



Hawkesbury City Council

attachment 1 to item 247

annual report 2009/2010

date of meeting: 9 November 2010
location: council chambers
time: 6:30 p.m.

ANNUAL REPORT 2009-2010



2010

Macquarie
Bicentenary



1764 - 1824
HAWKESBURY 200
MAJOR GENERAL
LACHLAN MACQUARIE
GOVERNOR OF NEW SOUTH WALES
1810 - 1821
PLANNED AND SUPERVISED THE BUILDING OF THE
HAWKESBURY PRISON AND HOSPITAL,
HAWKESBURY, NEW SOUTH WALES, 1818 AND
1820.
THE HAWKESBURY AND DISTRICT

Hawkesbury City Council

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8.30 am - 5.00 pm

Annual Report 2009/2010

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

The composition of Council changed in the reporting period as unfortunately our longest serving Councillor (Dr) Rex Stubbs OAM passed away on Saturday, 24th April 2010. The NSW Electoral Commission held a by-election on Saturday, 19th June 2010 and Kim Ford was elected on Wednesday 23rd June 2010.

Council is still faced with the increasingly difficult task of prioritising and meeting the increasing demands for services and facilities for a population which is dispersed over nearly 2,800 square kilometres. This needs to be completed with limited and in some cases depleted sources of income. There are some very hard decisions that need to be made to ensure the Hawkesbury's financial stability and to maintain the effective running of its many services and facilities.

Council has been able to take advantage of additional funding provided under the Australian Government's Local Community Infrastructure Program and the Australian Jobs Fund to bring forward to completion projects valued in excess of \$1.6 million which have greatly benefited Hawkesbury residents and could not otherwise have been provided in the short term. Council is proactive in sourcing a wide range of grant funding to supplement rate and general income and sound financial management and judicious investment of surplus funds has seen our finances protected in this difficult economic period.

The development of the 20 year Hawkesbury Community Strategic Plan was a proactive response to the foreshadowed Local Government Amendment (Planning and Reporting) Bill 2009 and Local Government (General) Amendment (Planning and Reporting) Regulation 2009. The Hawkesbury Community Strategic Plan was adopted by Council on 13 October 2009.

It is planned to fully implement the new framework by 2012, and this will replace the former Management Plan and Social Plan with:

- a Community Strategic Plan together with a community engagement strategy.
- a Resourcing Strategy that includes long term financial planning, workforce planning and asset management planning
- a Four Year Delivery Program which identifies detailed strategies and actions to achieve objectives of the HCSP that Council can implement.
- an Operation Plan that will spell out the detailed actions in the Delivery Program to be implemented each year including a statement of revenue policy and a detailed annual budget.
- Annual Report:
 - outlining achievement against the Delivery program
 - a State of the Environment Report
 - audited financial statements, and
 - an end of term report by the outgoing council

2010/11 will be the first year that the new community strategic plan is incorporated into the planning process as provided by State Government guidelines. There will be a gradual implementation of a new planning framework which will see a major review of the manner in which these documents are presented. During 2009/10 much time has been devoted to preparing for these changes.

A great deal of work will need to be done, particularly in developing a resourcing strategy to complement the long term financial planning already in place, with workforce planning and asset management planning.

In the meantime this Annual Report summarises Council's business practices and performance against strategic objectives outlined in the Management Plan for 2009/2010.

Mayoral Message

2009 saw the start of major changes to the way in which Hawkesbury City Council approaches planning for the future provision of services and facilities for its community. Following extensive consultation with the community, Councillors and Council staff, which included workshops, surveys, displays, focus groups and a public exhibition and submission process, the Hawkesbury Community Strategic Plan was adopted by Council in October 2009.

This Plan provides a picture of what the community would want the Hawkesbury to look like in 20 years from now. It outlines five visions which are supported with directions, strategies, goals and measures to assist Council and the community meet its objectives.

Council is now working to adapt its planning, programming, budgeting and reporting processes in line with the Community Strategic Plan and guidelines provided by the NSW Division of Local Government.

A community survey was also conducted in 2009, the results of which were very positive, indicating that the level of satisfaction with Council's performance has increased since the last survey in 2007. The top five areas achieving the highest level of satisfaction (in order of ranking) were libraries, garbage services, Gallery/Museum, recycling services and child care centres. It is very valuable for Council to determine what the community sees as important issues for them as this provides input for future planning. According to the survey the top five priority areas for residents in order of importance are: road maintenance, healthy and sustainable waterways, improving services and infrastructure, lobbying State and Federal Government for funding and improved service levels and road safety.

As a result of this survey, a Residents Panel will be established to assist in areas that need further community input as identified in the Community Strategic Plan or other areas of Council's general operations.

2010 marked the beginning of celebrations for the bicentenary of Lachlan Macquarie's governorship of New South Wales and his naming of the five Macquarie towns, four of which are located in our local area. Hawkesbury residents have risen to the occasion and in conjunction with Council, business and community organisations have organised over 70 events to showcase the celebrations.

We were all very saddened by the passing of Councillor (Dr) Rex Stubbs OAM, Council's longest serving Councillor who passed away on Saturday, 24 April 2010 after battling ill health since late 2009.

Councillor Stubbs OAM gave over 26 years of service to our community. He was awarded the title of Emeritus Mayor by the Local Government Association of New South Wales in recognition of his ten terms as Mayor of the City and one year as Deputy Mayor. For his many contributions and achievements he was awarded an OAM in 2001 in the General Division for service to Local Government and the Hawkesbury community. Councillor Stubbs OAM contributed to the Hawkesbury area on many levels, being active on many community committees and organisations, an author of local history, a great supporter of art and culture and a dedicated general practitioner. He will be greatly missed.

The effective and successful management of the Local Government Area is not only a reflection of the efforts of the Councillors in formulating policy direction, combined with work of the staff to achieve operational goals, but also the efforts of the many Committees of Council comprising members of the community contributing expertise and knowledge in their respective areas. I thank them all for their contributions and commend this Annual Report to you.

Councillor Bart Bassett
Mayor of Hawkesbury



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Key Highlights and Achievements

Parks and Recreation

- ✓ New play ground developed at Macquarie Park, Windsor
- ✓ Playground improvement works completed at Rutherglen, Richmond and Panorama Crescent, Freemans Reach
- ✓ At Smith Park, Richmond new furniture installed and shelter was upgraded
- ✓ At Richmond Park, Richmond new pathways and garden beds have been built
- ✓ At Windsor a new rose garden established outside the Deerubin Centre. Her Excellency Professor Marie Bashir AC CVO, Governor of New South Wales planted the first "Governor Macquarie" Rose at the official opening day on 31 July 2009



- ✓ At Streeton Lookout, Freemans Reach new pathways, parking facility and escarpment safety fencing work was completed
- ✓ At Yarramundi Reserve, Yarramundi new picnic shelters, seating and pathway system was built
- ✓ Significant upgrade works completed at the Oasis Leisure Centre at South Windsor. The work included improvement to indoor pools, spa, steam room and sauna, pool plant room, new heat pumps and advanced filtering equipment. New carpets in the fitness room, health club, new tiles and new grout and minor landscape works around the outdoor pool
- ✓ Richmond Lawn Cemetery expansion master plan was endorsed by Council

Transport

- ✓ Traffic Signals and warning lights installed at Bells Line of Road and Old Bells Line of Road intersection at Kurrajong



- ✓ A new roundabout constructed at Gorricks Lane and Freemans Reach Road intersection with funding from National Blackspot Programme
- ✓ A new Mobility Plan incorporating a Bike plan and a Pedestrian Access and Mobility Plan was adopted by Council
- ✓ A roundabout at intersection of George and Drummond Street, South Windsor has been completed with funding from National Black Spot Program.
- ✓ Old bridge replaced with a new in Hermitage Road, Kurrajong



Road rehabilitation works completed:

- ✓ Freemans Reach Road, Freemans Reach in the vicinity of Gorricks Lane
- ✓ Tennyson Road, East Kurrajong/Tennyson between East Kurrajong Road and the Howes Creek causeway at Sackville Road between Grono Farm Road and Tizzana Road, Ebenezer



Major Drainage Works Completed

- ✓ Redgum Crescent, Bowen Mountains
- ✓ Wheelbarrow Ridge Road, Colo Heights
- ✓ East Richmond Rail Drainage

Sewerage

- ✓ Successful in obtaining an interest free loan from Local Infrastructure Fund for essential sewerage infrastructure (Pump Station V and associated works)

Waste Management Facility

- ✓ Waste going into landfill reduced by approximately 2,432 tonnes

Stormwater Management

- ✓ A total of 112.90 tonnes of waste (sedimentation, litter and organic) removed from the Gross Pollutant Traps

Buildings

- ✓ Completed McMahons Park community centre extension providing hall and office space
- ✓ At Kurrajong Heights lookout amenities block replacement work completed
- ✓ Upgraded electrical supply system at Bensons Lane Sporting Facility
- ✓ Upgraded floodlighting at Mileham Street netball court at South Windsor
- ✓ St Albans Hall undergone improvement works. This included amenities and disabled facility
- ✓ Tiningi Youth Centre was rebuilt after fire damage



- ✓ The Kurrajong Community Centre was officially opened in late February. The facility contains new hall, kitchen, a meeting room and two offices. It also has a new sports storage facility, new car park, turf and irrigation facility



Others

- ✓ 2010 Macquarie Bicentenary celebration underway
- ✓ The New Windsor Library at Derrubbin Centre celebrated five years of operation. The New Library has operated successfully, with patronage and library visitation increasing
- ✓ Over 25 volunteers trained and working with library services
- ✓ Council's website improved making it userfriendly, packed with helpful information, improved search engine facility, on line forms and job application facility, weather information, e-news letter subscription facility on specific areas of interest
- ✓ Council adopted a 20-Year Hawkesbury Community Strategic Plan 2010-2030
- ✓ The Indian Myna trapping project launched in September 2009
- ✓ Community Survey 2010 completed. The survey has recorded a significant increase in customer satisfaction for Council's overall performance and consultation with community.



Hawkesbury's Macquarie 2010 celebrations

The bicentenary of Lachlan Macquarie's term as Governor of New South Wales (1810-2010) and his influence on the development and landscape of the Hawkesbury is being celebrated with gusto in 2010. His contribution in naming and planning of five townships (four currently within the Council's geographic boundaries) - Windsor, Richmond, Pitt Town and Wilberforce (Castlereagh in Penrith City Council's area) on 6 December 1810 is being recognised with both civic and community events.

Following strong encouragement by the local community, Council established a Hawkesbury Macquarie 2010 Committee with a record 18 community members joining Councillors and Council staff. The committee's aim is to support the many community organisations organising events and activities to celebrate this significant bicentenary has resulted in over 70 being held in the area throughout 2010.

Council and the NSW Rose and Iris Societies collaborated to develop the 'Governor Macquarie' Rose and 'Elizabeth Macquarie' Iris which are to be planted in significant areas both within the local area and across the state. Her Excellency, Professor Marie Bashir AC CVO, the current Governor of New South Wales attended the initial planting of the rose and in April 2010 launched the rose garden. The Elizabeth Macquarie Iris will be launched at an event in October 2010 with the Governor invited to officiate along with the Mayor of Hawkesbury. The flowers acknowledge the contribution of the Macquaries to the foundation of Australia and the Hawkesbury area.

Council has also commissioned the development of commemorative china featuring the Governor Macquarie Rose and the Elizabeth Macquarie Iris which is available for public purchase as a keepsake reminder of this important occasion.

A year long museum exhibition has been produced along with a gallery exhibition to be opened in December. Council also featured a touring State Library display at the Central library. A commemorative plaque to Governor Macquarie was unveiled on Australia Day. Events will also be held to unveil plaques which will be placed in each of the four Hawkesbury Macquarie towns during the later part of 2010.

Located in the publicly accessible Council managed McQuade Park, Windsor, stands the 'Major General Lachlan Macquarie, Governor of NSW 1810-1821' figurative statue, created by Frederic Chepeaux in 1994 (1945-1994).



In June 2010 Council received funding under the Commemorating Eminent Australians Program sponsored by the Heritage Projects Section, Heritage Division, Department of the Environment, Water, Heritage and the Arts to create interpretive signage at this statue. The project for which Council has secured \$7,700 will see the installation of interpretive signs to the structure surrounding the statue of 'Major General Lachlan Macquarie'.

The interpretation of the Macquarie statue will enhance the site as a significant part of the recently researched and developed "Windsor Heritage Walk - McQuade Park precinct". Along with three other precinct walks - Thompson Square, The Peninsula, Windsor Mall – it will provide visitors to the Hawkesbury with interesting information that will enhance their experience in the Hawkesbury and Windsor specifically.

The statue surrounds will be further enhanced with an artistic mosaic sculpture celebrating Elizabeth Macquarie and her contribution to the Macquarie Partnership which will be unveiled in the later part of 2010.



Councillors

Mayoral Term September 2009 - September 2010



Councillor Bart Bassett
(Mayor)



Councillor Kevin Conolly
(Deputy Mayor)



Councillor Barry Calvert



Councillor Kim Ford
(Elected on 23 June 2010)



Councillor Warwick Mackay



Councillor Christine Paine



Councillor Bob Porter



Councillor Paul Rasmussen



Councillor Jill Reardon



Councillor (Dr) Rex Stubbs
(Served September 2009
to 24 April 2010)



Councillor Tiffany Tree



Councillor Wayne (Bill) Whelan



Councillor Leigh Williams



Council's Vision

Council's Vision for the Hawkesbury is simple and explicit to reduce confusion and limit subjective interpretations. Council has determined the following set of elements to ensure its intent becomes a reality.

VISION: Lifestyle, Environment, Access and Opportunity at Hawkesbury					
MISSION: To create opportunities for a variety of work and lifestyle choices in a healthy, natural environment					
	Planning	Community / Lifestyle	Infrastructure	Business Development	Environment
OBJECTIVES	Investigating and planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.	An informed community working together through strong local and regional connections.	A network of towns, villages and rural localities connected by well-maintained public and private infrastructure, which supports the social and economic development of the City.	A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City.	Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.
STRATEGIC DIRECTIONS	Investigate and document the impact of population growth to identify future requirements for land, employment, human services and infrastructure.	Establish processes that build community capacity to identify and respond to diversity and difference.	Establish a framework to define and equitably manage the infrastructure demands of the City.	Establish operational capacity to foster partnerships that support business innovation and investment.	Promote environmental awareness and encourage community participation in management of natural, cultural and heritage assets.
	Develop and implement a communication strategy to educate and inform community and business about future needs.	Build community connections by supporting information linkages, life-long learning and access to local meeting spaces.	Implement processes to identify and respond to the infrastructure requirements (information, access and mobility) of groups with special needs.	Define attributes that distinguish the City and identify opportunities for growing and creating new niche industries.	Develop a land use planning strategy for sustainable development and protection of important cultural, heritage and natural assets.
	Establish processes and develop flexible plans that will enable the City to respond to change.	Work in partnership with community and government to implement community plans to meet the social, health, safety, leisure and cultural needs of the City.	Implement infrastructure strategy to underpin the social, cultural and commercial development of the City.	Implement business strategy for the City to generate employment opportunities consistent with the Hawkesbury mission.	Implement plans and controls to manage and reduce waste and promote the environmental health of the City.
	Develop partnerships and regional networks and implement strategies for community engagement.		Invest in technological and engineering innovation to improve the safety, accessibility and value of public infrastructure.		Identify and implement appropriate actions to protect and rehabilitate the natural environment.
	Establish mechanism to ensure strategic directions are reflected in operational plans.				



Organisational Structure





Statutory Report - Local Government Act 1993

Section 428 (2) (a) Financial Statements

Audited Financial Report for the 2009/2010 year is printed in a separate document.

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

Strategic Planning Process

The strategic planning cycle is a continuous process of measuring performance against objectives, strategies and targets that have been set in advance.

Strategic planning, forecasting, budgeting and monitoring of actual expenditure are all essential components in the implementation and execution of a strategy that moves an organisation toward its objectives. When any component is performed in isolation however, it risks providing little value. Council's role is to integrate all of their relevant decisions so they are based on the ongoing accumulation of relevant information in line with their strategic objectives.

Strategic Planning must separate the strategic elements from the operational ones. Once a strategic focus is identified, priorities for future expenditure can be decided and translated to the operational plan level.

Strategic Plans need a structure that is easy to follow, that is "drilled down" from the vision and objectives to the next level, as shown in diagram 3. That level includes Goals, Strategies and Key Performance Indicators (KPIs).

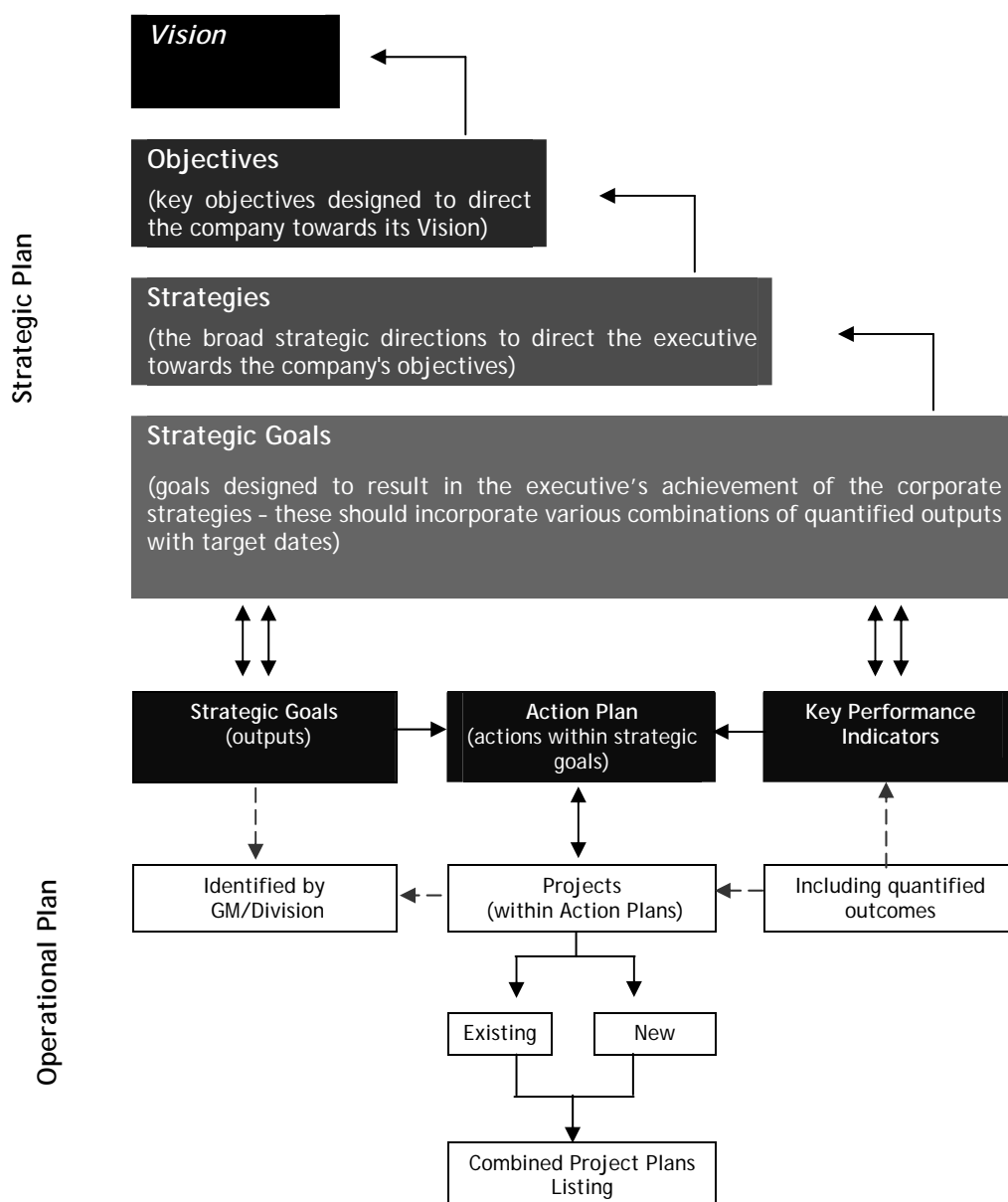


Diagram 3 - Strategic and Operational Planning Process

The importance of performance measurement goes beyond just keeping score. The real key to an effective performance measurement system is to have a good strategy that measures criteria according to efficiency and effectiveness for each goal, strategy and tactic.

Indicators need to be SMART- specific, measurable, action-orientated, relevant and timely. An effective performance management system should help Council to:

- Identify opportunities and problems in a timely fashion;
- Determine priorities and allocate resources based on those priorities;
- Change measurements when the underlying processes and strategies change;
- Delineate responsibilities, understand actual performance relative to responsibilities; and
- Reward and recognise accomplishments.

Monitoring progress against the detailed plan is vital because it shows whether the organisation is on target. An analogy is to travel a road on a journey without knowing the names of townships, descriptions of landmarks or the locations of road junctions. These are essential and vital indicators for a successful and timely journey.

Performance against Management Plan 2009/2010 Principal Activities by each division of council is presented below.



General Manager

Strategic Objective:

An informed community working together through strong local and regional connections.

Component 16 – Insurance Risk Management

Component 17 – Workers Compensation

Component 68 – Corporate Communication

Strategic Objective:

A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City.

Component 40 – Strategic Activities

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and coordinating human and financial resources to achieve this future.

Component 65 – Human Resources

Component 69 – Elected Members

Component 70 – Executive Management



General Manager's Office - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *An informed community working together through strong local and regional connections.*

Component 16 – Insurance Risk Management

Officer: Manager Risk Management

Service Statements	Key Performance Indicators	Target	Progress
1. To provide an adequate level of civil liability protection and general insurance cover for Council activities and assets.	1.1 Review and placement of insurance program.	All disclosures and renewal proposals completed satisfactorily and on time.	All proposals have been completed on time. Reviews of current insurance levels have indicated adequacy of cover with the exception of Councils fine art collection and cover for general exhibitions both of which have been increased from the existing \$850K to now being \$1.3 million to cover an expanded art collection and more expensive exhibits.
	1.2 Provide timely, accurate and quality Risk Management and insurance advice.	Advice to satisfaction of customers.	Risk Management and insurance advice supplied within timeframes requested by internal and external customers.
	1.3 Compliance with Westpool's Risk Management practices and reduction in claims.	Enhance staff awareness of risk exposure and risk management techniques through appropriate education programs.	All staff have been re-inducted over the past 18 months to ensure competency and currency of system requirements. Quarterly reviews indicate areas of concern which are then addressed at the local level.
	1.4 Manage Council's insurance claims in a cost effective manner.	Monthly claims reviews and status reports of large claims reported to MANEX.	Quarterly review of claims history through statistical analysis determines leading trend indicators with results and intervention strategies reviewed and endorsed by senior management.
2. To ensure strategies are in place to manage & minimise Council's exposure to public & internal risks.	2.1 Review of statistical information to highlight emerging trends & develop appropriate strategic responses	Identify and prioritise emerging trends and introduce procedures to contain the exposure to the risks.	Detailed data collection and statistical analysis combined with established KPIs sets minimum standards of compliance enforced via senior management. Risk registers being developed and integration of lead and lag indicator sources ensure continuous improvement.



Component 17 - Workers Compensation		Officer: Manager Risk Management	
Service Statements	Key Performance Indicators	Target	Progress
1. To ensure a safe workplace environment that meets legislative requirements and guidelines.	1.1 Monitor compliance with OH& S Act and regulations and WorkCover model for Self Insurers.	Achieve a 70%, or better, monthly safety performance rating.	Deficiencies identified in report to council. Additional resources being engaged to address issues identified in gap analysis and work cover audits.
	1.2 . Develop a process for training employees on Accountabilities, Responsibilities and Authorities.	All staff reinducted into OHS & IM system.	OHS general re-induction training completed for all staff induction procedures for staff, volunteers, contractors, labour hire and visitors enhanced and training provided to staff. RAA tables currently under review.
	1.3 Develop and conduct safety training programs as required.	Complete Training Needs Analysis and initiate training for Core OHS elements as identified in PSAP.	Training needs analysis developed from PSAP process with 54 training sessions undertaken (100%). 354 staff attended KPI is 85% achieved 81% attendance.
	1.4 Monitor claims performance and provide monthly reports on claims made.	Acceptance by WorkCover of monthly claims data submissions.	Monthly claims up to date and accepted by WorkCover.
	1.5 Review Councils Case Management Procedures to align with WorkCover CDR & Concordance projects.	Achieve timelines as detailed in the HCC Project Plan accepted by WorkCover.	CDR project in trial stage, training undertaken for all RM staff, testing for fatal errors ongoing.
	1.6 Develop strategies to achieve compliance with National Model.	Achieve 75% compliance in the 5 elements of the WorkCover NSW Self Insurers model 2007.	Now 2009 Model. Gap analysis showed overall 20% compliance, strategic review has identified additional resources which are due to be added. Compliance level now approx' 30% and will substantially improve with additional resources.
	1.7 Maintain Workers Compensation Self Insurers licence.	Complete Annual Self Insurers licence renewal in accordance with Work Cover's Licensing policy by 31st October.	Licence current, work continues on meeting OHS & Workers Comp Model and legislative requirements. Both areas subject to WorkCover compliance audits next year.
	1.8 Achieve compliance with the WorkCover Self Insurers Case Management Guide.	90% compliance with Worker's Annual Case Management Audit.	compliance rate reduced to 80% by WorkCover . Most recent case management audit successful achieving 81%.
	1.9 Information sharing and continuous improvement.	80% attendance of peak bodies and industry group meetings.	Achieving better than 80% attendance with relevant industry groups.



Component 68 - Corporate Communication -		Officer: Manager Corporate Communication	
Service Statements	Key Performance Indicators	Target	Progress
1. To communicate and inform the community and other key stakeholders, of Council services and issues, in an efficient and effective manner.	1.1 Objectives of Communication Strategy Undertaken.	Achieve Customer Service Institute of Australia accreditation	Style Guide working party established and working on business writing improvement projects. Image Review initiated. Assisted in Customer Service Strategy activities.
	1.2 Media relationships reviewed and enhanced.	Review of media services contract. Regular contact with all local media. Finalise 90% of media enquiries within 3 working days.	Meetings held with all local newspapers including new Hawkesbury District Independent News. Media Briefings held outlining changes to Council meeting procedures, new integrated planning legislation, code of conduct changes and a general overview of the development application process. Initiated the process for the date received, and date sent information to be provided on all media comments. 168 media comments prepared and distributed and 3 letters to the editor forwarded. 64 mayoral columns published.
	1.3 Issues Management Advice and Monitoring.	Regular updates provided to General Manager.	Consultation and Communication advice and materials provided for the Exhibition of the Draft Local Environmental Plan. Supported MANEX budget review process. Various other issues dealt with from media perspective.
	1.4 Media stories generated.	50% take up ratio of media releases in local newspapers. 80% of generated media releases published in at least one local newspaper.	155 media releases distributed. Changes in weekly newspapers resulted in change in media monitoring processes. Take up rates now not monitored.
	1.5 Strategic Cross Functional Working Groups organised and progressed.	Project Plans accomplished within timeframes set.	Assistance provided to the Hawkesbury Community Strategic Plan compilation. Assisted working groups on use of electronic signatures in correspondence and preparation of template business paper reports. Supported the Macquarie 2010 activities through Council committee including convening the event support and plaques working parties. Assisted with reviewing the Council's Business Continuity Plan. Participated in online communication and IT steering committee working groups.



Component 68 - Corporate Communication -		Officer: Manager Corporate Communication	
Service Statements	Key Performance Indicators	Target	Progress
	1.6 Manage civic events, publications and public relation activities.	Programs and events completed and conducted within budget.	Activities organised included: Local Government Week, Community Report, 3 quarterly community newsletters, Official Opening for Woodbury Reserve Playground, Community Christmas function, Council's Hawkesbury Show display. Other projects included involved in updating information on new website in preparation for launch, regular Councillor Newsletter produced and 31 Mayoral speeches prepared. Worked with McMahon's Park Management Committee on official opening of Kurrajong Community Centre. 2 Civic and Citizenship Committee meetings held supporting programs of Citizen and Young Citizen of the Season, Sports Medal Awards and Australia Day Awards. Natalie Burton Award program initiated. Ceremonies held for all award programs. In relation to Macquarie 2010: Event Support Workshop for community groups held, articles written for national and state magazines, and initiated Plaques and Mosaic Art Sculpture projects. Organised and held events to highlight Australian Government infrastructure funding. Supported activities surrounding the re-election of new councillor.



General Manager's Office - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City.*

Component 40 - Strategic Activities

Officer: Strategic Planner

Service Statements	Key Performance Indicators	Target	Progress
1. Facilitate economic development and growth via strategies that build local workforce capabilities; support success through modern infrastructure; and attract new investment.	1.1 Tourism - Strategic & Brand	Prepare Tourism Plan to guide role and development of tourism in area, by June; undertake regional projects with adjoining councils and industry groups to position area/ region for tourists, by June; incorporate "Macquarie 2010" into tourism promotion strategies as current strength, by Dec	Target partly meet and partly subject to external factors. Tourism Plan/ Strategy underway (target consultants, brief content) and carried forward to reflect Community Strategic Plan process outcomes. Regional tourism project (regional product development strengths) with Hornsby and The Hills councils stalled in the year due to service provider difficulties. Department of Industry and Investment is now assisting with funds enabling project to proceed and carried forward into 2010-2011. Regional tourism product (Greater Blue Mountains Drive) lead by Blue Mountains Tourism Ltd is involvement on demand. Macquarie 2010 part of tourism promotion activities in the year and activities undertaken to support the Macquarie tourism interest in area (rose).
	1.2 Business Development - Future Business Leaders.	Sponsor two high-school focused (youth) business programs, by December and June; undertake maximum two joint industry activities to support excellence in business, by June.	One high school program completed with program provider (Hawkesbury High School). New approach to high school program development only enabled one to be held. During the year the Federal Government changed its funding to the program providers which impacted on Council's ability to continue the program. Council hosted 'Small Business September 2009' event - Business Book Club. Local industry groups supported the event and promoted it to their members and attended.
	1.4 Hawkesbury Music Festival (Coachella)	Facilitate add-on festival products (eg. day trips) to support business/ economy benefits development from the festival, via the Visitor Information Centre, by February.	Not applicable. Oversight in bringing forward from last reporting period. Applicant did not progress with business investment.



