



Hawkesbury City Council

attachment 1  
to  
item 161

June 2012 Quarterly Review -  
2011/2012 Management Plan

date of meeting: 28 August 2012  
location: council chambers  
time: 6:30 p.m.



**Hawkesbury City Council  
Management Plan  
2011/2012**

**Quarterly Review**

**June 2012**

- Part 1- Executive Summary**
- Part 2- Financial Performance**
- Part 3- Carryovers 2011/2012**
- Part 4- Management Plan  
Performance**



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## Part 1

# Executive Summary





# JUNE 2012 QUARTERLY BUDGET REVIEW

## EXECUTIVE SUMMARY

### FINANCIAL PERFORMANCE

As part of the Management Plan Review, Clause 203 of the Local Government (General) Regulation 2005 requires a review of the income and expenditure for the year in comparison to budget estimates.

The June 2012 Quarterly Budget Review results in a balanced end of year position and in the opinion of the Responsible Accounting Officer, maintains a satisfactory short term financial position for Council. This result is prior to accounting adjustments and consolidation of other entities' accounts and is subject to final audit.

### Operating Income

For the year ended 30 June 2012, Council's total income from continuing operations including rates, fees and charges, grants, contributions and other revenue is \$62.5M, exceeding the Budget by \$2.4M. This variance has principally resulted from the advance payment of the first installment of the 2012/2013 Financial Assistance Grant.

Also reported as income from continuing operations is an amount of \$14.3M included in the capital grants and contribution amount in relation to non-cash contributions in respect of land under roads and infrastructure assets within the Pitt Town development area. This is offset by a corresponding capital expenditure amount, resulting in an overall nil effect on Council's results. The positive variance is also contributed to by better than budgeted interest earned on investments.

### Operating Expenditure

Council's operating expenditure is required for the provision of core services including road maintenance, parks, cultural and recreational facilities, regulatory services, building and development control, waste management, environmental and sewerage facilities. For the year ending 30 June 2012, total operating expenditure, excluding depreciation is \$49.5M compared to a budget of \$51M. Operational funds of approximately \$1.9M are requested to be carried over to the 2012/2013 financial year as part of this Review, including grant funded works.

Unspent amounts relating to Reserve funded programs remain in their respective Reserves. Major favourable variances include legal expenditure, workers compensation expenditure and information technology expenditure. Unfavourable variances include unbudgeted employee leave entitlements.

Details on the major variances referred to above are included in this report.

The budgetary controls in place at Council ensure that major variances or trends are identified in a timely manner and accounted for as part of quarterly budget reviews. Managers are required to explain variances outside the acceptable threshold on a monthly basis, and are required to address these variances as part of the quarterly review process.

### Capital Expenditure

Council manages and maintains \$726M worth of assets, and during 2011/2012 has spent \$16.6M of a \$25.3M capital budget on road construction, kerb, guttering and drainage works, bridges, footpaths, open spaces, stormwater assets, sewerage assets, waste management assets, public works plant, community buildings and fleet replacement. Capital works requested to be carried over to the 2011/2012 financial year amount to \$7.4M.

A detailed list of projects requested to be carried over to the 2012/2013 financial year is contained within the attachment to this report.

### **Accounting Adjustments**

As at the end of the 2011/2012 Council's overall position compared to the Full Year budget is a balanced position. However an end of year accounting entry reflecting a loss in value in Council's investment properties results in an expense of \$1.2M being included in the Other Expenses.

This amount is not an actual loss incurred by Council as no Investment properties were sold during 2011/2012. However, the Local Government Code of Accounting Practice and Financial Reporting Guidelines (Code) issued by the Division of Local Government and applicable Accounting Standards, the financial statements must show losses in value, whether realised or not, if the fair value or market value of investment properties is less than that reported as at 30 June 2011. The loss of \$1.2M accounted for is based on an independent valuer's advice that the market values have dropped between 5% and 10% during the 2011/2012 financial year.

Also impacting on the end result is the inclusion of Council's share in the movement in Westpool's equity. An amount of \$0.2M is shown as income in the Income and Expenses Statement.

The consolidation of the income and expenses relating to Hawkesbury Sports Council result in a minor deficit also contributing to the overall Council's position of a deficit of \$1.042M after accounting adjustments.

### **Investments**

As at the end of June 2012, Council's investment portfolio amounted to \$39.8M, with average earnings for 2011/2012 of 6.32%.

### **Restricted Assets**

As at 30 June 2012, Council's Reserves amount to \$32.73M, with \$13.97M being externally restricted, and \$18.76M being internally restricted.

## **QUARTERLY BUDGET REVIEW**

The more significant items of the June 2012 Review include:

- ***Interest Income – Favourable Variance \$395K***  
(Adopted Management Plan –Part 2 – SS Pg 38)

Interest earned on Council's investments as at June 2012 amounted to \$2.6M compared to the Full Year Budget of \$2.2M. The 2011/2012 adopted budget for interest earnings on Council's portfolio was based on an investment portfolio of \$30M attracting an interest rate of 6%. During 2011/2012 the average investment portfolio was in the vicinity of \$41M with an average annualised rate on term deposits of 6.32%. This revenue stream is closely monitored and some adjustments have been in previous 2011/2012 quarterly reviews to reflect the better than budgeted trend. It is noted that following a number of interest cuts by the Reserve Bank, recent investments have attracted lower rates than those achieved earlier in the financial year.

- ***Legal Expenditure – Favourable Variance \$214K***  
(Adopted Management Plan –Part 2 – SS Pg 47)

Legal expenditure incurred during the 2011/2012 financial year amounted to \$156K compared to a budget of \$370K. The under expenditure is mainly attributed to less than budgeted legal advice being required and matters currently subject to court action not being determined as yet. To ensure that unexpected matters and outstanding matters being finalised, resulting in legal

expenditure incurred in 2012/2013 do not adversely affect the budget allocation for the year, an amount of \$210K has been quarantined in an internally restricted Legal Services Reserve.

- **Workers Compensation – Favourable Variance \$191K**  
(Adopted Management Plan –Part 2 – GM Pg 5)

The full year budget for workers compensation expenditure for 2011/2012 is \$350K. For the financial year ending 30 June 2012, total workers compensation expenditure was \$159K, resulting in a positive variance of \$191K. This expenditure budget is used for minor claims and associated expenses. The favourable variance is mainly a result of timing differences between claims arising and associated expenses being incurred, and therefore are not savings in real terms.

Council is a self-insurer for liabilities arising from Workers Compensation claims. As a self-insurer Council is required to maintain an adequate provision, the level of which is based on a qualified actuary's advice. The level of provision required to be maintained is assessed at the end of each financial year and is impacted by existing and potential claims. Council also maintains a Workers Compensation Reserve which is utilised to increase the provision from one year to another and to replenish the provision in the event of a claim payment being made during the year. An amount of \$190K has been transferred to the Workers Compensation Reserve to ensure this Reserve is maintained at an adequate level.

- **IT Operating Expenditure – Favourable Variance \$139K**  
(Adopted Management Plan –Part 2 – SS Pg 45)

As at the end of June 2012, actual expenditure incurred in relation to information technology network administration was \$139K under budget. The majority of the savings have resulted from the reduced reliance on consultancies, with an increased use of internal resources.

- **Employee Leave Provision –Unfavourable Variance \$284K**

Council is required to ensure that it maintains its employee leave entitlements provisions at an appropriate level. Council's liability in respect of employee leave entitlements as at 30 June 2012 has been determined and results in an increase in the overall provisions required for Annual Leave, Leave in Lieu, Long Service Leave and Pre 1993 Sick Leave of \$584K. The March 2012 Quarterly Review included an unfavourable budget variation of \$300K aimed at partially funding the estimated increase in leave entitlements provisions to be processed as at June 2012. This left a total unbudgeted variance of \$284K to be addressed in the June Quarter. This unfavourable variance was offset mainly through the favourable variance in interest income referred to earlier in the report.

- **Non Cash Contributions – Nil Impact**

As referred to earlier in the report, the reported capital grants and contributions in the amount of \$17.2M include \$14.3M accounted for as non-cash developer contributions. The Code requires councils to account for land under roads. As part of the Pitt Town development currently underway, a number of roads have been dedicated to Council. The value of these roads dedicated to Council has been determined by reference to the average value of adjoining land in accordance with the requirements of the Code, resulting in \$8.2M being accounted for as a non-cash contribution, with an offsetting capital expenditure amount being processed. An additional amount of \$1.7M relating to land under roads in the McGraths Hill industrial area was also included. Also arising from dedications through the Pitt Town Development are amounts accounted for relating to kerb and guttering assets (\$0.4M) and drainage assets (\$3.9M). These amounts are shown in capital grants and contributions with offsetting amounts shown in capital expenditure.

- **Reserve Funded Variances**

The following adjustments are within internally or externally restricted funds, and consequently have no net impact on Council's overall position.

- *Contractors Charges (Waste Management Facility)* – A favourable variance of \$117K was incurred over 2011/2012 in relation to contractors charges at the Waste Management Facility. This variation has resulted from less than budgeted expenses being incurred in the areas plant hire and recycling contractors at the Hawkesbury Waste Management Facility.
  
- *Section 88 Contributions* – A favourable variance of \$246K occurred in respect of the Section 88 contributions paid in the current financial year. Section 88 contributions are based on the tonnage of waste that is not recycled at the Waste Management Facility. The decrease in tonnages recycled and leaving the facility has led to the reduction in contributions payable.

It is to be noted that at the time this report is being prepared, Council's Annual Financial Statements were not finalised as yet. Final accounting adjustments and any necessary adjustments arising from the external audit scheduled for late September 2012, may result in slight variations in some of the amounts quoted in this report. It is not expected that those variations, if any, would be material enough to alter, in general terms, the overall result for the 2011/2012 financial year.

