



Hawkesbury City Council

Attachment 1  
to  
item 192

2010/2011 Management  
Plan Review -  
June 2011 Quarter

date of meeting: 30 august 2011  
location: council chambers  
time: 6:30 p.m.



# Table of Contents

<b>Executive Summary</b>	<b>Part 1</b>
Financial Performance Quarterly Budget Review	
<b>Financial Performance</b>	<b>Part 2</b>
Income Statement Balance Sheet Statement of Reserve Balances Investment Report	
<b>Carryovers 2010/2011</b>	<b>Part 3</b>
<b>Management Plan Performance</b>	<b>Part 4</b>
Looking After People And Place Caring for Our Community Linking the Hawkesbury Supporting Business And Local Jobs Shaping Our Future Together	



# Part 1

## Executive Summary





# JUNE 2011 QUARTERLY BUDGET REVIEW

## EXECUTIVE SUMMARY

### FINANCIAL PERFORMANCE

#### Financial Position

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

The June 2011 Review resulted in an estimated surplus position at year-end of \$111,938, subject to final audit. It is proposed that this surplus be transferred to the Workers Compensation Reserve.

The June 2011 Quarterly Budget Review results in a balanced end of year position, and in the opinion of the Responsible Accounting Officer, maintains a satisfactory short term financial position for Council.

#### Operating Income

For the year ended 30 June 2011, Council's total operating revenue from rates, fees and charges, grants and contributions and other revenue is \$55.8M, exceeding the Budget by \$1.23M. This variance has mostly resulted from the advance payment of the first 2011/2012 Financial Assistance Grant in the amount of \$1.15M.

A range of revenue streams have contributed to the remaining variance. Profit on sale of assets exceeds the budgeted amount by \$0.3M. It is to be noted that while this profit inflates the operating revenue figure, it does not have an effect on the retained surplus / deficit available for general funding purposes. The majority of the remaining positive variance has resulted from Animal Control income performing better than budgeted. Also contributing to the variance is a number of unbudgeted grants received in the last quarter of 2010/2011. As grant income is matched with grant expenditure, the additional grant income received has no impact on Council's net result.

#### Operating Expenditure

Council's operating expenditure is required for the provision of core services including road maintenance, parks, cultural and recreational facilities, regulatory services, building and development control, waste management, environmental and sewerage facilities. For the year ending 30 June 2011, total operating expenditure, excluding depreciation and including grant funded works is \$47M compared to a budget of \$50M. Operational funds of approximately \$2.8M are requested to be carried over to the 2011/2012 financial year as part of this Review. These include grant funded works. Unspent amounts relating to Reserve funded programs remain in their respective Reserves. Major favourable variances include IT network administration, expenditure on corporate systems and legal expenditure.

A number of operating income and expenditure budget line items ended the 2010/2011 financial year with a budget variance within acceptable variation limits. The items detailed in this report are some of the major variations identified.

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

## Capital Expenditure

Council manages and maintains \$633M worth of assets, and during 2010/2011 has spent \$22.8M of a \$38M capital budget on road construction, kerb, guttering and drainage works, bridges, footpaths, open spaces, stormwater assets, sewerage assets, waste management assets, public works plant, community buildings and fleet replacement. Capital works requested to be carried over to the 2011/2012 financial year amount to \$16.1M.

A detailed list of projects requested to be carried over to the 2011/2012 financial year is contained within the attachment to this report. It is to be noted that the amount carried over for capital expenditure includes \$12.7M of works that are grant or reserve funded.

## Investments

As at the end of June 2011, Council's investment portfolio amounted to \$43.3M, averaging earnings of 6.14%.

## Restricted Assets

As at 30 June 2011, Council's Reserves amount to \$35.4M, with \$17.6M being externally restricted, and \$17.8M being internally restricted.

## QUARTERLY BUDGET REVIEW

The more significant items of the June 2011 Review include:

- **Animal Control Income – Favourable Variance \$105K**  
(Adopted Management Plan –Part 2 – CP Pg 18)

The full year budget for Animal Control income for 2010/2011 is \$430K. As at the end of June 2011, actual income received through the program is \$534K, resulting in a favourable variance of \$105K. The majority of this variance has resulted from an increased level of registration fees being received.

- **Legal Expenditure – Favourable Variance \$360K**  
(Adopted Management Plan –Part 2 – SS Pg 50)

The full year budget for legal expenditure for 2010/2011 is \$486K. For the financial year ending 30 June 2011, total legal expenditure was \$192K, resulting in a positive variance of \$294K. In addition, \$66K was received in respect of legal proceedings determined in favour of Council. These payments relate to proceedings, which may have commenced in previous financial years.

- **IT Network Administration – Favourable Variance \$106K**  
(Adopted Management Plan –Part 2 – SS Pg 48)

As at the end of June 2011, actual expenditure incurred in relation to information technology network administration was \$106K under budget. The Disaster Recover Site project did not progress to the stage where lease commitments are incurred during 2010/2011 and will now occur in 2011/2012. There were savings made as a result of using internal resourcing in favour of external consultants.

- **IT Corporate Systems – Favourable Variance \$123K**  
(Adopted Management Plan –Part 2 – SS Pg 48)

The full year budget for corporate systems for 2010/2011 is \$659K. Actual expenditure incurred during 2010/2011 is \$536K, resulting in a saving of \$123K. The upgrade of some corporate systems has been delayed until 2011/2012, but the majority of the savings have resulted from the reduced reliance on consultancies, with an increased use of internal resources.



• **Employee Leave Provision –Unfavourable Variance \$764K**

Council is required to ensure that it maintains its employee leave entitlements provisions at an appropriate level. Council's liability in respect of employee leave entitlements as at 30 June 2011 has been determined and results in an increase in the overall provisions required for Annual Leave, Leave in Lieu, Long Service Leave and Pre 1993 Sick Leave of \$764K.

• **Reserve Funded Variances**

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

- *Contractors Charges (Waste Management Facility)* – A favourable variance of \$215K was incurred over 2010/2011 in relation to contractors charges at the Waste Management Facility. As at the end of June 2011 \$584K had been spent as opposed to the Full Year Budget of \$800K. This variation has resulted from reduced levels of dumping at the Waste Management Facility.

- *Section 88 Contributions* – A favourable variance of \$197K occurred in respect of the Section 88 contributions paid in the current financial year. As at the end of the fourth quarter, \$1.72M had been paid against a Budget of \$1.92M. Section 88 contributions are based on the tonnage of waste that is not recycled at the Waste Management Facility. The decrease in tonnages processed has led to the reduction in contributions payable.

- *Sullage Collection Residential Annual Charges* – An unfavourable variance of \$218K resulted in respect of the Annual Residential Sullage Collection Charges received in the current financial year. As at the 30 June 2011, \$1.78M had been raised against a Budget of \$2M. This shortfall in income can be attributed to the conversion of properties onto the Sydney Water network in Freemans Reach, Glossodia and Wilberforce.

- *Treatment Works Operating Expense* – An unfavourable variance of \$127K was incurred in respect of the treatment works operating expenses paid in the current financial year. As at the 30 June 2011, \$1.22M had been paid against a Budget of \$1.01M. This over expenditure has resulted from additional treatment works conducted at the South Windsor Sewerage Treatment Plant.

• **Workers Compensation Reserve – Transfer \$112K**

The surplus resulting after all the necessary adjustments and subject to final audit is \$112K. This surplus has been transferred to the Workers Compensation Reserve in order to maintain the reserve balance at a sustainable level.

It is to be noted that the preparation of the annual financial statements entails the consolidation of other entities accounts with Council's figures. The income and expenses of the Hawkesbury Sports Council are consolidated with Council's figures. Also, the equity interest in Westpool is taken into account. These adjustments are reflected in Council's Annual Financial Statements.

This document includes Council's Income Statement and Balance Sheet, a Statement of Reserve Balances and an Investment Report as at June 2011. Also included is an itemised list of the projects or programs requested to be carried over into the 2011/2012 financial year.



# Part 2

## Financial Performance







**HAWKESBURY CITY COUNCIL**  
**Income Statement**  
 For the period ended 30 June 2011

2010		2011	2011	2011
Actual		ORIGINAL BUDGET	AMENDED BUDGET	ACTUAL
\$		\$	\$	\$
<b>OPERATIONAL ACTIVITIES</b>				
<b>Revenue from Ordinary Activities</b>				
(23,680,878)	General Rates	(24,478,926)	(24,581,869)	(24,584,246)
(12,395,168)	Utility Rates & Charges	(13,589,614)	(13,229,215)	(13,038,932)
<b>(36,076,046)</b>		<b>(38,068,540)</b>	<b>(37,811,084)</b>	<b>(37,623,178)</b>
(6,070,473)	Fees & Charges	(4,347,595)	(4,352,928)	(4,431,957)
(7,028,255)	Grants & Contributions- Operating	(6,508,106)	(5,815,991)	(6,785,775)
(2,219,213)	Interest	(1,792,799)	(2,923,241)	(2,928,302)
(5,267,512)	Other Operating Revenue	(3,381,936)	(3,624,681)	(3,693,677)
(377,000)	Share of Interest in Joint Ventures	0	0	0
(256,266)	(Profit)/Loss on Sale Assets	0	0	(292,254)
<b>(57,294,765)</b>	<b>Total Operating Income</b>	<b>(54,098,976)</b>	<b>(54,527,925)</b>	<b>(55,755,143)</b>
<b>Expenses from Ordinary Activities</b>				
16,852,698	Employee Costs	15,890,363	16,099,210	16,972,494
950,448	Other Employee Costs	591,490	618,855	1,051,813
18,594,830	Materials & Services	19,605,092	22,365,494	18,535,562
223,065	Borrowing Costs	0	0	0
10,733,813	Depreciation	17,321,787	20,710,464	20,794,535
9,175,565	Other Expenses	10,865,609	10,918,509	10,398,161
39,024,585	Infrastructure Services	45,564,406	49,926,732	47,153,030
6,935,907	Support Services	7,383,446	8,124,213	8,345,765
8,950,390	City Planning	9,429,264	10,300,375	9,648,268
1,619,538	General Manager	1,897,225	2,361,212	2,605,502
<b>56,530,420</b>	<b>Total Operating Expenses</b>	<b>64,274,341</b>	<b>70,712,532</b>	<b>67,752,565</b>
<b>(764,345)</b>	<b>Operating (Surplus)/Deficit before capital items</b>	<b>10,175,365</b>	<b>16,184,607</b>	<b>11,997,422</b>
<b>CAPITAL FUNDING AND EXPENDITURE</b>				
<b>Source of capital funding (excluding reserves)</b>				
(910,804)	Proceeds from the sale of capital assets	(571,391)	(1,008,554)	(954,734)
(10,733,813)	Depreciation	(17,321,787)	(20,710,464)	(20,794,535)
(21,237,222)	Grants & Contributions - Capital	(8,762,726)	(11,785,325)	(10,397,760)
<b>(32,881,840)</b>		<b>(26,655,904)</b>	<b>(33,504,343)</b>	<b>(32,147,029)</b>
<b>Application of Capital Funding</b>				
Non current capital assets:				
155,000	Land & Land Improvements	0	0	0
1,915,268	Buildings	341,920	3,066,608	1,945,199
24,845,864	Infrastructure	19,001,720	29,331,895	17,214,819
3,175,773	Plant & Equipment	2,336,849	4,971,702	3,238,938
640,973	Other	587,450	682,992	357,007
<b>30,732,877</b>		<b>22,267,939</b>	<b>38,053,196</b>	<b>22,755,963</b>
0	Principal loan redemptions:	0	0	0
	Loan Redemptions			
<b>(2,148,963)</b>	<b>Net Capital Expenditure</b>	<b>(4,387,965)</b>	<b>4,548,853</b>	<b>(9,391,066)</b>
<b>NET RESERVE TRANSFERS &amp; CAPITAL MOVEMENTS</b>				
<b>Retained (surplus)/deficit from prior years</b>				
(32,074,880)	Transfer from Reserves	(32,730,971)	(51,926,564)	(42,453,808)
34,454,105	Transfer (to) Reserves	26,943,571	31,193,104	39,847,451
<b>(534,082)</b>	<b>Retained (surplus)/deficit available for general funding purposes</b>	<b>0</b>	<b>0</b>	<b>(0)</b>