Component 40 - Strategic Activities		Officer: Strategic Planner	
Service Statements	Key Performance Indicators	Target	Progress
2. Support business development activities that facilitate business networks and encourage entrepreneurial alliances.	2.1 Local Business Excellence Awards.	Sponsor 2009 Awards to showcase and promote better business performance by May.	Target met. Awards branded as 2010. Approached very late in reporting period. Awards run from 15 June to 25 August 2010
	2.2 Friendship Program.	Sister Cities - annual review of Association by December; advocate use of area businesses and Alliance council's area businesses in Association activities to support community/ business alliances	Targets met. Association's Sister Cities role within Sister Cities Policy completed. Role extended to support City-Country Alliance at domestic level.
		City-Country Alliance (Weddin & Cabonne CIs) - Undertake activities with councils to support/ facilitate business development, networks and alliances between the areas, by June	Targets met. Council activities for councils alliances (eg. councillor and staff exchanges, resource sharing), businesses of areas via visitor/ tourism promotions (eg. (Hawkesbury Show, Australian National Fields); and community alliances via initial meet-n-greet visit to Cabonne and Weddin (eg. Sister Cities Association, Eisteddfod Society and Windsor Rotary) completed. Supporting community groups interested in fostering community alliances.
	2.3 Secondary Education - UWS undergraduate Scholarship Program	Annual review by Dec; progress new agreement period by June (due to expire end 2011)	Targets met. Scholarship 2010 awarded per Scholarship Policy and recipient grateful. Agreement development to address recipient local work experience with donor (Council).



General Manager's Office - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.*

Component 65 - Human Resources

Officer: Manager Human Resources

Service Statements	Key Performance Indicators	Target	Progress
1. To develop, review and implement effective Human Resource strategies, policies and programs that meet with corporate objectives and legislative requirements for the benefit of the organisation, management and staff.	1.1 Recruitment and selection of quality staff within established policies and procedures meeting all legislative requirements.	Recruitment process commenced within two weeks of approval by General Manager.	All recruitment commenced within two weeks of approval by General Manager.
		90% of appointments with qualification, skills and experience of successful applicant matching the criteria.	During 2009/2010 48 recruitment and selection exercises were completed with applicants appointed having the relevant qualifications, skills and experience.
	1.2 Develop, review and implement policies and procedures to meet Award and legislative requirements.	Monitor, review and develop Human Resource Operational Management Standards for staff as required.	During 2009/2010 two new Operational Management Standards have been developed and a number reviewed and updated for approval by Management and presentation to staff.
		All legislative changes and statutory requirements actioned and complied with.	All legislative and statutory requirements met.
	1.3 Support and advice to Management and Staff in relation to Award interpretation and industrial issues.	90% of industrial disputes resolved internally.	All industrial disputes resolved internally through consultation with the appropriate Union or will be resolved through ongoing discussions with parties.
		Provision of accurate and timely advice to Management and Staff on industrial and legislative issues.	Management and staff kept informed of progress of all industrial and legislative changes.
	1.4 Ensure continual improvement in the development, implementation and monitoring of our systems.	Annual and probationary performance reviews completed by scheduled dates.	All reviews completed within scheduled dates.
		Monitor, review and update Performance Management and Salary Administration Systems as required.	New Employee Performance Planning and Review System implemented.
	1.5 Ensure corporate and individual training needs are identified and met.	The number of individual and corporate training and development programs that are approved by management and implemented.	A number of internal Corporate training programs conducted and outsourcing as required for individual professional development.



Component 65 - Human Resources		Officer: Manager Human Resources	
Service Statements	Key Performance Indicators	Target	Progress
		Provide learning opportunities including technical, personal and professional development that support Council's objectives.	Continued reviewing of corporate and individual training to suit the needs of the organisation in upskilling and developing staff.
	1.6 Ensure compliance with the OH&S Acts and regulations and promote continuous improvement of safe systems at work.	Compliance with OH&S Act and Regulations.	OH&S requirements met.

Component 69 - Elected Members		Officer: General Manager	
Service Statements	Key Performance Indicators	Target	Progress
1. To ensure elected officials are remunerated in accordance with the Local Government Act.	1.1 Monthly payments to elected officials completed on time.	100% compliance.	Payments made within appropriate timeframes in accordance with level of fees for councillors as adopted by Council annually.
	1.2 Ensure remuneration levels for mayor and councillors are reviewed	Appropriate submission to be made to Local Government Remuneration Tribunal.	Submission made to Local Government Remuneration Tribunal in support of increasing fees payable to the Mayor and Councillors in recognition of demands place upon them in the performance of their roles.
2. To attend external conferences relevant to Council's strategic direction and activities in a cost effective manner.	2.1 Number of conferences attended where subject matter relates to strategic concepts in Council's Plan.	100% compliance.	Conferences attended related to strategic matters and issues of relevance to the Council.
3. To ensure efficient operation of Council and Committee meetings.	3.1 Council meeting cycle meets legislative requirements.	At least 10 Council meetings held each year in different months.	Meetings to be held reviewed prior to the commencement of each year. Number and frequency meets legislative requirements.
		Meetings conducted in accordance with Code of Meeting Practice.	Code of Meeting Practice reviewed as required and meetings are conducted in accordance with the requirements of the Code.
	3.2 Committees and membership redetermined by Council annually	Review undertaken in September.	Review of structure and operation of committees undertaken in September 2009.



Component 70 - Executive Management		Officer: General Manager	
Service Statements	Key Performance Indicators	Target	Progress
1. To ensure a safe workplace environment that meets legislative requirements and guidelines.	1.1 To monitor ongoing compliance with OH&S Act and Regulations.	Council's OH & IMS continues to operate and meets requirements of legislation and WorkCover.	Operation of system under continual review to ensure its effectiveness and to meet requirements of legislation and Work cover.
2. Develop and maintain corporate procedures to ensure a safe workplace.	2.1 To assess the effectiveness of Council's OH&S system and corporate compliance.	Progress towards transformation of Council's OH & IMS to meet the requirements of the National Model.	Transformation of existing system to meet requirements of National Model underway towards target of audit by Work cover in August/September 2011.
	2.2 Resource allocation to facilitate the implementation of OH&S strategies.	Consistent with comparable local government councils per staff unit.	Resource allocation reviewed in February. Report submitted to Council with additional resources ultimately being approved as part of the 2010/2011 Budget process.
3. To ensure effective salary and performance structures in place for "senior staff" and monitor divisional performance.	3.1 The Annual Performance Review is conducted.	"Senior Staff" performance reviews undertaken in line with requirements of Contracts of Employment.	Performance reviews undertaken.
	3.2 To assess the effectiveness of managing and developing human resources.	Training & Development \$ > 1% budget and 90% satisfaction with training courses.	Training budget and satisfaction and achievements of training undertaken in line with expectations.
	3.3 To assess the effectiveness of managing financial resources.	Overall performance vs Budget +/- 5.00%.	Achieved.
	3.4 To assess the effectiveness of achieving strategic and operational performance objectives.	95% Strategic & Operational Targets Achieved.	On target.
4. To ensure structure and conduct requirement are appropriate.	4.1 Organisational structure reviewed by Council as required by legislation.	Organisational Structure reviewed by 30/09/09	Structure review undertaken and adopted by Council within required timeframes.
	4.2 Code of Conduct reviewed by Council as required by legislation and amended as necessary	Code of Conduct reviewed by 30/09/09	Code of Conduct reviewed as required.



City Planning

Strategic Objective:

An informed community working together through strong local and regional connections.

Component 12 - Community Administration
Component 35 - Health Services
Component 43 - Strategic Community Planning
Component 43 - Strategic Corporate Planning
Component 91 - Customer Service

Strategic Objective:

Sustainable and livable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.

Component 30 - Heritage
Component 33 - Sewage Management Facilities
Component 36 - Pollution Control
Component 37 - Development Control & Regulation
Component 43 - Strategic Environmental Planning

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Component 31 - Building Control
Component 32 - Development Control
Component 38 - Animal Control
Component 43 - Strategic Infrastructure Planning
Component 49 - Parking Control
Component 81 - Domestic Water Management

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Component 43 - Strategic Land Use Planning
Component 44 - Road Safety Programs



City Planning Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *An informed community working together through strong local and regional connections*

Component 12 - Community Administration

Officer: Executive Manager - Community Partnerships

Service Statements	Key Performance Indicators	Target	Progress
1. Manage grants and donations programs.	1.1 Available funds distributed in compliance with Community Sponsorship Policy.	Respond to enquiries within 5 working days + achieve required milestones for operation of grants and donations programs.	Total allocation of \$100,700 distributed to 70 of 79 applicants. All administrative and reporting milestones achieved.
2. Resource and support the planning of activities and events which celebrate community diversity and promote community harmony.	2.1 Level of sponsorship provided.	Sponsorship agreements executed for events and activities within NSW Govt time frame.	Sponsorship agreements to \$39,000 contracted with external agencies for Youth Week, Seniors Week, Harmony Day, International Women's Day, NAIDOC and Macquarie 2010.
3. Identify funding options to establish programs to improve community linkages and meet the social, health, safety, leisure and cultural needs of the community.	3.1 Source external investments to expand establish services and activities.	10% growth in community service grant receipts.	Funding of \$130K for Garden Maintenance. Service. Toyota Tarago donated by Windsor Toyota (\$40K), 35K for Forgotten Valley pre-school, and 20K in small grants. Total of 225K - 31.2% increase.
4. Work in conjunction with community and user groups to design and operationalise community facilities and building improvements (as identified in Council works programs).	4.1 Complete design briefs for referral to Building Services.	Design briefs for 100% of proposed works completed within required time-frames.	Kurrajong Community Centre completed. Report to Council to expand current 377 delegation of McMahon Park Management Committee for management of this new facility.
5. Provide Property Management Services for Council's community facilities portfolio.	5.1 Properties maintained to required standard.	Property maintenance requests responded to within 3 working days. Establish baseline data for usage of community facilities.	93 property maintenance requests responded to within 3 days in the final quarter, totalling 292 for the year. Baseline data for usage of community facilities collected, collated and reported.
6. Provide corporate governance and financial services to externally funded services operated by delegated managing agents (Peppercorn Services)	6.1 Achieve all funding and statutory requirements as negotiated.	Contracted outputs achieved. No breaches of funding and statutory provisions	Some challenges in achieving contracted outputs for ADHC funded services - resolved following discussion with ADHC staff. Statutory requirements met.



Component 35 - Health Services		Officer: Manager Regulatory Services	
Service Statements	Key Performance Indicators	Target	Progress
1. To enhance environmental protection and environmental health standards through education and statutory compliance.	1.1 Conduct inspections, review of premises for compliance with the public health statutory requirements.	Complaints about unhealthy conditions responded to within 48 hours.	Performance targets were met throughout the year with most complaints being responded to within 24hrs of receipt.
		20 premises are inspected each month.	Food premises have been inspected to meet performance targets.
	1.2 Conduct Food Handling Training courses.	Three training courses are conducted each year.	Three training courses were conducted with high attendance.
		90% customer satisfaction in training course from evaluation survey.	95% satisfaction of customer responses were received throughout the year.
	1.3 Conduct inspections of Caravan Parks to measure compliance with legislative requirements.	Complaints about caravan parks are responded to within 96 hours of receipt.	Complaints were attended to within target time and on most occasions within 48hrs.
		At least 25% of caravan parks in Hawkesbury inspected annually.	25% of caravan parks were inspected throughout the year.
2. Work in partnership with the Dept of Health conducting mosquito surveillance for the detection of the Ross River Virus.	2.1 Conduct mosquito surveillance program between December and April at nominated sites.	Completed in accordance with Dept of Health Surveillance Program.	The mosquito surveillance was conducted to meet program requirements with a number of positive Ross River Virus infections being identified in the Hawkesbury.

Component 43 - City Planning		Officer: Strategic Planner - Community	
Service Statements	Key Performance Indicators	Target	Progress
1. Establish processes that build community capacity to identify and respond to diversity and difference.	1.1 Liveability and diversity indexes - Principles developed	November.	Included in the (draft) Social Planning Framework (outline completed).
	1.2 Social Planning Process-priorities for all directorates included in Management Plan.	June.	Completed & included in the 2009/2010 Management Plan. New requirements identified in the 2010/2011 Management Plan.
2. Build community connections by supporting information linkages, life-long learning and access to local meeting spaces.	2.1 Tasks for Community Planning Advisory Committee (CPAC).	Quarterly Meetings.	Completed.
3. Work in partnership with community and government to implement community plans to meet the social, health, safety, leisure and cultural needs of the city.	3.1 Community Indicators Project (Stage 1) - Base line data developed.	October.	Included in the (draft) Social Planning Framework (outline completed) - NSW Government Social Justice Principles.
4. Social planning requirements	4.1 Complete the Social Atlas 2009	November.	Completed (Parts 1 & 2).



Component 43 - City Planning		Officer: Strategic Planner - Community	
Service Statements	Key Performance Indicators	Target	Progress
	4.2 Develop framework for new Social Plan.	September	Draft Framework (outline) developed.
	4.3 Community survey plan for 2009.	August	Completed.
	4.4 Demographic analysis for strategies.	June	Completed - as required.

Component 43 - City Planning		Officer: Strategic Planner - Corporate	
Service Statements	Key Performance Indicators	Target	Progress
1. Maintain and update Council's land use management information systems.	1.1 Update Policy Register upon resolution of Council.	Instruct relevant staff to update register within 14 days of Council resolution.	13 policies adopted by Council. 18 policies archived by Council.
	1.2 Convert HLEP 1989 into Standard Template Local Environmental Plan.	New plan submitted to Department of Planning for finalisation - December 2009	Department of Planning permission to exhibit plan received 14 December 2009. Draft plan exhibited 5 February - 12 April. Submissions received from the public and government authorities being considered and report to Council being prepared.
	1.3 Maintain and update LEP, Section 149 Certificates, Proclaim and GIS system.	Updated systems as required to ensure accuracy and currency of Section 149 Planning Certificates	One amendment to Hawkesbury Local Environmental Plan 1989 gazetted, more than 23 amendments to Section 149/Proclaim/GIS system.
2. Maintain and update Council's Section 94 and 94A Development Contribution Plans.	2.1 Maintain and update Section 94 & Section 94A developer contribution plans.	New developer contributions plan - March 2010	Waiting on new legislation and guidelines from Department of Planning to be made effective.
3. Service Council Committees as required.	3.1 Service Council's Floodplain Management Committee.	As adopted by Council.	Five committee meetings held.



Component 91 - Customer Service		Officer: Executive Manager - Community Partnerships	
Service Statements	Key Performance Indicators	Target	Progress
1. Provide counter and telephone customer services to City Planning customers.	1.1 All frontline counter and telephone customer enquiries responded to (to satisfaction of customers).	All frontline customer enquiries answered (no drop-outs) No customer service complaints.	Achieved.
	1.2 Customer requests for technical advice logged and forwarded to responsible officer.	Customer service enquiries logged and forwarded within 1 working day.	Achieved.
2 Provide counter and telephone customer services to City Planning customers (Health + Environment).	2.1 Turn around time for - Section 735A Certificates - Section 121ZP Certificates	80% completed within 10 working days	Total number of Certificates issued 103 - up to or less than 10 days - 100% compliance.
	2.2 Turn around time for - Food Premises Registration - Hairdressers/Skin Penetration Registration - Drainage Diagrams	90% completed within 10 working days	254 Registrations - Skin Penetration/ Hairdressing - 92, Food Premises & Temp Food Premises - 40, Drainage Diagrams - 22. 99.6% completed within 10 working days.
3. Align Council's Customer Service processes with International Customer Service Standard (ICSS) benchmarks	ICSS self assessment completed and submitted for Certification Assessment by Customer Service Institute of Australia.	Council awarded Certified Customer Service Organisation status by Customer Service Institute of Australia.	ICSS self assessment completed and lodged with CSIA. Awaiting on-site visit to interview staff to complete assessment.
4. Provide quality customer services (maintain and improve customer satisfaction levels).	Customers surveyed (through bi-annual Community Survey program) and rate Council's customer service provision as satisfactory	Increase in mean satisfaction rating (using results of 2007 Community Survey as benchmark)	2009 survey has recorded a statistically significant increase in customer satisfaction for Council's overall performance and consultation with community.



City Planning Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.*

Component 30 - Heritage

Officer: Planning Manager

Service Statements	Key Performance Indicators	Target	Progress
1. Provide Heritage Advice to the Public.	1.1 Meet demand for Heritage Advisory Service.	100% of all requests actioned.	100% (22 appointments).
2. Provide professional comment to Council in response to Development Applications.	2.1 Development Application comments received on time.	Comments received within 28 days of referral.	100% (31 referrals).
3. Provide assistance grants for building conservation.	3.1 All applications reviewed and recommended to Council.	Report to Council within 10 weeks of application.	Assistance grants not available.

Component 33 - Sewage Management Facilities

Officer: Manager Regulatory Services

Service Statements	Key Performance Indicators	Target	Progress
1. Conduct inspections of onsite Sewage Management Facilities (SMF) in the city for compliance with legislative requirements.	1.1 Inspections are conducted in accordance with Council's adopted program.	Complete 180 inspections / month.	An average of approx. 200 inspections were conducted each month.
		Approvals to operate SMF are issued within 21 days of inspection.	All approvals to operate were issued within the 21 day target.
		Rectification work documentation is sent within 21 days from inspection.	Notice to rectify faults were issued within the 21 day target.
		Annual report completed in June on compliance to Council's adopted program.	Annual report to be reported to Council August 2010.
2. Provide advice to the community on use and maintenance of sewage management facilities.	2.1 Accurate information is given to assist the community with on-site sewage management issues.	90% satisfaction of customers.	Aprox. 95% customer satisfaction has been recorded throughout the year.

Component 36 - Pollution Control

Officer: Manager Regulatory Services

Service Statements	Key Performance Indicators	Target	Progress
1. Pollution Incidents are investigated to protect the local environment and potential health risk to the community.	1.1 Pollution Incidents are investigated.	Appropriate action initiated within 24hrs.	All pollution incidents were responded to within the 24hr target.
2. Financially contribute to the operations of the Hawkesbury River County Council.	2.1 Contributions to Hawkesbury River County Council is funded.	Contributions forwarded within 21 days of request.	Contribution to Hawkesbury River County Council was forwarded within 14 days of receipt of invoice to pay.



Component 37 - Development Control & Regulations		Officer: Manager Regulatory Services	
Service Statements	Key Performance Indicators	Target	Progress
1. Investigate and take appropriate action in relation to unauthorised development.	1.1 Conduct inspection of suspected illegal development and implement actions.	Action initiated within 72hrs.	Suspected illegal development was actioned within 72hrs of receipt of complaint or becoming aware of the issues.
2. Control disposal of derelict and abandoned vehicles.	2.1 Investigate complaints of derelict vehicles and monitor streets and bushland for the existence of abandoned vehicles and take appropriate impounding action or disposal.	Responded to within 72hrs.	Performance targets have been met on most occasions. Some issues took more time due to staff resourcing and difficult matters. Next year will see improvements with an additional compliance officer being employed.
3. Monitor compliance with development approval conditions.	3.1 Complaints of non compliance with development consent conditions are investigated and appropriate action taken.	Responded to within 72hrs.	Performance targets have been met on most occasions. Some issues took more time due to staff resourcing and difficult matters. Next year will see improvements with an additional compliance officer being employed.

Component 43 - City Planning		Officer: Strategic Planner- Environmental	
Service Statements	Key Performance Indicators	Target	Progress
1. Enhance, preserve and protect the environment through a strategic environmental management approach that is transparent, efficient and dynamic.	1.0 Produce the State of the Environment Report.	November	Comprehensive State of the Environment report completed. Copy provided on Councils website.
	1.2 Maintain the State of the Environment Reporting Indicators Database.	September	Indicators for the Database was incorporated into the comprehensive State of the Environment Report. Further review will be required for the new integrated reporting style to be implemented in the 1 July 2012.
	1.3 Review the Water Savings Action Plan	November	Annual review completed 30th July 2010.
	1.4 Review the Energy Savings action Plan	November	Annual review completed 30th July 2010.
	1.5 Provide comments and advise to external and internal bodies on environmental issues.	Within 21 days of request	Comments provided within 21 days as directed.
	1.6 Service Council's' Waste Advisory Committee.	Twice a year	Meetings held on the 31st March, 28th April.



City Planning Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.*

Component 31 - Building Control

Officer: Planning Manager

Service Statements	Key Performance Indicators	Target	Progress
1. Provide development assessment services for Class 1 -10 buildings.	1.1 Turn around time for Development Applications.	Average 40 days, Median 35 Days.	Average 48 days, Median 28 days (Note: older DAs recently determined has affected averages see also 1.2 below).
	1.2 Age of current Development Applications- ratio of Development Applications older than 40 days to newer than 40 days.	0.7:1.	0.5:1 (NOTE: older DAs recently determined has improved KPI).
	1.3 Customer satisfaction measured via post application survey.	80% overall satisfaction.	60% (5 surveys received).
2. Provide building certification and inspection services.	2.1 Secure a percentage of contestable service (in future requires accreditation).	55% of Market.	65% (114 certified).
	2.2 Cost effectiveness of contestable services.	Full cost recovery.	100%.
	2.3 Turn around time for Construction Certificates.	21 days after Development consent issued.	100% < 21 days (114 CCs issued).
3. Provide 149D building certificate services.	3.1 Ten day turnaround time for 149D Certificates.	80% compliance.	62% < 10 days (8 building certificates issued).
4. Regulate places of public entertainment.	4.1 Issue licences within 40 days.	80% compliance.	Licences are no longer issued as legislation has changed.

Component 32 - Development Control

Officer: Planning Manager

Service Statements	Key Performance Indicators	Target	Progress
1. Provide development application assessment services.	1.1 Turn around time for Development Applications.	Average 40 days, Median 35 days.	Average 48 days, Median 28 days (Note: older DAs recently determined has affected averages see also 1.2 below).
	1.2 Age of Current Development Application, ratio of Development Applications older than 40 days to newer than 40 days.	Target Ratio 0.7:1.	0.5:1 (NOTE: older DAs recently determined has improved KPI).
2. Provide subdivision certification and inspection services.	2.1 Secure a percentage of contestable subdivision certification and inspection services.	25% of Market	10% (11 major ECCs of significant \$ value).
	2.2 Turn around times for requests to release subdivision certificates	7 days after a complete request is received.	100% (12 certificates).
3. Provide 149 planning certificate services.	3.1 Eight day turnaround time for 149 Certificates.	90% competed.	99.4% (544 certificates issued).
4. Provide development advisory panel appointments for major proposals.	4.1 Provide written advice after pre-lodgement meetings for major development proposals.	5 days after meeting held	100% (12 pre-DA meetings held).



Component 32 - Development Control		Officer: Planning Manager	
Service Statements	Key Performance Indicators	Target	Progress
5. Provide complying development certificate service	5.1 Turn around times for Complying Development Certificates	10 days after a complete application is received.	N/A - no CDCs received in quarter.
6. Provide review of determination of development application service	6.1 Turn around times for a review of determination of development application (under s.82A of EPA Act)	90 days after a complete request is received.	N/A - no review requests received in quarter.
7. Provide modification to development consent service	7.1 Turn around times for request to modify development consent (under s.96 of EPA Act)	40 days after a complete request is received.	82% (35 modification requests determined).

Component 38 - Animal Control		Officer: Manager Regulatory Services	
Service Statements	Key Performance Indicators	Target	Progress
1. Provide adequate care of animals housed at the animal shelter.	1.1 Animals are cared for with adequate food and housing and homes are found for as many animals as possible.	80% dogs rehomed.	In excess of 80% of dogs are rehomed each month.
2. Carry out patrols of the city area for roaming dogs.	2.1 Patrols are conducted where complaints are received of roaming dogs.	Within 48 hrs of receipt of the complaint.	Patrols have been conducted to meet target response times.
3. Provide education to the community on responsible pet ownership.	3.1 School visits are conducted at the shelter and at schools throughout the year with the assistance of the Petpep program.	100% satisfaction of school groups participating.	There has been 100% satisfaction by the school groups throughout the year.
		Four school visits per year.	Target met.
4. Maintain registration and micro chipping records.	4.1 Process records.	Registration and micro chipping records to be completed within 14 working days.	Registrations and micro chip details have been entered onto the register within 14 days of receipt.
5. Opening hours to benefit the community, Monday - Friday: 9:30am - 12:30pm & 2:00pm - 4:30pm, Saturday: 9:30am - 11:30am, Sunday: 7:00am - 9:00am.	5.1 Facility is open to serve the public to meet advertised hours of operation	100% compliance with advertised opening hours unless altered by emergency situation or designated public holidays	There has been 100% compliance with the hours of opening of the shelter throughout the year.



Component 43 - City Planning		Officer: Strategic Planner - Infrastructure	
Service Statements	Key Performance Indicators	Target	Progress
1. Provide the development and establishment of Strategic Asset Management Planning, Policy and Processes across the organisation.	1.1 Develop Asset Management Strategy	March 2010.	Asset Management Policy adopted by Council. Draft Asset Management Strategy is in final stage of review by MANEX.
	1.2 Procure and establish Asset Management System	June 2010.	Expression of Interest to procure and establish a corporate asset information management system has been prepared. Awaiting for legal advice on the procurement process prior to EOI being invited.
2. Provide Subdivision Engineering works Inspection.	2.1 Inspect and Certify subdivision works.	On going	Pitt Town subdivision engineering work was not required due to lag in subdivision. Completed review of the HCC DCP Engineering Specifications (Appendix E).

Component 49 - Parking Control		Officer: Manager Regulatory Services	
Service Statements	Key Performance Indicators	Target	Progress
1. City streets and car park areas are patrolled for compliance with time limit and parking restriction signage.	1.1 Streets and car parks are patrolled and monitored for compliance with restriction signage in a safe and reasonable manner.	100% Compliance.	There has been 100% compliance with performance targets throughout the year.
2. Parking infringements are issued correctly for offences committed.	2.1 Accuracy of infringement notices issued.	99% Compliance.	Accuracy of infringement notice writing has met the 99% target in the past six months.

Component 81 - Domestic Waste Management		Officer: Manager Regulatory Services	
Service Statements	Key Performance Indicators	Target	Progress
1. To provide the waste collection service.	1.1 Service missed bins.	24 hours from notification.	Missed bins have been serviced within 24hrs.
2. To provide the recycling service for the community.	2.1 Manage recycling contracts.	Zero non conformance to contract conditions.	There has been zero non conformance with contract condition.
	2.2 Increase domestic recycling activities and community participation through education and the provision of increased recycling service.	5% annual increase.	There has been minimal increase in domestic recycling as many improvements have been made over past years and little opportunity exists to maintain target reduction.
3. To provide the Kerb Side Collection Service.	3.1 Manage kerbside collection service contracts.	100% compliance with contract conditions.	There has been 100% compliance with contract conditions.
4. Provide waste education to the Hawkesbury community.	4.1 Education programs are developed and presented to the community to encourage recycling and waste avoidance.	Annual program designed by March.	The program for 2010/11 has been designed during July 2010 for implementation.



City Planning Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.*

Component 43 - City Planning		Officer: Strategic Planner - Land Use	
Service Statements	Key Performance Indicators	Target	Progress
1. Maintain and update Hawkesbury Local Environmental Plan.	1.1 Prepare Local Environmental Plans as resolved by Council and/ or as directed by Dept of Planning.	Plans prepared and updated in reasonable timeframe.	One (1) amendment made. Amendment 154 forwarded to DoP. Amendment 157 Forwarded to DoP. Amendment 156 into Standard LEP.
2. Maintain and update Hawkesbury Development Control Plan.	2.1 Maintain and update Hawkesbury's Development Control Plan.	Plan updated as required by resolution reasonable timeframe and reviewed as required.	Internal review of Hawkesbury DCP to update DCP in accordance with Standard Instrument provisions and general amendments commenced.
3. Service Council committees as required.	3.1 Service Council's Heritage Advisory Committee.	As adopted by Council	Achieved.
4. Participate in State Government planning reforms and sub regional planning processes.	4.1 Respond to the Dept of Planning requests for information and assistance.	As Directed by Dept Planning.	Achieved.
5. Preparation work for Land use / Residential Strategy.	5.1 Prepare work for Land Use / Residential Strategy.	June 2009.	Draft Strategy to be further developed as a result of Council resolution of 8 December 2009.