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## Part 2

# Financial Performance





Hawkesbury City Council

**Statement by the Responsible Accounting Officer**

for the financial year ended 30 June 2012

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review for the quarter ended 30 June 2012 indicates that indicates that Council's financial position at 30 June 2012 is satisfactory at year end for the short-term.

Signed:

  
\_\_\_\_\_

date: 20/8/2012

Emma Galea  
Responsible Accounting Officer







Hawkesbury City Council

Income and Expenses Statement

for the financial year ended 30 June 2012

ACTUALS 2011	\$'000	ORIGINAL Budget 2012	FULL YEAR Budget 2012	ACTUALS 2012
<b>Income from Continuing Operations</b>				
<i>Revenue:</i>				
37,638	Rates & Annual Charges	39,432	38,924	38,900
4,576	User Charges & Fees	4,162	4,624	5,082
2,945	Interest & Investment Revenue	2,000	2,408	2,387
3,534	Other Revenues	3,676	3,727	3,562
6,981	Grants & Contributions provided for Operating Purposes	6,849	6,827	9,368
12,266	Grants & Contributions provided for Capital Purposes	1,937	3,601	17,161
<i>Other Income:</i>				
290	Net gains from the disposal of assets	0	0	100
208	Entities using the equity method	0	0	212
<u>68,438</u>	<b>Total Income from Continuing Operations</b>	<u>58,056</u>	<u>60,111</u>	<u>76,772</u>
<b>Expenses from Continuing Operations</b>				
21,381	Employee Benefits & On-Costs	16,767	17,231	17,489
562	Borrowing Costs	200	200	0
16,823	Materials & Contracts	18,687	22,375	20,204
16,242	Depreciation & Amortisation	20,735	18,301	18,407
8,923	Other Expenses	10,748	11,152	11,840
<u>63,931</u>	<b>Total Expenses from Continuing Operations</b>	<u>67,137</u>	<u>69,260</u>	<u>67,940</u>
<u><b>4,507</b></u>	<b>Net Operating Result for the Year</b>	<u><b>(9,081)</b></u>	<u><b>(9,149)</b></u>	<u><b>8,833</b></u>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>				
<u>(7,759)</u>		<u>(11,018)</u>	<u>(12,750)</u>	<u>(8,328)</u>



Hawkesbury City Council

Capital Funding & Expenditure Statement

for the financial year ended 30 June 2012

ACTUALS 2011	\$'000	ORIGINAL Budget 2012	FULL YEAR Budget 2012	ACTUALS 2012
(7,759)	Net Operating Result (excl. Capital Grants)	(11,018)	(12,750)	(8,328)
<b>Capital Funding and Expenditure</b>				
<b>Source of Capital Funding (excluding reserves)</b>				
929	Proceeds from the sale of capital assets	1,072	1,113	758
16,242	Depreciation	20,735	18,301	18,407
12,266	Grants & Contributions provided for Capital Purposes	1,937	3,601	17,161
29,437		23,744	23,015	36,326
<b>Application of Capital Funding</b>				
368	Land & Land Improvements	0	(7)	8,356
1,945	Buildings	592	2,032	1,324
17,215	Infrastructure	5,498	16,215	16,235
3,239	Plant & Equipment	3,398	5,361	2,785
1,312	Other	483	1,651	2,189
24,079		9,970	25,252	30,888
5,358	Net Capital Expenditure	13,774	(2,237)	5,437
<b>Net Reserve Transfers &amp; Capital Movements</b>				
42,448	Transfers from Reserves	22,017	42,281	37,742
40,047	Transfers to Reserves	24,773	27,294	35,893
(2,401)		2,756	(14,987)	(1,849)
<b>0</b>	<b>Retained surplus/(deficit) available for general funding purposes</b>	<b>0</b>	<b>0</b>	<b>(1,042)</b>



## Hawkesbury City Council

### Statement of Reserve Balances

for the financial year ended 30 June 2012

('000's)	Opening Balance 2012	Budgeted Net Reserve Movements	Full Year Budgeted Closing Balances	YTD Actual Reserve Balance
<b>Externally Restricted Reserve Balances</b>				
Sewerage Capital	5,488	(1,841)	3,647	5,204
Sewerage Operating Reserve	(336)	(1,139)	(1,475)	(2,051)
S64 Contributions Reserve	(1,773)	(1,620)	(3,393)	(1,569)
Waste Management Reserve	872	218	1,090	1,205
Waste Performance Improvement Reserve	420	(403)	17	444
S94 Contributions	5,300	(248)	5,052	5,524
S94A Contributions	1,029	84	1,113	1,285
Extractive Industries	447	137	584	631
South Windsor Effluent Reuse Scheme Reserve	1,753	(347)	1,406	195
Unspent Contributions Reserve	432	(361)	71	331
Unexpended Grants Reserve	1,431	(1,431)	0	632
Stormwater Management	2,195	(83)	2,112	2,133
	<b>17,259</b>	<b>(7,036)</b>	<b>10,222</b>	<b>13,965</b>
<b>Internally Restricted Reserve Balances</b>				
Council S94	349	(34)	315	318
Bligh Park Reserve	532	(100)	432	439
ELE	1,702	(17)	1,685	1,714
Election	347	0	347	371
Glossodia/Freemans	54	(53)	1	0
HLC Risk Management	110	0	110	112
Information Technology	296	(110)	186	215
Kerb & Gutter	114	(29)	85	115
Carryovers	7,763	(6,243)	1,520	6,989
Plant Replacement	133	(48)	85	108
Fleet Management	3	(3)	0	0
Property Development	(2,065)	(145)	(2,210)	(2,169)
Risk Management	348	(102)	246	250
Roadworks	1,150	(1,150)	(0)	2,367
Sullage	681	(476)	205	121
Workers Compensation	613	0	613	817
Heritage	76	(25)	51	128
Tip Remediation Reserve	4,279	476	4,755	5,817
Contingency Reserve	829	(3)	826	840
Legal Services	0			210
	<b>17,316</b>	<b>(8,063)</b>	<b>9,252</b>	<b>18,761</b>
<b>Total Reserve Balances</b>	<b>34,574</b>	<b>(15,099)</b>	<b>19,475</b>	<b>32,725</b>





30 June 2012

# INVESTMENT REPORT

## INVESTMENT PERFORMANCE

The investment portfolio decreased by \$0.83m for the month. The decrease was due to additional expenditure over income for the June period. During June, various income was received totalling \$6.88m, including rate payments amounting to over \$2.38m while payments to suppliers and staff costs amounted to \$8.08m.

The investment portfolio is diversified across a number of investment types. This includes term deposits, and on-call accounts.

The investment portfolio is regularly reviewed in order to maximise investment performance and minimise risk. Council's investment portfolio has been reviewed and rebalanced in favour of investments not subject to share market volatility. Comparisons are made between existing investments and available products that are not part of Council's portfolio. Independent advice is sought on new investment opportunities.

Official cash interest rate for June 2012 is at 3.50%.

Council's Interest Earnings to date is \$2,545,470. Net interest income received has exceeded the YTD budget of \$2,150,000.

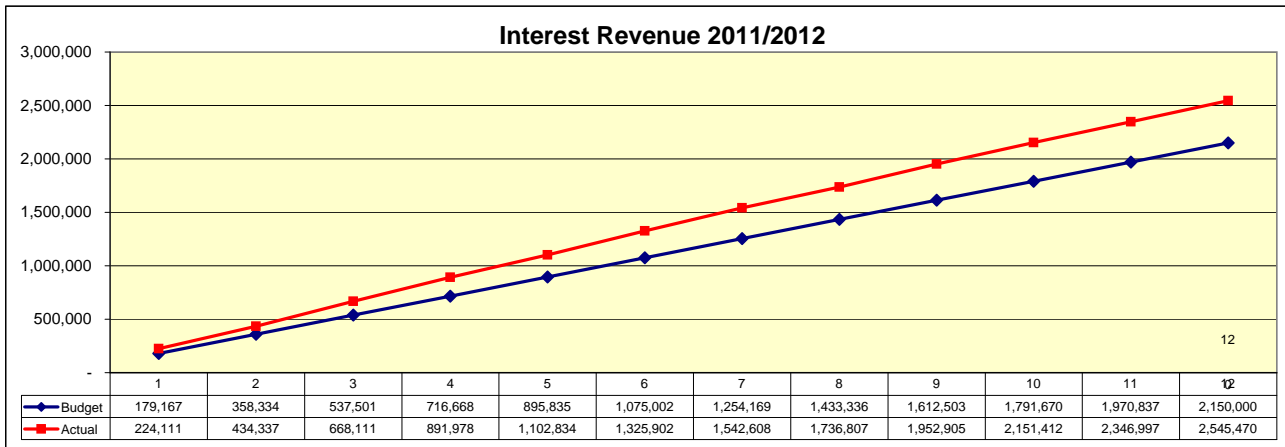
	YTD Budget	YTD Actual
Interest Earnings	\$ 2,150,000	\$ 2,545,470
Investment Portfolio		\$ 39,800,000
Investment Rate Return (1)		6.32%
Official Cash Rate		3.50%

## INVESTMENT PORTFOLIO

30 June 2012	Balance	Return
On Call Funds	\$ 2,850,000	4.93%
Term Investments (2)	\$ 36,950,000	5.67%
<b>Total</b>	<b>\$ 39,800,000</b>	<b>5.62%</b>

(1) This represents the YTD Interest earned in relation to the average portfolio YTD, projected to a full year.

(2) This represents the actual average return for the month.



