



Attachment 1 to Item 10.2.1.

Six Monthly Progress Report - 2024/2025
Operational Plan

Date of meeting: 18 February 2025
Location: Council Chambers
Time: 6:30pm

HAWKESBURY CITY COUNCIL

PROGRESS REPORT OPERATIONAL PLAN 2024/2025

JULY – DECEMBER 2024



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Cover Photo – Hawkesbury River Safety Campaign

Prepared by
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Our Hawkesbury 2042

COMMUNITY VISION

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

ABOUT THIS REPORT

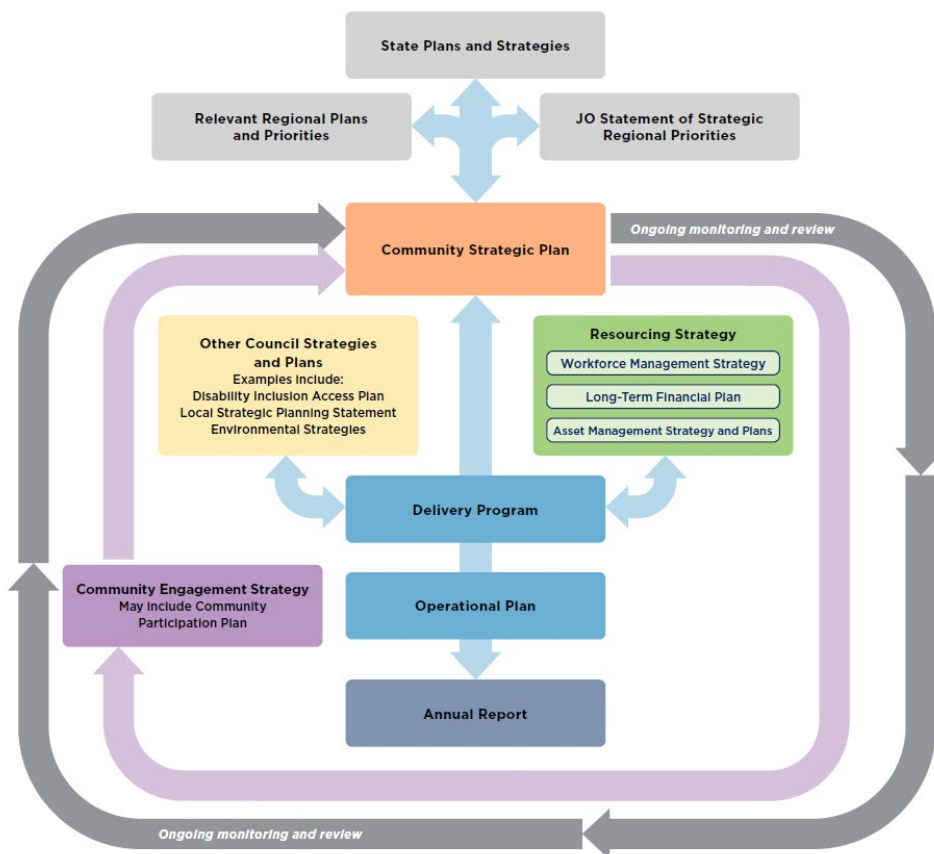
Our role as Council is to use the community’s vision to guide our plans for the future. Our long-term Community Strategic Plan (CSP), “The Hawkesbury 2042: It’s Our Future” outlines just that.

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

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

This report provides our six-monthly update on the organisation’s progress and performance during the 1 July 2024 – 31 December 2024 period, in completing actions within Council’s 2024/2025 Operational Plan, delivered under the principal activities of the 2022–2026 Delivery Program.

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



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How to read this report

This report outlines the progress Council has made on delivering the 131 actions contained within the 2024/2025 Operational Plan, during the six-month period, 1 July 2024 – 31 December 2024.

HOW THE INFORMATION IS REPORTED

A detailed action comment and status on all actions is provided from page five. The actions align to their relevant Community Strategic Plan Community Outcome and Strategy and Delivery Program Principal Activity. It is important to note that this report does not contain an update on every service and activity provided by Council.

HOW WE MEASURE OUR PROGRESS

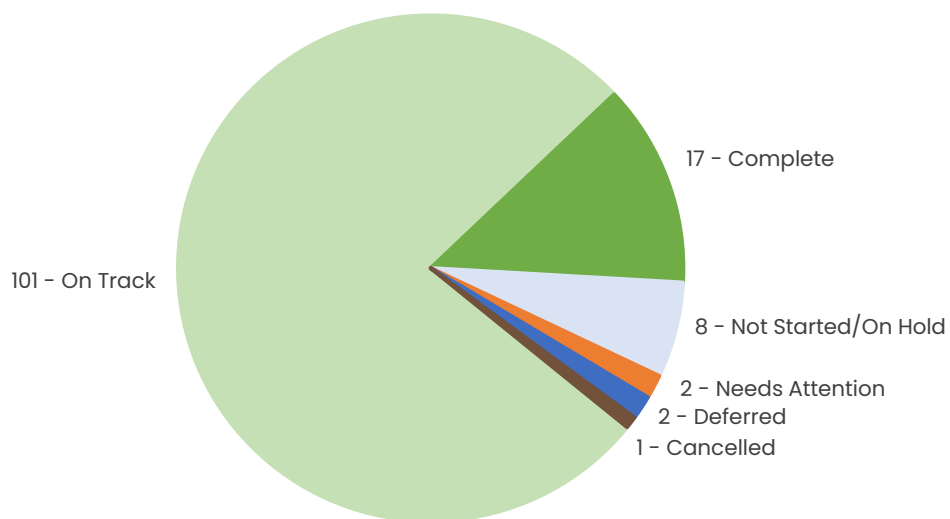
The below statuses are used to identify the current progress of each action:

●	Complete	Deliverables on this action have been completed.
●	On Track	Deliverables on this action are progressing as planned.
●	Not Started/On Hold	Action has not yet started or placed on hold.
●	Needs Attention	Deliverables not progressing as planned and require support.
●	Off Track	Deliverables will not be completed as planned.
●	Deferred	Moved to a future Operational Plan.
●	Cancelled	Work on the action has been indefinitely suspended.

OVERALL OPERATIONAL PLAN PROGRESS SNAPSHOT

Period 1: 1 July – 31 December 2024

At the close of the period, 118 of Council’s 131 Operational Plan actions were deemed On Track or Complete. Eight were marked as Not Started/On Hold, two as Needs Attention, two as Deferred and one Cancelled.



Detailed Action Updates

Community Outcome One: Great Place to Live

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

1.1.1: Meet the needs of our community through effective flood, fire and other natural disaster management plans that promote the protection of life, property and infrastructure

Action / Deliverables	Status	Comments
<p>Floodplain Risk Projects</p> <ul style="list-style-type: none"> Finalise Hawkesbury Floodplain Risk Management Study and Plan. Finalise Macdonald River, Colo River, Webbs and Greens Creek Flood Risk Management Study and Plan. Finalise Redbank Creek Flood Study. Implement actions from finalised plans and studies. 	<p>On Track ●</p>	<p>Review of Hawkesbury Floodplain Risk Management Study and Plan – Milestone 1 (Data Collection and Review) completed September 2023, including initial community consultation. Stage 2 (risk assessment and emergency management classifications) and Stage 3 (investigation of management options) have been completed, with the Draft Hawkesbury Floodplain Risk Management Study and Plan 2025 reported to Council on 11 June 2024. The Draft Study and Plan was reported to Council on 23 July 2024 for endorsement to exhibit. The draft Study and Plan was publicly exhibited from 14 October 2024 to 9 December 2024, and the submissions received are currently being reviewed. It is anticipated that the final Study and Plan will be reported to Council in early 2025.</p> <p>Combined Rivers (Macdonald and Colo) Project – Milestone 1 (Data Collection and Review) completed in August 2023, including initial community consultation to gather local knowledge of flooding. This information was used to both calibrate and validate the flood model, and to inform the preparation of management measures to address the identified risks across each floodplain. The flood model (Stage 2) was completed in April 2024. Stage 3 Risk assessment and emergency management and Stage 4 – Assessment of Preferred Management Option has been completed with the receipt of the draft Floodplain Risk Management Study and Plan on 9 December 2024. The draft study and Plan are scheduled to be reported to Council in early 2025 seeking endorsement to publicly exhibit.</p> <p>Redbank Creek Project – The Flood Study has progressed with Milestone 1 (Data compilation and review and site inspection) completed in December 2023, including initial community consultation to gather local knowledge of flooding. This information was used to both calibrate and validate the flood model. The draft Flood Study was completed and presented to Council's Ordinary Meeting on 12 November 2024 seeking endorsement to publicly exhibit. The draft Study was placed on public exhibition from 2 December 2024 to 30 January 2025, including a public meeting on 11 December 2024 to provide information/details and answer questions in relation to the draft Study. Following the completion of public exhibition, submissions will be considered, and the Final Study scheduled to be presented to Council for adoption in March 2025.</p>

