



Attachment 1 to Item 228

2017-2021 End of Term Report,
incorporating the 2020/2021
Annual Report

Date of meeting: 23 November 2021
Location: By audio-visual link
Time: 6:30 p.m.



HAWKESBURY CITY COUNCIL

2017–2021 END OF TERM REPORT

INCORPORATING THE
2020/2021 ANNUAL REPORT

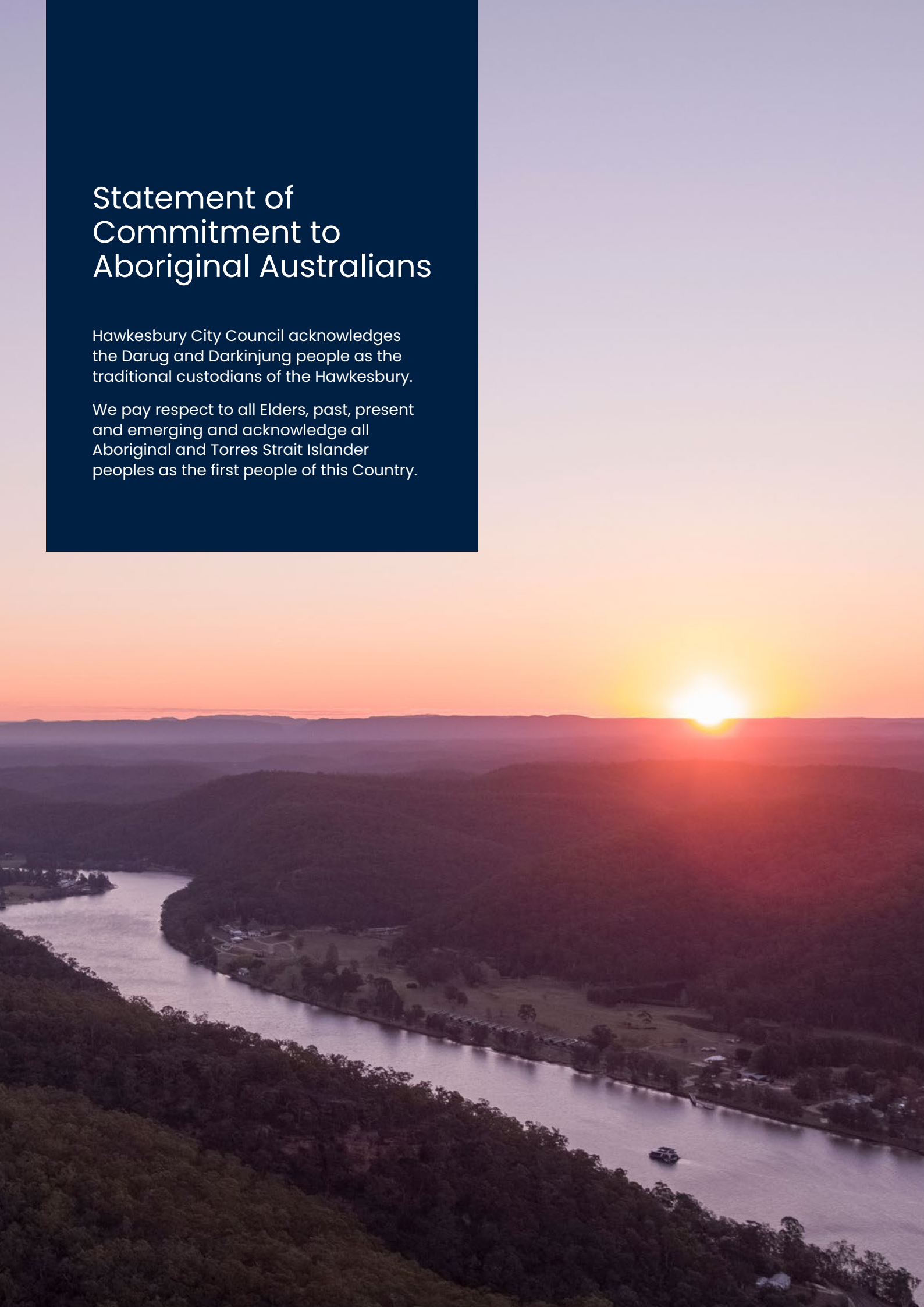


www.hawkesbury.nsw.gov.au

Statement of Commitment to Aboriginal Australians

Hawkesbury City Council acknowledges the Darug and Darkinjung people as the traditional custodians of the Hawkesbury.

We pay respect to all Elders, past, present and emerging and acknowledge all Aboriginal and Torres Strait Islander peoples as the first people of this Country.



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ABOUT THIS REPORT

Under the NSW Government's Integrated Planning and Reporting legislation for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term.

The Community Strategic Plan sits above all other Council Plans and Policies. Its purpose is to identify the Hawkesbury community's priorities and aspirations for the future. The strategies within it take into consideration the issues and pressures that affect the community and the level of resources realistically available. Given this, the significance of the Community Strategic Plan to the community, and to Council, is of the highest order and ensuring that it is fully reflective of the Hawkesbury community's aspirations is viewed as critical.

The aim of this report is to provide the community with a status of how Council is progressing toward achieving the Community Strategic Plan. This report will focus on the period 1 July 2017 to 30 June 2021, showing what action Council has undertaken towards achieving the goals described by our community.

OUR TERM AS YOUR COUNCILLORS



MAYOR COUNCILLOR PATRICK CONOLLY

It has been an honour to serve as your Mayor over the past year, and as a Councillor since 2012. This period has not been without challenges and I am incredibly proud to have led an organization that responded so well when we needed it. Over the past 12 months we have begun the journey of making Council a modern and accountable organisation focused on providing excellent service to its customers, to make it as easy as possible to build, live and do business in the Hawkesbury. This is a vision I am committed to and I understand it is what residents and ratepayers expect.



DEPUTY MAYOR COUNCILLOR MARY LYONS-BUCKETT

Laughing, crying and sharing pride in the achievements of our people has been an honour and a privilege. After a strong beginning and many challenges, I acknowledge there is still much to be done. Raising our profile and pursuing opportunities to enhance our already unique and beautiful area, provides a solid foundation for the future. Gaining an insight into the depth of talent, experience, knowledge and potential of the Hawkesbury inspires me to work even harder to protect what we value so much.



COUNCILLOR BARRY CALVERT

During this past term I was privileged to serve two years as Mayor and two years as Deputy Mayor. As Mayor I was honoured to lead the council through some of the most troubling times in our history, including a major bushfire, a minor flood and the COVID epidemic. The local community has been inspirational during these times and council still managed to conduct normal business including an extensive rollout of footpaths in South Windsor, opening council committees to all residents and finding homes for many of the homeless people in Windsor during 2019.



COUNCILLOR EMMA-JANE GARROW

Being on Council has let me view my local area from a different perspective, and appreciate the many challenges we have across the Hawkesbury. I have seen how strong our community can be in the harshest of times while facing natural disasters and the COVID-19 crisis. It has also shown me the very best in people and the very worst. I am proud of my contribution to the tourism sector, town centre revitalisation, Reconciliation Action Plan and other projects. It has been an interesting journey.



COUNCILLOR AMANDA KOTLASH

As a first-time Councillor my first few months on the job were hectic, to say the least. I started big asking the staff to investigate building a solar farm at the RAAF base. We were able to get solar panels on many Council buildings and I am confident we are on our way to making a significant cut to our carbon emissions. The most important thing I have learnt is the best way to approach working with my fellow Councillors is to find common ground and negotiate the best way forward from there.



COUNCILLOR PAUL RASMUSSEN

Thank you to the wonderful people of the Hawkesbury for letting me represent you for the past 24 years. It has been a great honour, joy and privilege. We have the best and most beautiful place on the planet, so let's work together and take good care of it.



COUNCILLOR PETER REYNOLDS

It has been an absolute privilege to represent the people of Hawkesbury during these times. Our community proved how well it comes together to support one another over the last two years and being a Councillor through this has been incredibly rewarding. The role Local Government plays in connecting with the community and delivering on-the-ground improvements based on community needs is so important. Let's keep coming together to support each other and celebrate the beauty of Hawkesbury.



COUNCILLOR SARAH RICHARDS

Representing the residents of the Hawkesbury during this term of Council has been an overwhelmingly rewarding experience. Participating in shaping the policies and documents that guide the advancement and future of our area is a privilege. In reflecting on some of the positive things that have been achieved, I would list the reformation of committees to a more transparent and inclusive process, upgrading our community parks and facilities and the recent work going into updating of the LEP and DCP as major gains.



COUNCILLOR JOHN ROSS

Representing the community of the Hawkesbury has been a privilege and honour during my term. The Hawkesbury is such a beautiful and unique place, and being able to work with the community to overcome challenges and celebrate this place has been truly rewarding. I encourage the community to get involved with Council. Have your say when plans and strategies are exhibited and any other opportunity you have to engage with Council. The whole community has a role to play in making our place great.



COUNCILLOR TIFFANY TREE

This will be my 13th and final year of Council. Over the past five years the community has faced many challenges. I'd like to thank the staff for the many hours of extra work and commitment they made during these times. I think they have done a great job of supporting the community during the recent flood and bushfires. I know many lessons were learned along the way. I hope the new Councillors understand their role in creating policy and for them to support staff and allow them to engage in the implementation of the policy to continue to support the community.



COUNCILLOR DANIELLE WHEELER

Council has become more open and community focused, with strong commitments to sustainability, social inclusion, action on climate change, town centre revitalisation, heritage and environmental protections and proactive planning. We've been hit hard by fires, floods and COVID-19. We still have a lot of work to do, both in recovery and for future improvements but we have proven ourselves to be a resilient community and I have great hope for our future. It has been a privilege to work with you over the past five years.



COUNCILLOR NATHAN ZAMPROGNO

Being elected to local government has been an enormous privilege. What surprised me was the glimpse it offered me of facets of our rich Hawkesbury life that I never knew existed. Such diversity of businesses, passions and hobbies. People in service to one another – especially in times of trial – fire, flood and pandemic. We live in a great community. Councils do good work in planning for our future and delivering services, and my work in this term has been to improve the way we do business.

INTEGRATED PLANNING AND REPORTING: PLANNING FOR A SUSTAINABLE FUTURE

THE PROCESS

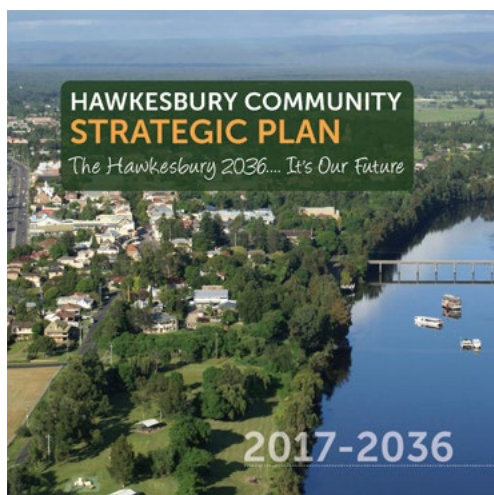
The Hawkesbury Community Strategic Plan (CSP) was adopted by Council in 2009 and reviewed in 2017. The review of the Community Strategic Plan was supported by a Community Engagement Strategy.

This latest review of the Community Strategic Plan provides a unique opportunity to review the overarching vision and strategy for the Hawkesbury to ensure it reflects the community's aspirations, and that the strategies are measurable.

In reviewing the CSP, Council and the community considered:

- Where are we now?
- Where do we want to go?
- How will we get there?
- How will we know when we get there?

Legislation requires that each newly-elected Council must review their Community Strategic Plan and develop a new Delivery Program by 30 June in the year following the local government elections.



COMMUNITY STRATEGIC PLAN

The Community Strategic Plan is the highest level plan that a Council will prepare. It is a long-term plan that identifies the main priorities and aspirations for the future of the local government area. The Community Strategic Plan establishes the strategic objectives together with strategies for achieving those objectives.

The Community Strategic Plan is to:

- address civic leadership, social, environmental and economic issues in an integrated manner
- be based on social justice principles of equity, access, participation and rights
- be adequately informed by relevant information relating to civic leadership, social, environmental and economic issues
- be developed having due regard to the State government's State Plan and other relevant State and regional plans of the State government.

While Council has a custodian role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Hawkesbury local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long term objectives of the plan.

RESOURCING STRATEGY

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources (ie time, money, assets and people) to actually carry them out.

The Resourcing Strategy consists of three components:

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

The Resourcing Strategy is the point where Council assists the community by identifying who is responsible for what, in terms of the issues identified in the Community Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals. The Resourcing Strategy focuses in detail on matters that are the responsibility of the Council and looks more generally at matters that are the responsibility of others.

DELIVERY PROGRAM

The Delivery Program details the principal activities to be undertaken by Council over a four-year period to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The Council must establish a new Delivery Program after each ordinary election of Councillors to cover the principal activities of the Council for the four-year period commencing on 1 July following an ordinary election.

The General Manager must ensure regular progress reports are provided to the Council, reporting its progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every six months.

OPERATIONAL PLAN

The Operational Plan spells out the details of the Delivery Program by identifying the projects, programs and the activities to be engaged in by Council during the year to achieve the commitments made in the Delivery Program.

The Operational Plan includes Council's Statement of the Revenue Policy for the year covered by the Operational Plan.

ANNUAL REPORT

The Annual Report is one of the key points of accountability between Council and the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan. The report also includes some information that is prescribed by the Local Government (General) Regulation 2021. This information has been included in the Regulation because the State Government believes that it is important for community members to know about it, to help their understanding of how Council has been performing both as a business entity and a community leader.



SPECIAL CONSIDERATIONS FOR THIS PERIOD

CHANGES TO THE LOCAL GOVERNMENT ELECTION CYCLE AND IMPLICATIONS FOR INTEGRATED PLANNING AND REPORTING TIMEFRAMES

The Office of Local Government, via the Council Circular distributed on 25 March 2020 announced that:

The September 2020 Local Government elections were to be postponed to address the risks posed by the COVID-19 Pandemic at the time.

Current Councillors would continue to hold their civic offices until the next ordinary election is held in September 2021, thus extending the term of Council to five years.

The postponement of elections had implications for the activities Councils are required to undertake for Integrated Planning and Reporting cycles. In general, the Office of Local Government extended the current Integrated Planning and Reporting cycle for 12 months, with a next cycle to be truncated to three years.

Due to these changes, the 2017-2021 Delivery Program was effectively extended for an additional year, with the 2021/2022 Operational Plan built in relation to it and creating a 'fifth year' of the Delivery Program.

THE 2020/2021 GOSPERS MOUNTAIN AND GROSE VALLEY FIRES AND FEBRUARY 2020 FLOOD

During the development of the 2020/2021 Operational Plan, our community experienced the Gospers Mountain and Grose Valley fires and major flooding, which impacted residents, businesses and employees. In response, Council progressively widened the organisation's focus to incorporate actions to assist and support the recovery of the Hawkesbury community from these natural disasters. This was reflected in the 2020/2021 Operational Plan, with many of these recovery activities continuing into the 2021/2022 Operational Plan.

THE COVID-19 PANDEMIC

In March 2020, the world was enveloped by the COVID-19 Pandemic. The Pandemic instantly had unparalleled impacts on the wider economy together with a major impact on the various face-to-face services and activities delivered by Council.

The 'new normal' which involves public health order restrictions being placed on the State without warning from time to time means that Council's operations must remain dynamic and flexible. More than anything, the health and safety of Council employees, local businesses and our community remains our number one priority. Council will continue to prioritise communication and support through the COVID-19 Pandemic.

THE MARCH 2021 HAWKESBURY-NEPEAN RIVER FLOOD

Just as our community was recovering from bushfires and floods, we experienced yet another natural disaster. The March 2021 Hawkesbury-Nepean River flood brought with it extensive devastation, and it is evident that our region will have a long road to recovery. The initial 2021/2022 Operational Plan was developed before this flooding event and has been amended to allow for works needed or potentially needed, including road damage, building damage, community response efforts, health and safety enforcement and ongoing community support. Investigations into damage and impacts on the community are continuing.



SUPPORTING OUR COMMUNITY THROUGH THE TOUGH TIMES

The past three years have been some of the most challenging years, testing the resilience of the Hawkesbury community time and again. The Gospers Mountain Fire, which burnt from November 2019 to January 2020, the flood in February 2020, the ongoing COVID-19 Pandemic, and the March 2021 flooding of the Hawkesbury Valley mean community recovery is continuing still and will continue in the months, and possibly years, ahead.

Our whole community has been impacted to varying degrees. As well as the physical damage, there is the emotional impact of the flood compounded by the fires and the COVID-19 Pandemic and yet our community continues to pull together and support each other.

Council has adapted its operations to respond and support our community during these times, and will continue doing so as the recovery efforts continue.

THE 2020/2021 GOSPERS MOUNTAIN & GROSE VALLEY FIRES

A single lightning strike on 26 October, 2019 sparked a fire in the Wollemi National Park in the Lithgow local government area. The subsequent weather conditions lead to that fire spreading into the Hawkesbury and thus starting what became known as The Gospers Mountain 'mega fire'.

At the fire's peak, it had joined the Little L and Paddock Run fires south of Singleton, the Grose Valley fire in the Blue Mountains, the Three Mile fire on the Central Coast and the Thompson Creek fire in Yengo National Park to form a 60-kilometre fire front burning out of control. The fire was finally brought under control after 79 days, destroying an area of over 512,000 hectares.

The Hawkesbury was directly impacted by the fires, the details of which can be summarised as:

- 24 homes destroyed, 13 damaged
- 1 facility destroyed, 4 damaged
- 65 outbuildings destroyed, 30 damaged
- 497 rural land holders impacted
- Major roads for the Hawkesbury including Bells Line of Road and Putty Road closed.

Hawkesbury City Council supported the Rural Fire Services (RFS) and other agencies throughout the fire by:

- Releasing employees for firefighting purposes
- Providing employees to assist at Wilberforce Fire Control
- Setting up a temporary safe place for people to go at Wilberforce School and Richmond Club
- Worked with the RFS and Hawkesbury Showgrounds operators to manage a safe site for residents to take and stay with their large animals

- Holding a community meeting in Colo where representatives from Council as well as agencies such as the state Office of Emergency Management, Insurance Council of Australia, Public Works Council, and The Australian Red Cross attended.
- Resharing information from the RFS through our social media channels and website.
- Developing a Bushfire Recovery Guide
- Working with Blue Mountains City Council to collect key information from bushfire affected residents to understand what Council needs to do to help them get back on their feet.
- Involving our Customer Service team in key conversations so they were kept up to date about how Hawkesbury City Council could help affected residents.
- Setting up the Community Recovery, Resilience and Readiness page on Council's website to support our community in recovery and preparedness from bushfire. If you have been affected, there are a range of supports available.

THE MARCH 2021 HAWKESBURY-NEPEAN RIVER FLOOD

In late March 2021, following persistent rain over several days, the Hawkesbury-Nepean region experienced the worst flood in three decades, which saw the Hawkesbury River at Windsor peaking at 12.9m above sea level.

As the flood waters receded, the full extent of the damage became evident. Condition and geotechnical assessments are still underway for our most damaged roads and infrastructure. Over 2,500 properties were damaged or destroyed. There was substantial damage to infrastructure including to roads, bridges, halls, parks, facilities and the riverbanks.

Council has responded by focusing on the key priorities, working closely with the community and a network of government and non-government agencies to provide relief and support.

Council used its homepage to act as a central hub for the community to access the most up-to-date and accurate information quickly and easily. Council issued important messages via its website, print, online and broadcast media and social media



channels in relation to Flood Information and Flood Recovery, contaminated flood waters, how to access flood waste disposal, skip bins and other assistance, and information of the status of Council facilities.

Waste disposal was the single biggest issue. Council's Waste Management Facility operated as a site for waste drop offs. An online booking system on Council's website was set up for people to book their time slot to drop off flood-damaged waste at the facility. NSW State Government Public Works organised the delivery and collection of free skip bins for flood affected areas.

Council worked with many agencies, in particular Resilience NSW, to restore services and meet the needs of the community. Recovery Centres coordinated by Resilience NSW opened at South Windsor, North Richmond and Wisemans Ferry. These Recovery Centres had an extensive range of government and non-government services to help with financial, physical and

emotional support, offering a one-stop shop for anyone affected by the floods. The community was also encouraged to register online to receive information on flood recovery support and follow up recovery service.

Outreach Hubs were also set up in Wilberforce, Colo Heights and St Albans.

Council continues to work with NSW State Emergency Services, NSW Rural Fire Service, NSW Police, Hawkesbury Local Area Command, and many volunteer groups to assist members of the community whose homes were directly impacted by the floods.

Council received enquires via email, Facebook and phone. To continue serving the needs of the community, the Customer Service Call Centre was open over three weekends. The Waste Management Facility was also open during the Easter Long Weekend for waste drop offs.





THE HAWKESBURY

HISTORY AND SENSE OF PLACE - A VIBRANT CITY WITH A RURAL FEEL

The Hawkesbury is a unique area located in the Hawkesbury River Valley. It is the largest local government area in the Sydney Metropolitan Region, covering approximately 2776km².

The Hawkesbury and its townships, rural villages and landscapes share a rich and enduring indigenous and European cultural heritage.

Prior to European settlement the area was inhabited by the Darug and Darkinjung peoples for more than 40,000 years. The Hawkesbury River (known as 'Deerubbin' by the Darug people) was a focus for those people. Its tributaries and floodplains provided abundant natural resources and were places of strong social and spiritual significance for the First Australians. It is estimated there were up to 3000 Aboriginal people living in the Hawkesbury area in 1788.

European explorers first arrived in The Hawkesbury in 1789. It is the third oldest European settlement in Australia. Windsor (originally Green Hills) which was established in 1794, is one of five 'Macquarie Towns', four of which are located within the Hawkesbury. Governor Macquarie had a profound influence on the development and landscapes of the Hawkesbury, which included naming the townships of Windsor, Richmond, Wilberforce and Pitt Town and the layout of their streets, cemeteries and town squares.

The Hawkesbury LGA straddles the divide between the urban metropolitan Councils to its east and the rural Councils to its west. While it is classified as part of Metropolitan Sydney, its unique blend of urban and rural settlements is uncharacteristic of the metropolitan area.

The Hawkesbury is therefore classed as a metropolitan-rural area by virtue of its location and its natural assets, including its natural beauty, its five rivers and their tributaries, its mountains, national parks and wilderness areas. The heritage towns of Windsor, Richmond, Pitt Town, Wilberforce and Ebenezer are all located within the Hawkesbury.

The agricultural lands that surround the Hawkesbury's towns and villages represent the oldest rural land holdings under continuous cultivation within Australia. The Hawkesbury also contains the oldest church, hotel and public square. Thompson Square, located in Windsor, was named and established by the then Governor Lachlan Macquarie in 1811 as recognition of the emancipist Andrew Thompson. Thompson Square and its immediate surrounds is also recognised as the oldest surviving public square in Australia.

These historical and cultural assets are actively being used to support cultural expression, tourism and economic activity. They remain integral to the future identity and prosperity of the Hawkesbury.

WHO WE ARE

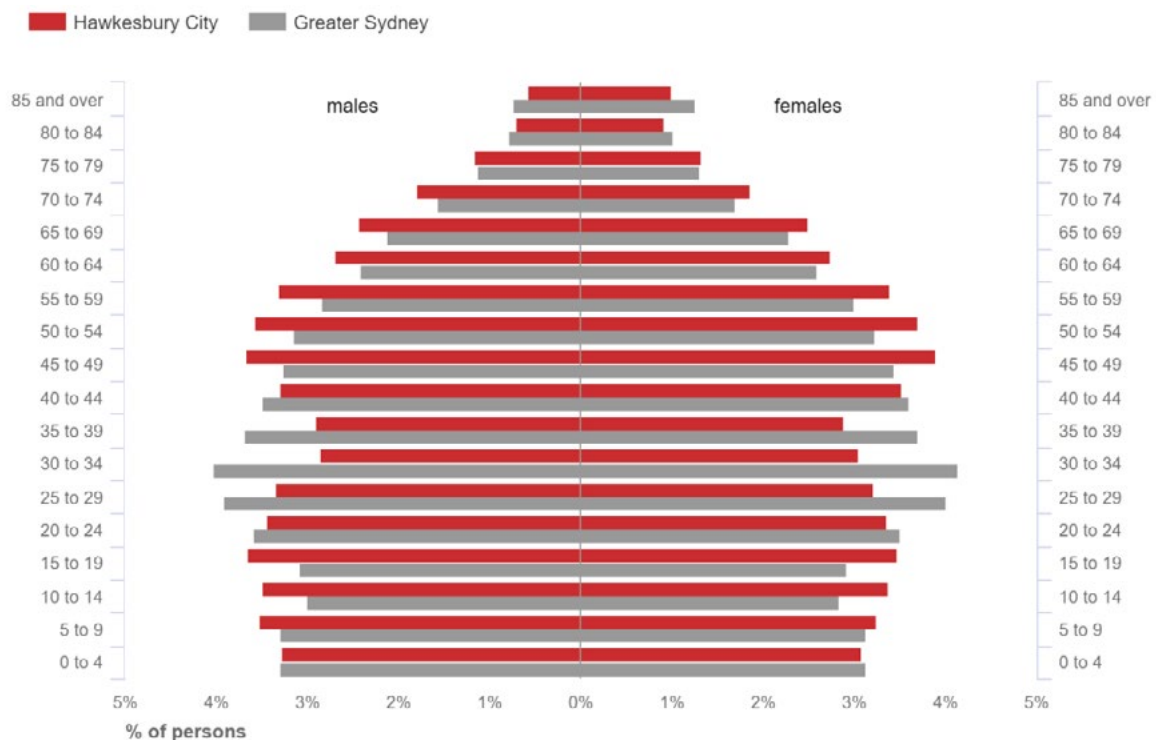
all statistical information sourced from Australian Bureau of Statistics Census 2016

The Hawkesbury's population of approximately 67,000 live in 64 towns, villages and rural localities each with very different identities, communities and stories comprising of floodplains, rural lands and national parks. Our population is dispersed with approximately 0.24 persons per hectare.

Comparing us with Greater Sydney shows there is a higher proportion of people in the younger age groups (0 to 17 years) as well as a higher proportion of people in the older age groups (60+ years) here in The Hawkesbury.

The major differences between the age structure were:

- A larger percentage of 'older workers and pre-retirees' (13.9% compared with 12.2%)
- A larger percentage of 'secondary schoolers' (8.3% compared with 6.9%)
- A smaller percentage of 'young workforce' (12.4% compared with 16.1%)
- A smaller percentage of 'parents and homebuilders' (20.1% compared with 21.1%)



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data).
Compiled and presented in profile.id by .id, the population experts.

.id the population experts

PEOPLE OF THE HAWKESBURY



The three largest ancestries here are Australian, English and Irish.



12.3% of people here are born overseas, compared with 36.7% in Greater Sydney.



3046 people (or 4.7% of the population) here reported needing help in their day-to-day lives due to disability.



36.6% of households are made up of couples with children.

The number of households increased by 798 between 2011 and 2016. The largest changes in family/household types in Hawkesbury City between 2011 and 2016 were:

- Couples without children (+233 households)
- Couples with children (+139 households)
- Lone person (+127 households)
- One-parent families (-66 households)

WHAT WE DO

The size of our labour force in 2016 was 33,771, of which 10,599 were employed part-time and 21,095 were full-time workers.

In 2016, we had a higher proportion in employment, and a lower proportion unemployed compared with Greater Sydney. Overall, 95.7% of the labour force was employed (0.0% of the population aged 15+), and 4.3% unemployed (0.0% of the population aged 15+), compared with 94.0% and 6.0% respectively for Greater Sydney.



27.0% of our people had a vocational qualification in 2016, higher than Greater Sydney. This represents an increase of 1638 people since 2011.

Our most popular industries are:



Construction (4910 people employed or 15.2%)



Health care and social assistance (3189 people employed or 9.9%)



Retail trade (3080 people employed or 9.5%)

The major differences between the jobs held by the population of Hawkesbury City and Greater Sydney were:

- A *larger* percentage of persons employed in construction (15.2% compared with 8.2%)
- A *larger* percentage of persons employed in agriculture, forestry and fishing (2.9% compared with 0.4%)
- A *smaller* percentage of persons employed in professional, scientific and technical services (4.6% compared to 9.8%)
- A *smaller* percentage of persons employed in financial and insurance services (2.3% compared with 6.4%)



18.4% of the population reported doing some form of voluntary work in 2016. This was a greater proportion than Greater Sydney.



23% of the population reported performing 15 hours or more of unpaid domestic work, compared with 18.5% for Greater Sydney.



6017 carers were providing unpaid assistance to a person with a disability, long term illness or old age in 2016. This represents 11.6% of the population aged 15+.