	YTD 2012	2011	2010	2009	2008	2007	2006
Avg Investment Portfolio(\$M)	\$41.46	\$43.23m	\$39.03m	\$37.65m	\$36.04m	\$31.07m	\$25.43m
Interest Earnings (\$M)	\$2.54m	\$2.73m	\$2.00m	\$2.26m	\$1.52m	\$1.95m	\$1.32m
Avg.Return on Investments	6.32%	6.25%	4.83%	5.89%	4.24%	6.35%	5.80%





## Hawkesbury City Council Investment Register - June 2012

### Term Investments

Financial Institution	Rating S&P	Term Rating	Op Bal	Deposits	Withdrawals	Balance @ EOM	Percentage of Portfolio	Commence Date	Maturity Date	Term (Days)	Interest Rate
ANZ	A1+	Short	400,000.00	0.00	0.00	400,000.00	1.01%	23-Mar-12	17-Oct-12	208 days	6.00%
ANZ	A1+	Short	0.00	1,000,000.00	0.00	1,000,000.00	2.51%	13-Jun-12	07-Nov-12	147 days	5.10%
Bankwest	A1+	Short	1,500,000.00	0.00	0.00	1,500,000.00	3.77%	11-Apr-12	25-Jul-12	105 days	5.75%
Bankwest	A1+	Short	1,200,000.00	0.00	0.00	1,200,000.00	3.02%	22-Feb-12	22-Aug-12	182 days	5.85%
Bankwest	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	5.03%	07-Mar-12	05-Sep-12	182 days	5.85%
Bankwest	A1+	Short	500,000.00	0.00	0.00	500,000.00	1.26%	21-Mar-12	05-Sep-12	364 days	5.90%
Bankwest	A1+	Short	0.00	1,000,000.00	0.00	1,000,000.00	2.51%	13-Jun-12	26-Sep-12	105 days	5.20%
CBA	A1+	Short	500,000.00	0.00	0.00	500,000.00	1.26%	29-May-12	27-Aug-12	90 days	5.30%
CBA	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.51%	31-May-12	27-Aug-12	88 days	5.30%
CUA	A-2	Short	250,000.00	0.00	0.00	250,000.00	0.63%	07-Mar-12	06-Feb-13	336 days	6.05%
NAB	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	5.03%	06-Jul-11	05-Jul-12	365 days	6.25%
NAB	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.51%	27-Jul-11	25-Jul-12	364 days	6.29%
NAB	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	5.03%	25-Jan-12	25-Jul-12	182 days	5.91%
NAB	A1+	Short	1,800,000.00	0.00	0.00	1,800,000.00	4.52%	25-Jan-12	25-Jul-12	182 days	5.91%
NAB	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.51%	22-Feb-12	22-Aug-12	182 days	5.85%
NAB	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	5.03%	11-Apr-12	10-Oct-12	182 days	5.72%
NAB	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	5.03%	16-May-12	20-Nov-12	188 days	5.35%
NAB	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.51%	16-May-12	20-Nov-12	188 days	5.35%
NAB	A1+	Short	0.00	2,500,000.00	0.00	2,500,000.00	6.28%	06-Jun-12	05-Dec-12	182 days	5.15%
NAB	A1+	Short	0.00	1,000,000.00	0.00	1,000,000.00	2.51%	13-Jun-12	16-Jan-13	217 days	5.12%
St George	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.51%	09-Feb-12	08-Aug-12	181 days	5.93%
St George	A1+	Short	800,000.00	0.00	0.00	800,000.00	2.01%	24-Feb-12	05-Sep-12	194 days	6.01%
St George	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.51%	17-May-12	20-Nov-12	187 days	5.35%
Westpac	A1+	Short	2,500,000.00	0.00	-2,500,000.00	0.00	0.00%	06-Dec-11	06-Jun-12	183 days	6.00%
Westpac	A1+	Short	3,000,000.00	0.00	-3,000,000.00	0.00	0.00%	06-Dec-11	20-Jun-12	197 days	6.00%
Westpac	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	5.03%	10-Aug-11	08-Aug-12	364 days	6.00%
Westpac	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.51%	17-Aug-11	15-Aug-12	364 days	6.00%
Westpac	A1+	Short	500,000.00	0.00	0.00	500,000.00	1.26%	26-Apr-12	24-Oct-12	181 days	5.70%
Westpac	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.51%	26-Apr-12	24-Oct-12	181 days	5.70%
Westpac	A1+	Short	3,000,000.00	0.00	0.00	3,000,000.00	7.54%	09-May-12	07-Nov-12	182 days	5.55%
Westpac	A1+	Short	0.00	1,000,000.00	0.00	1,000,000.00	2.51%	06-Jun-12	05-Dec-12	182 days	5.10%
<b>Total Term Investments</b>			<b>10,350,000.00</b>	<b>2,000,000.00</b>	<b>0.00</b>	<b>36,950,000.00</b>	<b>92.84%</b>				<b>5.67%</b>

Financial Institution	Rating S&P	Term Rating	Op bal	Deposits	Withdrawals	Balance @ EOM	Percentage of Portfolio	Interest Rate			
ANZ Online Saver	A1+	Short	4,500,000.00	2,250,000.00	-4,100,000.00	2,650,000.00	6.66%	5.00%			
CBA Online Saver	A1+	Short	180,000.00	3,070,000.00	-3,050,000.00	200,000.00	0.50%	4.00%			
<b>Total On Call Investments</b>			<b>4,500,000.00</b>	<b>5,320,000.00</b>	<b>-7,150,000.00</b>	<b>2,850,000.00</b>	<b>7.16%</b>				<b>4.93%</b>

<b>TOTAL INVESTMENTS</b>			<b>14,850,000.00</b>	<b>7,320,000.00</b>	<b>-7,150,000.00</b>	<b>39,800,000.00</b>	<b>100%</b>				
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Bench Mark Rates										Bench Mark	Actual
UBS 90 Day Bank Bill Rate										3.55%	5.67%
Reserve Bank Cash Reference Rate										3.50%	4.93%





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## Part 3

### Carryovers 2011/2012





Hawkesbury City Council

Detailed Carryovers Report by Division  
for the financial year ended 30 June 2012

Component	Project	Carryovers
<b>General Manager</b>		
65 - Personnel	0000 - Purchase of Uniforms	9,343
40 - Strategic Activities	2100 - Signage Programs	2,400
	2108 - Business Develop Prog- Joint Economic Development	7,500
	2228 - Macquarie 2010 - Customer Service Signage	10,000
	4170 - Hawkesbury Tourism	35,000
41 - Internal Audit	4594 - Audit Work	46,765
Total Carryovers for General Manager		111,008
<b>Support Services</b>		
10 - Computer Services	4070 - Computer Hardware	9,050
	4071 - Software Licensing & Maintenance	30,000
	4074 - Computer Exps General Consultant Expense	32,146
	6516 - Management Planning	53,738
	6517 - Customer Request Management	67,392
	9620 - Remote Site IT Improvement &Connectivity	16,453
	9628 - Virtualisation Project	30,476
	9629 - Additional software Licencing	4,463
	9631 - PDA Moblie Work, Telework, Instant Messa	26,488
	9632 - Helpdesk Initiatives	5,939
	9635 - Additional On Line IT Training	3,627
	9636 - Internet & Security Third Party Audit	7,698
	9639 - Automated Software Distribution	33,570
	9739 - D'Works M'ment System Enhancements	38,242
	9740 - Tech One Finance,HR & Payroll enhancements	45,714
	9741 - Proclaim Property System enhancements	88,277
	9742 - E-Commerce initiatives	105,254
	9744 - Intranet enhancements	17,960
	9745 - Hawkesbury Internet site enhancements	155,706
	9746 - Network Infrastructure upgrade	17,280
9747 - Business Continuity & Disaster Recovery Plan	57,011	
9937 - Asset Management System	81,608	
15 - Cultural Services - Library Services	4256 - 11/12 Local Priority Grant-Promotional Activities	41,849
	4886 - Lib Programs & Promotions Development Project	15,374
	5107 - Cultural Planning Programs	6,400
	5506 - Digital Media	5,809
	5531 - Non-Fiction Books	7,711
	5532 - Fiction Books	4,591
	5546 - Local Studies	4,113
9932 - Purchase of furniture and fittings	31,577	
25 - Property Development	0000 - Land Register Project	13,441
	6250 - Australian Poineer Village Wilberforce	19,104
26 - Land Acquisition	3050 - Purchase of Land	100,000
29 - Fleet Management	0002 - Leaseback - Plant 2	44,000
	0003 - Leaseback - Plant 3	50,000
	0010 - Leaseback - Plant 10	32,000
	0041 - Leaseback - Plant 41	32,000



Hawkesbury City Council

Detailed Carryovers Report by Division

for the financial year ended 30 June 2012

Component	Project	Carryovers
39 - Cultural Services - Regional Gallery	5107 - Cultural Planning Programs	16,000
	6246 - 2010-2012 Triennial Program Funding-Gallery/Museum	20,386
79 - Cultural Services - Regional Museum	2100 - Signage Programs	2,465
	5107 - Cultural Planning Programs	20,000
	6246 - 2010-2012 Triennial Program Funding-Gallery/Museum	33,828
	6476 - Hawkesbury Regional Museum-Baker St Windsor	54,000
90 - Visitor Information Centre	0000 - Photo database development	7,229
<b>Total Carryovers for Support Services</b>		<b>1,489,969</b>