## HAWKESBURY CITY COUNCIL Balance Sheet

For the period ended 30 June 2011

2010		2011	2011	2011
Actual		ORIGINAL BUDGET	AMENDED BUDGET	ACTUAL
\$		\$	\$	\$
<b>Current Assets</b>				
46,044,335	Cash assets & Investments	40,256,935	25,310,875	44,877,794
5,913,161	Receivables	5,913,161	5,913,161	5,053,574
209,170	Inventories	209,170	209,170	192,371
121,958	Other	121,958	119,558	143,056
25,854,698	Investment Properties at Fair Value	25,854,698	25,854,698	25,854,698
<u>78,143,322</u>		<u>72,355,922</u>	<u>57,407,461</u>	<u>76,121,492</u>
<b>Non-Current Assets</b>				
1,071,619,955	Property, plant and equipment	1,093,316,503	1,108,664,598	1,096,470,671
(442,606,406)	Accumulated Depreciation	(459,928,193)	(463,316,870)	(463,852,237)
<u>629,013,549</u>		<u>633,388,310</u>	<u>645,347,728</u>	<u>632,618,434</u>
<b>707,156,871</b>	<b>TOTAL ASSETS</b>	<b>705,744,232</b>	<b>702,755,189</b>	<b>708,739,926</b>
<b>Current Liabilities</b>				
(5,506,108)	Payables	(5,506,108)	(5,506,108)	(5,969,503)
(6,611,163)	Provisions	(6,611,163)	(6,611,163)	(7,464,657)
(2,875,532)	Borrowings	(2,875,532)	(2,875,532)	(2,475,532)
<u>(14,992,803)</u>		<u>(14,992,803)</u>	<u>(14,992,803)</u>	<u>(15,909,691)</u>
<b>Non-Current Liabilities</b>				
(4,945,127)	Provisions	(4,945,127)	(4,945,127)	(4,905,022)
<u>(4,945,127)</u>		<u>(4,945,127)</u>	<u>(4,945,127)</u>	<u>(4,905,022)</u>
<b>(19,937,930)</b>	<b>TOTAL LIABILITIES</b>	<b>(19,937,930)</b>	<b>(19,937,930)</b>	<b>(20,814,713)</b>
<b>687,218,941</b>	<b>NET COMMUNITY ASSETS</b>	<b>685,806,302</b>	<b>682,817,259</b>	<b>687,925,212</b>
<b>Community Equity</b>				
(627,210,379)	Capital and Capital Reserves	(632,997,779)	(647,943,840)	(654,124,238)
(38,006,994)	Other reserves	(32,219,594)	(17,273,534)	(35,400,636)
(22,001,567)	Operating Statement (surplus) /deficit	(20,588,928)	(17,599,886)	1,599,662
<u>(687,218,941)</u>		<u>(685,806,302)</u>	<u>(682,817,259)</u>	<u>(687,925,212)</u>
	<b>TOTAL COMMUNITY EQUITY</b>			



**HAWKESBURY CITY COUNCIL**  
**STATEMENT OF RESERVE BALANCES**  
For the Period Ending **30 June 2011**

	2011	2011	2011	2011
	Opening Balance	Budgeted Reserve Transfers	Full Year Budgeted Reserve Balances	YTD Actual Reserve Balance
<b>Externally Restricted Reserve Balances</b>				
Sewerage Capital	3,306,700	(4,683,131)	(1,376,431)	5,488,437
Sewerage Operating Reserve	1,435,395	1,238,757	2,674,152	33,601
S64 Contributions Reserve	444,254	(3,928,081)	(3,483,827)	(1,773,239)
Waste Management Reserve	850,315	(483,085)	367,230	872,044
Waste Performance Improvement Reserve	237,317	(237,317)	0	419,837
S94 Contributions	4,731,989	143,270	4,875,259	5,300,043
S94A Contributions	1,010,183	80,727	1,090,910	1,029,225
Extractive Industries	284,082	121,244	405,326	447,417
South Windsor Effluent Reuse Scheme Reserve	668,457	306,427	974,884	1,753,091
Unspent Contributions Reserve	871,122	(821,106)	50,016	432,262
Unexpended Grants Reserve	3,161,117	(3,161,117)	(0)	1,425,636
Stormwater Management	2,225,250	(58,188)	2,167,062	2,195,245
	<b>19,226,182</b>	<b>(11,481,600)</b>	<b>7,744,582</b>	<b>17,623,600</b>
<b>Internally Restricted Reserve Balances</b>				
Council S94	557,440	(290,468)	266,972	349,045
Bligh Park Reserve	524,811	(191,631)	333,180	532,344
Drainage	17,532	(17,273)	259	(0)
ELE	1,826,502	(150,000)	1,676,502	1,701,649
Election	368,942	(26,720)	342,222	347,355
Glossodia/Freemans	53,248	-	53,248	54,047
HLC Risk Management	108,161	-	108,161	109,784
Information Technology	308,379	(126,779)	181,600	296,109
Kerb & Gutter	122,747	(40,000)	82,747	113,912
Carryovers	8,446,176	(6,913,846)	1,532,330	7,763,494
Plant Replacement	202,125	(128,632)	73,493	133,260
Fleet Management	3,042	-	3,042	3,088
Property Development	(1,965,193)	(147,971)	(2,113,164)	(2,064,693)
Risk Management	299,175	44,027	343,202	348,350
Roadworks	1,187,107	(1,186,283)	824	1,149,732
Sullage	1,173,888	(330,940)	842,948	680,592
Trees	42,611	(41,981)	630	0
Misc Specific Purpose	26,130	(25,744)	386	-
Workers Compensation	742,286	150,000	892,286	513,325
Heritage	74,841	(30,000)	44,841	75,964
Parks & Gardens	48,926	(48,203)	723	0
Tip Remediation Reserve	3,678,741	369,420	4,048,161	4,840,261
Contingency Reserve	933,195	(118,836)	814,359	829,418
	18,780,810	(9,251,860)	9,528,950	17,777,036
	-			
<b>Total Reserve Balances</b>	<b>38,006,992</b>	<b>(20,733,460)</b>	<b>17,273,532</b>	<b>35,400,636</b>

# INVESTMENT REPORT

## INVESTMENT PERFORMANCE

The investment portfolio decreased by \$0.77m for the month. The decrease was due to additional expenditure over income for the June period. During June, various income was received totalling \$5.62m, including rate payments amounting to over \$2.27m, while payments to suppliers and staff costs amounted to \$6.75m.

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

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

Official cash interest rate for June 2011 is at 4.75%.

Council's Interest Earnings to date is \$2,732,933. Net interest income received for the year ended June 2011 is marginally under the budget of \$2,743,000.

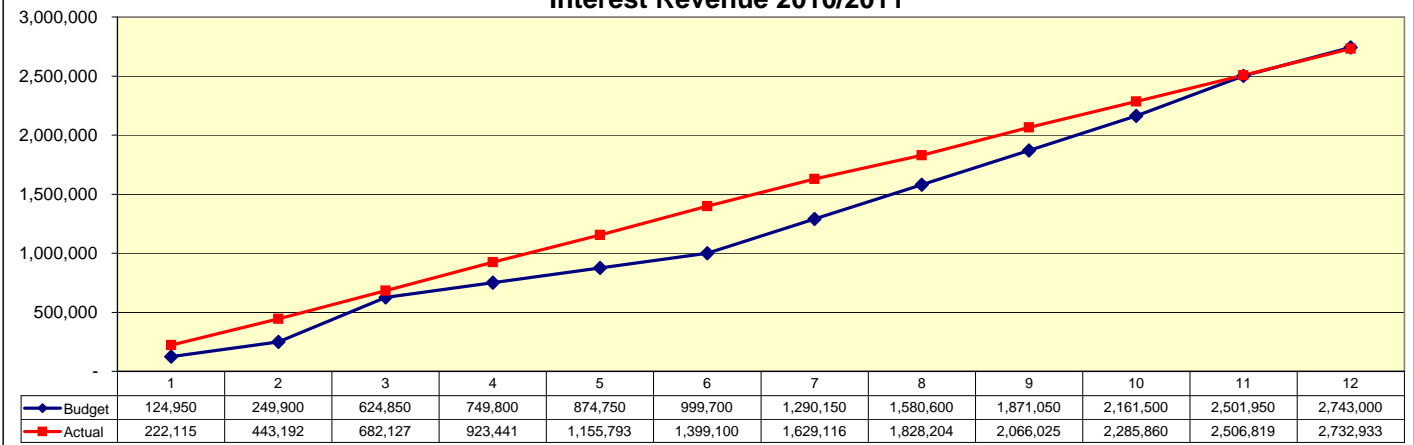
### FACTS AND FIGURES

	YTD Budget	YTD Actual
Interest Earnings	\$ 2,743,000	\$ 2,732,933
Investment Portfolio		\$ 43,330,000
Investment Rate Return		6.25%
Official Cash Rate		4.75%