Action / Deliverables	Status	Comments
<p>Emergency Management Services</p> <ul style="list-style-type: none"> Implement key actions from the Resilient Hawkesbury Plan. Provide effective disaster management and support, including Local Emergency Management Committee representation. 	<p>● On Track</p>	<p>Business as usual operations continue, including management of Total Fire Bans, Colo Heights Section 44, Flood Watch for Colo River and North Richmond. Council is continuing to refine the process for Upper Colo Reserve to ensure public safety, particularly with regard to risks associated with bushfire.</p> <p>The Local Emergency Management Committee successfully conducted a recovery exercise. This provided an opportunity to refine skills and embed new members of the committee into the team. Key actions are being developed as part of the Resilient Hawkesbury Plan.</p>
<p>Hawkesbury Fire Control Centre</p> <ul style="list-style-type: none"> Progress the land acquisition and project planning for the new Hawkesbury Fire Control Centre. 	<p>● On Track</p>	<p>The new Hawkesbury Emergency Services Precinct, incorporating a new Hawkesbury District Fire Control Centre, has progressed with Council securing the parcel of land for the Precinct on McKinnons Road, Wilberforce. At the same time, Council, NSW Rural Fire Service and NSW State Emergency Services are nearing the completion of the Masterplan for the site, with many of the design elements for the Centre being included in the Masterplan. The project development, including detailed designs and preparation of planning approval documents, will continue throughout the remainder of 2024/2025.</p>

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

Action / Deliverables	Status	Comments
<p>Community Safety Program</p> <ul style="list-style-type: none"> Deliver community safety projects and activities in conjunction with Transport for NSW and Hawkesbury Police Area Command to reduce crime and improve community safety, including the Road Safety Action Plan. 	<p>● On Track</p>	<p>Council is delivering projects on time and with support from local Hawkesbury Police Area Command.</p>
<p>Child Safety Framework and Action Plan Implementation</p> <ul style="list-style-type: none"> Implement key initiatives from the Child Safety Action Plan. 	<p>● On Track</p>	<p>Framework is in place. Internal messaging currently being developed for further engagement planned for early 2025.</p>

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

1.2.1: Healthy, active ageing programs are promoted in partnership with government agencies and community organisations



Action / Deliverables	Status	Comments
<p>Hawkesbury Sports Council (HSC) Support Program</p> <ul style="list-style-type: none"> Support provided to the HSC and collaboration with Council to develop and deliver their sports plan and capital works. 	<p>● On Track</p>	<p>Council staff work closely with the Hawkesbury Sports Council (HSC), attending monthly executive meetings to provide advice. Council has undertaken and completed a third-party review of the Hawkesbury Sports Council. In May 2024, Council adopted the recommendations contained in the review report. Staff have commenced developing an Action Plan to implement these recommendations. One of the outcomes from the Action Plan will be the development of a Service Level Agreement to be established between Council and the Hawkesbury Sports Council, which will assist in delivering aspects such as sports plans and capital works. Staff have commenced this process and are working closely with HSC, anticipating a draft to be reported to Council by April 2025.</p>
<p>Western Sydney Health Alliance Initiatives</p> <ul style="list-style-type: none"> Work with the Western Sydney Health Alliance to support the delivery of initiatives that can improve health outcomes for the community. 	<p>● On Track</p>	<p>Council continues to attend online meetings for information sharing and collaboration with the stakeholder groups.</p>

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

Action / Deliverables	Status	Comments
<p>Social Infrastructure Strategy</p> <ul style="list-style-type: none"> Finalise and adopt the Social Infrastructure Strategy supporting inclusive decision making on the planning, delivery, funding and management of open spaces and key community facilities. Commence implementation of key actions. 	<p>● On Track</p>	<p>The draft Social Infrastructure Strategy completed public exhibition on 4 November 2024 and received eight submissions which are currently being considered. A report seeking adoption of the draft Social Infrastructure Strategy is scheduled to be presented to Council in early 2025.</p>

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

1.3.1: Encourage and facilitate community partnerships

Action / Deliverables	Status	Comments
<p>Community Sponsorship Program</p> <ul style="list-style-type: none"> Facilitate promotion, processing and distribution of community sponsorship funding three times during the year in line with Program Guidelines. 	<p>On Track</p> <p></p>	<p>Successful Round 1 applications were announced in December 2024 with twenty recipients receiving a total of \$16,241 across the three categories of: Resilient Hawkesbury, Access to Community Facilities, and Participation. 2024/2025 Round 2 applications will open on 1st March 2025 and close on 31st March 2025.</p>
<p>Educational Services Program</p> <ul style="list-style-type: none"> Collaborate with local services, health, seniors and schools to integrate library resources, museum visits and art experiences into the community and NSW curriculum. 	<p>On Track</p> <p></p>	<p>The Museum has maintained visitation through education tours with Senior Groups, accessibility groups, schools and home school groups. Whilst there has been an increase in group visitation, the overall visitation numbers for this quarter are lower than this time last year due to the rescheduling of Light Up Windsor and team vacancies. Howe House reopened to the public in November, following a forced 8-month maintenance closure. An increase in group bookings for senior and coach bus tours into 2025 has led to plans to open Howe House twice a month (one weekday and one weekend) for guided tours to members of the public.</p> <p>The Gallery has seen an increase in visitation numbers from the local community during the months of October–November with 180 community members attending the Hawkesbury Now Art Fair opening and 682 visitors attending during the 4-week period. 57% of visitors identified as living within the Hawkesbury Local Government Area and 20% of visitors travelling from neighbouring areas.</p> <p>The library has worked with Headspace to trial fortnightly drop-in sessions at the Hawkesbury Central library during term 4 of the school year. Library staff also attended the Headspace launch at their new Richmond site in October and promoted services to the youth.</p>

1.3.2: Support and expand active volunteering

Action / Deliverables	Status	Comments
<p>Arts and Culture Volunteer Program</p> <ul style="list-style-type: none"> Promote Arts and Culture volunteering. Recruit and train new volunteers. 	<p>● On Track</p>	<p>The Arts and Culture team continues to work with, support and expand volunteering in our area. Key actions included:</p> <ol style="list-style-type: none"> Attended meetings with the Volunteer Coordinator to organise the annual volunteer Christmas Party, as well as plan for future budget allocations, recruitment options and training opportunities for the Volunteers in the New Year. Co-hosted the Volunteer Christmas Party where supervisors and team members of the Arts and Culture Division attended, to celebrate the achievements of the volunteers. Hosted a Volunteer Behind the Scenes event on the 29 October 2024 aimed at encouraging current volunteers to bring a friend interested in volunteering; providing them with the opportunity to learn more about the Arts and Culture team, current and future and the types of tasks they might assist on when onsite with Library Museum Gallery staff. An engagement activity was also delivered with volunteers as part of the Community Strategic Plan review project. Following this event five expressions of interest were received from new volunteers. A social media campaign was produced focused on recruiting new volunteers which has been activated at Savour the Flavour and Light Up Windsor events.

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

Action / Deliverables	Status	Comments
<p>Disability Inclusion Action Plan 2024/2025 Implementation</p> <ul style="list-style-type: none"> Implement key initiatives under the Disability Inclusion Action Plan. 	<p>● On Track</p>	<p>Key initiatives are being delivered including the roll out of an organisational wide Disability Inclusion staff training program.</p>
<p>Convene the Windsor Bridge and Enhancing the Arts Working Groups</p> <ul style="list-style-type: none"> Host and administer the Working Groups and monitor key actions. 	<p>● On Hold</p>	<p>Due to Council Elections the Working Groups were paused, they remain on hold until further notice.</p>

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

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

Action / Deliverables	Status	Comments
<p>Integrated Water Cycle Management Strategy</p> <ul style="list-style-type: none"> Develop and adopt an Integrated Water Cycle Management (IWCM) Strategy. 	<p>Needs Attention</p>	<p>Council has experienced a number of delays arising from the availability of Council's consultants and key staff, while Council pursues due diligence on the potential divestment of the Wastewater Scheme to Sydney Water. Grant milestones have been renegotiated with the funding body.</p>
<p>Hawkesbury Nepean Nutrient Offset Framework</p> <ul style="list-style-type: none"> Continue development and implementation of Council's response to the requirements of the NSW EPA's Hawkesbury-Nepean Nutrient Offset Framework, to manage nutrient loads and protect the community's environmental values for the river. 	<p>On Hold</p>	<p>Awaiting outcomes from the Integrated Water Cycle Management (IWCM) strategy development and Sydney Water collaboration.</p>
<p>Lone Worker Policy</p> <ul style="list-style-type: none"> Develop and implement a Lone Worker Policy for Waste Water operational staff. 	<p>On Track</p>	<p>Employee engagement underway to inform the Draft Policy.</p>
<p>Effluent Reuse Plan</p> <ul style="list-style-type: none"> Develop and implement an Effluent Reuse Uptake Plan. 	<p>Complete</p>	<p>Recycled Water Quality Management Plan review completed.</p>
<p>Continue Review of Council's Waste Water Operating Model</p> <ul style="list-style-type: none"> Deliver continued review of Council's Waste Water Operations. 	<p>On Track</p>	<p>Progressing - reviews of separate operational activities are underway.</p>

Action / Deliverables	Status	Comments
Liquid Trade Waste Framework <ul style="list-style-type: none"> Develop Liquid Trade Waste Policy. 	● On Hold	Awaiting outcomes from the Integrated Water Cycle Management (IWCM) strategy development and Sydney Water collaboration.