OUR INCOME

Household income levels in the Hawkesbury shows there was a smaller proportion of high income households (those earning \$2500 per week or more) and a lower proportion of low income households (those earning less than \$650 per week) in 2016 when compared with Greater Sydney.



Overall, 24.8% of the households earned a high income and 14.3% were low income households, compared with 28.3% and 15.1% respectively for Greater Sydney.



VISION, MISSION, VALUES

HAWKESBURY CITY COUNCIL'S VISION, MISSION AND VALUES RESPOND TO OUR COMMUNITY'S ASPIRATIONS FOR THE FUTURE.

OUR 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.

OUR MISSION

Hawkesbury City Council leading and working with our community to create a healthy and resilient future.

OUR VALUES

Hawkesbury City Council is a professional, friendly and ethical organisation that consults with, and listens to the community. In our daily activities we embrace the following values, and aim to deliver on these in an effective and efficient manner



PROFESSIONAL

- We set clear goals, measure results and seek to improve
- We are sustainable
- We are resilient



ETHICAL

- We behave with integrity
- We keep our commitments and deliver
- We make fair and consistent decisions



ENGAGING

- We value open and clear communication
- We listen to the contribution of every individual
- We value differences in people and their perspectives



COLLABORATIVE

- We work together
- We are cooperative
- We share our ideas and talents



OUR LEADERSHIP

Our community told us to ‘be a respected civic leader through consistent, transparent and engaged decision making that the community can understand.’

To achieve this:

WE ENCOURAGED AN INFORMED COMMUNITY AND ENABLED MEANINGFUL ENGAGEMENT

We’ve held many engagement processes via our online platform, Your Hawkesbury Your Say. We also asked for your feedback on masterplans and plans of management for our parks. Annually, we asked for your feedback on our Draft Operational Plan and budget and in 2021 received over 35 submissions to that plan alone.

In 2020 we also launched our new-look corporate website. www.hawkesbury.nsw.gov.au has a clean and user-friendly look to it, which provides a better customer experience. There are currently 29 different online forms the community can use on our website to request a service, report a problem, make payments, address Council and panels, book a space, make an application or make a nomination. We also used our website as a hub for information for residents in relation to the 2019/2020 bushfire and the 2020 and 2021 floods.

MORE WAYS TO COMMUNICATE WITH US

We’ve made changes to increase the number of customer service functions online. We’ve added more online forms to our website to make it easier and faster for people to make the requests they need. The online forms are available anytime so you can log a request any time – day or night, seven days a week. These forms allow you to request a bin, report dumped rubbish, report a pothole and so much more. To view these forms, go to <https://www.hawkesbury.nsw.gov.au/online-services>

We adopted a Community Engagement Policy, a Digital Communications Strategy and an updated Media Policy to guide and continuously improve our approach in engaging with our community.

We’ve delivered quarterly Community Newsletters which showcase our upcoming events, completed construction projects and community consultations. We also continued publishing annual community reports to showcase our year in review every year.

We’ve taken to social media, with a strong presence and growing follower base of over 13,000 across multiple social media platforms. The use of social media has been particularly useful over the past 18 to keep our community informed and up-to-date.

IT'S YOUR HAWKESBURY – HAVE YOUR SAY!

Your Hawkesbury Your Say is one of the ways Hawkesbury City Council involves the community in its decision making processes. This online community engagement hub is a place for you to get involved, find out information and have your say about important issues and projects in the Hawkesbury. We appreciate you have local knowledge, skills and experience to offer and we want to make the most of your feedback when making decisions

WE BUILT STRONG FINANCIAL SUSTAINABILITY FOR NOW AND FUTURE GENERATIONS

We kept ourselves accountable by undertaking 18 internal audits ranging from the City Planning Applications and Certificates Audit, Customer Service Standards and Complaints, Compliance, Waste Management Facility, Procurement, to the Annual Transport for NSW Audit.

Implemented a suite of business improvement projects and internal audits across the organisation to increase efficiencies across multiple departments, including specific projects on:

- On-site Sewage Management Facilities
- Fire Safety
- Section 64 Sewage applications
- Project and contract management
- Developer contributions
- Asbestos Management
- Plant and equipment
- Cyber Security
- Provision of information to the public

We acquired the Pulse software package to better manage the implementation and reporting of audits and associated management actions. This program also gives us line-of-sight across a number of actions that need to be undertaken and managed across the organisation, including Operational plan actions, Risk management tasks, Employee management and Project management.

Over the course of this term, we implemented a suite of Fit for the Future Strategies throughout the organisation and transitioned them to become our 'business as usual'. Despite the significant impacts of the bushfires, flood and COVID-19 Pandemic, Council was able to achieve its required financial benchmarks by 30 June 2021, therefore confirming Council's ongoing and long-term financial sustainability.

WE BUILT STRONG RELATIONSHIPS AND SHARED RESPONSIBILITIES WITH STAKEHOLDERS

We worked with, and advocated on behalf of the Hawkesbury community in relation to a range of needs including emergency services, Grose River crossing, Lower Portland ferry, Sullage pump-outs, infrastructure corridors, North Richmond bridge, development contributions, flooding, heritage and homelessness

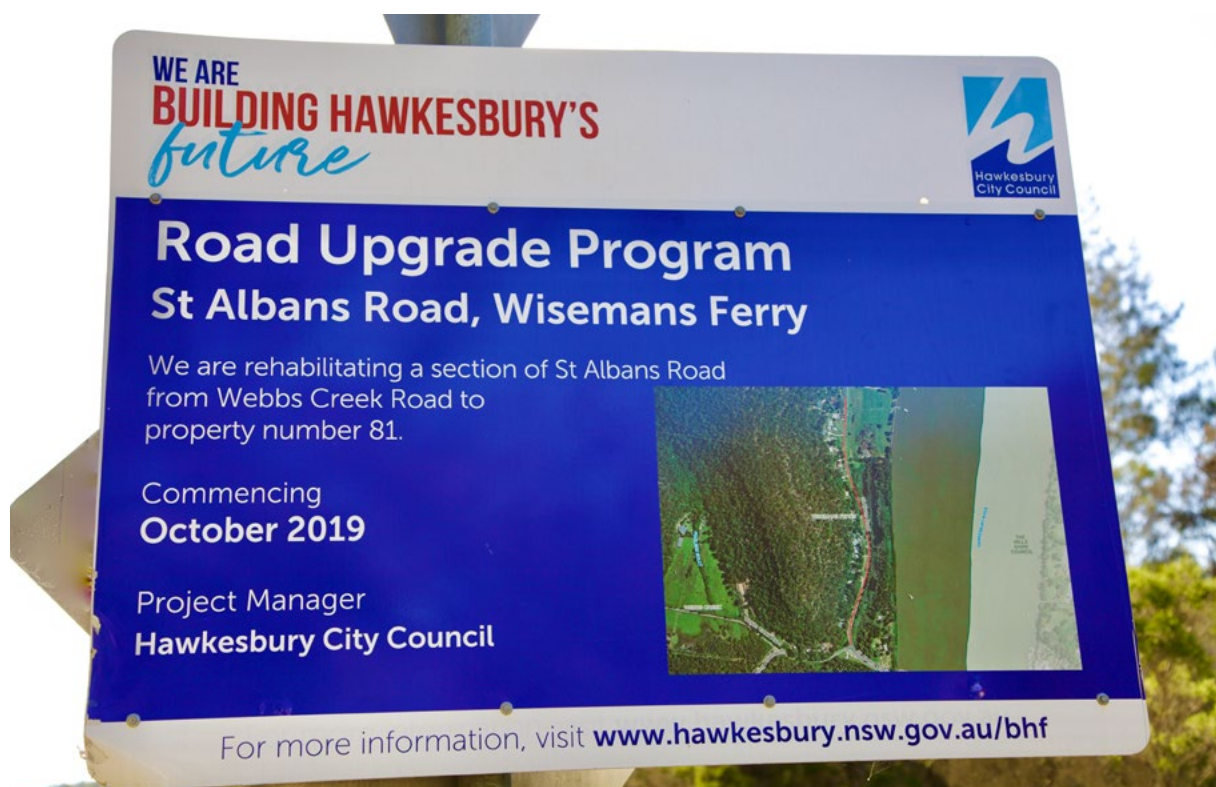
We continued working with the Western Sydney Regional Organisation of Councils (WSROC) on a range of initiatives including waste, urban heat, renewable energy and LED lighting.

We signed a Memorandum of Understanding on health matters with eight Councils from the Western Parkland City group, two State government Local Health Districts and two Commonwealth Government Primary Health Networks in 2019.

We continue to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles. This includes participating on working groups for:

- Social Determinants of Health – Framework and prioritisation tool
- Social Connectedness – Framework
- Health Impact Statement
- Health Workforce Strategy

Along with Blue Mountains Council and Penrith City Council we worked through a range of projects including a joint auditing program, tourism initiatives, and waste and asset management projects as part of the Regional Strategic Alliance until the Alliance was dissolved in 2019.



ADVOCATING FOR THE HAWKESBURY THROUGH STRATEGIC PARTNERSHIPS

Throughout this term, we continued to strengthen our relationships with strategic partners to advocate for the best outcomes for our community. Some of these partners include:

- Commonwealth Government and its agencies.
- State Government and its agencies.
- Resilient Sydney – a joint initiative lead by the City of Sydney and the Rockefeller 100 Resilient Cities Program with the support of the NSW Government, Greater Sydney Commission and the 33 metropolitan Councils.
- Western Sydney Regional Organisation of Councils (WSROC) – a collective voice to those issues which are crucial for Greater Western Sydney's growing population. We are one of five local Councils that are members of WSROC, jointly representing the Councils and communities of Greater Western Sydney, as well as developing resource sharing and other cooperative projects. We continue to work together on a number of issues including waste, urban heat and environmental sustainability.
- Western Sydney City Deal – a collaborative approach across three tiers of government (federal, state and local) to create world-class jobs, better transport and infrastructure, and a great quality of life through the vision of the Western Parkland City.
- Destination NSW – to put Hawkesbury Tourism on the map. The partnership we created here saw a dramatic increase in site visits to our tourism website www.discoverthehawkesbury.com.au particularly over the June long weekend.
- University of Western Sydney, TAFE, Royal Australian Air Force, Hawkesbury Showground and the Hawkesbury Racing Club to continue to provide services, employment and other opportunities for the people of the Hawkesbury.

WE ENCOURAGED SHARED RESPONSIBILITY FOR EFFECTIVE LOCAL COMPLIANCE

We developed an internal reporting mechanism to ensure compliance with legislative requirements as legislation is updated. This keeps our employees informed and up-to-date with any changes to legislation governing the work they do.

We completed an internal delegations audit, including a review of all delegations for employees and implementing a software program to ensure sign off and understanding of the delegations employees hold and work within.

We implemented a business planning process for each of Council's business units, describing items such as resources, policies, procedures, core activities, delegations and contracts for which each unit is responsible. This process is currently under review again to develop key performance indicators and help build the upcoming new delivery program.

WE SUPPORTED THE OPERATION OF THE ORGANISATION THROUGH THE PROVISION OF EFFECTIVE AND EFFICIENT CORPORATE SUPPORT SERVICES

We implemented the Pulse software package to improve visibility of projects and audits across the organisation.

We strengthened the organisation's Work Health & Safety and Risk function and improved systems and processes.

We boosted the availability of the Employee Assistance Program through the bushfire, floods and COVID-19 Pandemic to provide our employees with access to assistance for their mental health, while they worked to support the community.

For two years, we delivered leadership training to managers, coordinators, team leaders and key employees across the organisation to enhance our capabilities in people leadership, planning, budgeting, project management and change management.

To create a more meaningful connection for our employees to the outcomes they work towards for our community, we reviewed and implemented a new performance appraisal process which was met with great internal feedback.

We've also begun a project to introduce a workplace flexibility policy, procedure and guidelines to improve our ability to adapt to changes presented by the COVID-19 Pandemic, with customer service continuing to be at the heart of this. Offering workplace flexibility will also help us retain and attract the right people for the organisation.



OUR COMMUNITY

Our community told us to ‘Partner with our community and key service providers to deliver outcomes that support a connected, healthy and inclusive Hawkesbury’.

To achieve this:

WE ENABLED A SHARE RESPONSIBILITY FOR COMMUNITY SAFETY AND DISASTER MANAGEMENT

We worked with the NSW Rural Fire Services (RFS) to develop and implement their hazard reduction programs on community-managed land, with more than 14,000 hectares of bushfire reduction burning being undertaken in 2018 alone

We adopted our Family and Domestic Violence Action plan in September 2021, which identifies actions for all levels of government (including Hawkesbury City Council); the Hawkesbury community; and local services and agencies, to support family and domestic violence victims and reduce the occurrence of it in the local area.

We adopted the Hawkesbury Disability Inclusion Action Plan 2017–2021, which identifies the strengths the Hawkesbury has in terms of inclusive built environment and community and providing Council with a clear set of actions and strategies which were undertaken during the term to improve inclusion for the whole of community.

We held 25 safety information sessions to prevent crime in the Hawkesbury and respond to community safety concerns including cyber safety and fraud avoidance for seniors, elder abuse, youth cyber safety and online bullying.

We supported bushfire and flood-affected residents through community outreach sessions, community hubs and access to financial support or free of charge services. Our employees from a range of service areas were there to answer questions these residents had during this difficult time.

We supported bushfire-affected businesses through initiatives including tourism and business mentoring programs, workshops, webinars, and training opportunities

We worked closely with NSW Police – Windsor Local Area Command, Peppercorn Services, NSW Rural Fire Services, and many other volunteer groups to help our community manage through the bushfire and floods crises. Activities ranged from bushfire clean-up efforts and communications, delivering a mental health and wellbeing action plan and holding listening posts in fire-affected areas

WE ENCOURAGED AND ENABLED OUR COMMUNITY TO PARTICIPATE IN A HEALTHY LIFESTYLE

Worked with the City Deals Health Alliance to resolve and sign the Sydney City Deals Health Alliance Memorandum of Understanding in 2020.

Delivered multiple activities in relation to seniors health each year, including Seniors Week wellbeing activities and falls prevention sessions that were well attended by the community.

Worked with partners such as the YMCA and Hawkesbury Local Health District to deliver health and wellbeing programs and sports programs for a range of age groups from young people to seniors. These programs

WE INCREASED THE RANGE OF LOCAL PARTNERSHIPS AND PLANNED FOR THE FUTURE

We delivered Council's Community Sponsorship program to support the delivery of community-run programs totalling more than \$200,000 during this term. Council's Community Sponsorship Program provides financial assistance to support Hawkesbury-based community organisations or individuals wanting to undertake activities that address key strategies and directions within Council's Community Strategic Plan.

We also delivered the Resilient Hawkesbury Grant program to communities impacted by the 2019/2020 Summer Bushfires grants of between \$500 and \$5000 to undertake community-led events and programs for grass-roots activities that contribute to community recovery and resilience, including projects that support community wellbeing.

We developed and began implementation of the Dementia Friendly Hawkesbury Plan, in conjunction with a working group consisting of carers, people with dementia, Dementia Australia, the Hawkesbury Access and Inclusion Advisory Committee and Council employees. The plan provides for nine priority areas for support organisations, businesses, community groups and individuals to make practical changes which have a positive outcome on people living with dementia in the Hawkesbury.

HELPING THE HOMELESS

In 2019, the growth of tent encampment sites by the homeless in the area was beyond the scope of existing social housing and homelessness programs to respond to and solve. To resolve the problems, we put together a project group to support people sleeping rough in tent encampments in the Hawkesbury to exit homelessness and return these public spaces to the community. In three-and-a-half, members from the below agencies worked together to help 28 people find the housing placement they needed:

We kept our community connected through our Event Sponsorship Program. The \$65,000 per year program continued to be delivered even through the restrictions of the COVID-19 Pandemic.

WE BUILT ON A SENSE OF COMMUNITY AND WELLBEING

Our Cultural Services volunteers who volunteer across our libraries, gallery and museum have also been involved in meeting and greeting, providing visitor information, the gallery exhibition openings and the Christmas shopping nights at the gallery.

We've also been proud of the work of our 100 bushcare volunteers through 12 bushcare groups. From removing invasive weeds to allow natural revegetation to occur, seed collecting, removing litter and supplementary planting and propagating native plants at the Hawkesbury Community Nursery, these 100 volunteers clocked 1559 volunteer hours this year.

We adopted our new Community Sponsorship Strategy to build on our community's record of active volunteerism and grow our community partnerships by supporting grassroots initiatives that bring people together and provide opportunities for residents to work with us and each other to look after the Hawkesbury and its people, particularly in times of adversity.

WE ENABLED A BROAD AND RICH CELEBRATION OF OUR LOCAL CULTURE AND SIGNIFICANT HERITAGE

The library, museum and gallery collections catalogues are now online with 430 artworks, 2336 museum objects and 25,614 library images accessible

OUR LIBRARY, MUSEUM AND GALLERY – NOW ONLINE!

While our libraries, museum and gallery were closed due to the COVID-19 Pandemic, we used it as an opportunity to make these services even more accessible to everyone. Photographs, paintings, prints, convict tools, historical records, clothing, military paraphernalia, sculptures, farming equipment, household items, boat building tools and much more can now all be accessed online. We were one of the first local Councils in Australia to integrate our cultural collections so that people can search across all collections. We also put the much-loved Storytime library service online for families to enjoy at home.

Delivered a range of actions associated with Aboriginal and Non Aboriginal heritage stemming from Council's Heritage Strategy, including:

- The Aboriginal Cultural Heritage Study which progressed to fieldwork and engagement with local Aboriginal representative groups
- The Hawkesbury Heritage Study which progressed with a compilation of potential listings and research
- The Local Heritage Assistance Fund 2019/2020 which was successfully completed, incorporating recommendations for improvement from Council's Heritage Advisory Committee
- Our Heritage Advisory Service continued to grow in popularity and demand
- Our Strategic Conservation Management Plan for Hawkesbury's Cemeteries was completed
- Works to individual heritage-listed properties funded through the Heritage Near me Program has continued
- Thompson Square Conservation Management Plan submitted to Heritage NSW for endorsement
- The Application for State Listing of Singleton's Mill Site submitted to Heritage NSW.



OUR ENVIRONMENT

Our community told us to ‘through leadership, stewardship and education, ensure that our natural and built environment is protected and enhanced for the current community and for future generations’.

To achieve this:

WE VALUED, PROTECTED AND ENHANCED OUR UNIQUE NATURAL ENVIRONMENT

We’ve kept our natural environment and the health of our community protected by conducting our Septic Safe program, designed to identify inefficient septic systems in our community on private property and help keep them working well. This mitigates the risk of dangerous levels of water and food contamination and outbreaks of disease.

PROTECTING AND RESTORING OUR WATERWAYS

We’ve worked hard on actions to protect and restore the health of our waterways and wetlands. The actions stem from the Upper Hawkesbury River Estuary Coastal Zone Management Plan which have been undertaken with respect to:

- Water quality (including the first Waterways Health Card)
- Aquatic and riparian habitat
- Recreation and amenity
- Land use and development
- Foreshore protection
- Cultural heritage
- Current weeding programs, habitat planting works, bush regeneration works and soon to be installed interpretive signage, further support the objectives of this Coastal Zone Management Plan.

We’ve also been working with five other Councils along the Hawkesbury River in partnership to guide the long term, integrated and sustainable management of the Hawkesbury-Nepean River system and its catchments. That project has advanced to the completion of the Scoping Study, which was reported through Council’s Environmental Sustainability Advisory Committee.

We also kept our community’s health and safety front of mind. Even through COVID-19 Pandemic public health order restrictions, in the 2020/2021 period, we conducted 267 Food inspections, 22 public swimming pool inspections, six skin penetration inspections, 15 COVID-19 inspections, 15 cooling tower premises inspections and investigated an additional 298 environmental health complaints

WE IDENTIFIED AND MADE BEST USE OF OUR LOCAL RESOURCES AND CREATED AWARENESS OF THEIR CONTRIBUTION TO THE ENVIRONMENT

To help residents rebuild their gardens, the Hawkesbury Community Nursery offered up to 10 free plants per household in bushfire-affected communities.

Council also received a \$153,000 Saving Our Species Grant from the State Government Department of Environment to preserve the remnant Shale Sandstone Transition Forest in the Kurrajong Hills area to save endangered species of plants. The seven-year project will focus on Matheson Park, Singletons Reserve and Diamond Hill Reserve bushland areas which contain good quality remnant Shale Sandstone Transition Forest. Council will address threats such as weeds, foxes and rabbits and unauthorised removal of vegetation.

WE IDENTIFIED WAYS FOR OUR COMMUNITY TO REDUCE, REUSE AND RECYCLE WASTE

Flood recovery clean up day 2021 A special Flood Recovery Clean Up Day was held to help restore our local parks and natural environment by removing flood debris from the major flood in March. Sixty local volunteers gathered across four locations: Argyle Bailey Memorial Park, Ebenezer; Cattai Creek, Glenorie; Colbee Park, McGraths Hill; and Deerubbin Park, Cornwallis. Hawkesbury City Council partnered with Clean Up Australia and OzFish to coordinate the clean-up.

A number of volunteer groups also came on board for the Cattai Creek Clean Up including Galston-Glenorie Fishing Club, Hawkesbury-Nepean Landcare, Glenorie Progress Association and the Cattai Hills Environment Network. They collected several tonnes of waste and a sealed drum of a hazardous chemical was reported to the Environment Protection Authority and removed.

We received a grant for \$216,000 from the State Government's Waste Less, Recycle More program to provide recycling 'problem' waste at Council's existing Waste Management Facility before it contaminates. The facility complements the Council's existing services which already accepted mattresses, metals, timber, electronics. Council now has the capacity to recycle:

- Paint – both water and oil-based
- Used oils, including motor oil
- Lead- acid and hand-held batteries
- Gas cylinders and fire extinguishers
- Conventional tube and compact fluorescent lamps
- Smoke detectors
- TV, computer equipment and mobile phones

WE ENCOURAGED AND ENABLED OUR COMMUNITY TO MAKE SUSTAINABLE CHOICES

In partnership with Sydney Water, drinking-water stations were installed in Howe Park Windsor, Windsor Mall, Ham Common Richmond and Richmond Park. These water stations provide safe, fresh water for refillable water bottles and local dogs can use the trough at the base to rehydrate.

We adopted the Hawkesbury City Council Net Zero Emissions and Water Efficiency Strategy 2021. The Strategy outlines a plan to guide Council and the community to achieve emissions and water reductions across Council's operations and the broader local government area. The Strategy assists to deliver a climate resilient community with economic benefits for Council and the community through decreased operational costs and environmental benefits. The implementation of this strategy requires collaboration and coordination across Council, and stakeholders, including residents, businesses and state government agencies.

OUR ENERGY GOT A WHOLE LOT 'GREENER'

Protecting and caring for our environment goes right through our operations. Council negotiated a new energy agreement that commenced in January 2020 to buy 90% of all its power from solar farms in central New South Wales for the next 10 years.

This, along with the energy we get from solar panels, amounts to 100% of Council's power needs for all our large sites and street lighting are met using renewable energy. We also continued to shift to lower power street lighting (LED retrofits) across 10 suburbs where old low-efficient lights have been replaced to gain an 80% energy efficiency benefit.





OUR ASSETS

Our community told us to ‘provide, upgrade and maintain assets to support our community’.

To achieve this:

WE WORKED TO DEVELOP AN INTEGRATED AND WELL MAINTAINED TRANSPORT SYSTEM AS AN IMPORTANT LOCAL PRIORITY

Overhaul of Lower Portland Ferry

Following the State Government’s commitment to funding operational costs of Lower Portland ferry of \$500,000 per annum for the next four years, Council has upgraded the ferry ramp on The Hills Shire side of the river. The ferry also had its three-yearly out-of-water inspection required for maritime licencing. This involved the ferry being towed from the Hawkesbury River to a dry dock in Sydney Harbour.

Adopted and implemented the Hawkesbury Mobility Plan, consisting of a pedestrian access and mobility plan and bike plan which ultimately provided a more consolidated transport network for pedestrians and cyclists alike.

WE FACILITATED THE DELIVERY OF INFRASTRUCTURE THROUGH RELEVANT AGENCIES AND COUNCIL’S OWN WORKS

WE ARE BUILDING HAWKESBURY’S FUTURE

With sealing, resealing and rehabilitating our roads, constructing new footpaths and making improvements to our infrastructure, we’ve continued to build Hawkesbury’s future. We’ve been working through the list of projects identified through the Special Rates Variation Asset Works, as well as continuously taking feedback from our community.

We’ve been upgrading our parks and sporting facilities and improving our community facilities. And of course, we made our infrastructure safe after the natural disasters that affected the Hawkesbury, by removing fallen trees, fixing potholes, replacing play and outdoor gym equipment, and fixing footpaths to ensure the safety of our community remained the number one priority

We made use of the times our facilities were closed due to COVID-19 public health order restrictions by conducting major works at two of our most popular spaces: the Oasis Aquatic and Leisure Centre and Visitor Information Centre. The Oasis Aquatic and Leisure Centre received a new pool deck, and improvements were made to the building and surrounds, including new planking to the 25m indoor lap pool, new beams in the roof, pebblecrete for the indoor pool lagoon wall, new water features in the indoor pool, refurbishment of the children’s waterslide and a refurbishment of the reception area. Our Visitor Information Centre was upgraded to improve the overall visitor experience and increase the retail space available for Hawkesbury businesses and artisans.

PROVIDED THE RIGHT PLACES AND SPACES TO SERVE OUR COMMUNITY

BUSHFIRE RECOVERY

The regions of Bilpin, Colo Heights and the Macdonald Valley shared in \$1.68 million of funding from the Federal and NSW Government's Bushfire Local Economic Recovery Package. The way in which this funding will be spent has been informed directly by our community. The 'Your Hawkesbury Your Say' platform has been used to get resident feedback and keep communities up to date on the status of each of the projects.

Bilpin Hall and precinct

The Bilpin Community Hall and surrounds is a much-used community facility, and it has benefited from a plan for \$56,000 worth of upgrades both internally and externally. Internally, flooring and walls will be refreshed, extra storage added and new ceiling fans installed. Externally the building will be fitted with leaf guards, a sprinkler system, heavy duty screens on windows and doors, new doors, solar power, a 120,000 litre water storage tank with pump for use during bushfires, as well as improvements to vehicle access, new retractable shade structures, and a generator with an essential services circuit.



An all-ages playground will also be installed at the Bilpin Oval along with an upgrade to the carpark, 120,000 litre water storage tank and pump for use during bushfires, new landscaping and new picnic shelters.

St Albans Town Centre

A yarning circle will be installed at the town centre along with picnic shelters with tables, a new playground and paths, and community artwork.

The St Albans RFS Shed received funding to install fire mitigation features including leaf guards on the gutters, sprinkler system, heavy duty screens on the windows and doors, door upgrades, extended parking for trucks, new community message board, 10kw solar energy system with battery storage, and a small generator with an essential services circuit.



The St Albans School of Arts received Council funding to improve the amenities including removing the old toilet building, installing a sprinkler system, heavy duty screens on windows and doors, door upgrades, community message board, 10kw solar energy system with battery storage, and a small generator set with essential services circuit throughout the building.

Colo Heights Hall fire resistance

The much-used hall has plans to receive funding to install fire mitigation measures including a 120,000 litre water storage tank and pump for use during bushfires, heavy duty screens on the windows and doors, new doors, a sprinkler system, and a generator set with an essential services circuit throughout the building, and new doors. Council also already taken the opportunity to paint the hall, install air-conditioning, upgrade the kitchen to commercial quality, upgrade the toilets to ensure accessibility and installed a community message board. The Colo Heights hall is also one of 12 sites to benefit from solar energy, with a 10kW system being installed, along with a battery.



The hall precinct will receive upgrades with a multi-purpose full tennis and basketball court upgrade, new picnic tables and shelters, landscaping, pathways, bollard fences, bin surrounds and oval improvements.

We've conducted major upgrades to parks across the Hawkesbury, and involved our community in the planning processes for them. From providing feedback on masterplans and plans of management for parks to voting for playground options, our community told us what they wanted from our parks.

We delivered our ongoing road upgrade and repair program. The program was affected by the 2020 bushfires and flood, with major roadworks following the March 2021 flooding. With the largest local government area in the Sydney Metropolitan region, we have such a large network of roads to service – 735 kilometers of sealed roads and 300 kilometers of unsealed roads.

LOVE YOUR HAWKESBURY PARKLANDS

Hawkesbury City Council provides a huge variety of recreational opportunities for residents and visitors, including more than 200 magnificent parks and reserves. In 2020 we updated our recreation guide Love Your Hawkesbury Parklands to showcase our parks and the great facilities in them.