**Infrastructure Services**

47 - Roads-RTA Grant Funded Projects	8981 - Reg Rds-Traffic Facilities RTA Block BUO	49,720	
50 - Parks - Operational	4145 - Windsor Master Plan	28,600	
	4894 - Asset Data Collection	15,194	
	7631 - Bush Regeneration	54,953	
	9205 - Open Space & Recreation Strategy	9,983	
	9941 - Holmes Drive Reserve,Lower Portland	25,920	
51 - Recreation	6161 - Richmond Pool Richmond	17,141	
52 - Roadworks Maintenance	0000 - Road Reseals	81,701	
53 - Roadworks Construction	5444 - Intersection-Terrace Rd & Bells Line of Rd,Nth Richmond	54,000	
	8003 - Essential Grading-Unsealed Roads	11,489	
	8118 - LeliaAveRaymondStFreemansReach	68,261	
	8452 - Hermitage Rd-Kurrajong Hills	48,688	
	8783 - Old Pitt Town Road - (Oakville)	72,007	
	8987 - Brennans Dam,Old Stock Route & Commercial Rds	63,978	
	9961 - Mtce-RTA Tfr of Windsor Rd Trafficable area	97,079	
	9939 - Road Rehabilitation-Various Locations	40,249	
	54 - Kerb, Guttering & Drainage	4906 - Construct culverts-Wheelbarrow Ridge & W/Portland Rds	5,065
		4907 - Construct piped culverts-Greens Road	9,750
5634 - K&G Reconstructn Pitt St Richmond - Stage 1		543,261	
5726 - Lower Colo Road - Lower Portland		7,818	
5732 - North Richmond Drainage Staged Upgrade		2,733	
5788 - Wattle Street Bowen Mountain		6,075	
5789 - Sargents Road,Ebenezer		7,978	
7022 - Mountain Lagoon Road Bilpin		619	
7758 - Various Locations Kerb,Gutter & Drainage		784	
8412 - Colo Heights Road - Upper Colo		4,753	
8896 - Clear drainage structures/channels,pipes & pits		24,114	
9731 - 22 Price Ln Agnes Banks-Replace low flow drain		28,686	
9926 - Windsor St-Pipe open channel drain		247,591	
9961 - Mtce-RTA Tfr of Windsor Rd Trafficable area	9,591		
55 - Car Parking	6555 - Extension to Macquarie St Car Park	9,207	
	7879 - Yarramundi Res Carpark	2,102	
57 - Design, Survey and Mapping Servs	2294 - Road Naming	1,451	



## Hawkesbury City Council

### Detailed Carryovers Report by Division

for the financial year ended 30 June 2012

Component	Project	Carryovers
59 - Council Buildings	5433 - Fuel Tanks Monitoring Facilities	22,286
	6010 - 52 Berger Road Bligh Park	2,000
	6013 - Administration Building Windsor	7,578
	6029 - Bilpin Park Amenities Bilpin	20,000
	6048 - Colbee Park Amenities McGraths Hill	18,630
	6126 - McQuade Park Grandstand Windsor	11,851
	6128 - Museum-Howes House,Thompson Square Windsor	8,074
	6164 - Richmond Tennis Centre Richmond	26,000
	6210 - Windsor Function Centre Windsor	10,000
	6212 - Windsor Mall Windsor	110,407
	6217 - Woodhills Car Park Amenities Richmond	17,863
	6219 - Woodlands Park Amenities Wilberforce	9,500
	6225 - Smith Park Richmond	2,800
	6358 - Nth Richmond tennis shelter Nth Richmond	3,989
	6380 - Exhibitions	11,703
	6429 - Deerubbin Centre	6,250
	6480 - Hawkesbury Central Library (300GeorgeSt) Site	1,854
	6555 - Extension to Macquarie St Car Park	42,000
	6977 - Condition Audits & Reporting	43,750
	7179 - Freemans Reach Tennis Courts	10,000
9750 - Stretton Lookout	36	
60 - Community Buildings	0096 - P/W Plant 96 - TableTop	24,278
	0097 - P/W Plant 97 - Dutro Table Top 1.5 tonne	19,209
	5486 - Refurbish Richmond Public Amenities	50,000
	6028 - Bilpin Hall Bilpin	1,341
	6032 - Blax' ds Ridge Comm'y Centre Blax' d Ridge	8,598
	6034 - Bligh Park Community Centre Bligh Park	8,292
	6045 - Chas Perry Hall North Richmond	2,425
	6076 - Greenhills LDC Centre South Windsor	6,068
	6082 - Horrie Elly Community Hall Colo Heights	1,538
	6109 - Maraylya Community Hall Maraylya	4,573
	6151 - Richmond Grandstand Richmond	56,241
	6161 - Richmond Pool Richmond	5,295
	6170 - Smith Park Amenities Richmond	26,363
	6175 - St Albans School of Arts Hall St Albans	7,562
	6236 - Childrens Centre Bligh Park	5,300
	6278 - Toll House Windsor	939
	6292 - Woodlands Pony Club Wilberforce	8,000
6483 - Richmond Occasional Care-W/Market St	11,393	
62 - Operations Management	0102 - P/W Plant 102 - Sweeper	300,000
	0303 - P/W Plant 303 - Flo Con	150,000
63 - Ancillary Facilities	6248 - Cycleway - Wianamatta Bridge	136,841
	6567 - Roberts Creek Crossing	13,346
	8992 - Bridge construction-various locations	355,399
	9929 - Reconstruct failed footpaving-various locations	11,202
	9927 - Install bus shelters-Variou	21,104



Hawkesbury City Council

Detailed Carryovers Report by Division

for the financial year ended 30 June 2012

Component	Project	Carryovers
67 - State Emergency Services	0164 - SES Plant 164 - Rescue Truck (H37)	134,036
88 - Deerubbin Centre Plant	6470 - Plant	28,317
92 - Parks Grants	6345 - Hawkesbury River Restoration	120,000
	7041 - Little Wheeney Creek	16,500
	7126 - Howe Park	39,276
	7164 - Charles Kemp Recreational Reserve	2,847
	7185 - Woodbury Reserve	14,771
	7204 - Oakville Park	4,738
	7248 - Yarramundi Reserve	4,000
	7326 - Chain of Ponds restoration	9,091
	7752 - Swallow Rock	3,500
	7874 - Rehab River Flat Forest N/Rich-Grant exp	237
	7885 - Old General Cemetery-Macdonald River	2,273
	7886 - South Creek Restoration	3,115
	7888 - Crown Land-Weed Control	472
	8761 - Holmes Drive - (Cumberland Reach)	15,854
	9783 - Mill Road Reserve	4,276
	9205 - Open Space & Recreation Strategy	2,720
93 - Parks Plant	0064 - Plant 64 - Sports Council vehicle	28,523
	0142 - P/W Plant 142-Dutro 4.5 tonne tipper P&G	20,000
	0604 - P/W Plant 604-DeanTandem TiltBed Trailer-P23126	9,000
	0639 - P/W Plant 639-Skate Bd RmpTrailer-M42138	7,493
	0717 - P/W Plant 717-Deutscher mower 26"	887
	0719 - P/W Plant 719-Cutter	609
	0729 - P/W Plant 729-Cutter	1,365
	0904 - P/W Plant 904 - Silvan Spray Unit	3,500
95 - Parks Capital (Excluding Plant & Grants)	4892 - Boat Ramp upgrades	3,339
	6007 - Morunga Park North Richmond	10,000
	6266 - 0 Richmond Lawn Cemetery Richmond	41,006
	6277 - St Albans Cemetery St. Albans	39,163
	6295 - Bowen Mountain Park Bowen Mountain	15,000
	7058 - Peel Park (Previously Redbank Creek Reserve)	8,703
	7099 - Richmond Park	44,459
	7124 - McQuade Park	27,023
	7126 - Howe Park	211,811
	7140 - Macquarie Park	3,550
	7179 - Freemans Reach Tennis Courts	5,153
	7194 - Maraylya Park	15,000
	7248 - Yarramundi Reserve	15,000
	7277 - Richmond Park - Irrigation	482
	7739 - Richmond Park Lighting	20,000
	7746 - Community Nursery	817
	7831 - Construct fencing/gates	30,201
	9818 - Ham Common	29,441



Hawkesbury City Council

Detailed Carryovers Report by Division

for the financial year ended 30 June 2012

Component	Project	Carryovers	
51 - Recreation	6213 - H'bury Oasis Swimming Ctr Sth Windsor	138,396	
	6318 - Indoor Sports Stadium South Windsor	69,100	
	7995 - Leisure Centre Annual Subsidy	54,932	
66 - Fire Control	0000 - Purchase of Bus	108,000	
	6068 - Glossodia Bush Fire Shed Glossodia	10,000	
	6201 - Wilberforce Offices Wilberforce	19,237	
	7620 - Signage	19,000	
80 - Sewerage Schemes	0120 - Leaseback - Plant 120	32,000	
	0125 - Sewer Plant 125-Truck - Sewer	160,000	
	0126 - Sewer Plant 126-Truck - Sewer	160,000	
	0610 - P/W Plant 610-Rescue trailer SWTW	5,500	
	0611 - P/W Plant 611-Jarret Carryall Linkage	750	
	0612 - P/W Plant 612-Burder Forklift attachment	10,000	
	0613 - P/W Plant 613-Jarret Carryall Link	750	
	0614 - P/W Plant 614-Jarret Ripper link	750	
	0619 - P/W Plant 619-Fertiliser Spreader	25,000	
	0624 - P/W Plant 624-Dean Tipping Farm Trailer	5,800	
	0723 - P/W Plant 723-Dolmar Brushcutter	650	
	0726 - P/W Plant 726-Dolmar Brushcutter	650	
	0727 - P/W Plant 727-MTD Yardman Lawn Edger	400	
	0728 - P/W Plant 728-Dolmar Blower MHTW	400	
	0739 - P/W Plant 739-Dolmar Brushcutter	670	
	0902 - P/W Plant 902-Hardy Estate Sprayer	1,500	
	0915 - P/W Plant 915-3.1m Flat Bottom Boat	1,680	
	0929 - P/W Plant 929-Makita Chainsaw 16" Bar	720	
	0947 - P/W Plant 947-Gentech 240V AirCompressor	1,800	
	0948 - P/W Plant 948-Stihl Quick Cut Saw	2,000	
	0949 - P/W Plant 949-Motor Drive Conveyor	850	
	0953 - P/W Plant 953-Rod Turning Machine	6,200	
	0970 - P/W Plant 970-Honda Gentech 3"Trash Pump	1,500	
	0977 - P/W Plant 977-JettingMachineKohler SWTW	8,000	
	2330 - Safety Equipment	5,000	
	6273 - Sewer Treatment Wks McGraths Hill	50,000	
	6469 - Sewer pump station 'G'	80,000	
	9771 - Sewer pipe relining program	396,757	
	9931 - SWSTP-Permanent on-site dewatering facility	484,789	
	Total Carryovers for Infrastructure Services		6,132,748