Component 44 - Road Safety Programs		Officer: Executive Manager - Community Partnerships	
Service Statements	Key Performance Indicators	Target	Progress
1. Deliver a road safety program through the development of integrated education, engineering and enforcement programs.	1. 1 Council/RTA Action Plan which reflects local trends, statistics and priorities developed and implemented.	Action Plan developed as per RTA funding guidelines by April 2010	Action Plan and funding application completed and submitted to RTA for approval. Plan approved and RTA funding secured for projects.
	1.2 Partnerships established with external and internal stakeholders to plan and implement road safety, community safety and injury prevention projects	Partnerships established to implement road safety, community safety + injury prevention projects.	Partnerships with Health, Police and Liquor Accord. Regular meeting held.
2. Identify the mobility needs of vulnerable road users and develop solution to address these needs.	2.1 Mobility Plan for the Hawkesbury LGA adopted by Council.	Draft Mobility Plan reported to Council by September 2009.	Draft Plan reported to Council November 2009 and adopted May 2010.
3. Research and identify priority crime prevention issues (in conjunction with stakeholders) and identify strategies to address these issues within the Hawkesbury LGA.	3.1 Steering committee established (under Attorney Generals Department guidelines) to review and update the Hawkesbury Crime Prevention Strategy. 3.2 Draft Crime Prevention Strategy reported to Council.	Steering Committee established by August 2009. Draft Crime Prevention Strategy reported to Council by May 2010.	Not achieved. Changes of personnel at Hawkesbury LAC and staff vacancies reduced workload capacity for project.



Infrastructure Services

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Component 34 - Sullage Services
Component 50 - Parks
Component 51 - Recreation
Component 54 - Kerb, Guttering and Drainage
Component 55 - Carpark Maintenance
Component 57 - Survey Design and Mapping
Component 59 - Administrative Building
Component 60 - Community Building
Component 61 - Works Depot
Component 62 - Operations Management
Component 63 - Street Cleaning
Component 64 - Ferry Operations
Component 88 - Cogeneration Plant
Component 89 - Hawkesbury City Waste Management Facility

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Component 46 - Roads to Recovery
Component 47 - RTA Funding
Component 52 - Roadworks Maintenance
Component 53 - Roadworks Construction

Strategic Objective:

An informed community working together through strong local and regional connections.

Component 66 - Fire Control
Component 67 - Emergency Services

Strategic Objective:

Sustainable and livable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.

Component 48 - Environmental Stormwater



Infrastructure Services Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.*

Component 34 - Sullage Services

Officer: Manager Waste Management

Service Statements	Key Performance Indicators	Target	Progress
1. To provide a quality sullage service to the community.	1.1 Pump Out Service provided within set time frames.	98% Compliance	Pump out service has been provided as required by contract conditions.

Component 50 - Parks

Officer: Manager Land Management

Service Statements	Key Performance Indicators	Target	Progress
1. To manage all passive open space under Council's care and control.	1.1 Open space is maintained for passive recreational purposes.	According to the level of usage, lawns kept below 150mm.	Grass maintained to set heights. Due to the good growing season some contract work got behind for short periods.
	1.2 Toilets/Facilities at an acceptable standard - Bins emptied regularly.	All toilets/facilities cleaned and bins emptied as per works schedule.	Toilets cleaned and bins emptied as per work schedule. Due to staff shortages some works were delayed for a short period.
2. To manage bushland under Council's care and control within available resources.	2.1 Bushland areas maintained and restored.	Work carried out on 90% of identified sites.	All sites were contracted out.
3. To manage all cemeteries under Council's care and control.	3.1 Richmond Cemetery maintained to an acceptable standard.	Lawns maintained below 100mm and edges trimmed at least monthly.	Lawns maintained to set heights.
4. Contributions to outside bodies for active recreation.	4.1 External recreational providers (377 Committee's) are supported.	Funds allocated quarterly/six monthly as required.	All funds were allocated.
		Attend at least four key meetings of the Sports Council per year and maintain regular dialogue with administrator	At least four meetings were attended.
		Attend at least two key meetings of the McMahons Park Committee per year	More than two meetings were attended.



Component 51 - Recreation		Officer: Manager Land Management	
Service Statements	Key Performance Indicators	Target	Progress
1. Manage all Council's recreational assets	1.1. Council's recreational playgrounds and skate parks at an acceptable standard.	Quarterly safety inspection undertaken of all Skate parks and playgrounds.	Quarterly inspections undertaken.
2. Supervise all the operation of Richmond Swimming Pool	2.1 Richmond Pool is inviting to the community.	100% compliance to Department of Health guidelines and grounds at an acceptable conditions.	Records show that the pool has met requirement with the exception of the small pools alkalinity which was too low at one reading. This was fixed straight away.
		Richmond Pool open to the community as per advertised opening hours.	Richmond Pool was open as advertised.
3. Manage the Deed for the Management of the Oasis Aquatic Centre and the Hawkesbury Indoor Stadium	3.1 Centre Management in accordance with the Deed of Management.	Meeting of representatives of Council and YMCA held every three months.	Formal meetings held on 12 October 2009, 25 November 2009, 10 March 2010 and 17 May 2010 between Council staff and representatives from the YMCA. Also numerous informal meetings and discussions have taken place during the year.
		Ensure that reports and any other documentation are provided by YMCA as required under the Deed of Management.	Reports and various documentation in accordance with the Deed received by Council from the YMCA including monthly financial and attendance reports and annual marketing plan.

Component 54 - Kerb, Guttering and Drainage		Officer: Manager Construction and Maintenance	
Service Statements	Key Performance Indicators	Target	Progress
1. Undertake the re-construction, maintenance and repair of kerb and gutter and foot paving.	1.1 Reduction in areas of failed foot paving or Kerb and Gutter.	Completion of 95% of Adopted Works Program.	All planned reconstruction works were achieved.
	1.2 Level of response to dangerous situations where advised.	Action taken within 24 hours.	Potentially dangerous situations where known were acted upon immediately.
2. Undertake drainage construction repair and maintenance.	2.1 Improvements to drainage systems.	Completion of 95% of Adopted Works Program.	All available drainage projects have been completed except for Longleat Lane and 22 Price lane due to acquisition issues.
		Dangerous Situations acted upon within 24 hours.	Potentially dangerous situations where known were acted upon immediately.
		Programs identified for necessary improvement for Council consideration.	Nominated Projects are listed for Councils consideration based on community/residents requests. Priorities are established on the severity of flooding and or community demand.



Component 55 - Car park Maintenance		Officer: Manager Construction and Maintenance	
Service Statements	Key Performance Indicators	Target	Progress
1. Undertake maintenance and repair of car park surface and associated facilities.	1.1 Safe and functional car park with clearly visible signs, symbols and lines.	Completion of budget - 95% of adopted works.	Car Parks are kept clean and functional.
		Signs and lines are provided in accordance with RTA standards.	Signs and lines are provided in accordance with regulatory standards.

Component 57 - Survey Design and Mapping		Officer: Manager Design and Mapping Services	
Service Statements	Key Performance Indicators	Target	Progress
1. Provide Engineering designs for Council's operations program and other projects.	1.1 Availability of Designs.	Meet 95% service level.	Target Met.
2. Provide Engineering survey for Council's operation program and other projects.	2.1 Field surveys completed.	Survey output to meet 95% level of requests.	Target Met.
3. Mapping system provided for users with various needs.	3.1 Complete Data input and maintenance of mapping system.	Linens entered within 7 days of notification, data entered into system within 21 days.	Target Met.

Component 59 - Administrative Building		Officer: Manager Building Services	
Service Statements	Key Performance Indicators	Target	Progress
1. Building is maintained in accordance with Works Program.	1.1 Operation of communications.	98% uptime.	Achieved.
	1.2 Operation of air conditioner.	96% uptime.	Achieved.
	1.3 Operation of Emergency generator.	Zero Failures.	Achieved - zero failures.

Component 60 - Community Buildings		Officer: Manager Building Services	
Service Statements	Key Performance Indicators	Target	Progress
1. Buildings are maintained in accordance with Works Program.	1.1 Completion of the Works Program.	Buildings are maintained for their designed use within budget.	Maintained within standard.
		New construction completed within budget.	Achieved.
		Maintenance performed in a timely manner.	Achieved.



Component 61 - Works Depot		Officer: Manager Construction and Maintenance	
Service Statements	Key Performance Indicators	Target	Progress
1. Provide functional Works Depot facilities to enable safe and convenient access to Stores, Work Shop, Office and Storage area.	1.1 Undertake maintenance and repairs.	Works completed on time and within budget.	The workshop Gantry was completed on time and within budget.

Component 62 - Operations Management		Officer: Manager Construction and Maintenance	
Service Statements	Key Performance Indicators	Target	Progress
1. Plant usage is costed to appropriate projects.	1.1 Adopted charges are balanced with plant reserve fund.	100% Compliance.	Plant charges are being costed in accordance with standard procedures on a weekly basis.
2. An effective plant replacement program	2.1 Plant items are suitable for current needs.	90% adopted plant replacement program achieved.	All plant purchases are conducted in association with relevant staff to ensure the appropriate plant and equipment is provided.
	2.2 Provide adequate funding for plant replacement	Sufficient funds within plant reserve.	The current budget is on target with expenditure.

Component 63 - Street Cleaning		Officer: Manager Construction and Maintenance	
Service Statements	Key Performance Indicators	Target	Progress
1. Provide the level of service to maintain a vibrant and clean city for residents and visitors.	1.1 Central Business Districts streets are kept tidy.	Sweep CBD Streets Daily	City Streets are being swept in accordance with the scheduled program.
		Bins within the Central Business District are cleared on a daily basis, and others in accordance with schedule.	Bins in the CBD are emptied on a daily basis.
		Damaged bins repaired or made safe within 2 days of request.	Compliant.
	1.2 Kerb and Gutter within residential streets free of sediment.	Sweep Kerbed and Guttered residential street at a minimum every four weeks where necessary.	Programmed street sweeping is working effectively.

Component 64 - Ferry Operations		Officer: Manager Construction and Maintenance	
Service Statements	Key Performance Indicators	Target	Progress
1. Provide a Ferry Service at Lower Portland	1.1 Availability of Service	Ferry operating 100% of schedule time.	A 100% operating schedule cannot be guaranteed due to occasional breakdown. It should be noted that the Ferry is very old and certain parts are no longer available.



Component 88 - Cogeneration Plant		Officer: Manager Building Services	
Service Statements	Key Performance Indicators	Target	Progress
1. Manage Cogeneration Plant in an economical viable manner with minimal disruption to tenants.	1.1 Operation of plant.	Less than 4 break downs per annum.	Achieved - 2 breakdowns within financial year.
	1.2 Maintain temperatures within the complex.	Minimal complaints from tenants.	Achieved.
	1.3 Maintain temperature and humidity within the gallery area to standard requirements, except for Acts of God and power/gas outages.	Stay within preset range.	Achieved, except in instances of power disruptions.

Component 89 - Waste Management Facility		Officer: Manager Water & Waste Management	
Service Statements	Key Performance Indicators	Target	Progress
1. Operate and maintain the Hawkesbury City Waste Management Facility.	1.1 Maintain and operate the Hawkesbury City Waste Management Facility in accordance with EPA licence.	100% compliance, no breaches of license conditions.	95% compliance monitoring of 2 monitoring wells as a results of high methane concentration levels.
2. Provide assistance to the Clean up Australia Day activities.	2.1 Assistance provided to volunteers.	All waste collected within 96 hrs of the event.	100% compliance.
3. Waste Facility open to the public every day except Good Friday & Christmas Day.	3.1 Number of Days Facility Available.	100%Compliance	Open all days except public holidays.



Infrastructure Services Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.*

Component 46 - Roads to Recovery

Officer: Manager Construction and Maintenance

Service Statements	Key Performance Indicators	Target	Progress
1. Implement the Adopted Roads to Recovery Program.	1.1 Improved Road Condition at Specified Locations.	Program completed within allocated time period and budget.	Programs have been completed on time and within budget.
		Submit required Dotars reports with timeframes	Reporting is compliant with Dotars requirements.

Component 47 - RTA Funding

Officer: Manager Construction and Maintenance

Service Statements	Key Performance Indicators	Target	Progress
1. Undertake works on Regional Roads .	1.1 Safe Regional Road Network.	Complete RTA Funded Programs prior to 30 June.	Repair Projects were completed on time.
		Maintenance completed in accordance with sound engineering principles.	Compliant.
		95% urgent repairs made safe within 24 hours and repaired within 1 month.	Urgent repairs where known are acted upon immediately either made safe or repaired.

Component 52 - Roadworks Maintenance

Officer: Manager Construction and Maintenance

Service Statements	Key Performance Indicators	Target	Progress
1. Undertake roadworks maintenance.	1.1 A well maintained local road network.	Develop and implement an ongoing reactive maintenance program.	The Maintenance Program is based on a needs basis and governing criteria such as: population, traffic volumes and perceived hazard.
		95% of urgent repairs made safe within 24 hours and repaired within 1 month.	The need for urgent repairs where known are acted upon immediately either made safe or repaired.

Component 53 - Roadworks Construction

Officer: Manager Construction and Maintenance

Service Statements	Key Performance Indicators	Target	Progress
1. Undertake roadworks construction program.	1.1 Improved road network.	Complete 90% of adopted program by 30 June.	Achieved.
		Project completed within budget.	Projects completed on time and within budget.



Infrastructure Services Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *An informed community working together through strong local and regional connections.*

Component 66 - Fire Control

Officer: Director Infrastructure Services

Service Statements	Key Performance Indicators	Target	Progress
1. Implement the Service Level Agreement with the Rural Fire Service to provide protection to life and property when threatened by fire.	1.1 Service Level Agreement is completed and funding provided.	Funding provided within 14 days of request.	Achieved.
		100% compliance with conditions of agreement.	Achieved.

Component 67 - Emergency Services

Officer: Director Infrastructure Services

Service Statements	Key Performance Indicators	Target	Progress
1. Provide facilities for local SES units to a standard acceptable to the Director General in accordance with the State Emergency Services Act.	1.1 Maintenance and operation of SES Building maintained SES Building.	Controllers Yearly review completed and forwarded to regional headquarters.	SES Building maintained and kept in acceptable standard.
	1.2 Operation readiness maintained.	Complete activity report and forwarded to state headquarters at the completion of each incident.	All activity reports completed and forwarded.
	1.3 Funds provided.	Funds processed in accordance with Council's adopted budget.	Funds provided and within budget.



Infrastructure Services Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.*

Component 48 - Environmental Stormwater

Officer: Manager Waste Management

Service Statements	Key Performance Indicators	Target	Progress
1. Operate and maintain 21 gross pollutant traps.	Monitor and ensure GPTs are operational.	GPTs inspected and cleaned post rain events.	100% compliant.
2. Place pollutant removal results on web page.	Web page adopted.	Information provided each Quarter.	100% compliant.
		Update results Quarterly on web page.	100% compliant.



Support Services

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Component 10- Computer Services
Component 42- Legal Services

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-coordinating human and financial resources to achieve this future.

Component 11 - Records
Component 18 - Financial Planning
Component 19 - Accounting Services
Component 20 - Rating Services
Component 21 - Investment Debt Servicing
Component 23 - Word Processing
Component 24 - Supply
Component 25 - Property Development

Strategic Objective:

An informed community working together through strong local and regional connections.

Component 15 - Library
Component 22 - Corporate Services & Governance
Component 28 - Reception
Component 29 - Fleet Management
Component 39 - Gallery
Component 58 - Printing & Sign Writing
Component 79 - Museum

Strategic Objective:

A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City.

Component 90 - Tourist Information Centre



Support Services Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *A network of towns, villages and rural localities connected by well-maintained public and private infrastructure, which supports the social and economic development of the City*

Component 10 - Computer Services

Officer: Corporate Systems and Database Administrator

Service Statements	Key Performance Indicators	Target	Progress
1 To provide agreed levels of system availability.	1.1 Infrastructure Strategy.	Wireless networking implemented - 2nd quarter	Project Complete.
		Infrastructure geared up to work with VOIP technology to utilise data lines for voice phones.	Work in Progress.
	1.2 Internal Capabilities Strategy.	Administration Centre Disaster Recovery Plan tested at least once.	Final draft copy of BCP received for review prior to distribution.
		Another Plan for an external site commenced.	No action to date.
2. To reduce operating cost of IT infrastructure and services.	2.1 Internal Communications Strategy.	Increase the use of Intranet and e-mail by Council staff.	Staff are continuously encouraged to utilise electronic tools for dissemination of information.
	2.2 Collaborative Working Strategy.	DataWorks workflows refined to improve Customer Service - 3rd quarter	Awaiting information from Customer Services Committee. Unable to proceed with workflows at this time.
3. To provide continuous improvement of IT services to make traditional aspects of Council business more effective.	3.1 Business Systems Strategy.	All business systems up 98% of the time.	Target met.
		Leases replaced or renewed within 3 months of expiry unless extended.	Target met.
	3.2 Client Delivery Strategy.	New website for Council implemented - 3rd quarter. Access to Council internal Helpdesk from 8:00am to 5:30pm 98% of the time.	Target met.
	3.3 Stakeholder Management Strategy.	IT Steering Committee meets at least 4 times a year.	Target met.



Component 42 - Legal Services		Officer: Director Support Services	
Service Statements	Key Performance Indicators	Target	Progress
1. Support sound corporate governance.	1.1 Timely legal advice on Council matters.	Urgent legal advice provided within 24 hours.	All urgent legal advice provided immediately or within 24 hours of initial request.
		Other legal advice provided within agreed deadlines or required service levels.	Target achieved.
	1.2 Effective project management of legal issues involving Council.	Regular reports received from Council's solicitors outlining outstanding legal matters.	Monthly reports received from both Council's Solicitors outlining outstanding legal matters.
		Regular monitoring of reports outlining outstanding legal matters.	The monthly reports from both of Council's Solicitors are considered and monitored by MANEX.



Support Services Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.*

Component 11 - Records		Officer: Manager Corporate Services and Governance	
Service Statements	Key Performance Indicators	Target	Progress
1. To enable seamlessness and continuity of Council business by executing its records keeping function effectively.	1.1 Registration of daily inwards paper correspondence.	90% within 8 business hours, 100% within 12 business hours.	Target achieved.
	1.2 Record keeping rules.	Regular monitoring of adherence to precis rules.	Ongoing monitoring in place.
	1.3 Refine existing records.	DataWorks refined with indexes and compliant against State Records Standard - 4th quarter	Completed and ongoing monitoring.
	1.4 Training.	All relevant Council staff trained in Records Management - 4th quarter.	All new staff received Records Induction training. Refresher Training for existing staff being finalised in conjunction with new Documents User Group.
2. To reduce physical storage requirements by maintaining records effectively in an electronic format.	2.1 Reduction of paper based records through increasing electronic records.	Increased number of records registered into Data works.	Registrations increased by over 12%. Back scanning project commenced of critical physical files.
3. To minimise risk to the Council in terms of court actions and litigations by retrieving and producing relevant records to support Council's position or as required by a court of law.	3.1 Retrieval of information.	100% subpoenas processed as per the subpoena procedure.	100% completed.
4. To comply with government legislation in terms of retention and destruction of records.	4.1 GDA10 and GDA24 based sentencing and destruction scheme.	Destroy at least 2 groups of archived records in accordance with GDA24	Systematic Sentencing and Destruction Project commenced in accordance with State Records Act. No. of electronic documents destroyed: 9203. No. of physical files destroyed: 281.



Component 18 - Financial Planning		Officer: Chief Financial Officer	
Service Statements	Key Performance Indicators	Target	Progress
1. Financial Planning - to manage based on a comprehensive financial strategy.	1.1 To ensure a planned approach to Council programming.	Management Plan adopted by June.	Target achieved - Management Plan 2010/2011 adopted on 22 June 2010.
	1.2 Assess the effective implementation of Council's Long Term Financial Strategy	Review the Long Term Financial Plan (LTFP) annually.	Target achieved - LTFP has been reviewed as part of the 2010/2011 budget process.
2. Management Reporting - maintain effective and informative internal management reporting to meet corporate requirements.	2.1 Ensure that financial reporting is timely, accurate and informative.	Manager's Reports distributed within 5 days of EOM.	Target achieved for 2009/2010 - Monthly reports are distributed within 5 days of EOM.
		Monthly reports to MANEX within 14 days of EOM.	Target achieved most of the time. Monthly reports are distributed to MANEX usually within 19 days of EOM.
	2.2 Assess the ability of Council to properly budget for and manage the resources that are available to fulfil its management plan	Quarterly Reviews adopted within 2 months of end of quarter	Target achieved - First, second and third Budget Quarterly Review for 2009/2010 adopted by Council within the statutory deadline.
3. Systems Management - develop and maintain the accounting systems.	3.1 Ensure the integrity of the financial systems.	Review Financial Systems Plan (FSP) annually.	In progress - The FSP is being reviewed and will be submitted to the IT steering committee for review.
		Review project strategy monthly.	Target achieved - During 2009/2010 regular meetings were held to review systems strategy and prioritise projects.

Component 19 - Accounting Services		Officer: Chief Financial Officer	
Service Statements	Key Performance Indicators	Target	Progress
1. Accounts Payable - To ensure the prompt and accurate payment of Council's Creditors	1.1 Assess the effectiveness of payment processing of creditors.	Weekly payments checked and transmitted on time.	Target achieved - For 2009/2010, the weekly cheque run ensured the payment of Council's creditors in line with council's payment terms. Cheque signatories reviewed for accuracy.
2. Payroll - To ensure the timely and accurate processing of payroll.	2.1 Assess the accuracy of payroll processing and meet deadlines.	Payroll checked and transmitted on time.	Target achieved - For 2009/2010, the payroll was produced weekly, on time and checked by senior Finance staff.
3. Debtors - To ensure the timely and accurate processing of accounts receivable.	3.1 Assess effectiveness of Debtor accounts settlement.	Statements sent within 5 days of EOM.	Target achieved - For 2009/2010, sundry debtors invoices and statements were sent within 5 days of EOM.
4. Statutory Compliance - To ensure Council's compliance with external regulatory and taxation legislation.	4.1 Assess the accuracy and timeliness of S94 Register Updates.	S94 Register reconciled within 5 days of EOM.	Target achieved - For 2009/2010 reconciliations have been performed and signed off by senior Finance staff.



Component 19 - Accounting Services		Officer: Chief Financial Officer	
Service Statements	Key Performance Indicators	Target	Progress
	4.2 Assess the adequacy of and strategically manage Council's Reserves.	Reconciliation of Reserves within 5 days of EOM.	Target achieved - For 2009/2010 reconciliations have been performed. Reserves are reported to MANEX on a monthly basis.
	4.3 Assess Council's compliance with taxation and other regulatory legislation.	BAS and Diesel Fuel submitted by due date.	Target achieved - For 2009/2010 all statutory deadlines have been complied with.
		FBT submitted by due date.	Target achieved - For 2009/2010 all statutory deadlines have been complied with.
		ABS and DLG returns submitted by due date.	Target achieved for June 2009 Statutory Accounts. The June 2010 Statutory Accounts are on target.
5. Cash Management - To ensure Council has sufficient cash resources to meet future commitments	5.1 Assess the effectiveness of Council's cash flow management.	Bank Reconciliation within 5 days of EOM.	Target achieved - For 2009/2010 reconciliations have been performed and signed off by senior Finance staff.
		Unrestricted Current Ratio > \$2m (industry benchmark).	Target achieved.
6. Financial Reporting - To provide statutory financial accounts to stakeholders in compliance with the legislative requirements.	6.1 Ensure that financial reporting is timely and accurate.	Statutory financial reports submitted by due date.	Target achieved for June 2009 Statutory Accounts. The June 2010 Statutory Accounts are on target.
	6.2 Ensure that audit recommendations are implemented in a timely manner.	Audit recommendations implemented by due date.	There were no audit recommendations from PWC - the external auditors.
	6.3 Assess the effectiveness of Council's financial management practices and policies and compliance with prescribed legislation.	Unqualified Audit Opinion.	Target achieved for June 2009 Statutory Accounts. An unqualified audit opinion was received by PWC - the external auditors.



Component 20 - Rating Services		Officer: Chief Financial Officer	
Service Statements	Key Performance Indicators	Target	Progress
1. Rating Services - To ensure the accuracy of Council's computer based rating and property information system and efficient collection of rate revenue.	1.1 Assess the accuracy and timeliness of distributing rating notices.	Rate Notices issued by due dates.	Target achieved - For 2009/2010 rates notices were sent within the statutory deadlines.
	1.2 Assess the turnaround time for issuing S603 certificates.	Issued within 3 Working Days.	Target achieved - For 2009/2010, S 603 certificates were issued within the target timeframe.
	1.3 Assess the accuracy of Council property database.	Updates within 5 Working Days.	Target achieved - During 2009/2010, the property database was regularly updated within target timeframes.
2. Debt Recovery - To minimise Council's exposure to outstanding debts through effective debt recovery procedures.	2.1 Assess the effectiveness of Council's collection process for outstanding rates.	Rate Arrears < 5.00% (industry benchmark).	Target not met as at June 2009. rates arrears were 6.1%. Based on recent final notices sent, this ratio is expected to remain the same or improve slightly for the year ended June 2010.

Component 21 - Investment Debt Servicing		Officer: Chief Financial Officer	
Service Statements	Key Performance Indicators	Target	Progress
1. To ensure the investment strategy maximises the return on Council's investment portfolio.	1.1 Assess the effectiveness of Council's investment strategies to maximise returns on investment.	ROI > 90 Day Bank Bill Rate (Industry benchmark).	Target achieved - During 2009/2010, interest rates achieved on council's investment portfolio have been above the industry benchmark at all times.
	1.2 Ensure that Council's investment strategy compares with industry standards.	Review Investment Policy annually.	Target achieved - Council's Investment Policy was reviewed and adopted by Council on the 29 June 2010.
2. To ensure the appropriate utilisation of loan facilities in accordance with policy.	2.1 Ensure the prompt and accurate payment of loan interest and redemption.	Payments made by due date.	Not applicable - During 2009/2010 there were no loan payments due.
	2.2 Assess the ability of Council capacity to service outstanding debt.	Debt Service Ratio < 10% (industry benchmark).	Not applicable - During 2009/2010 there were no loan payments due.



Component 23 - Word Processing		Officer: Manager Corporate Services and Governance	
Service Statements	Key Performance Indicators	Target	Progress
1. Compile and distribute Council Meeting agendas, minutes and action items.	1.1 Compilation of Council Business Papers.	Forwarded to Publishing Manager by 12 noon on the Thursday prior to the Meeting.	20 Ordinary meetings and 4 Extraordinary Meetings held and published.
	1.2 Compilation of Council Meeting Minutes.	Draft completed and distributed to Senior Staff within 48 hours after Meeting.	Target achieved. Minutes of 24 meetings distributed.
	1.3. Distribution of Action Items from Council Meeting Minutes.	Distributed to Senior Staff within 4 working hours from final approval of draft minutes.	Target achieved. Distributed action items arising from 24 meetings held.
	1.4. Distribution of Questions Without Notice.	Distributed to Senior Staff within 8 working hours from final approval of draft minutes.	Target achieved. Distributed Questions Without Notice items from 24 meetings held.
	1.5. Council Business Papers completed for publication on Council's website.	Forwarded to Information Services prior to 12 noon on the Friday before the meeting.	Target achieved. Business Papers for 24 meetings held forwarded within timeframe.
2. Provide an efficient and effective typing and document presentation and processing system for Council.	2.1. Provide word processing, software user and help desk support.	Requests for support are responded to within 1 working hour.	Achieved with normal response time being immediate.
	2.2. Preparation of word documents.	Completed and returned within 2 working days.	Achieved within agreed timeframes.

Component 24 - Supply		Officer: Chief Financial Officer	
Service Statements	Key Performance Indicators	Target	Progress
1. Maintain a manageable inventory stock level to satisfy Council's requirements and cost	1.1 Minimal inventory investment and inventory losses.	Undertake bi-annual review of slow moving stock and undertake an annual stock take.	Target achieved - During 2009/2010 stock takes were performed and stock levels adjusted accordingly.
2. Manage the process of acquiring goods, works and services, spanning the whole cycle from identification of needs through to end of a services contract or the end of useful life of an asset. Providing measurable benefits in value for money obtained on a whole of life basis through open and effective competition.	2.1 Procurement strategies are aligned with Corporate objectives.	100% compliance.	In progress - Procurement Operational Management Standard implemented in June 2010.
	2.2 Review Procurement Guidelines.	Review procurement guidelines annually.	Target achieved - Procurement Operational Management Standard implemented in June 2010.



Component 24 - Supply		Officer: Chief Financial Officer	
Service Statements	Key Performance Indicators	Target	Progress
	2.3 Response to Quotation requests.	Quotation requests within agreed timeframes with customers.	Target achieved - During 2009/2010 requests were promptly dealt with within the target timeframe.

Component 25 - Property Development		Officer: Manager Corporate Services and Governance	
Service Statements	Key Performance Indicators	Target	Progress
1. Co-ordination and management of Council's property portfolio including the acquisition and sale of property, leasing of property, road closures and openings.	1.1 Vacancies for leased premises in Council's property portfolio.	Greater than 85% occupancy rates.	Only 3 vacancies - achieved greater than target.
	1.2 Inspections of Council's leased residential properties.	Each residential property inspected annually during October to December.	All 12 residential properties inspected within the timeframe.
	1.3 Inspections of Council's leased commercial/retail properties.	Each commercial/retail property inspected annually during January to March.	All 39 leased commercial/retail properties inspected within the timeframe.
	1.4 Consumer Price Index reviews implemented for the relevant leases.	100% of CPI reviews implemented within 2 months of review date.	All 15 leases subject to CPI reviews were actioned within the timeframe.
	1.5 Process lease options and lease renewals.	100% of tenants notified within 3 to 6 months of termination dates.	All 15 leases subject to option or lease renewals were notified within the timeframe.
	1.6 Monitoring payments of property rentals for leased premises in Council's property portfolio.	85% or greater property rentals paid when due.	Council monitors rentals at least monthly and is achieving the target.
	1.7 Actioning of Council resolutions regarding property leases, sales and acquisitions.	Initial action commenced within 5 working days of approved Council resolutions.	All Council decisions actioned within timeframe.



