social capital through sponsorship of community programs and events	Financial support in accordance with Community Sponsorship Program and club Grants provided	Delivered	Three rounds of Community Sponsorship program were delivered with 38 organisations or individuals receiving \$71,127. ClubGRANTS 2014 completed with 11 organisations receiving \$67,460. Southern Phone Grants Scheme commenced in the Hawkesbury with seven organisations sharing in \$25,000.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-48.3	Undertake Sister Cities and City Country-Alliance Program in conjunction with Hawkesbury Sister City Association	Working relationship maintained and reported to Council	Delivered	Relationship with Hawkesbury Sister City Association was maintained. Hawkesbury students participated in outbound student exchange visits to sister cities and sister cities students participated in inbound student exchange visits.
<b>DP-49</b>		<b>Lobby other levels of government to deliver the services and infrastructure for which they are responsible</b>		
OP2-49.1	Participate on local, regional and State planning forums to advocate for human services needs of the Hawkesbury	Meetings attended as required	Completed	Council staff attended all (nine) targeted planning forums.
OP2-49.2	Respond to planning documentation/proposals developed by State and Federal governments in relation to services and infrastructure strategies	Comments provided as required	Completed	Submissions were made on State and Federal service and infrastructure plans/proposals as required.
OP2-49.3	As appropriate, lobby for the provision and/or improvement of government services and infrastructure for the area	Lobbying undertaken as appropriate	Completed	Representations were made in appropriate circumstances regarding government services and infrastructure in the area.
<b>DP-50</b>		<b>Develop and maintain partnerships that facilitate management of resources and funding</b>		
OP2-50.1	Maintain and develop Council's participation in Westpool and UIP to enhance Council's various insurances	Participation maintained and satisfactory results for various insurances received	Achieved	All insurance programs were renewed with both Mutuels.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-50.2	Manage the Agreement for the operation and management of the Hawkesbury Leisure Centres	Formal meetings of representatives of the Contractor and relevant Council staff held every three months. Reports and other documentation provided by the Contractor as required under the Agreement	Achieved	Formal meetings were held on 2 September 2014, 25 November 2014, 30 March 2015 and 1 June 2015 between Council staff and representatives of YMCA NSW to discuss the management and operation of the Centres. Also, a number of informal meetings and discussions took place. Reports and various documentation as required was received by Council from YMCA NSW including monthly financial and attendance reports and the 2013/2014 Annual Report.
OP2-50.3	Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc)	Funding and statutory requirements, as negotiated with funding bodies, achieved	Achieved	Peppercorn Services Inc. complied with all funding and statutory requirements.
OP2-50.4	Provide financial support to the Hawkesbury River County Council	Support provided	Delivered	Funding was provided.
OP2-50.5	Provide Animal Shelter services to the community including housing and management of straying and surrendered companion animals, administration of legislative requirements and working with other animal welfare organisation to maintain a high rehoming rate of companion animals in Council's care	Animal Shelter is managed to accommodate the community's needs, with rehoming rates of 80% or above for dogs and 23% or above for cats	Achieved	Rehoming rates of dogs increased to 90% and cats to 60% with the assistance of the welfare groups that Council works with.



DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-50.6	Support Hawkesbury Sports Council activities through planning and funding contributions	Funding provided	Delivered	Funding was provided.
OP2-50.7	Adopt the Hawkesbury Homeless Action Plan (HHAP) in conjunction with the Hawkesbury Housing Forum (HHF) and Council's Human Services Advisory Committee	HHAP reported to Council for adoption	Completed	The HHAP was adopted by Council in July 2014.
OP2-50.8	Review all Council event partnerships to ensure that efficient use of funding and resources is achieved	Review undertaken	Partially completed	Award review undertaken and presented to Civic and Citizenship Committee. Event Sponsorship agreement developed and implemented for a number of events.
<b>DP-51</b>	<b>Develop best practice processes and reporting measures</b>			
OP2-51.1	Provide support to the Audit Committee	Support provided	Delivered	Audit Committee meetings were held in accordance with meeting schedule. Agendas were prepared and appropriate support provided.
OP2-51.2	Conduct audits in accordance with Council's plan	Audits completed and recommendations implemented	Completed	Audits were undertaken in accordance with adopted Audit Plan. Audits were completed and recommendations implemented.
OP2-51.3	Provide reliable and responsive customer services	Service delivered meets advertised Customer Contact and Customer Service Standards	Partially achieved	Council logged 38,854 customer requests between 1 July 2014 and 30 June 2015. Approximately 33,025 (85%) were completed in required timeframe.
OP2-51.4	Maintain and test Council's Information Technology Disaster Recovery Plan	Information Technology Disaster Recovery Plan up to date with alternative site maintained and testing schedule in place	Partially completed	Site redesigned and implemented. Failover testing is to be undertaken and documentation to be finalised pending any changes required.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-51.5	Maintain and update Council's information technology infrastructure and corporate applications	Council's information technology infrastructure and corporate applications maintained and upgraded as required	Completed	Significant upgrades occurred to network and server infrastructure in line with lease expiry and with implementation of new Data Centre in Council's Main Administration Building. Corporate Applications were maintained with essential upgrades and improvements.
OP2-51.6	Maintain currency of the Business Continuity Plan	Business Continuity Plan is current	Completed	Business Continuity Plan document was updated in August 2014 to version 4.0 and was distributed to relevant staff.
OP2-51.7	Develop and implement best practice procurement processes throughout Council	Processes compliant and implemented	Achieved	Review of procurement policies and procedures was ongoing to achieve continual improvement. Council participated in the WSROC Regional Roadmap Project to ensure that best practice on an industry wide basis was maintained. Random audits on compliance with Council's policies and procedures and relevant legislation were conducted.
OP2-51.8	Deliver telephone enquiry and front counter services to Council's customers in accordance with performance indicators	Performance benchmarks achieved	Achieved	Council received 76,146 telephone calls and 26,746 front counter enquiries.
OP2-51.9	Investigate customer service complaints in accordance with process and timeframes within Complaints Policy	Number of complaints finalised within required timeframes	Achieved	27 customer complaints received and addressed using Council's Complaint Management procedures.
OP2-51.10	Complete external reaccreditation process against the International Customer Service Standard	Council achieves ICSS re-accreditation	Postponed	Due to workload requirements associated with preparation of Council's "Fit for the Future" proposal, this action has been deferred until 2015/2016.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-52	Comply with all statutory planning and reporting requirements			
OP2-52.1	Implement and review Human Resources/ Industrial Relations policies, procedures and delegations to meet legislative requirements	All Human Resources / Industrial Relations policies procedures meet legislative requirements	Achieved	Ongoing review and updating of existing policies and procedures met legislative requirements.
OP2-52.2	Prepare annual licence, National Pollution Inventory, NSW Office of Water Performance reports for McGraths Hill and South Windsor Sewage Treatment Facilities. Prepare monthly, quarterly, annual licence reports for the Hawkesbury City Waste Management facility	All reports submitted to relevant authorities within required timeframes	Completed	All reports were completed and sent to relevant authorities within required timeframe.
OP2-52.3	Review and monitor Council's Work Health and Safety Strategy and Plan	Registers current and maintained. Successful completion of Workcover audit. Emergency management plans developed	Partially completed	Registers were created and maintained. Emergency Plans were established and tested. Inspection, testing and monitoring of registers is a corporate initiative over two years and is near completion.
OP2-52.4	Provide animal shelter reporting in line with legislative requirements issued by the Division of Local Government	Animal shelter reports submitted to the relevant authority within the required deadline	Achieved	Reports were provided to the Office of Local Government as required.
OP2-52.5	Report Public Interest Disclosure (PIDS) in accordance with legislative requirements	Reports provided to the NSW Ombudsman	Completed	No Public Interest Disclosures were received. Reports were provided to the NSW Ombudsman Office as required.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-52.6	Forward privacy complaints immediately to the Office of the Privacy Commissioner	Complaints forwarded as required	Completed	No privacy complaints were received.
OP2-52.7	Complete and report Pecuniary Interest Returns in accordance with legislative requirements	Pecuniary Interest Returns completed and reported to Council	Completed	Completed pecuniary interest returns for all Councillors and Designated Persons were received and reported to Council.
OP2-52.8	Review the Policy for the Payment of Expenses and Provision of Facilities to Councillors	Policy reviewed, adopted and submitted to the Office of Local Government	Completed	The Policy for the Payment of Expenses and Provision of Facilities to Councillors was reviewed and placed on public exhibition in October 2014. The Policy was adopted by Council in November 2014 and submitted to the Office of Local Government.
OP2-52.9	Review Council's Publication Guide in accordance with legislative requirements	Publication Guide reviewed and submitted to the Office of Information Commission	Completed	The Publication Guide was reviewed and is now called the Information Guide in accordance with relevant legislation.
OP2-52.10	Provide financial reporting in line with legislative requirements and Guidelines issued by the Office of Local Government	Financial reports submitted to the relevant authority within the required deadline	Completed	All financial reports and returns as required by the Office of Local Government were completed and submitted to both the OLG and Council within the regulated reporting periods.
OP2-52.11	Ensure sound administration of rates and charges across the Local Government Area in line with legislative requirements	Rating categorisation, Rates Levy and charges determined in line with legislative requirements	Completed	Rating categorisation, Rates Levy and Charges were determined in line with legislative requirements.
OP2-52.12	Maintain financial information in line with legislative requirements	Accounting records maintained in line with applicable legislation and Accounting Standards	Achieved	Accounting records were maintained in line with relevant legislation and Accounting Standards. An unqualified audit opinion was received for the audit conducted on the 2013/2014 Financial Statements issued in October 2014.
OP2-52.13	Prepare Quarterly Budget Review Statements	Quarterly Budget Review Statements submitted to Council	Completed	Quarterly Budget Review Statements were submitted to Council at the following meetings: 25 November 2014, 24 February 2015, 26 May 2015.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-52.14	Prepare Council's Resourcing Strategy	Resourcing Strategy prepared and submitted to the Office of Local Government	Completed	Resourcing Strategy 2015-2025 was prepared and submitted to OLG following Council meeting on 28 July 2015.
OP2-52.15	Prepare Council's Annual Report	Report prepared and published	Completed	Council's 2013/2014 Annual Report, including 2013/2014 Annual Financial Statements, was submitted to Council on 11 November 2014 and forwarded to the Office of Local Government and published on Council website within required timeframe.
OP2-52.16	Manage onsite sewage management systems effectively through the "septic safe" program	Onsite sewage management systems are managed based on risk through the "septic safe" program	Delivered	The septic safe program was conducted to meet and exceed the required 120 inspections per month.
OP2-52.17	Investigate complaints of unauthorised development and development not complying with conditions of consent	Action taken to correct breaches in accordance with legislative requirements. Number and type of development complaints recorded and completed	Achieved	213 requests for investigation were received. 157 requests related to development without consent and 54 requests related to development not in accordance with conditions of consent. 108 matters were completed with 103 matters ongoing.
OP2-52.18	Prepare Council's 2015/2016 Operational Plan	Operational Plan prepared and adopted by Council	Completed	2015/2016 Operational Plan was adopted by Council on 23 June 2015.
OP2-52.19	Prepare 2013-2017 Delivery Program progress reports	Progress reports reported to Council	Completed	Progress reports were provided to Council on 26 August 2014 and 24 February 2015.
OP2-52.20	Statutory statistical reports are provided to relevant State agencies on development activity	Statistical reports are provided to relevant State agencies	Completed	The Local Development Monitoring Data (DAs) was submitted to the Department of Planning and Environment in October 2014.
OP2-52.21	Prepare and forward all relevant statutory reports for Crown lands	Statutory reports submitted on time	Completed	Report was completed in October 2014.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-52.22	Prepare and forward all relevant statutory reports for roads and associated infrastructure	Statutory reports submitted on time	Completed	All statutory reports were submitted on time.
OP2-52.23	Coordinate the implementation of asset management in accordance with the Office of Local Government's Integrated Planning Reporting Framework	Office of Local Government requirement for Asset Planning met	Partially completed	OLG Asset Management Plan requirements satisfied. Asset Management Policy, draft Asset Management Strategy and Asset Management Plans were prepared. Asset Management Plans informed the Long Term Financial Plan. Asset management improvement tasks in progress. Planning underway to undertake community engagement regarding level of service.
<b>DP-53</b>	<b>Develop and implement a communication strategy to increase community understanding of council responsibilities and operations</b>			
OP2-53.1	Implement communication tools to increase community understanding of Council's responsibilities and operations	Increased satisfaction in Community Survey	Delivered	"News From Council" column published in the Hawkesbury Gazette and "From The Mayor's Desk" on Council's website implemented to increase understanding. Hawkesbury Events Facebook page established.
<b>DP-54</b>	<b>Undertake community engagement and have dialogue with the community in setting affordable and sustainable service levels and standards</b>			
OP2-54.1	Commence planning for the 2015 Community Survey	Planning and preparation completed	Commenced	Preliminary preparation commenced. Scheduled for completion in early 2015/2016.
OP2-54.2	Establish service levels to be delivered based on community's expectations	Appropriate and affordable service levels established	Commenced	Pilot community workshops conducted and outcomes presented to relevant Directorates.
OP2-54.3	Develop the Hawkesbury Cultural Plan and Resourcing Strategy	Hawkesbury Cultural Plan Resourcing Strategy prepared	Commenced	Preparation of plan commenced.