OUR FUTURE

Our community told us/wanted us to 'be a place that is vibrant, attractive and welcoming that treasures and celebrates our shared history, environment, local economy and lifestyle'.

To achieve this, we:

WE ENCOURAGED INFORMED PLANNING AND BALANCED GROWTH

We are proud to have adopted the Hawkesbury Local Strategic Planning Statement in 2021. This plan sets out a 20-year vision for land use in the Hawkesbury Local Government Area. It identifies the special characteristics of the Hawkesbury that contribute to its identity, the shared community values which are to be maintained and enhanced, and how growth and change will be managed into the future.

We adopted Council's Employment Lands Strategy in 2020 as a guiding document for future land use planning, investment and management for the Hawkesbury.

We adopted the Hawkesbury Rural Lands Strategy in 2021 and this identifies the economic, environmental and social opportunities for the preservation, management and enhancement of rural lands in the Hawkesbury for the future. The strategy focuses on growth management, rural lands preservation, economic development and land use planning

We also developed and adopted our updated Works in Kind procedure which ensures a fair, transparent, efficient and accountable framework governs the use of Works in Kind Agreements to facilitate the provision of public facilities, services and amenity outcomes that align with, or are consistent with Council's corporate and strategic planning context, including Council's Development Contribution Plans.

Our Voluntary Planning Agreements Policy was also adopted, giving a clear and transparent framework for the process which Council may enter into a Voluntary Planning Agreement with a developer in order to achieve public benefits not ordinarily available through the planning and development system or are available in a restricted manner.

WE VALUED, PROTECTED AND ENHANCED OUR BUILT ENVIRONMENT AS WELL AS OUR RELATIONSHIP TO ABORIGINAL AND NON ABORIGINAL HISTORY

We adopted the Flood Policy 2020 to highlight Council's position in respect of the need for a collaborative approach across all levels of government to respond to issues associated with floodplain management. This also sets development controls to keep our community safe and protect our natural resources.

We drafted the Hawkesbury Aboriginal Cultural Heritage Study. The intention of the document is to start the process of truly understanding connection to country. It will provide Council officers with the tools to recognise the potential for known and unknown sites that may be impacted through development or Council operations, and to start the conversation with local elders with respect to potential sites.

WE RESPONDED PROACTIVELY TO PLANNING AND THE DEVELOPMENT OF THE RIGHT LOCAL INFRASTRUCTURE

We adopted Council's Local Housing Strategy which plans for economic, environmental and social factors, to provide additional housing opportunities, forecast growth and identify the number and housing types required to address particular needs, including affordable housing, adaptable housing for seniors and people with disabilities, local workers' housing and student housing

We have participated in the Western Parkland Councils working groups to have input into the continued regional leadership on strategic land use planning issues. This includes planning issues in relation to recovery from natural disasters, planning for the Aerotropolis, and finalising engineering standards and street design guidelines.

We have now moved to receiving all development applications through the NSW State Government ePlanning portal.

WE PROTECTED, ENHANCED AND CELEBRATED OUR RIVERS

Given that much of the Hawkesbury River's banks are on privately owned land, we've drafted Water Sensitive Urban Design Development Control Plan provisions and have begun preparing information sheets and guidelines for landowners with access to waterways to keep them educated about the risks and requirements applicable to their properties.

We implemented priority actions of the Coastal Zone Management Plan during this period, including a Water Quality Monitoring Program, updating the Local Environmental Plan and Development Control Plan provisions and participating with Hawkesbury River Councils with respect to preparation of a whole of river Coastal Management Program.

Our new Flood Policy was adopted by Council in October 2020 and subsequently amended in June 2021 due to changes in NSW Flood Planning Legislation following the March 2021 floods.

WE SUPPORTED THE REVITALISATION OF OUR TOWN CENTRES AND GROWTH OF OUR BUSINESS COMMUNITY

As part of the Western Parkland City Liveability Program, Council created the Hawkesbury Liveability Project to revitalise the town centres of Richmond, South Windsor and Windsor through public domain upgrades, place-making and activation initiatives, stakeholder partnerships and commercial opportunities.

The design celebrates the existing heritage and enhances public places through public domain upgrades with the aim to re-energize the charm of the Hawkesbury region.

The design has specific aims for the town as follows:

- **Richmond** – to be an Activated Cultural Destination, receiving tree planting, street upgrades, parklets and crossing upgrades as well as park furniture and open space improvements.
- **South Windsor** – to be an Updated Contemporary Town Centre with realigned parking-compliant accessible spaces in Mullinger Lane, new and upgraded pedestrian crossings, improved lighting, water sensitive urban design garden beds, tree planting, and footpath upgrades including paving and furniture.
- **Windsor** – the focus is on River Heritage, Civic Boulevards and Vibrant People Places with enhanced paving, street furniture is sensitive to the heritage the existing character, tree planting and pedestrian crossing upgrades. In Windsor Mall space has been created for activation and events to increase pedestrian activity, upgraded paving, furniture upgrades, outdoor dining areas and tree planting.

WE CELEBRATED OUR CREATIVITY AND CULTURAL EXPRESSION

Events keep our communities connected, vibrant and provide ways to celebrate our area. Council held events in our town centres and along our riverbanks. Our iconic annual events – Light Up Windsor, Australia Day on the Hawkesbury, Hawkesbury Communities Pool Party, and Hawkesbury Fest draw large crowds from in and around the Hawkesbury. Along with these iconic events, the events calendar continues to evolve with local sponsored and Council-run events including the Easter Egg-Experience in Windsor, Volunteer Appreciation parties, Citizenship ceremonies, Council tent at the annual Hawkesbury Show, events at park openings such as Governor Phillip Park and many more. The calendar of events is maintained on our website <https://www.hawkesbury.nsw.gov.au/your-council/events/whats-on>.

WE PROMOTED OUR COMMUNITY AS THE PLACE TO VISIT, WORK AND INVEST

We drafted our Wayfinding and Signage Strategy to be put on exhibition in late 2021. The purpose of this strategy is to improve how visitors and residents are guided through the local government area to find the diverse experiences, attractions, and services on offer.

WE INCREASED THE RANGE OF LOCAL INDUSTRY OPPORTUNITIES AND PROVIDED EFFECTIVE SUPPORT TO CONTINUED GROWTH

We launched the Hawkesbury Business Hub on our website: a one-stop-shop for information established or new businesses in the Hawkesbury would need to do business either with Council or other businesses in the area. To support this, we developed the Hawkesbury Business Hub Monthly Newsletter, which is distributed to hundreds of subscribers. This proved to be people who have opted-in for this information. The Hub proved to be an invaluable resource during the fires and floods, helping businesses access support, government funding and stay up-to-date with local news and announcements.

We developed and adopted the Business Recovery Plan in the context of the 2019/2020 bushfires, floods, and COVID-19 pandemic. Each of these events had a compounding affect on the local business community. The Plan is framed around the following themes: • Regroup • Reactivate • Rediscover. It is intended to be highly practical and will operate for two years.









APPENDIX A: 2020/2021 ANNUAL REPORT

COUNCILLOR REPRESENTATION – 1 JULY 2020 – 30 JUNE 2021

Councillor CALVERT	
23/23	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Hawkesbury Access and Inclusion Advisory Committee
0/0	Community Services Committee
1/1	Disaster and Emergency Committee
1/1	Environment Committee
1/1	Human Services Advisory Committee

Councillor CONOLLY	
21/23	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Hawkesbury Civic and Citizenship Committee
0/0	Community Services Committee
1/1	Disaster and Emergency Committee
0/1	Human Services Advisory Committee
0/2	Infrastructure Committee
1/1	Innovation and Partnerships

Councillor GARROW	
22/23	Ordinary Meeting
2/3	Extraordinary Meeting
1/1	Disaster and Emergency Committee
3/3	Hawkesbury Tourism Advisory Committee

Councillor KOTLASH

22/23	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Disaster and Emergency Committee
1/2	Environmental Sustainability Advisory Committee
1/1	Environment Committee
0/2	Floodplain Risk Management Advisory Committee
1/1	Innovation and Partnerships

Councillor LYONS-BUCKETT

23/23	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Disaster and Emergency Committee
2/2	Environmental Sustainability Advisory Committee
2/2	Floodplain Risk Management Advisory Committee
2/2	Waste Management Advisory Committee

Councillor RASMUSSEN

21/23	Ordinary Meeting
2/3	Extraordinary Meeting
6/6	Audit Committee
1/1	Disaster and Emergency Committee
1/2	Floodplain Risk Management Advisory Committee
3/3	Hawkesbury Tourism Advisory Committee
2/2	Infrastructure Committee
2/2	Waste Management Advisory Committee

Councillor REYNOLDS

21/23	Ordinary Meeting
2/3	Extraordinary Meeting
0/1	Disaster and Emergency Committee
1/2	Floodplain Risk Management Advisory Committee
2/2	Heritage Advisory Committee
3/3	Heritage Committee
2/2	Infrastructure Committee

Councillor RICHARDS

21/23	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Hawkesbury Civic and Citizenship Committee
0/0	Community Services Committee
1/1	Disaster and Emergency Committee
1/1	Environment Committee
1/1	Human Services Advisory Committee
2/3	Hawkesbury Tourism Advisory Committee
1/1	Innovation and Partnerships

Councillor ROSS	
21/23	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Hawkesbury Access and Inclusion Advisory Committee
5/6	Audit Committee
1/1	Disaster and Emergency Committee
2/2	Environmental Sustainability Advisory Committee
0/1	Human Services Advisory Committee
0/2	Infrastructure Committee
2/2	Waste Management Advisory Committee

Councillor TREE	
18/23	Ordinary Meeting
2/3	Extraordinary Meeting
0/1	Disaster and Emergency Committee

Councillor WHEELER	
23/23	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Disaster and Emergency Committee
2/2	Environmental Sustainability Advisory Committee
2/2	Floodplain Risk Management Advisory Committee
2/2	Heritage Advisory Committee
3/3	Heritage Committee
2/2	Waste Management Advisory Committee

Councillor ZAMPROGNO	
23/23	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Hawkesbury Civic and Citizenship Committee
0/0	Community Services Committee
1/1	Disaster and Emergency Committee
1/1	Environment Committee
1/2	Heritage Advisory Committee
3/3	Heritage Committee
2/2	Infrastructure Committee
1/1	Innovation and Partnerships

WORK HEALTH AND SAFETY, INJURY MANAGEMENT AND RISK

Council holds a NSW Workers Compensation Self Insurers Licence which has been maintained since August 1983. Recent changes to licensing conditions have allowed greater flexibility in meeting our Work Health and Safety (WHS) responsibilities.

With the ongoing impact of COVID 19 and the flood of the Hawkesbury in March there was a major focus on wellness and mental health. This included the training of 6 staff as Mental Health First Aiders, general mental health training for staff, webinars regarding the Employee Assistance Program and RU OK? day and staff participation in a number of wellness events. There was also a number of team debrief sessions facilitated by an EAP Counsellor following the March floods.

Council has implemented an Enterprise Risk Management system and as part of this process the Council's Enterprise Risk Register was developed and digitised through the 'Pulse' online management system. Pulse is being implemented for other Council functions such as auditing and project management. Over two hundred Enterprise Risks were identified and actions developed to reduce identified risks. Effective Enterprise Risk Management allows Council to develop plans to mitigate risks and informs planning and resource allocation.

In the reporting period the predominant WHS issue has been the COVID-19 pandemic and keeping the community and visitors to the Hawkesbury safe. The initial response was to close public facing Council facilities. To keep Council workers safe and to also mitigate service delivery risks, a large number of Council staff worked from home and Council teams were split into two distinct teams to allow service delivery to continue if one half of the team was impacted by COVID-19. As COVID restrictions eased the Council's focus changed to the re-opening of Council facilities in a COVID safe way. Throughout this period Council also provided support and advices to businesses in relation to COVID-19.

CLAUSE 217((1)(A9) EQUAL OPPORTUNITIES

Equal Employment Opportunity Management Plan

In line with Council's policy, the following activities were carried out during 2020/2021 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

- ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including, specific qualifications/licences, special skills or experience, including where applicable reference to broader industry skills and experience.
- that EEO responsibilities are included in all job descriptions Introduction of flexible work procedures in order to attract and retain employees with carers' responsibilities by offering flexible work options across the organisation where possible.
- Commenced a review of complaints and grievance handling policy and procedures to provide a more structure and transparent approach.
- Focus on improving communication across all areas of the organisation with Staff Briefing Sessions to reinforce organisation values and an inclusive approach delivery of organisational goals and objectives.

Equal Employment Opportunity Policy Statement

In line with Council's policy, the following activities were carried out during 2020/2021 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

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- Introduction of flexible work procedures in order to attract and retain employees with carers' responsibilities by offering flexible work options across the organisation where possible.
- Commenced a review of complaints and grievance handling policy and procedures to provide a more structure and transparent approach.
- Focus on improving communication across all areas of the organisation with Staff Briefing Sessions to reinforce organisation values and an inclusive approach delivery of organisational goals and objectives.

THE COMMITTEES, WORKING GROUPS AND BODIES

Council has a number of Committees and Working Groups that provide advice to Council. Council is also represented on external bodies which relate to the functions of Council or assist Council in carrying out those functions. Council Committees were restructured from 1 January 2021, and all of the Committees, and external bodies that existed during the reporting period have been grouped into the five Focus Areas of the Hawkesbury Community Strategic Plan 2017-2036.

	Our Leadership	<ul style="list-style-type: none"> Audit Committee CivicRisk Mutual Ltd General Manager's Performance Review Panel Hawkesbury Civic and Citizenship Committee Western Sydney Regional Organisation of Councils
	Our Community	<ul style="list-style-type: none"> clubGrants Local Committee Floodplain Risk Management Advisory Committee Hawkesbury Access and Inclusion Advisory Committee Community Services Committee Hawkesbury Civic and Citizenship Committee Hawkesbury Sister City Association Hawkesbury Sports Council Inc Heritage Advisory Committee Human Services Advisory Committee Local Traffic Committee NSW Public Libraries Peppercorn Services Inc Western Sydney Academy of Sport
	Our Environment	<ul style="list-style-type: none"> Greater Sydney Local Land Services Local Government Advisory Committee Hawkesbury River County Council Hawkesbury Sustainability Advisory Committee Waste Management Advisory Committee Bushfire Management Committee Greater Blue Mountains Area World Heritage Advisory Committee Environment Committee Disaster and Emergency Committee
	Our Assets	<ul style="list-style-type: none"> clubGrants Local Committee Floodplain Risk Management Advisory Committee Hawkesbury Sports Council Infrastructure Advisory Committee Local Traffic Committee Tourism Advisory Committee Waste Management Advisory Committee Western Sydney Academy of Sport McMahon's Park Management Committee
	Our Future	<ul style="list-style-type: none"> Floodplain Risk Management Advisory Committee Hawkesbury Sustainability Advisory Committee Heritage Advisory Committee Infrastructure Advisory Committee Local Traffic Committee Tourism Advisory Committee Western Sydney City Deal Forum on Western Sydney Airport (FOWSA) Innovation and Partnership Committee

FIT FOR THE FUTURE IMPROVEMENT PLAN

Councils Fit For The Future Improvement Plan outlines 20 expenditure and revenue measures which is projected to generate \$77.7M in cost savings and increased non-rating revenues over the next ten years. The implementation of the Fit For The Future Improvement Plan will be a critical component in achieving financial sustainability. There are five broad objectives within the Plan:

- Increasing Operating Efficiencies
- Increasing Operating Revenues
- Building a Sound Platform for Asset Management
- Increasing Investment on Infrastructure Renewal and Maintenance
- Reducing the Unit Cost of Operations.

Council commenced the implementation of Fit For The Future Improvement Plan in July 2015. The Table below provides an overview of the projected financial targets of each of the 20 measures and the progress to date in achieving those targets.

Council is currently reviewing its Service Sustainability and is developing a new set of financial strategies to ensure financial sustainability over the long-term. These strategies will be included in the Resourcing Strategy, which is schedule for release prior to July 2022.

Table 4: FTFF Strategies Summary

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2021
1.1	Review of Road Operations	An annual 1% efficiency target applied to Councils yearly \$14M spend on road works operating costs (excluding ordinary wages and overheads). Reinvested in capital renewal roadworks.	\$600,000	\$681,592
1.2	Review of Service Delivery Models	An annual 1% to 2.5% efficiency target applied to Corporate Support and Discretionary Services (excluding employee costs and overheads).	\$820,179	\$2,547,172
1.3	Review of Plant and Fleet Management	Review of plant/fleet vehicles and accessories, ownership and maintenance models to achieve annual saving on net cost of operating plant/fleet.	\$1,356,574	\$420,522
1.4	Property and Asset Review	Rate of return review to identify non-performing and surplus properties for sale or disposal.	\$1,500,000	\$1,048,276
1.5	Review of Insurance Coverage and Self-Insurer Model	Review self-insurer model to enable comparison with alternate funding and provisioning arrangements for workers compensation and other insurances. Review to include assessment of impact of self-insurer requirements on procurement costs and staff productivity.	\$155,665	\$193,831

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2021
2.1	Special Rate Variation	Notional Special Rate Variation of 22.5% (excluding rate peg) over three years commencing in 2019/2020 to generate additional rating revenue to meet loan repayments for \$25M infrastructure borrowings program, with balance of revenue directed to asset renewal and maintenance and budget repair.	\$14,479,082	\$11,189,154
2.2	Stormwater Management Charge	\$25 annual levy for stormwater management services against properties connected to the stormwater drainage network – commencing in 2017/2018.	\$2,091,006	\$2,152,040
2.3	Special Rate for New Residential Development	Special Rate applied to developments at Redbank and Jacaranda Ponds Glossodia to generate additional revenue to fund asset maintenance requirements which will not be covered by ordinary rating revenue due to the particular characteristics of the environmental and heritage assets within these developments – commencing in 2019/2020 for Redbank. The commencement date for Jacaranda Ponds is dependent on the finalisation of the Voluntary Planning Agreement.	\$832,000	\$38,591
2.4	Waste Management and Sewer Dividend	A 12% rate of return on the value of assets within Waste Management Facility and Sewerage Scheme.	\$2,708,703	\$3,644,562
2.5	Review of Pricing Structures	Review operations of income generating 'non-core' business units – Cemeteries, Companion Animal Shelter, Richmond Pool, Upper Colo Reserve so that pricing structures can be geared to achieve break- even operating position over medium term.	\$506,291	\$1,113,796
2.6	Lobbying for increased regional road funding	Council receives RMS funding as a contribution to the costs of maintaining regional roads. It is proposed that Council lobby government to have additional roads placed on the regional roads network and seek contribution to costs of maintaining these roads.	\$8,841,672	\$12,579,366

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2021
3.1	Completion of Asset Management Plans	Completion of asset management plans to provide a sound platform for long-term financial forecasting.	N/A	Completed
3.2	Service Level Review	Community engagement strategy to determine safe, affordable and agreed levels of service for all asset classes. Intended to establish BTS asset standard for asset classes to reflect community priorities	N/A	Completed
3.3	Integrated Capital Works Program	Establish parameters for capital works investment with a clear priority on asset renewal to address infrastructure backlogs and upgrade of existing assets. Based on S94/94 and VPA work programs capital funding of \$8.8M will be directed to asset renewal works between 2016/2017 and 2020/2021.	\$7,446,835	\$3,864,182
4.2	Sinking Fund for Community Facilities	Building maintenance and renewal levy applied to community facilities used to deliver fee-paying and/or funded child care services based on 50% of the annual depreciation charges for these facilities as a contribution to the maintenance and renewal of these assets.	\$192,285	\$62,500
4.3a	Infrastructure Borrowings Program	\$25M loan facility to fund accelerated five year works program focused on road upgrades and renewals, renewal of park assets and community buildings, in response to documented community priorities.	\$9,450,000	\$11,938,096
4.3b	Energy Efficiency Borrowings Program.	Loan facility to invest in energy efficiency infrastructure. Costs recovered through energy savings would be used to fund loan borrowings. Solar Program commenced in late 2019/2020 with savings expected to material and be captured commencing in 2019/2020.	\$33,590	\$213,379
5.1	OPEX Expenditure Reduction	Projected savings to be achieved through the adoption of new technology, on-line service delivery platforms, and a review of opening hours.	\$505,931	\$338,493

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2021
5.2	Regional Strategic Alliance	Formal partnership with Blue Mountains and Penrith City Councils to implement regional joint projects to increase operating efficiencies through the aggregation of service contracts and the sharing of resources and corporate costs across the three councils.	\$810,502	\$0
5.3	Sustainable Population Growth	Continued implementation of Hawkesbury Residential Land Strategy to concentrate new residential development around existing urban centres and villages.	\$631,149	\$1,367,706
TOTAL CUMULATIVE IMPACT			\$52,961,464	\$53,393,258

OUTLINE OF FIT FOR THE FUTURE STRATEGIES

Increasing Operating Efficiencies

Council is continually seeking productivity gains and cost savings through business improvement, the use of technology, best value procurement and resource sharing. These measures include the following.

Review of Roads Operations.

Council has commenced a review of its road maintenance and construction programs to identify savings for reinvestment in repairing and upgrading roads. To date Council has achieved savings of \$0.7M by reviewing its workshop and depot operations and is implementing strategies to reduce the per unit costs of road works to deliver more works within available funding.

Review of Service Delivery Models.

This strategy aims to reduce the cost of back-office corporate support functions and discretionary outlays on community, recreational, cultural and civic programs. Productivity targets have been applied to corporate and discretionary programs which to date have achieved \$2.5M in savings while maintaining existing service levels.

Review of Plant/Fleet Management.

This strategy aims to improve the cost-effectiveness of Council's vehicle fleet and heavy machinery (plant) operations. Council has moved to a more economical fleet vehicle which has achieved \$0.4M in savings and is implementing strategies to identify the optimum operating model for its fleet and is tracking plant usage to reduce capital outlays.

Property and Asset Review.

Council is reviewing its property and asset holdings to rationalise under-utilised or under-performing assets. To date Council has raised \$1.0M from the sale of assets.

Review of Insurance Coverage.

This strategy reviewed previous practices to achieve the best possible balance between the cost and resource requirements of insurance while still delivering sound safety outcomes and the goal of an injury-free workplace. Resource adjustments to date have achieved savings of \$0.2M, which has exceeded the target.

Increasing Operating Revenues

The Fit For The Future Plan includes revenue measures to direct additional funding to the upkeep of community assets and the delivery service levels to meet community expectations. These measures include:

Resourcing Strategy (Special Rate Variation).

In May 2018, the Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a 3-year special rate increase which has raised an additional \$11.2M. This additional income has been used to deliver an expanded road and public space works program.

Stormwater Management Charge.

The implementation of an annual Stormwater Management Charge of \$25 for properties

connected to the stormwater network has raised an additional \$2.2M since implementation. Over the next ten years, this revenue will see Council invest an additional \$5M in improving drainage and building new stormwater assets.

Special Levy for New Development.

The introduction of a special rate for residential developments at Redbank, North Richmond and Jacaranda Ponds, Glossodia was projected to raise additional annual revenue of \$416,000. This revenue will be used to offset the additional maintenance costs for the enhanced open space and riparian corridors at these locations which will not be covered by ordinary rating revenue. A stormwater drainage charge of \$25 per property was introduced to properties within the Redbank development area in July 2019, raising \$39K.

Review of Waste and Sewer Business Units.

This strategy has been implemented to ensure that ratepayers receive a return on the assets invested in Council's Waste Management Facility and Sewer Business Units. An annual dividend based on a 12% rate of return on the value of assets has been applied to the Waste Management Facility and generates \$0.6M in revenue each year. A dividend of \$0.2M from Sewer operations was received during 2021.

Review of Pricing Structures for Business Units.

Council has been progressively reviewing the pricing structures of its fee-paying business units (e.g. camping reserves, swimming pools, cemeteries, companion animal shelter) to ensure that at a minimum they operate at breakeven result. To date Council has increased revenues from fee-paying business units of \$1.1M and has exceeded its target of \$0.5M of additional revenue by 2021.

Lobbying for Increased Regional Road Funding.

Council will continue its lobbying to ensure that the NSW Government maintains grant funding for the maintenance of regional roads which are jointly managed by Council and Roads and Maritime Services (RMS).

Council depends on RMS grant contributions to fund the cost of regional roads which are used on a daily basis by NSW motorists.

Building a Sound Platform for Asset Planning

Council maintains well over \$1 Billion in assets on behalf of the community and has invested significant resources in strengthening its asset planning capability so that it can effectively manage these assets over the long term.

Completion of Asset Management Plans.

Council has developed Asset Management Plans for each of its asset categories to provide a strong foundation for best practice asset management. The Plans have established a picture of the useful life of assets to forecast funding requirements and support the effective management of strategic and operational risks through identification of asset management intervention points.

Service Level Review.

Council has consulted extensively with residents about their expectations for Council services. The community engagement program has been undertaken to determine safe, affordable, and agreed service levels for all asset classes. It also explored the community's appetite

and preferences for adjusting current operations to redirect resources to asset renewal and maintenance. From this consultation it was determined that the community expected higher service levels for most assets and were willing to contribute more towards increased investment in these assets, via collection of additional rates raised through a special rate increase.

Increasing Investment in Infrastructure Renewal and Maintenance

To meet the community's service level expectations will require Council to increase its spending on infrastructure maintenance and renewal. For many years, due to financial constraints, Council has been unable to meet the true cost of managing its \$1Billion asset portfolio. Expenditure on infrastructure has been limited to the level of income available.

This structural funding shortfall has resulted in a growing asset renewal backlog and a deterioration in the condition of assets.

Integrated Capital Works Program.

This strategy aims to balance the need to increase spending on the renewal of existing assets with the need to build new assets. The focus is on ensuring that existing assets are upgraded to the standard and capacity required to meet industry benchmarks and community's expectations. To achieve this Council has been aligning the works within its Developer Contribution Plans and Voluntary Planning Agreements, to support the renewal and upgrading of existing assets while still continuing to ensure that these plans and agreements can meet the infrastructure needs arising from development. To date this strategy has seen \$3.9M in developer contributions directed to the renewal and upgrade of existing assets.

Sinking Fund for Community Facilities.

Council owns and maintains a number of community buildings including childcare and community centres. For more than 30 years these facilities have been made available on a rent-free basis to state and federally funded agencies to support the provision of services to the community. Council introduced a license agreement incorporating a levy to be paid from childcare centres commencing in July 2021, resulting an additional income of \$63K, which will be reinvested in the renewal of these facilities.

Infrastructure Borrowings Program.

The borrowings program is targeted at the priorities identified by the community – upgrading roads and an enhanced maintenance and renewal program for public spaces and community buildings. The funds enabled these works to be brought forward, to bring assets to satisfactory standard sooner using the most cost-effective asset intervention methods resulting in increased community satisfaction. Additional projects totaling \$11.9 million have been delivered to date.

Energy Efficiency Borrowing Program.

As part of this strategy Council will continue to implement a renewable energy program using a mixture of grant funds or loans to deliver energy efficiencies in a financially sustainable manner. Council installed rooftop and ground mounted solar systems council sites across the Hawkesbury. Savings of \$0.2M have been achieved thus far.

Reduce per Unit Cost of Operations

OPEX Expenditure Reduction.

Under this strategy, Council progressively reviewed its operations to investigate options for reducing the cost of delivering services to the community through the adoption of new technologies, the migration to on-line service platforms and a review of service delivery models. To date Council has achieved \$0.3M in salary savings through increased productivity.

Sustainable Population Growth.

Built into the Long-Term Financial Plan are assumptions in relation to additional rates income that is generated due to development. While there is increased income above the additional required expenditure over the short term, over time the additional asset maintenance and renewal expenditure requirement consumes this short-term surplus. This development resulted in \$1.4M, higher than the projected \$0.6M within the Long-Term Financial Plan.

STATUTORY REPORT – LOCAL GOVERNMENT ACT 1993

The following section provides responses to the requirements of Sections 428, 428A and 508 of the *Local Government Act, 1993* and Clause 217 of the Local Government (General) Regulation, 2021.

Section 428(1) Implementing Council's Delivery Program 2017–2021

This Annual Report 2020/2021 is reporting against the 2020/2021 Operational Plan. The Operational Plan is derived from Council's Delivery Program 2017–2021 which details the principle activities to be undertaken by Council over this four-year period to implement the five Focus Areas of the Hawkesbury Community Strategic Plan 2013–203. The table showing the progress in achieving the Delivery Program activities and Operational Plan Actions for the period 1 July 2019 to 30 June 2020 is provided at the end of this document.

Section 428(4)(a) Financial Statements

Council's Audited Financial Reports for the 2020/2021 year are provided at the end of this document.