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

Action / Deliverables	Status	Comments
Hawkesbury Local Housing Strategy <ul style="list-style-type: none"> Deliver balanced housing options by implementing the Hawkesbury Local Housing Strategy. Commence implementing the Draft Western Sydney Affordable Housing Strategy. 	● On Track	Planning, design, acquisitions and construction of key infrastructure items within the Vineyard Stage 1 Precinct has continued through Accelerated Infrastructure Fund and Low-Cost Loan Initiative funding. Preparation of applications has commenced under the next round of the Special Infrastructure Contribution funding program which is open until December 2024. In total, the Vineyard Stage 1 Precinct will deliver 2,500 new homes, of which to date approximately 530 new dwellings have been approved and completed or under construction.
Developer Contributions Plan Review <ul style="list-style-type: none"> Review Section 7.11 and Section 7.12 Contribution Plans, including Vineyard Precinct Developer Contribution Plan. 	● On Track	A new Section 7.12 Contributions Plan was adopted by Council on 10 December 2024 following the completion of public exhibition on 25 November 2024. The adopted Plan includes new administrative arrangements, and an updated Works Program based on the renewed Asset Management Strategy. The review of the Section 7.11 Contributions Plan and Section 7.11 Vineyard Contributions Plan has commenced and is scheduled to be presented to Council in mid-2025.

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

1.5.1: Provide a variety of quality passive recreation spaces including river foreshores, parks, bushland reserves and civic spaces to enhance our community's health and lifestyle

Action / Deliverables	Status	Comments
Open Space Enhancement and Maintenance Program <ul style="list-style-type: none"> Maintenance activities prioritised, scheduled and completed in a timely 	● On Track	Prioritisation of maintenance activities to enhance the use of these facilities is business as usual scheduling practice. Summer maintenance program and storm cleanups well underway.

Action / Deliverables	Status	Comments
manner to enhance the use of these facilities by our community.		

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

Action / Deliverables	Status	Comments
<p>Richmond Pool and Hawkesbury Oasis Aquatic and Fitness Centre</p> <ul style="list-style-type: none"> Develop future plan under the Western Sydney Infrastructure Grants Program. Continue management of the Richmond Pool and Hawkesbury Oasis Aquatic and Fitness Centre including operating models. 	<p>●</p> <p>On Track</p>	<p>The operation of both the Richmond Pool and the Oasis Aquatic and Fitness Centre are monitored continually. Council staff continue to work closely with Y NSW (formerly YMCA) regarding the management of the Oasis Aquatic and Fitness Centre. A tender for the management of the Oasis Aquatic and Fitness Centre went out to the open market in November 2024 with the tenders closing on 16 January 2025. The Richmond Pool is managed by Council Staff. It has run extensive learn to swim classes for schools over the last term.</p>
<p>Open Space Capital Works Program</p> <ul style="list-style-type: none"> Design and deliver the 2024/2025 Open Space Capital Works Program. 	<p>●</p> <p>On Track</p>	<p>Council open space projects are still on track, the various capital works are progressing through design, design and construct and construction with some open space playgrounds and car parks completed in December 2024, including Gow Reserve McGraths Hill and Freemans Reach Reserve.</p>

1.5.3: Provide a variety of quality shared spaces including meeting spaces accommodating public art, cultural and environmental amenity to enhance our community's health and lifestyle

Action / Deliverables	Status	Comments
<p>Museum, Library and Gallery Website Improvements</p> <ul style="list-style-type: none"> Develop and deliver improved website templates for the Museum, Library and Gallery Website. Expand existing content on the Museum, Library and Gallery Website. 	<p>●</p> <p>Deferred</p>	<p>To be completed in 2025/2026 following the rollout of improvements to Council's website.</p>

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

Action / Deliverables	Status	Comments
<p>Interment Industry Scheme (Cemeteries)</p> <ul style="list-style-type: none"> Implement changes to the Scheme to be compliant with the license conditions for Council cemeteries. 	<p>● On Track</p>	<p>Staff have implemented and commenced a model contract for the purchase of a burial right in accordance with the Interment Industry Scheme. Staff have also been working on undertaking a cleanse of cemetery data and have engaged contractors to survey active cemeteries. This will commence in January 2025.</p>
<p>Council Property Management</p> <ul style="list-style-type: none"> Optimise occupancy rates and rental returns for Council owned commercial properties. Transfer expired leases to new leases at current market rates. 	<p>● On Track</p>	<p>Lease negotiations under way for potential adjustment at one of the properties opposite Council's Waste Management Facility. Staff continue to work with tenants to renew expired leases, however with current economic conditions this is not always possible if tenants do not wish to enter into a new lease at the current market rate.</p>
<p>Property Strategy and Policy Implementation</p> <ul style="list-style-type: none"> Complete Child Care Centre Review. Complete Community Land Review. Commence review of Council owned car parks. 	<p>● On Track</p>	<p>Further review of Child Care Centres has commenced with a workshop to be held with Councillors in early 2025. Work on remnant land and carparks have also commenced. With the carpark review on hold pending Council's Parking Study being completed.</p>
<p>Land Acquisitions Program</p> <ul style="list-style-type: none"> Complete land acquisitions required to support Council's strategic objectives. 	<p>● On Track</p>	<p>Acquisitions within Stage 1 of the Vineyard Release Area are ongoing as the land is required for various infrastructure. There are also various acquisitions occurring around the Local Government Area for road widening and easements, as capital projects are undertaken.</p>

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

Action / Deliverables	Status	Comments
<p>North Richmond Community Precinct Library Model</p> <ul style="list-style-type: none"> Investigate funding options for future library operating model; 	<p>● On Hold</p>	<p>Detailed work related to the library, performing arts spaces and operating model is on hold until other aspects of the building design and site master planning is completed.</p>
<p>Buildings Enhancement and Maintenance Program</p> <ul style="list-style-type: none"> Preventative and reactive maintenance works scheduled and completed in a timely manner with minimal impact to users/tenants. 	<p>● On Track</p>	<p>The safety of our facilities is the priority in scheduling any maintenance works, including impact to users/tenants. Maintenance works are completed in a timely manner, where resources permit. In addition to reactive maintenance, preventative programs such as Painting and Fire Safety programs are well underway, with an increased focus for 2025 being the finalisation of the cleaning contract which is due to be tendered in the coming year.</p>
<p>Buildings Capital Works Program</p> <ul style="list-style-type: none"> Design and deliver the 2024/2025 Buildings Capital Works Program. 	<p>● On Track</p>	<p>The Council building works designs are generally complete, with projects commencing in 2025 for multiple amenities upgrades.</p>

1.6: Build on a sense of community and wellbeing

1.6.1: Work in partnership with government and community organisations to improve services and facilities for disadvantaged and vulnerable groups, and to build stronger and more cohesive communities

Action / Deliverables	Status	Comments
<p>Resilient Hawkesbury Plan Implementation</p> <ul style="list-style-type: none"> Deliver priority actions from the adopted Plan. 	<p>● On Hold</p>	<p>Resilience Hawkesbury Plan is currently under development and is expected to be completed in mid to late 2025.</p>

Action / Deliverables	Status	Comments
<p>Hazard Reduction Program</p> <ul style="list-style-type: none"> Partner with the Rural Fire Service to deliver hazard reduction programs on community managed land. 	<p>●</p> <p>On Track</p>	<p>Hazard reduction program has been developed and incorporated into the Hawkesbury Bushfire Risk Management Plan. Council continues to implement mechanical hazard reduction activity on priority areas throughout the Local Government Area and has received funding through the RFS Bushfire Mitigation Program to undertake the works.</p>

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

Action / Deliverables	Status	Comments
<p>Youth Summit and Youth Program</p> <ul style="list-style-type: none"> Facilitate the Youth Summit codesigned with Youth and Youth Services. Support the development of an ongoing Youth Advisory Group for Council. 	<p>●</p> <p>On Track</p>	<p>Youth Festival completed and very well received. Feedback from the Festival is being collated for review to inform future youth engagement initiatives.</p>

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

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

Action / Deliverables	Status	Comments
<p>Hawkesbury History, Arts and Heritage Celebrations</p> <ul style="list-style-type: none"> Conserve and promote Hawkesbury's history and heritage through exhibitions, publications, and programs. 	<p>●</p> <p>On Track</p>	<p>This period the Museum has focused on updating the permanent Museum exhibitions. As part of this process, staff developed new exhibition guidelines to ensure the exhibitions meet community needs. The guidelines will be adopted and implemented in all future Museum and Gallery exhibitions.</p> <p>The Museum Curators are currently developing 2 new museum exhibitions, opening next quarter. The research and resulting exhibitions will celebrate and promote Hawkesbury's history:</p> <ol style="list-style-type: none"> Bridging the Hawkesbury River/Dyarubbin: The History of Windsor Bridge focusing on the engineering, architecture, and local investment to save the historic Windsor Bridge. Imprint Stories from the Archives is a temporary exhibition of previously untold stories from Hawkesbury Regional Museums collection, highlighting marginalised Hawkesbury community members. <p>In this quarter the Gallery team worked with the Museum collection to curate an exhibition titled RE PURPOSE focused on exploring the unique history of objects repurposed in Hawkesbury Regional</p>