DP Strategy and OP Action	Output Measure	Status	Annual Comments	
<b>DP-55</b>	<b>Demonstrate decisions made are transparent, fair, balanced and equitable and supported by appropriate resource allocations</b>			
OP2-55.1	Implement communication tools to demonstrate transparency and accountability	Increased satisfaction in Community Survey	Commenced	"From the Mayor's Desk" web based column implemented. News from Council monthly advert continued. Community engagement online platform further developed and promoted to increase means of communication.
OP2-55.2	Council meeting cycle meets legislative requirements	At least 10 Council meetings held each year, in different months	Achieved	Meeting schedule met legislative requirements.
OP2-55.3	Review committees and membership annually	Review undertaken and reported to Council	Completed	Structure and membership reviewed and considered by Council in September 2014 as part of the Extraordinary Meeting for the election of Mayor, Deputy Mayor and Committee representation.
OP2-55.4	Provide community access to Council information	Government Information Public Access (GIPA) Act complied with	Completed	GIPA applications processed within statutory timeframes and Council's service standard. 68 Formal, and 702 Informal applications were completed.
OP2-55.5	Compile Business Papers for Council meetings	All business papers are accurately compiled in accordance with relevant legislation and Council procedures	Achieved	A total of 41 Business Papers were accurately compiled, including Ordinary, Extraordinary, Confidential and Supplementary business papers.
OP2-55.6	In conjunction with service providers and young people plan and stage Hawkesbury Youth Summit 2014	2014 Youth Summit held	Achieved	2012 Youth Summit recommendations achieved. 2015 Youth Summit held in April 2015.
OP2-55.7	Maintain and monitor online access to development application information consistent with statutory requirements	DA Tracker information maintained and monitored consistent with statutory requirements	Delivered	DA tracker information was monitored and maintained every week.
OP2-55.8	Maintain Fines and Orders Appeals Assessment Panel of Council	Panel meets policy requirements	Delivered	Panel met on an "as needed" basis to consider appeals lodged in accordance with policy requirements.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP2-55.9	Coordinate implementation of Hawkesbury Cultural Plan actions	Annual action plan developed and implemented in accordance with resourcing strategy	Partially achieved	To be carried over to 2015/2016.
OP2-55.10	Provide legal services to Council	Urgent legal advice provided to Council within 24 hours and other legal advice provided within agreed timeframes. Monthly reports received from Council's Solicitors outlining outstanding legal matters.	Achieved	All urgent legal advice was provided immediately or within 24 hours of initial request. Other legal advice was provided within agreed timeframes. Monthly reports were received from both of Council's Solicitors outlining outstanding matters.
OP2-55.11	Provide survey, design and Spatial Information System services and support	Service and support provided	Delivered	Survey, design and Spatial Information System services and support was provided and delivered in accordance with program targets.

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

Audited Financial Reports for the 2014/2015 year are printed in a separate document.

## Section 508 Report on Special Variation (Infrastructure Renewal Program)

On 27 June 2007, the Minister for Local Government, pursuant to section 508(2) of the Local Government Act, 1993, granted approval for Council to increase income by way of additional rates for costs associated with an infrastructure renewal program.

Relevant information relating to the projects and programs identified in the Infrastructure Renewal Program Estimates contain within the 2014/2015 Budget Estimates is provided below:

Item	Comment
<b>Essential Grading - Unsealed Roads</b>	\$100,355 has been utilised on grading work at a number of locations including Upper Macdonald Road, Greens Road and Settlers Road.
<b>Resheeting - Unsealed Roads</b>	\$99,680 has been utilised to provide a granular surface over Packer Road, Mountain Lagoon Road, Greens Road and Upper Colo Road.
<b>Road Rehabilitation - Various Locations</b>	\$383,623 has been expended on the repair of failed road sections on the sealed network. This work has provided a safer road network throughout the Hawkesbury area.
<b>Road shoulder renewal - IRP</b>	\$97,966 has been utilised to improve road shoulders at a number of locations, including Old Stock Route Road, Bocks Road, Grose Vale Road and Comleroy Road.
<b>Road Rehabilitation - Francis Street, Richmond</b>	\$12,929 was expended on deep lift asphalt patches in vicinity of the primary schools.
<b>Various Locations Kerb, Gutter and Drainage</b>	\$143,735 was expended at various locations including Beaumont Avenue, North Richmond and Cox Street, South Windsor.
<b>Clear drainage structures/channels, pipes and pits</b>	Budget \$72,115 Relining of a substantial section of a failing drainage line in Francis Street, Richmond (opposite the Richmond Club) commenced in June 2015 and is now complete.
<b>Wallace Road - Reconstruct failed drainage system</b>	A total of \$53,828 was expended on replacing a failed drainage system including offset inlet pit to prevent damage resulting from vehicular impact.
<b>Old Sackville Rd, Wilberforce - Car Park</b>	\$47,968 was utilised on upgrading a footpath link at the car park adjacent to the depot.
<b>Yarramundi Reserve - Carpark</b>	\$2,102 was carried forward to provide re-sheeting and grading of the car park.
<b>Reconstruct failed footpaving - various locations</b>	\$63,772 has been expended on this program including works in Francis Street, March Street, George Street and various other locations.
<b>Grose Vale Road - foot path improvement</b>	\$42,615 has been expended on the provision of a concrete foot path in Grose Vale Road, to improve school access.
<b>Pathway renewals</b>	\$6,787 was spent on upgrading the pathway at Hanna Park.
<b>Colo Reserves in general</b>	Funding of \$14,271 was spent on upgrading of the car park and fencing at Upper Colo Reserve. \$4,660 was carried forward to upgrade access to the Colo River in 2015/2016.
<b>McQuade Park</b>	\$47,335 was spent on upgrading the tennis courts. \$130,000 has been carried forward to upgrade the Grandstand car park in 2015/2016.
<b>Macquarie Park</b>	\$19,716 has been carried forward to upgrade the fencing/bollards and car parking within Macquarie Park.