### INVESTMENT PORTFOLIO

JUNE 2011	Balance	Return
On Call Funds	\$ 4,630,000	5.25%
Term Investments	\$ 38,700,000	6.25%
<b>Total</b>	<b>\$ 43,330,000</b>	<b>6.14%</b>

Interest Revenue 2010/2011



### SEVEN YEAR TREND

	YTD 2011	2010	2009	2008	2007	2006	2005
Avg Investment Portfolio(\$M)	\$43.23	\$39.03m	\$37.65m	\$36.04m	\$31.07m	\$25.43m	\$23.20m
Interest Earnings (\$M)	\$2.73m	\$2.00m	\$2.26m	\$1.52m	\$1.95m	\$1.32m	\$1.36m
Avg.Return on Investments	6.25%	4.83%	5.89%	4.24%	6.35%	5.80%	5.83%





## Hawkesbury City Council Investment Register - June 2011

### Term Investments

Financial Institution	Rating S&P	Term Rating	Op Bal	Deposits	Withdrawals	Balance @ EOM	Percentage of Portfolio	Commence Date	Maturity Date	Term (Days)	Interest Rate
ANZ	A1+	Short	1,500,000.00	0.00	0.00	1,500,000.00	3.46%	20-Oct-10	20-Jul-11	270 days	6.30%
ANZ	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	17-Nov-10	17-Aug-11	273 days	6.30%
ANZ	A1+	Short	1,500,000.00	0.00	0.00	1,500,000.00	3.46%	29-Nov-10	26-Oct-11	331 days	6.36%
ANZ	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	25-Nov-10	23-Nov-11	353 days	6.60%
ANZ	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	4.62%	25-Nov-10	23-Nov-11	353 days	6.60%
ANZ	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	4.62%	10-Mar-11	20-Dec-11	285 days	6.35%
ANZ	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	4.62%	14-Mar-11	11-Jan-12	303 days	6.35%
ANZ	A1+	Short	1,200,000.00	0.00	0.00	1,200,000.00	2.77%	23-Feb-11	22-Feb-12	364 days	6.24%
ANZ	A1+	Short	500,000.00	0.00	0.00	500,000.00	1.15%	23-Mar-11	21-Mar-12	364 days	6.24%
ANZ	A1+	Short	500,000.00	0.00	0.00	500,000.00	1.15%	18-May-11	16-May-12	364 days	6.35%
Bankwest	A1+	Short	0.00	3,000,000.00	0.00	3,000,000.00	6.92%	22-Jun-11	27-Jul-11	35 days	5.60%
Bankwest	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	04-May-11	05-Oct-11	154 days	6.00%
Bank of Queensland	A-2	Short	1,000,000.00	0.00	-1,000,000.00	0.00	0.00%	21-Dec-10	22-Jun-11	183 days	6.45%
Bendigo and Adelaide Bank	A-2	Short	1,000,000.00	0.00	-1,000,000.00	0.00	0.00%	13-Oct-10	15-Jun-11	245 days	6.10%
Credit Union Australia	A-2	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	23-Feb-11	24-Aug-11	182 days	6.21%
Defence Force Credit Union Ltd	unrated		500,000.00	0.00	0.00	500,000.00	1.15%	18-May-11	21-Sep-11	126 days	6.11%
ING Direct	A-1	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	23-Feb-11	21-Sep-11	210 days	6.22%
Members Equity	A-2	Short	500,000.00	0.00	-500,000.00	0.00	0.00%	21-Dec-10	22-Jun-11	183 days	6.30%
NAB	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	20-Jan-11	06-Jul-11	167 days	6.14%
NAB	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	20-Jul-10	20-Jul-11	365 days	6.24%
NAB	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	4.62%	08-Dec-10	10-Aug-11	245 days	6.39%
NAB	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	4.62%	20-Jan-11	14-Sep-11	237 days	6.22%
NAB	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	17-Nov-10	16-Nov-11	364 days	6.46%
NAB	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	02-Dec-10	07-Dec-11	370 days	6.44%
NAB	A1+	Short	2,000,000.00	0.00	0.00	2,000,000.00	4.62%	03-Dec-10	07-Dec-11	369 days	6.45%
NAB	A1+	Short	500,000.00	0.00	0.00	500,000.00	1.15%	08-Dec-10	07-Dec-11	364 days	6.44%
NAB	A1+	Short	0.00	2,000,000.00	0.00	2,000,000.00	4.62%	15-Jun-11	25-Jan-12	225 days	6.16%
NAB	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	09-Feb-11	09-Feb-12	365 days	6.27%
Newcastle Permanent	A-2	Short	1,000,000.00	0.00	-1,000,000.00	0.00	0.00%	15-Jun-10	15-Jun-11	365 days	6.10%
Rural Bank	A-2	Short	1,000,000.00	0.00	-1,000,000.00	0.00	0.00%	16-Jun-10	15-Jun-11	364 days	6.40%
Suncorp	A-1	Short	1,000,000.00	0.00	-1,000,000.00	0.00	0.00%	15-Jun-10	15-Jun-11	365 days	6.50%
Westpac	A1+	Short	0.00	1,500,000.00	0.00	1,500,000.00	3.46%	01-Jun-11	01-Oct-11	122 days	6.15%
Westpac	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	20-Jan-11	19-Oct-11	272 days	6.20%
Westpac	A1+	Short	1,000,000.00	0.00	0.00	1,000,000.00	2.31%	11-May-11	16-Nov-11	189 days	6.15%
Westpac	A1+	Short	0.00	2,000,000.00	0.00	2,000,000.00	4.62%	22-Jun-11	25-Jan-12	217 days	6.18%
<b>Total Term Investments</b>			<b>35,700,000.00</b>	<b>6,500,000.00</b>	<b>-5,500,000.00</b>	<b>38,700,000.00</b>	<b>89.31%</b>				<b>6.25%</b>

Financial Institution	Rating S&P	Term Rating	Op bal	Deposits	Withdrawals	Balance @ EOM	Percentage of Portfolio	Interest Rate		
CBA Online Saver	A1+	Short	8,400,000.00	5,460,000.00	-9,230,000.00	4,630,000.00	10.69%	5.25%		from 5/11/10
<b>Total On Call Investments</b>			<b>8,400,000.00</b>	<b>5,460,000.00</b>	<b>-9,230,000.00</b>	<b>4,630,000.00</b>	<b>10.69%</b>			

<b>TOTAL INVESTMENTS</b>			<b>44,100,000.00</b>	<b>11,960,000.00</b>	<b>-14,730,000.00</b>	<b>43,330,000.00</b>	<b>100%</b>			
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Bench Mark Rates		Bench Mark	Actual
UBS 90 Day Bank Bill Rate		4.97%	6.25%
Reserve Bank Cash Reference Rate		4.75%	5.25%



# Part 3

## Carryovers 2010/2011





## CARRYOVERS 2010/11 - DETAILS 4TH Quarter 2010/11



Component	Project	Carryovers
<b>General Fund</b>		
<b>GENERAL MANAGER</b>		
40 - Strategic Activities	2109 - Macquarie St Development	25,000
40 - Strategic Activities	2228 - Macquarie 2010 - Customer Service Signage	10,000
40 - Strategic Activities	4170 - Hawkesbury Tourism	37,000
41 - Internal Audit	4594 - Audit Work	41,488
<b>TOTAL</b>		<b>113,488</b>
<b>SUPPORT SERVICES</b>		
10 - Computer Services	6516 - Management Planning	85,000
10 - Computer Services	6517 - Customer Request Management	21,642
10 - Computer Services	9618 - Microsoft Initiatives	2,998
10 - Computer Services	9620 - Remote Site IT Improvement &Connectivity	30,733
10 - Computer Services	9628 - Virtualisation Project	30,476
10 - Computer Services	9629 - Additional software Licencing	19,603
10 - Computer Services	9631 - PDA Moblie Work, Telework, Instant Messa	7,018
10 - Computer Services	9632 - Helpdesk Initiatives	5,939
10 - Computer Services	9635 - Additional On Line IT Training	6,857
10 - Computer Services	9636 - Internet & Security Third Party Audit	10,615
10 - Computer Services	9639 - Automated Software Distribution	33,570
10 - Computer Services	9739 - D'Works M'ment System Enhancements	62,157
10 - Computer Services	9740 - Tech One Finance,HR & Payroll enhancements	5,714
10 - Computer Services	9741 - Proclaim Property System enhancements	18,277
10 - Computer Services	9742 - E-Commerce initiatives	105,254
10 - Computer Services	9744 - Intranet enhancements	17,960
10 - Computer Services	9745 - Hawkesbury Internet site enhancements	105,706
10 - Computer Services	9746 - Network Infrastructure upgrade	8,649
10 - Computer Services	9747 - Business Continuity & Disaster Recovery Plan	69,738
10 - Computer Services	9937 - Asset Management System	200,000
11 - Records	7765 - Storage Reduction	4,582
11 - Records	9748 - Records Process Improvements	9,418
15 - Cultural Services - Library Services	4886 - Lib Programs & Promotions Development Project	39,365
15 - Cultural Services - Library Services	5506 - Digital Media	25,000
15 - Cultural Services - Library Services	6153 - Richmond Library Richmond	5,900
15 - Cultural Services - Library Services	9932 - Purchase of furniture and fittings	41,234
15 - Cultural Services - Library Services	6153 - Richmond Library Richmond	1,581
25 - Property Development	6250 - Australian Poineer Village Wilberforce	44,699
25 - Property Development	6103 - Macquarie Park House Windsor	10,000
25 - Property Development	6105 - MacQuarie Park Amenities House Windsor	4,477
25 - Property Development	6103 - Macquarie Park House Windsor	9,592
25 - Property Development	6147 - Rev Turner Cottage Windsor	14,500
25 - Property Development	6394 - Old Hospital (Now Dist Benevolent Society)	2,931
25 - Property Development	6010 - 52 Berger Road Bligh Park	2,000
26 - Land Acquisition	3050 - Purchase of Land	100,000
29 - Fleet Management	0004 - Purchase Leaseback - Plant 4	44,000
29 - Fleet Management	0009 - Purchase Leaseback - Plant 9	32,000
29 - Fleet Management	0011 - Purchase Leaseback - Plant 11	29,668
29 - Fleet Management	0013 - Purchase Leaseback - Plant 13	31,000
29 - Fleet Management	0068 - Purchase Leaseback-Plant 68	29,868
79 - Cultural Services - Regional Museum	6128 - Museum-Howes House, Thompson Square Windsor	90,189
79 - Cultural Services - Regional Museum	6246 - 2010-2012 Triennial Program Funding-Gallery/Museum	76,090
79 - Cultural Services - Regional Museum	2100 - Signage Programs	2,465
90 - Visitor Information Centre	0000 - No Project	11,580
90 - Visitor Information Centre	4170 - Hawkesbury Tourism	1,444
<b>TOTAL</b>		<b>1,511,489</b>