Action / Deliverables	Status	Comments
		<p>Museum collection. In this exhibition staff recontextualised and gave new meaning to many of these objects.</p> <p>The Museum hosted a behind the scenes view of the audio walks for the 11 Stories from the river Dyrarubbin exhibition in partnership with composer and producer, Oonagh Sherrard. Participants attending this event were given an introduction to the project and were encouraged to participate in one of the audio walks followed by a Q&A session.</p> <p>The Hawkesbury Local Studies Collection Significance Assessment was completed. This document states that Hawkesbury Local Studies Collection is of historical significance at national, regional and local levels.</p>

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

Action / Deliverables	Status	Comments
<p>Cultural Plan Development and Implementation</p> <ul style="list-style-type: none"> Develop and endorse Cultural Plan and Action Plan. Commence implementation of key actions. 	<p>On Track</p>	<p>Work has continued on the Cultural Plan development including a Community Cultural Forum held in November at Hawkesbury Regional Gallery where the current data that had been collected from the last 8 months of consultation was presented. This was further shared at internal working groups, and staff meetings. The work from the Cultural Plan findings was also shared at a Councillor workshop where Councillors provided feedback on the data collection and draft themes of the project so far. This feedback led to the creation of further engagement opportunities in 2025 especially in the performing arts sector.</p>

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

Action / Deliverables	Status	Comments
<p>Hawkesbury Local Heritage Assistance Fund grants program and Council's Heritage Advisory Service</p> <ul style="list-style-type: none"> Deliver the Grant Program and Advisory Service. 	<p>On Track</p>	<p>The Hawkesbury Local Heritage Assistance Fund for 2024/2025 is expected to be released for applications by February 2025, following which all applications will be assessed, and recommendations provided to Council for consideration. The 2024/2025 Program has a focus on Slab Barns given the recent completion of Council's Draft Slab Barns and Outbuildings Study which was considered By Council at the Ordinary Meeting on 10 December 2024.</p> <p>Best practice free heritage advice has continued to be provided through Council's Heritage Advisory Service. This includes advice provided by Council's Consultant Heritage Advisor, and Senior Heritage Officer.</p>

Community Outcome Two: Protected Environment and Valued History

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

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

Action / Deliverables	Status	Comments
<p>Heritage Program</p> <ul style="list-style-type: none"> Continue heritage listing updates in tranches. Identify and implement key actions of the Hawkesbury Aboriginal Cultural Heritage Study. Implementation of the Slab Barns Study. 	<p>On Track</p>	<p>Work has progressed on Council's strategic heritage program, including finalisation of the draft Hawkesbury Slab Barns and Outbuildings Study which was reported to Council on 10 December 2024, seeking endorsement to publicly exhibit.</p> <p>Significant progress has also been made with respect to the Inventory Listings Project, with draft Heritage Inventory Listings prepared in tranches, and based on work commissioned with respect to histories associated with proposed listings.</p> <p>The significant bulk of time associated with the Heritage Program has been focussed towards Development Application referrals, customer requests relating to heritage, and processing requests for minor works/maintenance to heritage items.</p>
<p>Reconciliation Action Plan Implementation</p> <ul style="list-style-type: none"> Implement key initiatives from the Reconciliation Action Plan. 	<p>On Hold</p>	<p>Reconciliation Action Plan Working Group has been re-established, and the first meeting took place in December 2024.</p> <p>Work on Council's Reconciliation Action Plan is continuing in consultation with Reconciliation Australia.</p>

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

Action / Deliverables	Status	Comments
<p>Historic Grants Program</p> <ul style="list-style-type: none"> Complete and acquit Garden Grant, Burnt to Memory, Arts Trail, Lighting Grant and Sackville Grant. 	<p>On Track</p>	<p>The Aboriginal Endemic Garden – the Garden design scope was amended based on the recommendation of our Dharug community stakeholders. Project will commence in 2025.</p> <p>Lighting Upgrade to the Gallery- During this quarter the project proceeded through the quotation process. Installation will occur in 2025.</p> <p>Artist Trail Signage Grant- The Signage template has been designed to match the Wayfinding and Signage Policy and Guidelines. The signage will be completed in 2025.</p> <p>Burnt to Memory Grant is 95% completed, in the last quarter the film project was presented at St Albans, and the Deerubbin Centre, and included in a Sustainability Report for the City of Sydney.</p>

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

Action / Deliverables	Status	Comments
<p>Build and Maintain Relationships with the Aboriginal community</p> <ul style="list-style-type: none"> In collaboration with the local Dharrug community continue to build relationship and develop relevant exhibitions, programs and events. 	<p>● On Track</p>	<p>The Gallery team engaged Melissa Stubbing, Merana to perform a Welcome to Country for the Community Cultural Forum that was held in November at Hawkesbury Regional Gallery. Discussions were held with Merana and key Dharrug Stakeholders regarding the possibility of stocking a range of retail in the Museum and Gallery retail spaces crafted by local First Nations artists.</p> <p>We continue to work closely with the key Dharrug stakeholders of the Aboriginal Endemic Garden Project - Merana, Erin Wilkins and Leanne Watson. They are consulting on plant selections for the garden, interpretative artwork panels, signage and programs. Discussions are underway about community planting days, where aboriginal community members will be invited to engage with the Aboriginal Garden during and after construction.</p> <p>11 Stories from the River Dyrarubbin Exhibition; was nominated and won the 2024 IMAAGINE Award for Engagement Program - Small Organisations. Larissa Behrendt, a Euhleyai / Gamillaroi woman, lawyer, activist and award-winning author spoke at the library in October about how family stories can inspire fiction and First Nation's storytelling traditions.</p> <p>Discussions were held with local historian Barry Corr on his forthcoming book launch and presentation.</p>

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

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

Action / Deliverables	Status	Comments
<p>Climate Change Risk Assessment and Adaptation Action Plan Implementation</p> <ul style="list-style-type: none"> Progress key actions for each adaptation measure. 	<p>● On Track</p>	<p>To date there has been a focus on the delivery of the adopted Adaptation Measure M2 'Improve organisational governance, planning and processes for climate risk management'. This has included cross sectional partnerships to embed sustainability risk into Council's organisational goals, responsibilities, processes and systems. A further aspect of this is the Sustainability Action Plan which is being developed across all of Council to ensure sustainability is delivered strategically and Council wide.</p> <p>Plan and subsequent actions were successful in receiving an award at the PIA Awards in the Climate Change Category, and an award at LGNSW - Environmental Excellence Awards, also in the Climate Change Category.</p>

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

Action / Deliverables	Status	Comments
<p>Environmental Protection and Support Program including the Community Nursery</p> <ul style="list-style-type: none"> Work and collaborate with various stakeholders. Undertake bush regeneration projects. Operate and grow endemic plants at the Community Nursery. Protect high conservation areas through active management. 	<p>● On Track</p>	<p>The Hawkesbury Bushcare program and the Hawkesbury Nursery were promoted monthly on Facebook. Environmental education and awareness programs provided to the community during this period included the following: Nursery volunteers meeting to propagate native plants, our Bushcare volunteer groups meeting monthly to restore natural areas, improve native fauna habitat and identify what species both of flora and fauna exist within these reserves, and meeting to participate in native bird tours. During the October to December 2024 period a total of 6767 plants were sold/distributed. Bushcare ran events including 2 bird tours in Kurrajong Heights and 2 bird tours in Cumberland Reach. A corporate volunteer day at the Community Nursery. Platypus information day at North Richmond, Council volunteer Christmas Party at Clarendon Racecourse. The relaunch of the Penrith and Hawkesbury Environmental Educators Network consisting of environmental educators both in Government and Non-Government agencies, as well as with the school system and environmental educators in the non-school systems. Bushcare facilitated a Koala Fest meeting to gauge interest and support to form a working group to implement a Koala Fest in 2025.</p>
<p>Stormwater Capital Works Program</p> <ul style="list-style-type: none"> Design and deliver the 2024/2025 Stormwater Capital Works Program. 	<p>● On Track</p>	<p>Stormwater project designs have been completed with upcoming construction of new stormwater projects in 2025.</p>

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

Action / Deliverables	Status	Comments
<p>Urban Greening Strategy Implementation</p> <ul style="list-style-type: none"> Deliver key actions from the strategy including working group establishment, land area mapping and tree survey. 	<p>● On Track</p>	<p>Implementation underway, and based on the governance recommendation of the Urban Greening Strategy, an internal Urban Greening Working Group has been established which will guide and coordinate the delivery of the Strategy through cross-Council collaboration, and where required, partnerships with external groups and organisations.</p> <p>Further tree planting has been undertaken as part of Council's Liveability Project and Greening our Cities Projects which has delivered improved urban greening in Windsor, South Windsor and Richmond. Urban Greening opportunities continue to be explored as part of Western Sydney Infrastructure Grants Projects.</p>