Item	Comment
<b>Memorials/Monuments - Parks</b>	\$35,116 was spent on the restoration of the Freemans Reach War Memorial. \$2,670 has been carried forward to replace one fence panel in 2016/2017.
<b>Smith Park</b>	\$20,000 has been carried forward to upgrade the fencing/bollards in 2015/2016
<b>Holmes Drive Reserve</b>	\$26,274 was spent upgrading the access road into the reserve.
<b>Hanna Park</b>	\$30,000 was spent on upgrading the pergola.
<b>Construct fencing/gates</b>	\$11,756 was spent on upgrading the bollards/fencing at the Oasis car park, Maraylya Park and Smith Park.
<b>Bins/Furniture replacement in parks</b>	\$39,384 has been spent on the replacement of furniture at St Albans Park and Smith Park. \$41,179 has been carried over for installation of tables and chairs/bollards in Smith Park in 2015/2016.
<b>Bilpin Park</b>	\$217,998 has been carried forward to upgrade the toilet block, car park, shelters and playground in 2015/2016. Awaiting land to be dedicated back to Council from the NSW National Parks and Wildlife Service.
<b>Sports Council Capital Contribution</b>	\$44,000 has been carried forward to upgrade Bensons Lane, Richmond.
<b>Bridge Replacement Program - Lawrence St Reserve</b>	\$30,000 was spent on replacing the foot bridge at Lawrence Street Reserve.
<b>Roof Replacement - Governor Phillip Boat Club</b>	Work is underway, cost of \$24,000 due for completion end of October 2015.
<b>Hawkesbury Oasis Swimming Centre, South Windsor</b>	Budget \$71,000. Works include replacement of building management system, fire services, ceiling tiles and change room facilities refurbishments. These works will be completed in 2015/2016.

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

No overseas visits were undertaken during 2014/2015 by Councillors, Council staff or other persons representing Council.

### Clause 217 (1) (a 1) (i to viii) Payment of Councillor Expenses

The total amount expended during 2014/2015 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees as shown in Section 428 (4) (b).

Mayoral fees	\$39,110
Councillor fees (12 x \$17,930)	\$215,160
Councillor expenses	\$129,767
<b>TOTAL</b>	<b>\$384,037</b>

This amount includes the following costs:

i.	Dedicated Office Equipment	\$15,597.96
ii.	Telephone Calls	\$13,200.64
iii.	Attendance at Conferences and Seminars	\$55,401
iv.	Training and Skill Development	Nil

v.	Interstate Visits (included in iii, above)	\$35,911
vi.	Overseas Visits (included in iii, above)	\$Nil
vii.	Expenses of Spouses, Partners or Accompanying Persons	\$213
viii.	Child Care	Nil

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

### Conferences attended by Councillors

In line with Council's policy, the type and cost of conferences attended by Councillors is reported below. Total costs were \$55,401 being \$19,490 for intrastate visits and \$35,911 for interstate visits. No overseas visit was undertaken during 2014/2015.

Name of Conference	Date and Place	Councillor Attended
LGNSW Annual Water Management Conference	25-27 August 2014 Port Macquarie NSW	Clr (Dr) Mackay (OAM)
Best Practice in LG Doing More with Less	2 October 2014 Melbourne VIC	Clr Rasmussen
2014 LGNSW Annual Conference	20-21 October 2014 Coffs Harbour, NSW	Clr Ford Clr Porter Clr (Dr) Mackay (OAM) Clr Lyons-Buckett Clr Paine Clr Reardon Clr Williams
2015 LGMA Annual Conference	29 April - 1 May 2015 Darwin, NT	Clr Ford Clr Porter Clr (Dr) Mackay (OAM) Clr Rasmussen Clr Reardon
Australian Mayoral Aviation Council Conference	6-8 May 2015 Melbourne, VIC	Clr Ford
2015 Floodplain Management Conference	19-22 May 2015 Brisbane, QLD	Clr Lyons-Buckett Clr Paine
2015 National General Assembly of LG	14-17 June 2015 Canberra, ACT	Clr Calvert Clr Lyons-Buckett Clr Paine Clr Williams