## CARRYOVERS 2010/11 - DETAILS

### 4TH Quarter 2010/11



Component	Project	Carryovers
<b>INFRASTRUCTURE SERVICES</b>		
46 - Roadworks-Roads to Recovery DOTARSGrant	8499 - Roads to Recovery Prog- BUO	913,644
47 - Roads-RTA Grant Funded Projects	8981 - Reg Rds-Traffic Facilities RTA Block BUO	8,682
50 - Parks - Operational	4145 - Windsor Master Plan	32,000
50 - Parks - Operational	4894 - Asset Data Collection	95,000
50 - Parks - Operational	9205 - Open Space & Recreation Strategy	57,280
50 - Parks - Operational	9941 - Holmes Drive Reserve, Lower Portland	30,000
50 - Parks - Operational	6192 - Upper Colo Reserve Amenities Upper Colo	2,252
50 - Parks - Operational	0000 - No Project	22,424
50 - Parks - Operational	7099 - Richmond Park	364
50 - Parks - Operational	7150 - Wilberforce Park	800
50 - Parks - Operational	7943 - Pks Op & Maint Council Chambers	545
50 - Parks - Operational	7954 - Pks Op & Maint Nth Rich, Kur'jong Pk Rsv	760
50 - Parks - Operational	7955 - Pks Op & Maint Windsor Parks and Reserve	19,812
50 - Parks - Operational	7957 - Pks Op & Maint R'mond, Hobartville P&G	6,000
50 - Parks - Operational	7958 - Pks Op & Maint W'force, Glossodia, F'Reach	1,366
50 - Parks - Operational	6120 - McQuade Park Rotunda Windsor	12,018
50 - Parks - Operational	6151 - Richmond Grandstand Richmond	18,608
50 - Parks - Operational	6212 - Windsor Mall Windsor	2,000
50 - Parks - Operational	6298 - Paine Park Windsor	7,302
50 - Parks - Operational	6428 - Richmond Park Rotunda	3,000
50 - Parks - Operational	7631 - Bush Regeneration	5,627
50 - Parks - Operational	0000 - No Project	3,570
50 - Parks - Operational	7993 - Road Verge Tree Maintenance	4,121
51 - Recreation	7805 - Richmond Pool Expenditure Services	6,618
51 - Recreation	7805 - Richmond Pool Expenditure Services	2,694
51 - Recreation	7805 - Richmond Pool Expenditure Services	8,192
51 - Recreation	6161 - Richmond Pool Richmond	28,626
51 - Recreation	6161 - Richmond Pool Richmond	18,256
51 - Recreation	6161 - Richmond Pool Richmond	10,219
52 - Roadworks Maintenance	0000 - No Project	314,010
53 - Roadworks Construction	8721 - Road Easement/ Acquisition costs	11,241
53 - Roadworks Construction	9961 - Mtce-RTA Tfr of Windsor Rd Trafficable area	110,500
53 - Roadworks Construction	8263 - Yarramundi Lane-Inalls Lane To Crowleys	219,000
53 - Roadworks Construction	8446 - Old Bells Line Rd-Kurrajong	8,082
53 - Roadworks Construction	8466 - Scheyville Rd, Scheyville	192,976
53 - Roadworks Construction	8629 - Terrace Rd Nth Richmond	88,500
53 - Roadworks Construction	9912 - Hermitage Rd-Rehab failed pavement incl widening	37,513
54 - Kerb, Guttering & Drainage	5634 - K&G Reconstrunctn Pitt St Richmond - Stage 1	430,512
54 - Kerb, Guttering & Drainage	5732 - North Richmond Drainage Staged Upgrade	41,949
54 - Kerb, Guttering & Drainage	5734 - No 137 Redbank Road	31,804
54 - Kerb, Guttering & Drainage	8692 - Chapel Street, Richmond construct pipe	19,455
54 - Kerb, Guttering & Drainage	9731 - 22 Price Ln Agnes Banks-Replace low flow drain	29,482
54 - Kerb, Guttering & Drainage	9924 - 149 & 150 Longleat Ln-piped drainage system	21,525
54 - Kerb, Guttering & Drainage	9926 - Windsor St-Pipe open channel drain	148,280
54 - Kerb, Guttering & Drainage	9961 - Mtce-RTA Tfr of Windsor Rd Trafficable area	9,591
59 - Administrative Building	6013 - Administration Building Windsor	8,042
59 - Administrative Building	6013 - Administration Building Windsor	4,366
59 - Administrative Building	6013 - Administration Building Windsor	3,210
59 - Administrative Building	6012 - Administration Air Conditioning	54,176
59 - Administrative Building	6013 - Administration Building Windsor	107,980
60 - Community Buildings	6013 - Administration Building Windsor	29,700
60 - Community Buildings	0000 - No Project	1,854
60 - Community Buildings	6421 - Peppercorn Place Windsor	5,000
60 - Community Buildings	6483 - Richmond Occasional Care-W/Market St	5,142
60 - Community Buildings	0096 - Publicworks - Table Top - Plant 96	41,000
60 - Community Buildings	0097 - P/Works-Plant 97 Dutro Table Top 1.5 tonne	41,960
60 - Community Buildings	3503 - Connection to Sewer-Glossodia	1,270
60 - Community Buildings	6070 - Glossodia Long Day Care Glossodia	5,240

## CARRYOVERS 2010/11 - DETAILS 4TH Quarter 2010/11



Component	Project	Carryovers
60 - Community Buildings	5486 - Refurbish public amenities	50,000
60 - Community Buildings	6028 - Bilpin Hall Bilpin	7,782
60 - Community Buildings	6069 - Glossodia Community Centre Glossodia	4,890
60 - Community Buildings	6076 - Greenhills LDC Centre South Windsor	41,803
60 - Community Buildings	6080 - H'ville Long Day Care Centre Hobartville	32,500
60 - Community Buildings	6132 - North Richmond Pre-School North Richmond	3,849
60 - Community Buildings	6150 - Richmond Early Child Care (CWA) Richmond	5,200
60 - Community Buildings	6151 - Richmond Grandstand Richmond	12,522
60 - Community Buildings	6180 - Stewart St Child Care South Windsor	11,977
60 - Community Buildings	6201 - Wilberforce Offices Wilberforce	15,742
60 - Community Buildings	6341 - Radio Tower K'jong Hts Kurrajong Heights	22,512
60 - Community Buildings	6458 - Kurrajong Community Facilities	42,678
60 - Community Buildings	5469 - Replacement Data Cables	9,921
60 - Community Buildings	6421 - Peppercorn Place Windsor	7,980
60 - Community Buildings	9794 - HLC-Replace large plant	7,117
60 - Community Buildings	9943 - IRP Proj-Replace ceiling tiles in various comty bldgs	10,459
60 - Community Buildings	6069 - Glossodia Community Centre Glossodia	85,181
60 - Community Buildings	6461 - Memorial Park Kurrajong Rotunda	81,284
60 - Community Buildings	6476 - Hawkesbury Regional Museum-Baker St Windsor	49,692
61 - Works Depot	6052 - Council Depot Wilberforce	14,316
61 - Works Depot	4991 - Depot Expenses St Albans Depot	5,000
61 - Works Depot	5433 - Fuel Trucks Monitoring Facilities	33,000
61 - Works Depot	6052 - Council Depot Wilberforce	14,262
61 - Works Depot	6052 - Council Depot Wilberforce	9,604
62 - Operations Management	0113 - P/Works Plant 113-Hino Ranger 8T Tipper - XLA710	175,000
62 - Operations Management	0300 - P/Works Plant 300-Kawasaki Front End Loader - QPN131	300,000
62 - Operations Management	0644 - Plant 644-Punt Barge&Trailer MI3403	23,567
62 - Operations Management	0645 - Plant 645 - DeHavilland Boat -C33583	21,425
63 - Ancillary Facilities	6248 - Cycleway - Wianamatta Bridge	136,841
63 - Ancillary Facilities	6300 - Windsor Wharf, Windsor	299,293
64 - Ferry Operations	4235 - Lower Portland Ferry Overhaul Ferry	150,000
67 - State Emergency Services	6168 - SES Building-Wilberforce	3,996
88 - Co Generation Project	6470 - Plant Room	1,758
88 - Co Generation Project	6470 - Equipment Maintenance	34,304
88 - Co Generation Project	6470 - Plant Room	12,586
89 - Waste Management Facility	9762 - Remediation-Sth Windsor Waste Landfill	600,000
89 - Waste Management Facility	5880 - Alternate Waste Night Cover	200,000
89 - Waste Management Facility	9797 - Security system & cameras	8,253
92 - Parks Grants	6975 - River Restoration Project Grants	7,869
92 - Parks Grants	7164 - Charles Kemp Recreational Reserve	12,727
92 - Parks Grants	7271 - Chain Of Ponds Res Rehab Project	11,821
92 - Parks Grants	7631 - Bush Regeneration	3,500
92 - Parks Grants	7874 - Rehab River Flat Forest N/Rich-Grant exp	237
92 - Parks Grants	7886 - South Creek Restoration	10,019
92 - Parks Grants	8761 - Holmes Drive - (Cumberland Reach)	17,616
92 - Parks Grants	9754 - Windsor Parks-Plan of Management	12,850
92 - Parks Grants	8313 - Rutherglen Avenue Hobartville	8,256
92 - Parks Grants	6202 - Wilberforce Park Wilberforce	24,000
92 - Parks Grants	6212 - Windsor Mall Windsor	40,000
92 - Parks Grants	7185 - Woodbury Reserve	7,498
92 - Parks Grants	7248 - Yarramundi Reserve	18,872
92 - Parks Grants	7883 - Rickabys Creek Footbrige Construct	79,561
92 - Parks Grants	7884 - Wilberforce Park Stage 1	2,953
93 - Parks Plant	0000 - No Project	42,674
93 - Parks Plant	0405 - P/Works-Plant 405 Iseki 54" out front mower P&G	3,624
93 - Parks Plant	0607 - Publicworks - Trailer - Plant 607	3,750
93 - Parks Plant	0621 - Plant 621-Karakar Trailer - B54734	1,774
93 - Parks Plant	0623 - Plant 623 - 3x5 Trailer	1,285
93 - Parks Plant	0636 - Plant 636-Jarrett Redback 5'Slasher	8,034
93 - Parks Plant	0639 - Plant 639-Skate Bd RmpTrailer-M42138	7,493