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

Action / Deliverables	Status	Comments
<p>Fine Scale Vegetation Mapping for the Koolala Plan of Management</p> <ul style="list-style-type: none"> Deliver Fine Scale Vegetation Mapping. 	<p>● On Track</p>	<p>A botanical expert has been engaged to undertake the Fine Scale Vegetation Mapping project for the purposes of a Koolala Plan of Management. The project has advanced, and to date, mapping of the extent of vegetation has been undertaken through various LIDAR sources, which has been overlaid against the vegetation mapping undertaken by Council in 2018, and line work to ensure up to date vegetation extents. Using the agreed approach to exclusions this will be overlaid against the Plant Community Type (PCT) Mapping, with the ground truthing that was completed in November 2024. The project remains on track to be completed by February 2025, following which the next sequential stages in preparing a Koolala Plan of Management will be undertaken.</p>

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

Action / Deliverables	Status	Comments
<p>Companion Animal Shelter Service Agreement and Improvements</p> <ul style="list-style-type: none"> Develop new agreement and have all partner Councils signed up. Update and implement key operational standards. 	<p>● Complete</p>	<p>New service agreements have been finalised and as of 1 September 2024 all partner councils have signed. Improvements continue at the animal shelter with underfloor heating recently having been completed. The next major project is sound treatment to the roof for the protection of staff and animals. The upgrades to the animal shelter will now form part of an ongoing maintenance program.</p>
<p>Best Practice Investigative Standards</p> <ul style="list-style-type: none"> Develop processes and operationalise the Investigative Standards. 	<p>● Complete</p>	<p>The investigation standards have been finalised and adopted.</p>
<p>Dog Attack Investigation Process Improvements</p> <ul style="list-style-type: none"> Develop and implement new processes to support transparent and escalated decision making. 	<p>● Complete</p>	<p>The dog attack investigation process has been finalised and adopted as an internal policy. The dog attack investigations like all other investigations now receive oversight from Council's Assessment Appeals Panel. This panel made up of the Director City Planning, the General Counsel and the Manager Regulatory Services review all representations received in response to a Notice of Intent to declare a dog a nuisance, menacing or dangerous. This process ensures objectivity in decision making.</p>

Action / Deliverables	Status	Comments
<p>Regulatory Staff Development and Training Program</p> <ul style="list-style-type: none"> Develop and deliver training program. 	<p>● On Track</p>	<p>The first training program, regarding using the new framework of policies and procedures has been prepared and will be delivered in February 2025.</p>
<p>Enforcement Policy Implementation</p> <ul style="list-style-type: none"> Implement policy ensuring all complaints and other incidents are assessed within two working days. 	<p>● Complete</p>	<p>The Enforcement Policy has been completed and will be rolled out as part of the Staff Development and Training Program.</p>
<p>Notice and Order Process Implementation</p> <ul style="list-style-type: none"> Implement process ensuring all notices and orders are issued in line with this process. 	<p>● Complete</p>	<p>All Notices and Orders issued across the Regulatory Services Branch now receive oversight from Council's Assessment Appeals Panel. The panel provides objectivity and transparency around regulatory decision making. Although the various and orders issued differ slightly due to the various legislative requirements, all Notices and Orders now receive either a peer or supervisor review prior to being issued.</p>
<p>Legal Instrument Template Review</p> <ul style="list-style-type: none"> Review documents to ensure compliance with best practice and the legislative framework. 	<p>● On Track</p>	<p>A review of other instruments is underway. There will be an opportunity to move some of these forms from a hard copy to online. Where possible, a transition will be made to an online document/process.</p>

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

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

Action / Deliverables	Status	Comments
<p>Waste Policy</p> <ul style="list-style-type: none"> Develop and adopt Waste Policy/Charter. 	<p>● On Track</p>	<p>A draft Waste Policy is under internal review.</p>

Action / Deliverables	Status	Comments
<p>Disaster Waste</p> <ul style="list-style-type: none"> Develop and commence implementation of a Disaster Waste Plan. 	<p>● On Track</p>	<p>A draft plan has been developed and is now subject to internal reviews.</p>
<p>Property Bin Audit</p> <ul style="list-style-type: none"> Complete audit and finalise recommendations. 	<p>● On Hold</p>	<p>The audit will be planned and delivered following the completion of the Waste Policy.</p>
<p>Beyond 2026 (Waste Facility Strategy)</p> <ul style="list-style-type: none"> Deliver key initiatives from the adopted Implementation Plan 	<p>● Complete</p>	<p>Large Scale initiatives are being planned for in the 2025/2026 Budget with a grant application progressed to support smaller scale initiatives.</p>

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

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

Action / Deliverables	Status	Comments
<p>Waste and Resource Recovery Strategy Implementation</p> <ul style="list-style-type: none"> Implement key actions including waste education, engagement with NSW and Federal Government and process reviews. 	<p>● On Track</p>	<p>Council is providing feedback to large scale programs, projects and legislative agenda led by the NSW Environmental Protection Authority. This includes the NSW Waste Infrastructure and Waste Levy Review.</p>
<p>FOGO (Food Organics and Garden Organics) Planning</p> <ul style="list-style-type: none"> Develop and commence implementation of a Disaster Waste Plan. 	<p>● On Track</p>	<p>Council is working through the FOGO implementation plan, noting very limited actions for 2024/2025. Continuing to observe and discuss rollouts of other LGAs.</p>

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

Action / Deliverables	Status	Comments
<p>Annual Fire Safety Schedule Program Delivery</p> <ul style="list-style-type: none"> Finalise updated policy and procedures for the Annual Fire Safety Statement Program. 	<p>● Complete</p>	<p>Updated documentation for policies and procedures as well as templates have been finalised. Program continues to be delivered.</p>

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

Action / Deliverables	Status	Comments
<p>Development Applications Process Improvements</p> <ul style="list-style-type: none"> Implement actions to streamline and improve Development Application processing. 	<p>● On Track</p>	<p>Current testing of the artificial intelligence program (AI) is underway and will be rolled out in 2025 and introduced to the public inclusive of 'escalation management' business rules and internal rules in managing lodged DAs into Council's system that will ensure high quality, 'assessment ready' DAs. In addition, internal procedures are being introduced to manage post-lodgement processes whereby referral teams attend a weekly meeting falling on or before Day 25 of all lodged DAs not determined before this time and will identify outstanding referral issues with a view for finalising comments and/or provide direction and instruct the Assessment Officer with a firm timeframe for a target determination time. This new procedure in conjunction with other team will seek to improve processing times, allow for better guidance to referral teams and reduction in referral numbers.</p>
<p>Swimming Pool Compliance Program Delivery</p> <ul style="list-style-type: none"> Finalise updated policy and procedures for the Swimming Pool Compliance Program. Deliver the Compliance Program. 	<p>● On Track</p>	<p>Updated documentation for policies and procedures as well as templates have been finalised. Program continues to be delivered.</p>

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

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

Action / Deliverables	Status	Comments
<p>River Safety Program</p> <ul style="list-style-type: none"> Implement actions from the River Safety Audit. 	<p>●</p> <p>On Track</p>	<p>Royal Life Saving commenced the Hawkesbury Drowning Prevention Plan and were due to complete this in March 2024. Royal Life have advised that the plan is currently on hold. They have made a number of recommendations and representations to the NSW Government on the broader Western Sydney Strategy and Initiatives at both Ministerial and Executive level and are waiting back from advice from them before completing the Hawkesbury Drowning Prevention Plan.</p>

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

Action / Deliverables	Status	Comments
<p>Stormwater Pipes CCTV Camera Inspections</p> <ul style="list-style-type: none"> Inspection program completed as per the schedule. 	<p>●</p> <p>On Track</p>	<p>Stage 1 inspection program has commenced. Identifying operational requirements to ensure stormwater systems remain functional and the program can be completed.</p>
<p>Hawkesbury River Coastal Management Plan</p> <ul style="list-style-type: none"> Continue to progress Milestone 3 and 4 of the Coastal Management Plan in conjunction with Hawkesbury River councils. 	<p>●</p> <p>On Track</p>	<p>Stage 3 of the Hawkesbury Nepean River System Coastal Management Program has continued, including community engagement associated with proposed management actions. That community engagement was undertaken between September to November 2024 has now closed. The list of management actions is being refined based on consideration of community input, The preparation of a draft Coastal Management Plan will be undertaken as Stage 4 of the program, and is scheduled to commence in early 2025.</p>

2.6: Achieve net zero emissions targets

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

Action / Deliverables	Status	Comments
<p>Net Zero and Water Efficiency Strategy including sustainability Advantage Program and Western Sydney Energy Program Implementation</p>	<p>●</p> <p>On Track</p>	<p>Cross-Council internal working groups continue to progress actions associated with the Net Zero and Water Efficiency Strategy, including the Electric Vehicle Transition Working Group (for Council Fleet and public place charging) and the Renewable Energy and Assets Working Group.</p> <p>An options review is currently being undertaken in order for the EV Working Group to further progress the</p>