## Clause 217 (1) (a 2) Major Contracts Awarded in excess of \$150,000

### Construction and Maintenance

Name of Contractor	Nature of Goods or Services	Total Value (\$)
GWS Machinery Pty Ltd	Small Plant and Outdoor Power Equipment	174,210.03
Metromix Pty Ltd	Supply of Bulk Materials for Civil Construction	191,822.95
Maybury Marine Pty Ltd	Hire of Plant and Trucks	207,633.25
Gilbert & Roach Pty Ltd	Acquisition of Motor Vehicles	208,006.42
Bucher Municipal Pty Ltd	Vehicle Parts	208,532.49
Hawkesbury Ferry Services	Operation of Lower Portland Ferry	209,308.99
Complete Linemarking Services Pty Ltd	Pavement Marking Services	241,261.73
Tono Ferry Services Pty Ltd	Operation of Lower Portland Ferry	317,059.78
Savage Earthmoving	Kerb and Gutter - Freemans Reach	441,580.20
MJ & MD Skinner Earthmoving Pty Ltd	Concrete Works	474,508.00
Hawkesbury Road Maintenance Pty Ltd	Road Maintenance	485,975.54
The Trustee for Northshore Landscapes	Supply of Bulk Materials for Civil Construction	589,889.60
L J Follington Construction Pty Ltd	Hire of Plant and Trucks	746,647.50
Keystone Projects Group Pty Ltd	Construction of Richmond Seniors Centre	872,642.78
Delaney Civil Pty Ltd	Bridge Works	919,699.52
State Asphalt Services Pty Ltd	Road Sealing	1,048,762.72
Bernipave Pty Ltd	Supply and Placement of Asphaltic Concrete	1,453,517.35
	<b>TOTAL</b>	<b>8,791,058.85</b>

### Professional Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Minerva Consulting Group OHS Services Australia Pty Ltd	WHS Services	146,012.63
Hays Specialist Recruitment (Australia) Pty Ltd	Temporary Staff Hire	162,288.04
Pikes & Verekers Lawyers	Legal Services	183,197.99
Recoveries & Reconstruction (Aust) Pty Ltd	Debt Recovery Services	207,321.12
Computer Systems Australia Pty Ltd	IT Professional Services	359,171.62
United Independent Pools Insurance	Insurance Contributions	526,278.91
Westpool Contribution	Insurance Contributions	609,400.00
	<b>TOTAL</b>	<b>2,193,670.31</b>



### Waste Water Management

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Xylem Water Solutions Australia Ltd	Irrigation Equipment	188,027.73
KMT Drainage Pty Ltd	Sewer Extensions	203,232.50
Nowra Chemical Manufacturers Pty Ltd	Chemicals	206,956.01
Redox Pty Ltd	Chemicals for Treatment Works	423,905.91
Staples Bros. (Nowra) Pty Ltd	Provision of a Septic Tank & Collection Well Effluent Removal Service	1,351,962.23
Bettergrow Pty Ltd	Collection, Transportation and Disposal of Biosolids at South Windsor Sewage Treatment Plant	301,883.66
	<b>TOTAL</b>	<b>2,675,968.04</b>

### Parks and Recreation

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Blue Tongue Eco-systems T/F Reynolds Family Trust	Bush Regeneration	159,995.94
Parkequip Pty Ltd	Park Equipment	164,926.30
Undercover Landscapes Pty Ltd	Landscaping	176,576.32
Fleetwood Urban Pty Ltd	Landscaping	188,114.96
Extreme Tree Services	Arborist and Other Tree Services	276,275.00
Sterling Group Services Pty Ltd	Memorial Parl, Kurrajong Landscape Works	303,984.74
	<b>TOTAL</b>	<b>1,269,873.26</b>

### Regulatory Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Transpacific Cleanaway Pty Ltd	Kerbside Collection	509,849.47
JJ Richards & Sons Pty Ltd	Garden Organic Collection and Processing Service	2,754,277.10
	<b>TOTAL</b>	<b>\$3,264,126.57</b>

## Building Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Micks Painting Maintenance Group Pty Ltd	Painting of Council Buildings	177,036.97
CMP Electrical (Australia) Pty Ltd	Electrical Repairs and Services	256,677.66
Powerdirect Pty Ltd	Retail Electricity	257,773.90
Katopa Holdings Pty Ltd T/as CBD Mechanical Electrical	Electrical Repairs and Services	326,272.82
AGL Sales Pty Ltd	Electricity Supply	365,569.85
Endeavour Energy	Street Lighting	460,568.83
Energy Australia	Power usage street lighting and major sites	1,000,646.52
	<b>TOTAL</b>	<b>2,844,546.55</b>

## General

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Uplinx Group Pty Ltd	Telephone System	136,369.44
Heartland Motors Heartland Motors Pty Ltd	Motor Vehicles	143,592.00
Bakers Construction & Industrial Hardware	General Hardware	145,855.18
Data#3 Limited Software Licences	Computer Software	162,329.50
Telstra Telephone	Telecommunications - NBN/Internet provisions	192,899.56
Windsor Toyota	Motor Vehicles	220,859.00
Macquarie Bank Limited	Computer Equipment Leases	280,054.65
Caltex Australia Petroleum Pty Ltd	Fuel Purchases	282,433.81
Technology One Ltd	Computer Software	290,366.84
Western Region Automotive Sinclair Automotive & Sinclair Isuzu Ute	Motor Vehicles	308,863.58
BP Australia Limited	Bulk diesel & petrol	655,257.97
Cumberland Motor Group Pty Ltd T/as Sinclair Hyundai	Motor Vehicles	970,029.54
	<b>TOTAL</b>	<b>3,788,911.07</b>

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

Proceedings favourably finalised	\$88,877
Proceeding not favourably finalised	\$5,599
Proceeding not finalised (continuing)	\$45,762