## CARRYOVERS 2010/11 - DETAILS

### 4TH Quarter 2010/11



Component	Project	Carryovers
93 - Parks Plant	0700 - Publicworks - Blower/Vaccum- Plant 700	883
93 - Parks Plant	0704 - Publicworks - Edgers- Plant 704	565
93 - Parks Plant	0706 - Publicworks - Cutter - Plant 706	1,150
93 - Parks Plant	0716 - Publicworks - Mower - Plant 716	1,396
93 - Parks Plant	0718 - Publicworks - Blower/Vaccum- Plant 718	3,000
93 - Parks Plant	0721 - Publicworks - Blower/Vaccum- Plant 721	3,000
93 - Parks Plant	0729 - Publicworks - Cutter - Plant 729	215
93 - Parks Plant	0731 - Publicworks - Plant 731	689
93 - Parks Plant	0736 - Publicworks - Cutter - Plant 736	615
93 - Parks Plant	0737 - Publicworks - Blower/Vaccum- Plant 737	883
93 - Parks Plant	0745 - Publicworks - Cutter - Plant 745	1,150
93 - Parks Plant	0757 - Publicworks - Plant 757	1,289
93 - Parks Plant	0920 - Publicworks - Chainsaw - Plant 920	1,191
93 - Parks Plant	0921 - Publicworks - Chainsaw - Plant 921	2,000
93 - Parks Plant	0925 - Publicworks - Chainsaw - Plant 925	726
95 - Parks Capital (Excluding Plant & Grants)	7071 - Bensons Lane Sporting Complex	10,803
95 - Parks Capital (Excluding Plant & Grants)	7185 - Woodbury Reserve	20,000
95 - Parks Capital (Excluding Plant & Grants)	7277 - Richmond Park - Irrigation	14,774
95 - Parks Capital (Excluding Plant & Grants)	7746 - Community Nursery	19,900
95 - Parks Capital (Excluding Plant & Grants)	9750 - Streeton Lookout	28,953
95 - Parks Capital (Excluding Plant & Grants)	7883 - Rickabys Creek Footbrige Construct	154,459
95 - Parks Capital (Excluding Plant & Grants)	7179 - Freemans Reach Tennis Courts	5,153
95 - Parks Capital (Excluding Plant & Grants)	7620 - Signage Parks	11,109
95 - Parks Capital (Excluding Plant & Grants)	6267 - Macquarie Park Grounds Windsor	61,241
95 - Parks Capital (Excluding Plant & Grants)	6266 - 0 Richmond Lawn Cemetery Richmond	15,350
95 - Parks Capital (Excluding Plant & Grants)	6293 - Great River Walk	1,158
95 - Parks Capital (Excluding Plant & Grants)	6295 - Bowen Mountain Park Bowen Mountain	5,000
95 - Parks Capital (Excluding Plant & Grants)	7099 - Richmond Park	19,596
95 - Parks Capital (Excluding Plant & Grants)	7248 - Yarramundi Reserve	15,000
95 - Parks Capital (Excluding Plant & Grants)	7742 - Rickabys Ck Footbridge	40,000
95 - Parks Capital (Excluding Plant & Grants)	9750 - Streeton Lookout	5,653
95 - Parks Capital (Excluding Plant & Grants)	7738 - Pughs Lagoon Stage 2 Impr	2,552
95 - Parks Capital (Excluding Plant & Grants)	7742 - Rickabys Ck Footbridge	7,163
95 - Parks Capital (Excluding Plant & Grants)	7753 - Charles Kemp Memorial Lower Portland	29,222
95 - Parks Capital (Excluding Plant & Grants)	4892 - Boat Ramp upgrades	110,000
95 - Parks Capital (Excluding Plant & Grants)	6212 - Windsor Mall Windsor	41,616
95 - Parks Capital (Excluding Plant & Grants)	6266 - 0 Richmond Lawn Cemetery Richmond	4,594
95 - Parks Capital (Excluding Plant & Grants)	7057 - Monti Place Park	17,500
95 - Parks Capital (Excluding Plant & Grants)	7060 - Susella Crescent Reserve	52,500
95 - Parks Capital (Excluding Plant & Grants)	7099 - Richmond Park	24,863
95 - Parks Capital (Excluding Plant & Grants)	7124 - McQuade Park	20,000
95 - Parks Capital (Excluding Plant & Grants)	7215 - St Albans Tennis Courts	30,000
95 - Parks Capital (Excluding Plant & Grants)	7733 - McQuade Park Fencing	10,000
95 - Parks Capital (Excluding Plant & Grants)	7831 - Construct fencing/gates	10,369
95 - Parks Capital (Excluding Plant & Grants)	7883 - Rickabys Creek Footbrige Construct	172,877
95 - Parks Capital (Excluding Plant & Grants)	6216 - Woodbury Park Amenities Glossodia	10,000
95 - Parks Capital (Excluding Plant & Grants)	6263 - Streeton Park Amenities North Richmond	5,500
95 - Parks Capital (Excluding Plant & Grants)	6146 - Rest-A-While Amenities Clarendon	2,000
95 - Parks Capital (Excluding Plant & Grants)	6151 - Richmond Grandstand Richmond	18,000
95 - Parks Capital (Excluding Plant & Grants)	6225 - Smith Park Richmond	2,800
95 - Parks Capital (Excluding Plant & Grants)	6385 - Hanna Park North Richmond	5,000
95 - Parks Capital (Excluding Plant & Grants)	6441 - Memorial Park Windsor	445
95 - Parks Capital (Excluding Plant & Grants)	6490 - Bligh Park Tennis Courts	2,090
95 - Parks Capital (Excluding Plant & Grants)	6126 - McQuade Park Grandstand Windsor	12,000
95 - Parks Capital (Excluding Plant & Grants)	6212 - Windsor Mall Windsor	8,000
51 - Recreation	7995 - Leisure Centre Annual Subsidy	25,000
51 - Recreation	6213 - H'bury Oasis Swimming Ctr Sth Windsor	37,102
51 - Recreation	6213 - H'bury Oasis Swimming Ctr Sth Windsor	44,500
51 - Recreation	6318 - Indoor Sports Stadium South Windsor	9,368
51 - Recreation	6213 - H'bury Oasis Swimming Ctr Sth Windsor	33,000



## CARRYOVERS 2010/11 - DETAILS 4TH Quarter 2010/11



Component	Project	Carryovers
51 - Recreation	6213 - H'bury Oasis Swimming Ctr Sth Windsor	26,870
51 - Recreation	6213 - H'bury Oasis Swimming Ctr Sth Windsor	39,634
66 - Fire Control	6068 - Glossodia Bush Fire Shed Glossodia	10,000
66 - Fire Control	6038 - Bowen Mountn Bushfire Shed Bowen Moun'n	12,000
66 - Fire Control	6201 - Wilberforce Offices Wilberforce	10,595
66 - Fire Control	6068 - Glossodia Bush Fire Shed Glossodia	5,500
80 - Sewerage Schemes	9931 - SWSTP-Permanent on-site dewatering facility	3,319,047
80 - Sewerage Schemes	9771 - Sewer pipe relining program	468,400
80 - Sewerage Schemes	6273 - Sewer Treatment Wks McGraths Hill	50,000
80 - Sewerage Schemes	5944 - Sewer Pump Station 'F'	100,000
80 - Sewerage Schemes	5947 - Sewer Pump Station 'R'	85,000
80 - Sewerage Schemes	5993 - Generator - Pump Station 'I'	70,000
96 - South Windsor Effluent Reuse Scheme	3502 - South Windsor Effluent Reuse Scheme	3,249,442
97 - S64 Sewer Works	9957 - Pump Station V & Rising Main Sth Windsor	1,726,819
<b>TOTAL</b>		<b>16,586,116</b>
<b>CITY PLANNING</b>		
12 - Community Administration	4049 - Community Access Worker	3,176
12 - Community Administration	4043 - Community Administration	0
12 - Community Administration	4051 - Youth Worker Programs	1,000
12 - Community Administration	5439 - Disability Access Plan	16,219
38 - Animal Control	6252 - Dog Pound McGraths Hill	570
43 - City Planning	0000 - No Project	7,406
43 - City Planning	3505 - National Dredging Investigations	32,500
43 - City Planning	4670 - Flood Mgmt Study-Lower MacDonald River	20,000
43 - City Planning	4692 - Hawkesbury River Flood Risk Mgmt Study	37,086
43 - City Planning	4887 - Residential Strategy	7,032
43 - City Planning	9801 - State of the Environment Report	2,956
43 - City Planning	2275 - Waste Education Expenses	93,529
43 - City Planning	3065 - Climate Change Risk Assessment	40,000
43 - City Planning	3066 - AWT Feasibility study	29,991
43 - City Planning	3070 - Corporate Waste Reduction	2,000
43 - City Planning	3072 - Sustainable Event Management Policy	5,000
43 - City Planning	3074 - Sustainable Fleet and Plant Policy Standard	12,543
43 - City Planning	3076 - Garden Organics Standard	50,000
43 - City Planning	3078 - Pool Blankets	45,000
43 - City Planning	3079 - Climate Change Adaptation Plan	50,000
43 - City Planning	8997 - Toilets	21,418
43 - City Planning	9752 - Bins/Furniture replacement in parks	3,908
43 - City Planning	4043 - Community Administration	19,570
43 - City Planning	6213 - H'bury Oasis Swimming Ctr Sth Windsor	49,917
44 - Road Safety Programs	5411 - RSO GLS Workshops	863
44 - Road Safety Programs	5417 - Occupants Restrains Prog exps	1,992
91 - Customer Service	0000 - No Project	3,493
94 - Section 94A Funding	7150 - Wilberforce Park	24,295
94 - Section 94A Funding	7185 - Woodbury Reserve	3,133
94 - Section 94A Funding	7248 - Yarramundi Reserve	24,119
94 - Section 94A Funding	6026 - Bicentennial Park Shelter Clarendon	15,000
94 - Section 94A Funding	6304 - Gov. Phillip Park Windsor	15,000
94 - Section 94A Funding	7140 - Macquarie Park	15,000
94 - Section 94A Funding	7223 - St Albans Park	18,800
<b>TOTAL</b>		<b>672,515</b>
<b>TOTAL CARRYOVERS</b>		<b>18,883,609</b>