Support Services Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *An informed community working together through strong local and regional connections.*

Component 15 - Library

Officer: Manager Cultural Services

Service Statements	Key Performance Indicators	Target	Progress
1. Provide a free, accessible and well resourced public library service to the people of the City of the Hawkesbury as well as the wider community.	1.1 Promote use of the library.	200,000 library visitors per year.	227,012 people visited both libraries in Jul 09 - Jun 10; 13.51% above target.
		40% of LGA population are library members.	Membership is 35,518, approx. 56.53% of Hawkesbury population (62,828), which is above the baseline suggested by the State Library of NSW.
		300,000 loans per year.	324,568 items were borrowed during Jul 09 - Jun 10; 8.19% above target.
		Maintain an active and well trained volunteer based of 20.	Exceeding target: Over 25 volunteers trained and working with library services.
2. Encourage community participation in lifelong learning.	2.1 Enable access to the latest collections and technology.	2% net increase in library stock per year.	131,035 net stock for Jul 09 - Jun 10; a 2.8% increase on 2008-09.
		PC use is 60% of total available time.	61.94% of total time available for full year. This doesn't reflect the increase in actual usage as four more public PCs were added at Central Library, bringing the total for the Library Service to 26. 44,302 computer bookings were recorded for both libraries; an increase of 10.33% compared to 2008-09.
3. Promote community use of the Cultural Precinct.	3.1 Promote community use of the Cultural Precinct by developing library activities	3% increase in number of participants in library activities	6795 people participated in library activities ranging from infants to seniors. Activities included storytime for preschoolers, school holiday activities and the family history group. The largest event was the 5th birthday celebrations & book sale attracting 696 people. This is a 9.7% increase compared to 2008-09.
Opening Hours: Hawkesbury Central - Monday to Friday 9am - 7pm; Saturday 9am - 1pm; Sunday 2pm - 5pm. Richmond - Monday to Friday 9:30am - 6pm, Saturday 9am - 1pm.			Achieved.



Component 22 - Corporate Services and Governance		Officer: Manager Corporate Services and Governance	
Service Statements	Key Performance Indicators	Target	Progress
1. Provision of effective and efficient corporate and governance support.	1.1 Applications assessed under Section 12 of the Local Government Act.	75% of applications initially responded to within 2 working days of receipt of each application.	93% of the 776 applications received an initial response within 2 working days.
	1.2. Applications assessed under the Freedom of Information Act.	Applications completed in accordance with statutory requirements.	Council received 3 new applications which were processed within the statutory requirements.
	1.3 Development and review of Corporate Services and Governance policies.	Policies are implemented and reviewed in accordance with legislative requirements.	Target achieved. 7 policies reviewed in accordance with requirements.

Component 28 - Reception		Officer: Manager Corporate Services and Governance	
Service Statements	Key Performance Indicators	Target	Progress
1. Provision of an efficient reception and telephone service to Councillors, Council staff and the public and to promote the image of Council as being courteous, efficient and effective.	1.1 The reception desk and switchboard are staffed during business hours.	100% attended during business hours.	Achieved.
Opening hours Monday-Friday 8:30am - 5:00pm			Achieved.

Component 29 - Fleet Management		Officer: Chief Financial Officer	
Service Statements	Key Performance Indicators	Target	Progress
1. To manage Council's fleet to meet corporate objectives.	1.1 Managed in accordance with policies and procedures.	Monthly reports completed and communicated.	Target achieved - For 2009/2010 monthly reports were e-mailed to each driver.
		All leaseback vehicles are inspected quarterly to ensure they are maintained in accordance with the manufacturers recommendations.	Target achieved - For 2009/2010 inspections were scheduled and carried out each quarter.
		Vehicles are replaced in accordance with the policy.	Target achieved - For 2009/2010 Council's leaseback fleet was replaced in line with the Council's Fleet Policy.



Component 39 - Gallery		Manager Cultural Services	
Service Statements	Key Performance Indicators	Target	Progress
1. Provide free and accessible visual art exhibitions to the people of the City of the Hawkesbury as well as the wider community.	1.1 Provide a program of exhibitions.	7 exhibitions per year.	Exceeding target: Diaspora, Convict Womens Bonnets, Breathing Space, Greg Hansell and A Fairy's Tail; Bette Mifsud, Replant; Tamworth Fibre Textile Biennial; Local textile artist Bea Stone; Charles and Ashley Cooper.
		7,500 Gallery visitors per year.	Exceeding target: July - June 11,112.
		80% satisfaction rating from visitors.	Exceeding target: over 90% satisfied.
2. Encourage community participation in visual arts.	2.1 Increase community participation in visual arts.	14 Gallery activities per year.	Exceeding target (55): a range of activities including hands-on workshops, talks, film screenings and Accessible Arts performance activity with disabled youth and adults held 30 times.
		Maintain an active and well trained volunteer base of 35.	Over 45 gallery volunteers work at the front desk or with exhibitions.
3. Manage strategic partnerships with key community stakeholders	3.1 Managed in accordance with policies, procedures and agreements	Meet with key groups once per annum	On target as per Deed of Agreement.
Opening hours Monday to Friday -10am - 4pm; Saturday and Sunday 10am - 3pm (closed Tuesdays).			Achieved.

Component 58 - Printing and Sign Writing		Officer: Manager Corporate Services and Governance	
Service Statements	Key Performance Indicators	Target	Progress
1. Provision of a consistent quality and efficient printing and sign writing service for Councillors, Council staff, the public and external customers.	1.1 Accurate and timely printing and binding of Council Business Papers.	Councillors - completed by 4:00pm on the Thursday prior to the meeting.	Target achieved. Business Papers for 24 meetings held completed within timeframes.
		Others-completed by 12 noon on the Friday prior to meeting.	Target achieved. Business Papers for 24 meetings held completed within timeframe.
	1.2 Provide timely quotations to external organisations for printing and sign writing requests.	Quotations provided within 2 working days of request.	Target achieved. All quotations dealt within timeframe.
	1.3 Acceptance of competitive quotations provided to external customers.	Acceptance of 80% of quotes provided.	Target achieved. Over 80% of quotations provided are accepted.
	1.4 Preparation of emergency signage for road closures, diversions and the like.	Provided within 1 working day from request.	Target achieved. This is achieved in 100% of cases.



Component 58 - Printing and Sign Writing		Officer: Manager Corporate Services and Governance	
Service Statements	Key Performance Indicators	Target	Progress
	1.5 Provide printing and sign writing services to meet the requirements of Council and external customers.	90% of works completed within agreed timeframes.	Target achieved in over 90% of cases.
	1.6 Regular cleaning, testing and maintenance of Print Room machinery.	Each item of machinery cleaned and tested monthly and maintained as required by the relevant maintenance schedules.	Target achieved with all Print Room machinery meeting maintenance schedule requirements and monthly testing.

Component 79 - Museum		Officer: Manager Cultural Services	
Service Statements	Key Performance Indicators	Target	Progress
1. Provide free and accessible history and heritage exhibitions to the people of the City of the Hawkesbury as well as the wider community.	1.1 Provide a program of exhibitions.	3 exhibitions per year.	Exceeding target: 3 "Space" themed exhibitions, including those on Tebbutt and in collaboration with Astronomical Society. Myths and Legends, Macquarie 2010 and Domestic Goddess.
2. Encourage community participation in history and heritage	2.1 Increase community participation in history and heritage.	12 Museum activities per year.	Exceeding target: a range of activates including book launches, guided tours, training workshops for volunteers, school groups.
		Maintain an active and well trained volunteer base of 40.	Exceeding target: Over 50 volunteers consistently working at the front desk and in collection management and tour activities.
3. Manage strategic partnerships with key community stakeholders	3.1 Managed in accordance with policies, procedures and agreements	Meet with key groups once per annum	On target as per Deed of Agreement.
Opening hours: Wednesday to Friday 10am - 4pm; Saturday and Sunday 10am - 3pm (Closed to general public Monday and Tuesday but available to pre-booked groups, including tour and school groups)			Achieved.



Support Services Division - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City*

Component 90 - Visitor Information Centre

Officer: Manager Cultural Services

Service Statements	Key Performance Indicators	Target	Progress
1. Operate a visitor information service that provides accurate information and advice on visiting the Hawkesbury and environs	1.1 Ensure the prompt and accurate provision of visitor information	Collect and maintain accurate data on visitor numbers and inquiries	On target: Data collected includes actual visitors to Visitor Information Centre (15,658), enquiries (13,104) and referrals in the area (20,924), including 8,525 to cultural and recreation services and events. Physical visitors to the VIC are 2.4% lower than 2008-09 but enquiries are 13% higher and referral numbers are 24% higher.
		Staff are trained and skilled in customer service and local tourism	Staff attended OHS and local tourism familiarisations during the year.
2. Support promotion of the Hawkesbury	2.1 Monitor available promotional material on the Hawkesbury	Review and update maps or information brochures on the Hawkesbury area - within resource constraints	On target: Approx 30,000 Hawkesbury brochure/maps have been distributed. Explore The Hawkesbury - Bushwalking, Cemeteries and Windsor Heritage Walks have been produced.
Opening hours Monday to Friday - 9am - 5pm; Saturday and Sunday 9am - 4pm, Closed Christmas Day, Boxing Day, New Years Day, Good Friday and Anzac Day closed till noon			Achieved.



Business Activities

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Component 80 – Sewerage



Business Activities - Operational Plan and Performance Indicators 2009/2010

Strategic Objective: *A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.*

Component 80 - Sewerage

Officer: Manager Waste Management

Service Statements	Key Performance Indicators	Target	Progress
1. To provide and maintain a high quality sewage treatment service to the community.	1.1 Sewage Treatment Plants and major pump stations alarms responded.	Respond to alarms within 1 hour.	100% compliance.
	1.2 Minor pump stations alarms responded.	Respond to alarms within 4 hours.	100% compliance.
	1.3 Sewer choke response.	Respond to notification within 2 hours.	100% compliance.
	1.4 Licence conditions met.	No breaches to EPA license conditions.	99% compliance.
2. To provide and maintain a high quality trade waste service to the community.	2.1 Monitor trade waste.	Keep database updated.	Monitoring and database for trade waste maintained and up to date.



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

A State of the Environment Report is required to be prepared with a comprehensive four year Report and annual updates.

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

Each report card includes the following information:

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

The report seeks to present key information in a simple yet informative way. The Report is divided into two primary sections to separate Council's environment outcomes from those of the wider local government area (LGA). Each section then describes the state of the environment under a number of specific categories, or themes in a simple "Footprint Report Card". These Report Cards comprise of five main components:

- Details of how performance is measured
- A rating for performance of the Council or LGA outcomes.
- Quantified representation of the performance outcomes.
- Summary of Council's response to the issue.
- Summary of future directions.

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

Human Settlement

Sewage Treatment Plants

Introduction

Hawkesbury City Council and Sydney Water are responsible for the delivery of sewage treatment and associated infrastructure within the Hawkesbury City Local Government Area. The major pressure facing Council in delivering adequate treatment services is population growth and the need to ensure treatment infrastructure is maintained and expanded to cope with the increasing treatment requirements.

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

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



Measures of Performance

Measure

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

How is the Hawkesbury performing?



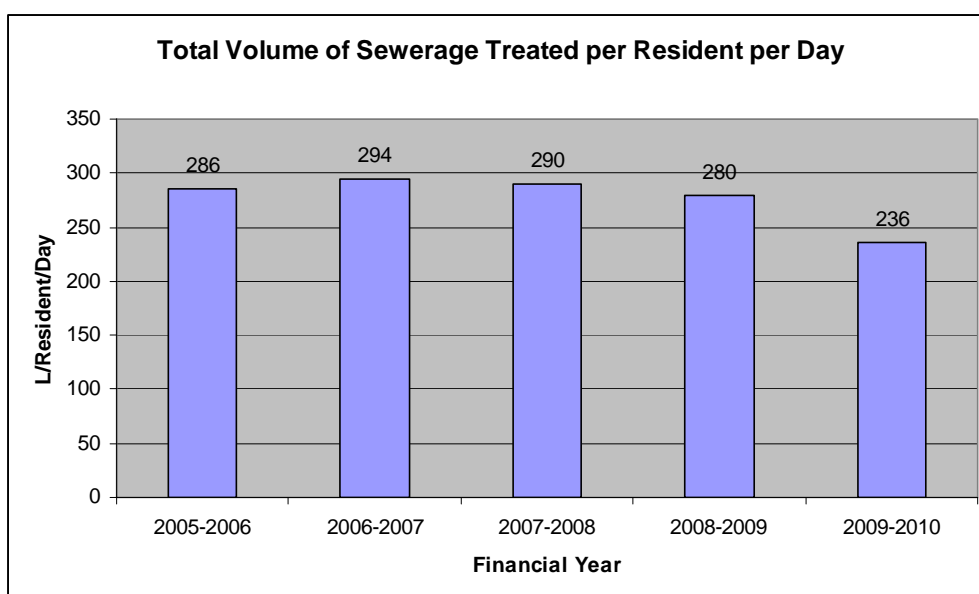
Volume of treated sewerage per resident per year has decreased.

Amount of sewerage recycled has increased.

Phosphorus concentrations decreasing from both STP

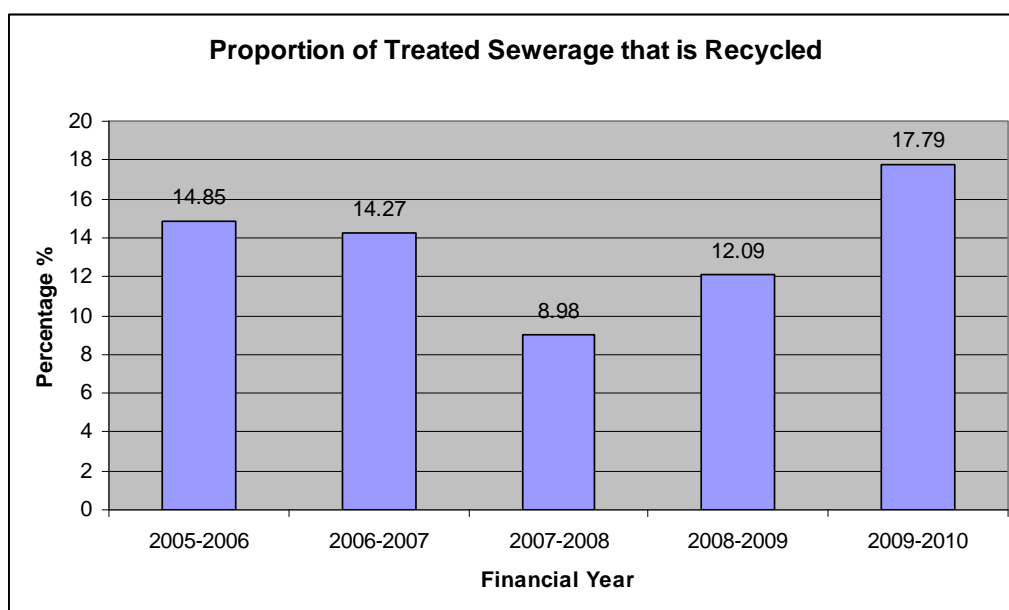
Current status and trends

There are approximately 7,584 active connections being serviced by the two treatment plants. Of those connections serviced by a reticulated sewerage system, approximately 34% of the wastewater is treated at the McGrath's Hill plant; the remainder is treated at the South Windsor plant.



Outcome 1

This value has been corrected from previous years as the total volume of sewerage treated was divided by the number of total population within the local government, instead by the number of equivalent persons connected to the sewage treatment plants.



Outcome 2

Outcome 3

Concentrations of phosphorus entering receiving waters have continued to decline from MHSTP being marginally less than the previous year ie from 0.25 mg/l down to 0.21mg/l. However, from SWSTP phosphorus concentrations in effluent has halved from 0.034 mg/l to 0.015 mg/l.

Response to the issue

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

- Continuing to investigate and improve on effluent reuse.
- Replace aging pumps in pump stations with the new, more efficient class motors.
- Loan funds have been received from NSW Dept of Planning for construction of a new Pumping Station and rising main. Contract to be awarded early in the new financial year.

Future directions

Effluent re-use, is an opportunity that Hawkesbury City Council is continuing to investigate and improve upon. Presently, 40 - 50% of the effluent from the McGrath's Hill plant is reused. The remainder of the treated effluent is discharged into South Creek. Council received a grant from the State Government to provide recycled water for irrigation and toilet flushing from South Windsor Treatment Plant to Council reserves and schools throughout South Windsor. This project is currently in the tending stage.



Onsite Sewage Management Facilities

Introduction

The Septic Safe Program was introduced in 1998 by the NSW Government to help ensure that they operate their system in a manner that will protect the environment and public health. It is estimated there are more than 11,000 on-site sewage systems within the Hawkesbury area.

Measures of Performance

Measure

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

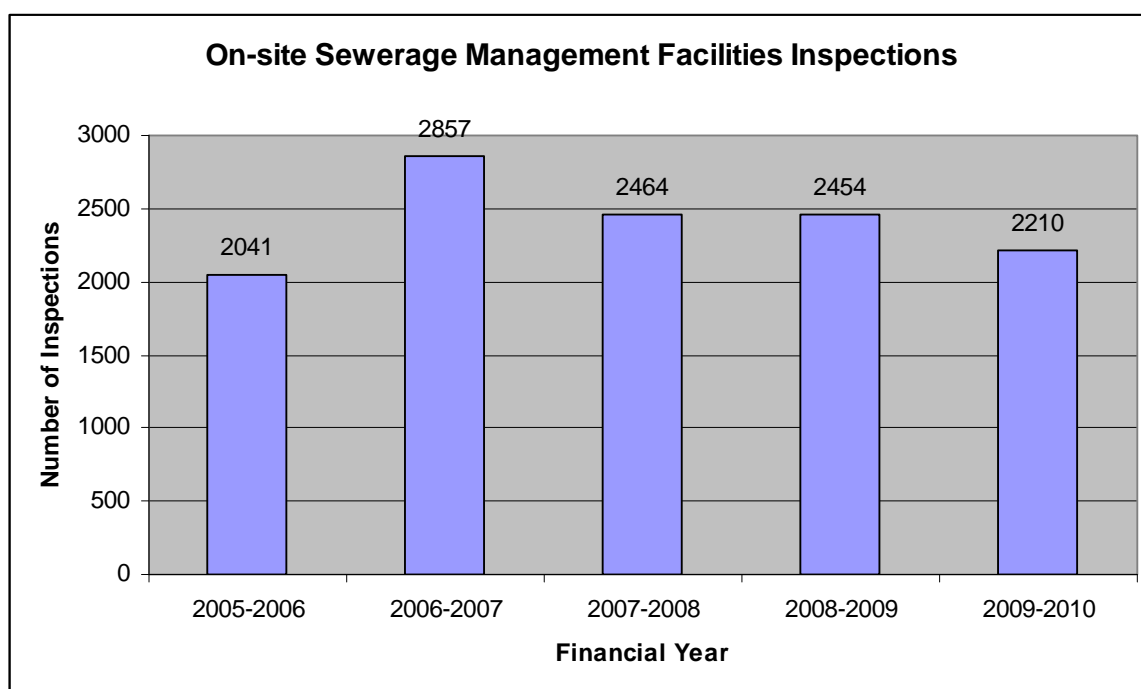
How is the Hawkesbury performing?



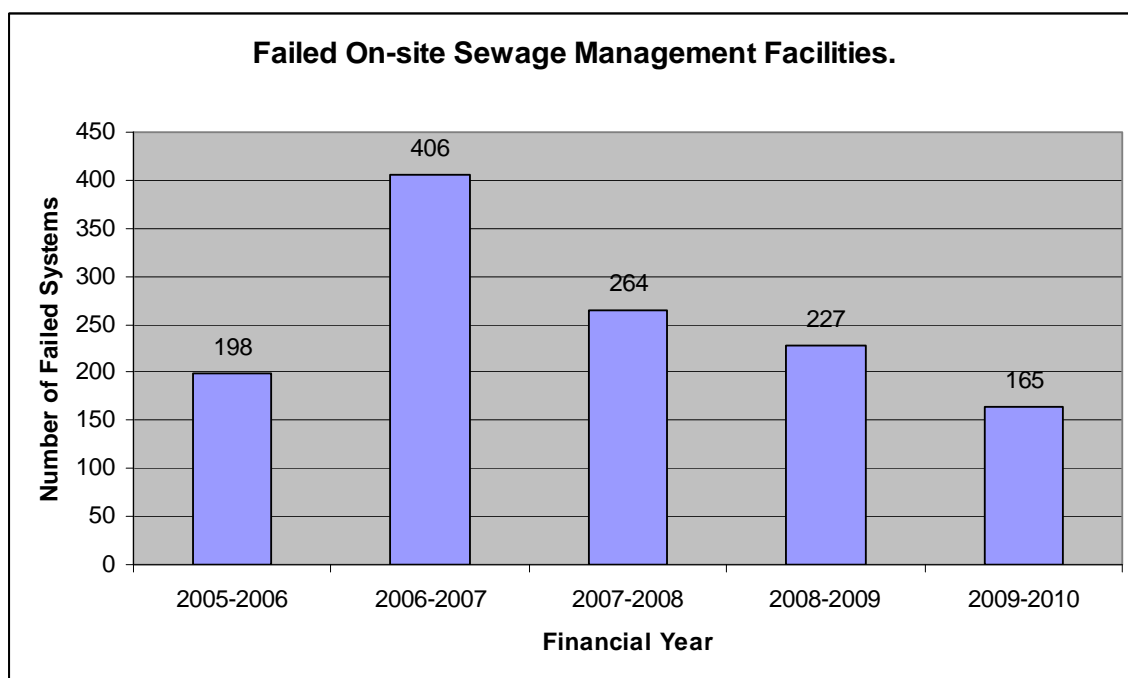
Number of systems inspected is decreasing.

Number of failed systems is decreasing.

Current status and trends



Outcome 1



Outcome 2

Response to the issue and Future Directions

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

Sydney Water and Hawkesbury City Council are working together to provide a sewage reticulated service to satellite towns. Glossodia, Agnes Banks, Freemans Reach and Wilberforce Sewerage Scheme will provide improved sewerage services to the urban areas and help protect local creeks and the Hawkesbury River.

Centralised (package) Sewage Treatment Plants

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

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

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

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



Non-Aboriginal Heritage

Introduction

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

Measures of Performance

Measure

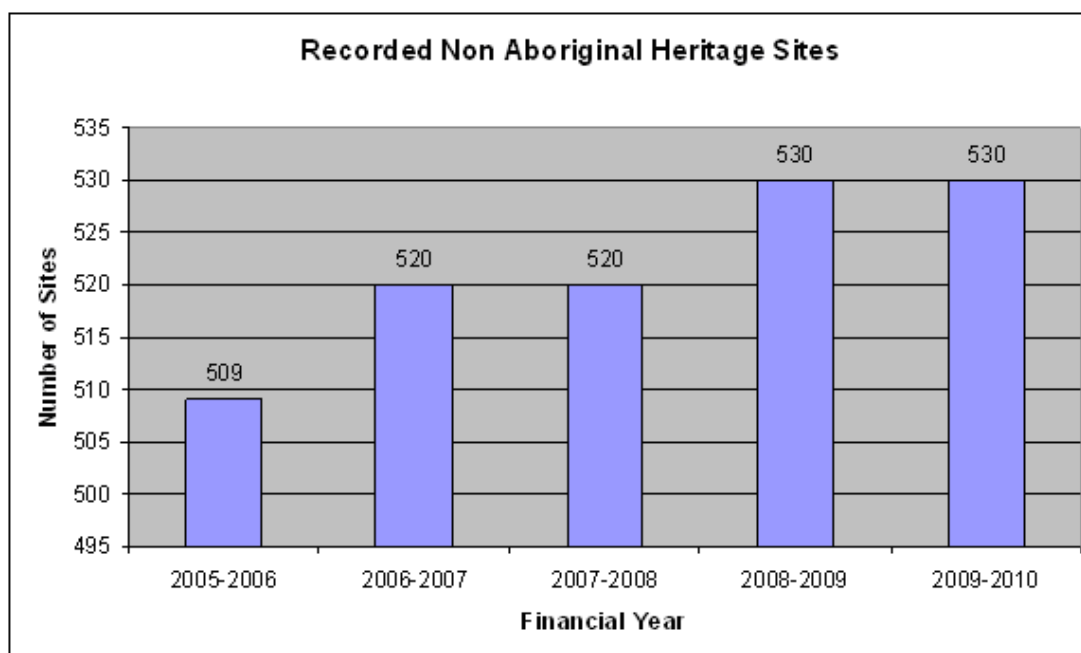
1. Total number of recorded non-aboriginal heritage sites in the Hawkesbury.

How is the Hawkesbury performing?



The number of sites has remained stable.

Current status and trends



Outcome 1

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

Response to the issue

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

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



Aboriginal Heritage

Introduction

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

Measures of Performance

Measure

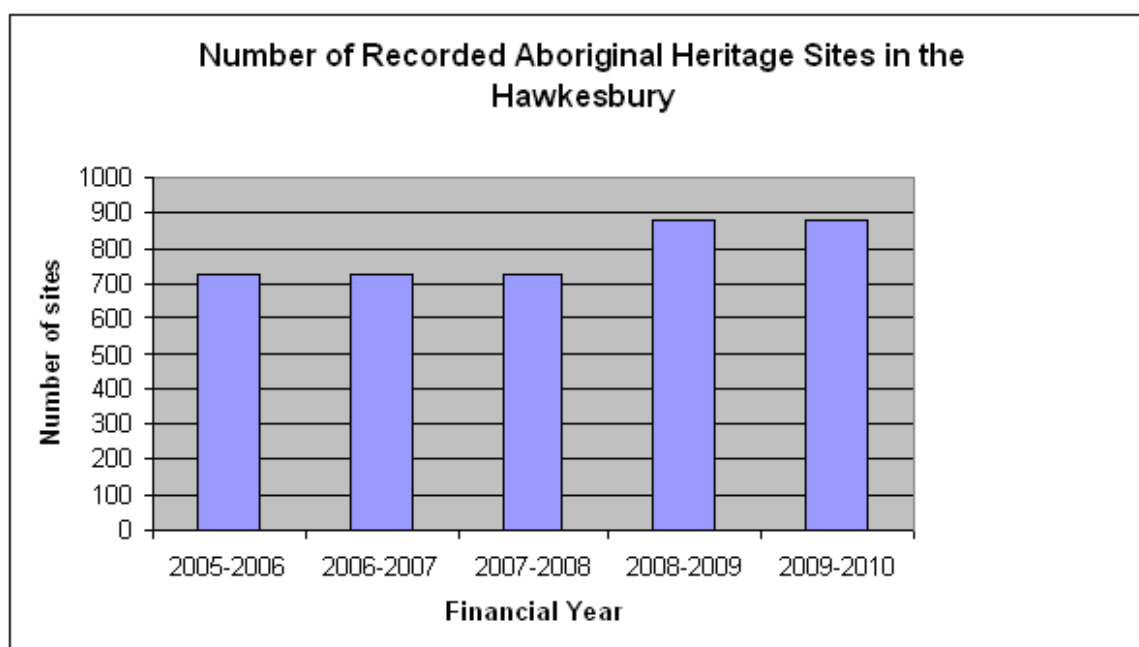
1. Total number of recorded Aboriginal heritage sites in the Hawkesbury.

How is the Hawkesbury performing?



The number of Aboriginal Sites has remained constant.

Current status and trends



Outcome 1

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

Future directions

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

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



Solid Waste

Introduction

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

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

Measures of Performance

Measure

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

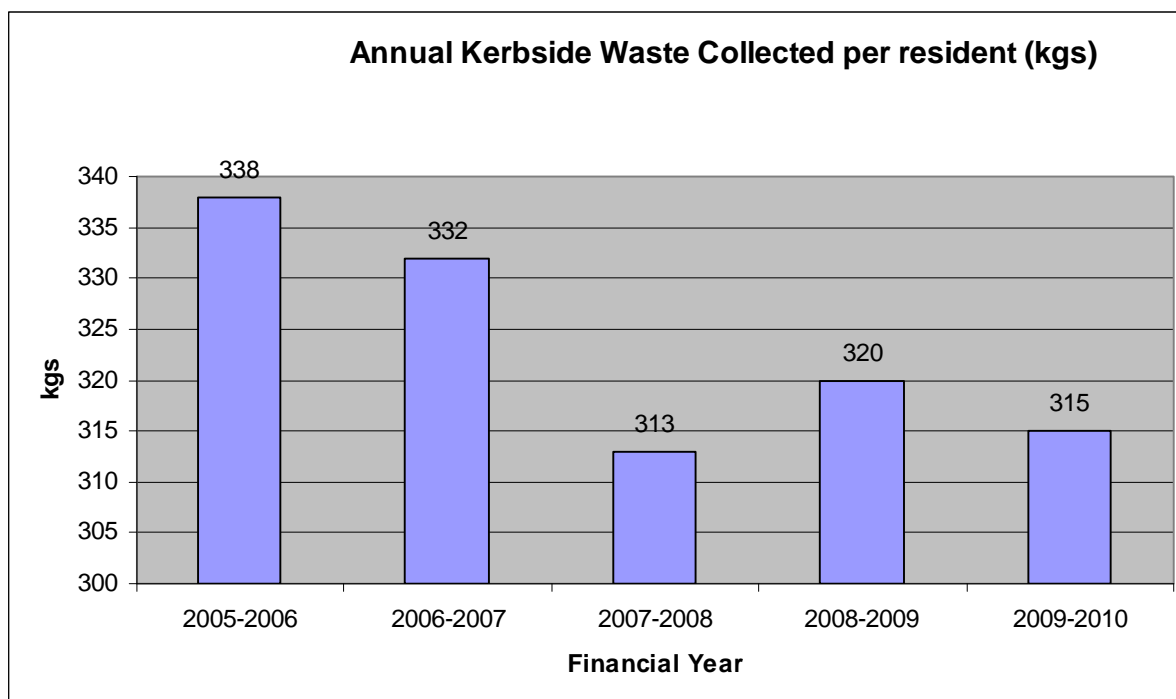
How is the Hawkesbury performing?