Project Name	Cost	Status
<b>Proceeding favourably finalised</b>		
Ford and Portelli	-\$33,746	Land and Environment Court proceedings - Illegal tree removal – Matter proven – Council awarded costs – Payment received
Frank Rose	\$922	Local Court proceedings – Parking infringement – Matter proven – Council awarded costs
Urban City Consulting	\$74,771	Land and Environment Court proceedings - Appeal against refusal of Development Application – Court upheld refusal
Urban City Consulting	\$19,685	Land and Environment Court proceedings - Appeal against refusal of Development Application – Consent Orders granted
Bennett	\$10,526	Land and Environment Court proceedings – Class 1 Appeal against Deferred Commencement Conditions of Development Application – Appeal Withdrawn
A J Sullivan	\$2,016	Local Court proceedings – Parking infringement – Matter proven but dismissed under Section 10 – Costs order sought but not given
D’Anastasi	\$5,728	Local Court proceedings – Illegal tree Removal – Matter proven – Council awarded costs – Payment received
Montgomery Planning Solutions	\$4,523	Land and Environment Court proceedings – Class 1 Appeal against Deferred Commencement Conditions of Development Application – Appeal Withdrawn
Hanley	\$24	Local Court proceedings – Parking infringement – Matter proven – Council awarded costs – Payment received
North Richmond Joint Venture	\$4,428	Land and Environment Court proceedings – Appeal against Deemed Refusal of Development Application – Consent granted – Appeal withdrawn
<b>Proceeding not favourably finalised</b>		
Zenzmaier	\$5,006	Local Court proceedings – Development without Consent – Discharged without conviction – Council awarded partial costs – Payment received
Farrell	\$593	Local Court proceedings – Failure to Comply with Notice to Register Animal – Council requested the matter to be withdrawn
<b>Proceeding not finalised (continuing)</b>		
Basscave	\$14,132	Land and Environment Court proceedings – Class 1 Appeal against Refusal of Development Application
Basscave	\$10,813	Land and Environment Court proceedings – Class 1 Appeal against Refusal of Development Application
Turner and Whan	\$6,044	Land and Environment Court proceedings – Class 4 Judicial Review against Development Consent
M & B Investments	\$12,810	Land and Environment Court proceedings – Appeal against Refusal of Development Application
Ogg	\$1,963	Land and Environment Court proceedings – Class 1 Appeal against Deemed Refusal of Development Application

## Clause 217 (1) (a 4) Work on Private Land

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

## Clause 217 (1) (a 5) Contributions/Donations

The total amount contributed under Section 356 of the Local Government Act, 1993 during the financial year was \$77,127 made up of the following amounts:

- \$71,127 distributed to 39 recipients in accordance with the provisions of Council's Community Sponsorship Program
- \$6,000 distributed to 12 young people to support their participation in the Sister Cities Student Exchange Program.

## Clause 217 (1) (a 6) External Bodies Exercising Council Delegated Functions

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

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

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

### Child Care Centres

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

Committees	Facilities/Location
Golden Valley Childrens Learning Centre Inc.	Glossodia
Greenhills Child Care Centre Inc.	South Windsor
Hobartville Long Day Pre School Inc.	Hobartville
McGraths Hill Childrens Centre Inc.	McGraths Hill
Elizabeth Street Extended Hours Preschool Inc.	North Richmond
Wilberforce Early Learning Centre Inc.	Wilberforce
Wilberforce Pre School Kindergarten Inc.	Wilberforce
Richmond Pre-school Kindergarten Inc.	Richmond
Windsor Pre-School Inc.	South Windsor
Bligh Park Childrens Centre Management Committee.	Bligh Park

## Community/Neighbourhood Centres, Halls and Other Buildings

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

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

### Peppercorn Services

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

During the 2014/2015 Financial Year the following services were provided to residents of the Hawkesbury by PSI:

- **Peppercorn Family, Community and Youth Services**
  - **Hawkesbury Family Support** - a home and centre based family support services including playgroups, parenting programs, and family fun days.
  - **Forgotten Valley Community and Youth Development Project** – delivered activities, events and learning programs to vulnerable and isolated residents and young people living in the Forgotten Valley area and continued to publish the Forgotten Valley Views.

- **Youth Transport Options** – made available innovative transport options to support socially and geographically isolated young people to access services.
- **Peppercorn Children's Services**
  - **Forgotten Valley Pre-Schools** – operated pre-school services from two venues in Wisemans Ferry and South Maroota to meet the developmental needs of children 0-6 years.
  - **Hawkesbury Family Day Care** – operated a home based childcare service to meet the learning and developmental needs of children aged 0-12. As from 1 July 2015, the coordination of this service was transferred to Mission Australia.
- **Peppercorn Transport**
  - Community Transport – delivered a range of coordinated transport services for disadvantaged people living in the Hawkesbury including isolated residents.
- **Peppercorn Life Skills**
  - **Come Dine with Me** - a centre-based meals program which provides a healthy lunch, social interaction and activities for socially and/or geographically isolated people living in the Hawkesbury.
  - **Home and Garden Maintenance** – delivered subsidised lawn mowing and garden maintenance service services to frail aged people, people with disabilities and their carers in the Hawkesbury, Penrith and Blue Mountains Local Government Areas. The service aims to support older people and younger people with a disability to maintain their independence and enable them to remain living in their own homes.
  - **Hawkesbury Seniors Leisure and Learning Centre** - a range of creative and flexible leisure and learning programs for senior residents continued to be delivered from this venue. During 2014/2015 work began on the extension and refurbishment of the Centre and the programs provided at the centre were relocated to various temporary venues at Windsor, Richmond and North Richmond
- **Peppercorn Property**
  - Managed the day-to-day building operations of McGrath's Hill Bus Depot, South Windsor Family Centre and Hawkesbury Seniors Leisure and Learning Centre.

### Playing Fields and Parks

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

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

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



## Other Programs

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

- Human Services Advisory Committee
- Hawkesbury Civics and Citizenship Committee
- Waste Management Advisory Committee
- Heritage Advisory Committee
- Floodplain Risk Management Advisory Committee
- Audit Committee
- Hawkesbury Access and Inclusion Advisory Committee
- Development Application Monitoring Advisory Committee
- Hawkesbury Sustainability Advisory Committee
- Local Traffic Committee.

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

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

## Hawkesbury River County Council

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

## Aquatic and Leisure Centre and Indoor Stadium

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

## **Clauses 217 (1) (a 7) and (a 8) Interests and Participation in Corporations, Partnerships, Cooperatives, Joint Ventures, Syndicates or other bodies**

Council did not hold a controlling interest in any company during the 2014/2015 financial year.

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

### Westpool/United Independent Pools (UIP)

Council is a member of Westpool, which is an insurance and risk management discretionary mutual, established in 1988 and now consists of nine Councils – Blacktown, Blue Mountains, Fairfield, Hawkesbury, Liverpool, Parramatta, Penrith, Shellharbour and Wollongong City Councils.