Section 508 Report on Special Variation (Infrastructure Renewal Program)

On 15 March 2018, the Minister for Local Government, pursuant to section 508(2) of the *Local Government Act 1993*, granted approval for Council to increase income by way of additional rates to fund operational and capital expenditure, reduce the infrastructure backlog and improve financial sustainability.

In 2020/2021, the Special Rates Variation generated an additional \$2.7M above the rate peg increase of \$1.0M and an additional \$7.3M since the Special Rates Variation began in 2018/2019. Included within Council's Long-Term Financial Plan was an Infrastructure Borrowings Program, which projected a further additional \$7M of works to be delivered in 2020/2021.

Under the Building Your Future program, these funding programs enabled the following projects and programs to be delivered.

Item	Comment
Road Renewals and Upgrades	<p>Council was able to deliver \$4.7M of Road Renewals and Upgrades, including:</p> <ul style="list-style-type: none"> • Road Rehabilitation of The Driftway, West of Waste Management Facility • Road Rehabilitation of Kurmond Road, Freemans Reach • Road Rehabilitation of Ham Street, South Windsor • Road Rehabilitation of Ashtons Road, Grose Wold • Road Rehabilitation of Greggs Road, Kurrajong • Road Rehabilitation of Railway Road North, Mulgrave • Road Rehabilitation of Kurmond Road, North Richmond • Road Rehabilitation of Spinks Road, Glossodia • Road Rehabilitation of Francis Street, Richmond • Road Rehabilitation of Mileham Street, South Windsor • Road Rehabilitation of Pebbly Hill Road, Maraylya • Expanded Asphalt Rejuvenation Program • Sealing of Old East Kurrajong Road, East Kurrajong
Building Renewals	<p>A further \$0.7M of Building Renewals were delivered, including:</p> <ul style="list-style-type: none"> • Bensons Lane Sporting Complex • Oasis Aquatic and Leisure Centre • Bilpin Community Hall • Breakaway Amenities • State Emergency Services Headquarters • Horrie Elly Community Hall • Visitors Information Centre • The Womens' Cottage, Richmond • Blaxland Ridge Community Hall • Accessibility Improvements • Childcare Centre Renewals • Bona Vista Park Amenities • Wilberforce Rural Fire Services Office Refurbishment • RFS Buildings Security and Electrical Works
Public Domain Renewals	<p>An additional \$1.4M of public domain renewals were delivered, including:</p> <ul style="list-style-type: none"> • Governor Phillip Park, Windsor • Maraylya Park • Freemans Reach Reserve Tennis Courts • Ham Common, Clarendon • Colo Heights Reserve • Richmond Park Canon Restoration • Colbee Park • Kurrajong Memorial Park • Colonial Reserve, Bligh Park (preliminaries) • Sporting Ground Lighting Renewals and Upgrades • Richmond Swimming Pool
Public Domain Upgrades	<p>No Public Domain Upgrades were funded from the SRV during 2019/2020.</p>

Item	Comment
New Shared Pathways	<p>New pathways totaling \$0.5M were constructed, including:</p> <ul style="list-style-type: none"> • Jersey Street, Richmond • Pitt Street, Richmond • Castlereagh Road, North Richmond • Arkell Drive, Bligh Park • Cox Street, South Windsor • Hurpur Crescent, South Windsor • Leila Avenue, Freemans Reach • Dorothy Street, Freemans Reach
Increased opex	<p>Additional operational programs totaling \$0.8M were delivered, including:</p> <ul style="list-style-type: none"> • Roads maintenance • Parks maintenance • Business Improvement • Volunteering & Community Development • Environment & Sustainable Living

CLAUSE 217(1)(A) OVERSEAS VISITS

No overseas visits were undertaken during 2020/2021 by Councillors, Council staff or other persons representing Council.

CLAUSE 217(1)(AI)(I TO VIII) PAYMENT OF COUNCILLOR EXPENSES

The total amount expended during 2020/2021 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees as shown in Section 428 (4) (b).

Mayoral fees	\$60,080
Councillor fees (12 x \$24,320)	\$291,840
Councillor expenses	\$42,405
TOTAL	\$394,325

This amount includes the following costs:

i.	Dedicated Office Equipment	\$2,653
ii.	Telephone Calls	\$11,358
iii.	Attendance at Conferences and Seminars	\$14,514
iv.	Training and Skill Development	\$400
v.	Interstate Visits (included in iii, above)	\$5,329
vi.	Overseas Visits (included in iii, above)	Nil
vii.	Expenses of Spouses, Partners or Accompanying Persons	Nil
viii.	Child Care	Nil

All figures above are exclusive of GST.

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

CONFERENCES ATTENDED BY COUNCILLORS 2020/2021

Name of Conference	Date and Place	Councillor(s) attended
2020 Local Government NSW Annual Conference	23 November 2020 On-line Conference	Clr Lyons-Buckett Clr Reynolds Clr Ross Clr Wheeler Clr Zamprogno
2nd Sustainable Cities, Urban Regeneration and Sustainability Development Forum - virtual forum	9 - 10 February 2021 On-line Conference	Clr Lyons-Buckett Clr Kotlash Clr Wheeler
2021 Floodplain Management Australia National Conference	26 - 28 May 2021 Online Conference	Clr Conolly Clr Lyons-Buckett Clr Rasmussen Clr Ross Clr Wheeler
National General Assembly (NGA) of Local Government (*)	20 - 23 June 2021 Canberra, ACT	Clr Lyons-Buckett Clr Wheeler Clr Zamprogno

(*) Interstate Travel

CLAUSE 217(1)(A2) MAJOR CONTRACTS AWARDED IN EXCESS OF \$150,000

Construction and Maintenance

Name of Contractor	Nature of Goods or Services	Total Value(\$)
Downer EDI Works	Paving, Asphalt and Bitumen	721,117.67
Bernipave Pty Ltd	Supply and Placement of Asphalt	4,069,423.70
Bernipave Road Solutions	Supply and Placement of Asphalt	3,078,871.86
MJ & MD Skinner Earthmoving P/L	Road Sealing and Rehabilitation	263,132.79
Planet Civil Pty Ltd	Restoration of Footpaths, Kerb & Gutter and Civil Works	1,793,110.11
Menai Civil	Civil Works	1,759,659.60
Metal Fencing Specialists	Fencing & Guardrails	432,460.60
L J Follington Construction P/L	Minor Civil Works and Plant Hire	818,591.28
State Asphalt Services	Road Resealing	1,011,674.72
Tono Ferry Services	Operation of Lower Portland Ferry	514,163.71
Metromix Pty Ltd	Road Base Materials	472,686.95
Northshore Landscapes	Supply of Bulk Materials and Plant Hire	452,557.52
Aus 10 Rhyolite Pty Ltd	Supply of Bulk Materials	167,010.78
Gosford Quarries	Supply of Bulk Materials	167,105.16
Complete Linemarking Services	Linemarking	297,036.96
Boral	Construction materials	179,012.78
P & M Galea	Hire of Plant	328,870.96
M P Schultz	Hire of Plant	205,354.07
Lewis Waterboys	Hire of plant	181,629.50
Conplant Pty Ltd	Hire of Plant	172,750.84
All Pavement Solutions	Bitumen Sealing	340,720.93
Azbuild Pty Ltd	Civil Works and Hire of Plant	783,827.86
Porter Plant Hire	Hire of Plant	176,383.36
M & K Evans Haulage	Hire of Plant	204,771.11
Houghton & Meredith	Hire of Plant	174,707.39
Roadwork Solutions	Traffic Control	780,643.84
	TOTAL	19547276.05

Professional Services

Name of Contractor	Nature of Goods or Services	Total Value(\$)
Civic Risk Mutual	Insurance Contributions	1,610,626.98
Marsdens Law Group	Legal Services	439,397.03
Pikes & Verekers Lawyers	Legal Services	302,490.15
Complete Staff Solutions	Employment Agency	1,059,515.23
Vestone Capital		265,628.31
	TOTAL	3,677,657.70

Waste Water Management

Name of Contractor	Nature of Goods or Services	Total Value(\$)
Turnkey Innovative Engineering	Upgrade of Pump Stations L & R	744,880.67
EMT Pty Ltd	Refurbishment of Clarifier 1	403,678.01
GEA Westfalia	Sewage management	204,649.16
Staples Bros (Nowra) P/L t/a Premier Pumpouts	Septic Tank & Collection Well Effluent Removal Service	2,010,822.71
Select Civil Pty Ltd	Waste Facility Plant Hire	391,945.29
Sage Automation	SCADA Systems	264,987.49
Itech Corporation	Electrical engineering	151,114.81
Ixom Operations	Chemicals for Treatment Plant	175,131.40
Redox Pty Ltd	Chemicals	236,249.59
	TOTAL	4,583,459.13

Parks and Recreation

Name of Contractor	Nature of Goods or Services	Total Value(\$)
Extreme Tree Services	Arborist Services	468,695.99
Brady Tree Services	Arborist Services	243,371.65
YMCA	Management & Operation of Hawkesbury Leisure Centre	294,597.42
North Shore Paving Co	Tennis Courts Upgrade	434,994.94
Ecotune Bush Regeneration	Bush Regeneration	251,930.64
Proludic	Playground Equipment	604,222.27
Undercover Landscaping	Landscaping	199,910.93
	TOTAL	2,497,723.84

Planning

Name of Contractor	Nature of Goods or Services	Total Value(\$)
Meck Studios	Better Cities Project	217,745.00
Place Design Group	3 Town Centres livability project	242,726.00
	TOTAL	460,471.00

Regulatory Services

Name of Contractor	Nature of Goods or Services	Total Value(\$)
J J Richards & Sons Pty Ltd	Garden and Recycling Collection and Processing	3,971,524.64
Cleanaway Pty Ltd	Kerbside Collection	684,032.06
	TOTAL	4,655,556.70

Building Services

Name of Contractor	Nature of Goods or Services	Total Value(\$)
Origin Energy	Electricity Major Sites	256,069.43
Endeavour Energy	Street Lighting	381,372.14
Simply Energy	Electricity	1,221,653.05
Storm International	Cleaning	243,917.16
CMP Electrical	Electrical Repairs and Services	881,764.38
Vermont Plumbing	Plumbing Repairs and Services	232,816.06
Westbury Constructions	Building Works	339,264.11
Matrix Pty Ltd	Freemans Reach Fire Shed	1,160,797.00
Fleming and Sons	Painting	188,259.71
Almar Group	Building works	315,606.89
Dynamic Pumps	Pump repairs and services	167,377.85
	TOTAL	5,388,897.78

General

Name of Contractor	Nature of Goods or Services	Total Value(\$)
Western Region Automotive	Motor Vehicles	419,450.10
BP Australia	Fuel	615,930.50
Macquarie Bank Limited	Computer Equipment Leases	283,070.11
Vestone Capital	Equipment Leases	265,628.31
Technology One Ltd	Computer Software	423,595.44
Computer Systems Australia	IT Professional Services	410,327.51
Ampol Australia	Fuel Purchases	156,825.66
Data#3 Limited	Software Licences	400,060.75
Technogym	Gym Equipment	262,984.20
Windsor Toyota	Motor Vehicles	163,932.64
Bucher Municipal	Vehicle parts	648,610.12
Volvo Group	Vehicle parts	216,713.67
Telstra	Telecommunications –NBN Internet	162,567.93
Windsor Auto Group	Motor Vehicles & Vehicle Parts	456,935.19
Bingo Waste Services	Supply of Skip Bins (floods)	644,694.39
Dump It Bins	Supply of Skip Bins (floods)	156,078.11
	TOTAL	6,332,098.52

CLAUSE 217(1)(A3) SUMMARY OF LEGAL PROCEEDINGS

Total cost of proceedings \$556,427

Land and Environment Court

Matter	Cost	Status
1855 Putty Road, Colo – Matter 1	\$8,655	Judgment given. Respondents have not complied with court orders and are subject to \$2,000 monthly fines. Revenue NSW are pursuing further enforcement action. Awaiting correspondence from respondent following Council approval of Vegetation Management Plan on 23 July 2021. Costs assessment determination has been filed as a judgment in District Court, and enforcement action pursued.
1855 Putty Road, Colo – Matter 2	\$20,874	Judgment given 23 July 2021, granting development consent as agreed by Council. Currently pursuing applicant for costs.
57 Prentis Lane, Ebenezer	\$25,718	Court proceedings listed for hearing on 10 March 2022.
84 Livingston Street, Windsor	\$6,540	Consent orders entered into 2 July 2021. Compliance with orders delayed due to COVID-19. Respondent currently in contempt of orders.
487 Pitt Town Bottoms Road, Pitt Town Bottoms	\$29,244	Consent orders disposing of proceedings made on 11 June 2021. Ongoing communications with respondent regarding compliance. Respondent currently in contempt of orders.
14C Yengo Drive, Putty	\$20,392	Proceedings listed for interlocutory motion and further directions. Proceedings listed for hearing on 21 and 22 March 2022.
1280 West Portland Road, Lower Portland	\$5,136	Notice of Discontinuance issued 2 July 2021. Proceedings discontinued. Order to be complied with by October 2021.
2120J Putty Road, Colo	\$4,550	Notice of Discontinuance issued 30 April 2021. Order was to be complied with by 8 August 2021. Site inspection to occur when COVID-19 restrictions permit.
66 Wattle Crescent, Glossodia	\$2,227	Matter determined 22 April 2020; appeal dismissed.
382 Grose Vale Road, North Richmond	\$33,166	Matter determined 24 September 2020; appeal upheld.
244 Hawkesbury Valley Way, Clarendon	\$540	Application determined by Council 30 March 2020. Appeal discontinued 22 May 2020.
35 Hadden Ridge Road, Wilberforce	\$86,919	Matter determined 13 January 2021; appeal dismissed.

Matter	Cost	Status
542 Windsor Road, Vineyard	\$9,529	Matter determined 21 July 2021; appeal upheld.
197 Windsor Street, Richmond	\$88,169	Matter determined 5 May 2021; appeal dismissed. Only matter outstanding is costs order.
78 Greens Road, Lower Portland	\$46,118	Section 34 conference terminated. Court proceedings listed for three-day hearing on 15, 16 and 17 November 2021.
89 Windsor Road, Vineyard	\$7,506	Appeal discontinued and application withdrawn on 1 June 2021.
22 Bunya Crescent, Bowen Mountain	\$6,164	Proceedings listed for an adjourned Section 26 mediation on 23 September 2021. Following mediation, a Deed of Release and Settlement was prepared.
816 Comleroy Road, Kurrajong	\$3,132	Proceedings listed for hearing on 25 and 26 November 2021. Section 34 conference in progress to resolve the matter prior to the hearing.
1 Brewers Lane, Freemans Reach	\$7,216	Summons filed on 29 June 2021. Matter listed for first directions hearing on 6 August 2021. Matter listed for further directions hearing on 1 October 2021. Respondent is intending to lodge development application.

Local Court

Matter	Cost	Status
120 Old Hawkesbury Road, Vineyard	\$2,127	Proceedings listed at Windsor Local Court in August 2022.
Prosecution for offences under the <i>Companion Animals Act</i>	\$2,430	Hearing held on 6 September 2021. Proceedings adjourned to Parramatta Local Court on 20 October 2021 for mention.

CLAUSE 217(1)(A4) WORK ON PRIVATE LAND

Dangerous tree removal on private land as a result of the 2019/2020 bushfire continued to be undertaken through funding provided by the Commonwealth at total of \$1.3M.

In 2020/21 Clean up assistance due to the March 2021 Flood was provided to approximately 988 properties within the Hawkesbury LGA. Council in partnership with the NSW Government provided approximately 1,720 skip bins to properties for the removal of flood waste. The total cost of the flood clean up program in 2020/21 was \$689,307.09, which will be eligible for reimbursement in full from the NSW Government."

CLAUSE 217(1)(A5) CONTRIBUTIONS/DONATIONS

The total amount contributed under Section 356 of the *Local Government Act, 1993* during the financial year was \$70,169 made up of the following amounts:

- \$70,169 distributed to 23 recipients in accordance with the provisions of Council's Community Sponsorship Program.

CLAUSE 217(1)(A6) EXTERNAL BODIES EXERCISING COUNCIL DELEGATED FUNCTIONS

Council encourages the active participation of residents in the management and operation of community facilities. Council also supports the involvement of residents to plan and deliver programs, services and projects that support a connected, healthy and inclusive Hawkesbury.

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

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

Child Care Centres

Care, control and management of community buildings that operate childcare services have been delegated to the following Incorporated Associations and Management Committees:

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

Community/Neighbourhood Centres, Halls and Other Buildings

Care, control and management of community buildings considered as community centres and halls have been delegated to the following Incorporated Associations and Committees:

Committees	Facilities/Location
Bilpin District Hall Inc.	Bilpin Hall
Blaxlands Ridge Community Centre Management Committee	Blaxlands Ridge Community Centre
Bligh Park Community Services	Tiningi Community/Youth Centre Bligh Park Neighbourhood Centre
Bowen Mountain Management Committee	Bowen Mountain Community Centre
Colo Heights Reserve Management Committee	Horrie Elley Hall, Colo Heights
Glossodia Community Information and Neighbourhood Centre Inc.	Glossodia Community Centre
Hawkesbury Skills Inc.	Hawkesbury Skills Centre, Bosworth Street, Richmond
Maraylya Progress Association	Maraylya Hall
McMahon Park Management Committee	Kurrajong Community Centre
North Richmond Community Centre Inc.	North Richmond Community Centre North Richmond Youth Centre Chas Perry Hall

Committees	Facilities/Location
Peppercorn Services Inc.	Hawkesbury Seniors Leisure and Learning Centre South Windsor Family Centre McGraths Hill Community Transport Depot
Richmond Community Services	Richmond Neighbourhood Centre
St Albans School of Arts Management Committee	St Albans School of Arts
Wilberforce School of Arts Inc.	Wilberforce School of Arts

Peppercorn Services

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

During the 2020/2021 Financial Year the following services were provided to residents of the Hawkesbury by PSI.

• Peppercorn Family Services:

Hawkesbury Family Support – at home and centre based family support services including playgroups, parenting programs, and family fun days.

• Peppercorn Children's Services:

Forgotten Valley Pre-Schools – operated pre-school services from two venues in Wisemans Ferry and South Maroota to meet the developmental needs of children 0-6 years.

• Peppercorn Transport:

Community Transport – delivered a range of coordinated transport services for transport disadvantaged people living in the Hawkesbury including isolated residents.

• Peppercorn Aged Services :

Come Dine with Me – a meals program which provides a healthy lunch, social interaction and activities for socially and/or geographically isolated people living in the Hawkesbury.

Home and Garden Maintenance – delivered subsidised lawn mowing and garden maintenance service services to frail aged people, people with disabilities and their carers in the Hawkesbury and Penrith Local Government Areas. The service aims to support older people and younger people with a disability to maintain their independence and enable them to remain living in their own homes.

Hawkesbury Leisure and Learning Centre – a range of creative and flexible leisure and learning programs for residents continued to be delivered from this venue.

• Peppercorn Property:

Managed the day-to-day building operations of McGrath's Hill Bus Depot, South Windsor Family Centre and Hawkesbury Leisure and Learning Centre.

Carers Recognition Act 2012

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

Disability Inclusion Act 2014

The Hawkesbury Disability Inclusion Action Plan was developed following broad consultation with people with disabilities, details of which have been provided to the Disability Council NSW. Actions and strategies within the Hawkesbury Disability Action Plan support the goals of the *Disability Inclusion Act 2014*. Council's Access and Inclusion Advisory Committee comprises of seven community representatives including people with disabilities and the Committee oversee and monitor implementation of the Plan at bi- monthly meetings. Year Three actions in the adopted Plan achieved in this year include

- informing the design of buildings and public spaces including footpath refinement works at Kable St Windsor, public domain works at Wilberforce Shopping Centre and parks Masterplan for Governor Phillip Park.
- establishment of a Dementia Friendly Working Group and developed a Dementia Friendly Hawkesbury Plan adopted by Council February 2020
- made recommendation regarding a priority for replacement and refurbishment of public amenities.
- oversaw the rollout of Dementia Friendly training to businesses, community organisations and members of the community to improve inclusion for people with disabilities and living with a diagnosis of dementia in the Hawkesbury.

Playing Fields and Parks

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

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

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

Hawkesbury River County Council

Controlling and suppressing of all declared Priority Weeds (formerly known as noxious weeds) has been delegated to Hawkesbury River County Council.

Oasis Aquatic and Leisure Centre and Hawkesbury Indoor Stadium

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

CLAUSES 217(1)(A7) AND (A8) INTERESTS AND PARTICIPATION IN CORPORATIONS, PARTNERSHIPS, COOPERATIVES, JOINT VENTURES, SYNDICATES OR OTHER BODIES

Civic Risk Mutual (CRM)

Council is a member of an independent insurance and risk management discretionary mutual, Westpool, established in 1988 and following recent rebranding is now known as Civic Risk West.

This mutual consists of eleven Councils – Blacktown, Blue Mountains, Camden, Fairfield, Hawkesbury, Liverpool, Orange, Parramatta, Penrith, Shellharbour and Wollongong City Councils and the alliance provides opportunities for members to self-manage public liability and professional indemnity claims, to purchase a variety of insurance products and to share risk management strategies.

Currently, Civic Risk West purchases public liability, professional indemnity, corporate travel, and group personal accident insurances.

Civic Risk West, in association with its sister organisation, Civic Risk Metro, has established United Independent Pools (UIP), now rebranded as Civic Risk Mutual (CRM) which now self manages motor vehicle, tools of trade, industrial special risks (Property), Councillors, Officers, Statutory Liability, Crime (internal fraud and electronic theft), Cyber, public liability and Casual Hirers insurance covers.

Council also holds a number of smaller specialised insurance policies specific to Council needs.

Through the ability of these mutual associations to self-insure and group purchase insurance significant savings have been achieved in the level of premiums paid by the Council, particularly in comparison to potential premiums had Council approached the insurance market as a single entity.

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

Additional advantages to being a member of this independent pool include;

- Establishing a capital adequacy benchmark of 150% of the APRA Minimum Capital Requirement.
- Returning approximately \$6,910,000 surplus capital back to its members over the past five years.
- Maintaining stable contributions for members.

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

HAWKESBURY RIVER COUNTY COUNCIL

The Hawkesbury River County Council (HRCC) has been established under the *Local Government Act 1993*. Under the Biosecurity Act 2015, HRCC as the Local Control Authority for The Hills Shire, Blacktown, Penrith and Hawkesbury City Councils, has a legal responsibility to manage the biosecurity risk posed or likely to be posed by reducing the impacts of Priority Weeds on human health, the economy, community and environment. This single purpose authority has responsibility for a combined area of 3,823km² and by the forming of a larger area, local government boundary problems are avoided.

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

HRCC strategic objectives follow the guidance provided by the development of their member Council 'Community Strategic Plans' and their Local Priority Weeds Plan which guides the implementation of the new Act in relation to weeds.

Information about this can be found at
<http://hrcc.nsw.gov.au/weed-information/weed-inspection-process>

HAWKESBURY COMPANION ANIMAL SHELTER

Hawkesbury Companion Animal Shelter

Council has, for the past several years, provided an animal shelter establishment for the caring of impounded and unwanted dogs. Hawkesbury's Companion Animal Shelter provides this service for the residents of the Hawkesbury, Penrith, Hills Shire Council, Hornsby Council, and to the residents of the Cumberland Council area.

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

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

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

HAWKESBURY SISTER CITY ASSOCIATION

International Sister Cities

Council and the Hawkesbury community have two international sister cities, Temple City, California USA (established 1984) and KyoTamba, Kyoto Japan (established 1988, nee Tamba).

The Sister City Program is managed by Council in conjunction with the Hawkesbury Sister City Association Inc. (Association), which was established in 1984. The Association manages community and cultural activities of the program, which mainly involves the student exchange

program to and from the sister cities. Council manages other activities of the program, including Mayoral communications, civic events and exchanges. The Sister City Program operates as a low cost Community – Council partnership.

Council recognises the strength of our sister cities relationships that have been cemented over the years, primary through the student exchange programs. The exchange program has created many lasting friendships for our citizens, members of the Association and Council.

The student exchange program enables young citizens of the Hawkesbury to visit our sister cities and experience new cultures by staying with sister cities families. Annual student exchange visits to the sister cities take place around September/ October. Up to six high school students (Year 9 or Year 10) are selected to visit each sister city. Reciprocal student exchanges visits to from the sister cities to the Hawkesbury occur around July/ August.

Hawkesbury students and their families fund their exchange visit to the sister cities, and the Association funds related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

Due to the COVID-19 pandemic, overseas travel had been cancelled and no trips were made by Hawkesbury students to Temple City.

CITY – COUNTRY ALLIANCES WITH CABONNE AND WEDDIN COUNCILS

Council has two City-Country Alliances, with Cabonne Shire Council and Weddin Shire Council to promote a greater awareness and understanding of different areas and lifestyles between rural and city locations.

The City-Country Alliance Program is managed by Council with exchanges including Councillor exchanges, Council corporate exchanges and community exchanges.

Due to the travel restrictions from the COVID-19 pandemic no interstate travel has been undertaken in 2020/2021.

LOWER PORTLAND FERRY SERVICE

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

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

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

The Tono Group Pty Ltd were awarded a three year contract to operate the Lower Portland Ferry service. The contract amount for the three year term is \$1,295,790 plus annual CPI increases. The Total cost of operation will be shared on a 50:50 basis between The Hills Shire Council and Hawkesbury City Council. The next out of water survey (major overhaul) is scheduled for March 2022 and is expected to cost around \$550,000.

The ferry currently operates between 6:00 am – 10:00 pm, seven days per week.

CLAUSE 217(1)(B) AND (C) GENERAL MANAGER AND SENIOR STAFF REMUNERATION

There were four senior staff positions employed under contract by Council between 1 July 2019 and 30 June 2020. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the Office of Local Government and are subject to performance agreements.

Between 1 July 2020 and 30 June 2021, three incumbents filled the role of General Manager which includes the previous General Manager, Acting General Manager and Current General Manager with the total remuneration package amount paid being \$500,481. The total remuneration package of the three Directors referred to above, totaled \$773,158.

The above total remuneration packages include the following:

- total value of the salary component of the package
- total amount of any bonus, performance or other payments that do not form part of the salary component
- total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor
- total value of any non-cash benefits for which the general manager may elect under the package
- the total value of non-cash benefits elected under the package (i.e. Council supplied vehicle)
- the total amount of any contract pay out amount
- total amount payable by way of fringe benefits tax for any such non-cash benefits.

CLAUSE 217(1)(E) ANNUAL CHARGE FOR STORMWATER MANAGEMENT SERVICES

In 2020/2021 Council levied an annual charge for stormwater management services. The charges levied are shown in the table below.

Category	Annual Charge
Residential	\$25.00
Residential Strata	\$12.50
Business	\$25.00 per 350m ² , or part thereof, up to a maximum of \$1,500
Business Strata	Pro-rata of the above, based on land valuation apportionment

CLAUSE 217(1)(F) ACTIVITIES RELATING TO COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATIONS

During 2020/2021, Council completed and lodged all Companion Animal Shelter data collection returns with the OLG as required by legislation, including data relating to dog attacks. During this period, Council had an expenditure of \$777,883, and an income of \$456,857, which gives a net expense/loss to Council of \$321,026 for animal control. This represents an improvement from the previous financial year where the net expense/loss to Council was \$340,718.

During 2020/2021, the Shelter and its staff in conjunction with a number of welfare agencies achieved rehoming rates of over 60% for cats and 90% for dogs over the financial year, which were for animals that were suitable for rehoming. During the 2020/2021 period, Hawkesbury's Companion Animal Shelter experienced a decline in dogs and cats being brought into the shelter and this was due to the COVID-19 Pandemic.

Council provides three dog off-leash areas located at:

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

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

ACCESS TO GOVERNMENT HELD INFORMATION

The public may request access to Council's records under the *Government Information (Public Access) Act 2009 (GIPA Act)*. Dependent upon the type of request, some

mandatory fees and processing charges (in accordance with Council's Fees and Charges) are payable under the *GIPA Act*.

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

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

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

FORMAT OF COUNCIL INFORMATION

The Council takes great care to maintain and manage records in hard copy and electronic formats. Council's computerised records management system ensures that all records are well managed and retained over specified periods of time in accordance with the *Local Government Act 1993* and *State Records Act 1998*.

All of Council's business documentation is entered into this system and distributed to the appropriate area for action, allowing the Council to respond to correspondence and requests. In addition, paper documentation, mostly in relation to building and development applications, is kept on site and at the NSW Government Records Repository at Kingswood.

Council continues to take steps to increase the amount of archived records which are available in electronic format, such as information contained in microfilm and information from the previous Windsor Municipal and Colo Shire Councils, in order to improve the ability of staff to locate and search these records.