Hawkesbury City Council

Detailed Carryovers Report by Division  
for the financial year ended 30 June 2012

Component	Project	Carryovers
<b>City Planning</b>		
12 - Community Administration	1699 - Local Carer's Award Ceremonies	413
	5439 - Disability Access Plan	12,726
30 - Heritage	4640 - Heritage Pgm Heritage Review	50,000
38 - Animal Control	0052 - Plant 52 - Animal Control	3,346
	0053 - Plant 53 - Animal Control	3,010
43 - City Planning	0000 - Contribution to WISER	6,000
	2275 - Waste Education Expenses	133,948
	3065 - Climate Change Risk Assessment	20,075
	3066 - AWT Feasibility study	2,948
	3076 - Garden Organics Standard	23,435
	3080 - Primary School Waste Education Prog	7,022
	3081 - High School Environment Mgmt Plan	12,022
	3082 - Solar spa heating system - Oasis	5,138
	3083 - High Reflector Fittings-Wilberforce Depot	47,000
	3084 - Water Conservation Program	80,768
	3505 - National Dredging Investigations	25,573
	4043 - Community Administration	8,927
	4670 - Flood Mgmt Study-Lower MacDonald River	30,000
	4692 - Hawkesbury River Flood Risk Mgmt Study	21,890
	6013 - Administration Building Windsor	109,840
	9752 - Bins/Furniture replacement in parks	1,591
44 - Road Safety Programs	0000 - Road Safety Projects	6,000
	5411 - RSO GLS Workshops	1,179
	5417 - Occupants Restrains Prog exps	331
74 - Section 94 Funding	6069 - Glossodia Community Centre Glossodia	85,181
	6461 - Memorial Park Kurrajong Rotunda	81,284
	6555 - Extension to Macquarie St Car Park	150,000
	7738 - Pughs Lagoon Stage 2 Impr	2,453
	7753 - Charles Kemp Memorial Lower Portland	29,222
	9206 - McQuade Park-Plan of Management	15,493
	9984 - Estuary Management Program	75,000
	9985 - Bowen Mountain	32,740
91 - Customer Service	0000 - International Customer Service Standard Accreditation	5,000
94 - Section 94A Funding	6295 - Bowen Mountain Park Bowen Mountain	4,414
	6498 - Yarramundi Reserve Amenities	6,947
	7140 - Macquarie Park	4,257
	7185 - Woodbury Reserve	3,133
	7223 - St Albans Park	18,800
	7248 - Yarramundi Reserve	1,062
81 - Domestic Waste Management	0006 - Leaseback - Plant 6	32,000
	0131 - Waste Plant 131 - Garbage Truck	340,000
	2296 - Garbage Bins	54,831
<b>Total Carryovers for City Planning</b>		<b>1,554,999</b>

**Total Carryovers**

**9,288,724**



people ..... caring ..... linking ..... supporting ..... shaping

## Part 4

# Management Plan Performance



**Principal Activity**

*1. Develop and implement strategies, based on social justice principles, to work with the local and business communities to define the Hawkesbury character to identify what is important to preserve and promote*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Consult with the community to define the Hawkesbury character.	Strategic Planning	Consultation strategy developed and implemented	Sample phone survey and focus groups completed. To be reported to Council later in 2012.
Initiate discussions with Deerubbin Local Aboriginal Land Council (DLALC) about protocols for notification of development proposals.	Town Planning	Discussions with DLALC regarding preliminary options for notification of development proposals held	Project redefined and included in 2012/2013 Operational Plan.
Deliver an events program that promotes community connection, celebration and character.	Corporate Communication	Community satisfaction with events increased	2 letters of appreciation were received in the last quarter making a total of 16.
Project plan developed for the preparation, consultation and adoption of Plans of Management.	Parks & Recreation	Project Plan developed	Conservation plans identified and budget sought through the 10 year budget process
Implement Parks Plans of Management as funding and grants allow.	Parks & Recreation	Works completed on time and within budget	Work was undertaken as funding and time allowed
Develop an Urban Street Tree Management Strategy.	Parks & Recreation	Strategy developed	A draft plan has been developed. Further evaluation is required before going on exhibition.

**Principal Activity**

2. Council to adopt a Residential Land Strategy.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Finalise Residential Land Strategy.	Strategic Planning	Residential Land Strategy adopted	Residential Land Strategy adopted by Council in May 2011.

<b>Principal Activity</b>			
<i>3. Develop a Plan to coordinate heritage conservation and prioritise the implementation of actions including seeking resources from other sources to promote and conserve heritage.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Apply for the funding to complete a comprehensive Heritage Strategy for Hawkesbury Local Government Area.	Strategic Planning	Funding application made in accordance with guidelines set by Heritage Council	Existing Heritage Strategy current to 2014. Funding sort for elements of Strategy being review of Windsor Masterplan and continuation of Heritage Advisor Service.
Provide annual assistance grants for agreed Council heritage programs (supplemented by external funding).	Town Planning	Heritage Reserve used to provide assistance grants for selected conservation projects	Grants for heritage assistance program not active this year.
Prepare a planning proposal to facilitate the listing of the additional items in Hawkesbury Local Environmental Plan.	Strategic Planning	Planning proposal prepared	Written component of Planning Proposal substantially completed. Associated inventory sheets and maps to be finalised. Matter scheduled for reporting to Council in 2012/2013.
Prepare a draft Heritage Chapter in the Development Control Plan to specify provisions to protect and maintain heritage items in the Local Government Area.	Strategic Planning	Draft Heritage Chapter prepared	Draft Heritage Chapter prepared and included in the draft Hawkesbury Development Control Plan 2012.
Apply for funding to develop Conservation Management Plans for parks and cemeteries.	Parks & Recreation	Funding applications completed	Suitable grants applications were not found for this purpose

**Principal Activity****4. Develop Community Safety Plans for:**

- *IT Disaster Recovery Plan and Business Continuity Plan*
- *Service Level Agreements with Rural Fire Service*
- *Flood Risk Management Study and Plan for the Hawkesbury River*
- *Hawkesbury Crime Preve*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Develop and implement an IT Disaster Recovery Plan and Business Continuity Plan.	Information Services	IT Disaster Recovery Plan completed and alternative site established	Infrastructure build complete. Documentation to be finalised and failover testing being undertaken. Testing to be complete by 4th quarter 2012.
Maintain Business Continuity Plan.	Information Services	Business Continuity Plan is current	Business Continuity Plan updated and distributed to Crisis Management Team. Action complete for 2011/2012.
Develop a Bush Fire Hazard Reduction Program for open space in consultation with the Hawkesbury Rural Fire Service.	Parks & Recreation	Program developed	A program was developed for 2012/2013.
Provide support to the Rural Fire Service and State Emergency Services including the Local Emergency Management Committee and operation of the Emergency Operations Centre.	Director Infrastructure Services	Service level agreement satisfied	Organisations supported and Council represented on local emergency committee. Councils obligations under service level agreement are being met.
Finalise Flood Risk Management Study and Plan for the Hawkesbury River.	Strategic Planning	Study and Plan finalised	Partial completion - Floodplain Risk Management Advisory Committee preparing Study and Plan with assistance from consultant, Council staff and relevant government agencies.

**Principal Activity**

**4. Develop Community Safety Plans for:**

- *IT Disaster Recovery Plan and Business Continuity Plan*
- *Service Level Agreements with Rural Fire Service*
- *Flood Risk Management Study and Plan for the Hawkesbury River*
- *Hawkesbury Crime Preve*

Crime Prevention Strategy adopted by Council and submitted to NSW Attorney General's Department for endorsement as a "Safer Community Compact".	Community Partnerships	Plan adopted and submitted for endorsement	Substantially commenced but incomplete (due to staff vacancy). Crime prevention audits completed for identified priority locations of Windsor & Richmond CBDs.
Develop and Implement Road Safety Action Plan.	Community Partnerships	Annual Action Plan developed and implemented	Achieved. Projects included 2 Child Restraint Fitting days (Aug & May), 2 Learner Drivers (Oct & May) workshops, and installation of VMS's in 4 locations.

**Principal Activity**

5. Undertake community research and make information available so that services and facilities can be planned to serve changing demographics and other external impacts, and to inform the review of the Community Strategic Plan.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Provide statistical and other social planning information to assist in the identification of community needs.	Strategic Planning	Information and data collated and provided	Hawkesbury Profile and Atlas placed on Council's website and training provided to council staff and community members (by Informed Decisions).
Assist in completing the Nepean Homeless Taskforce 10 Year Plan to end homelessness.	Strategic Planning	Recommendations reported to Council	Ongoing assistance provided - not yet reported to Council.
Develop a strategy for the Integration of Social Justice Principles (SJP) into Council's corporate planning framework.	Strategic Planning	Strategy developed	To be incorporated in the review of the Hawkesbury Community Strategic Plan 2010 - 2030.
Explore opportunities for community housing partnerships to pursue affordable housing.	Community Partnerships	Recommendations reported to Council	Incomplete. Preliminary discussions with Wentworth Community Housing.
Develop a Disability Action Plan.	Community Partnerships	Disability Action Plan adopted	Substantially commenced. Planning framework developed. On-line survey completed and external consultant engaged to facilitate community and stakeholder workshops.