Action / Deliverables	Status	Comments
<ul style="list-style-type: none"> Deliver key actions from the strategy including review of net zero pathways, electric vehicle charging and Community Energy Upgrade projects. 		<p>fleet transition. An Expression of Interest for public EV charging was submitted to the NSW government to host public EV charging with no ongoing interest. An Expression of Interest has been prepared to send to Charge Point Operators to respond.</p> <p>The Renewables and Assets Working Group are currently working towards making a funding submission under the Community Energy Upgrade Fund in 2025. Development of the Sustainability Dashboard is nearing completion which includes Scope 1 and 2 emissions. Endeavour Energy are scheduled to commence the Community Battery project at Hobartville in early 2025.</p> <p>Council's Sustainability Team sit on the various working groups associated with Western Sydney Infrastructure Grants projects to advocate for inclusion of renewable energy. Council's Sustainability Team also actively participate in the WSROC Western Sydney Energy Program working group. Council's Sustainability Team continue to partner and collaborate with Sustainability Advantage on initiatives to improve the organisational sustainability of Council, including cross sectional partnerships to embed sustainability risk into Council's organisational goals, responsibilities, processes and systems. A further aspect of this is the Sustainability Action Plan which is being developed across all of Council to ensure sustainability is delivered strategically and Council wide.</p>

2.6.3: Alternative forms of energy are embraced throughout the Hawkesbury

Action / Deliverables	Status	Comments
<p>Council Plant and Equipment Transition (Electric and Battery)</p> <ul style="list-style-type: none"> Complete leaseback fleet transition to hybrid. Continue to review full electric options where feasible. 	<p>● On Track</p>	<p>86% of Council's leaseback fleet has now transitioned to hybrid. Investigations continue to allow expansion to operational plant and fleet. Trials of small electric plant underway with provisions made in 2025/2026 budget for incremental transition of existing plant to electric options.</p>

Community Outcome Three: Strong Economy

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

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

Action / Deliverables	Status	Comments
<p>Whole of Life Models Review</p> <ul style="list-style-type: none"> Whole of life models completed and updated for all asset management categories. 	<p>●</p> <p>Complete</p>	<p>All the Whole of life models have been reviewed and updated and outputs published through schedule 7 report. Models are now informing the development of the Asset Management Plans and Capital Works Program.</p>
<p>Capital Works Program Design and Development</p> <ul style="list-style-type: none"> 90% of the 2025/2026 projects scoped and 50% of the 2026/2027 projects designed. 	<p>●</p> <p>On Track</p>	<p>Commenced scoping for the 2025/2026 program. Design of projects ongoing as part of the 2024/2025 program.</p>
<p>Four Year Rolling Program (Roads, Stormwater, Parks, and Buildings)</p> <ul style="list-style-type: none"> Rolling program developed and updated as required annually. 	<p>●</p> <p>Complete</p>	<p>Rolling works programs have been drafted as part of the Asset Management Plan development.</p>
<p>Roads Capital Works Program</p> <ul style="list-style-type: none"> Design and deliver the 2024/2025 Roads Capital Works Program. 	<p>●</p> <p>On Track</p>	<p>The roads programs have progressed with projects completed at the end of December 2024 and a significant number of roads in procurement stage to be delivered in the first half of 2025. This includes Packer Road, Oakville Road and Riverview Road.</p>
<p>Infrastructure Recovery Program</p> <ul style="list-style-type: none"> Deliver all budgeted program of works identified in the Capital Works Program for 2024/2025 utilising grant funding. 	<p>●</p> <p>On Track</p>	<p>Works progressing as scheduled against funding requirements. Cornwallis tender awarded in December 2024. Thomas James Bridge has progressed with the first lift of the reinforced concrete retaining walls completed in December 2024.</p>

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

Action / Deliverables	Status	Comments
<p>Transport Network Enhancement and Maintenance Program</p> <ul style="list-style-type: none"> Maintenance activities prioritised, scheduled and completed to maximise safety of road users. 	<p>● On Track</p>	<p>Prioritisation of maintenance activities to maximise safety of road users is business as usual scheduling practice. Team Leader roles are now in place to further support prioritisation and efficient completion of maintenance activities. Grading program is now developed and in use with the focus for early 2025 being the completion of the reselling program, weather permitting, which is currently 60% complete.</p>

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

Action / Deliverables	Status	Comments
<p>Major Town Centre Car Parking Review</p> <ul style="list-style-type: none"> Implement actions from the Major Town Centre Car Parking Review. 	<p>● On Track</p>	<p>The Hawkesbury Parking Study Commenced in August 2024 with Community drop in Sessions undertaken in Windsor and Richmond during late August. The findings of the initial information submitted has been collated and the overall project continues into the new year. With Stage 1 completed that includes the Existing Conditions Report, the overall Study is anticipated to be completed during the first half of 2025.</p>

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

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

Action / Deliverables	Status	Comments
<p>Economic Development Strategy Implementation</p> <ul style="list-style-type: none"> Deliver priority actions from the adopted strategy. Monitor Council's performance against Strategy Evaluation Framework. 	<p>● Needs Attention</p>	<p>The Draft Economic Development Strategy was considered by Council in June 2024 at which time Council resolved to defer consideration of the Draft Strategy to enable Councillors to provide feedback. A Workshop with Councillors is planned in the first half of 2025 to facilitate input.</p>

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


Action / Deliverables	Status	Comments
Local Attraction Program <ul style="list-style-type: none"> Develop program and liaise with business centres to implement key actions. 	 On Track	Research and development of key programs underway. To be progressed in 2025.

3.3: Promote our community as the place to visit, work and invest




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

Action / Deliverables	Status	Comments
Regional Promotion Program through the Visitor Information Centre <ul style="list-style-type: none"> Monitor and review promotional activities undertaken monthly. 	 On Track	Visitor Information Centre staff continue to attend various markets/events with a Pop Up stand which is being well received. Active social media pages and website promoting local events and businesses weekly.

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

Action / Deliverables	Status	Comments
Visitor Information Centre Operations and Improvement <ul style="list-style-type: none"> Implement a Customer Satisfaction Program (CSP). Review results and maintain over 95% positive result. 	 On Track	Project brief under development. Survey design underway.

3.3.3: Businesses are encouraged and upskilled to adopt more ethical and sustainable practices

Action / Deliverables	Status	Comments
Local Business Procurement Education Program <ul style="list-style-type: none"> Update Council website. Provide information via Business Hub Newsletters. 	 On Hold	Awaiting finalisation of Council's Procurement Policy, following which the Procurement Education Program will be delivered.
Local Business Workshop, Seminar and Skills Development Program <ul style="list-style-type: none"> Review, re-design and deliver the improved program 	 On Track	Researching various workshop/seminar options.
Windsor Town Centre Liveability Project and Greening our City Grant Program <ul style="list-style-type: none"> Practical completion of key Windsor Stages. 	 On Track	Stage 1 to be completed by Feb 2025. Stage 1a Awarded with works commencing March 2025. Stage 2 Detailed design completed. Tender in January 2025.

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

3.4.1: Revitalise and enhance our two significant town centres of Windsor and Richmond to create thriving centres each with its own character that attracts residents, visitors and businesses

Action / Deliverables	Status	Comments
Windsor Town Centre Liveability Project and Greening our City Grant Program <ul style="list-style-type: none"> Practical completion of key Windsor Stages. 	 On Track	Stage 1 to be completed by Feb 2025. Stage 1a Awarded with works commencing March 2025. Stage 2 Detailed design completed. Tender in January 2025.

3.4.2: Create active partnerships to develop a network of vibrant centres, which bring opportunities for business growth and community connection

Action / Deliverables	Status	Comments
<p>Major Event Program</p> <ul style="list-style-type: none"> Deliver Council's calendar of iconic, civic and community events. 	<p>● On Track</p>	<p>Council hosted and delivered the Savour the Flavour, Hawksbury Fest and Light Up Windsor events in the second half of 2024. The events were incredibly well received with savour the Flavour and Hawkesbury Fest recording record attendances: Light Up Windsor 2024 included two events held over two days, the Light Up Windsor Trail and the Light Up Windsor Street Fair.</p>
<p>Event Tracking and Performance Measurement</p> <ul style="list-style-type: none"> Investigate available tools: Review event surveys (post and during). 	<p>● On Track</p>	<p>The format of the post event survey has been reviewed to ensure effective information and feedback gathering. Improvement methods to distribute and collect results continues with each event.</p>
<p>Sponsored Event Program</p> <ul style="list-style-type: none"> Deliver sponsorship program for events. 	<p>● On Track</p>	<p>Event sponsorship program planning is underway with applications to open on the 1 February 2025.</p>
<p>Events Strategy Review</p> <ul style="list-style-type: none"> Review and update the Events Strategy. 	<p>● On Track</p>	<p>Event Strategy review underway, community focus groups held to develop priority actions: Councillor engagement planned for February 2025 with the draft to be tabled to a Council meeting in mid-2025.</p>

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

Action / Deliverables	Status	Comments
<p>Local Economy and Tourism Advocacy</p> <ul style="list-style-type: none"> Attend regional workshops. Provide feedback on regional items within timeframes 	<p>● On Track</p>	<p>Attended NEON Forum and Quarterly Destination NSW Workshop.</p>

Community Outcome Four: Reliable Council

4.1: Provide representative, responsive and accountable governance

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


Action / Deliverables	Status	Comments
Councillor Election and Induction <ul style="list-style-type: none"> Deliver the 2024 Council Election and Councillor Induction and Professional Development Program. 	 On Track	The 2024 Local Government Elections are now complete and the results of the election were declared on 3 October 2024. The Councillor Induction Program was successfully delivered including key information sessions and a strategic planning weekend. The Councillor Professional Development Program is currently being prepared for implementation throughout January/February 2025.