POLICY FOR ACCESS TO INFORMATION

Council recognises and promotes the public's right to access a broad range of Council information and documents. Council encourages open and transparent governance and well informed community debate.

Council first adopted an Access to Information Policy in 2010, when the *GIPA Act* replaced the *Freedom of Information Act*.

The Access to Information Policy was reviewed in 2017-18, and an updated version of the Policy was adopted on 13 March 2018. The objective of the policy is to describe Council's principles regarding public access to information and to facilitate the processing of requests for such access.

- prepared an Information Guide, which is reviewed annually. This identifies information held by Council and how to obtain that information.
- revised its Privacy Management Plan in 2013, in accordance with the *Privacy and Personal Information Protection Act 1998 (NSW)* to protect the public from disclosure of personal information.

OPEN ACCESS AND PROACTIVE RELEASE (NO CHARGE)

The following Council documents are proactively released in accordance with Sections 6 and 7 of the *GIPA Act* and Council's Information Guide. These documents are available for inspection at Council offices and/or on Council's website at no charge:

- Agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)
- Annual financial reports
- Annual Report
- Annual reports of bodies exercising delegated Council functions
- Any Codes referred to in the *Local Government Act, 1993* applications under Part 1 of Chapter 7 of the *Local Government Act, 1993* for approval to erect a building, and associated documents, subject to restrictions outlined in the *GIPA Act*

- Auditor's report
- Code of Conduct
- Code of Meeting Practice
- Delivery Plans, Operational Plans and Resourcing Strategies
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the *Local Government Act, 1993*
- Development applications (within the meaning of the *Environmental Planning and Assessment Act, 1979*) and associated documents, subject to restrictions outlined in the GIPA Regulations
- EEO Management Plan
- Environmental planning instruments, development control plans and contributions plans made under the *Environmental Planning and Assessment Act, 1979* applying to land within the Council's area
- Land register
- Leases and licences for use of public land classified as community land
- Local policies adopted by the Council concerning approvals and orders
- Minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Payment of Expenses and Provision of Facilities to Councillors Policy
- Plans of land proposed to be compulsorily acquired by the Council
- Plans of management for community land
- Records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- Register of delegations
- Register of investments
- Returns as to candidates' campaign donations
- Returns of the interests of councillors, designated persons and delegates
- The register of graffiti removal work kept in accordance with Section 67 C of the *Local Government Act, 1993*.

PROCESSING APPLICATIONS FOR ACCESS TO INFORMATION

Access to documents other than those listed as proactively released or open access information is provided in accordance with Section 8 of the *GIPA Act*.

No fees are payable for viewing of documents under an informal access request, however archive retrieval fees and other processing charges for photocopies or electronic copies of documents are applied.

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

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

When requesting access to sensitive information, or when processing a request would amount to a substantial diversion of Council resources, a formal access application is required and will attract an application fee, as well as processing charges of \$30 per hour.

There are exceptions where a 50% discount of processing charges may be applied (excluding the \$30 application fee), which are outlined in Section 65 and 66 of the *GIPA Act*, and GIPA Guideline 2.

In cases where the applicant is requesting access to their own personal information only, no processing charges will be applied for the first 20 hours of processing.

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

Council's Access to Information Policy aims to meet the objective of open and transparent governance and encourages community input on matters before the Council. Customers are able to request access to a range of Council information in various formats, as required by the *GIPA Act*.

Privacy of members of the public is recognised through withholding access to personal information where the release of information would compromise individual safety, constitutes an unreasonable disclosure of personal information or is contrary to the public interest or outcome of the third party consultation process.

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

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT (GIPA) – ANNUAL STATISTICAL REPORTS

Section 125 of the *GIPA Act* requires councils to prepare an annual report on their obligations under the Act. That report is to contain information prescribed by Clause 7 of the GIPA Regulations. This information is set out below.

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

Reviews carried out	Information made publicly available
No	No

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

Total number of applications received	71
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7(c) The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	
Wholly	0
Partly	3
Total	3

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

The following tables provide statistical information about access applications received during 2016–2017 and are in accordance with the provisions of the Regulation.

*Table 1: Number of applications by type of applicant and outcome**

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	5	1	2	5	2	0	0
Not for profit organisation or community groups	1	1	0	0	0	1	0	0
Members of the public (application by legal representative)	2	9	0	4	0	0	0	3
Members of the public (Other)	10	16	3	5	3	3	0	1

** More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 2.*

Table 2: Number of applications by type of applicant and outcome

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	0	1	0	0	0	0	0	0
Access applications (other than personal information applications)	16	29	4	10	8	6	0	4
Access applications that are partly personal information applications and partly other	0	1	0	1	0	0	0	0

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

Table 3: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41) of the Act)	2
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	2
Invalid applications that subsequently become valid applications	0

Table 4: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	3
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

** More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table 5.*

Table 5: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	35
Business interests of agencies and other persons	1
Environment, cultural, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table 6: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	60
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	6
Total	67

Table 7: Number of applications reviewed under Part 5 of the Act

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

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

Table 8: Applications for review under Part 5 of the Act (by type of applicant)
(by type of review and outcome)

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

Table 9: Applications transferred to other agencies under Division 2 of Part 4 of the Act

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

IMPACT OF THE GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT (GIPA ACT)

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

Financial year	Number of informal requests
2020/2021	636
2019/2020	629
2018/2019	539
2017/2018	537
2016/2017	619
2015/2016	660
2014-2015	701
2013-2014	791
2012-2013	733

There were no enquiries or appeals involving the Ombudsman.

One (internal) review was lodged with Council in 2020/2021 under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

The number of informal access requests increased slightly from 2019/2021.

The number of formal access requests received increased significantly, from 46 requests in 2019-2020 to 71.

Due to this increase in demand, additional duties and projects previously being undertaken by the Governance Officer were required to be set aside, and Council's Customer Service Standard target of 10 working days for basic requests was not able to be met as consistently as in previous years. The significant increase in formal access requests, and the large scope of some of them, also impacted on the ability of staff to process all of those requests according to the legislative time standards.

As the majority of Council's customers request access to information electronically, the COVID-19 Pandemic did not have a noticeable impact on the number of requests received, or the manner in which requests were processed. There was some disruption to arrangements for inspections of records at Council's Administration Building due to closures in line with Public Health Orders.

Unfortunately, the increased volume of access requests to be processed, in conjunction with the workload from the other responsibilities of the Governance team, meant that Council was unable to conduct a review of its proactive release program as required by Section 7(3) of the *GIPA Act*.

During the first half of 2021, an employee was seconded from another Council for 3 months to assist with the processing of access applications, and to cover existing staff leave. Staff outside of the Governance team also received introductory GIPA training with a view to decreasing the key dependencies on Governance staff.

PLANNING AGREEMENTS

Two Voluntary Planning Agreements were entered into during the 2020/2021 period.

During the 2020/2021 period, Council entered into two Voluntary Planning Agreements

Voluntary Planning Agreement – 631 Bells Line of Road, Kurrajong

Enabling Council to levy a cash contribution via a condition of a future Development Approval over the subject site to the total value of \$60,000 (2 x \$30,000.00) for the creation of two additional lots on the subject site

Voluntary Planning Agreement – 377 Bells Line of Road, Kurmond

Enabling Council to levy a cash contribution via a condition of Development Approval over the subject site to the total value of \$180,000 (6 x \$30,000.00) for the creation of six additional lots on the subject site

SWIMMING POOL INSPECTIONS

For the period 1 July 2020 to 30 June 2021 in relation to swimming pool inspections, Council issued the following:

- Certificates of Compliance – 110
- Certificates of Non-Compliance – 115
- Total number of inspections – 125 which resulted in the issue of a Certificate of Compliance or Certificate of Non Compliance
- Number of inspections carried out involving tourist and visitor accommodation or Number of inspections on premises on which there were two or more dwellings – 2

PUBLIC INTEREST DISCLOSURES ACT 1994 AND REGULATION

Council at its meeting on 12 April 2016 adopted a revised Internal Reporting Policy (*Public Interest Disclosures Act 1994*). No public interest disclosures were received in 2020/2021, which were the same as during 2017/2018.

SECTION 428(1) IMPLEMENTING COUNCIL'S DELIVERY PROGRAM 2017-2021

Detail of the activities, programs and projects against the 2020/2021 Operational Plan

1: OUR LEADERSHIP

1.1: LOCAL LEADERSHIP AND EFFECTIVE GOVERNANCE – PROVIDE REPRESENTATIVE, RESPONSIVE ACCOUNTABLE GOVERNANCE

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

DP2-01.01: Achieve an increased community awareness of Council's elected leaders' roles and responsibilities

Action	Annual Comment
Develop and implement a program for regular engagement for Councillors with the community within distinct geographic areas across the Hawkesbury.	<p>In addition to its regular meetings, Council and its elected members are continually looking for ways to engage the community. Council continued to use a range of tools including a Facebook page where followers increased to 13,500, Hawkesbury Events Facebook (8200 followers), Hawkesbury Events Instagram (2200 followers), Council website, Discover the Hawkesbury tourism website and the Hawkesbury Visitor Information Centre Facebook and Instagram. Council is also engaging through traditional media including media releases, online forms and quarterly newsletters.</p> <p>Councillors are using Councillor Facebook pages to engage with the local community, including a Council-managed Mayor of Hawkesbury Facebook page which has 1800 followers.</p>

1.2: COMMUNICATION AND ENGAGEMENT – ENCOURAGE AN INFORMED COMMUNITY AND ENABLE MEANINGFUL ENGAGEMENT

1.2.1: Provide open and clear lines of communication with the community that use the most current forms of digital technology.

DDP2-02.01: Provide a diverse range of opportunities for the community to be involved and engaged, seeking to achieve this through adherence to the International Association Public Participation principles

Action	Annual Comment
<p>Implement priority actions in the Digital Communication Strategy, including:</p> <ul style="list-style-type: none"> - Expanding the customer service approach to online services - Review and improve Council's online engagement platform Your Hawkesbury Your Say 	<p>The implementation of the Digital Strategy is progressing including:</p> <ul style="list-style-type: none"> - Continued development and refinement of the Council website in response to customer analytics which drives content, quick links and web banners. - Customer service continues improve through development of online forms and promotion of the forms particularly during COVID-19 when the Customer Service Centre was closed to the public: - Ongoing development of digital information sources including the website, Facebook and Instagram and videos for the Council, Hawkesbury Events and Hawkesbury Visitor Information Centre page - Ongoing development of Your Hawkesbury Your Say engagement tool to create sites to better inform our community. The creation of the Flood Recovery page during the March 2021 floods enabled sharing of information in a timely manner with the page being the 'source of truth' for the most up-to-date flood information during recovery.
<p>Launch Council's updated website and track usability for ongoing improvement</p>	<p>Since going live in October 2020 quarterly reviews of site usage and feedback have been done. These reviews were undertaken in line with seasonal changes for Summer, Autumn and Winter. The Spring review is scheduled, and a new home page image will be selected and site usage analytics will be reviewed as part of this process. The analytics will provide site traffic information which will determine what changes need to be made to the site. The site continues to be well received and quarterly reviews will continue.</p>

1.2.2: Council's communication will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in the Hawkesbury

DP2-03.01: Develop and implement community engagement programs

Action	Annual Comment
Continue to annually engage with the community about Council's roles and function through a range of mediums	<p>Council has prepared a Draft Communication and Engagement Strategy to set the strategic direction for our communication. The Strategy recognises that communication is about building trust, providing people with relevant information and celebrating our connections. Council is continually looking for ways to better engage the community about the role and function of Council. Council continues to use a range of tools including Council Facebook where followers have increased to 13,500, Hawkesbury Events Facebook (8200 followers), Hawkesbury Events Instagram (2000 followers), Council website, Discover the Hawkesbury tourism website and the Hawkesbury Visitor Information Centre Facebook and Instagram. Council is also engaging using traditional media including media releases, online forms, quarterly newsletters and a Community Report (July). Council has also engaged with the community online using the Your Hawkesbury Your Say engagement tool on 33 projects with over 46,400 aware visitors, 22,300 informed visitors and more than 4000 surveys or submissions.</p> <p>Due to COVID-19 Public Health Order Restrictions, the opportunity to engage with the community has been restricted and Council was not able to undertake their regular round of public meetings in local towns and villages. Council was able to engage with the community about their civic role and functions at the Citizenship Ceremony in September 2020, January 2021 and June 2021.</p>

1.2.3: Provide quality customer service to the community.

DP2-04.02: Implement Council's Customer Service Improvement Strategy to support the provision of reliable and responsive customer services

Action	Annual Comment
Implement recommendations from the 2020 Customer Service audit	<p>As a result of the 'Customer Service Standards and Complaints' internal audit, a cross-functional working group was established in April 2021 to work through an agreed and endorsed implementation plan. The working group is meeting fortnightly and progressing well through the various actions in the plan. One of the highlights is the purchase of a software program to develop a 'knowledge base' to be used by the customer service staff to assist in providing consistent and up-to-date information to our customers. It is envisaged the implementation of the knowledge base will be 70-80% completed with a go-live date of November 2021.</p>

1.3: FINANCIAL SUSTAINABILITY – BUILD STRONG FINANCIAL SUSTAINABILITY FOR NOW AND FUTURE GENERATIONS

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

DP2-05.01: Develop and implement strategies to deliver sustainable services and facilities

Action	Annual Comment
Informed by the annual Audit Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	<p>Following the annual audit program, multiple recommendations have been identified to improve Council's processes and services. These audit recommendations have led to business improvements throughout the organisation, including specific projects in:</p> <ul style="list-style-type: none"> - Sewage Management Facility inspections - Fire Safety Program processes - Section 64 Sewage applications - Project management processes - Customer experience <p>These projects and others are currently underway throughout the organisation.</p> <p>Council also implemented a new internal software program for managing audit outcomes is currently being built. This has enhanced the organisation's ability to track and report on business improvements in relation to audit actions and deliver process improvements faster.</p>

DP2-05.02: Identify and seek alternative income streams

Action	Annual Comment
Test the new Voluntary Planning Agreement policy and procedures for development contribution plans and Voluntary Planning Agreements with the Vineyard development project.	Voluntary Planning Agreement Policy adopted by Council on 13 October 2020, and Vineyard Contributions Plan adopted by Council in February 2021.

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

DP2-06.01: Develop and implement asset management strategies and plans to support sustainable service provision, in line with community expectations

Action	Annual Comment
Review Council's Long Term Asset Management Plan, in line with the long term financial plan, asset data and community feedback.	Inspections undertaken on an ongoing basis with conditions updated including works on new and renewal of assets. Programs and long-term strategies have been updated on a continuing basis.

1.4: REINFORCING AND ESTABLISHING EFFECTIVE STRATEGIC PARTNERSHIPS – BUILD STRONG RELATIONSHIPS AND SHARED RESPONSIBILITIES

1.4.1: 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.

DP2-08.01: Positive relationships with all tiers of government and peak bodies are pursued to enable Council to advise on the challenges and requirements of the Hawkesbury

Action	Annual Comment
Engage with and provide advice to relevant government agencies and peak bodies ie work with all levels of government via the Western Sydney Regional Organisation of Councils (WSROC) and City Deal through Planning Partnerships, Engineering Standards, and Liveability Grants.	<p>Council continued to engage with state agencies, including WSROC, City Deals and Western Parkland Councils for issues such as:</p> <ul style="list-style-type: none"> - Working with WSROC on initiatives relating to urban heat, waste and environmentally sustainable actions - Working with the newly formed Planning Delivery Unit on long-standing development matters - Working with the Planning Partnership regarding the review of developer contributions - Working with Transport for NSW in relation to a range of transport and traffic matters - Working with emergency services as part of the flood and ongoing bushfire recovery programs - Working with Destination NSW as part of the campaign to promote the Hawkesbury.
Partner with the Western Sydney Investment Attraction Office on any economic development activities	The Economic Development team attend the regular Western Parklands Authority (formerly the Western Sydney Investment Attraction Office) Network meetings and workshops and are actively participating with input and providing information into the Regional Parklands Economic Development Strategy.

1.4.2: Achieve higher strategic capacity through strategic alliances and partnerships.

DP2-09.01: Develop and maintain partnerships that facilitate management of resources and funding

Action	Annual Comment
Work with strategic partners to pursue objectives in relation to: • Planning	<p>Council continued working with relevant state agencies to resolve planning matters including:</p> <ul style="list-style-type: none"> - Review of Council's Local Environmental Plan (LEP) - Planning proposals in relation to Kurmond Kurrajong - Development applications that require state agency involvement or concurrence - Flood planning and proposed changes to legislation.
Work with strategic partners to pursue objectives in relation to: • Asset Management	Not progressing due to cessation of the strategic alliance group and project.

Action	Annual Comment
<p>Work with strategic partners to pursue objectives in relation to:</p> <ul style="list-style-type: none"> • Auditing 	<p>Council has partnered with Blue Mountains City Council to engage Centium Pty Ltd to undertake internal audits during the 2020/2021 financial year. The following audits have been completed during 2020/2021:</p> <ul style="list-style-type: none"> - Procurement Audit - City Planning – Applications and Certificates Audit - Customer Services Standards and Complaints Audit - Roads and Maritime Services Drives Compliance Audit - Payroll Audit <p>The Internal Audit Function Audit has commenced and are awaiting the final report.</p>
<p>Work with strategic partners to pursue objectives in relation to:</p> <ul style="list-style-type: none"> • Employment 	<p>Council has worked on initiatives to support the business community and retain local employment including:</p> <ul style="list-style-type: none"> - Business Mentoring Programs - facilitating training for women wanting to return to the workforce - facilitating courses aimed at women and youth covering all the basics such as preparing resumes and interview techniques - working with Western Parkland Councils to establish a jobs board. This is hoped to be launched next financial year – 2021/2022.
<p>Work with strategic partners to pursue objectives in relation to:</p> <ul style="list-style-type: none"> • Environment and Sustainability 	<p>A range of opportunities have progressed, including:</p> <ul style="list-style-type: none"> - WSROC Energy Program - Western Sydney Regional Waste Strategy and Programs - Department of Planning Industry and Environment's (DPIE) Sustainability Advantage Program - Penrith – Hawkesbury Environmental Educators Network – PHEEN - Cities Power Partnership - DPIE's Adapt NSW - Membership of Department of Planning, Industry and Environment and LGNSW Climate Change Professional Officer Group - Endeavour Energy – grid resilience - Sydney Water – nutrient offsets opportunities - Local environmental groups including Hawkesbury Environment Network - Western Sydney University including Hawkesbury Resilience Project.
<p>Work with strategic partners to pursue objectives in relation to:</p> <ul style="list-style-type: none"> • Leisure Centres 	<p>Council continues to work closely with the YMCA regarding management and operation of the Oasis Aquatic and Leisure Centre. Council is also working closely with PCYC NSW regarding management of the Hawkesbury Indoor Stadium.</p>

Action	Annual Comment
Work with strategic partners to pursue objectives in relation to: • Procurement	Opportunities for joint procurement were explored when available during 2020/2021.
Work with strategic partners to pursue objectives in relation to: • Risk Management	Regular and ongoing discussions with Local Government leaders regarding contemporary risk management issues and their approach to resolving them, in particular <ul style="list-style-type: none"> - Developing of corporate-wide Enterprise Risk Management Framework - Adopting a systems approach to risk involving identification, assessment and management of specific risks on the basis of overall risk rating - Review the organisational structure to ensure appropriate resources are in place to progress development of Council's Enterprise Risk Management Framework - Review of organisational arrangements and how they apply to the new audit structure being pursued by the NSW State Government
Work with strategic partners to pursue objectives in relation to: • The Western Parkland City	Council continues to work with Western Parkland Councils to deliver the Delivery Program including: <ul style="list-style-type: none"> - health initiatives - digital planning - proposed blueprint - proposed Regional Economic Development Strategy - providing input into the planning for the rapid bus network
Work with strategic partners to pursue objectives in relation to: • Tourism	Council continued working with Destination NSW to boost visitors to the Hawkesbury, particularly following the impact of the bushfires, flood and COVID-19. Council continued to work with Destination NSW as they continue the River is Just the Beginning Campaign and launch the Now is the Time to Love the Hawkesbury campaign.
Work with strategic partners to pursue objectives in relation to: • Transport	Range of opportunities investigated, including: Discussions with local bus company Busways who are investigating a fleet of zero-emission buses operating in the LGA Transport for NSW with respect to strategic routes including evacuation routes and Richmond Bridge Duplication Project.

1.5: REGULATION AND COMPLIANCE – ENCOURAGE A SHARED RESPONSIBILITY FOR EFFECTIVE LOCAL COMPLIANCE

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

DP2-10.01: Comply with all statutory corporate planning and reporting requirements

Action	Annual Comment
Implement an improved corporate planning process for the organisation. This includes streamlining the Business Plan and Integrated Planning and Reporting Framework process, while ensuring Office of Local Government's requirements are met	Work commenced on the improvement process for the integrated planning, reporting and budgeting process. This includes a review of operational planning and budgeting for better alignment with each other and more streamlined processes internally.
Manage the process in relation to the submission of grant applications to funding authorities.	Submission of grant applications to funding authorities continues to be managed internally through a series of processes. This includes monitoring grant-funded projects and matching expenditure, adjustments to budgets as part of the Quarterly Budget Review Statement process and reporting for both grant applications, progress reporting and acquittals.
Continue planning to achieve the payment of a Sewer Dividend over the next 3 years.	All plans to deliver the sewer dividend are in progress and on track.
Finalise the Dashboard of Compliance with Legislative Requirements and Customer Service Standards.	Council has an arrangement with law firm, Kell Moore, to provide a six-monthly report of legislative updates linked to Council functions. Council continues to explore options for developing an electronic compliance register, and in the meantime systems are in place to inform managers of legislative changes notified by the Kell Moore reports and making any necessary changes to delegations.

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

DP2-11.01: Develop and implement best practice processes and reporting measures

Action	Annual Comment
Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy.	From 1 July 2020 to 30 June 2021, Council received a total of 39 Customer Complaints and 58 Compliments in relation to Council services and staff. All were addressed using Council's Complaints and Compliments Procedure.
Implement Sustainability Strategy including best practice processes and reporting measures.	Drafting the Sustainability Strategy continued, and is tailored to become an umbrella document that other strategies relating to sustainability will sit under. Given the focus on completing the Hawkesbury Net Zero Emissions and Water Efficiency Strategy during the year, work associated with completing the Sustainability Strategy is being combined with the review and update of the Climate Change Adaptation Action Plan and Risk Assessment. This work is also closely related to the preparation of a Resilience Plan that is also being undertaken by Council.
Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and agreed management actions.	<p>Since 1 July 2020, the following audits have been completed:</p> <ul style="list-style-type: none"> - Procurement Audit - City Planning - Applications and Certificates Audit - Customer Services Standards and Complaints Audit - Roads and Maritime Services Drives Compliance Audit - Payroll Audit <p>The Internal Audit Function Audit has commenced.</p> <p>Progress of Internal Audits and implementation of agreed management actions arising from audits are reported and monitored by the Audit Committee.</p>

1.6: CORPORATE SERVICES – SUPPORT THE OPERATION OF THE ORGANISATION THROUGH THE PROVISION OF EFFECTIVE AND EFFICIENT CORPORATE SUPPORT SERVICES

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

DP2-12.01: Implement strategies identified in Council's Workforce Management Plan

Action	Annual Comment
<p>Continue the implementation of strategies as identified in Council's Workforce Management Plan, including:</p> <ul style="list-style-type: none"> - Equal Employment Opportunity (EEO) management plan implementation - Leadership Development - Workforce structure reviews to ensure best alignment for service delivery to the community 	<p>The Leadership Development Program – Everyday Leaders continues with another 40 staff to complete the program by the end of 2021. Government funding as part of the Smart and Skilled program has been secured for another 20 placements on the Diploma of Leadership and Management. The training has been fundamental in developing a consistent leadership strategy across the organisation by increasing capacity and noticing a significant lift in leadership capabilities. The People and Development Branch continues to provide support across the organisation with service reviews to ensure we have a structure in place aligned to service delivery. During the reporting period three service reviews were completed, Building and Associated Services, Corporate Communication, and Visitor Information Centre.</p> <p>Work also commenced on reviewing equity and diversity policies and procedures to align with workforce strategy.</p>

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

DP2-13.01: Council's workforce, systems and processes will support high performance and optimal service delivery for our community

Action	Annual Comment
Finalise Council's Information and Communication Technology (ICT) Strategy.	A number of workshops were held with the Information Services Leadership Team who identified key pillars for this strategy and links to the Community Strategic Plan identified. A number of key workstreams were identified and indicative tasks in these streams are being considered. The focus of the strategy will be to ensure Council's current and future technology needs are considered and met, including our expanding mobile and remote workforce.
Participate in the development and implementation of the Digital Action Plan	The Western Parklands Council Digital Action Plan was completed. Currently the Western Parklands Council is prioritising these actions, and Council's participation in this program is ongoing.
Continue an organisation-wide program of Business Improvement processes linked to Council's Fit for the Future Strategies and Customer Service Outcomes.	<p>A number of business improvement projects have been underway in the organisation, including:</p> <ul style="list-style-type: none"> - Section 64 Sewer – a process to allow Council to manage applications requested by residents, to connect into Council's sewerage management treatment plant, which was completed during this period - Council's internal software program for managing audit management actions has been implemented - Fire Safety Program: A holistic compliance process to manage fire safety building requirements to reduce risks on occupants. Council's internal software program is being built to deliver this process, with testing being done in early 2020 - Septic Management Facilities – a holistic compliance process to manage inspections to reduce risks on residents and the environment, has been finalised Council's internal software program is currently being built, to deliver this process with testing being done in 2020 - Subsequent to the bushfires and floods, arrangements were put in place to review processes and procedures associated with the organisation's response to natural disasters.

2: OUR COMMUNITY

2.1: COMMUNITY SAFETY IS IMPROVED – ENABLE A SHARED RESPONSIBILITY FOR COMMUNITY SAFETY AND DISASTER MANAGEMENT

2.1.1: 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.

DP2-14.01: Implement Council's Hawkesbury Floodplain Risk Management Plan

Action	Annual Comment
Review and Update the Hawkesbury Flood Risk Management Study and Plan 2012	Necessary approvals were sought and issued by the funding body in June 2021 with respect to the consultant's brief, work plan and selected consultants for the review of the Hawkesbury Flood Risk Management Study and Plan. Preparation of the consultant's brief in particular required considerable levels of collaboration with various State Government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services.
Undertake a Flood Risk Management Study and Plan for the MacDonal River, Colo River, Webbs and Greens Creek	Necessary approvals have been sought and issued by the funding body in June 2021 with respect to the consultant's brief, work plan and selected consultants. Preparation of the consultant's brief in particular required considerable levels of collaboration with various State Government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services.
Update the Hawkesbury Floodplain Risk Management Plan and Strategy	Necessary approvals were sought and issued by the funding body in June 2021 with respect to the consultant's brief, work plan and selected consultants. Preparation of the consultant's brief in particular required considerable levels of collaboration with various State Government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services.

DP2-14.02: Implement Council's Natural Hazards Resilience Study

Action	Annual Comment
Implement priority actions from the Interim Flood Policy through the Development Assessment process	<p>A new flood policy has been adopted and a new clause has been added to the Local Environmental Plan (LEP) 2012. Development Application conditions were updated to reflect the changes.</p> <p>The schedule to the new flood policy provides the tool to assess applications against the new Flooding Clause in the LEP. The new Clause 5.21 provides five criteria which are to be considered before Council is able to grant consent to a development proposal. The updated conditions reflect how the development is to be undertaken to satisfy these clauses.</p>

DP2-14.03: Participate with other authorities in the planning and implementation of their emergency and risk management plans

Action	Annual Comment
<p>In relation to the 2019/2020 bushfires and in regards to infrastructure:</p> <ul style="list-style-type: none"> - Repair roads damaged by Rural Fire Services vehicles - Replace damaged/destroyed road signs - Replace damages/destroyed boundary fencing - Investigate water supply options for future resilience 	<p>There was no known damage to sealed roads that can be attributed to RFS vehicles. Any repairs required to unsealed roads were rectified through routine grading programs at no additional cost to Council</p> <p>Works are in progress to replace damaged road signs. Funding for these works has been allocated under the \$1.3million Commonwealth Bushfire Recovery fund</p> <p>Financial support available for boundary fencing continues to be problematic. The majority of fencing issues relate to properties adjoining National Parks and Crown land. Grant funding generally covers the expense of fencing material with the cost of installation being borne by the landholder.</p> <p>The recovery team continues to investigate financial support available for impacted residents.</p> <p>Council is assessing the need and exploring suitable options to ensure future resilience around water supply.</p>
<p>In relation to the 2019/2020 bushfires, support Business, Tourism and Industry by:</p> <ul style="list-style-type: none"> - Building on work and activities already underway within the community - Utilising local business as part of the recovery - Implementing buy local programs - Working with other State Government agencies to run business workshops - Implementing local tourist initiatives - Providing one-on-one support and mentoring to local businesses impacted directly and indirectly by the bushfires 	<p>Council has worked in collaboration with all levels of government, agencies, business groups, charities to deliver as much support possible to the business community. Business support initiatives include tourism and business mentoring programs, workshops, webinars, training opportunities and Mainstreet Recovery Programs. Council is currently developing an Economic Development and Business Recovery Plan for 2021-2022.</p>
<p>Provide support to the community led Disaster Resilience Pilot Project west of the river.</p>	<p>Council support provided in conjunction with bushfire activities. Grant funding was received for a Resilience Planning Coordinator role, which was filled in early 2021 to coordinate Council's emergency response efforts.</p>
<p>Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land.</p>	<p>Hazard reduction program approved and implementation progressing as conditions permit. Remaining works to be undertaken following the fire season and subject to weather conditions.</p>

2.1.2: Make the Hawkesbury a friendly place where people feel safe.