Per resident waste collection has decreased

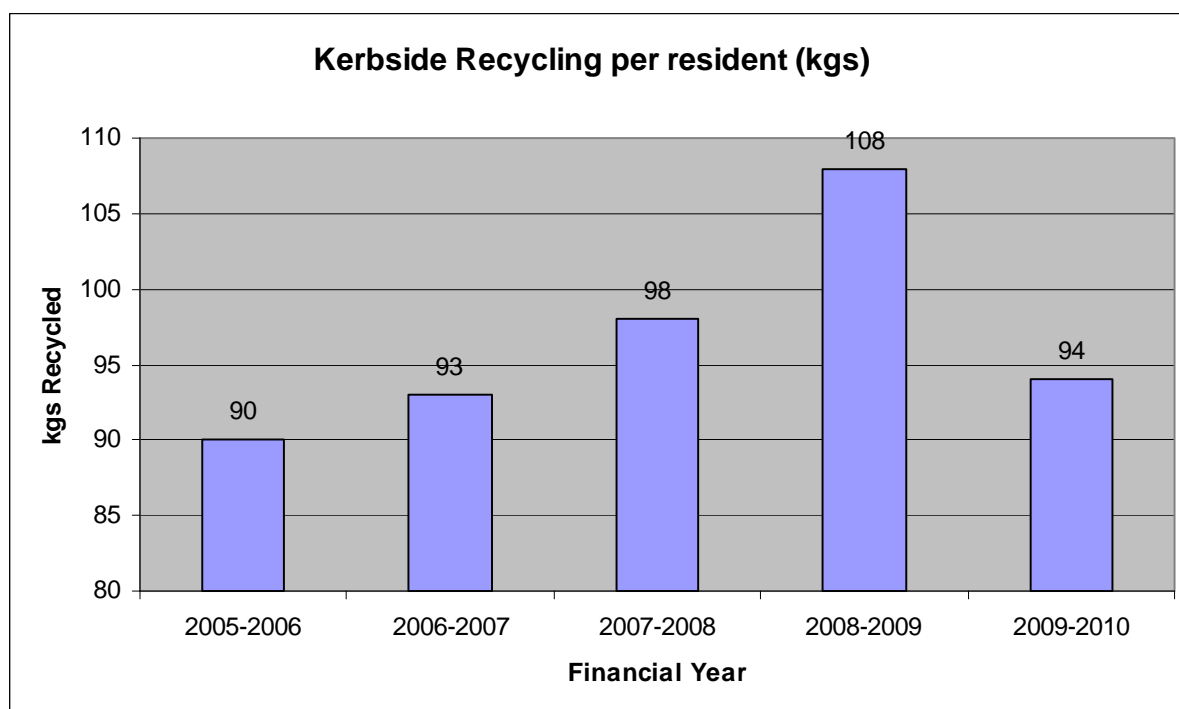
The proportion of waste that is recycled has decreased.

Current status and trends



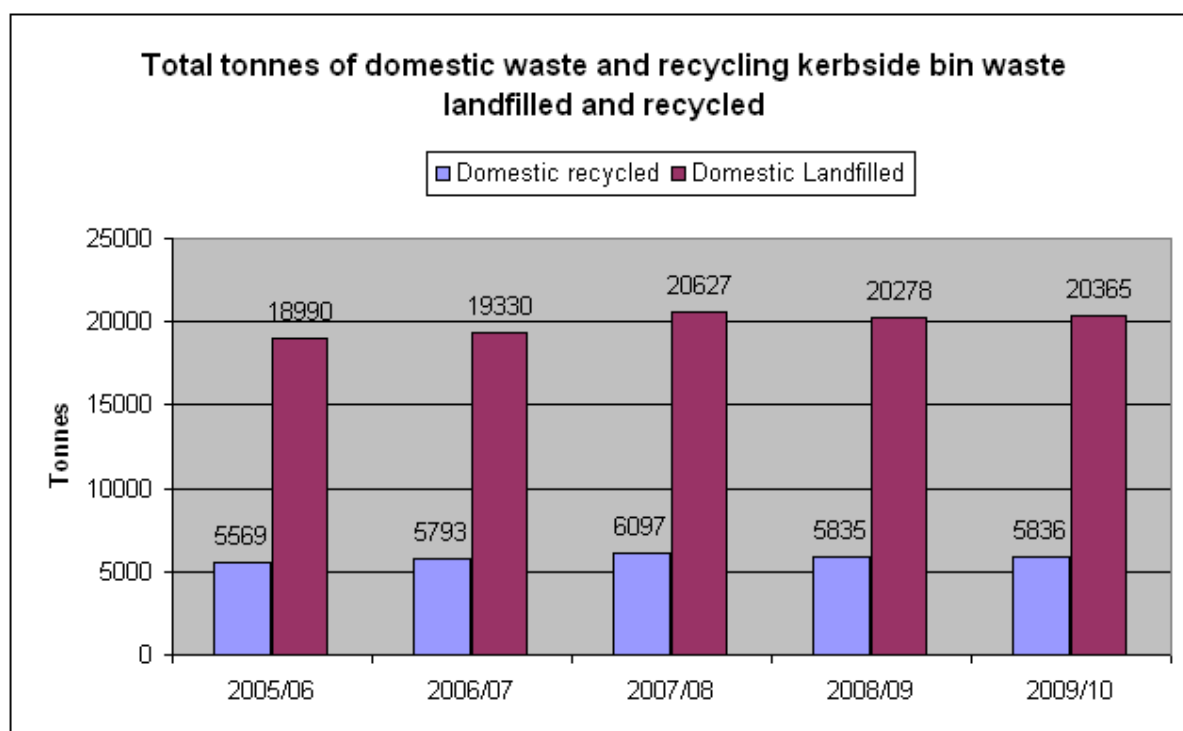
Outcome 1

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



Outcome 2

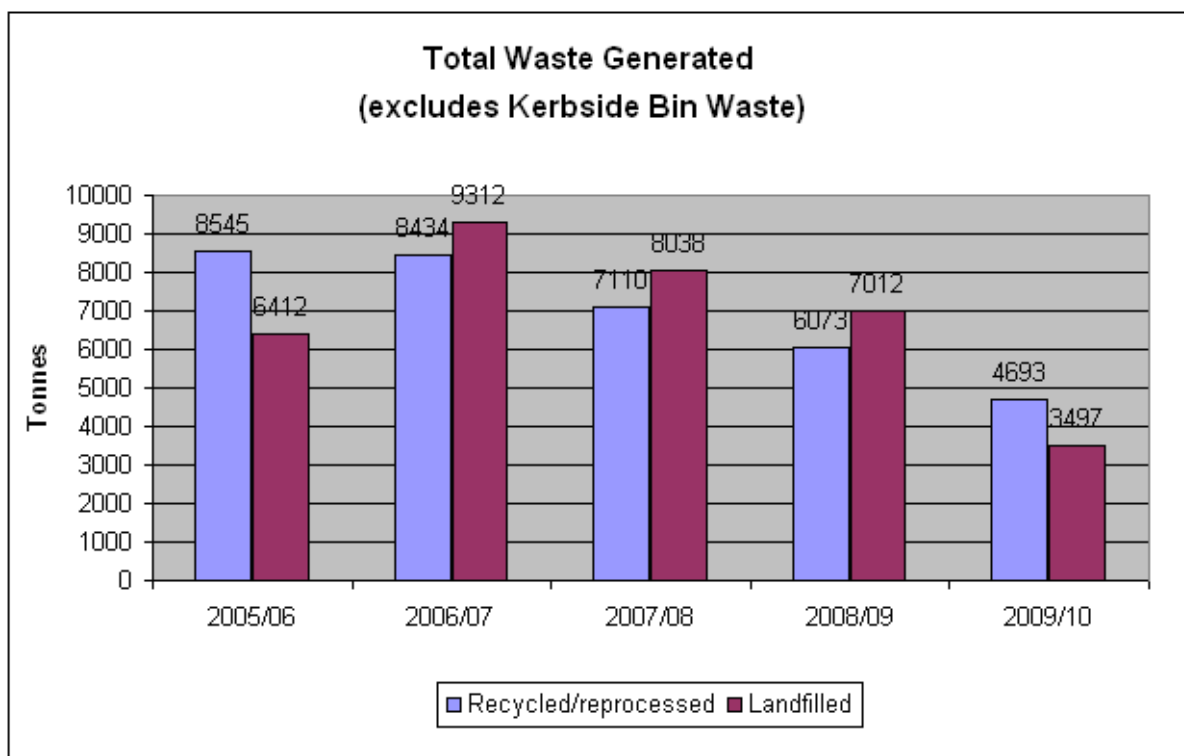
The graph represents the domestic recycling picked up from the residents kerb by JJ Richards & Sons.



Outcome 3



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



Outcome 4

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

Response to the issue

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

Future directions

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

Council is currently achieving 31% waste diversion. Actions have been developed and endorsed by Council using the Strategic Waste Action Plan tool provided by DECCW that will be implemented to achieve this target and extend the life of the Hawkesbury City Waste Management Facility.



Noise

Introduction

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

Measures of Performance

Measure

1. Total number of noise complaints made to Council.
2. Number of each type of noise complaint made to Council.

How is the Hawkesbury performing?



The number of noise complaints made to Council has remained stable.

Response to the issue

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

Future directions

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

Council will continue to utilise its ability to control potential noise from new developments through the implementation of adequate conditions of consent, which reflect current legislative requirements and Council's Development Control Plan relevant to the Hawkesbury City Council Local Government Area. Council will also continue to use its database system, which allocates timeframes for responses to noise complaints and records all actions taken during the investigation process.



Council's Footprint

Council's Energy Consumption

Introduction

The Hawkesbury City Council's, Energy Savings Action Plan was approved by the Minister for Climate Change and the Environment on 10 November 2008. This Plan now becomes the blueprint for change within the Council over the next four years. In particular, further monitoring of many sites will need to be carried out to ensure a better understanding of the energy characteristics at those locations. An annual progress report on outcomes of the plan must be submitted to DECC and the current blue print expires on 10 November 2012.

Measures of Performance

Measure

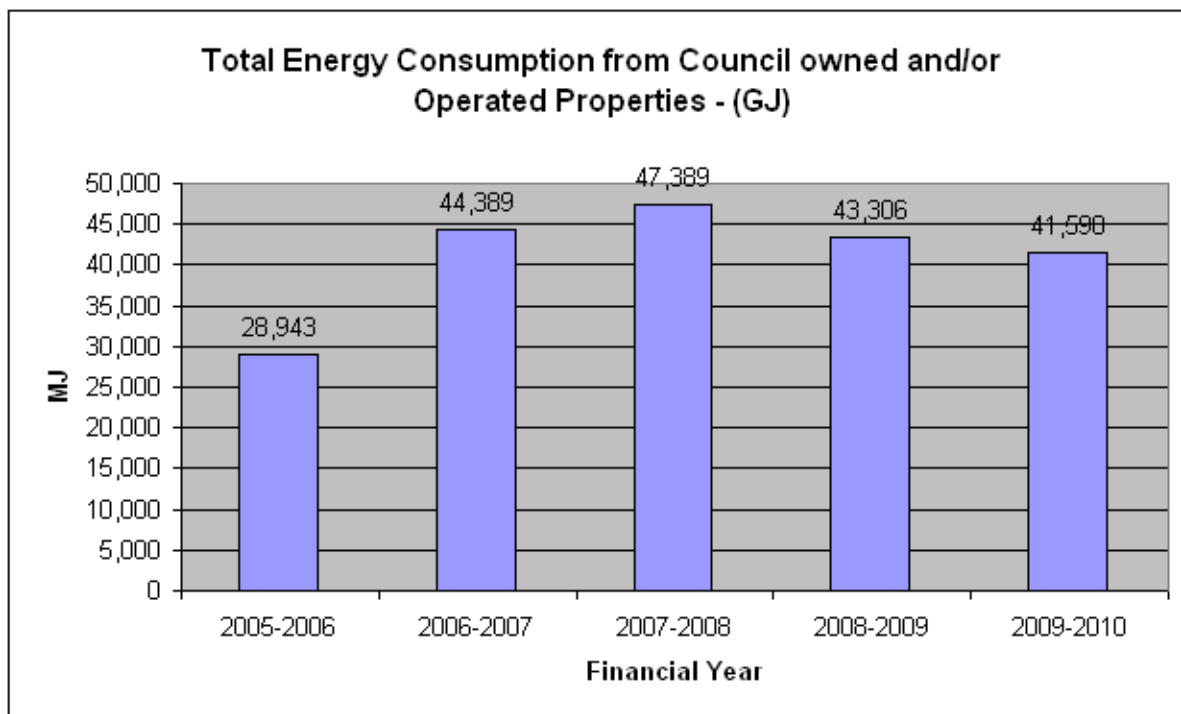
1. Total energy consumption from Council operations.
2. Council energy consumption per resident.

How is the Hawkesbury performing?

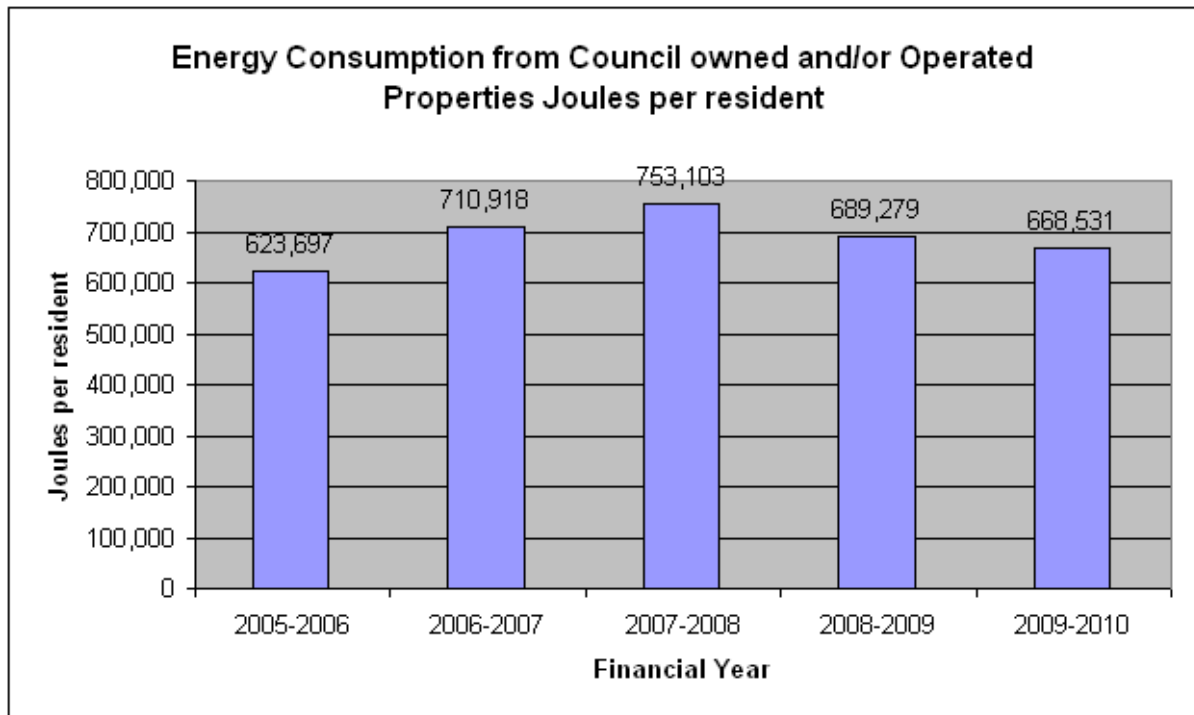


Council's energy consumption has decreased by 4% since last year.
Energy consumption per resident has decreased 3%.

Current status and trends



Outcome 1



Outcome 2

Future directions

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

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



Greenhouse Gas Emissions

Introduction

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

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

Measures of Performance

Measure

1. Total greenhouse gas emissions from electricity and gas usage within council operations.
2. Council greenhouse gas emissions per resident.

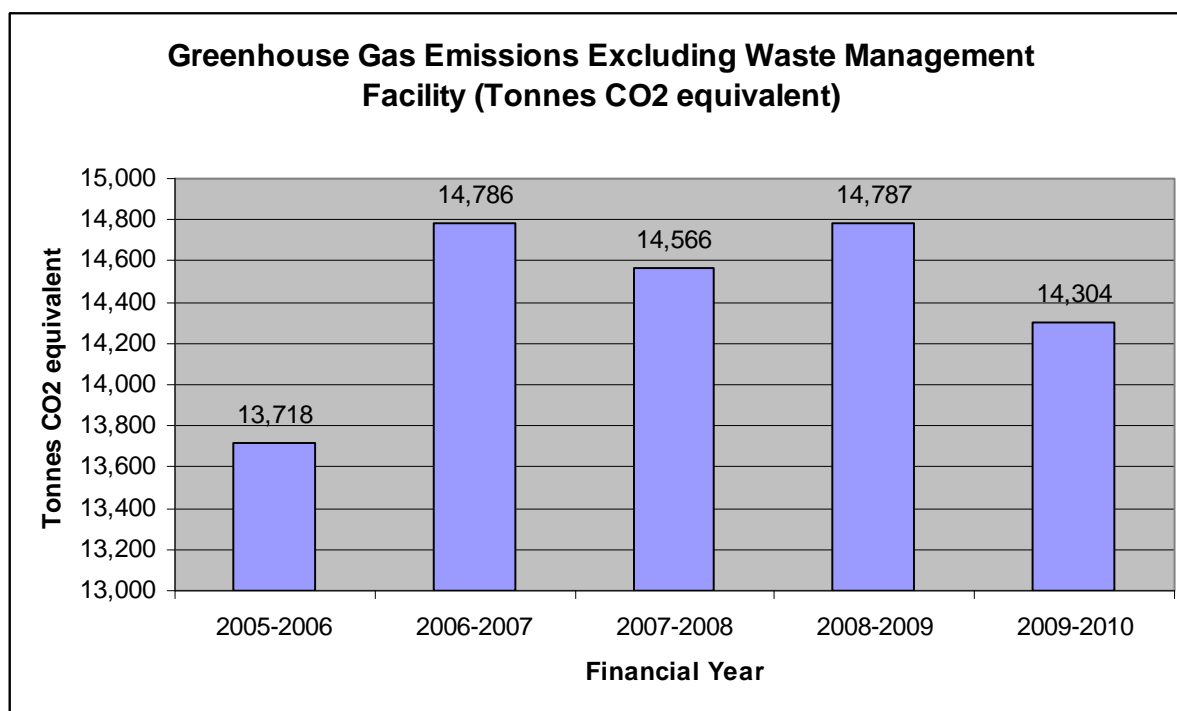
How is the Hawkesbury performing?



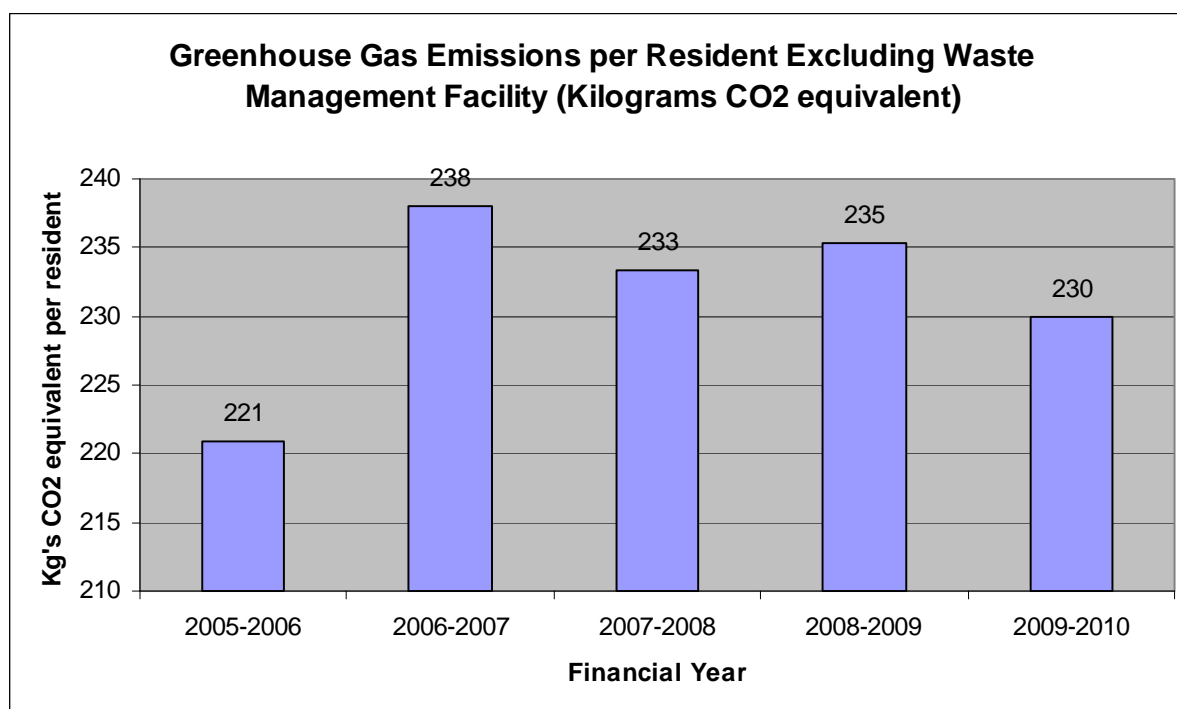
Council's greenhouse gas emissions have decreased by 3.2%

Greenhouse gas emissions per resident has decreased.

Current status and trends



Outcome 1



Outcome 2

Response to the issue

Councils are only likely to be directly covered by the Carbon Pollution Reduction Scheme (CPRS) if they operate a landfill, and the methane emissions from that landfill exceed the threshold set under the CPRS. (currently proposed to be 25 kilotonnes of CO₂-e emissions)

Hawkesbury City Council owns and operates the Hawkesbury City Waste Management Facility and therefore is captured under the National Reporting scheme. Under this Act, Council must calculate by direct monitoring the emissions from the facility. These emissions added with the electricity and diesel used complete the total emissions. The emissions from the Waste Management Facility are not included within this organisational environmental footprint.

Future directions

Hawkesbury City Council will continue to monitor and record its organisations environmental footprint eg waste, energy water, street lighting and fleet management to enable an accurate measure of our Green House emissions.



Council's Water Consumption

Introduction

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

Measures of Performance

Measure

1. Total water consumption
2. Water consumption per resident.

How is the Hawkesbury performing?



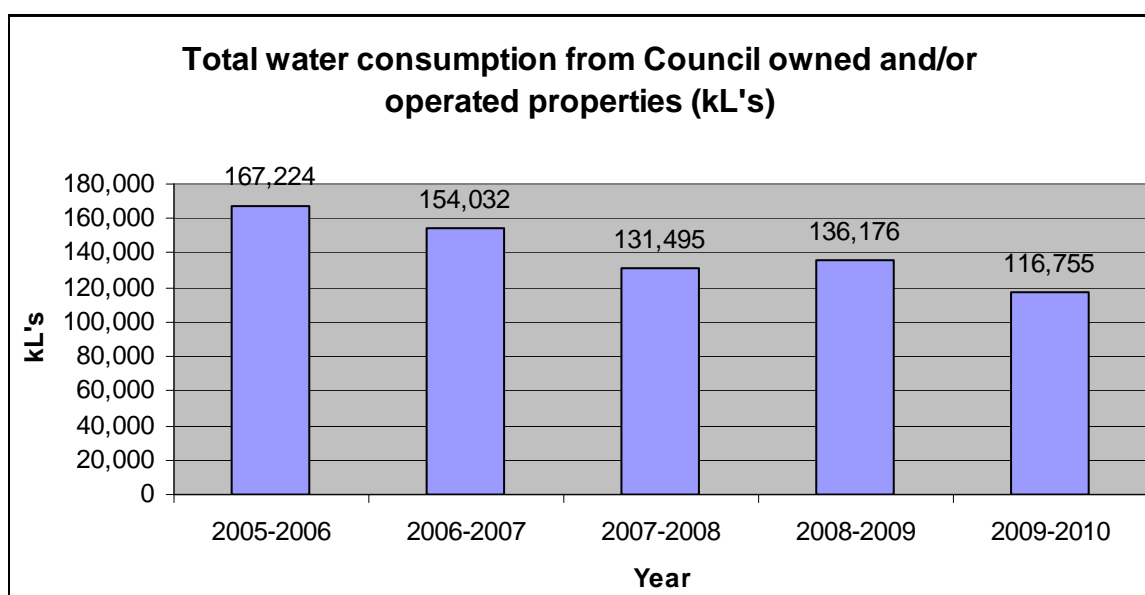
Council water consumption has decreased by 14.3% since last year.

Water consumption per residents has decreased 13%.

Council subscribes to an independent environmental score keeper, Planet Footprint, who captures and monitors data on waste, energy, water, street lighting, fleet management and greenhouse gas emissions.

Current status and trends

All sites except the Administration Precinct and the Animal Shelter decreased consumption. The total kL's saved in total was 19,421 kL or equivalent to nearly 14 Olympic Swimming Pools.



Outcome 1

Response to the issue

Council became a member of Sydney Water, "Every Drop Counts" Business Program in April 2007. This program has been exceptionally successful in locating leaks and faulty equipment at Council's Richmond Swimming Centre and the Oasis Aquatic Centre.

Online monitoring has been implemented at Richmond Pool and Oasis Swimming Centre to detect any water leakages



Land

Salinity

Introduction

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

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

Measures of Performance

Measure

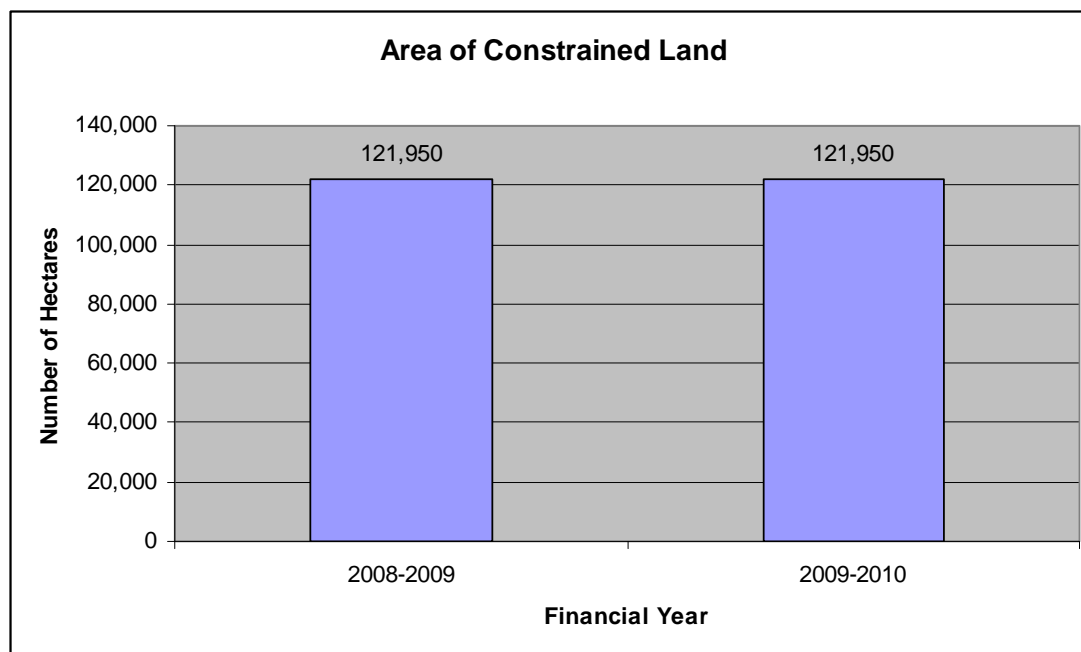
1. Area of constrained land (including acid sulphate affected land, flood prone land, land subject to steep land restrictions, contaminated land, endangered ecological communities) .

How is the Hawkesbury performing?



There has been no significant change in area per resident between 2005-2006 and 2008-2009.

Current status and trends



Outcome 1

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



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

Response to the issue

The Department of Infrastructure, Planning and Natural Resources, now known as the Department of Conservation and Climate Change has produced a number of booklets as part of the Local Government Salinity Initiative series to assist in understanding salinity processes and the impact of development on salinity.

Hawkesbury City Council is also an active member of WSROC Salinity Working Party. This group meets four times a year to discuss regional opportunities and keep up dated with emerging technology. The working party also coordinated the 2010 UrbanSalt Conference with themes relating to current impacts for Local Government and their residents.