4.2: Encourage an informed community, and enable meaningful engagement

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

Action / Deliverables	Status	Comments
Social Media Platform Review <ul style="list-style-type: none"> Work with stakeholders to streamline Council's social media platforms. 	 On Track	Reviewing and streamlining Council's social media platforms is underway. This has included creation of a Corporate Instagram page to mirror the information on Facebook in a platform and demographic specific way.

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

Action / Deliverables	Status	Comments
Communication and Engagement Strategy Implementation <ul style="list-style-type: none"> Deliver key projects and actions from the adopted strategy. 	 On Track	A range of key projects from the Communication and Engagement Strategy have been completed, including the roll-out of the Hawkesbury Bite Size Monthly E-Newsletter. The Strategy is being utilised to inform key engagement campaigns including Council's review of the Community Strategic Plan.

4.2.3: Provide quality customer service to the community

Action / Deliverables	Status	Comments
<p>Customer Experience Strategy Action Plan Implementation</p> <ul style="list-style-type: none"> Develop Call Quality and Coaching model. Develop and rollout eServices. Improve Customer Service Experience metrics and dashboard. 	<p>● On Track</p>	<p>Several initiatives have been implemented during the period including: A request 'How to' guide has been developed and rolled out. The Call Quality and Coaching model has been developed and trialled. The Internal request dashboard has been improved and incorporated into CSX Performance reporting. Work has begun on developing a public dashboard and improving request management as eServices are implemented. The refresh of Customer Service Centre was approved and fit out work will begin in 2025. Council endorsed the successful Customer Service Centre pop-up pilot program to continue in 2025. The Customer Experience Team were recognised with the National Customer Service Team of the Year - Highly Commended Award.</p>

4.3: Build strong financial sustainability for now and future generations

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

Action / Deliverables	Status	Comments
<p>Improve Financial Sustainability Benchmarks</p> <ul style="list-style-type: none"> Quarterly Budget Review Statements submitted to Council within legislative timeframes. Implement Long-Term Financial Strategy. 	<p>● On Track</p>	<p>All Quarterly Budget Reviews have been completed and submitted to Council on time. Budget parameters were developed and rolled out as part of the 2025/2026 Draft Operational Plan and Budget planning cycle. The Long-Term Financial Plan models continue to be updated and adjusted to reflect longer term financial strategies and inputs.</p>

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

Action / Deliverables	Status	Comments
<p>Network Infrastructure and Desktop Equipment Replacement</p> <ul style="list-style-type: none"> Complete the asset replacement program. 	<p>● On Track</p>	<p>Council's Printer Fleet refresh was completed successfully in November 2024. A number of general equipment leases were due for replacement within Quarter 2 which were completed on time. Work has commenced for equipment due for replacement in Quarter 3 with no major infrastructure upgrades due this financial year. Work will commence in Quarter 4 for major infrastructure upgrades to Council's firewall due in August 2025.</p>

Action / Deliverables	Status	Comments
<p>Unified Communications and Call Centre Upgrade (telephony)</p> <ul style="list-style-type: none"> Complete rollout of upgraded system and features. 	<p>● On Track</p>	<p>The Unified Communications system was successfully migrated to a cloud service on 30 October 2024 following a slight delay in securing a porting date. Prior to cut-over training and "how to" guides were provided for all staff, along with specialist training for Call Centre staff. Post-upgrade a complete re-write of Call Centre statistical reporting was required and this work is progressing.</p>
<p>Asset Management Strategy and Asset Management Plans</p> <ul style="list-style-type: none"> Developed and adopted Asset Management Strategy and Plans. 	<p>● On Track</p>	<p>Asset Management Plans are currently being drafted, aligning to the recently renewed Asset Management Strategy and Long-Term Financial Plan. On track to be completed by June 2025.</p>

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

Action / Deliverables	Status	Comments
<p>Long-Term Financial Plan Review</p> <ul style="list-style-type: none"> Review and adopt Long-Term Financial Plan. 	<p>● On Track</p>	<p>Budget parameters developed to be inform the review of the Long Term Financial Plan. Planning meetings held with the Corporate Planning and Assets Teams to ensure integration of Council's Resourcing Strategy as it is reviewed concurrently.</p>
<p>Fees and Charges Module</p> <ul style="list-style-type: none"> Implement new Fees and Charges module to improve processes and compliance. 	<p>● Deferred</p>	<p>The Fees and Charges module will be purchased in 2025, trialled and rolled out as part of the 2026/2027 planning cycle.</p>
<p>Procurement Policy Review</p> <ul style="list-style-type: none"> Review Procurement Policy to incorporate sustainability, Childsafe Provisions and Modern Slavery Provisions. 	<p>● On Track</p>	<p>The Procurement of Goods and Services Policy is currently being finalised and will be rolled out to staff in 2025.</p>

4.4: Build strong relationships and shared responsibilities

4.4.1: Foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Hawkesbury

Action / Deliverables	Status	Comments
Western Sydney Infrastructure Grants Program Delivery <ul style="list-style-type: none"> Complete consultation phase of projects. Complete project design for all key projects. Complete all activity reports due during the financial year. 	<p>● On Track</p>	<p>Works progressing as per timelines required. WSIG update provided to Councillors in 2024 Workshop. Richmond Swimming Centre reported to December 2024 Council Meeting. All consultation plans now adopted and being rolled out.</p>

4.5: Encourage a shared responsibility for effective compliance

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

Action / Deliverables	Status	Comments
WHS Third Party Framework <ul style="list-style-type: none"> Develop and adopt Framework to ensure process is in place for managing joint WHS responsibilities with third parties. 	<p>● On Track</p>	<p>Scoping meetings have been scheduled to develop a 3-year road map for WHS. It is anticipated that this will also be reviewed as part of any Contractor Management/ Procurement System review.</p>
Major TechnologyOne (ERP system) Upgrade <ul style="list-style-type: none"> Major annual upgrade completed. 	<p>● Complete</p>	<p>Action successfully completed in May 2024 and reported in Q1. No further actions are required against this item.</p>

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

Action / Deliverables	Status	Comments
Audit Action Training Program <ul style="list-style-type: none"> Disability Inclusion training completed. Recruitment and Selection training completed. 	<p>● On Track</p>	<p>Disability Inclusion training has been developed and is currently being rolled out throughout the organisation.</p> <p>Recruitment and Selection training will be finalised by June 2025.</p>
Cyber Security Framework <ul style="list-style-type: none"> Complete framework aligning Council with the Essential 8 cyber principles. 	<p>● On Track</p>	<p>The Cyber Security Audit undertaken in February 2024 was reported to the December Audit Risk and Improvement Committee meeting. The report was adopted with 43 action items. An external vendor has been engaged to assist with the development of a cyber security uplift plan that will assist with the delivery of the required actions and identifying required resourcing and budget.</p>
Internal Audit Program <ul style="list-style-type: none"> Deliver the 2024/2025 Internal Audit Program across key areas. 	<p>● On Track</p>	<p>The 2024/2025 Internal Audit Program is underway with the following status:</p> <ul style="list-style-type: none"> Internal Audit 1: Development Applications - is in the final stages of completion Internal Audit 2: Procurement and Credit Cards - is in the fieldwork stage.
Delegations Review Project <ul style="list-style-type: none"> Complete review of delegations across Council and develop recommendations for compliance and improvement. 	<p>● On Track</p>	<p>The initial delegations review was completed 30 September 2024. The Delegations Review Group has commenced meeting on a month basis to review and recommend changes to Delegations across the organisation, and to establish areas of focus for further enhancements and improvements.</p>
Policy Register Review <ul style="list-style-type: none"> Deliver a comprehensive review of Policy compliance across Council and develop recommendations for compliance and improvement. 	<p>● On Track</p>	<p>This project is in the planning phase, currently reviewing the existing draft policy review framework and align to current best practice standards and enhancements.</p>

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

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

Action / Deliverables	Status	Comments
<p>Employee Onboarding Review</p> <ul style="list-style-type: none"> Key actions from review delivered including revised content, processes and elearning. 	<p>● On Track</p>	<p>Review is continuing with key actions completed including updating of onboarding slides updated, new starter checklists drafted and new starter policy acknowledgement checklist under development.</p>
<p>Engagement Survey and Improvement Actions</p> <ul style="list-style-type: none"> Employee Engagement Survey conducted. Action Plans developed and implemented. 	<p>● On Track</p>	<p>Pulse Engagement Survey planned for March 2025.</p>
<p>Wellness Program</p> <ul style="list-style-type: none"> Identify needs for a Wellness Program Source a suitable provider. 	<p>● Complete</p>	<p>Fitness Passport has been developed and implemented in consultation with staff. A Health and Wellbeing expo was delivered in October 2024 and will be delivered annually or biennially going forward.</p>