DP2-15.01: Take action and develop partnerships to strengthen and achieve a safe and inclusive community

Action	Annual Comment
Implement Year 4 actions of the Hawkesbury Family and Domestic Violence Action Plan including holding White Ribbon events and establishing local partnerships to address key priorities, including funding for crisis accommodations, education programs and health services.	Year 4 actions implemented this financial year include holding the event Reclaim the Night, members of the project lead group driving the development of crisis and short term accommodation, and supporting educational programs including e-safety and healthy relationships education. Consultation is currently underway to inform development of a renewed Family and Domestic Violence Action Plan in 2021/2022.
Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	<p>Staff have reconvened the Homelessness Working Group. Windsor Police Area Command are key service partners in this project that coordinates interventions and referrals for persons sleeping rough in the Hawkesbury.</p> <p>Staff continue to attend the Community Safety Precinct Committee meeting and use crime statistics provided at this meeting to inform community development responses to local safety issues.</p> <p>Staff worked closely with Windsor Police throughout the flood and the COVID-19 Pandemic to ensure a coordinated response to local safety issues that arose during emergency response and recovery</p>
Implement priority activities and campaigns in the Road Safety Action Plan including child restraint fitting program and speed reduction campaigns	Due to the COVID-19 Pandemic restrictions, Council staff redirected funding ordinarily used at community and in-school events to develop a Learner Driver Program and undertake safety assessments in school zones. Child restraint fitting program will recommence early 2022 (COVID-19 restrictions allowing).
Implement Year One actions of the Dementia Friendly Hawkesbury Plan including facilitation of a Dementia Expo and delivery of 'Dementia Friend' training to businesses and Council staff	<p>Year 1 actions from the Dementia Friendly Hawkesbury Plan that were implemented include:</p> <ul style="list-style-type: none"> - Dementia Friend training to community services and businesses - Person Centred Emergency Preparedness planning training delivered to community members, emergency services and community services - Online dementia awareness campaigns promoted - Exercise facilitators trained in delivery of Ageless Grace dementia-friendly movement to music program. <p>The Year 1 actions from the Plan aimed to bring people together physically are on hold due to COVID restrictions</p>

2: OUR COMMUNITY

2.2: PARTICIPATION IN RECREATIONAL AND LIFESTYLE ACTIVITIES IS INCREASED – ENCOURAGE AND ENABLE OUR COMMUNITY TO PARTICIPATE IN A HEALTHY LIFESTYLE

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

DP2-16.01: Resource the joint planning and provision of activities and programs which support healthy lifestyles

Action	Annual Comment
Pursue a local Memorandum of Understanding (MOU) with Nepean Blue Mountains Local health, Nepean Blue Mountains Primary Health network and St. John of God Hawkesbury District Health Services.	<p>Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2019. Council has also sought a Memorandum of Understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital, however the Local Health District is not pursuing a Memorandum of Understanding with all parties at this time. Council continues to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles.</p> <p>The working groups of the Health Alliance are as follows:</p> <ul style="list-style-type: none"> • Social Determinants of Health – Framework and prioritisation tool • Social Connectedness – Framework • Health Impact Statement • Health Workforce Strategy <p>Council staff are represented on the Social Determinants of Health – Framework and prioritisation tool, and Health Impact Statement working groups. The Health Alliance is continuing to work on documents produced by each working group.</p>
Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA NSW and other stakeholders, including programs for people with chronic health conditions and accessible sports and recreation initiatives.	<p>Dementia-friendly and accessible dance and music therapy program – six ‘mainstream’ recreational and activity providers were trained to provide certified dance and music therapy to carers and people living with dementia and people with disabilities in community settings. This project will increase accessible recreational opportunities throughout the Hawkesbury while providing people with disabilities, people living with dementia and their carers opportunities to continue to be engaged in recreational activities together, whilst returning therapeutic benefit.</p>

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

DP2-17.01: Implement the Hawkesbury Regional Open Space Strategy

Action	Annual Comment
Implement priority actions from the Hawkesbury Regional Open Space Strategy	A brief for the new Recreation and Open Space Strategy has been developed and referred to an adjoining Council for peer review. Given recent exhibition of the draft NSW Public Spaces Charter, draft NSW Guidelines for Open Space and Recreation, NSW Open Space Vision discussion paper and the anticipated draft NSW Design and Place by the State Environmental Planning Policy, the strategy was put on hold so these new guidelines can be addressed properly in the development of the Recreation and Open Space strategy.
Implement the Fernadell Master Plan and Management Plan.	A draft Plan of Management and Masterplan for Fernadell Park were developed and following Council endorsement, were put out for public comment. The consultation period has now closed and staff are collating the responses. A report will go back to Council in September.

2.3: COMMUNITY PARTNERSHIPS CONTINUE TO EVOLVE – INCREASE THE RANGE OF LOCAL PARTNERSHIPS AND PLAN FOR THE FUTURE

2.3.1: Encourage and facilitate community partnerships.

DP2-18.01: Provide financial and other support to assist community groups to build social capital through the sponsorship of community programs and events

Action	Annual Comment
Implement Community Sponsorship Program.	Due to low numbers of applicants, both Round One and Round Two of the Community Sponsorship Program remained open for longer during the reporting period. Council allocated the full budget of \$50,016 to 29 applicants during the 2020/2021 reporting period.

2.3.2: Support and expand active volunteering

DP2-19.01: Support and resource active volunteerism within the community

Action	Annual Comment
Promote the Cultural Services volunteer program.	<p>Volunteer activities were curtailed significantly due to COVID-19 with a sharp reduction in the number of people available to volunteers and inability to offer training programs for volunteers over the reporting period. Following the reopening of the Library, Museum and Gallery, shut due to COVID-19, the number of volunteers has increased from a low of 12 at the Museum and Gallery to more than 35 active volunteers at each facility.</p> <p>All volunteers across Council were sent a thank you pack in November. Returning Library volunteers have been re-inducted and have enjoyed a morning tea with Library staff.</p> <p>Unfortunately the 2021 COVID-19 restrictions and the closure of the Library, Museum and Gallery again put a hold on the volunteer program.</p> <p>Previously active volunteers are prioritised for returning to prior commitments before a further volunteers recruitment will be undertaken.</p>
Support Clean-up Australia Day volunteers.	<p>The Clean Up Australia Day Event for 2021 was able to go ahead in 2021, with 13 registered community sites and 150 volunteers who collected more than 5000kg of litter. A Flood Community Clean Up day was also held in May across four sites and 50 volunteers.</p> <p>Additionally, Council undertook household problem waste collection events where a total of 1820kg of material was dropped off. Further, two electronic waste collection events were held with 300kg of material collected.</p>
Support volunteer Bush Care groups.	<p>The Bushcare volunteers were not able to attend their sites in late 2020 under COVID-19 restrictions, as a result Council's accredited bush regeneration contractors have been maintaining these sites.</p> <p>The Bushcare volunteers undertook the Hawkesbury City Council induction and site risk assessment COVID-19 restrictions. Not all volunteers returned, but a total of 80 Bushcare volunteers have been involved with both the Hawkesbury Bushcare program and Hawkesbury Community, contributing a total of 1369 volunteer hours.</p> <p>The Bushcare program worked closely with external organisations to promote volunteer engagement in natural restoration including Penrith City Council, Greater Sydney Local Land Services (GSLLS) and Hawkesbury Landcare. This has been seen with both the Penrith Hawkesbury Environmental Educators Network (PHEEN); with both Penrith City Council and all interested schools in the two LGAs. The other successful Bushcare initiative is the three Nocturnal Nature Safaris held in conjunction with GSLLS. Three Nocturnal Safaris were held in partnership with GSLLS, with the events fully booked and proving to be extremely popular for all age groups.</p>
Establish and Implement Civic Volunteer Program	<p>The flood event in March 2021 required staff to review draft volunteer documents and develop new approaches to leverage the significant number of individuals and organisations that present as spontaneous volunteers following a disaster. Staff coordinated a clean up event in partnership with Clean Up Australia, and coordinated resident access to charities to assist with clean up and restoration for flood impacted residents. Staff are now building this component of volunteers into a draft policy, procedure and a Volunteer Strategy will be reported to Council's Executive Team in November 2021.</p>

Action	Annual Comment
Implement and review the annual program of tourism familiarisation tours for Museum volunteers.	Council is developing a Volunteer Strategy and associated Policy and Operational Management Standard to standardise Council's approach to recruiting, managing and recognising volunteers across the organisation. Once the corporate framework is developed and adopted, Council will recruit volunteers under the new system and engage them to implement an annual program of tourism familiarisation tours for the Museum.

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

DP2-20.01: Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions

Action	Annual Comment
Continue a review of third party relationships, building upon learning from initial reviews.	Following the completion of the first review of Peppercorn Services Inc in the previous financial year, the review of Hawkesbury River County Council was completed in September 2020. Councillors were briefed on issues relating to the scope of future reviews including the review of the Hawkesbury Sports Council Inc and legal advice was obtained concerning the delegation of Council functions to the Sports Council Inc, to assist in confirming the appropriate form for that review to take. This will influence the scope of future reviews.
Implement community awareness program	Working in association with school principals and Parents and Citizens (P&C) Associations, community awareness programs targeting schools zones has continued throughout 2021. An education campaign was delivered and pedestrian safety information circulated to improve pedestrian safety in school zones. Community Safety and Compliance staff continue to work with schools identified as having the greatest issues with driver behaviour, providing ongoing education and compliance presence to improve safety in and around school zones. This work has resulted in a number of significant pedestrian infrastructure improvement projects successfully gaining funding for construction, including at Pitt Town Public School and Windsor Park Public School.
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc, Hawkesbury Sports Council etc.).	<p>A formal audit of Council's third-party relationship with Peppercorn Services Inc was completed in March 2020. Peppercorn has an established Risk and Audit Subcommittee and in accordance with its purpose and delegate function, the Risk and Audit Subcommittee considered the report at its meetings on 25 May 2020 and 17 June 2020.</p> <p>The Risk Sub-Committee presented the report to the Board of Peppercorn Services Inc in July 2020. A renewed (draft) Memorandum of Terms of Delegation was prepared by Council staff and reported to the Board of Peppercorn Services Inc in February 2021, following which the draft document will be reported to Council for endorsement.</p>

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

DP2-21.01: Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury

Action	Annual Comment
<p>Encourage community involvement in the development of plans for the management of parks, in particular:</p> <ul style="list-style-type: none"> • McMahon Park plan of management and master plan • All other parks plans of management 	<p>The community was engaged in developing and finalising the Plans of Management and Masterplans for Colbee Park and Woodbury Reserve through a combination of online surveys, user group meetings, drop in events, public hearings, and the opportunity to comment on the final documents prior to adoption. Plans of management for Yarramundi & Navua Reserves, McQuade Park, Macquarie Park and McMahon Park are in early stages of development, with community involvement through online surveys, stakeholder meetings and drop in events having been conducted.</p>
<p>Review parameters and goals of the Hawkesbury Sports Club in line with the Hawkesbury City Council Community Strategic Plan</p>	<p>Council staff continue to work closely with the Hawkesbury Sports Council, attending monthly executive meeting to provide advice. Funding was allocated to the Hawkesbury Sports Council to implement their maintenance and Capital works programs. Council staff also worked with Hawkesbury Sports Council to develop plans of management for their sites including Colbee Park and Woodbury Reserve. Council is also arranging for a third-party review of the Hawkesbury Sports Council. The focus of the review will include the structure of the Sports Council, its governance, functions and how Council manages the relationship.</p>

2.4: COMMUNITY WELLBEING AND LOCAL SERVICES – BUILD ON A SENSE OF COMMUNITY AND WELLBEING

2.4.1: 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.

DP2-22.01: Advocate for the provision of affordable and accessible health care, housing, aged care, mental health, youth and family services and other community services

Action	Annual Comment
In relation to the 2019/2020 bushfires and in regards to health and wellbeing: <ul style="list-style-type: none"> – facilitate community outreach, psychological and social support activities and services – building resilience and connection through community events and projects 	<p>Actions delivered during the reporting period include:</p> <ul style="list-style-type: none"> – successful funding submissions for a \$495,000 grant to deliver Community Advice and Assistance Hubs in disaster impacted communities – hosting community outreach consultations at Upper Colo, Bilpin and St Albans with residents and through online sessions – facilitating inter-council meetings to share information and coordinate recovery efforts across multiple local government areas – continued to provide to the Step by Step Recovery Support Service to provide one-on-one support to residents to access grants and community services.
Participate on local, regional and State planning forums to advocate for the human service needs of the Hawkesbury.	<p>Key achievements during this period include:</p> <ul style="list-style-type: none"> – provision of support to community services to ensure residents could continue to access real-time information relating to service availability during the COVID-19 Pandemic restrictions – coordinating flood response with State agencies, including providing information for residents, establishing a resident database and coordinating recovery centres – working with Resilience NSW to capture the impact of floods on residents and to prioritise service access assistance.
Seek funding in partnership with Nepean Blue Mountains Primary Health Network to prepare a Community Health and Well-being Action framework.	<p>Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2019. Council has sought a memorandum of understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital. However the Local Health District is not pursuing a Memorandum of Understanding with all parties at this time.</p> <p>Council continues to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles.</p> <p>The working groups of the Health Alliance are as follows:</p> <ul style="list-style-type: none"> • Social Determinants of Health – Framework and prioritisation tool • Social Connectedness – Framework • Health Impact Statement • Health Workforce Strategy <p>Council staff are represented on the Social Determinants of Health – Framework and prioritisation tool, and the Social Connectedness – Framework working groups.</p> <p>An action plan was developed by the Health Alliance and its implementation is supported by Council staff.</p>

Action	Annual Comment
Seek funding to implement community resilience and mental health programs in particular mental health outreach programs.	<p>Staff worked with non-government and not-for-profit organisations during the reporting period to secure funding for a range of projects particularly related to disaster recovery. Staff worked with Hawkesbury agencies to develop partnership projects and support development of funding applications to deliver community resilience and mental health outreach programs.</p> <p>Funding secured for outreach programs that support mental health include:</p> <ul style="list-style-type: none"> - Be & Co - social dance and mental health outreach program - Community Arts Project - bushfire recovery - Mental health support and tree removal coordinated program - Community Advice Support Services Hubs
Develop response to rough sleepers plan and develop collaborative governance model for Homeless hub	<p>The Response to Rough Sleepers Plan was completed when the Terms of Reference were finalized in November 2020. These terms of reference set the parameters for the Homelessness Working Group that partners Council with Police, Health and Homelessness support agencies to coordinate service responses and interventions for people sleeping rough in the Hawkesbury.</p> <p>Council supports access to The Hive operated by Hawkesbury's Helping Hands through service promotion and supporting provision of PPE to continue operations throughout COVID-19 lockdown restrictions.</p>
Implement priority actions of the Hawkesbury Rough Sleeper Action Plan.	<p>The Response to Rough Sleepers and implementation of priority actions within a Hawkesbury Rough Sleepers Action Plan was completed when the Terms of Reference were finalised in November 2020. These terms of reference set the parameters for the Homelessness Working Group that partners Council with Police, Health and Homelessness support agencies to coordinate service responses and interventions for people sleeping rough in the Hawkesbury.</p>

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

DP2-23.01: Undertake community consultation and engagement to understand community needs and service demands

Action	Annual Comment
Undertake community consultation and engagement to understand community needs and service demands.	<p>Council has been using the online Your Hawkesbury Your Say tool to engage with the community during COVID-19 when there were limitations on face-to-face engagement undertaken with the community. There were 33 projects with more than 46,400 aware visitors, 22,300 informed visitors and more than 4000 surveys or submissions.</p> <p>Community feedback was sought on a range of projects, the greatest responses been received from</p> <ul style="list-style-type: none"> - Ring the Bell Campaign for Windsor Bridge - Take the survey - Colonial Reserve Bligh Park Playground - Yarramundi and Navua Reserve Plan of Management - Liveability Project - Revitalising our Town Centres - Flood Recovery Information - Achieving Net Zero Emission and Water Efficiency - Macquarie Park Plan of Management - Fernadell Park Masterplan and Plan of Management <p>Community feedback assisted Council with decision making. The community was invited to nominate their preferred park design at Colonial Reserve, Bligh Park; nominate ideas at Yarramundi and Navua Reserves; they told us how they would like to see Council take action in the Achieving Net Zero Emissions and Water Efficiency; they voted on options for the Liveability Project; they shared their feedback on Macquarie Park and Fernadell Park.</p> <p>Council's Corporate Facebook page is also used to promote engagement. There has been an increase of more than 4000 followers with page reach of more than 555,000 people who saw the content of the page.</p> <p>The top five Facebook posts with the number of people reached were:</p> <ul style="list-style-type: none"> - Council Staff out during flood - 153,526 - Freemans Reach Road open after flood - 67,785 - Free Flood Skip Bin - 74,700 - Thank you SES - 55,701 - Lost Pets - 40,121

2.5: CULTURAL DEVELOPMENT AND HERITAGE – ENCOURAGE AND SUPPORT ALL RESIDENTS TO PARTICIPATE IN ALL ASPECTS OF COMMUNITY, CULTURAL AND CIVIC LIFE

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

DP2-24.01: Work in partnership with government and non-government agencies to develop and deliver action plans for an inclusive community

Action	Annual Comment
Implement Year Four actions of Council's Disability Inclusion Access Plan including events that assist to develop positive attitudes towards people with disabilities, supporting volunteers and social groups and developing accessible local service directories	<p>Year Four actions from Council's Disability Inclusion Action Plan that were implemented include:</p> <ul style="list-style-type: none"> - creating accessible online and print material service information to ensure people with disabilities could access real-time information regarding service availability during the COVID-19 Pandemic restrictions - delivering an Inclusion Award through Hawkesbury Small Business Awards - delivering person-centred emergency preparedness project to develop people with disabilities as peer leaders to deliver emergency preparedness training in the Hawkesbury.

DP2-24.02: Resource the planning of activities and events which celebrate community and cultural diversity in conjunction with inter-agency organising committees.

Action	Annual Comment
Develop Youth Action Plan to understand the needs of young people and plan Hawkesbury's future with them	<p>Council staff work with youth services, schools and young people themselves to facilitate consultations with young people. While staff continued to work with agencies through Hawkesbury Youth Interagency, the necessary consultation with young people to develop a Youth Action Plan was hampered by COVID-19 Pandemic restrictions. Council staff worked with NSW Department of Education and youth service providers to roll out the Mission Australia Youth Survey, the outcomes of which will form the basis of youth planning and service provision in 2021-2022.</p>

DP2-24.04: Provide a range of cultural and community programs and services, and civic events, that strengthen the capacity, well-being and cultural identity of our community

Action	Annual Comment
Adopt the Hawkesbury Cultural Development Plan for Library, Museum and Gallery	Completion of the Hawkesbury Cultural Plan has been held over until the 2021-22 financial year in order to better reflect the changing community and cultural development needs of the community.
Develop Youth Action Plan to understand the needs of young people and plan Hawkesbury's future with them.	Council staff work with youth services, schools and young people themselves to facilitate consultations with young people. While staff continued to work with agencies through Hawkesbury Youth Interagency, the necessary consultation with young people to develop a Youth Action Plan has been hampered by COVID-19 pandemic restrictions. Council staff are working with youth groups and the NSW Department of Education to determine multiple methods of consultation that can be undertaken regardless of COVID-19 pandemic restrictions implemented in 2021.
Provide financial and other support to community groups to plan and deliver community events and activities.	Community event delivery was impacted due to the flood and COVID-19 Pandemic. Events supported during this period included Youth Week events and Sorry Day.

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

DP2-25.01: Provide a range of cultural and community programs and services that strengthen the capacity, well-being and cultural identity of our community

Action	Annual Comment
Work with PCYC NSW to progress planning for the design and delivery of a Police Community Youth Club for the Hawkesbury	Council and the Police and Community Youth Club (PCYC) entered into a management agreement for the operation of the Hawkesbury Indoor Stadium as a PCYC from 1 July 2020, to allow for additional time to negotiate the terms of the Development Agreement and Agreement for Lease.
Continue to update and maintain the online Library, museum and gallery collection catalogues and make them online accessible	<p>The Library, Museum and Gallery collection catalogues are now online with 430 artworks, 2336 Museum objects and 25,614 Library images currently accessible to the public.</p> <p>https://aurora.hawkesbury.nsw.gov.au/library/ https://aurora.hawkesbury.nsw.gov.au/museum/ https://aurora.hawkesbury.nsw.gov.au/Gallery/</p> <p>Work continues to add items and objects to the collection. Recommendations for improvements to the software are being actively pursued in conjunction with the developers.</p>

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

DP2-26.01: Provide a range of history and cultural heritage programs and exhibitions

Action	Annual Comment
Provide museum collection programs which celebrate our significant heritage and history and manage the museum's history collection.	<p>Between 1 July 2020 and 30 June 2021, the Museum presented a reduced program of cultural heritage activities and exhibitions.</p> <ul style="list-style-type: none"> - The Uncovered exhibition was opened to the public in March 2021 - Talk: Migration from 80,000 YBP to 2000 CE: The Making of Australia - Talk: Invisibilising The Orphans cancelled due to low numbers - Promotion of week Museum Online content devised and presented during the COVID shutdown - Talk: Emeritus Professor Grace Karskens - Candlelit Tours - RAAF on the Air Force Centenary - Numerous excursion groups
Recognise, conserve and promote the area's history and heritage for current and future generations	<ul style="list-style-type: none"> - A total of 25 history programs held with total of 729 participants - The image collection was reviewed resulting in a reduced duplication of images. The current number of images is 95,541 with 25,958 now available online - The Local Studies Collection added 182 new items - The Local Studies Collection was accepted into the Amplify program, run by the State Library of NSW. The project will see numerous local oral histories transcribed making them more discoverable and accessible to our community. 16 stories have been included within the program.

DP2-26.02: Review and implement Council's Heritage Strategy

Action	Annual Comment
Review and implement agreed priority actions of Council's Heritage Strategy.	<p>Through Council's Heritage Committee, the actions within the three-year rolling Heritage Strategy were reviewed at Committee Meetings in October 2020 and March 2021 prior to being adopted by Council in August 2021.</p> <p>Implementation of various actions occurs on an ongoing basis, particularly with respect to the annual Local Heritage Assistance Fund, and Heritage Advisory Service.</p>
Review and implement agreed priority actions of Council's Heritage Strategy	<p>Through Council's Heritage Committee, the actions within the three-year rolling Heritage Strategy were reviewed at Committee Meetings in October 2020 and March 2021 prior to being adopted by Council in August 2021.</p> <p>Implementation of various actions occur on an ongoing basis, particularly with respect to the annual Local Heritage Assistance Fund, and Heritage Advisory Service.</p>

DP2-26.03: Through the Masterplanning processes for the revitalisation of the Richmond and Windsor Town Centres provide opportunity to consider the recognition and promotion of the area's history and heritage

Action	Annual Comment
As part of the master planning for Richmond, Windsor and South Windsor, conduct an archaeological study of the South Windsor Presbyterian cemetery in Windsor Richmond and surrounding open space to inform the detailed design of the masterplan	An archaeological study was conducted of the South Windsor Presbyterian cemetery in South Windsor. This informed the detailed design of the masterplan.

DP2-26.04: Provide a range of media to recognise and promote the area's history and heritage

Action	Annual Comment
Work with respective Committees to produce a range of media to promote the areas heritage.	<p>Opportunities used to promote the Hawkesbury's history and heritage include:</p> <ul style="list-style-type: none"> - Local Heritage Assistance Fund (record number of projects funded) - Heritage Advisor (increased use of service) - Release of funding opportunities through NSW Heritage - Continued preparation of Information Sheets and Guidelines.
Expand the range of the Library Local Studies Fact Sheets and Museum exhibition Fact Sheets	During the course of the reporting period the range of Local Studies and Museum fact sheets was expanded.

3: OUR ENVIRONMENT

3.1: THE NATURAL ENVIRONMENT IS PROTECTED AND ENHANCED – VALUE, PROTECT AND ENHANCE OUR UNIQUE NATURAL ENVIRONMENT

3.1.1: Encourage effective management and protection of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.

DP2-27.01: Manage and protect our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships

Action	Annual Comment
Develop a 'whole of river' management plan with other Council's along the Hawkesbury river	Council has continued involvement and participation in the whole of Hawkesbury River Coastal Management Plan project in partnership with other Hawkesbury River councils. Stage 1 (Scoping Study) was completed and presented to Council's Environmental Sustainability Advisory Committee, and subsequently Council. The project has progressed to Stage 2 (Determining the Risks, Vulnerabilities and Opportunities), which included the engagement of a Project Coordinator to progress the Plan. Note, Council's current Upper Hawkesbury Coastal Zone Management Plan is still able to be relied on to support funding applications under the NSW Governments Coastal Management Program up until December 2021.
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	<p>Implementation of priority actions of the Coastal Zone Management Plan continued during the period, including:</p> <p>Water Quality Monitoring Program – Report Cards received from Department of Planning, Industry and Environment based on data collected by Council. Ongoing data collection continued in order to inform the preparation of further Report Cards given the funding has been obtained to continue the monitoring program.</p> <p>Update of Local Environmental Provisions and Development Control Plan provisions – inclusion as part of review of existing provisions</p> <p>Continued participation with Hawkesbury River councils with respect to preparation of a whole of river Coastal Management Program. In partnership with other Hawkesbury River councils, the Stage 1 (Scoping Study) was completed and presented to Council's Environmental Sustainability Advisory Committee, and subsequently Council. The project has progressed to Stage 2 (Determining the Risks, Vulnerabilities and Opportunities), which included engaging a Project Coordinator to progress the Plan. Note, Council's current Upper Hawkesbury Coastal Zone Management Plan is still able to be relied upon to support funding applications under the NSW Governments Coastal Management Program up until December 2021.</p>

3.1.2: Act to protect and improve the natural environment including working with key agency partners

DP2-28.01: Take action and engage with relevant government agencies and community groups to protect the natural environment

Action	Annual Comment
Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program	There has been a continuous improvement program running internally for the Sewage Management Facility (SMF) inspection process. These improvements have enabled the SMF Team to conduct 1710 SMF inspections and 346 plumbing and drainage inspections over the 2020/2021 financial year. Despite the COVID-19 Pandemic, inspections continued in accordance with appropriate safety protocols for the community and employees.
Work with key agencies to investigate illegal land use activities such as the Natural Resource Access Regulator, Environmental Planning Authority and Department of Primary Industries to undertake investigations.	During the 2020/2021 financial year Council continued to work with relevant government agencies and consultants including NSW Police, WaterNSW, Natural Resource Access Regulator and NSW Environmental Protection Agency in order to investigate compliance and environmental matters reported to Council. Matters range from activities involving pollution and illegal works along of waterways, noise complaints, operating outside of development approvals, illegal works and illegally dumped rubbish and breaches of development consent.
Work with key stakeholders for the protection of the natural environment, including: <ul style="list-style-type: none"> - Land Care - Greater Sydney Local Land Services - Penrith Council - Hawkesbury River Council - NSW Department of Planning, Industry and Environment 	Council's environmental team worked closely with external organisations to promote natural restoration. These organisations include Penrith City Council, Greater Sydney Local Land Services, Department of Planning, Industry and Environment, Hawkesbury River County Council and Hawkesbury Landcare.