# Part 4

## Management Plan Performance





## **LOOKING AFTER PEOPLE AND PLACE**

*In 2030 we want Hawkesbury to be a place where we have:*

*A community in which the area's character is preserved and lifestyle choices are provided with sustainable planned, well serviced development, within strongly connected, safe and friendly neighbourhoods.*

Component 12 - Community Administration Services  
Component 15 - Library  
Component 30 - Heritage  
Component 31 - Building Control  
Component 32 - Development Control  
Component 37 - Development Control & Regulation  
Component 39 - Gallery  
Component 43 - Strategic Planner- Community  
Component 43 - Strategic Planner- Land Use  
Component 43 - Strategic Planning Co-ordinator  
Component 49 - Parking Control  
Component 51 - Recreation  
Component 59 - Administrative Building  
Component 60 - Community Building  
Component 61 - Works Depot  
Component 66 - Fire Control  
Component 67 - Emergency Services  
Component 79 - Museum





<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections</i>	
<b>Community Administration Services - Component 12</b>		<b>Officer: Executive Manager - Community Partnerships</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Manage grants and donations programs.	1.1 Available funds distributed in compliance with Community Sponsorship Policy.	Respond to enquiries within 5 working days and achieve required milestones for operation of grants and donations programs.	Community Sponsorship program completed for the financial year with 42 successful applicants receiving a total of \$62672. 2011 CDSE Scheme commenced.
2. Resource and support the planning of activities and events which celebrate community diversity and promote community harmony.	2.1 Level of sponsorship provided.	Sponsorship agreements executed for events and activities within NSW Govt time frame.	Achieved - community events funded in reporting quarter include NAIDOC Week and Youth Week.
3. Identify funding options to establish programs to improve community linkages and meet the social, health, safety, leisure and cultural needs of the community.	3.1 Source external investments to expand establish services and activities.	10% growth in community service grant receipts.	Successful grant application through the Cancer Council for \$20 000.
4. Work in conjunction with community and user groups to market and promote usage of community facilities.	4.1 Increase utilisation of community facilities.	Increase utilisation by 5% (using 2010 as benchmark).	Two meetings with management committees to discuss maximisation of use of community facilities - totalling 10 meetings for the financial year. 16 requests for assistance with management of facilities - making a total of 52 such requests during the financial year.
5. Provide Property Management Services for Council's community facilities portfolio.	5.1 Properties maintained to required standard.	Property maintenance requests responded to within 3 working days.	59 property maintenance requests responded to within three working days during the quarter. Total number of requests for the financial year = 277.
6. Provide corporate governance and financial services to externally funded services operated by delegated managing agents (Peppercorn Services)	6.1 Achieve all funding and statutory requirements as negotiated.	Contracted outputs achieved. No breaches of funding and statutory provisions.	Ongoing - Contracted outputs and no breaches of funding and statutory provisions 100% achieved.
7. Develop and implement community participation and partnership programs.	7.1 Investigate youth participation strategies based on recommendations of Youth Summit.	Youth Participation Strategies identified.	Ongoing - YPO investigating mobile youth centre and working with youth services to develop Youth Services Plan.
8. Community Plans reviewed and updated.	8.1 Develop ageing profile of Hawkesbury to assist in service development and planning.	Draft profile by May 2011.	Task deferred due to workload demands.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections.</i>	
<b>Library - Component 15</b>		<b>Officer: Manager Cultural Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide a free, accessible and well resourced public library service to the people of the City of the Hawkesbury as well as the wider community.	1.1 Library Service is promoted to increase awareness and use by the community.	200,000 library visitors per year.	Exceeded target with 212,483 visitors to both Windsor and Richmond libraries.
		40% of LGA population are library members.	Exceeded target. 37,959 library members which is 62% of LGA population. This compares very favourably with the State average of 46%.
		300,000 loans per year.	Exceeded target. 309318 loans.
2. Encourage community participation in lifelong learning.	2.1 Community access to the latest collections and technology is enhanced.	A digital media library resource is established.	Not completed. Carried forward to 2011/12 to complete due to quotes and dealing with OS companies.
		PC use is 60% of total available time.	Exceeded target. PCs used 65.2% of available time.
3. Promote community use of the Cultural Precinct.	3.1 Community use of the Cultural Precinct is enhanced by developing library activities and a volunteer program.	A quarterly program of library activities is established.	Achieved target. Five event brochures have been produced and made available both in hard copy and electronically. Attendance at activities has increased e.g. 4085 attended Storytime and Rhymetime at both libraries for 2010/2011 period (10% increase over last year)
		Maintain an active and well trained volunteer base of 30.	Exceeded target. Currently 34 active and trained volunteers.
Opening Hours: Hawkesbury Central - Monday to Friday 9am - 7pm: Saturday 9am - 1pm; Sunday 2pm - 5pm. Richmond - Monday to Friday 9:30am - 6pm, Saturday 9am - 1pm.			Open as indicated.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.</i>	
<b>Heritage - Component 30</b>		<b>Officer: Planning Manager</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide Heritage Advice to the Public.	1.1 Meet demand for Heritage Advisory Service.	100% of all requests actioned.	100% (19 requests)
2. Provide professional comment to Council in response to Development Applications.	2.1 Development Application comments received on time.	Comments received within 28 days of referral.	100% (18 referrals) Average 12 days.
3. Provide assistance grants for building conservation.	3.1 All applications reviewed and recommended to Council.	Report to Council within 10 weeks of application.	None this quarter.
4. Undertake research and community consultation to identify what is important to preserve.	3.2 Funding sources for research are pursued and the community are consulted.	Research projects are undertaken in the specified time and findings are reported to Heritage Advisory Committee.	None this quarter.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Building Control - Component 31</b>		<b>Officer: Planning Manager</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide development assessment services for Class 1 -10 buildings.	1.1 Turn around time for Development Applications.	Average 40 days, Median 35 Days.	Applications 149 Average 105 days Median 53 days
	1.2 Age of current Development Applications- ratio of Development Applications older than 40 days to newer than 40 days.	0.7:1.	0.5:1
	1.3 Customer satisfaction measured via post application survey.	80% overall satisfaction.	100% (4 surveys)
2. Provide building certification and inspection services.	2.1 Secure a percentage of contestable service (in future requires accreditation).	55% of Market accredited building professionals deliver service.	136 (building) construction certificates (52 PCA 84 HCC) HCC 61%
	2.2 Cost effectiveness of contestable services.	Full cost recovery.	
	2.3 Turn around time for Construction Certificates.	21 days after Development consent issued.	34 days average
3. Provide 149D building certificate services.	3.1 Ten day turnaround time for 149D Certificates.	80% compliance.	44% (99 certificates)
4. Building Control Service is delivered in accordance with relevant legislation, Council policy and community strategic plan.	4.1 Policy is effective and appropriate, business systems are efficient and legislative changes are actioned.	A compliance review of 10% of determined applications and certificates is completed annually and systems are upgraded as required.	10 applications reviewed (Review commenced Jan 2011) and relevant system changes made.





<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Development Control - Component 32</b>		<b>Officer: Planning Manager</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide development application assessment services.	1.1 Turn around time for Development Applications.	Average 40 days, Median 35 days.	Applications 149, Average 105 days, Median 53 days
	1.2 Age of Current Development Application, ratio of Development Applications older than 40 days to newer than 40 days.	Target Ratio 0.7:1.	0.5:1
2. Provide subdivision certification and inspection services.	2.1 Secure a percentage of contestable subdivision certification and inspection services.	25% of Market and accredited engineering professionals deliver service.	Income received: \$30445.44 (CC's) and \$9515.50 (Linens)
	2.2 Turn around times for requests to release subdivision certificates	7 days after a complete request is received.	71% (5 out of a total of 7 released)
3. Provide 149 planning certificate services.	3.1 Eight day turnaround time for 149 Certificates.	90% competed.	98% (499 certificates)
4. Provide development advisory panel appointments for major proposals.	4.1 Provide written advice after pre-lodgement meetings for major development proposals.	5 days after meeting held.	70% 7 meetings held Average 3.4 days (Note: change from manual process to same day processing will achieve 100% next quarter)
5. Provide complying development certificate service	5.1 Turn around times for Complying Development Certificates	10 days after a complete application is received.	25% (4 CDCs)
6. Provide review of determination of development application service	6.1 Turn around times for a review of determination of development application (under s.82A of EPA Act)	90 days after a complete request is received.	Target not achieved. (1 application)
7. Provide modification to development consent service	7.1 Turn around times for request to modify development consent (under s.96 of EPA Act)	40 days after a complete request is received.	58% (39 applications)
8. Development Control Service is delivered in accordance with relevant legislation, Council policy and community strategic plan.	8.1 Policy is effective and appropriate, business systems are efficient and legislative changes are actioned.	A compliance review of 10% of determined applications and certificates is completed annually and systems are upgraded as required.	10 applications reviewed (Review commenced Jan 2011) and relevant system changes made.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.</i>	
<b>Development Control &amp; Regulations - Component 37</b>		<b>Officer: Manager Regulatory Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Investigate and take appropriate action in relation to unauthorised development.	1.1 Conduct inspection of suspected illegal development and implement actions.	Action initiated within 72hrs.	Inspections were conducted within the target time frame during the reporting period
2. Control disposal of derelict and abandoned vehicles.	2.1 Investigate complaints of derelict vehicles and monitor streets and bushland for the existence of abandoned vehicles and take appropriate impounding action or disposal.	Responded to within 72hrs.	Inspections were conducted within the target time frame during the reporting period
3. Monitor compliance with development approval conditions.	3.1 Complaints of non compliance with development consent conditions are investigated and appropriate action taken.	Responded to within 72hrs.	Inspections were conducted within the target time frame during the reporting period