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

Action / Deliverables	Status	Comments
<p>Employee Communications Review</p> <ul style="list-style-type: none"> Key actions from review delivered including electronic platform implementation and communications branding developed. 	<p>● Complete</p>	<p>HawkSpace intranet review launched. Branding in place around Values and meetings. Regular GM briefings and 10@10 staff information sessions. WHS Heartbeat logo created and used during safety month to improve engagement.</p>

Action / Deliverables	Status	Comments
<p>Employee Development and Performance Management Plans and Processes</p> <ul style="list-style-type: none"> • Deliver key initiatives including training, system and template improvements. 	<p>● On Track</p>	<p>Online module to be developed and rolled out in mid 2025.</p>
<p>HR Policy and Procedures Review</p> <ul style="list-style-type: none"> • Develop a Policy Register. • Develop a schedule for update completion. 	<p>● On Track</p>	<p>Commenced review of key policies and a schedule of review created. Key policies to be update by April 2025.</p>
<p>Pulse HR Core Implementation</p> <ul style="list-style-type: none"> • Implement HR Core and Employee Self Service including key improvements. 	<p>● Cancelled</p>	<p>Will be replaced with a transition to TechOne. A full scoping map to be completed to determine resources and project management requirements.</p>
<p>Immunisation Program</p> <ul style="list-style-type: none"> • Develop program to conduct and record staff immunisations. 	<p>● On Track</p>	<p>Program being drafted and provider being sourced.</p>
<p>Property and Rating Upgrade Program</p> <ul style="list-style-type: none"> • Complete migration of the Property system and Rating from Ci to Cianywhere including pre-requisites and commence Cianywhere Live. 	<p>● Complete</p>	<p>Phase 1 discovery of Council's Core Enterprise Suite has been completed with actions documented. Council's CiA Live migration environment has been made available and training videos provided to key staff for learning. Transition will be undertaken of the identified Phase 1 components during January before handing over to Council for user acceptance testing. A go-live date is scheduled for March 2025 pending identification of, and remediation of, any issues.</p>
<p>Business Analytics and Reporting Program</p> <ul style="list-style-type: none"> • Continue to develop key dashboards. 	<p>● Complete</p>	<p>Extensive work has been undertaken to develop Customer Request, Planning and Task dashboards. These dashboards have been made available to staff to allow analysis of data and identify pain points and potential resourcing issues. "How to" guides are being developed by Council's Business Improvement Officer and these dashboards will continue to be refined as further requirements are identified.</p>

Action / Deliverables	Status	Comments
<p>Intranet Upgrade</p> <ul style="list-style-type: none"> Develop and implement new templates, content and knowledge management. 	<p>● Complete</p>	<p>Stage 1 refresh has been deployed and content improved. Stage 2 refresh will begin next year.</p>
<p>Name and Address Register Review</p> <ul style="list-style-type: none"> Complete migration of the Property system and Rating from Ci to CiAnywhere including pre-requisites and commence CiAnywhere Live. 	<p>● Complete</p>	<p>This action is now complete. A review of the data set was undertaken to develop a baseline for ongoing continuous monitoring and review.</p>

4.7: Encourage informed planning, balanced growth and community engagement

4.7.1: Council planning is integrated and long term

Action / Deliverables	Status	Comments
<p>Delivery Program 2025–2029 Development</p> <ul style="list-style-type: none"> Completed and adopted Council Delivery Program 2025–2029. Establish Delivery Program metrics and dashboard. 	<p>● On Track</p>	<p>Project plan and timeline endorsed by Executive. Councillor Strategic Planning weekend held in November and desktop review commenced. On track to be presented to Council for exhibition in April 2025.</p>
<p>Resourcing Strategy Review</p> <ul style="list-style-type: none"> Complete review and adopt each of the three core Resourcing Strategy components. 	<p>● On Track</p>	<p>All four Asset Management Plans are being drafted. Long Term Financial Plan, Asset Management Strategy and Workforce Strategy will be aligned to the new Delivery Program as it is developed in 2025. On track for completion by June 2025.</p>

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

Action / Deliverables	Status	Comments
<p>Major Project Engagement</p> <ul style="list-style-type: none"> Develop and deliver communications and engagement campaigns on Council's major projects. 	<p>● On Track</p>	<p>Various communication and engagement programs have been delivered utilising the Your Hawkesbury Your Say online engagement platform. This has included the Community Strategic Plan Review, Windsor Livedability Project and key Western Sydney Infrastructure Grants Projects.</p>
<p>Legislative Compliance Register</p> <ul style="list-style-type: none"> Finalise baseline dataset. Establish the legislative compliance register in Pulse and commence audit of Council's current state. 	<p>● On Track</p>	<p>This project is currently in progress. The first data set has been reviewed and assigned to respective owners. Awaiting final data set from third party provider to finalise and upload into the PULSE Legislative Compliance module. The Project Team continues to progress the implementation of the module in PULSE.</p>
<p>Risk Management Framework</p> <ul style="list-style-type: none"> Implement key actions from the adopted Risk Management Framework. 	<p>● On Track</p>	<p>Elements of the Risk Management Framework have been implemented, including conducting annual operational risk management reviews, and scheduling quarterly risk updates. Further actions will continue to be implemented throughout the 2024/2025 year.</p>

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

Action / Deliverables	Status	Comments
<p>Project and Change Framework</p> <ul style="list-style-type: none"> Conduct Project and Change Management training. Improve Project and Change Management Framework and reporting. 	<p>● On Track</p>	<p>Training has been conducted with extended pilot group. Reporting templates for Q1 have been improved. Consultation on improvements to process and template has commenced.</p>
<p>Operational Excellence Program</p> <ul style="list-style-type: none"> Conduct Operational Excellence training sessions. Establish management metrics and reporting. Improve knowledge management across Council. 	<p>● On Track</p>	<p>Conducted a Continuous Improvement and process mapping training session with Leaders. Commenced a Business Partner Pilot program to fast-track continuous improvement of key services. Operational Excellence Framework development underway to be progressed in 2025.</p>

Action / Deliverables	Status	Comments
<p>Service Review Framework</p> <ul style="list-style-type: none"> • Deliver the service review schedule. • Complete and adopt service review improvement plans. 	<p>● On Track</p>	<p>Revised Service Catalogue was adopted. New Service Review templates have been drafted and are being tested in preparation for Cemetery Service Review. The service review schedule will be developed and embedded into the Delivery Program and Operational Plan.</p>
<p>Policy and Guideline Review</p> <ul style="list-style-type: none"> • Undertake program of policies/guideline reviews in Infrastructure Operations to provide clarity and improve customer experience. 	<p>● On Track</p>	<p>Reviews are continuing. Driveway crossovers is the next fact sheet identified for completion and is anticipated by mid-2025.</p>

4.7.4: Encourage increased community participation in planning and policy development

Action / Deliverables	Status	Comments
<p>Western Sydney Infrastructure Grants Program Engagement</p> <ul style="list-style-type: none"> • Deliver the Western Sydney Infrastructure Grants Program Engagement Program and establish methods to monitor engagement. 	<p>● On Track</p>	<p>Engagement program underway for key projects through Your Hawkesbury Your Say. Round 1 Feedback is being collated and summarised to inform project planning and further engagement. Round 2 Submissions are currently open until 25 March 2025 for the Richmond Swimming Centre and Hawkesbury Oasis Aquatic and Fitness Centre projects.</p>

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

Action / Deliverables	Status	Comments
<p>Community Strategic Plan (CSP) Review</p> <ul style="list-style-type: none"> • Completed and adopted revised Community Strategic Plan for The Hawkesbury. • CSP metrics established. 	<p>● On Track</p>	<p>Community Engagement for the review of the CSP continues with online and a Library Volunteers face to face session. Future forums will be held in February 2025 with planning and invite lists being developed. Timeline has been endorsed by Executive with the draft Community Strategic Plan – Our Hawkesbury 2045 to be presented to Council for exhibition in March 2025.</p>

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

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

Action / Deliverables	Status	Comments
<p>Infrastructure Assets Valuation Manual and Open Space Infrastructure Revaluation</p> <ul style="list-style-type: none"> Updated complete Asset Management Manual. Revaluation of Open Space Infrastructure completed as per the schedule. 	<p>● On Track</p>	<p>Commenced process to engage valuer to complete Open Space Infrastructure Revaluation.</p>

4.8.2: New development and infrastructure meets community needs

Action / Deliverables	Status	Comments
<p>Local Environment Plan (LEP) and Development Control Plan (DCP) Review</p> <ul style="list-style-type: none"> Finalise and Deliver new LEP and Review existing DCP chapters and develop new chapters. 	<p>● On Track</p>	<p>New Development Control Plan Chapters have been drafted for Industry, Agritourism and Urban Heat, in addition to an updated Community Participation Plan which will be formally presented to Council in Quarter 3 seeking endorsement to publicly exhibit. The LEP Review Planning Proposal is awaiting a Gateway Determination from the Department of Planning. Housing and Infrastructure which is expected to be received prior to the end of 2024. Preparations for public agency and community consultation of the LEP Review Planning Proposal have been made in anticipation of receiving a successful Gateway Determination.</p>