**Principal Activity**

5. Undertake community research and make information available so that services and facilities can be planned to serve changing demographics and other external impacts, and to inform the review of the Community Strategic Plan.

Manage the Deed of Management for the operation of the Hawkesbury Leisure Centres.	Director Support Services	Formal meetings of representatives of the YMCA of Sydney and relevant Council staff held every three months  Reports and other documentation provided by the YMCA of Sydney as required under the Deed of Management	Formal meetings held on 20 October 2011, 28 November 2011, 20 March 2012 and 13 June 2012 between Council staff and representatives of the YMCA to discuss the management and operation of the Centres. Also numerous informal discussions and meetings have taken place. Reports and various documentation in accordance with the Deed of Management received by Council from the YMCA including monthly financial and attendance reports, insurance certificates and the 2010/2011 Annual Report.
Engage consultants to develop Open Space Recreation Strategy.	Parks & Recreation	Consultants engaged	Consultants were engaged and they have developed a draft strategy. This will go on public exhibition shortly.
Develop library services strategically and in response to social, economic and environmental benchmarks, and in accordance with State Library NSW benchmarks.	Cultural Services	State Library NSW benchmarks for attendance figures met	There were 199,558 visits to both libraries during Jul 2011-Jun 2012, a decrease of 6% compared to 2010-2011. 39,864 library members recorded, a 5% increase from last year. This is 56% of our population and 10% above the NSW average.

**Principal Activity**

6. Finalise Master Plan for Windsor.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Commence review of draft Master Plan for Windsor.	Strategic Planning	Review commenced	Review commenced. Project plan developed for completion of review in 2012/2013.

**Principal Activity**

7. Develop a Sustainable Land Use Strategy that integrates all land use and other relevant plans to protect environmentally sensitive land.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Define environmentally sensitive land.	Strategic Planning	Environmentally sensitive land defined	Definition of environmentally sensitive land prepared and reported internally.
Develop a framework, to sequence existing and proposed strategies and plans for the development of the Sustainable Land Use Strategy.	Strategic Planning	Framework developed	Project redefined in terms of a Rural Land Strategy and included into 2012/2013 Operational Plan.

**Principal Activity**

8. Develop and implement a Risk Management and Adaptation Plan to improve and support human services and delivery of outcomes for the community on the possible impacts of climate change.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Prepare a Climate Change Risk Assessment Plan to identify the possible impacts to residents from flooding, heat stress, and fire and storm events.	Strategic Planning	Risk Assessment Plan finalised and reported to Council	Climate Change Risk Assessment Plan adopted by Council and approved by OEH.
Develop an Adaptation Plan to identify actions that protect residents against the possible impacts of climate change.	All	Adaptation Plan adopted by Council	Measures developed, further investigation required on the cost benefit analysis on preferred adaptation measures.

<b>Principal Activity</b>			
<i>9. Develop support and implement partnerships with relevant stakeholders to manage the Hawkesbury - Nepean River system. Advocate for relevant agencies to produce "State of the River Reports".</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Participate in the Hawkesbury Nepean Local Government Advisory Group.	Strategic Planning	Meetings attended as required	Meetings attended as required.
Lobby the Office of the Hawkesbury - Nepean and the Catchment Management Authority to develop actions that improve the health of the Hawkesbury - Nepean River.	Strategic Planning	Implementation of actions supported	Office of Hawkesbury- Nepean disbanded.
Develop and implement a bush regeneration program.  Apply for appropriate grants to supplement the bush regeneration budget.	Parks & Recreation	Bushland regeneration program developed  Relevant grant applications made	Bushland program developed and actioned.
Provide pump out services to limit nutrients and pollutants from onsite sewerage management systems entering waterways.	Waste Management	Pump out service provided within set time frames	Service provided within set time frame.
Ensure onsite management systems are managed effectively.	Regulatory Services	Onsite management systems assessed	Onsite sewage management facilities have been assessed throughout the year with approvals issued or notices to rectify systems issued where faults were found.
Reduce gross pollutants entering waterways through the provision of Gross Pollutant Traps (GPTs).	Construction & Maintenance	Gross pollutants are captured and measured	The state of the GPT`s are monitored on a regular basis and cleaned on an as needs basis. The type and volume of pollutants is recorded and monitored.

**Principal Activity**

9. Develop support and implement partnerships with relevant stakeholders to manage the Hawkesbury - Nepean River system. Advocate for relevant agencies to produce "State of the River Reports".

Ensure reticulated sewerage systems are operated to limit nutrients entering waterways.	Waste Management	Licence conditions met	100% compliance.
Provide a trade waste service to commercial and industrial premises. Set service standards and levels.	Waste Management	Service levels met	Service standards and levels set and met.
Provide recycled water to Council's reserves, parks and local schools for irrigation and toilet flushing.	Waste Management	Recycled water provided.	Recycled water provided to customers as needed.

**Principal Activity***10. Delivery of actions contained in Council's Water and Energy Action Plans.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Finalise the Water and Energy Saving Action Plans Online Annual Reports.	Strategic Planning	DECCW online reporting completed	On going.
Review and develop the Energy Savings Action Plan.	Strategic Planning	Review commenced	Quotations received and project to commence in October 2012.
Implement the Water and Energy Savings Action Plans.	All	Annual targets in Water and Energy Savings Action Plans achieved	Measures report completed.
Provide updated quarterly information on water and energy usage to the Management Executive Team.	Strategic Planning	Quarterly consumption data provided	Data received as required.
Ensure programs included in the Water and Energy Action Plans are incorporated in the Long-Term Financial Plan and Asset Management Plans and funded in annual budgets.	All	Annual actions in Water and Energy Savings Action Plans delivered	Programs completed as required.

<b>Principal Activity</b>			
<i>11. Delivery of actions identified in the Local Government Strategic Waste Action Plan (LGSWAP) in accordance with the State Governments Waste and Sustainability Improvement Payment Program.</i>			
<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Coordinate projects identified in the Waste and Sustainability Improvement Payment Program.	Strategic Planning	Projects completed	Ongoing standards completed. Financial return completed. New projects being developed for 2012/2013.
Prepare and call for tenders for the process and/or removal of green and timber waste received at the Hawkesbury City Waste Management Facility.	Waste Management	Tenders determined	Council resolved to go to tender for green waste service. Tenders being prepared by consultants for tender.
Provide domestic and commercial waste and recycling collection services to the community.	Regulatory Services	Customer service standards achieved	Services have been provided throughout the year to meet the customer service standards.
Classify waste received at the Hawkesbury City Waste Management Facility to establish opportunities to divert waste.	Waste Management	Waste classification undertaken	Waste classification completed.
Undertake a feasibility study for an Alternate Waste Treatment Facility.	Waste Management	Feasibility study completed	Feasibility study completed.
Investigate the viability of beneficial reuse of methane gas produced by the degradation of waste land filled.	Waste Management	Viability study completed	Viability study completed.
Develop a program for the safe management of asbestos assets.	Director Infrastructure Services	Program developed	Asbestos Management Plans are being activated on building sites as part of the commencement of projects. All major precincts have been addressed to date and work in continuing. All projects have also included hazmat audits.



<b>Principal Activity</b>			
<i>11. Delivery of actions identified in the Local Government Strategic Waste Action Plan (LGSWAP) in accordance with the State Governments Waste and Sustainability Improvement Payment Program.</i>			
Identify risks associated with waste management and the storage and disposal of substances and chemicals.	Risk Manager	Programs established and incorporated into relevant operational plans	Completed.
Develop and implement a Sustainable Events Policy.	Corporate Communication and Parks and Recreation	Policy developed	Policy developed. Strategies are being developed to ensure that we can measure our results.

**Principal Activity**

12. New and existing development meets planning controls and support Council's sustainability principles.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Investigate complaints of unauthorised development and development not complying with conditions of consent in accordance with Customer Service Standards.	Regulatory Services	Customer service standards achieved	Investigations and rectification requirements have been implemented throughout the year to meet customer service standards
Implement sustainability principles to meet total life cycle costs for infrastructure maintenance and renewal through the development of ten year Operational and Financial Plans for Waste Management.	Waste Management	Operational Plan and Financial Plans developed	Operational Plan and Financial Plans developed each year - completed

**Principal Activity**

13. Develop environmental educational programs.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Promote the Sustainable Events Policy to community groups holding events.	Corporate Communication	Policy promoted	Community event organiser and staff training undertaken, policy promoted via media release, newsletter, event approvals and Hawkesbury Show.
Provide and promote information and cultural services and resources that assist the community in caring for the environment.	Cultural Services	Relevant library resources collected and searchable online catalogue provided  Gallery and Museum exhibitions and public programs are provided to encourage environmental awareness of sustainable practices developed	Save Power Kits from NSW Office of Environment and Heritage have been borrowed 45 times. Various public programs included author talk by Jennifer Stackhouse on organic gardening attended by 38.
Educate the community on environment and bush care values, threatened and endangered species.	Parks Recreation	Workshops and educational opportunities provided	A range of worksops have been provided over the year.
Initiate an education program for tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	Corporate Services & Governance	Education program initiated	The Property section developed a pamphlet with environmental and cost saving tips for all tenants which was circulated with the outgoings for the 2011/2012 year.
Implement the actions contained in the Illegal Dumping Prevention Strategy.	Regulatory Services	Actions implemented	Actions have been implemented on an ongoing basis in accordance with the strategy.
Develop and implement companion animal awareness programs.	Regulatory Services	Programs developed and implemented	Programs have been developed and implemented to meet the demands of interest by the community on an as needed basis.