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

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

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

### Hawkesbury River County Council

The HRCC has been established under the Local Government Act, 1993. It covers the areas of The Hills Shire, Blacktown, Penrith and Hawkesbury City Councils and has responsibility for the management, control and suppression of declared noxious weeds on these areas of the River. This single purpose authority has responsibility for a combined area of 3,823km<sup>2</sup> and by the forming of a larger area, local government boundary problems are avoided.

Funds are provided by levies upon the four constituent councils with the State Government providing some grant funding. Resource sharing is achieved as resources are used over a larger area of operations.

HRCC strategic objectives follow the guidance provided by the development of their member Council 'Community Strategic Plans' and the NSW Invasive Species Plan. In order of priority they are as follows:

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

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

### Hawkesbury Companion Animal Shelter

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

During the 2014/2015 period, Council was approached by Hornsby Council to provide impounding services for their area which was approved by Council and implemented.

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

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

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

During 2014/2015, the Shelter and its staff in conjunction with a number of welfare agencies achieved rehoming rates of 80% for cats and 93% for dogs per month, for animals that were suitable for rehoming.

### Hawkesbury Sister City Association – International Sister Cities

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

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

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

The Association undertakes student exchange visits on an annual basis and adult exchange visits on an on-demand basis. These exchange visits allows Hawkesbury residents to visit our sister cities to experience new cultures and for exchange students to live with sister cities families. Annual student exchange visits to the sister cities take place around September/October. Up to six high school students (e.g. Year 9 or Year 10) are selected to visit each sister city. Reciprocal student exchanges from sister cities visit the Hawkesbury area at the same time around July/August. Students and their families fund the exchange visits and the Association funds related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

Many lasting friendships have been formed between the students (and families) and adults who have participated in the cultural exchanges and between the Association's members who make the program a success program.

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

Since 1988, over 320 Hawkesbury exchange students have visited Temple City and KyoTamba.

On 24 February 2009, Council extended the Association's delegation to give authority *"to promote, on Council's behalf, understanding at all levels of the local community on a continuing basis with Sister Cities and/or City-Country Alliances as determined from time to time by the Association and Council, and to develop and conduct sporting, youth, cultural and other appropriate exchange programs in association with established Sister City relationships and/or City-Country Alliances."* The extension of the delegation to include the City – Country Alliance partnerships was done to enable the Association to undertake exchanges with our country alliance councils and their communities, similar to those at the international level.

In 2010, Council recognised the 25<sup>th</sup> anniversary of the Sister Cities friendship with Temple City and its community during a visit by the Temple City Sister City Association. In 2014, Council celebrated the 25<sup>th</sup> anniversary of the Sister Cities friendship with KyoTamba.

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

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

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

Council has two City-Country Alliances, one with Cabonne Council and one with Weddin Council. The Alliances were created on 16 May 2007, when Council formally signed each Alliance Memorandum of Understandings (MOU) (after Council adopted the Alliance MOUs at its meeting on 11 December 2007). The MOUs state:

##### "Hawkesbury City Council and Cabonne Council

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

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

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

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

##### "Hawkesbury City Council and Weddin Shire Council

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

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

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

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

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

Alliance exchanges can include Councillor exchanges, Council corporate exchanges and community exchanges. Cabonne and Weddin councils often participate in Council's show tent at the annual Hawkesbury Agricultural Show, as a tourism activity. The Mayor of Hawkesbury, Councillor Kim Ford, and the General Manager visited the Cabonne and Weddin areas in August 2013 and the Mayor also visited the Weddin area over a weekend in June 2014, at the invitation of the council to coincide with the Henry Lawson Festival, which is an annual event held in the area.

Hawkesbury Sister City Association Inc. is a partner of the City-Country program and its delegation was extended to include City-Country Alliance activities.

### Stormwater Partnership

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

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

### Lower Portland Ferry Service

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

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

A major overhaul of the ferry is required to be undertaken every three years, as a requirement of running a public passenger service.

Tono Ferry Services Pty Ltd operate the Lower Portland Ferry service on a contract basis with two years remaining.

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



## **Clause 217 (1) (a 9) Equal Employment Opportunities**

### **Equal Employment Opportunity Management Plan**

In line with Council's policy, the following activities were carried out during 2014/2015 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

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

### **Equal Employment Opportunity Policy Statement**

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

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

Council is committed to achieving the following EEO objectives:

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

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

There were four senior staff positions employed under contract by Council between 1 July 2014 and 30 June 2015. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the OLG and are subject to performance agreements.

Between 1 July 2014 and 30 June 2015 the General Manager's Total Remuneration Packages (TRP) was \$283,823 and the TRP's of the three Directors referred to above, totalled \$668,487.

The above TRPs include the following:

- salary component of the package
- defined employers contribution to any superannuation scheme
- the total value of non-cash benefits elected under the package (i.e. Council supplied vehicle)
- FBT payable by Council for any non-cash benefits.



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

In 2014/2015 Council did not levy an annual charge for stormwater management services.

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

During the financial year, Council completed and lodged all pound data collection returns with the OLG as required by legislation, including data relating to dog attacks. During this period, Council had an expenditure of \$896,099 and an income of \$785,273, which gives a net expense/loss to Council of \$110,826 for animal control. This represents a reduced expense/loss of \$33,320 from the previous financial year.

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

Council achieved rehoming rates of 80% for cats and 93% for dogs for animals that were suitable for rehoming. This achievement is only possible because of Council's dedicated staff, and the continued association with, and the help from, the animal welfare organisations in our local area, as well as the rest of NSW and other states within Australia.

Council provides three dog off- leash areas located at:

- Pool Park, South Windsor
- Yarramundi Reserve, Yarramundi
- Peel Park, North Richmond.

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

## Other Statutory Reporting Requirements

### Access to Government held information

#### Contact Arrangements

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

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

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

Further information is available on Council's website. Alternatively, enquiries may be directed to Council's Governance Section on (02) 4560 4444 during office hours Monday to Friday 8:30am to 5pm.