Future directions

New urban mapping for Salinity is being currently completed by the DECCW this time it should cover most of the Hawkesbury Local Government Area.

Ongoing training is to be provided to council officers and external people in the building trade to keep updated with leading technology.

New standard LEP provisions will trigger the requirement for "Salt Plans" to be submitted for development being carried out in salt affected areas, protecting natural and built environments.

Chemical Contamination - Land

Introduction

The Department of Environment Climate Change and Water (DECCW) keeps a record of contaminated land.

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

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

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



Measures of Performance

Measure

1. Recorded sites under Section 58 Contaminated Land Management Act

How is the Hawkesbury performing?



The number of identified sites has remained stable.

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

Measure

2. Number of schedule premises within the Hawkesbury Local Government Area

How is the Hawkesbury performing?



The number of Schedule premises has decreased.

Measure

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

How is the Hawkesbury performing?



Number of incident reports received remains stable.

Measure

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

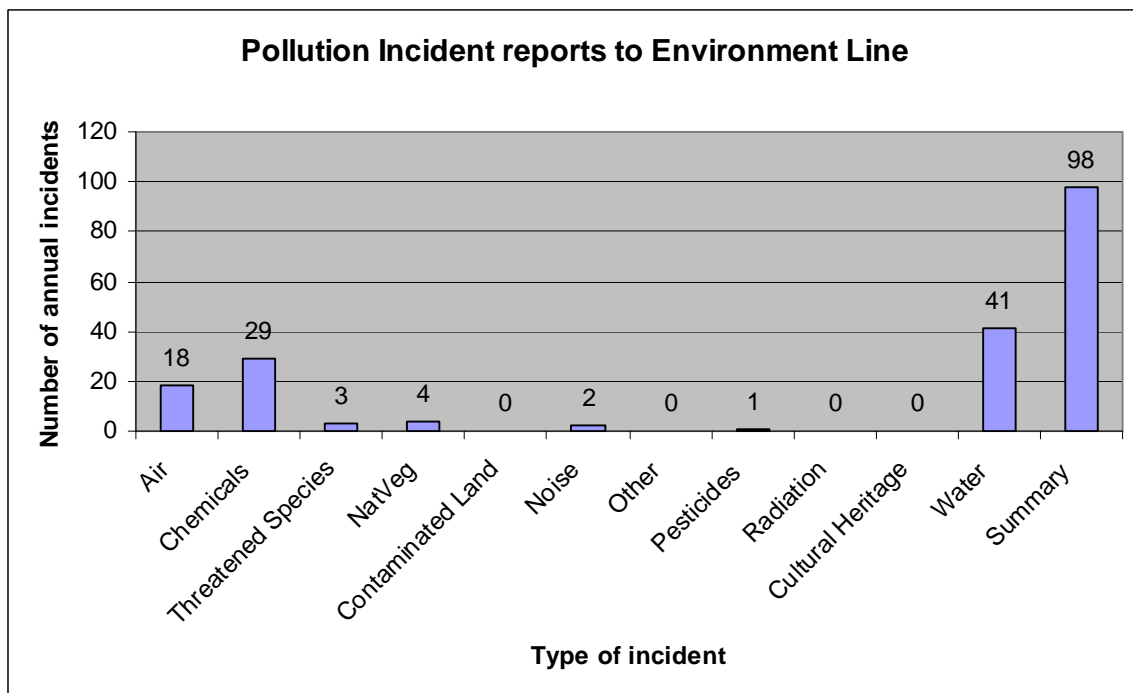
How is the Hawkesbury performing?



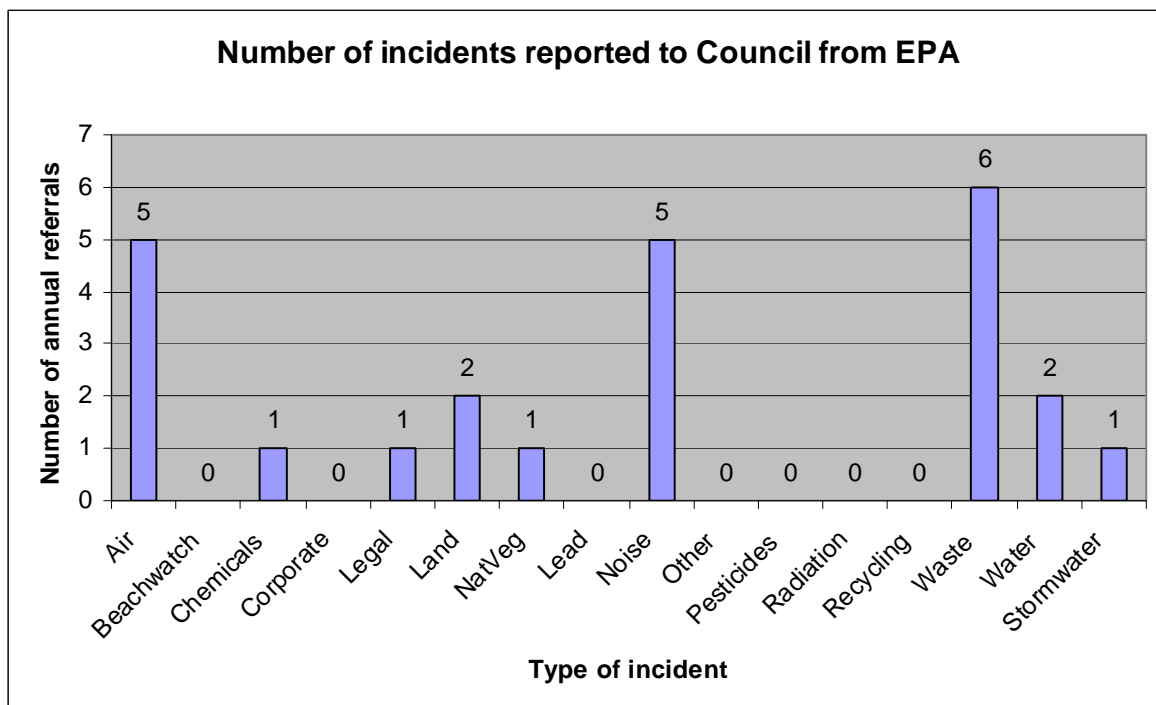
Number of calls referred remains stable.



Current Status and trends



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



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



Response to the issue

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

Future directions

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

Acid Sulfate Soils

Introduction

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

Measures of Performance

Measure

1. Not increasing area affected by acid sulphate soils.

How is the Hawkesbury performing?



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

Current status and trends

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

Response to the issue

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

Clause 37A of the Hawkesbury Local Environmental Plan 1989 states a person must not, without the consent of the Council, carry out works described in the following table:

Future directions

Preliminary assessment is required for those development applications seeking consent for works described and proposed to be located on land classified vulnerable. An acid sulfate soils management plan is obtained if required and apply best management guidelines for rectification. Acid Sulfate Soils Assessment Guideline, August 1998, which forms part of the Acid Sulfate Soils Manual.



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

Regulatory Responses

Compliance and Enforcement complaints

Introduction

Council responds to a wide range of non complying development matters ranging from Development without consent, Development not in accordance with consent, complaints or enquiries made at Council include such as building works, earthworks and tree removal.

Council is considered as the Appropriate Regulatory Authority (ARA) for non complying development matters for enquiries that occur within the Local Government Area (LGA) with the exception of premises that are licensed with the Department of Environment, Climate Change and Water (DECCW), known as scheduled premises.

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

Measures of Performance

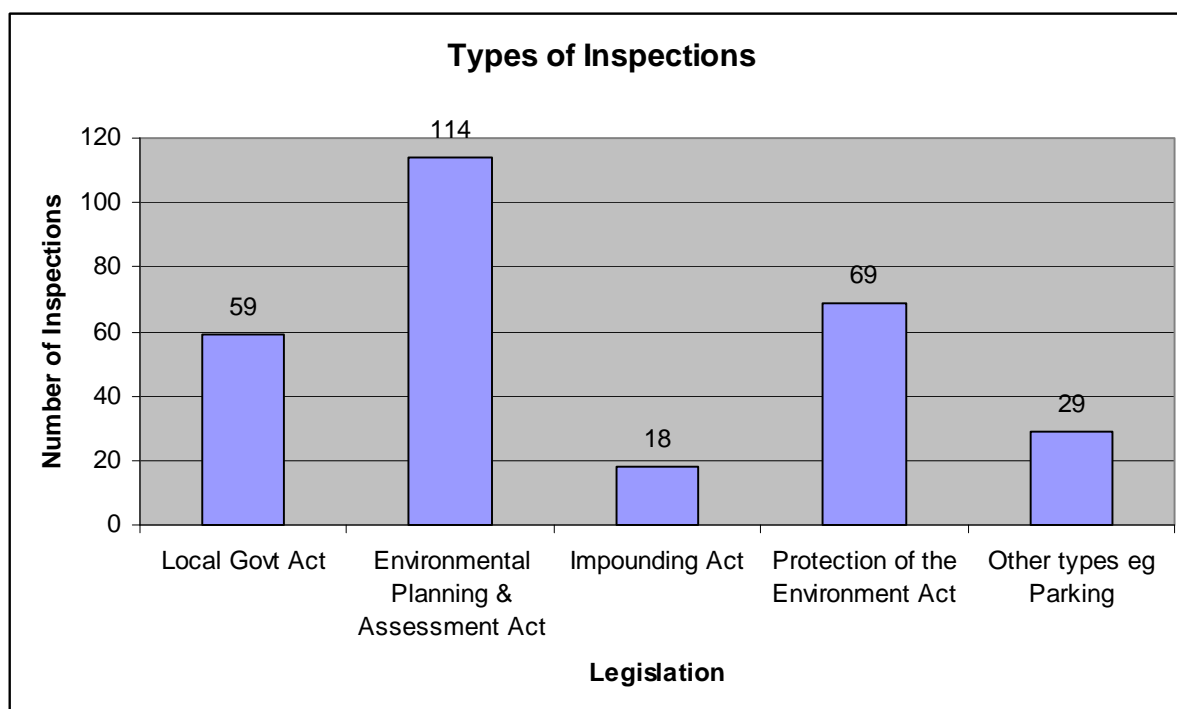
Measure

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

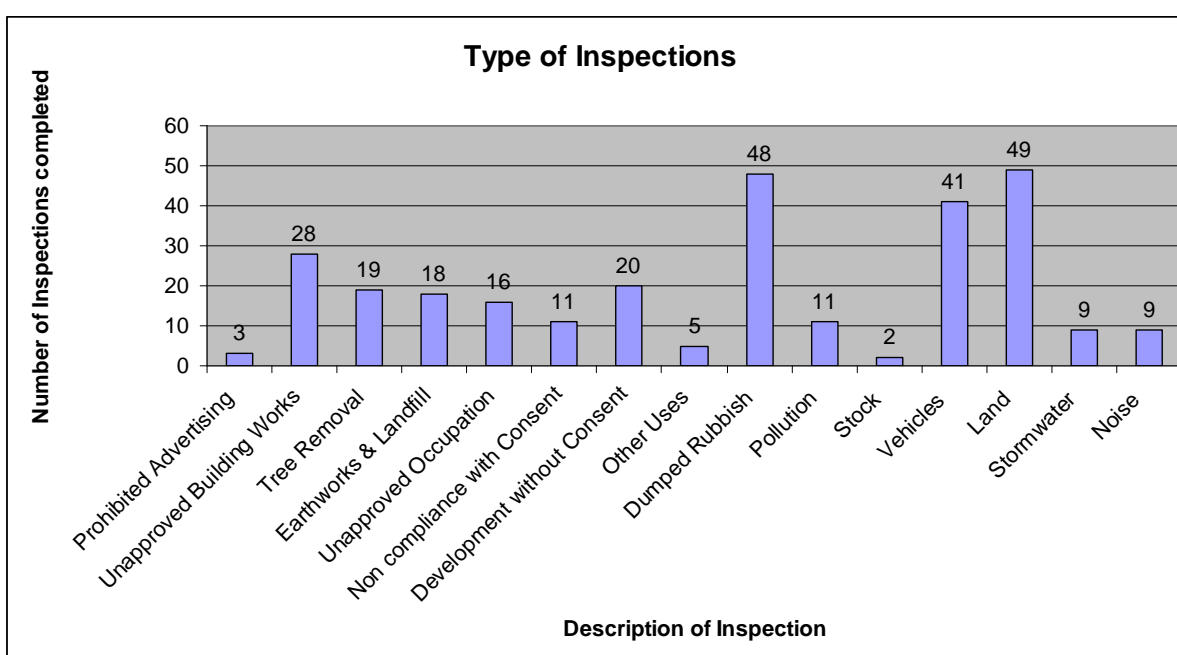
How is the Hawkesbury performing?



Investigations of complaints has increased.



Outcome 1



Outcome 2

Future directions

Along with reviewing Council's current Enforcement Policy, there is a need to develop a standard priority assessment of non complying developments, while continuing to provide additional training to administration and regulatory staff addressing such matters.

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



Council continually seeks to improve methods to provide an effective response and excellence in customer service to the general public through training of Council staff on new and upcoming legislative requirements and development of improved internal procedures when dealing with non complying developments

Water Quality

Flood Plain Management

Introduction

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

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

Measures of Performance

Measure

1. Responding to requirements of *Floodplain Development Manual: the management of flood liable land*, New South Wales Government, April 2005.

How is the Hawkesbury performing?



Implementing the Floodplain Risk Management Process

In particular:

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

Current status and trends

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

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

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

Isolation of towns essentially arises due to the historic settlement of the valley and the fact that the urban



road network has not evolved or been designed for the purpose of evacuating the floodplain's communities. Under existing conditions, many of the local roads are cut early by mainstream flooding and/or local catchment flooding.

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

Response to the issue

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

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

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

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

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

Future directions

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

River Health

Introduction

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

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



Measures of Performance

Measure

1. Index of river quality
2. River flow

How is the Hawkesbury performing?



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

Current status and trends

Measure 1

% of results within ANZECC

Water Quality Guidelines

0 - 24%	Red	(very poor)
25 - 49%	Yellow	(poor)
50 - 74%	Green	(fair)
75 - 100%	Blue	(good-excellent)

The Sydney Catchment Authority (SCA) is responsible under the Water Catchment Management Act 1998 (NSW) to manage and protect drinking water catchments, supply bulk water and regulate certain activities.

Manly Hydraulics Laboratory NSW Department of Commerce conducts river gauging on behalf of the SCA. They currently operate a gauge at Penrith Weir and Council is working to obtain this data to develop processes to track river flow over time.

The Department of Climate Change recently completed analysis from a number of sites with significant history of water quality monitoring. Many sites have been routinely monitored for water quality since the early 1980's highlighting long term trends in parameters.

Response to the issue

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

Council also liaises with local community groups involved in Sydney Water's Streamwatch initiative. Streamwatch is a network of schools, community groups, local government and other organisations that monitor water quality at sites across Sydney.

Future directions

The Hawkesbury- Nepean River Act 2009 was gazetted on the 7 April 2009. The Act establishes a new Office of the Hawkesbury-Nepean, and gives it the power to coordinate the whole-of-government action needed to manage this critical and iconic waterway. The bill has four objectives and it gives the Office of the Hawkesbury-Nepean the clearly defined functions it will need to achieve each of those objectives.

On the 20 May 2009 the Parliamentary Secretary for Water announced details of a \$77.4 million funding package to help restore the health of the Hawkesbury-Nepean River. This announcement allows Hawkesbury City Council to proceed with the South Windsor effluent re-use scheme.


A water treatment plant will be constructed at the existing South Windsor Sewage Treatment Plant as will a distribution system to supply the recycled water to Council Reserves and school grounds.

The Hawkesbury River Recovery Package is being delivered by the Office of the Hawkesbury Nepean River.



Storm Water

Measures of Performance

Measure	How is the Hawkesbury performing?
1. Stormwater interceptor devices are maintained.	 Litter collected has decreased by 5% since last year.

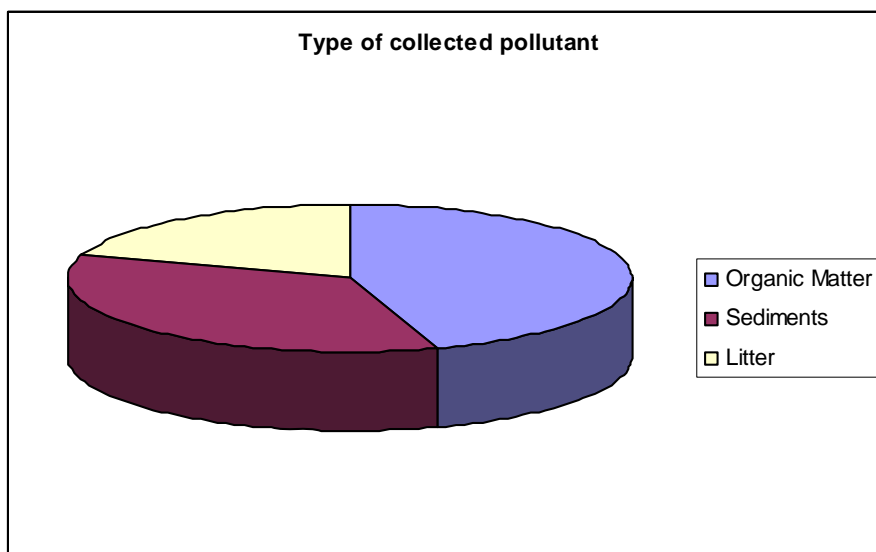
A total of twenty one interceptor devices have been installed at suitable locations across the local government Area to collect pollutants before they enter waterways.

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

Current status and trends

In the 2009/2010 financial year 112.90 tonnes of material has been collected. Sediment, organic matter and litter comprised approximately of this matter respectively.

Organic Matter	45%	Sediments	35%	Litter	20%
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Future directions

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

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



Biodiversity

Introduction

The Hawkesbury is one of the last Local Government Area's (LGA) that has substantial amount of intact bushland in the Sydney metropolitan area. These bushland areas provide habitat for the many threatened species that use these ecosystems. The information that has been collated for these figures has been taken from Department of Environment, Climate Change and Water (DECCW) wildlife atlas website.

Measures of Performance

The performance is measured by the percentage of threatened species to native floral and faunal species found in the Local Government Area. However figures have been collated from information from the Wildlife Atlas website provided through Department of Environment, Climate Change and Water (DECCW).

Measure

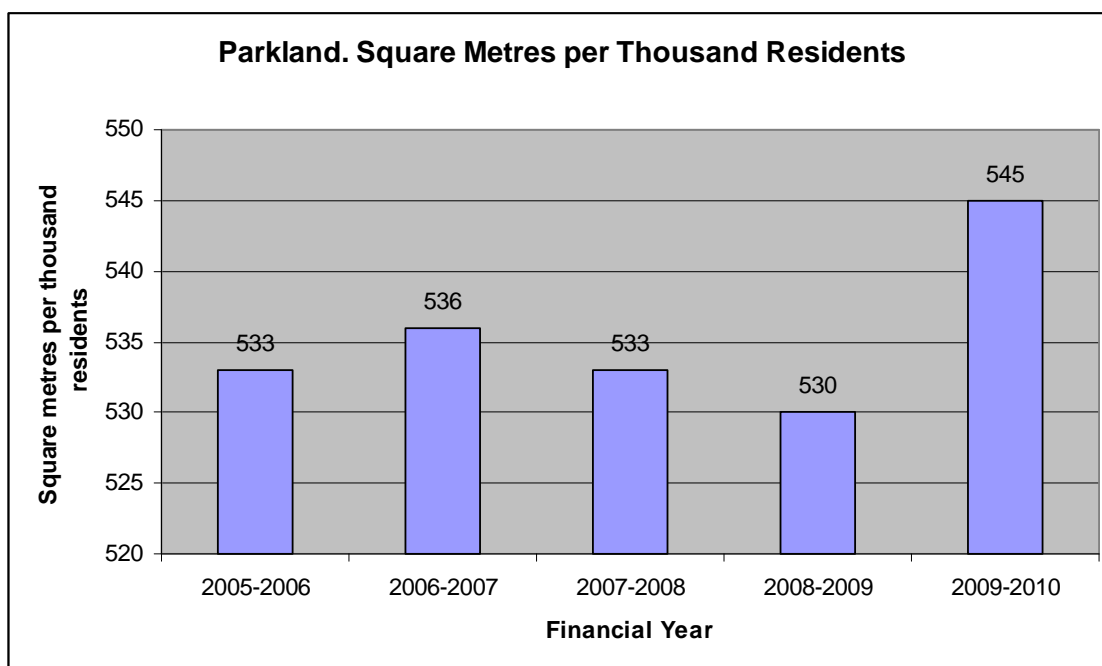
1. Area of parkland per resident.

How is the Hawkesbury performing?



There has been an increase in area of parkland per resident

Current status and trends



Outcome 1

Response to the issue

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



Future directions

Council has several Plans of Management still to implement. These will give direction in the management strategies that should be in place. Some reserves have vegetation management plans implemented. It is of future importance that all reserves identified with threatened species undergo a vegetation management plan, if a Plan of Management has not been drafted or implemented.

Protection of Threatened Ecological Communities

Introduction

According to Council's mapping system there are 23 threatened ecological communities out of 53 identified vegetation communities in the LGA. In the past 12 months Shale Plains Woodland and Shale Hills Woodland are now listed as a Critically Endangered Ecological Community and Western Sydney Dry rainforest is now also listed as a Vulnerable Ecological Community. These are 2 new editions to threatened species listing as per the Threatened Species Act 1995.

Measures of Performance

Measure

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

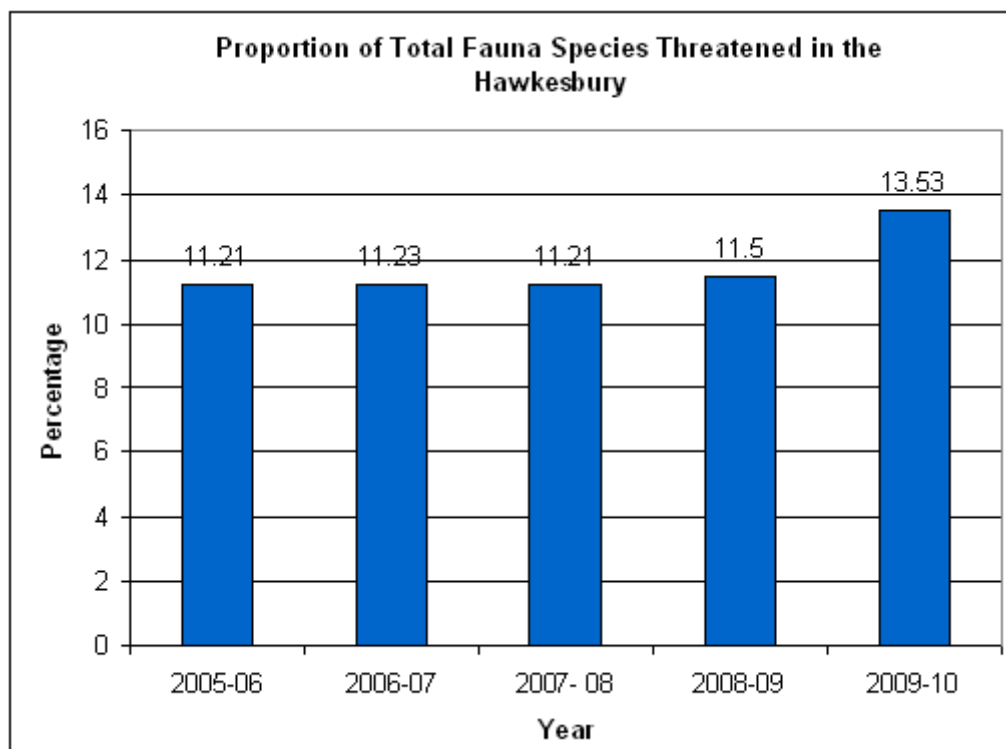
How is the Hawkesbury performing?



There has been a 2% increase in listed threatened fauna for the LGA

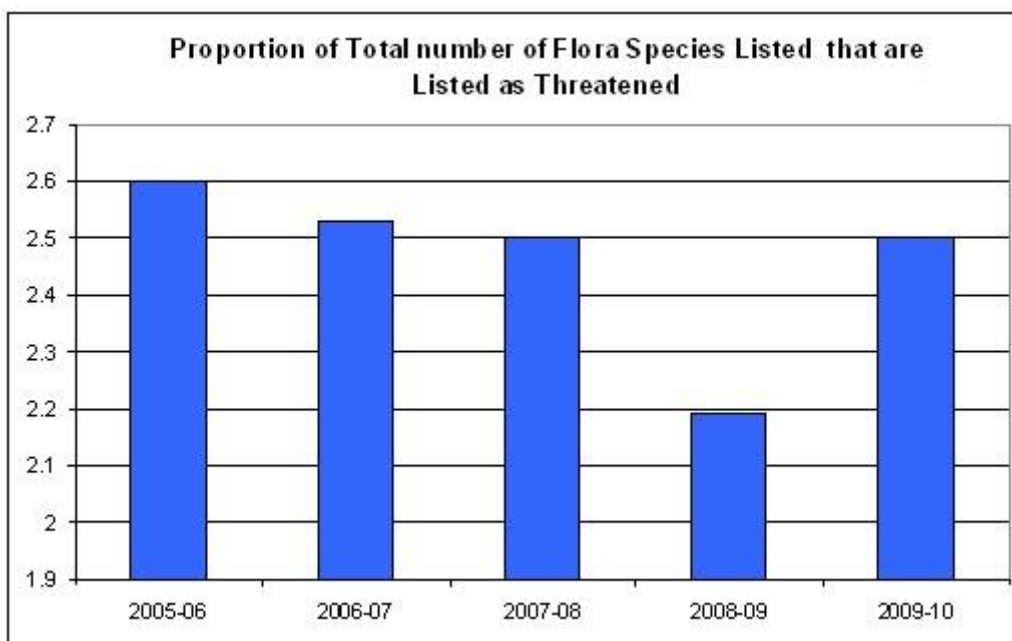
Current status and trends

The information in the graphs below are from the Wildlife atlas website provided by DECCW.





Outcome 1



Outcome 2

Response to the issue

A number of activities and initiatives include:

- Continued enforcement of the Hawkesbury Local Environment Plan 1989 that seeks to protect areas of threatened vegetation, provide a buffer around areas of ecological significance, protect environmentally sensitive land areas of high scenic value, and restrict development on land that is inappropriate for development by reasons of its physical characteristics or bushfire risk.
- The identification of areas of threatened species through completion and maintenance of vegetation maps; and
- Ongoing bush regeneration activities and the provision of funding to support regeneration projects.

Future directions

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

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

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



Aquatic and Terrestrial Weed Control

Introduction

Hawkesbury River County Council is a single purpose authority for the control of declared noxious weeds, and came into existence in 1948 (Government Gazette of 24/9/1948).

The Hawkesbury River County Council (HRCC) is responsible for the management of weeds in rivers and creeks, however is directly responsible for less than 3 kilometres of the 520 kilometres of the Hawkesbury/Nepean River.

As clearly defined in the Noxious Weeds Act 1993, private land owners and Government agencies are responsible for weed control on their land. This includes waterways.

Noxious weeds are plants which are considered to be a threat to human and animal health, agricultural production, native landscapes or natural resources and must be controlled in accordance with the Noxious Weeds Act, 1993.

Measures of Performance

Measure

1. Number of inspections from the ground.
2. Number of inspections from the air and other.

How is the Hawkesbury performing?



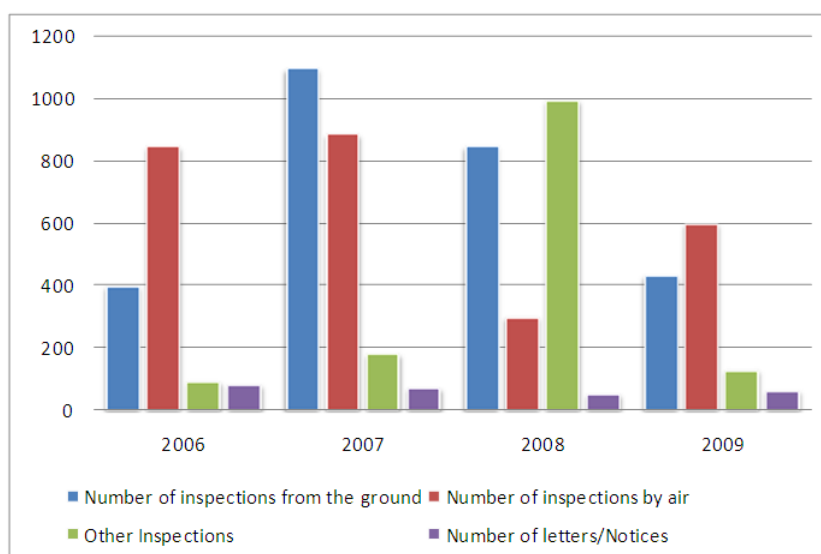
The number of inspections from the ground has decreased.

The number of inspections from the air has increased.

Currently there are no performance indicators in regards to % of weed control or cleared. It has been suggested that an inquiry be held in regards to amount of time spent in the Hawkesbury.

As an organisation the County Council is constituted under the Local Government Act and is specified as a Local Control Authority under the Noxious Weeds Act. It is a special (single) purpose authority formed to administer, control and eradicate declared noxious weeds. Therefore is required to undertake inspections of land within the local area in connection with its noxious weed control functions;

Private property inspection program





Current status and trends

During the property inspection program the number of inspections from the ground has decreased, however the number of inspections carried out from the air has increased. Other inspections were down and the number of letters and notices remained stable.