**Principal Activity**

13. Develop environmental educational programs.

Develop a Waste Education Program.	Strategic Planning	Strategic Waste Action Plan developed	Strategic Waste Action Plan developed and approved by MANEX and OEH.
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**Principal Activity**

*14 Develop and implement an Integrated Land Use and Transport Network Strategy (ILUTNS) with partners to ensure networks meet the community's current and future needs.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Work with regional partners and state agencies to develop a Brief for the funding and development of an Integrated Land Use and Transport Network Strategy.	Strategic Planning	Partnership formed, funding achieved and Brief prepared	Project redefined and included in 2012/2013 Operational Plan.
Deliver community transport services in accordance with contracted outputs as negotiated with funding bodies.	Community Partnerships	Contracted outputs achieved	Contracted outputs achieved. Volunteer transport program implemented & funded received for expanded transport services.

**Principal Activity**

15. Engage neighbouring councils, transport providers and State Government to contribute in kind or financially to improve the transport network.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Take every opportunity to lobby for improvements to transport networks.	Corporate Communication	Priority projects highlighted at appropriate government level	Lobbying of RMS undertaken re Richmond/ North Richmond Traffic issue.
Develop a Communication Strategy for priority projects.	General Manager	Strategy developed	Communication template available for adapting to priority projects if required.
Lobby state / federal authorities for financial assistance by way of grant funding.	Construction & Maintenance	Relevant grant applications lodged	Nominations for state & federal funding are prepared and submitted prior to the closing time and date. Correspondence to state/federal members will often address funding issues related to specific projects.
Prepare and submit applications for funding to authorities associated with natural disasters.	Construction & Maintenance	Relevant grant applications lodged	Applications are dealt with as a matter of urgency and formal applications are compliant with the Authorities requirements.
Apply for yearly Cycleway Funding with RTA.  Provide technical input for Black Spot and other funding opportunities with government agencies.	Design & Mapping	Application for cycleway and black spot funding made	Completed in 1st Quarter.

**Principal Activity**

16. Advocate for improved transport networks.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Review and provide comments on proposed government services and infrastructure strategies.	Strategic Planning	Timely and accessible comments provided	Comments provided as requested

**Principal Activity**

17. Extend the shared pathway/cycleway network and improve pedestrian access in accordance with priorities identified in Mobility Plan.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Coordinate the implementation of works as identified in Hawkesbury Mobility Plan.	Community Partnerships	Annual works achieved	Programmed works completed (extension to Windsor-Richmond shared pathway).
Provide input to relevant mobility projects for implementation.	Design & Mapping	Input provided as required	Completed in 1st Quarter.
Implement works programs as identified in the Hawkesbury Mobility Plan.	Construction & Maintenance	Projects completed on time and within budget	Projects relating to the Mobility Plan have been completed on time and within budget.



**Principal Activity**

18. Maintain and monitor Council's roads and footpaths to ensure they are safe and accessible.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Undertake annual road and footpath maintenance and renewal programs.	Construction & Maintenance	Maintenance and renewal programs provided	Maintenance & renewal programs are carried out to the limit of the available budget.
Undertake road and footpath inspections and report on their condition.	Construction & Maintenance	Inspections undertaken and reported	Foot path inspections are performed once every two years.
Provide designs to support projects contained within the Capital Works Program.	Design & Mapping	Designs provided as required	Designs completed and provided in accordance with Works Program Targets.

**Principal Activity**

19. Advocate for the best and affordable telecommunication services that addresses both urban and rural locations.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Identify priority issues relating to telecommunications services for the Hawkesbury.	Strategic Activities	Priority issues identified	Priority issue is supply of the NBN in the service mix for residents and business take up 'digital economy' era. Opportunity to promote the NBN use progressed in period ie.grant funds.
Lobby to seek improvements for priority issues.	Strategic Activities	Priority issues highlighted at appropriate government level	Representation made to politicians and Government departments approached as appropriate by Council Executive.

**Principal Activity**

20. Implement the recommended immediate, ongoing and short term strategies contained in the "Hawkesbury Employment Lands Strategy".

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Prepare project framework for the renewal of Richmond around Richmond Station and between Windsor Street and Bosworth Street by way of zoning, land use and urban design options.	Strategic Planning	Project framework prepared	Project framework prepared and project included in 2012/2013 Operational Plan.
Investigate the potential for land at Clarendon to be rezoned and developed for high amenity office and business development with minor and ancillary retail development.	Strategic Planning	Investigations undertaken and report prepared	Meeting held with owner's representative and potential developer. Awaiting further investigation by proponent.

**Principal Activity**

21. Develop a Marketing Strategy Project to commence 2012/2013.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Project to commence in 2012/2013.	Strategic Activites	Not Applicable	Not Applicable

**Principal Activity***22. Facilitate partnerships between employers and training providers.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Develop Council as an Employer of Choice.	Human Resources	Statistics for the attraction and retention of staff improved each year	Resignations - 2 (one permanent staff and one casual staff person) Appointments - 7 permanent staff Full financial year:- Resignations – 30 permanent staff Appointments – 41 permanent staff
Undertake Scholarship Program with University of Western Sydney.	Strategic Activities	Scholarship Program undertaken	Program completed/ ongoing. 2012 recipient selected by UWS. All students funded. New operational agreement in place for next 5 years.

**Principal Activity***23. Establish social enterprises to provide employment opportunities*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Investigate opportunities to establish social enterprise partnerships with local service providers.	Community Partnerships	Feasibility Study completed	Incomplete. Preliminary discussions held with Wentworth Community Housing and Peppercorn Services Inc.

**Principal Activity**

24. Work with local industry and providers to develop business focused programs that promote sustainable business practices.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Establish program to work with local industry to promote sustainable business practices through improvements in environmental health, and pollution prevention and advice on other statutory requirements.	Regulatory Services	Program developed	The program has been developed and will be submitted to Manex for approval in the 2012/2013 financial year.

**Principal Activity**

25. Develop and commence implementation of an Economic Development Strategy.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Project to commence 2012/2013.	Strategic Activities	Not Applicable.	Not Applicable



**Principal Activity***26. Develop and commence implementation of Tourism Strategy for Hawkesbury.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Tourism Strategy developed with assistance of partners.	Strategic Activities	Strategy adopted by Council	Project commenced and reprogrammed for completion in 2012/2013.
Following adoption by Council commence implementation.	Strategic Activities	Implementation commenced	Actions to be undertaken subject to adoption.

**Principal Activity**

27. Ensure that sustainability principles are integrated into Council's plans and policies.

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Integrate sustainability principles into Council's plans and policies.	All	Plans and policies, when reviewed, incorporate sustainability principles	Community education implemented to increase recycling rates and enhance communication. Installation of solar hot water system for showers and spa completed at the Oasis Swimming Centre. New pool blankets and associated motorised structures completed at Rich
Incorporate financial sustainability principles within the budget process.	All	Council's service levels funded and maintained in the long-term	Long-term financial sustainability incorporated in Council's Long Term Financial Plan submitted to Council in June 2012.
Investigate the use of recycled products in infrastructure programs and implement where possible.	Construction & Maintenance	Products used quantified and reported on	Recycled road base is being used on most construction projects.
Undertake designs within available budget to meet best practice and life cycle cost.	Design & Mapping	Quality engineering designs for Council's Operations Program provided  Designs for the implementation of the Works Program delivered in timely fashion  Program completed	Designs completed and provided in accordance with Works Program Targets. Outstanding projects are the result of external constraints and approvals and change of priorities in Works Program.

**Principal Activity**

27. Ensure that sustainability principles are integrated into Council's plans and policies.

Improve accessibility to Council's website for the community and customers.	Information Services	Web Content Accessibility Guidelines implemented	Web site review continues. On Line Communications Committee to review requirements for accessibility for the visually impaired to ensure compliance with WCAG2.0.Compliance Implementation changes underway.
Examine the provision of possible e-Services and on line options to provide increased level of service.	Information Services	Amount of business conducted through Council's website increased	On-line forms being developed as CRM is deployed.

**Principal Activity***28 Provide strong governance and resilient learning and professional opportunities.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Ensure efficient operation of Council and Committee meetings:  · Council meeting cycle meets legislative requirements.  · Committees and membership predetermined by Council annually.	General Manager	At least 10 Council meetings held each year, in different months  Meetings conducted in accordance with Code of Meeting Practice  Review undertaken	In excess of 10 meetings held in differing months as required.  Achieved.  Review undertaken in September, 2011 in association with election of Mayor, Deputy Mayor and Committees.
Implement policies and procedures to meet Award and legislative requirements.	Human Resources	Policies and procedures meet legislative requirements	Continued review of existing policies and procedures to meet legislative changes.
Corporate and individual training needs are provided.	Human Resources	Learning and professional opportunities developed	Continued investigation and delivery of corporate and individual training to suit the needs of the organisation in developing staff skills and knowledge.
Conduct audits in accordance with Council's adopted Strategic Internal Audit Plan.	General Manager	Audits completed	Audits in accordance with Internal Audit Plan undertaken with reports being considered by Audit Committee.