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective: <i>An informed community working together through strong local and regional connections</i></b>			
<b>Gallery - Component 39</b>		<b>Manager Cultural Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide free and accessible visual art exhibitions to the people of the City of the Hawkesbury as well as the wider community.	1.1 A program of exhibitions.	Seven exhibitions per year.	Exceeded target with seven major exhibitions and several smaller ones mounted in the small exhibition space.
		7,500 Gallery visitors per year.	Achieved target with 7,500 visitors including main gallery - 7309, Stan Stevens Studio, hall displays, travelling exhibitions.
		80% satisfaction rating from visitors.	Exceeded target with more than 80% of Gallery visitors expressing satisfaction.
2. Encourage community participation in visual arts.	2.1 Community participation in the visual arts is supported through public programs and the volunteer program.	14 Gallery activities per year.	Exceeded target with more than 14 activities. Additionally, ongoing weekly performance in the Gallery program for people with disabilities.
		Maintain an active and well trained volunteer base of 35.	34 Gallery volunteers trained and rostered on to various tasks. Further recruitment is forthcoming.
Opening hours Monday to Friday -10am - 4pm; Saturday and Sunday 10am - 3pm (closed Tuesdays).			Open as indicated.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections.</i>	
<b>City Planning - Component 43</b>		<b>Officer: Strategic Planner - Community</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Community plans reviewed and updated.	1.1 Tasks identified for Council's Community Planning Advisory Committee (CPAC).	Quarterly meetings/review quarterly.	Tasks completed for quarterly meetings of the CPAC.
	1.2 Assist the Nepean Homelessness Taskforce develop a 10 year plan to end homelessness in the region.	June 2011.	Draft 10 Year Plan commenced. Other initiatives active: Project 40; 3 Homeless Hubs held; UWS/Council Partnership Grant succesful.
2. Develop and implement community participation and partnership programs.	2.1 Establish the Hawkesbury Community Panel to assist with defining key strategic areas.	September 2010.	Community Panel established - assisted with the survey and workshops for the kerbside Bulky Waste Collection Review.
	2.2 Consult community to define Hawkesbury's character.	December 2010.	Incomplete - further consultation planned for 2010/2011(in conjunction with Residents Panel).
3. Conduct bi-annual community survey program.	3.1 Develop the community survey plan for 2011.	June 2011.	2011 Survey Reference Group have met to develop a draft survey in conjunction with Micromex.
4. Social Planning.	4.1 Ensure that the NSW Government's Social Justice Principles are integrated into Council's Strategic Community Plan implementation.	Review annually.	NSW Social Justice Principles identified and included in a Resource Packages presented to all Council Managers in 2010 (to be used as an ongoing resource - reviewed/ updated annually).
	4.2 Develop the Hawkesbury Social Planning Framework.	June 2011.	Proposal presented to CPAC to develop/integrate a Human Services Planning Framework.
5. Demographic analysis.	5.1 Prepare outline for new Social Atlas.	June 2011.	ID (Informed Decisions) engaged to build online Hawkesbury Demographic Profile and Atlas.
	5.2 Demographic analysis for strategies.	As required.	Completed as required.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>City Planning - Component 43</b>		<b>Officer: Strategic Planner - Land Use</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Maintain and update Hawkesbury Local Environmental Plan.	1.1 Updated Hawkesbury Development Control Plan reflecting provisions of Standard Template Local Environmental Plan as well as other amendments prepared, exhibited and adopted by Council.	March 2011.	Project delayed due to delay in finalising draft Hawkesbury Local Environmental Plan 2011.
2. Prepare Residential Strategy.	2.1 Residential Strategy adopted by Council.	June 2011.	The Strategy with the recommended amendments adopted by Council on 10/05/2011.
3. Review and update heritage list in Hawkesbury Local Environmental Plan.	3.1 Prepare plan to include additional heritage items in Hawkesbury Local Environmental Plan.	June 2011.	Project delayed due to delay in finalising draft Hawkesbury Local Environmental Plan 2011.
4. Maintain and update Hawkesbury Local Environmental Plan.	4.1 Prepare Local Environmental Plans as resolved by Council and/or as directed by Department of Planning.	Plans prepared and updated in reasonable timeframe.	Draft HELP 1989 (Amendment 154) gazetted on 06/05/2011. Draft HELP 1989 (Amendment 157) gazetted on 17/09/2010.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections.</i>	
<b>City Planning - Component 43</b>		<b>Officer: Strategic Planning Co-ordinator</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Maintain and update Hawkesbury Local Environmental Plan.	1.1 Convert Hawkesbury Local Environmental Plan 1989 into Standard Template Local Environmental Plan.	Draft plan submitted to Department of Planning for finalisation by September 2010.	Draft plan submitted to Department of Planning and Infrastructure in June 2011.
2. Review and update heritage list in Hawkesbury Local Environmental Plan.	2.1 Incorporate updated heritage list in Standard Template Local Environmental Plan.	Draft plan submitted to Department of Planning for finalisation by September 2010.	Draft plan submitted to Department of Planning and Infrastructure in June 2011.
3. Prepare flood risk management study and plan.	3.1 Flood risk management study adopted by Council.	June 2011.	Draft study and plan presented to Floodplain Risk Management Advisory Committee in June 2011.
4. Prepare developer contributions plans in accordance with Department of Planning guidelines.	4.1 Contributions plan prepared and exhibited.	June 2011.	Section 94 Working Group established. Waiting on new legislation and guidelines from Department of Planning and Infrastructure.
5. Maintain and update Council's land use management information systems.	5.1 Maintain and update LEP, Section 149 Certificates, Proclaim and GIS system.	Update systems as required to ensure their accuracy and currency.	Two amendments to Hawkesbury Local Environmental Plan 1989. Amendments required to Section 149 certificates, Proclaim and GIS due to Department of Planning and Infrastructure legislative changes, additional State Heritage items, updated flooding information, advice from DECCW, and site specific matters.
6. Maintain and update Council's Policy Register.	6.1 Update Policy Register upon resolution of Council.	Instruct relevant staff to update register within 14 days of Council resolution.	Eleven policies made by Council. Timeframe met for eight policies.
7. Service Council Committees as required.	7.1 Service Council's Floodplain Management Committee.	As adopted by Council.	Seven meetings held.
8. Co-ordinate the implementation of the Integrated Planning and reporting Manual and Guidelines in relevant strategic plan and documents.	8.1 Identify implementation requirements, prepare action plans and report to MANEX.	September 2010.	Delivery Program (called Principle Activities) and Operational Plan prepared and included in 2011/2012 Management Plan. Resourcing Strategy Working Group established.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Parking Control - Component 49</b>		<b>Officer: Manager Regulatory Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. City streets and car park areas are patrolled for compliance with time limit and parking restriction signage.	1.1 Streets and car parks are patrolled and monitored for compliance with restriction signage in a safe and reasonable manner.	100% Compliance.	100% compliance has been achieved during the reporting period.
2. Parking infringements are issued correctly for offences committed.	2.1 Accuracy of infringement notices issued.	99% Compliance.	99% compliance has been achieved during the reporting period.

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Recreation - Component 51</b>		<b>Officer: Manager Land Management</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Manage all Council's recreational assets	1.1. Council's recreational playgrounds and skate parks at an acceptable standard.	Quarterly safety inspection undertaken of all Skate parks and playgrounds.	Quarterly inspection undertaken.
2. Supervise all the operation of Richmond Swimming Pool	2.1 Richmond Pool is inviting to the community.	100% compliance to Department of Health guidelines and grounds at an acceptable conditions.	The pool met all requirements and the grounds were maintained to an acceptable standard.
		Richmond Pool open to the community as per advertised opening hours.	The pool was open as advertised during the season.
3. Manage the Deed for the Management of the Oasis Aquatic Centre and the Hawkesbury Indoor Stadium	3.1 Centre Management in accordance with the Deed of Management.	Formal meeting of representatives of Council and YMCA held every three months.	Formal meetings held on 28 September 2010, 29 November 2010, 21 March 2011 and 10 June 2011 between Council staff and representatives of the YMCA to discuss the management and operation of the Centres. Also numerous informal discussions and meetings have taken place throughout 2010/2011.
		Ensure that reports and any other documentation are provided by YMCA as required under the Deed of Management.	Reports and various documentation in accordance with the Deed of Management received by Council from the YMCA during 2010/2011 including monthly financial and attendance reports and marketing plan.
4. Oasis Aquatic Swimming Centre.	4.1 Install solar water heating system on available roof space.	Reduction in annual electricity and gas consumption.	Quotes have been received and are being currently being evaluated. It is estimated that an order will be raised shortly and the works carried out over the next few months.



<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Administrative Building - Component 59</b>		<b>Officer: Manager Building Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Building is maintained in accordance with Works Program.	1.1 Operation of communications.	98% uptime.	Target Met.
	1.2 Operation of air conditioner.	96% uptime.	Target Met.
	1.3 Operation of Emergency generator.	Zero Failures.	Target Met.

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Community Buildings - Component 60</b>		<b>Officer: Manager Building Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Buildings are maintained in accordance with Works Program.	1.1 Completion of the Works Program.	Buildings are maintained for their designed use within budget.	Target Met.
		New construction completed within budget.	Target Met.
		Maintenance performed in a timely manner.	Target Met.

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Works Depot - Component 61</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide functional Works Depot facilities to enable safe and convenient access to Stores, Work Shop, Office and Storage area.	1.1 Undertake maintenance and repairs.	Works completed on time and within budget.	Target Met.





<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b> <i>An informed community working together through strong local and regional connections.</i>			
<b>Fire Control - Component 66</b>		<b>Officer: Director Infrastructure Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Implement the Service Level Agreement with the Rural Fire Service to provide protection to life and property when threatened by fire.	1.1 Service Level Agreement is completed and funding provided.	Funding provided within 14 days of request.	Service Agreement renewal currently being renegotiated. Funding allocated.
		100% compliance with conditions of agreement.	Achieved.

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b> <i>An informed community working together through strong local and regional connections.</i>			
<b>Emergency Services - Component 67</b>		<b>Officer: Director Infrastructure Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide facilities for local SES units to a standard acceptable to the Director General in accordance with the State Emergency Services Act.	1.1 Maintenance and operation of SES Building maintained SES Building.	Controllers yearly review completed and forwarded to regional headquarters.	SES Building maintained, facilities provided in accordance with requirements of the SES Commissioner (Director General is now known as the Commissioner).
	1.2 Operation readiness maintained.	Complete activity report and forwarded to state headquarters at the completion of each incident.	All activity reports completed and submitted to State Headquarters.
	1.3 Funds provided.	Funds processed in accordance with Council's adopted budget.	Funds provided and processed within budget.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective: <i>An informed community working together through strong local and regional connections</i></b>			
<b>Museum - Component 79</b>		<b>Officer: Manager Cultural Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide free and accessible history and heritage exhibitions to the people of the City of the Hawkesbury as well as the wider community.	1.1 A program of exhibitions is provided.	Three exhibitions per year.	Under target. Permanent exhibition has been supplemented by components of previous temporary exhibitions. Mighty Mushrooms temporary exhibition opened March 2011.
2. Encourage community participation in history and heritage	2.1 Community participation in history and heritage related activities is supported through public programs and the volunteer program.	12 Museum activities per year.	Achieved target with 12 activities including talks, workshops, bus trips, walking tours.
		Maintain an active and well trained volunteer base of 40.	Achieved target with 40 Museum volunteers trained and rostered on to various tasks.
Opening hours: Wednesday to Monday 10am - 4pm, Closed Tuesdays (open by appointment for booked groups for guided tours), Closed Christmas Day, Boxing Day and Good Friday, open other public holidays.			Open as indicated. Over 15,000 visitors in 2010/2011, approximately 10% increase on 2009/2010. This may be partially attributable to the tourism attraction signage which has been well received but also to the increasing profile of the Museum and diversity of public programs.