Response to the issue

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

Future directions

Council is still concerned at the presence of *Egaria densa* in the Hawkesbury Nepean River, this plant is not declared noxious, however it has the capacity to cause serious infrastructure damage, displace native plants and alter the biodiversity of the river system. Due to the long dry period and low flows in the river the *Egaria* is becoming more and more a serious problem, however adequate funding to provide for alternative weed control methods for submerged weeds is required. Several meetings have initiated discussions through the Western Sydney/Blue Mountains Regional Weeds Committee as to future control possibilities.

The Hawkesbury River County Council is committed to preventing incursions of new weeds into the area and responds to reports of new weeds and takes the appropriate action.

Review of the current situation and the efficiency of the arrangement is necessary to be able to better communicate with HRCC in regards to weed management



Community Achievements

Bushcare

Introduction

The areas that are worked throughout the LGA include; Kurrajong Heights, Kurrajong, Grose Wold, North Richmond, Ebenezer, Sackville, Glossodia, McGraths Hill, Lower MacDonald and St Albans. The Bushcare program is a national program in Australia that aims to provide training and support to environmental volunteers.

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

Measures of Performance

Measure

1. Provide a friendly neighbourhoods, connected communities, and supported households and families.

How is the Hawkesbury performing?



The number of bushcare groups remain constant

The Sydney Metro CMA facilitate quarterly meetings for what is known as a VCN, where all Government bodies meet that have a Bushcare program or similar. The Hawkesbury Bushcare model can be compared to other local councils within this network as every year a statistical report is produced.

Current status and trends

The Bushcare program has remained at a constant over the past years; with the maintenance of approximately 13 Bushcare Groups. For this to increase in volunteer numbers, a "volunteer drive / recruitment" would need to be implemented. An increase in Community Bushcare Officers would usually see a direct correlation in the increase in Bushcare volunteers. People can join the Bushcare program by joining an existing group, or possibly starting a new community Bushcare Group. The Bushcare program is advertised by a quarterly newsletter "Weed All About It".

Response to the issue

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

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

Future directions

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



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

Public Buildings

Report on the condition of public buildings as at 30 June 2010.

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

Budget Components	Number
Administration	2
Community Services and Education	20
Economic Activities	37
Housing and Community Amenities	33
Public Order and Safety	27
Recreation and Culture	123
Sewer	2
Transport and Communication	32
Total Buildings	276

The estimate for the cost required to bring the buildings up to a satisfactory standard over all budget components, including construction and maintenance is \$2,992,958.

Community Buildings

In 2009/2010 a sum of \$502,342 was spent on maintenance exclusive of overheads.

Administration Building

In 2009/2010 a sum of \$151,537 was spent on maintenance exclusive of overheads.





Public Roads

Council managed local road network and associated infrastructure includes:

- 731.3 kilometres of sealed
- 299.32 unsealed
- 68 bridges and major culverts
- 447 kilometres of kerb and gutter
- 78.2 kilometres of cycleways
- 20 roundabouts
- 350 kilometres of line marking
- 1,037 number of signage
- 1 vehicular ferry
- 2,824 numbers of car parking spaces
- 28 bus shelters
- 10.5 kilometres of guardrails and safety fences

1. Sealed Road Network

There are currently 731.3 kms of sealed roads for which the Council is the responsible authority. This includes both urban (222.14 kms) and non urban (509.1 kms) roads.

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

All sealed roads have been rated according to SMEC PMS criteria and the pie chart shown below identifies the condition spectrum of the road network. It can be seen that 7% of the sealed road network is within the range of failed to poor condition.

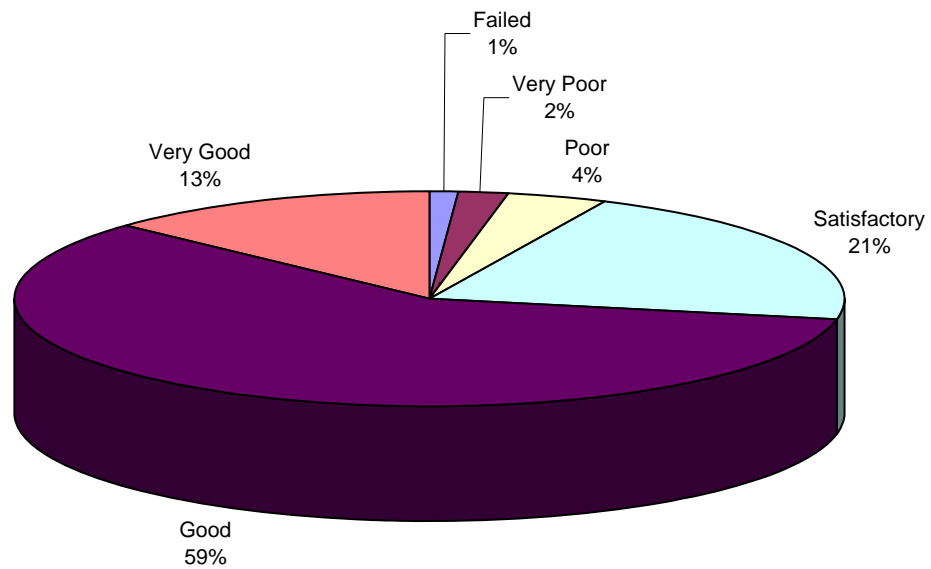
The estimated cost to bring these roads to a satisfactory standard is estimated at \$37,372,000. However, it is possible to extend the life of a percentage of these roads by the provision of a bitumen reseal. The annual expenses of maintaining the works at that standard is:

- Reseal approximately 10% of roads each year = \$1,500,000
- Reconstruct 5% of roads each year = \$17,440,300

Note: Reseals are based on a bitumen seal life of 10 years and pavement life of 20 years. The maintenance/rehabilitation expenditure for 2009/2010 for sealed roads was \$1,450,000.



Hawkesbury City Council
Sealed Road Network
SMEC PCI Pavement Condition Report
for the Financial Year Ending 2009/2010





2. Unsealed

To keep the 299.32 kilometres of gravel roads at a satisfactory performance level it is necessary to apply a gravel re-sheet to these roads approximately every three years. The expenditure required to bring the gravel roads up to a satisfactory standard is estimated to cost \$11,400,000.

The estimated annual expense required to maintain the gravel roads at a satisfactory level, including gravel re-sheeting one third of the gravel roads (100 km) every year, plus normal maintenance of the whole gravel road network on an ongoing basis is estimated at \$2.9 million (\$1.9 million + \$1 million). Maintenance expenditure for 2009/2010 for gravel roads was \$1.2 million.

Drainage

Environmental Management Stormwater

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

The adopted Storm Water Program will see the existing Gross Pollutant Traps kept in operation and maintained to continue to reduce pollution from entering waterways. The available budget for 2009/2010 was \$232,673.

The condition of the system varies from fair to very good. The estimated cost to bring the system to a satisfactory standard i.e: pipe 50% of remaining open channels is \$2.234 million.



The estimated cost of maintaining the drainage system at a satisfactory standard is \$450,000 per annum.

Maintenance expenditure on drainage during 2009/2010 was \$73,654.

Bridges



There are currently 28 concrete/steel bridges, 20 major culverts, 18 timber bridges and 1 timber composite structure bridge throughout the city, varying in age and condition.

Council has adopted a bridge replacement priority schedule to replace the timber bridges, with an estimated replacement value of \$19 million. The estimated expenses of maintaining the bridges at a satisfactory level is \$220,000 per annum.

The maintenance expenditure on bridges in 2009/2010 was \$92,490.



Windsor Sewerage Scheme

The sewerage system consists of two treatment plants, 24 pump stations, 26 kilometres of pressure rising mains and approximately 146 kilometres of reticulation.

The estimated funds required to bring the system up to a satisfactory standard is \$7.3 million.

The estimated annual expense of maintaining the system at a satisfactory standard is \$1.418 million.

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

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

1. Treatment Plants

McGraths Hill Sewerage Treatment Plant

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

In 2009/2010 a sum of \$232,927 was spent on maintenance exclusive of overheads, power costs and effluent testing.

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

South Windsor Sewerage Treatment Plant

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

In 2009/2010 a sum of \$684,694 was spent on maintenance at the plant exclusive of overheads, power costs and effluent testing.

2. Pump Stations and Rising Mains

The catchment is serviced by 20 major and 4 minor pump stations, which are all generally in good condition relative to their age. All stations operate with one duty and one standby pump, with the exception of 6 of the more recent stations which have been constructed with 2 standby pumps, including two stations with backup power supply. A new pump station known as Pump Station 'T' and associated rising main was commissioned at Pitt Town to serve the new development. The new station pumps to McGraths Hill Treatment Plant.

Pump station 'J' which serves the existing village of Pitt Town is connected to a new rising main and now pumps to Pump Station 'T'. The shorter rising main has significantly improved the pumping capacity of the station.

The remainder of Council's pump stations have been upgraded to the new SCADA alarm system.

In 2009/2010 a sum of \$181,631 was spent on maintenance of the stations exclusive of overheads and power costs.

3. Reticulation/Carrier Mains

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

With the completion of the major CCTV (closed circuit television) survey in 2007/2008, the ten year reline program commenced in 2008/2009. Approximately 3.2 kilometres of Council's oldest sewer mains were



relined under the first contract. In 2009/2010 a second CCTV contract was awarded and has just commenced. This contract will assess approximately 34 kilometres of reticulation mains for rehabilitation as required.

Approximately 2,800 metres of reticulation mains and 900 metres of carrier mains were added to the network with the new development at Pitt Town.

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

In 2009/2010 a sum of \$130,535 was spent on general maintenance.





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

Proceedings favourably finalised	\$168,413
Proceeding discontinued/withdrawn	\$22,655
Proceeding not favourably finalised	\$196,712
Proceeding not finalised (continuing)	\$89,708

Project No.	Project Name	Cost	Status
Proceeding favourably finalised			
1	Johnson Property Group -Pitt Town Development	-\$128,994	Court of Criminal Appeal proceedings - Council awarded costs - Completed
1	George Thompson	-\$39,419	The Supreme Court of NSW proceedings - Development without consent. Council awarded costs - Completed
Proceeding discontinued/withdrawn			
1	Gorst	\$2,156	Local Court proceedings - Nuisance dog – Withdrawn
1	Shedden	\$18,705	Land and Environment Court proceedings - Hadden Farm - Appeal discontinued
1	Broadhurst	\$110	Local Court proceedings - Dangerous dog – Withdrawn
1	Lee	\$1,684	Land and Environment Court proceedings - Appeal against Council order - Matter discontinued
1	Birdon Contracting Pty Ltd – S94	\$7,334	Land and Environment Court proceedings - Refusal to comply with development consent - Appeal dismissed
Proceeding not favourably finalised			
1	Merhab	\$968	Local Court proceedings - Nuisance dog - Completed
1	Gratland	\$1,148	Local Court proceedings - Dog matter - Completed
1	Hromek	\$31,305	Land and Environment Court proceedings - Appeal upheld - Completed
1	Pacific Island Express (Clarendon)	\$38,725	Land and Environment Court proceedings - Appeal for refusal of development consent - Appeal upheld - Completed
1	Sammut	\$78,968	Land and Environment Court proceedings - Development consent voided and Council to pay settlement costs - Completed
1	Gatco Poultry P/L	\$11,410	Land and Environment Court proceedings - Appeal of Prevention Notice - Completed
1	Jones	\$7,952	Land and Environment Court proceedings - Refusal of development consent - Appeal upheld - Completed
1	Stoneman	\$53	Local Court proceedings - Illegal excavation and filling. Council received payment - Completed



Project No.	Project Name	Cost	Status
1	Birdon Contracting Pty Ltd – S96	\$18,849	Land and Environment Court proceedings - Request to modify sand extraction rates - Appeal upheld - Completed
Proceeding not finalised (continuing)			
1	VIS - Green's Road Lower Portland	\$32,318	Land and Environment Court proceeding - Appeal. Ongoing
1	Shephard	\$3,229	Land and Environment Court proceeding - Deemed refusal of development application. Ongoing
1	Agostino	\$40,985	Land and Environment Court proceedings - Appeal for refusal of development consent dismissed. Council awarded costs - Ongoing
1	Jarvie	\$8,137	Land and Environment Court proceedings - Ongoing
1	Hooker	\$5,039	Land and Environment Court proceedings - Unapproved tree removal. Council awarded costs - Ongoing



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

Mayoral fees	\$ 36,237
Councillor fees	\$181,020
Councillor expenses	\$102,763
Total	\$320,020

Council's Policy for Payment of Expenses and Provision of Facilities to Councillors is available at Council's website www.hawkesbury.nsw.gov.au.

Further details on the reportable expenses is outlined in page 116.

Section 428 (2) (g) Senior Staff

There were four senior staff' positions employed under contract by Council between 1 July 2009 and 30 June 2010. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the Department of Premier and Cabinet – Division of Local Government and are subject to performance agreements. The total remuneration packages applicable to each senior staff contracts are detailed in page 117.

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

Construction and Maintenance

Name of Contractor	Nature of goods or services	Total Value
Bernipave Pty Ltd	Road Maintenance	\$2,026,579
Celtic Civil Pty Ltd	Roadworks, Drainage	\$194,598
Hanson Construction Materials Pty Ltd	Road Maintenance	\$202,660
Hawkesbury Ferry Services	Lower Portland Ferry	\$262,597
Hawkesbury Road Maintenance	Road Maintenance	\$427,447
Jak Concreting and Excavations	Kerb and Gutter Construction	\$220,112
J & E Excavations and Plant Hire Pty Ltd	Roadworks	\$160,175
Jay & Lel Excavations	Drainage	\$1,015,663
LJ Follington Constructions Pty Ltd	Plant Hire	\$598,404
Maybury Marine Pty Ltd	Plant Hire	\$195,517
Pioneer Road Services Pty Ltd	Road Mix	\$898,573



Name of Contractor	Nature of goods or services	Total Value
R & S Evans Landscape Supplies	Landscaping Supplies/Plant Hire	\$181,387
Savage Earthmoving	Roadworks	\$551,728
SMA Motors Pty Limited	Plant	\$343,306
Stabilised Pavements of Australia	Roadworks	\$206,222
TOTAL		\$7,484,968

Professional Services

Name of Contractor	Nature of goods or services	Total Value
Pikes Lawyers	Legal Services	\$224,808
Recoveries and Reconstruction (Aust) Pty Ltd	Rates Debt Recovery	\$280,091
United Independent Pools	Insurance Contribution	\$323,730
Westpool	Insurance Contributions	\$408,870
TOTAL		\$1,234,683

Waste Management

Name of Contractor	Nature of goods or services	Total Value
Iveco Trucks Australia Ltd	Plant	\$155,273
MJ & MD Skinner Earthmoving Pty Ltd	Construction of Cell	\$1,153,734
Transpacific Industrial Solutions Pty Ltd	Sullage Collection	\$2,066,273
TOTAL		\$3,375,280

Water Management

Name of Contractor	Nature of goods or services	Total Value
Department of Services, Technology and Administration	South Windsor Recycling Scheme	\$368,342
Nowra Chemical Manufacturers Pty Ltd	Chemicals	\$200,969
Underground Asset Services Pty Ltd	Sewer Main Relining	\$449,729
TOTAL		\$1,019,040



Parks and Recreation

Name of Contractor	Nature of goods or services	Total Value
ESD Landscape Contractors Pty Ltd	Landscape supplies	\$185,142
Hawkesbury Sports Council	Contributions	\$906,432
Playspace	Play Equipment	\$179,551
The Good Bush People	Bush Regeneration	\$186,208
YMCA of Sydney	Management of Oasis & Indoor Centre	\$163,026
TOTAL		\$1,620,359

Regulatory Services

Name of Contractor	Nature of goods or services	Total Value
JJ Richards & Sons Pty Ltd Recycling	Recycling collection	\$1,043,262
Transpacific Superior Pak Pty Ltd	Plant	\$155,125
TOTAL		\$1,198,387

Building Services

Name of Contractor	Nature of goods or services	Total Value
M L & J Y Beynon-Mills Electrical	Electrical Work	\$202,355
CMP Electrical (Australia) Pty Ltd	Electrical Work	\$312,195
G W Building Pty Ltd	Building Construction	\$698,531
Integral Energy	Energy	\$436,724
Sydney Water	Water	\$152,250
TRUenergy Pty Ltd	Energy	\$829,629
TOTAL		\$2,631,684



General

Name of Contractor	Nature of goods or services	Total Value
Alleasing Pty Ltd	Computer and other hardware leases	\$179,529
BP Australia Limited	Fuel	\$390,239
Caltex Australia	Fuel and Oil	\$206,815
Emergency Management NSW	Contribution	\$370,766
Gekko Petroleum (Australia) Pty Ltd	Fuel	\$137,643
Hawkesbury Valley Holden	Fleet vehicles purchased, repairs and parts	\$312,923
Nepean Motor Group Western Sydney Automotives Pty Ltd	Fleet Vehicle Purchase	\$698,228
Technology One Ltd	Software	\$340,284
Telstra	Telephones	\$188,537
Windsor Toyota	Fleet vehicles purchased, repairs and parts	\$272,749
	TOTAL	\$3,097,713



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

The Hawkesbury Rural Fire District for the 2009/10 annual reporting period have completed 1846 hectares of bush fire hazard reduction burning which included 171 hectares within the Asset Protection Zone and 1577 hectares in Strategic Fire Advantage Zone, throughout the Hawkesbury LGA. A review of the Bush Fire Risk Management Plan was undertaken by the Bush Fire Management Committee in 2009/10 and has been submitted to the Bush Fire Coordinating Committee for approval. As a result of this review, a range of strategies have been developed to reduce the risk of bush fires, including bush fire hazard reduction burning within the Hawkesbury LGA.

The RFS attended 539 incidents within the Hawkesbury within 2009/10 which consisted of 307 fires, 71 motor vehicle accidents and 161 other calls types.

109 Permits were issued in the period and 117 Development Applications were assessed by the Hawkesbury Office.

Section 428 (2) (j) Multicultural Services

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

The 2006 census figures indicate that 1,164 Aboriginal and Torres Strait Islanders live in the Hawkesbury (1.9% of the total population). The population of Indigenous Australians has grown by over 42% since 1991. While census figures indicate that the population of Aboriginal and Torres Strait Islanders has been steadily increasing, the population is probably yet to recover to its pre 1788 levels.

Over the last decade the number of residents who were born overseas has also increased. In 1991 there were 7,664 residents born overseas and this had increased to 11,548 in 2006.

The birthplace of the largest number of overseas born residents was England (almost 5% of the total population) followed by New Zealand, Malta and Germany.

The number of residents born in non-English speaking countries increased from 3,438 in 1991 to 3,579 in 2006 (5.9% of the total population). The major non-English speaking countries of birth for Hawkesbury residents were South - East Asia, Malta, Germany, Netherlands and Italy. There is no significant concentration of overseas-born residents from a particular non-English speaking country within the Hawkesbury. The largest group (from South - East Asia) makes up less than 1% of the population. Other emerging groups include India, Philippines, South Africa and China although numbers are still small compared to neighbouring areas.

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

During the 2009/2010 financial year the following initiatives were undertaken:

- In July 2009 Council contributed funds to support the staging of NAIDOC week celebrations. The celebrations promoted community awareness of the Indigenous history of the Hawkesbury and the contribution of the Darug people to its development.



- Council continues to support the delivery of multicultural activities and programs by community groups operating from Council facilities across the Hawkesbury.
- Council, through Peppercorn Services Inc, staged community activities and programs to promote awareness of cultural diversity.
- Council contributed funds to the staging and hosting of Harmony Day activities.

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

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

Section 428 (2) (l) Contributions/Donations

The total amount contributed under Section 356 of the LGA 1993 during the financial year was \$119,696.

Section 428 (2) (m) Human Resources Activities

A statement of the human resource activities (such as training programs) undertaken by the Council during that year.

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

Recruitment and Selection

Recruitment and selection procedures are continually monitored by the Human Resources section to reflect changes in industrial relation requirements.

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

Advertising; culling; interviewing and selection for 48 replacement positions were carried out during the 2009/2010 financial year.

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

Staff Policies and Procedures

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

Industrial Relations and Award Interpretation

Council employees continue to be covered by the Local Government (State) Award 2007.

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



Performance Management and Salary Administration

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

Training & Development

The majority of staff underwent some form of skills or professional development training during 2009/2010 including in house; on the job and external courses with expenditure totalling \$122,083. This included registration fees; materials; travelling; accommodation and meal allowances but were exclusive of wages. The types of training included individual and corporate programs; individual skills development in a range of areas; as well as professional and personal development programs.

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

OH & S Training

During 2009/2010 most staff underwent some form of Occupational Health & Safety Training involving internal and external courses with expenditure totalling \$67,690 including course fees, wages and sundry expenditure.

Section 428 (2) (n) Equal Employment Opportunities Activities Management Plan

Council's Equal Employment Opportunity (EEO) Policy Statement

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

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

Council is committed to achieving the following EEO objectives:

- To ensure all employees are treated fairly
- To provide all employees with equal access to opportunities that will utilise or develop their skills.
- To keep all policies and procedures consistent with EEO principles.
- To support morale and motivation by increasing employee confidence in the fairness of our work practices and access to employment opportunities.
- To ensure achievement of our objectives through our EEO initiatives.

All employees will have equal opportunity in the workplace based on merit, without favour or discrimination.

In line with this policy the following activities were carried out during 2009/2010:

- Ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including work outside normal working hours; specific licences; special skills or experience are required.



- EEO Information including Operational Management Standards for EEO, Grievance Handling and Harassment Prevention included as part of the Induction Kit for all new staff.
- EEO Courses or refresher training courses undertaken by all staff including Grievance Handling and Harassment Prevention.

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

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

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

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

Child Care Centres

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

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 Pre- School 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.	Windsor
Bligh Park Children's Centre Management Committee.	Bligh Park
Peppercorn Services Inc.	South Windsor



Community/Neighbourhood Centres, Halls and Other Buildings

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

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



Playing Fields and Parks

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

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

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

Other Programs

Care, control and management of certain programs and activities have been delegated to the following Management Committees:

- Community Planning Advisory Committee
- Hawkesbury Civics & Citizenship Committee
- Three Towns (and Agnes Banks) Sewerage Committee
- Hawkesbury Bicycle and Access Mobility Committee
- Waste Management Advisory Committee
- Heritage Advisory Committee
- Floodplain Risk Management Advisory Committee
- Hawkesbury Macquarie 2010 Committee
- McMahon's Park Management Committee
- Hawkesbury Sports Council
- Hawkesbury Sister City Association
- Audit Committee

Hawkesbury River County Council

Controlling and suppressing of all declared noxious weeds has been delegated to Hawkesbury River County Council.

Indoor Stadium and Aquatic Centre

Care, control and management of the Hawkesbury Indoor Stadium and Hawkesbury Oasis Centre has been delegated to the YMCA of Sydney.



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

Hawkesbury City Council did not hold a controlling interest in any company during the 2009/2010 financial year.

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

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

WSROC

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

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

As part of Council's involvement in WSROC it participates in Joint Purchasing Agreements with other member councils resulting in savings in expenditure levels in those areas.

Westpool

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

This alliance provides opportunities for its members to self manage public liability & professional indemnity claims, to purchase a variety of insurance products and to share risk management strategies. Currently public liability, professional indemnity, corporate travel, group personal accident and fidelity guarantee insurances are purchased by Westpool. Westpool, in association with its sister organisation, Metro Pool has established United Independent Pools (UIP) which now self manages motor vehicle, industrial special risks and Councillors & Officers insurance cover. Through the ability of these groups to self insure and "bulk 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. Workers compensation is managed independently under our Self Insurance License since 1983.

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

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



Hawkesbury River County Council

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

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

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

Companion Animal Shelter

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

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

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

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



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

Activities relating to compliance with the Companion Animals Act and Regulations

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

During this period Council has had an expenditure of \$513,971 and an income of \$477,584, which gives a net expense/loss to Council of \$36,387 for animal control in the 2009/2010 financial year, which has reduced the expense/loss figure by \$66,046 from the previous financial year.

Council, during the reporting period, supervised several visits to its animal shelter by school groups, as well as accommodating students in the Animal Husbandry Course at Richmond TAFE, from time to time, with the lecturer.

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



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

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

Council provides an off leash area in a central location in the city known as "Pool Park" in South Windsor. Consideration is currently being given to creating more facilities of this kind in the next financial year.

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

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, which was established in 1984 by the then Hawkesbury Shire Council, President Bruce Brown. The Hawkesbury Sister City Association largely undertakes the activities of the program managing the community exchanges on behalf of Council. Council undertakes the civic exchanges.

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, *"...to promote, on the Council's behalf, international understanding at all levels of the local community on a continuing basis with Sister Cities as determined from time to time by the Association and Council, and to develop and conduct sporting, youth, cultural and other appropriate exchange programs in association with established Sister City relationships."*

The Hawkesbury Sister City Association undertakes student cultural exchanges on an annual basis and adult cultural exchanges on an on-demand basis. Annual student exchange visits take place generally in December for Temple City and generally in May for KyoTamba. Up to 6 senior high school students (eg. Year 9 or Year 10) are selected to visit each sister city. Reciprocal exchange students from the sister cities visit the Hawkesbury area at the same time in July and August each year. Students and their families fund the exchange visits with the Hawkesbury Sister City Association funding related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

Since 1988 about 200 Hawkesbury exchange students have visited KyoTamba and since 2000 about 55 Hawkesbury exchange students have visited Temple City (at June 2009).

Many lasting friendships have been formed between the students (and families) and adults who have participated in the cultural exchanges; and between the sister city associations that support each of the council's sister city programs.

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

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

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



City- Country Alliances with Cabonne and Weddin councils.

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

Hawkesbury City Council and Cabonne Council

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

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

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

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

Hawkesbury City Council and Weddin Shire Council

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

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

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

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

The City-Country Alliance Program is managed by Council Officers in conjunction with officers of Cabonne and Weddin councils and program partners/ interested community groups. In this year, Council Officers worked to involve the community in exchanges by promoting the Alliance via three community groups who had shown an interest in the Alliances, being Hawkesbury Sister City Association, Windsor Rotary and Hawkesbury City Eisteddfod Inc.

In September/ October 2009, Council Officers arranged for the three community groups to visit Weddin to meet Weddin Council Officers and community members to see how Weddin residents could participate in the 2010 Hawkesbury Eisteddfod and the student exchange activities with the international sister cities. Hawkesbury Sister City Association also participate in a visit to Cabonne to see how the Cabonne community might also be involved in the student exchange activities with the international sister cities. The successful visit has led to Weddin students and teachers participating in the 2010 Hawkesbury Eisteddfod in 2010. The involvements of the Weddin and Cabonne students in the international sister city program is being pursued.

Other Alliance exchanges included councillor exchanges (eg. attending civic and community functions), council corporate exchanges (eg. staff and tourism exchanges) and community exchanges (eg. hosting visits



and exploring exchange options) with each of the country councils.

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

Hawkesbury /Lithgow Tourism Alliance

Hawkesbury and Lithgow Councils formed a tourism alliance in November 2004 to develop the tourism and travelling potential between the two areas. The partnership primarily provides an avenue for the councils to work together through their tourism programs and Visitor Information Centres to promote their areas (and to encourage tourism product development, particularly around botany and food). This includes reciprocal promotional and joint branding activities and projects like the Botanist's Way project with other key players. The Alliance is centre around the Bells Line of Road which connects the areas.

Bells Line of Road is also part of a broader travelling network which is promoted and marketed as a regional tourism product being the Greater Blue Mountains DRIVE. The DRIVE is based on the Greater Blue Mountains World Heritage Area. Alliance initiatives are progressively undertaken with stakeholders and interested parties.

WSROC Group Apprentices

Council, along with seven other Councils, is part of a "not for profit" separately incorporated company which employs on average 150 apprentices who are employed in various trades in both local government and industry. The company, trading as WSROC Training and Employment Inc., also operates a new apprenticeship centre (AUSNAC) which provides information and services to employers and people interested in becoming an Australian Apprentice.

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 that program which provides both 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.

Peppercorn Services

Hawkesbury City Council continued to work in partnership with Peppercorn Services Inc. to operate community transport services and manage community facilities which are used to provide services to older people and people with disabilities. This partnership has also secured funding for a Centre-Based Meals Service for isolated older people, a Supported Employment Service, and an Easy-Care lawn mowing service for frail older people. Council also developed and adopted the Hawkesbury Mobility Plan to direct its efforts in meeting the access needs of older people and people with disabilities.

Lower Portland Ferry Service

Council has an alliance with the Hills Shire Council for the daily operation of the Lower Portland Ferry Service.



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

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

Rates and Charges

Rates and charges written off	\$27,446
Pensioner Rebates funded	\$574,089
Pensioner Rebates funded by State Govt	\$433,273
Total Pensioner Concessions	\$1,007,362

Overseas Visits

No overseas visits were undertaken during 2009/2010 by Councillors, Council staff or other persons representing Council.

Councillor Facilities and Expenses

The total amount expended during 2009/2010 on the provision of Councillor facilities and the payment of Councillor expenses included the following costs:

i	Dedicated Office Equipment	\$10,232
ii	Telephone Calls	\$10,330
iii	Attendance at Conferences and Seminars	\$32,042
iv	Training and Skill Development	\$8,400
v	Interstate Visits	\$15,385
vi	Overseas Visits	Nil
vii	Expenses of Spouses, Partners or Accompanying Persons	Nil
viii	Child Care	\$510

Conferences attended by Councillors

Conference details attended by Councillors is reported below. Total costs were \$32,042.21 being \$16,657.38 for intrastate visits and \$15,384.83 for interstate visits.