#### Access to Information

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

On 1 July 2010 the Government Information (Public Access) Act 2009 (GIPA Act) replaced the Freedom of Information Act and section 12 of the Local Government Act, 1993. In accordance with the new legislation, Council:

- Adopted an Access to Information Policy on 29 June 2010, which is currently under review. The objective of the policy is to describe Council's principles regarding public access to information and to facilitate the processing of requests for such access.
- Prepared an Information Guide, which is reviewed annually. This identifies, amongst other things, information held by Council and how to obtain that information.
- Revised its Privacy Management Plan in 2013, in accordance with the Privacy and Personal Information Protection Act 1998 (NSW) to protect the public from disclosure of personal information.

## Policy for Access to Information

### *Introduction*

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

### *Proactive Release (No Charge)*

The following Council documents are included under proactive release in accordance with the GIPA Act and Council's Information Guide, they are available for inspection at no charge:

- agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)
- annual financial reports
- Annual Report
- annual reports of bodies exercising delegated Council functions
- any Codes referred to in the *Local Government Act, 1993*
- applications under Part 1 of Chapter 7 of the *Local Government Act, 1993* for approval to erect a building, and associated documents, subject to restrictions outlined in the *GIPA Act, 2009*
- Auditor's report
- Code of Conduct
- Code of Meeting Practice
- Delivery Plans, Operational Plans and Resourcing Strategies
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the *Local Government Act, 1993*
- development applications (within the meaning of the *Environmental Planning and Assessment Act, 1979*) and associated documents, subject to restrictions outlined in the *GIPA Act, 2009*
- EEO Management Plan
- environmental planning instruments, development control plans and contributions plans made under the *Environmental Planning and Assessment Act, 1979* applying to land within the Council's area
- land register
- leases and licences for use of public land classified as community land
- local policies adopted by the Council concerning approvals and orders
- minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Payment of Expenses and Provision of Facilities to Councillors Policy
- plans of land proposed to be compulsorily acquired by the Council
- plans of management for community land
- records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- register of delegations
- register of investments
- returns as to candidates' campaign donations
- returns of the interests of councillors, designated persons and delegates
- the register of graffiti removal work kept in accordance with Section 67 C of the *Local Government Act, 1993*.

## Processing Applications for Access to Information

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

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

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

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

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

## Conclusion

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

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

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

Section 125 of the *Government Information (Public Access) Act 2009* (GIPA Act) requires councils to prepare an annual report on their obligations under the Act. That report is to contain information prescribed by clause 7 the GIPA Act. This information is set out below.

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

The update to Council's Publication Guide (now known as the Information Guide) was continued and the finalised guide was uploaded to Council's website in July 2015. The Information Guide contains a detailed listing of Council's proactively released information. Hyperlinks were incorporated into the guide to make accessing the information as easy as possible for customers.

Review of the Governance Officer role and training of new staff has resulted in a more consistent and informed approach to release of information.

Council continues to review its Access to Information Policy (which was suspended in 2013/2014), which will endeavour to make information more readily available to customers whilst overcoming the challenges of technology and copyright.

The Development Services procedural review project initiated staff discussions regarding which Development Application (DA) information is proactively released through DA Tracker. This project also resulted in reassignment of the responsibility for uploading DA correspondence to Council's website. An increased amount of DA correspondence is now available to the public in a more consistent, accurate and secure format.

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

Council received a total of 70 access applications during the year.

The determination of two access applications that were received during 2013/2014 was not completed during that year and were carried forward to 2014/2015. One access application that was received during 2014/2015 was not determined during that year and was carried forward into 2015/2016. This means that there were 71 access applications processed and determined during 2014/2015.

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

There were no applications that were wholly refused however there were five that were refused in part because of the conclusive presumption of an overriding public interest against disclosure as set out in Schedule 1.

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

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

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

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	4	6	1	0	0	0	0	1
Not for profit organisation or community groups	0	0	1	0	0	0	0	0
Members of the public (application by legal representative)	6	13	0	1	0	2	0	1
Members of the public (Other)	14	14	3	1	1	0	0	2

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

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

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	1	0	1	0	0	0	0	0
Access applications (other than personal information applications)	23	32	4	2	1	2	0	4
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0

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



**Table C: Invalid applications**

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

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

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	5
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

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

	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	33
Business interests of agencies and other persons	1
Environment, cultural, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	71
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>71</b>

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

Applications	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	1	0	1
Internal review following recommendation under section 93 of the Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>

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

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

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

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

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

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

The introduction of the GIPA legislation and the community's increased awareness of information being available has placed a greater resource commitment on the organisation's behalf in providing access to documents; with the increasing number of Formal Access Applications (listed above) impacting on Council's activities by increasing the amount of time Council commits to researching, compiling and providing the required documents; as well as the financial cost incurred when retrieving files from its off-site storage facility.

There were 702 Informal Access applications processed in 2014/2015, 791 Informal Access applications processed in 2013/2014 and 733 during the 2012/2013 financial year.

Council's policies and procedures are being reviewed to ensure consistency and provide guidelines to staff, as well as formal training in August 2015. This includes explaining the procedures involved in determining a request, and assisting the applicant in identifying the nature of the information being sought and providing an opportunity to narrow the scope of requests.

There were no enquiries or appeals involving the Ombudsman.

Council, at its meeting on 12 November 2013, adopted a revised Privacy Management Plan, in accordance with the Privacy and Personal Information Protection Act 1998.

There have been no privacy reviews during the 2014/2015 year, compared to one (internal) review being lodged with Council in 2013/2014 under Part 5 of the Privacy and Personal Information Protection Act 1998.

## Planning Agreements

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

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

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

Since the VPA was entered into Council staff have had various meetings with NRJV regarding the implementation of VPA. Discussion has centred on the provision of open spaces, community and recreational facilities, and road works. NRJV have employed a Place Manager as proposed by Item 4.1 of Schedule 2 of the VPA.

## Public Interest Disclosures Act 1994 and Regulation

Council at its meeting on 12 November 2013, adopted a revised Internal Reporting Policy (Public Disclosures Act). No public interest disclosures were received in 2014/2015, compared to one Public Interest Disclosure being received during 2013/2014.

## Swimming Pool Inspections

Council commenced its swimming pool inspection program in the 2013/2014. Council staff undertook 40 inspections during 2014/2015.

## Carers Recognition Act 2012

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