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

DP2-29.01: Develop and implement programs that encourage the community to care for the natural environment

Action	Annual Comment
Grow endemic plants at the community nursery for parks, reserves, and Land-care groups.	<p>This financial year, the Hawkesbury Community Nursery produced 61,232 plants and sold 59,483 plants, almost doubling that of the previous year. The range of customers includes; sales to the public, Hawkesbury City Council, Penrith City Council, Bushcare Groups, Bush Regeneration Contractors, Landcare, Birdlife Australia, Greening Australia, Hawkesbury River County Council, Greater Sydney Local Land Services.</p> <p>COVID 19 and floods saw the volunteer program severely affected, with many of the older and long-term volunteers not returning and plant volunteering events being constantly cancelled or postponed.</p> <p>In October 2020, Hawkesbury Community Nursery was awarded one of the very first grants as part of the Foundation for National Parks and Wildlife's Bushfire Recovery Nurseries program. With this grant, the Hawkesbury Community Nursery was able to expand its capacity by 15,000 trees each year. Trees grown will include Forest Red Gum, Grey Gum, Black She-Oak and Mountain Blue Gum, which provide food and habitat for threatened species like the koala, yellow-bellied glider, and glossy black cockatoo. The trees will then be planted out in national parks and on private land impacted by bushfires in the Greater Blue Mountains World Heritage Area and Wollemi region.</p> <p>The nursery also started hosting corporate volunteer events as part of the program, bringing Sydney-based companies to the Hawkesbury to learn about the amazing array of flora and fauna that call our area home. Four events have been held with 16 to 20 participants each time, a total of 69 volunteers and 345 hours of nursery volunteering time.</p>
Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land.	<p>Council continues to undertake land management activities across 36 reserves throughout the Hawkesbury, including Argyle Bailey, Cattai Bridge, Charles Kemp, Wilberforce Cemetery, St Albans Park & Settlers Rd, Skeleton Rocks, Half Moon Farm, Sackville Mission, Oakville Park, Ebenezer Park, South Creek, Green Hills Burial Ground, Governor Phillip Park, Macquarie Park, Deerubbin Park, Howe Park, The Breakaway, George Street, Hanna Park, Hawkesbury Park, Navua, Riverside Drive, Yarramundi, Chain of Ponds, Woodbury, Glossodia Park, Pughs Lagoon, Bushells Lagoon, Redbank Creek, Diamond Hill, Singleton's, Matheson Park, Bellbird Hill and Upper Colo. This work continues to protect and enhance the Hawkesbury's riparian corridors, endangered ecological communities, wildlife corridors and high-value ecosystems.</p> <p>Council continues to expend funding received to support environmental restoration activities from the following organisations: \$31,500 received through Save our Species program to ensure the survival of threatened ecological communities at Singleton's reserve, Matheson Park and Diamond Hill; \$15,000 received from the Department of Planning, Industry & Environment for estuary health monitoring; and \$19,000 from Greater Sydney Local Land Services for Giant Reed control in the Macdonald Valley.</p>

Action	Annual Comment
Undertake necessary studies and strategy to prepare for the commencement of the Cumberland Plain Conservation Plan	Preparation of Council's Strategic Biodiversity Land Use Planning Framework was completed in February 2021. A submission to the draft Cumberland Plain Conservation Plan was considered by Council in September 2020 and subsequently lodged with the Department of Planning, Industry and Environment. The plan has not yet been finalised by the NSW Government.
Implement priority actions of the Hawkesbury Ecological/Biodiversity Framework such as - Update Council's GIS Mapping to reflect new mapping - Update legislative maps to reflect new mapping	Preparation of the Strategic Biodiversity Land Use Planning Framework has been substantially completed, with the recommendations and outcomes informing the review of the Local Environmental Provisions and preparation of the new Development Control Plan.

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

DP2-30.01: Identify, investigate and resolve unauthorised and environmentally harmful development

Action	Annual Comment
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance & Enforcement Policy.	The Development Compliance Team continued to investigate reports in relation to illegal and or unauthorised development and received 2024 illegal or unauthorised development complaints this financial year. The tasks concern matters relating to unauthorised development, illegal dumping, illegal tree removal and non-compliance with development consent. The Development Compliance Team has also been investigating and responding to unauthorised riverbank restoration works following the significant floods in March 2021.

3.2: TO LIVE SUSTAINABLY AND REDUCE OUR ECOLOGICAL FOOTPRINT – IDENTIFY AND MAKE BEST USE OF OUR LOCAL RESOURCES AND AWARENESS OF CONTRIBUTION TO THE ENVIRONMENT

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

DP2-31.01: Develop and implement community sustainability programs

Action	Annual Comment
Review and implement Council's Waste Education Program.	The Waste Education Program was reviewed and tailored to take into account the ongoing COVID-19 pandemic with no face-to-face opportunities able to be implemented. This has involved the continuation of War on Waste workshops being provided in an online format, in addition to a series of sustainability initiatives including preparing a video series loaded to Council's website providing practical and useful tips with respect to energy efficiency and solar power. Officers have continued involvement with respect to preparation of the new Waste Strategy which is likely to include a range of actions related to education, awareness and forming partnerships to deliver projects that minimise waste to landfill.

3.2.2: Alternative forms of energy are embraced throughout the Hawkesbury.

DP2-32.01: Investigate and implement alternative energy forms where feasible

Action	Annual Comment
Implement renewable energy and energy efficient projects.	<p>The planned 11 solar panel projects are completed and works have commenced on the ground mounted solar farm at the South Windsor Treatment Works to include more efficient panels with higher output over a smaller footprint. This project is due to be completed in November 2021. Works are currently underway to replace the gas-fired heating system at Oasis Aquatic centre with the latest refrigerant-based heat pump system which will result in removing the carbon footprint of gas heating from the site and energy for heating to be supplied by renewables.</p> <p>Future projects include street and building lighting LED retrofits, more solar photo-voltaic systems across four outlying sites and ongoing air-conditioning unit upgrades.</p>

3.2.3: Become a carbon neutral Local Government Area

DP2-33.01: Investigate opportunities and take action to assist Council in becoming a carbon neutral organisation

Action	Annual Comment
Finalise the Hawkesbury Sustainability Strategy.	Drafting the Sustainability Strategy continues, and is being tailored in order to become an umbrella document that other strategies relating to sustainability will sit under. Given the focus on completing the Hawkesbury Net Zero Emissions and Water Efficiency Strategy during the year, work associated with completing the Sustainability Strategy is now being combined with the review and update of the Climate Change Adaptation Action Plan and Risk Assessment. This work is also closely related to the preparation of a Resilience Plan that is also currently being undertaken by Council.
Work with Western Sydney Regional Organisation of Councils (WSROC) on projects specifically targeting Council's work towards becoming a carbon neutral organisation, including the: <ul style="list-style-type: none"> - Energy program - Waste management program - Climate change program - Heat smart program - Development of urban heat clauses for the Local Environmental Plan and Development Control Plan 	<p>In addition to adopting the Hawkesbury Net Zero Emissions and Water Efficiency Strategy in March 2021, Council continued to work with WSROC on various environmental initiatives, including:</p> <p>Western Sydney Energy Program: Council's involvement in this Program has achieved annual savings from 2018 to 2023: \$29,000, and additional savings in the first two years of the Western Sydney Energy Program: \$58,000. Activities delivered for Council included:</p> <ul style="list-style-type: none"> • support with business case development, through to final analysis and reporting for LED Street Lighting project (cumulative streetlight cost savings of more than \$145,196 and emissions reduction of approximately 850 tonnes of Carbon dioxide equivalent gases through Light Years Ahead regional collaboration) • accessed external funding (mix of Community Energy Efficiency Project grant and Energy Saving Credits income) of \$280,833 as part of Light Years Ahead • Business Energy Advice Program: Collaborative community information and outreach program for Western Sydney small businesses • Support to include ecologically sustainable development (ESD) and low carbon precinct-level interventions in urban planning, and collaboration to develop energy-related planning controls • Participant in regional EV roadmap focusing on council fleet and charging infrastructure • Sharing information on best practice approaches across councils. <p>Turn Down The Heat Strategy and Programs:</p> <ul style="list-style-type: none"> • Heatwaves were identified as the number one ongoing risk for Greater Sydney. As part of this WSROC project Council was part of successful grant applications including the HeatSmart Project (helping vulnerable community members and building capacity in community services around extreme heat) and Urban Heat Toolkit: Local Environmental Plan (LEP) and Development Control Plan (DCP) clause development to address extreme heat. <p>Waste:</p> <p>Western Sydney Regional Waste Strategy and Programs:</p> <p>This allows Council to participate in a number of regional projects including on litter and illegal dumping, waste education, waste infrastructure analysis and planning, as well as collaborate and stay informed from the other Council members and EPA.</p>

Action	Annual Comment
<p>Work with Western Sydney Regional Organisation of Councils Ltd (WSROC) on environmental initiatives working towards Council's net zero (Year). Initiatives include:</p> <ul style="list-style-type: none"> - Energy program - Waste management program - Climate change program - Heat smart program - Development of Urban Heat clauses for Council's LEP and DCP 	<p>Council continued to work with WSROC on various environmental initiatives, including:</p> <p>Western Sydney Energy Program: Council's involvement in this Program achieved annual savings from 2018 to 2023: \$29,000, and additional savings in the first two years of the Western Sydney Energy Program: \$58,000. Activities delivered for Council included:</p> <ul style="list-style-type: none"> • support with business case development, through to final analysis and reporting for LED Street Lighting project (cumulative streetlight cost savings of more than \$145,196 and emissions reduction of approximately 850 tonnes of Carbon dioxide equivalent gases through Light Years Ahead regional collaboration) accessed external funding (mix of Community Energy Efficiency Project grant and Energy Saving Credits income) of \$280,833 as part of Light Years Ahead • Business Energy Advice Program: Collaborative community information and outreach program for Western Sydney small businesses • Support to include ecologically sustainable development (ESD) and low carbon precinct-level interventions in urban planning, and collaboration to develop energy-related planning controls • Participant in regional EV roadmap focusing on council fleet and charging infrastructure • Sharing of information across councils of best practice approaches. <p>Turn Down The Heat Strategy and Programs:</p> <ul style="list-style-type: none"> • Heatwaves were identified as the number one ongoing risk for Greater Sydney. As part of this WSROC project Council has been able to be part of successful grant applications including the HeatSmart Project (helping vulnerable community members and building capacity in community services around extreme heat) and Urban Heat Toolkit: Local Environmental Provisions and Development Control Plan clause development to address extreme heat. <p>Waste:</p> <p>Western Sydney Regional Waste Strategy and Programs:</p> <p>This allows Council to participate in a number of regional projects including on litter and illegal dumping, waste education, waste infrastructure analysis and planning, as well as to collaborate and stay informed from the other Council members and EPA.</p>

3.3: WE REDUCE, REUSE AND RECYCLE – IDENTIFY WAYS FOR OUR COMMUNITY TO REDUCE, REUSE AND RECYCLE WASTE

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

DP2-34.01: Finalise and commence implementation of a Waste Management Strategy

Action	Annual Comment
Commence implementing priority actions of the Waste Management Strategy.	The Draft Waste Strategy has been completed and is due to go to Council late 2021. A presentation regarding this matter was delivered in late 2020. Actions stemming from the Draft Waste Strategy are also occurring with some major items yet to start. The State government released their waste strategy which includes food and garden organics (FOGO).

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

DP2-35.01: Develop and implement environmental sustainability and climate change education programs

Action	Annual Comment
Facilitate advice on request from tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	To ensure education programs continued even through COVID-19 restrictions, as well as ensure longevity of these programs, educational videos were developed and promoted in order to assist the community and tenants with respect to energy efficiency, including heating and cooling, hot water, insulation and sealing, solar power, standby power, understanding energy bills, and house batteries.

3.4: THE SUSTAINABILITY OF OUR ENVIRONMENT IS IMPROVED – ENCOURAGE AND ENABLE OUR COMMUNITY TO MAKE SUSTAINABLE CHOICES

3.4.1: Work with businesses and tourism operators to promote good practice and sustainability principles.

DP2-36.01: Undertake the industrial premises audit program

Action	Annual Comment
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment.	Due to COVID-19 restrictions, only four industrial audits were conducted during this financial year. As restrictions lift, the schedule of inspections will be revisited and conducted on a priority basis.

DP2-36.02: Undertake the inspection of regulated commercial premises in accordance with a risk based program

Action	Annual Comment
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements and relevant Council Policies.	<p>The challenges of COVID-19 and the changing restrictions over the past 12 months along with the floods in March 2021, meant that most routine inspections had to be put on hold. During these periods, the Environmental Health Team primarily dealt with COVID-safe inspections as well as environmental health complaints.</p> <p>Despite these challenges the Environmental Health Team managed to conduct the following number of inspections:</p> <ul style="list-style-type: none"> 267 food inspections 22 public swimming pool inspections 6 skin penetration inspections 15 COVID Inspections 298 environmental health complaints 15 cooling tower premises inspections

3.4.2: Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.

DP2-37.01: Investigate opportunities and act to encourage development that is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources

Action	Annual Comment
Finalise the review of Hawkesbury Development Control Plan (DCP)	<p>A total of 10 meetings were held with the Local Environmental Plan (LEP)/ Development Control Plan (DCP) Reference Group since it was established in November 2020. These meetings provide highly valuable input and advice on Council's preparation of LEP amendments, and new DCP.</p> <p>There were six Councillor workshops held with respect to both the LEP amendments and preparation of the new DCP, as each chapter has been drafted. The draft LEP amendments and new DCP are nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP amendments and draft DCP.</p>
Incorporate ecologically sustainable building and road construction practices into Council projects.	<p>Where possible, recycled material is used to maintain existing road assets and construct new works. A quantity of approximately 13,000 tonnes of recycled road base was used on a number of projects during this period.</p>

4: OUR ASSETS

4.1: TRANSPORT INFRASTRUCTURE & CONNECTIONS – CREATING AN INTEGRATED AND WELL MAINTAINED TRANSPORT SYSTEM IS AN IMPORTANT LOCAL PRIORITY

4.1.1: Our roads and other transport infrastructure will be planned and provided to ensure connected, efficient and safe movement for all modes of transport.

DP2-38.01: Explore and implement solutions to traffic congestion on our major roads

Action	Annual Comment
Undertake a review of parking requirements and provisions in Windsor and Richmond, and implement solutions to address identified parking issues.	<p>During the 2020/2021 financial year the Community Enforcement Team continued to monitor all timed parking areas within the Hawkesbury, successfully investigating all parking-related enquiries submitted to Council. This financial year has been impacted by the COVID-19 public health order restrictions, causing the town centers within the Hawkesbury to be quieter than usual, which meant fewer parking-related issues to investigate.</p> <p>Council's Community Enforcement Team investigated 292 parking-related complaints and enquiries and issued 1999 parking infringements.</p> <p>A Safety First campaign was initiated around schools in the Hawkesbury in July of 2019, which resulted in information delivered to all schools and parents regarding safe parking around schools. COVID restrictions on and off throughout the financial year has meant the operation of most schools was disrupted and the program put on hold during certain periods. When schools were in session however, these patrols were reactivated.</p> <p>Council is still in the process of assessing the parking provisions as part of the development of the master plans and public domain plans for Windsor, Richmond and South Windsor. It is anticipated these plans will identify actions required in relation to parking for these centres.</p> <p>Council's Community Enforcement Team continue to be involved in reviewing all of Council provided car parking areas and the 'Condition of Entry' signs which exist at the entrances of these areas to ensure they reflect current legislative requirements, including general maintenance of these areas.</p> <p>Signage around our town centers are reviewed regularly to ensure the information provided is clear and accurate including the Windsor Mall and other public parking areas. Other street signs continue to be reviewed during the officers parking patrols.</p>
Utilise Council Traffic models to assess traffic impact of projects and planning proposals in the final stages of the comprehensive Traffic Study of the Hawkesbury.	Traffic models were completed to assess traffic impact of projects and planning proposals as part of the development of Council's comprehensive Traffic Study of the Hawkesbury.

DP2-38.02: Advocate for the provision of major transport services and linkages to improve transport connections within and external to the City

Action	Annual Comment
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	A range of opportunities was investigated, including: <ul style="list-style-type: none"> - Discussions with local bus company Busways which is investigating a fleet of zero emission's buses operating in the Hawkesbury Local Government Area. - Transport for NSW with respect to strategic routes including evacuation routes and Richmond Bridge Duplication Project.

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

DP2-39.01: Establish and maintain relationships with transport providers and other levels of government to improve and extend public transport services

Action	Annual Comment
Work with Peppercorn Services Inc. and other providers to improve access to community transport services.	Council staff and representatives worked closely with the management of Peppercorn Services Inc. to ensure essential transport services was provided throughout the COVID-19 Pandemic restrictions and the flood emergency.

4.1.3: Have a comprehensive transport system of well maintained local and regional linkages that are financially and environmentally sustainable and respond to community safety, priorities and expectations.

DP2-40.01: Undertake operational programs associated with construction and maintenance of roads and ancillary facilities

Action	Annual Comment
Works and activities are undertaken in accordance with the Capital Works Program and Operational Plan.	Works and maintenance activities are being undertaken in accordance with approved budget and construction program.

4.1.4: Provide mobility links throughout the City to connect our centres, parks and facilities.

DP2-41.01: Review and implement the Hawkesbury Mobility Plan

Action	Annual Comment
Seek funding to prepare an Active Transport Plan for the Hawkesbury.	<p>Funding has been sought and received for a number of programs, including:</p> <ul style="list-style-type: none"> - Australian Federal Government 'Black Spot Program' - NSW 'Fixing Local Roads' safety program - NSW Natural Disaster relief grant funded projects.
Implement Council's road, footpath and cycleway program	<p>While some projects in the Annual Operational Plan are still in progress, the following projects have been completed:</p> <p>Concrete Foot Paving</p> <ul style="list-style-type: none"> - Cycleway South Windsor - Pedestrian Access & Management Plan (PAMP) - Charles Street, North Richmond. - Riverview Street, Nth Richmond - Andrew Thompson Drive. McGraths Hill - Hereford St, Hobartville - Laurence St, Hobartville - Windsor St, Richmond <p>Road Works</p> <ul style="list-style-type: none"> - Curtis Road Mulgrave - King Road, Wilberforce - Freemans Reach Road - Bull Ridge Road, East Kurrajong - Brabyn Street, Windsor. - Shepherds Road, Freemans Reach - Spinks Road, Glossodia - Ham Street, South Windsor - Dickson Lane, South Windsor - Old Hawkesbury Road, Vineyard (seal gravel road) - Eather Lane, South Windsor. - Ross Street, Windsor. - Pebbly Hill Road, Maraylya - Reseal Program (in progress) - Natural Disaster Program. The emergency and immediate restoration works are completed and the repair of embankment failures is now in progress.

4.2: UTILITIES – FACILITATE THE DELIVERY OF INFRASTRUCTURE THROUGH RELEVANT AGENCIES AND COUNCIL’S OWN WORKS

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

DP2-42.01: Design, construct, operate and maintain Council’s wastewater, stormwater and solid waste facilities to ensure efficient and effective best practices

Action	Annual Comment
Continue to explore opportunities to increase use of the recycled water system at the South Windsor Sewage Treatment Plant.	A consultant was engaged to assess alternate use options for recycled water from the South Windsor Sewage Treatment Plant. Currently, The recycled water was extended for use for irrigation of Cox Street Reserve. There is also an option to extend the recycled water to Governor Phillip Park, and will be explored as part of upgrades to the McGraths Hill Sewage Treatment Plant to meet the 2024 Nutrient Offset Framework set by the NSW Environmental Protection Agency.

DP2-42.02: Assist other levels of government to deliver the utility infrastructure for which they are responsible.

Action	Annual Comment
Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	<p>The Hawkesbury Local Strategic Planning Statement (LSPS) was adopted by Council in February 2021 following notification from the Greater Sydney Commission the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.</p> <p>The Statement is a 20-year land-use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20-year period.</p>

4.2.2: New development and infrastructure provision is aligned and meets community needs.

DP2-43.01: Plan for the infrastructure needs of the community and identify infrastructure requirements for new development

Action	Annual Comment
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	<p>Voluntary Planning Agreement Policy adopted by Council on 13 October 2020, and Vineyard Contributions Plan adopted by Council in February 2021.</p> <p>Additionally, the Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.</p> <p>The Statement is a 20-year land-use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20-year period.</p>

4.3: PLACES & SPACES – PROVIDE THE RIGHT PLACES AND SPACES TO SERVE OUR COMMUNITY

4.3.1: 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

DP2-44.01: Provide passive recreation opportunities in accordance with the Hawkesbury Regional Open Space Strategy

Action	Annual Comment
Quality passive recreational spaces are provided and enhanced.	<p>The following works were undertaken in 2020/21:</p> <ul style="list-style-type: none">- Memorial Park Kurrajong playground upgrade was completed in September 2020- Maraylya Park Tennis Courts: The upgrades of these courts was completed and handed over to the stakeholders on 16 April- Blaxland Ridge Tennis Courts: The upgrades to the court was completed in May 2021- Freemans Reach Tennis Courts: These upgrades were completed on 7 June. The courts have as yet to be handed over to stakeholders, pending the remediation of the adjacent parking area affected by spoil being placed by contractors working on adjacent RFS site.- Deerubbin Park Landscape design: The detailed landscape design was amended at the end of March to include remediation of the Northern Boundary severely eroded during the March flood events. Quotes for these works have been received and evaluated, and contracts awarded. Site works are planned to commence in mid-September.- Richmond Park Cannons – specialists completed the conservation works including the conservation of the cast barrels and new carriages built to represent the original form from the early 1900s. The works were completed and the cannons reinstated for Anzac Day.- Governor Phillip Park – additional car and boat parking,. The carpark layout design was changed to include additional parking bays on the western side of the site (adjacent to the paddocks). Quotes previously received were changed to include additional works. The contract was awarded and works will commence in mid-September 2021.

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

DP2-45.01: Provide active recreation opportunities in accordance with the Hawkesbury Regional Open Space Strategy

Action	Annual Comment
Manage active recreational spaces in accordance with strategies and available resources.	The regular mowing, spraying and cleaning programs continued to roll out across Council's active recreational spaces. These programs vary from weekly, up to six-monthly rotation dependent on use. Council staff mow and maintain more than 68 sites on a monthly basis, cleaning 37 toilets 19 barbeques on a minimum weekly basis and contractors are mowing and maintaining a further 60 outlying sites.

4.3.3: 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

DP2-46.01: Provide sustainable support for community groups

Action	Annual Comment
Implement upgrades to activity spaces in Windsor Central Library	Over the reporting period upgrades for the booking system and amenity in the activity spaces in the library have been completed. The spaces now have improved soundproofing and enhanced technology is available for use within the meeting rooms.

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

DP2-47.01: Seek to optimize occupancy rates for Council owned commercial properties

Action	Annual Comment
Seek to optimise occupancy rates and rental returns for Council owned commercial properties.	<p>Due to the COVID Pandemic Greater Sydney lstay-at-home-orders from 21 June 2021. This restricts or ceases the trade of some of Council's tenants. Both Federal and State Governments are providing financial assistance to eligible businesses and individuals. Council may need to consider rental relief measures for some tenants into the new financial year.</p> <p>During the current restrictions no tenants have vacated. Enquiries regarding vacant premises have reduced.</p> <p>Council staff will continue to advertise vacant premises on Council's website and on Facebook.</p>

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

DP2-48.01: Provide administrative and commercial spaces on behalf of the community

Action	Annual Comment
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	Accessibility improvements were made to the Hawkesbury Regional Museum funded via the Clubgrants Arts and Culture Infrastructure program. A number of artworks were installed in the Deerubbin Centre.
Implement Council's building maintenance program	<p>Works are an ongoing program. Improvements to the program of works includes the engagement of 29 new trade contracts that add to our ability to hire specialised trades.</p> <p>A key highlight includes the addition of a HVAC specialist full time to manage maintenance work with a tailored approach.</p>

OUR FUTURE

5.1: STRATEGIC PLANNING GOVERNANCE – ENCOURAGE INFORMED PLANNING, BALANCED GROWTH AND COMMUNITY ENGAGEMENT

5.1.1: Council's planning is integrated and long term.

DP2-49.01: Council's planning is consistent with the Office of Local Government's Integrated Planning and Reporting Framework

Action	Annual Comment
Ensure Council's planning is consistent with the Office of Local Government's Integrated Planning and Reporting Framework.	Council has met all Office of Local Government Integrated Planning and Reporting guidelines and Council has implemented a more functional Planning and Reporting software program which has made reporting to the community easier and more readily available. A continuous business improvement process to further enhance Council's planning and budgeting processes internally is also underway.

DP2-49.02: Implement Council's Fit for the Future strategies (refer to Appendix 1)

Action	Annual Comment
Implement Council's Fit for the Future strategies.	All Fit for the Future Strategies have been implemented throughout the organisation, and have become business as usual. This provided Council with capacity to deal with the financial stresses and demands associated with the bushfires, floods and COVID-19 pandemic. A further project to identify opportunities for continued sustainable service delivery is scheduled to commence in September 2021.

5.1.2: Council's decision making on all matters is transparent, accessible and accountable.

DP2-50.01: Council meetings are held in accordance with the Code of Meeting Practice and Council resolutions are documented and available

Action	Annual Comment
Ensure compliance with Code of Meeting Practice	<p>Council's Code of Meeting Practice (the Code) was adopted by resolution on 23 February 2021, when amendments were made concerning the notice required for the inclusion of questions in Council Meeting Business Papers, and reporting questions taken on notice at Council Meetings. The Code applies to all meetings of Council, meetings of Council committees where all the Committee members are Councillors. In relation to Ordinary Council meetings, Council has complied with provisions of the Code dealing with the timing and frequency of meetings, notice of meetings to the public and Councillors, and notice to Councillors of the agenda and business papers. In accordance with the Code, Council has published on its website and made available hard copies of the agenda and associated business papers for Council and committee meetings. Council has properly recorded the declarations by Councillors and committee members of conflicts of interests. At its Ordinary Meeting on 12 October 2021 Council tabled the Returns of Interests of Councillors and Designated Persons lodged with the General Manager for the period 1 July 2020 to 30 June 2021.</p> <p>Council has met the requirements of the Code to deal with record and make available a podcast of each meeting, and the requirement to keep full and accurate minutes of the proceedings of meetings and to publish the confirmed minutes on Council's website.</p>
Process informal and formal requests for Council information and complete required reporting.	<p>Council received 71 formal applications for access to information under the <i>Government Information (Public Access) Act 2009</i>. The information relating to these applications was included in Council's published Disclosure Log as required by the Act.</p> <p>Council also received 636 informal access applications during this reporting period.</p>

5.1.3: Council will continually review its service provision to ensure best possible outcomes for the community.

DP2-51.01: Undertake community engagement relating to service level reviews

Action	Annual Comment
Conduct a community satisfaction survey for the Hawkesbury	<p>The 2021 Community Satisfaction Survey was run from 27 July-10 August 2021 with 401 residents surveyed. Results of the survey will be published to Council's website and be used to inform the review of Council's Community Strategic Plan and four-year delivery program as well as all other planning documents for Council.</p>

5.1.4: Encourage increased community participation in planning and policy development.

DP2-52.01: Encourage increased community participation in planning and policy development

Action	Annual Comment
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements.	<p>Engagement with the community in relation to planning and policy development occurring during this financial year was undertaken with respect to:</p> <ul style="list-style-type: none"> - Draft Local Housing Strategy - Draft Employment Lands Strategy - Draft Works in Kind Policy - Draft Flood Policy - Draft Net Zero Emissions and Water Efficiency Strategy - Draft Rural Lands Strategy - Amended Flood Policy (to reflect changes to legislation by NSW State Government) - Individual Planning Proposals, most notably the Jacaranda Development

5.1.5: The needs of our community will be reflected in Local, State and Regional Plans.

DP2-53.01: Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans

Action	Annual Comment
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	<p>Regular meetings continue to be held with a range of government representatives, including:</p> <ul style="list-style-type: none"> - Local, Commonwealth and State elected representatives - Commonwealth and State Government representatives via Western Sydney City Deal Implementation Committee - Greater Sydney Commission Commissioners - Department of Planning and Environment representatives - Environmental Protection Agency representatives - Transport NSW representatives - Rural Fire Services representatives - Office of Emergency Management representatives - State Emergency Services representatives - Participating in Western Parkland Authority's 'Blueprint' and Economic Development Strategy

5.2: MANAGEMENT OF ABORIGINAL AND NON ABORIGINAL AND THE BUILT ENVIRONMENT – VALUE, PROTECT AND ENHANCE OUR BUILT ENVIRONMENT AS WELL AS OUR RELATIONSHIP TO ABORIGINAL AND NON ABORIGINAL HISTORY

5.2.1: Our planning and actions will ensure that Aboriginal and Non Aboriginal heritage are integral to our City.