<b>Principal Activity</b> <i>28 Provide strong governance and resilient learning and professional opportunities.</i>			
Provide community access to Council information.	Corporate Services & Governance	Government Information Public Access (GIPA) Act complied with	The Governance Section received approximately 850 GIPA applications over the 12 month period, all applications were responded to within Council's 10 day service standard. Council also received 8 Formal Access Requests during the period, these were determined within 20 working days per legislation.
Review the quality and cost effectiveness of provision of legal services to Council.	Support Services	Review undertaken	Completed. Report regarding the provision of legal services considered by Council at its meeting on 12 July 2011. Council resolved to extend the appointments of Marsdens Law Group and Pikes Lawyers to provide legal services to Council until 6 August 2014.
Implement Council's Work Health and Safety Strategy and Plan.	Risk Management	Registers current and maintained. Workplaces where exposure to chemical & physical agents required health surveillance monitored  Emergency management plans developed.	Site risk assessments completed. Site Management Plans being developed for all fixed sites.
Monitor and report on the delivery of services as identified in the Customer Service Charter and the Customer Contact and Service Standards.	Community Partnerships	Reports provided	37 of 60 (62%) service standards in Customer Service Standards achieved with the remainder partially achieved.

**Principal Activity**

*28 Provide strong governance and resilient learning and professional opportunities.*

Maintain Customer Service processes with International Customer Service Standard (ICSS) benchmarks.

Community Partnerships

ICSS Accreditation maintained

Finalising arrangements for ICSS accreditation on site validation process

**Principal Activity***29. Advocate for a better share of taxes.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Identify appropriate opportunities for advocacy for an equitable share of taxes to provide funding for projects and community needs identified in the Community Strategic Plan.	General Manager	Opportunities identified and advocacy undertaken at appropriate government level	Representations made in accordance with relevant Council resolutions.
Provide financial information and interpretation to support lobbying.	Financial Services	Financial information provided within deadlines	Financial information provided as required within set deadlines.
Develop a Communication Strategy for advocacy in appropriate circumstances.	Corporate Communications	Strategy developed as required	Communication strategy template available for advocacy if required.

**Principal Activity**

30. Explore options for alternative income to establish services and facilities to meet the identified needs of the community.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Review and implement processes to facilitate compliance with the Division of Local Government requirements relating to procurement processes.	Financial Services	Cost effective and transparent procurement processes implemented throughout Council	On-going. Procurement and Tendering procedures reviewed regularly and improvements implemented as required.
Source external investment from state and federal agencies to increase community services and community facilities which are available to satisfy identified community needs.	Community Partnerships	Grant applications lodged	Notification of successful tender received to increase service provision - Lawn Mowing Program (\$75 000) and Community Transport (\$25 000).
Provide rental income from Council owned properties under lease.	Corporate Services & Governance	Rental income received by Council is maximised	Council continues to promote and draw new tenants, notably the Old Hospital Site was leased during this quarter after a long standing vacancy.
Prepare and submit applications to funding authorities.	All	Relevant funding applications submitted	1 grant application was forwarded this quarter bring the total to 42 for the year.
Provide financial support to assist community groups to build social capital through sponsorship of community programs and events.	Community Partnerships	Financial support in accordance with Community Sponsorship Program provided	Community Sponsorship program completed for the financial year with 49 successful applicants receiving a total of \$64,290. CDSE for 2011 finalised with 10 organisations receiving a total of \$48,472.



**Principal Activity**

31. Develop the Resourcing Strategy consisting of:

- Long Term Financial Planning
- Asset Management Planning
- Workforce Management Planning

Operational Plan Actions	Responsible Manager	Output Measure	Progress
Review Council's Long Term Financial Strategy and facilitate the review of Council's Long Term Financial Plan in line with the Division of Local Government Guidelines and legislative requirements.	Financial Services	Resourcing Strategy, including Long Term Financial Plan, submitted for Council's consideration  Long Term Strategy established and Delivery Program resourced	Completed. Resourcing Strategy, including the Long Term Financial Plan adopted by Council at extraordinary meeting held on 19 June 2012.
Coordinate the development of asset management in accordance with Division of Local Government's Integrated Planning and Reporting Framework.	Strategic Planning	Division of Local Government requirements met	Asset Management Planning Strategy prepared and incorporated in the Resourcing Strategy.
Develop a Workforce Management Plan.	Human Resources	Workforce Management Plan completed as part of the Resourcing Strategy	Workforce Management Plan completed.
Prepare Development Contributions Plans in accordance with Department of Planning guidelines.	Strategic Planning	Plans prepared	Internal working group preparing revised S94 and S94A contribution plans. Discussions held with Department of Planning and Infrastructure (DP&I) regarding potential amendments to S94 plan. Waiting further advice from DP&I.

**Principal Activity**

32. Undertake community engagement on the development of the Resourcing Strategy and have dialogue with the community in setting affordable and sustainable service levels and standards.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Consult the community to identify current cultural priorities and assist in the identification of the Hawkesbury character.	Cultural Services	Community consultation undertaken	Community consultation encompasses developing Library collections according to the 'Suggestions to Buy' program. Library programs, including a series of family history sessions & computer classes, have been presented in response to survey results.
Undertake consultation with the community in developing infrastructure programs.	Construction & Maintenance	Community consultation undertaken	Requests from the community are recorded and placed on a list for future consideration by Council.
Undertake community engagement to help identify affordable service levels.	Strategic Planning	Community Engagement Strategy commenced	4 focus groups held on key areas from the 2011 Community Survey. Results reported at Councillor Briefing and Council on 13 December 2011.

**Principal Activity***33 Work to develop partnerships and engage with key stakeholders.*

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Review and report on implementation of Hawkesbury Cultural Plan (2006 – 2011)	Cultural Services	Hawkesbury Cultural Plan 2006 - 2011 reviewed and reported to Council.	Cultural Plan review commenced.
Develop Hawkesbury Cultural Plan (2012 – 2022).	Cultural Services	Hawkesbury Cultural Plan (2012 – 2022) commenced	Cultural Plan process commenced
Undertake Hawkesbury Community Survey.	Strategic Planning	Results reported to Council and the community	Results reported to Council on 13 December 2011 and placed on Council's website.
Provide an efficient and effective media and public relations program.	Corporate Communication	Media relationships reviewed and enhanced  Media stories generated  Awards programs and public relations activities undertaken  Council publications produced	Meeting conducted with new editor Hawkesbury Newspapers, Mayoral Columns extended to Hawkesbury District Independent, Equestrian News and Forgotten Valley Views. 148 Media releases issued 88 media comments responded to. Citizen and Young Citizen of the Season, Australia Day, Sports Natalie Burton and School Citizenship Awards programs conducted. Civic events program undertaken. Three newsletters and the Community Report distributed.
Investigate and achieve resources for the implementation of youth participation strategies based on recommendations of Hawkesbury Youth Summit.	Community Partnerships	All youth participation strategies implemented	2009 Youth Summit recommendations implemented. Youth facebook profile developed and enhanced. Working party formed to plan and deliver 2012 Youth Summit. Findings from 2012 Summit to be reported to Council.

**Principal Activity**

34. Work with the community to build mutually beneficial partnerships with key stakeholders to promote community connection and participation.

<b>Operational Plan Actions</b>	<b>Responsible Manager</b>	<b>Output Measure</b>	<b>Progress</b>
Undertake Sister City/City - Country Alliance Program.	Strategic Activities	Program undertaken	Program completed/ ongoing. Exchange program - Hawkesbury students visiting sister cities selected by Hawkesbury SCA, international students visit July-Aug 2012. Annual program report.
Work with the community to develop community events that promote community connection, celebration and character.	Corporate Communication	Events undertaken	Program of civic events undertaken which aim to involve local committees, volunteer groups, community organisations, service clubs and utilise local businesses.
Expand and formalise the communication program to encourage and promote volunteering.	Corporate Communication	Number of volunteers increased Communication campaign developed All volunteering opportunities within Council identified	Base line data to be determined. Communication Strategy drafted and implementation commenced. Volunteering opportunities promoted.
Resource and support the planning of activities and events which celebrate community diversity, civic pride and promote community harmony.	Corporate Communication	Number of community events increased	Advice and support provided to event organisers. Community Sponsorship Program undertaken. 114 community and cultural events listed on Council event calendar.

**Principal Activity**

34. Work with the community to build mutually beneficial partnerships with key stakeholders to promote community connection and participation.

Continue to promote the mutually beneficial Library, Museum and Gallery Volunteer Program, providing a range of opportunities for volunteers, who provide support for Cultural Services activities.	Cultural Services	Cultural Services volunteers supported and valued through training and recognition programs  Work of cultural services volunteers promoted throughout the community	Over 120 volunteers support Library, Gallery and Museum services. Regular bi-monthly volunteer meetings, events and training sessions have been continued. Volunteers participated in exhibition installations, group tours, education programs and public programs at the Museum and Gallery. A National Volunteer Week event was also held in May to recognise and promote the work of the volunteers.
Manage, support, encourage and develop volunteer Bush Care groups for bushland sites.	Parks & Recreation	Number of active Bush Care groups supported	Bushland program developed and actioned.
Support the community and volunteers with Adopt - A - Road Program.	Design & Mapping	Number of active Adopt - A - Road groups supported	8 participants/project locations in progress and continuing. Reduction from 9 to 8 locations after consultation complete. Ongoing support to participants provided as required.
Participate on local, regional and state planning forums to advocate for human services needs of the Hawkesbury.	Community Partnerships	Meetings attended as required	Maintained representation on 9 community sector interagencies and planning forums.

**Principal Activity**

34. Work with the community to build mutually beneficial partnerships with key stakeholders to promote community connection and participation.

Support community management of community facilities (halls and community centres).	Community Partnerships	Community halls and community centres maintained to required standard  Utilisation of community facilities increased.	119 property maintenance requests responded to within three working days during the quarter. Total number of requests for the financial year = 441. 38 requests for assistance in management matters during the quarter - totalling 129 for the financial year. Community facilities utilisation increased.
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc.).	Community Partnerships	Funding and statutory requirements, as negotiated with funding bodies achieved	Achieved with renewed funding contracts negotiated and signed off for 2012/2013