Name of Conference	Date and Place	Councillor Attended
3 rd National Landfill & Transfer Station Conference (*)	26-28 August, 2009 Hobart, TAS	Clr Porter Clr Williams
Mediation Training & Accreditation Program	12, 13 & 19 September, 2009 10 & 17 October, 2009 11 November, 2009 The Hills Shire Council, NSW	Clr Basset Clr Conolly Clr Tree
Inaugural Hawkesbury Conference, Feeding Sydney	24 September, 2009 UWS Hawkesbury Campus	Clr Bassett Clr Rasmussen Clr Reardon Clr Tree



Name of Conference	Date and Place	Councillor Attended
Innovation in Planning & Development Assessment Summit 2009	21-22 October, 2009 Sydney	Clr Rasmussen
Local Government Association 2009 Conference	24-28 October, 2009 Tamworth, NSW	Clr Bassett Clr Paine Clr Porter Clr Reardon Clr Tree Clr Williams
50 th Anniversary Floodplain Management Authorities Conference	22-26 February, 2010 Central Coast, NSW	Clr Conolly Clr Porter Clr Rasmussen
2010 Waste Avoidance & Resource Conference	4-6 May, 2010 Coffs Harbour, NSW	Clr Reardon
2010 Local Government Manager's Association (LGMA) National Congress & Business Expo (*)	16-19 May, 2010 Adelaide, SA	Clr Mackay Clr Paine Clr Porter Clr Williams

* Interstate travel

Senior Staff Salaries

Between 1 July 2009 and 30 June 2010 the senior staff total remuneration packages (TRP) were as follows:

Title	TRP
General Manager	\$232,675.00
Director of Infrastructure Services	\$199,619.00
Director of City Planning	\$189,375.00
Director of Support Services	\$185,760.00

The above TRPs include the following:

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



Activities to Develop and Promote Services and Programs for the Needs of Children and Young People

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



Council supports a range of community based child care services, including six Long Day Care Centres, four Pre-Schools, five Before and After School Care Programs, and seven Vacation Care Programs, by providing accommodation, facilities and management support to Incorporated Associations to operate these children services.

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

During the 2009/2010 Financial Year the following initiatives were undertaken:

- Council continued to support and expand the range of programs and child care services for children aged between 0 and 12 through the Children's Services Program.
- Council continued to receive funding from the Ministry of Transport to operate a Youth Transport Project to provide flexible transport services for young people, particularly for young people in outlying localities within the local government area.
- Council continued to support the operation of the skate parks at Clarendon and North Richmond.
- Council continued to provide dedicated library, recreation, road safety and cultural services and initiatives for children.
- A full list of achievements in relation to services for children and young people is highlighted in full in this Annual Report.
- Maintained an early intervention service for vulnerable families through funding received under the NSW Government's Families First Program.
- Staged the Hawkesbury Youth Summit and continued to implemented the "Working to Strengthen Youth Services in the Hawkesbury" (W.Y.S.H) project.

Summary of Activities to Promote Access And Equity

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

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

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



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

The three 'core' planning documents that Council produces are:

The Hawkesbury Social Atlas 2003

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

Under the NSW Local Government (General) Regulation 1999, all NSW Local Government Councils are required to develop a community profile as a key component of the social planning process. The Social Atlas contains maps illustrating a range of social, demographic and economic characteristics of the population of the Hawkesbury. Information contained in the Social Atlas is primarily obtained from the 2001 Census information released by the Australian Bureau of Statistics (ABS).

The Hawkesbury Community Survey 2004

A summary of the outcomes of the Hawkesbury Household Survey and consultations with different population groups.

Council commissioned a random household survey of 3,000 households as part of the process for developing the next stage of Council's community planning cycle. The Hawkesbury Community Survey 2004 documents the views of residents about issues facing the Hawkesbury and community needs, which may need to be addressed over the coming five years.

The Hawkesbury Community Plan 2005

A plan of action to address the needs of Hawkesbury residents and an audit of Council's expenditure on 'quality of life' programs.

The Hawkesbury Community Plan identifies the key issues that have been identified through consultation to improve the 'quality of life' of all residents in the Hawkesbury.

The Community Planning Committee

Council has established the Community Planning Committee to assist Council in identifying and planning for the access and equity issues facing the Hawkesbury Local Government area. The Community Planning Committee will have a strategic role in providing advice in the identification of community and social indicators measuring the quality of life of residents of the City of Hawkesbury.

A Community Planning Cycle

To meet the requirement of the NSW Local Government (General) Regulation 1999 Council will use the information from the Hawkesbury Community Plan as a template for identifying annual priorities in its community planning cycle.

In this way, the Hawkesbury Social Plan will provide information to develop the programs, works and activities that Council will be implementing in future years to maintain and improve the quality of life of the community. Council will report on its progress in responding to the concerns and needs of residents in future management plans and Annual Reports.

The Hawkesbury Community Planning Cycle identifies future equity and access initiatives that Council is undertaking to improve the quality of life of all Hawkesbury residents.

An equity and access activity is an activity, which assists Council to:

- promote fairness in the distribution of resources;



- recognises and promotes peoples rights and responsibilities, and enables them to participate and be consulted about decisions which affect their lives; and
- provides opportunities for all people, regardless of their personal circumstances, to access their rights and entitlements.

For more information and/or copies of the key social planning documents go to Council's website - www.hawkesbury.nsw.gov.au or contact Michael Laing, Strategic (Community) Planner at Council on (02) 4560 4437.

A comprehensive review of Council's achievements in relation to access and equity activities identified in the 2009/2010 Management Plan and The Hawkesbury Social Plan is detailed and outlined below:



Council's Performance in relation to Access and Equity Actions for 2009/2010

Objectives identified for all Directorates that arise from the Hawkesbury Social Plan 2005 - 2010.

TRANSPORT & ACCESS

STRATEGIC OBJECTIVE	DIRECTORATE	STRATEGIC ACTION	INDICATOR	STATUS AT 30 JUNE 2010
In conjunction with State authorities - identified priority improvements to roads and transport systems for general community (GC).	Infrastructure Services	Apply for grants from State and Federal Governments.	10% of grants received.	Grants received
Develop a disability action plan in conjunction with key stakeholders (that identifies gaps in services and facilities for people with a disability and access to public places)	City Planning	<ul style="list-style-type: none"> Establish cross-functional steering committee to identify outcomes and objectives for planning brief to develop city-wide mobility plan. Contract consultant to prepare city-wide mobility plan (subject to availability of funding). City-wide Mobility Plan received. 	<ul style="list-style-type: none"> Steering Committee established Consultant engaged Plan finalised and reported to Council 	<ul style="list-style-type: none"> Achieved Achieved Adopted May 2010
In conjunction with key stakeholders, maximise the number of accessible vehicles available for people with a disability and older people	City Planning	<ul style="list-style-type: none"> Audit Peppercorn Service Inc vehicle fleet to improve accessibility. 	<ul style="list-style-type: none"> Audit completed 	<ul style="list-style-type: none"> Achieved
Provide support & access to services for older people to the District Seniors Citizens Centre	City Planning	Investigate options for expansion of community facilities for older people (Sec 94).	Options identified	Ongoing
Provision of transport services for isolated Indigenous communities,	City Planning	<ul style="list-style-type: none"> In conjunction with Peppercorn Services Inc. develop and 	<ul style="list-style-type: none"> New service models established 	<ul style="list-style-type: none"> Ongoing implementation



STRATEGIC OBJECTIVE	DIRECTORATE	STRATEGIC ACTION	INDICATOR	STATUS AT 30 JUNE 2010
Culturally & Linguistically Diverse (CALD) people, and young people (to access to services and facilities)		implement flexible and responsive transport service models (based on findings of youth transport research project). ▪ Obtain external grant funding to expand range of transport services.	▪ Level of external investments sources for new programs.	▪ Achieved 15% increase
In conjunction with State authorities - maintain and upgrade major and arterial roads	Infrastructure Services	Lobby State Authorities for continuous improvements.	Success of Lobbying	Lobbying ongoing

INFORMATION & EDUCATION

STRATEGIC OBJECTIVE	DIRECTORATE	STRATEGIC ACTION	INDICATOR	STATUS AT 30 JUNE 2010
Community education on anti-discrimination and homophobia to assist Gay, Lesbian, Bisexual and Transgender (GLBT) people, and information on services available/increase to services.	City Planning	Identify pool of funds and in-kind resources to be made available to external agencies to support anti-discrimination and anti - homophobia community education projects.	Funds available to contribute to community education projects.	Community Sponsorship Program Funds available
Link with key disability projects to maximise training opportunities for people with a disability	City Planning	In conjunction with Peppercorn Services Inc. expand Transition to Work and Supported Employment Services for people with disabilities.	▪ TTW service expanded (additional clients). ▪ Supported Employment Service established.	▪ Service discontinued ▪ Ongoing



ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE	DIRECTORATE	STRATEGIC ACTION	INDICATOR	STATUS AT 30 JUNE 2010
Generate more local employment (for GC)	General Manager and City Planning	Implement Employment Land Study and progress industry/market clusters to support area/regional strengths that allow for business to employ.	Identify priority clusters (using model) e.g. food, recreation, tourism & established operational framework	Ongoing
The future of Richmond RAAF Base (GC)	City Planning	Monitor and respond to any Federal Government reviews, policy decisions that involve the Richmond RAAF Base.	Submissions made and brief Council	Ongoing monitoring
Maintain agricultural as a viable industry (GC)	General Manager	Monitor issues that influence sector; involve industry in industry/market clusters identified in "Generate more local employment" above	Sector issues knowledge. Incorporate into cluster focus	Ongoing monitoring
Link to local businesses to develop a 'transitions to work' program for people with a disability (early school leavers)	City Planning	Explore opportunities to expand Supported Employment Services for People with disabilities.	Option identified.	No funding available
Managing urban/rural subdivision and its impacts on the character of the Hawkesbury (GC)	City Planning	Application of Amendment 108 to the Hawkesbury Local Environmental Plan 1989	Consistent application of Amendment 108	Ongoing



PUBLIC HEALTH

STRATEGIC OBJECTIVE	DIRECTORATE	STRATEGIC ACTION	INDICATOR	STATUS AT 30 JUNE 2010
Plan for services to meet the health and recreational needs of older people	<ul style="list-style-type: none"> Infrastructure Services City Planning 	<ul style="list-style-type: none"> Provide foot paving and other street amenities for older people (within budget constraints) Obtain external grant funding to expand range of services provided from Senior Citizens Centre (in line with outcomes of Seniors Survey). 	<ul style="list-style-type: none"> Facilities provided Level of external investments sources for new programs. 	<ul style="list-style-type: none"> Facilities provided Ongoing funding for men's nutritional program – Man Made Meals (MMM)
In conjunction with key stakeholders increase funding for health services for older people	City Planning	Obtain external grant funding to expand range of health services provided from Senior Citizens Centre (in line with outcomes of Seniors Survey).	Level of external investments sources for new programs.	New funding for men's nutritional program ongoing (MMM)
Increased funding and health services and programs for men, CALD people, Indigenous Australians, and women (particularly young women + outreach services)	City Planning	Investigate options and apply for funding for services.	Funding secured	New funding for men's nutritional program ongoing (MMM)
Funding for men's services parenting, support groups, mental health, and healthy relationships/DV (for young men)	City Planning	<ul style="list-style-type: none"> In conjunction with Nepean Family Choices early Intervention program investigate options to establish special parenting support programs for fathers 	<ul style="list-style-type: none"> Programs established 	<ul style="list-style-type: none"> Ongoing funding for men's nutritional program – Man Made Meals (MMM)
Improve waste water collection and treatment services (GC) - particularly for areas on septic systems.	Infrastructure Services	<ul style="list-style-type: none"> Develop and implement strategies to facilitate earliest provision of sewerred services to unsewered areas -3 Towns Scheme 	<ul style="list-style-type: none"> Strategies adopted by Council 	<ul style="list-style-type: none"> Ongoing



ENVIRONMENT

STRATEGIC OBJECTIVE	DIRECTORATE	STRATEGIC ACTION	INDICATOR	STATUS AT 30 JUNE 2010
Involve young people in strategies to address issues of pollution, litter, and illegal graffiti	City Planning	Research report adopted - "Young People - Community Participation and Civic Leadership".	Recommendations implemented	Achieved
Improve water quality of the Hawkesbury River (and other waterways)- GC	Infrastructure Services	<ul style="list-style-type: none"> Minimise gross pollutants and nutrients discharged to waterways End of treatment - GPT's Water Quality monitoring Maintenance and operation of sewer system to meet EPA requirements 	<ul style="list-style-type: none"> Quantity of material removed. Water quality improvement overtime & community support Meeting EPA Licence requirements 	<ul style="list-style-type: none"> Materials removed and water quality improved.
Involve young people, women, Indigenous Australians , and CALD communities in strategies to improve the health of the Hawkesbury River	Infrastructure Services	Community behaviour change through education in relation to stormwater and environment harm	Water quality improvement overtime & community support	Ongoing
Involve the Indigenous community in the protection of local cultural areas	Support Services	<ul style="list-style-type: none"> Consult indigenous community on Aboriginal content of Regional Museum exhibition Explore feasibility of retaining cultural artefacts excavated from Regional Museum site. 	<ul style="list-style-type: none"> Interpretation and presentation of Hawkesbury's culture and history is enhanced through inclusive consultation Stakeholders consulted 	<ul style="list-style-type: none"> Ongoing Not achieved



ACCOMMODATION & HOUSING

STRATEGIC OBJECTIVE	DIRECTORATE	STRATEGIC ACTION	INDICATOR	STATUS AT 30 JUNE 2010
Programs and increased services for people and families who are homeless in conjunction with key stakeholders (including: D.V. , crisis and exit housing, pet support, and cross service strategies)	City Planning	<ul style="list-style-type: none"> Support applications for funding from community groups. Obtain external grant funding to expand services for homeless people. 	<ul style="list-style-type: none"> Letters of Support provided. Level of external investment sources for new programs. 	<ul style="list-style-type: none"> Support for Nepean Taskforce on Homelessness Taskforce's Project 40 to receive funding (approx. \$2 million)
Accessible and affordable housing options for Indigenous Australians, young people , and homeless families	City Planning	<ul style="list-style-type: none"> Support applications for funding from community groups. Obtain external grant funding to expand services for homeless people. 	<ul style="list-style-type: none"> Letters of Support provided. Level of external investments sources for new programs. 	<ul style="list-style-type: none"> Support of Wentworth Community Housing New Wentworth Office in Windsor – expansion of services and programs

COMMUNITY SAFETY

STRATEGIC OBJECTIVE	DIRECTORATE	STRATEGIC ACTION	INDICATOR	STATUS AT 30 JUNE 2010
Respond to crime and public safety issues (GC)	City Planning	<ul style="list-style-type: none"> Liaise with NSW Attorney General's Department to investigate options for updating Crime Prevention Plan and seek funding for crime prevention initiatives. 	<ul style="list-style-type: none"> Crime Prevention Plan updated. Application for funding lodged. 	<ul style="list-style-type: none"> Not achieved Not achieved

Category 1 and 2 Business Activities including their Expenses, Revenues and Assets.

Principles of Competitive Neutrality Implementation and Complaints Handling.

Category 2 Business Activities

Nil

Category 1 Business activities

Two Category 1 businesses identified within Hawkesbury Council include:



- Sewerage Services
- Hawkesbury Leisure Centres.

Statement of revenues, expenses in relation to these business activities is provided in Special Purpose Financial Report printed in a separate volume.

Application of competitive neutrality pricing requirements to Category 1 Businesses

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

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

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

Competitive Tendering

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

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

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

Pricing and Costing

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

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

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

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

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



Competitive Neutrality Complaints

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

The document details such information as:

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

No Competitive Neutrality Complaints were received by Council during the 2009/2010 year.



Freedom of Information

Contact Arrangements

The Public may request the Council for access to its records. Dependent upon the request, prescribed fees and copying charges payable under the terms of the new GIPA Act and Council's Fees and Charges, may be applied.

Requests under the GIPA Act may be by way of a formal or information access to information requests. Requests of these types are required in writing and directed as below; and any formal request must also be accompanied by the prescribed application fee:

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

Further information is available on Council's website or enquiries may be directed to Council's Governance Section on (02) 4560 4660 or (02) 4560 4435 during office hours Monday to Friday 8.30am to 5pm.

Statement of Affairs

Hawkesbury City Council functions in accordance with the provisions of the Local Government Act 1993 and ancillary legislation. The organisation is based around the General Manager and three Divisions. The principal functions of each of these areas are:

General Manager

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

City Planning

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

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

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



Infrastructure Services

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.

Support Services

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

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

The Cultural Services Branch includes the Hawkesbury Central Library, Hawkesbury Regional Gallery, Hawkesbury Regional Museum in Windsor and Richmond Branch Library - as well as the Visitors Information Centre at Clarendon.

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 reports, budgets, procurement, contract management, rates notices, pensioner rebates and property title details.

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

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



Access to Information

New Regime

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

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

On 1 July 2010 new right to information legislation came into effect, replacing the Freedom of Information Act and section 12 of the Local Government Act.

The new law called Government Information (Public Access) Act 2009 or GIPA Act:

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

In meeting the new access regime Council, on 29 June 2010 adopted an Access to Information Policy. 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. The policy is supported by Access to Information Guidelines. It has also prepared a Publications Guide which identifies, amongst other things, information held by Council and provides advise what information is available free of charge.

Council, on 29 June 2010, also revised its Privacy Management Plan in accordance with the Privacy and Personal Information Protection Act 1998 (NSW) to protect the public from disclosure of personal information.



Policy for Access to Information

Introduction

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

All requests will be processed promptly and in accordance with the relevant legislation.

Statutory Access to Council Documents

Requests to access documents may be made under the Freedom of Information Act 1989 or the Local Government Act 1993.

It is pointed out that Section 12(6) of the Local Government Act 1993 provides that:

"The Council must allow inspection of its other documents (other than the documents freely available under Section 12(1)) free of charge unless in the case of a particular document, it is satisfied that allowing inspection of the document would, on balance, be contrary to the public interest."

The following documents are available under Section 12(1) of the Local Government Act 1993, free of charge:

- Code of conduct
- Code of meeting practice
- Annual report
- Annual financial reports
- Auditor's report
- Management plan
- EEO management plan
- Payment of expenses and provision of facilities to councillors policy
- Land register
- Register of investments
- Returns of the interests of councillors, designated persons and delegates
- Returns as to candidates' campaign donations
- Agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)
- Minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Any Codes referred to in the Local Government Act 1993
- Register of delegations
- Annual reports of bodies exercising delegated Council functions
- Applications under Part 1 of Chapter 7 of the Local Government Act 1993 for approval to erect a building, and associated documents, subject to restrictions outline in Section 12(1A) of the Act
- Development applications (within the meaning of the Environmental Planning and Assessment Act 1979) and associated documents, subject to restrictions outline in Section 12(1A) of the Act
- Local policies adopted by the Council concerning approvals and orders



- Records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- Records of building certificates under the Environmental Planning and Assessment Act 1979
- Plans of land proposed to be compulsorily acquired by the Council
- Leases and licences for use of public land classified as community land
- Plans of management for community land
- Environmental planning instruments, development control plans and contributions plans made under the Environmental Planning and Assessment Act 1979 applying to land within the Council's area
- The statement of affairs, the summary of affairs and the register of policy documents required under the Freedom of Information Act 1989
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the Local Government Act 1993
- The register of graffiti removal work kept in accordance with Section 67C of the Local Government Act 1993

Processing Applications for Access to Information

Access to documents other than those listed as freely available under Section 12(1) of the Act, are provided in accordance with Section 12(6) of the Act rather than under Freedom of Information legislation. No fees are payable for viewing the documents, however, coping charges as detailed in the Revenue Pricing Policy - Fees and Charges Schedule, may be applied.

Requests to view other documents will be approved unless:

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

When requesting access to documents not listed in Section 12 of the Local Government Act 1993, customers will be requested to complete a request form.

If access to a document or any information is restricted:

- the customer will be given written reasons for the restriction;
- the details of the restriction will be reported to a Council meeting and will be publicly available;
- Council will review the restriction under Section 12(A) of the Local Government Act 1993.

Conclusion

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



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

As a result, all applications for access of information since February 2000, are handled in accordance with the provisions of Section 12 of the Local Government Act 1993 in preference to the Freedom of Information Act 1989.

Freedom of Information (FOI) Annual Statistical Reports

Details regarding numbers of new FOI requests - Information relating to numbers of new FOI requests received, those processed and those incomplete from the previous period is contained in the following table:

Part A

FOI Requests	Personal	Other	Total
A1 New (including transferred in)	-	3	3
A2 Brought forward	-	1	1
A3 Total to be processed	-	4	4
A4 Completed	-	4	4
A5 Transferred out	-	-	-
A6 Withdrawn	-	-	-
A7 Total processed	-	4	4
Unfinished (carried forward)	-	-	-

Part B

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

Result of FOI Requests	Personal	Other
B1 Granted in full	-	3
B2 Granted in part	-	-
B3 Refused	-	1
B4 Deferred	-	-
B5 Completed*	-	4

Part C

Ministerial Certificates - number issued during the period.

C1 Ministerial Certificates Issued	Nil
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Part D

Formal Consultations - number of requests requiring consultates (issued) and total number of FORMAL consultations(s) for the period.

	Issued	Total
D1 Number of requests requiring formal consultation(s)	1	1

Part E

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

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

Part F

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

F3 Number of Requests for notation	Nil
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Part G

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

Basis of Disallowing or Restricting Access	Personal	Other
G1 Section 19 (application incomplete, wrongly directed)	-	-
G2 Section 22 (deposit not paid)	-	-
G3 Section 25(1)(a1) (diversion of resources)	-	1
G4 Section 25 (1)(a) (exempt)	-	-
G5 Section 25(1)(b),(c),(d) (otherwise available)	-	-
G6 Section 28 (1)(b) (documents not held)	-	-
G7 Section 24 (2) (Deemed refused, over 21 days)	-	-
G8 Section 31 (4) (released to medical practitioner)	-	-
G9 Totals	-	1



Part H

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

	Assessed Costs	FOI Fees Received
H1 All completed requests	\$90.00	\$90.00

Part I

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

Type of Discount Allowed	Personal	Other
I1 Public Interest	-	-
I2 Financial Hardship - Pensioner/Child	-	-
I3 Financial Hardship - Non profit organisation	-	-
I4 Significant correction of personal records	-	-
I5 Totals	Nil	Nil

Part J

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

Processing Hours	Personal	Other
J1 0 - 10 hrs	-	3
J2 11 - 20 hrs	-	-
J3 21 - 40 hrs	-	1
J4 Over 40 Hrs	-	-
J5 Totals	-	4

Part K

Reviews and Appeals - number finalised during the period.

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



Part L

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

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

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

Comparison to 2008/2009

Statistic Information with Previous Year

There were 4 completed FOI applications during 2009/2010 compared to 3 completed applications in 2008/2009.

No ministerial directions for amendment of personal records were received in this period.

There were no internal reviews or Ombudsman reviews received, nor matters before the Administrative Decisions Tribunal, during 2009/2010.

Impact of the Freedom of Information Act

Hawkesbury City Council has, since prior to the introduction of the Freedom of Information (FOI) Legislation and Local Government Act 1993, advocated a policy of open government with access being available to documents of the Council and all meetings open to the public.

The introduction of the legislation and the community's increased awareness of information being available has placed a greater resource commitment on the organisation's behalf in providing access to documents. While the number of FOI applications as above have been minimal, an increase in the number of access to information requests under Section 12 of the Local Government Act, continue to impact on Council's activities by increasing the amount of time Council commits to researching, compiling and providing the required documents.

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

From 1 July 2000, it has also been necessary to consider the requirements of the Privacy Management Plan, in assessing applications for access to information.



A new regime for accessing local government information will begin in early 2010, when the *Freedom of Information Act 1989* and section 12 of the *Local Government Act* are repealed and replaced by the *Government Information (Public Access) Act 2009* (GIPA). The GIPA Act (which has been assented to on 26 June 2009 but not proclaimed) introduces an entirely new scheme for providing public access to government information (including local government) and focuses the legislative onus in favour of the release of government information through consideration of the public's best interest.

It is understood that there will be some initial and additional ongoing costs for Council under the new regime. The GIPA Act will impact staff across nearly all areas of Council including governance and policy, city planning, public relations, records, IT, webmasters, contract management and customer service. It is also understood that revenue may be foregone as more information is to be made publicly available, free of charge. Council will need to review and assess this impact and adjust its budget accordingly. A significant effort by Council will be required to reconsider disclosure policies and to develop new practices that reflect the new legislative requirements. Training for staff and public awareness will also be of critical importance.

Section F

There were no enquiries or appeals involving the Ombudsman.

Section G

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

There was no review conducted by or on behalf of Council under Part 5 of the Privacy and Personal Information Protection Act 1998 during 2009/2010.



Report on Special Variation (Infrastructure Renewal Program)

On 27 June 2007 the Minister for Local Government, pursuant to section 508(2) of the Local Government Act 1993, granted approval for Hawkesbury City Council to increase income by way of additional rates for costs associated with an infrastructure renewal program. This approval was conditional upon Council reporting in its annual report for the period 2007/08 to 2012/13 information on the total income received, expenditure per project/program and outcomes achieved. Relevant information relating to the projects and programs identified in the Infrastructure Renewal Program Estimates contain within the 2009/2010 Budget Estimates is provided below:

Item	Comment
Mileham Street Netball Public Amenities, South Windsor (Security Gates)	Steel gates have been installed to enable locking of the public amenities at night. This is to prevent ongoing vandalism of the amenities. The project totalled \$4,500.
North Richmond Oval Amenities, Replace ceiling linings throughout	\$12,000 was expended on the replacement of gyprock ceilings throughout the change room and canteen areas.
Richmond Park	The project saw the implementation of the Plan of Management and Master Plan for Richmond Park. Works undertaken include the reinstatement of pathways, and purchase of new park furniture, in an amount of \$120,000.
Rickaby's Creek Footbridge	An amount of \$300,000 was allocated towards the construction of a pedestrian/cycleway bridge across Rickaby's Creek to provide a link between Deerubbin Park and Howe Park, Windsor. Tenders for the works were called in early 2008, however due to the tendered amounts being well above the allocated budget, it was recommended that none of the tenders be accepted and the design be re-investigated within the scope of the allocated budget and the project be re-tendered. To date the project is currently with the design consultant for redesign.
Richmond Pool, replace roof sheeting	The replacement of rusted roof sheeting to the pool pump room, in the amount of \$18,000.
Hawkesbury Oasis Swimming Centre, South Windsor – replace damper and motors	The project in the amount of \$10,000 has enabled the replacement of damper and motors due to their failing condition.
Indoor Sports Stadium, South Windsor – Seal roof flashings to parapet walls	Preventative works have been undertaken to seal roof flashing to parapet walls, to prevent potential roof leaks. The project was in the amount of \$20,000.
Indoor Sports Stadium, South Windsor – Power factor correction unit	The project was carried over into the 2010/11 budget.
Essential Grading – Unsealed Roads	Funding of \$77,011 provided for an additional 70km of gravel road network to be graded over the year.
Resheeting – Unsealed Roads	The amount of \$22,000 provided additional coverage across the gravel road network, enhancing the safety on steep inclines and bends.
Road Rehabilitation – Various Locations	Miscellaneous Road Rehabilitation Program enabled a much larger area of failed road to be repaired. This work has provided a safer road network throughout the Hawkesbury area. A total amount of \$456,410 has been expended on this program.
Road Shoulder Renewal Program	Road Shoulder Renewal Program provided Council with the additional funding which enabled road shoulders subject to ongoing erosion to be



Item	Comment
	sealed. The outcome includes uninterrupted access to private properties due to deep channel erosion, reduced maintenance expenditure at these locations, improved parking, safer road network and a positive outcome for the community. A total amount of \$150,000 was expended on this Program.
Kerb and Gutter Reconstruction at Various Locations.	An amount of \$12,797 has been expended on this program which represents approximately 100 lineal metres of reconstructed kerb & gutter. This work would not have been possible without the additional funding and provides for a much safer road network with improved drainage. Council's exposure to potential litigation resulting from trips and falls is also reduced.
Clear drainage channels, pipes and pits	The additional funds of \$67,203 enabled many additional drainage channels, pipes and pits to be cleared thus preventing localised flooding during heavy rainfall.
Administration Building Windsor, Cable Locator	\$7,000 was expended on the purchase of new equipment, enabling utility services to be located underground.
Administration Building Windsor, Roof ladder hatch modifications	Roof ladder hatch modifications were undertaken in the amount of \$15,000, in accordance with new safety requirements.
Replacement Data Cables	The amount of \$12,000 enabled an upgrade of the data cabling between the Administration Building and Deerubbin Centre, to improve the speed of the IT network.
Glossodia Community Centre – Vinyl floor kitchen	The vinyl floor in the kitchen area was replaced, in the amount of \$3,500.
Maraylya Community Hall – Mesh Gutter Guard	This project was undertaken in an effort to improve the water quality of the roof water entering the rain water tank. The project cost was \$3,000.
North Richmond Pre-School – Replace Kitchen	Replacement of the existing kitchen facility within the pre-school, in the amount of \$16,000.