DP2-54.01: Review and implement Council's Heritage Strategy

Action	Annual Comment
Complete the Hawkesbury Aboriginal Heritage Study	The draft Hawkesbury Aboriginal Cultural Heritage Study was completed in February 2021. Further consultation on the draft was undertaken with Aboriginal representative groups and elders who provided input into the preparation of the Study. The draft study was subsequently considered by Council's Heritage Committee on 22 July 2021, who recommended Council publicly exhibit the draft. Council considered the draft study at its Ordinary Meeting on 10 August 2021 and resolved to place the study on public exhibition, set for between 2 September – 1 October, after which all submissions will be considered by Council prior to formal adoption of the final study.
Finalise the Hawkesbury Heritage Study, including the Aboriginal Cultural Heritage study.	<p>The draft Hawkesbury Aboriginal Cultural Heritage Study was completed in February 2021. Further consultation on the draft was undertaken with Aboriginal representative groups and elders who had provided input into the preparation of the study. The draft study was subsequently considered by Council's Heritage Committee on 22 July 2021, who recommended that Council publicly exhibit the draft. Council considered the draft study at its Ordinary Meeting on 10 August 2021 and resolved to place the Study on public exhibition, set for between 2 September – 1 October, after which all submissions will be considered by Council prior to formal adoption of the final study.</p> <p>Progress on the Heritage Study has been impacted upon by the COVID pandemic both in 2020 and 2021 in terms of the consultants ability to undertake the necessary fieldwork and further research into potential individual heritage listed properties. The ability to progress this project has also been impacted upon by not having a dedicated heritage resource within Council, although it should be noted that funding is included in the 2021/2022 budget for a Senior Heritage Officer, which is a role that can progress the various heritage projects.</p>
Continue the development of the Museum's grant funded Indigenous and endemic edible garden project, in partnership with Western Sydney University and the Merana Aboriginal Community Organisation for the Hawkesbury Inc.	The Museum's Create NSW grant funded Indigenous and endemic edible garden project has been disrupted during this year. The project remains a key deliverable for the Hawkesbury Regional Museum and will completed within the next reporting cycle.

5.2.2: Encourage and implement progressive urban design, sensitive to environment and heritage issues.

DP2-55.01: Explore and implement progressive urban design, sensitive to environment and heritage issues

Action	Annual Comment
Review the Hawkesbury Local Environmental Plan and finalise Hawkesbury Development Control Plan	A total of 10 meetings have been held with the Local Environmental Plan (LEP)/Development Control Plan (DCP) Reference Group since establishing in November 2020, with these meetings continue to provide highly valuable input and advice on Council's preparation of LEP amendments, and new DCP. There were six Councillor workshops held with respect to both the LEP amendments and preparation of the new DCP, as each chapter has been drafted. Drafting both the LEP amendments and new DCP is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP amendments and draft DCP.
Complete masterplan and public domain plans for town centre revitalisation of Richmond, Windsor and South Windsor, with consideration for heritage and environmental actions.	The master plans have been adopted by Council at the Ordinary meeting of 29 September 2020. Place Design Group have been engaged to undertake the detailed design phase. This includes the consideration of progressive urban design, sensitive to environment and heritage issues.

5.2.3: Sympathetic adaptive and creative uses for heritage sites and buildings across the City will be encouraged and promoted.

DP2-56.01: Encourage and promote sympathetic adaptive and creative uses of heritage sites and buildings

Action	Annual Comment
Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required	<p>A number of individual planning proposals were progressed towards finalisation during the period, including:</p> <ul style="list-style-type: none"> 377 Bells Line of Road, Kurmond 631 Bells Line of Road, Kurrajong 74 Longleat Lane, Kurmond Hawkesbury Housekeeping LEP Amendment Redbank zoning anomalies Park Road, Mulgrave <p>Further work has progressed in terms of the Council-led Local Environmental Plan (LEP review and new Development Control Plan (DCP. This includes 10 meetings of the LEP/DCP Reference Group since it was established in November 2020, with these meetings continuing to provide valuable input and advice on Council's preparation of LEP amendments, and new DCP. There were six Councillor workshops held with respect to both the LEP amendments and preparation of the new DCP, as each chapter has been drafted. The drafting of both the LEP amendments and new DCP is nearing completion, feedback will be sought from the community prior to Council's consideration of the draft LEP amendments and draft DCP.</p>

5.2.4: As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture.

DP2-57.01: Develop and implement a Reconciliation Action Plan

Action	Annual Comment
Implement year One actions of the Hawkesbury Reconciliation Action Plan.	The Draft Reconciliation Action Plan has been presented on four occasions to Reconciliation Australia for endorsement; the fifth iteration of the Draft Plan is currently sitting with Reconciliation Australia and awaiting approval. Once the Draft Plan has been endorsed by Reconciliation Australia, the Draft Reconciliation Action Plan will be reported to Council for approval to place on public exhibition.

5.3: SHAPING OUR GROWTH – RESPOND PROACTIVELY TO PLANNING AND THE DEVELOPMENT OF LOCAL INFRASTRUCTURE

5.3.1: Growth and change in the Hawkesbury will be identified, planned for and valued by the community.

DP2-58.01: Prepare and implement necessary strategies to inform landuse, infrastructure and service plans

Action	Annual Comment
Implement the Local Strategic Planning Statement	The Hawkesbury Local Strategic Planning Statement (LSPS) was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the statement had been approved by the assurance panel. The LSPS is a 20-year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20-year period.
Commence implementation of the NSW State Government the ePlanning portal – the online system for lodgement of development applications	All Development Applications are now lodged through the NSW State Government ePlanning portal.

DP2-58.02: Lobby other levels of government to deliver the infrastructure and services for which they are responsible.

Action	Annual Comment
Participate in the Planning Partnerships Group. This group comprises the 8 Councils within the Western Parkland City, Blacktown City Council, Dept of Planning, Infrastructure and Environment, Transport for NSW, Sydney Water and Greater Sydney Commission	<p>The Western Parkland Councils have continued to develop their role in providing regional leadership on strategic land use planning issues including:</p> <ul style="list-style-type: none"> - the review of developer contributions - planning issues in relation to recovery from natural disasters - planning for the Aerotropolis - finalising engineering standards and street design guidelines which informs the review of Council's Development Control Plan (DCP) - input into health planning processes

5.3.2: The diverse housing needs of our community will be met through research, active partnerships and planned development.

DP2-59.01: Establish partnerships with developers and community housing providers

Action	Annual Comment
Building on the work of the Affordable Housing Working Party, investigate affordable rental housing opportunities and partnerships.	<p>At its Ordinary Meeting 8 December 2020 Council resolved to adopt the Hawkesbury Local Housing Strategy and submit the Strategy to the Department of Planning, Industry and Environment for endorsement. The Strategy contains key actions for Council relating to affordable housing including;</p> <ul style="list-style-type: none"> - review of Council's Planning Agreement Policy - preparation of an Affordable Housing Contribution Scheme - consideration of additional alternate implementation mechanisms to give effect to Council's Affordable Housing Policy <p>These matters will be reassigned to the Community Services Committee following endorsement of the Hawkesbury Local Housing Strategy by the Department of Planning, Industry and Environment</p>

DP2-59.02: In conjunction with regional stakeholders plan and implement a Regional Housing Strategy

Action	Annual Comment
Implement priority actions from the Draft Local Housing Strategy	<p>The Hawkesbury Local Housing Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the Local Environmental Plan (LEP) Review process and preparation of new Development Control Plan (DCP).</p> <p>As required, the Local Housing Strategy was submitted to the Department of Planning, Industry and Environment for endorsement, and a series of discussions were held with the Department in this respect. The Department of Planning, Industry and Environment (DPIE) is expected to endorse the Hawkesbury Local Housing Strategy in late August/early September 2021.</p>

5.3.3: Plan for a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character.

DP2-60.01: Develop and implement a Rural and Resource Land Strategy

Action	Annual Comment
Implement priority actions from the Rural Lands Strategy.	Council's Rural Lands Strategy was adopted by Council in March 2021, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan.

DP2-60.02: Prepare necessary strategies to inform landuse plans and education awareness programs based on a peri-urban context

Action	Annual Comment
Complete the Rural Landscape Character Assessment for all rural areas of the Hawkesbury.	The Hawkesbury Rural Lands Study was adopted by Council in March 2021 and when it commences, this will provide for a Rural Landscape Character Assessment. The Department of Planning, Industry and Environment is preparing Standard Instrument clauses relating to consideration of character, and the outcome and finalisation of that work will inform the Rural Landscape Character Assessment.

5.4: CELEBRATING OUR RIVERS – PROTECT, ENHANCE AND CELEBRATE OUR RIVERS

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

DP2-61.01: Implement the Hawkesbury Horizon Initiative

Action	Annual Comment
Continue to develop plans to attract business to the Hawkesbury, including plans for the Clarendon precinct	<p>The Economic Development Team are actively working with the Western Parklands Authority (former Investment and Attraction Office) on a regional attraction strategy as part of the development of the a regional economic development strategy.</p> <p>An initial concept mud map has been developed for the Clarendon Precinct to allow for key stakeholder engagement in 2021. Initial engagement has been undertaken and will continue as this work progresses.</p>

5.4.2: Develop active partnerships and implement programs designed to improve the health of our rivers and river banks.

DP2-62.01: Implement Council's Upper Hawkesbury River Estuary Coastal Zone Management Plan

Action	Annual Comment
<p>Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan. including:</p> <ul style="list-style-type: none"> - Undertake water quality monitoring - Update of Local Environmental Plan and Development Control Plan provisions - Preparation of Fact Sheets/ Guidelines for targeted land uses 	<p>Implementation of priority actions of the Coastal Zone Management Plan has continued during the period, including:</p> <p>Water Quality Monitoring Program – Report Cards received from the Department of Planning, Industry and Environment based on data collected by Council. Ongoing data collection informs the preparation of further Report Cards, given funding was obtained to continue the monitoring program.</p> <p>Updating of LEP and DCP provisions – inclusion as part of review of existing provisions</p> <p>Continued participation with Hawkesbury River councils with respect to preparation of a whole-of-river coastal management pProgram. In partnership with other Hawkesbury River councils, the Stage 1 (Scoping Study) was completed and presented to Council's Environmental Sustainability Advisory Committee, and subsequently Council. The project has progressed to Stage 2 (Determining the Risks, Vulnerabilities and Opportunities), which has included engaging a project coordinator to progress the plan. Note, Council's current Upper Hawkesbury Coastal Zone Management Plan is still able to support funding applications under the State Government's Coastal Management Program up until December 2021.</p>

5.4.3: Encourage agricultural production, vegetation conservation, tourism, recreation and leisure uses within our floodplains

DP2-63.01: Implement the Hawkesbury Floodplain Risk Management Plan

Action	Annual Comment
<p>Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan, including:</p> <ul style="list-style-type: none"> - Review and Update the Hawkesbury Flood Risk Management Study and Plan 2012 	<p>A new flood policy was adopted by Council in October 2020 and subsequently amended in June 2021 due to changes in State flood planning legislation.</p> <p>With respect to the review and update of the Hawkesbury Flood Risk Management Study and Plan 2012, necessary approvals sought and issued by the funding body in June 2021 with respect to the consultants brief, work plan and selected consultants. The consultant's brief required considerable levels of collaboration with State government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services.</p>

DP2-63.02: Explore business opportunities in “green space” to use floodplain lands

Action	Annual Comment
Implement priority actions from the Employment Lands Strategy, such as updating Council’s Local Environmental Plan and Development Control Plan	<p>Council’s Employment Lands Strategy was adopted by Council in December 2020, with key recommendations incorporated into the Local Environmental Plan (LEP) review process and preparation of new Development Control Plan (DCP).</p> <p>Ten meetings were held with the LEP/DCP Reference Group since it was established in November 2020, and these meetings continue to provide valuable input and advice on Council’s preparation of LEP amendments, and new DCP. Six Councillor workshops were held with respect to both the LEP amendments and preparation of the new DCP, as each chapter has been drafted. The draft LEP amendments and new DCP is nearing completion, and feedback will be sought from the community prior to Council’s consideration of the draft LEP amendments and draft DCP.</p>

5.5: REINFORCING OUR DYNAMIC PLACES – THE REVITALISATION OF OUR TOWN CENTRES AND GROWTH OF OUR BUSINESS COMMUNITY

5.5.1: 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.

DP2-64.01: Take action to revitalise and enhance the Windsor and Richmond town centres in order to create thriving centres each with its own character that attracts residents, visitors and businesses.

Action	Annual Comment
Commence implementation of public domain improvements in Windsor, South Windsor and Richmond including the shop front facade improvement project and the Windsor mall mural project.	<p>The public domain improvements of Windsor, South Windsor and Richmond are currently in detailed design phase. Tender documentation for the construction component is being developed along with an extensive heritage process which will include an Aboriginal cultural heritage assessment and consultation, archeological assessments and Statement of Heritage Impacts.</p> <p>The South Windsor Business operators and owners have been engaged in ongoing discussions regarding the options of a façade and shop front improvement program for the area. An initial report was tabled on 8 December 2020 at the ordinary council meeting. Further investigations will be made with a further report to Council.</p>
Implement the Liveability Program across Windsor, South Windsor and Richmond town centres	<p>The public domain improvements of Windsor, South Windsor and Richmond are currently in detailed design phase. Tender documentation for the construction component is being developed along with an extensive heritage process which will include an Aboriginal cultural heritage assessment and associated consultation, archeological assessments and Statement of Heritage Impacts.</p>

Action	Annual Comment
Work with community event organisers to develop events that showcase and build on strengths of towns and villages.	<p>Council planned to hold a series of events in our town centres including Light Up Windsor and Savour the Flavour Hawkesbury where we would work closely with local businesses and community event organisers. However neither proceeded due to COVID-19 restrictions. Light Up Windsor included both a street fair and lighting projections and installations in Windsor during December. The inaugural Savour the Flavour was to celebrate Hawkesbury as the Original Food Bowl of Sydney with visitors coming to sample our produce in the town of Richmond.</p> <p>Council held the Easter Egg-sperience in the town centres of Windsor, South Windsor and Richmond during the two weeks of the Easter school holidays. Nine events were held:</p> <ul style="list-style-type: none"> - Richmond Good Food Markets – launch event - Pop up events in Richmond Park, McLeod Park and Deerubbin Park - A ticketed event was held in McQuade Park – Alice in Wonderland Tea Party - Live music and roving entertainment in Windsor Mall - Movies in the Library <p>The only sponsored event which could proceed in Richmond was the Richmond Good Food Markets where visitors and locals were encouraged to visit the town centre.</p>

5.5.2: Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and community connection.

DP2-65.01: Develop opportunities for the active involvement of residents and business to participate in precinct planning activities.

Action	Annual Comment
Action In conjunction with key partners, deliver an annual calendar of events	<p>Council continues to work with the Windsor Business Group on the Light Up Windsor event. It is important we work closely with this group to assist with communication, promotion and endorsement to local businesses in the Windsor Town Centre. A strong relationship has been built with these local businesses which is encouraging and positive and will only assist with the events' growth.</p> <p>Council is working with Hawkesbury Harvest to assist with information getting to potential, local businesses interested in attending Savour the Flavour in 2022.</p> <p>Council continues to support and work with many event organisers such as the Hawkesbury Remakery to deliver events like the Retro Vintage Steam Punk Festival which will take place in Windsor Mall.</p> <p>Council invited the YMCA Oasis Centre to host activities in McCleod Park, South Windsor during our Easter Egg-sperience event. This was a great inclusion in the event and they really appreciated being asked to attend and facilitate the event.</p>

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

DP2-66.01: Prepare and implement strategies to activate town centres and villages that also showcase our heritage and character

Action	Annual Comment
Action Continue the implementation of Place Making Strategies including: <ul style="list-style-type: none">- Shopfront improvements- Public art/mural projects- Activation through testing of concepts- Launch a pilot parklet project	A Pilot Parklet Project was undertaken in South Windsor to test the activation. The South Windsor Pilot Parklet trial concluded on 4 December 2020. Feedback on the Parklet was considered as part of the detailed design phase of the Liveability Project for South Windsor and an alternative was implemented based on the feedback. Other place making strategies will be implemented as part of the Liveability project.

5.6: INSTIGATING PLACE MAKING PROGRAMS – CELEBRATE OUR CREATIVITY AND CULTURAL EXPRESSION

5.6.1: Foster and promote an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another.

DP2-67.01: Develop and implement annual events programs

Action	Annual Comment
Maintain and refine annual events calendar.	<p>The annual event calendar has continued to be refined and updated. There are five iconic annual events – Light Up Windsor, Australia Day on the Hawkesbury, Hawkesbury Communities Pool Party, Savour the Flavour and Hawkesbury Fest. COVID restrictions meant events had to be adjusted. :</p> <ul style="list-style-type: none"> • Hawkesbury Fest online during Local Government Week in August • Visitor Information Centre Reopening invitation only in August for 40 people • Governor Phillip Park Pop Up October for 500 people • Volunteer Appreciation Party transformed to volunteer gifts in November for 150 volunteers • Mayoral Christmas Appeal Launch November • Light Up Windsor transformed to Christmas in our town centres with lights and Christmas trees in Windsor and Richmond in December • Australia Day pop ups at Governor Phillip Park, Richmond Pools, Navua Reserve and Macquarie Park engaged in January with 2000 people • Hawkesbury Communities Pool Party in February which was ticketed for 500 People • The Easter-Egg Experience in our Town Centres (Windsor, South Windsor and Richmond) for two weeks in April for 1000 people • Hawkesbury Show Council Tent in April for 6514 people over three days • Pop Up celebration at Governor Phillip Park to promote the opening of stage 2 of the playground in June for 100 people <p>Council held the Australia Day Citizenship and Awards Ceremonies in January 2021 with a limited capacity due to COVID-19 restrictions and an additional Citizenship Ceremony in June 2021. An online Citizenship Ceremony was also held in September 2020, where 64 people celebrated their citizenship.</p> <p>Council sponsored 13 events. Seven events were not able to be held due to COVID19 restrictions and six proceeded as planned.</p>

5.6.2: Masterplanning processes will be prepared in consultation with the community, key stakeholders and partners to establish the specific strategies for town and village centres.

DP2-68.01: Encourage and facilitate community engagement and participation associated with Masterplanning processes

Action	Annual Comment
Finalise and exhibit town centre masterplans for Richmond, Windsor and South Windsor.	Public exhibition was undertaken for the masterplans for Richmond, Windsor and South Windsor. These documents were endorsed and adopted by Council at the ordinary council meeting of 29 September 2020.

5.7: TOURISM / ECONOMIC DEVELOPMENT – PROMOTE OUR COMMUNITY AS THE PLACE TO VISIT, WORK AND INVEST

5.7.1: Working in partnership we will actively market our City and our capabilities to existing and potential businesses, visitors, investors.

DP2-69.05: Develop a Hawkesbury Brand Strategy.

Action	Annual Comment
Building on the work of Destination NSW, prepare a Scoping Study for a Hawkesbury Branding and Communication Strategy	<p>A draft Communication and Engagement Strategy was reported to Council in May 2021 and placed on public exhibition. The Strategy builds on the work of Destination NSW and recognises the significance of the community and visitors to the Hawkesbury. It also identifies a series of communication and engagement actions for the community.</p> <p>Council continues to build brand recognition through the Visitor Information Centre's Discover the Hawkesbury tourism website. Site traffic has increased by 70 percent or more than 66,000 visitors with particular interest in caravan and camping, bushwalking and the weekly What's On offering. The locally created Apple Pie Trail has been a popular activity with additional promotion by Destination NSW. The Visitors Information Centre's Facebook followers have increased by 35 percent and Instagram followers have increased by 53 percent as the community and visitors explore the Hawkesbury online. There is a desire for locals and visitors to purchase local products with retail sales at the Centre up more than 80 percent.</p> <p>While a number of events cancelled due to COVID-19, Council continues to build the Hawkesbury Events brand through Facebook and Instagram.</p> <p>Council has also refined and updated its corporate brand through the preparation of a Brand Style Guide for all its collateral. Council also increased its brand recognition through its digital engagement with Facebook followers up to 13,500 and increased website visits.</p>

DP2-69.09: Develop and implement an Economic Development Strategy

Action	Annual Comment
Promote the use of Australian Tourism Data Warehouse (ATDW) by local tourism operators. Promote the availability of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund.	As a result of the bushfires, March 2021 flood and COVID-19 Pandemic, Council has worked closely with relevant government bodies to provide support to the business community and has rolled out a number of programs such as the Bounce Back Program. Council also worked with Destination NSW as they rolled out the Love your Hawkesbury social media campaign.
Commence the implementation of priority actions of the Economic Development Strategy, including: <ul style="list-style-type: none"> - Launching the Hawkesbury Economic Development Strategy at a launch even with local and larger businesses - Implementing a local business education program - Supporting other local business initiatives 	The Economic Development and Business Recovery Strategy was adopted at the ordinary Council meeting 30 March 2021. This document is a two-year document designed to focus on recovery and alignment with the Regional Economic Development Strategy currently in development by the Western Sydney Parkland Authority.

5.7.2: Working in partnership we will develop the Hawkesbury tourism product to enhance and strengthen opportunities within our tourism sector.

DP2-70.01: Work with tourism sector and other parties to develop a local and regional approach to tourism

Action	Annual Comment
In the context of the Hawkesbury Tourism Strategy and the Hawkesbury Destination Management Plan and Action Plan 2017-2021, work with the Regional Strategic Alliance partners and the Hawkesbury Visitor Economy Advisory Committee, to identify and pursue opportunities to grow local tourism.	To deliver on the Hawkesbury Destination management Plan and pursue opportunities to grow local tourism Council worked in partnership with Destination NSW on delivering a marketing campaign. Love the Hawkesbury was created to build on the Now's The Time to Love NSW campaign to capitalise on the multi-million dollar domestic marketing program. The Love the Hawkesbury campaign shone a light on the Hawkesbury and was then followed with The River's Just the Beginning campaign. The Visitor Information Centre received an upgrade which enhances the visitor experience when seeking information and to promote tourism activities. Throughout the COVID-19 Pandemic, brochures available for purchase in hard copy at the Visitor Information Centre were converted to e-brochures and made available for purchase online, which proved to be quite popular with the rise in people taking up bushwalking during lock-down restrictions. Work continues in promoting the Hawkesbury region through social media and digital platforms.

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

DP2-71.01: Facilitate access to learning opportunities for business and employees to improve business ethics and practices

Action	Annual Comment
<p>Convene meetings and events for businesses, including:</p> <ul style="list-style-type: none">- a series of workshops run through Business Connect on Social Media for small businesses- Customer Service 101- LinkedIn the new Facebook for Businesses- A series of workshops run with Australian Tax Office including Tax Essentials for small business- A series of support initiatives was run for business to support those affected by the recent disasters this includes workshops, business advisory sessions and a seminar "From Surviving to Thriving".- Waste reduction education programs	<p>A variety of business events, programs, seminars and training opportunities have been implemented. Some of these include various initiatives with TAFE, an ATO webinar series and the continuation of the Business Advisory service to support businesses in partnership with Business Connect. Council have continued to deliver a dedicated business newsletter to ensure the business community is kept up to date with the latest business information. Council have developed a Business Recovery Plan which was adopted in March 2021.</p>

5.8: INDUSTRY – INCREASE THE RANGE OF LOCAL INDUSTRY OPPORTUNITIES AND PROVIDE EFFECTIVE SUPPORT TO CONTINUED GROWTH

5.8.1: Plan for a range of industries that build on the strengths of the Hawkesbury o stimulate investment and employment in the region.

DP2-72.01: Planning instruments and other land use documents are to include provisions to provide a range of business activities consistent with environmental constraints and strengths of Hawkesbury

Action	Annual Comment
Implement Local Strategic Planning Statement	<p>The Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission the statement had been approved by the assurance panel, and includes key themes of infrastructure and collaboration with a series of actions with respect to planning for and delivering identified infrastructure for the Hawkesbury.</p> <p>The statement is a 20-year land-use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20-year period.</p>
<p>Implement priority actions from the Employment Lands Strategy, including:</p> <ul style="list-style-type: none"> - Commence planning for the Clarendon Employment Precinct - Update of Local Environmental Plan & Development Control Plan 	<p>Council's Employment Lands Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the Local Environmental Plan (LEP) review process and preparation of new Development Control Plan (DCP).</p> <p>Planning for the Clarendon Employment Precinct has commenced, but ongoing engagement with relevant stakeholders is required.</p> <p>Ten 10 meetings were held with the LEP/DCP Reference Group since it was established in November 2020, and these meetings continue to provide valuable input and advice on Council's preparation of LEP amendments, and new DCP. Six Councillor workshops have also been held with respect to both the LEP amendments and preparation of the new DCP, as each chapter has been drafted. The drafting of both the LEP amendments and new DCP is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP Amendments and draft DCP.</p>

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

DP2-73.01: Monitor changes in employment and investigate jobs skills and skills of the future and growth sectors

Action	Annual Comment
Identify and develop strategic relationships with potential partners.	<p>Regular meetings held with a range of government representatives, including:</p> <ul style="list-style-type: none"> - Local, Commonwealth and State elected representatives - Senior Commonwealth, now Head of Treasury and State Secretary NSW Premier and Cabinet - Commonwealth and State Government representatives via Western Sydney City Deal Implementation Committee - Greater Sydney Commission Commissioners - Department of Planning and Environment representatives - Environmental Protection Agency representatives - Transport NSW representatives - Rural Fire Services representatives - Office of Emergency Management representatives - State Emergency Services representatives

5.8.3: Actively support the retention of the Richmond Royal Australian Airforce Base and enhanced aviation related industry, building on existing facilities.

DP2-74.01: Advocate for the retention of RAAF Base Richmond

Action	Annual Comment
Pursue opportunities such as the Greater Sydney Commission District Plan and City Deal to press for retention and expansion of the RAAF and related activities at Richmond.	Work has commenced on the development of a masterplan for the Clarendon precinct which includes the Royal Australian Air Force (RAAF) base at Richmond.

5.8.4: Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.

DP2-75.01: Work in partnership with businesses, community and public health agencies to promote access to safe, nutritious, affordable and sustainably produced food.

Action	Annual Comment
Ensure the retention of agricultural lands through relevant planning processes.	Council's Rural Lands Strategy was adopted by Council in March 2021, and is being implemented through informing the final version of the current Hawkesbury Local Strategic Planning Statement. The Rural Lands Strategy is also informing the Local Environmental Plan (LEP) review process and preparation of the new Hawkesbury Development Control Plan (DCP).
Implement priority actions from the Sustainability Strategy	Drafting the Sustainability Strategy has continued, and is being tailored to become an umbrella document that other sustainability-related strategies will sit under. Given the focus on completing the Hawkesbury Net Zero Emissions and Water Efficiency Strategy during the year, work associated with completing the Sustainability Strategy is now being combined with the review and update of the Climate Change Adaptation Action Plan and Risk Assessment. This work is also closely related to the preparation of a Resilience Plan that is also currently being undertaken by Council.

5.8.5: Plan for the continuance and growth of agricultural industry uses with in the Hawkesbury.

DP2-76.01: Planning instruments and other landuse documents to include provisions for agricultural business activities within environmental constraints and strengths of the Hawkesbury

Action	Annual Comment
<p>Implement Local Strategic Planning Statement including identified priorities and actions associated with Land Use Policy documents such as:</p> <p>Update of Local Environmental Plan 2012 and Development Control Plan 2002 to reflect adopted Hawkesbury Local Strategic Plan</p>	<p>The Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the statement had been approved by the Assurance panel. The statement includes the key themes of infrastructure and collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.</p> <p>The statement is a 20-year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20-year period.</p> <p>Further work has progressed in terms of the Council-led Local Environmental Planning (LEP) review and new Development Control Plan (DCP). Ten meetings have been held with the LEP/DCP Reference Group since it was established in November 2020, and these meetings continue to provide valuable input and advice on Council's preparation of LEP amendments, and new DCP. Six Councillor workshops have also been held with respect to both the LEP amendments and preparation of the new DCP, as each chapter was drafted. Drafts of both the LEP amendments and new DCP are nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP amendments and draft DCP.</p>
<p>Implement priority actions from the Employment Lands Strategy such as:</p> <ul style="list-style-type: none"> - Commence planning for the Clarendon Employment Precinct - Update Council's Local Environmental Plan & Development Control Plan 	<p>Council's Employment Lands Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the LEP review process and preparation of new DCP.</p> <p>Planning for the Clarendon Employment Precinct has commenced, but ongoing engagement with relevant stakeholders is required.</p> <p>Ten meetings have been held with the Local Environmental Plan (LEP)/Development Control Plan (DCP) Reference Group since it was established in November 2020, and these meetings continue to provide valuable input and advice on Council's preparation of LEP amendments, and new DCP. Six Councillor workshops have also been held with respect to both the LEP amendments and preparation of the new DCP, as each chapter has been drafted. Drafts of both the LEP amendments and new DCP is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP amendments and draft DCP.</p>



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