## **CARING FOR OUR ENVIRONMENT**

***In 2030 we want Hawkesbury to be a place where we have:***

***A community dedicated to minimising its ecological footprint, enjoying a clean river and an environment that is nurtured, healthy, protected and provides opportunities for its sustainable use***

- Component 33 - Sewage Management Facilities
- Component 34 - Sullage Services
- Component 35 - Health Services
- Component 36 - Pollution Control
- Component 38 - Animal Control
- Component 43 - Strategic Planner- Environmental
- Component 48 - Environmental Stormwater
- Component 50 - Parks
- Component 63 - Street Cleaning
- Component 80 - Sewerage
- Component 81 - Domestic Water Management
- Component 88 - Cogeneration Plant
- Component 89 - Hawkesbury City Waste Management Facility





<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.</i>	
<b>Sewage Management Facilities - Component 33</b>		<b>Officer: Manager Regulatory Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Conduct inspections of onsite Sewage Management Facilities (SMF) in the city for compliance with legislative requirements.	1.1 Inspections are conducted in accordance with Council's adopted program.	Complete 180 inspections / month.	Inspection target has been either met or exceeded during the reporting period.
		Approvals to operate SMF are issued within 21 days of inspection.	Approvals have been issued within the 21 day period.
		Rectification work documentation is sent within 21 days from inspection.	Documentation has been sent within the 21 day period.
		Annual report completed in June on compliance to Council's adopted program.	Month compliance statistics are available for the twelve month period. A report will be compiled during July 2011.
2. Provide advice to the community on use and maintenance of sewage management facilities.	2.1 Accurate information is given to assist the community with on-site sewage management issues.	90% satisfaction of customers.	There have been nil complaints about information and advice given to the community about on site sewage management facilities.

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Sullage Services - Component 34</b>		<b>Officer: Manager Waste Management</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To provide a quality sullage service to the community.	1.1 Pump Out Service provided within set time frames.	98% Compliance	On target.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections.</i>	
<b>Health Services - Component 35</b>		<b>Officer: Manager Regulatory Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To enhance environmental protection and environmental health standards through education and statutory compliance.	1.1 Conduct inspections, review of premises for compliance with the public health statutory requirements.	Complaints about unhealthy conditions responded to within 48 hours.	Complaints about unhealthy conditions have been responded to within 24hrs during the reporting period.
		20 premises are inspected each month.	Target exceeded based on averages over the reporting period.
	1.2 Conduct Food Handling Training courses.	Three training courses are conducted each year.	Course were conducted to meet target.
		90% customer satisfaction in training course from evaluation survey.	90% or better customer satisfaction results from the course have been achieved.
	1.3 Conduct inspections of Caravan Parks to measure compliance with legislative requirements.	Complaints about caravan parks are responded to within 96 hours of receipt.	Complaints about caravan parks have been responded to within 24hrs during the reporting period.
		At least 25% of caravan parks in Hawkesbury inspected annually.	This target wasn't met due to the complexities of the three major parks that have been inspected this period.
2. Work in partnership with the Dept of Health conducting mosquito surveillance for the detection of the Ross River Virus.	2.1 Conduct mosquito surveillance program between December and April at nominated sites.	Completed in accordance with Dept of Health Surveillance Program.	Mosquito surveillance program was completed as per the Dept of Health requirements.

<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.</i>	
<b>Pollution Control - Component 36</b>		<b>Officer: Manager Regulatory Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Pollution Incidents are investigated to protect the local environment and potential health risk to the community.	1.1 Pollution Incidents are investigated.	Appropriate action initiated within 24hrs.	All pollution incidents were responded to well within the 24hr period.
2. Financially contribute to the operations of the Hawkesbury River County Council.	2.1 Contributions to Hawkesbury River County Council is funded.	Contributions forwarded within 21 days of request.	Payment was completed with seven days of receipt of the invoice.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Animal Control - Component 38</b>		<b>Officer: Manager Regulatory Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide adequate care of animals housed at the animal shelter.	1.1 Animals are cared for with adequate food and housing and homes are found for as many animals as possible.	80% dogs rehomed.	A minimum of 85% of dogs have been rehomed in the reporting period.
2. Carry out patrols of the city area for roaming dogs.	2.1 Patrols are conducted where complaints are received of roaming dogs.	Within 48 hrs of receipt of the complaint.	Patrols were carried out to meet targets.
3. Provide education to the community on responsible pet ownership.	3.1 School visits are conducted at the shelter and at schools throughout the year with the assistance of the Petpep program.	100% satisfaction of school groups participating.	School visits are now conducted at the administration building due to OH&S issues with Dept of Education.
		Four school visits per year.	4 visits conducted.
4. Maintain registration and micro chipping records.	4.1 Process records.	Registration and micro chipping records to be completed within 14 working days.	All records have been completed within the 14 day period.
5. Opening hours to benefit the community, Monday - Friday: 9:30am - 12:30pm & 2:00pm - 4:30pm, Saturday: 9:30am - 11:30am, Sunday: 7:00am - 9:00am.	5.1 Facility is open to serve the public to meet advertised hours of operation	100% compliance with advertised opening hours unless altered by emergency situation or designated public holidays	100% compliance has been achieved during the reporting period.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<b><i>Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.</i></b>	
<b>City Planning - Component 43</b>		<b>Officer: Strategic Planner- Environmental</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Environmental Education for the community.	1.0 Maintain the Environmental Reporting indicators.	Launch an online portal system by June 2011.	Sustainable Living Guide online educational program completed under the WaSIP program.
		Complete State of the Environment Update Report by 30 November 2010.	Update report completed.
2. Implement Project to save energy and water.	2.1 Provide updated quarterly information on water and energy usage to the management executive team (MANEX).	Quarterly briefing reports.	Planet Footprint usage summary provided on Council's Intranet site. Quarterly reports provided to the Management Executive Team. Training provided to staff as required.
3. Refine the integration of sustainability Principles and Objectives into governance framework and planning process.	3.1 Integrate Council's Sustainability Principles into all aspects of operation	Review and report annually.	Draft Sustainability Action Plan approved by DECCW. Internal educational workshops completed November 2010.
4. Have ongoing engagement and communication with our community, governments and industries.	4.1 Provide comments and advice to external and internal bodies on environmental issues.	Within 21 days of request.	Comments provided in accordance with target.
5. Review, develop and implement waste and recycling strategy.	5.1 Develop a Policy and Action Plan to reduce, reuse and recycle waste generated by all council activities.	Reduction in consumption of natural resources.	The Environmentally Sustainable Procurement Guide and Operational Standard has been adopted to help staff apply the five sustainability principles of environmentally preferable procurement to all acquisitions.
		Action Plan endorsed by the Management Executive Team.	WaSIP Action Plan approved by DECCW 29 October 2010.
	5.2 Service Council's' Waste Advisory Committee.	Twice a year.	Three meetings were held as required on 23 February, 30 March and 29 June 2011.
	5.3 Coordinate the project management of priority projects identified in the Waste and Sustainability Improvement Payment Program- Action Table.	Ensure the allocation of funds to each project and the relevant reports provided.	Coordinate monthly internal meetings to facilitate the completion of approved projects and identify possible projects for further consideration. Completed financial returns as required.
6. Work with regional groups to develop Climate Change strategies.	6.1 Prepare a Draft Risk Management & Adaptation Plan to improve and support human services and delivery of outcomes for the community on the possible impacts of climate change.	Draft to be completed by June 2011.	WSROC project support with regional Councils withdrawn. Project Brief for Tenders to be completed by August 2011 and tenders to be engaged by December 2011.





7. Develop partnerships with relevant stakeholders to manage the Hawkesbury Nepean river system.	7.1 Participate in the Local Government Advisory Group.	Four meetings per year including an annual forum.	Meetings attended with Councillor Reardon as scheduled.
8. Prepare a Natural Asset Policy.	8.1 Coordinate the Environmental Network Group.	Two meetings per year.	The formation of a non government, not for profit group has been established called the Hawkesbury Environment Network Incorporated (HEN). Coordination of Council's group no longer required, however continual membership to this Inc Group is recommended to enhance further environmental policy work.
	8.2 Participate in the Local Government and Sydney Western Area Health Service Environmental Health Committee.	Quarterly meetings to identify and deliver public and environmental health programs which are appropriate to the needs of the community and council policy objectives.	Meetings attended as required.
9. Develop environmentally sustainable building guidelines.	9.1 Prepare draft guidelines.	Draft to be completed by June 2011.	The development of the sustainable building guidelines not commenced due to other projects taking greater priority.



<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Parks - Component 50</b>		<b>Officer: Manager Land Management</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To manage all passive open space under Council's care and control.	1.1 Open space is maintained for passive recreational purposes.	According to the level of usage, lawns kept below 150mm.	Lawns kept to agreed heights.
	1.2 Toilets/Facilities at an acceptable standard - Bins emptied regularly.	All toilets/facilities cleaned and bins emptied as per works schedule.	Toilets cleaned as per schedule.
2. To manage bushland under Council's care and control within available resources.	2.1 Bushland areas maintained and rehabilitated.	Work undertaken on 80% of reserves identified for rehabilitation.	All contracts are allocated.
3. To manage all cemeteries under Council's care and control.	3.1 Richmond Cemetery maintained to an acceptable standard.	Lawns maintained below 100mm and edges trimmed at least monthly.	Lawns kept to agreed heights.
4. Contributions to outside bodies for active recreation.		Funds allocated quarterly/six monthly as required.	Funding allocated as required.
		Attend at least four key meetings of the Sports Council per year and maintain regular dialogue with administrator	Over four meetings attended during the year.
		Attend at least two key meetings of the McMahons Park Committee per year	Over two meetings attended during the year.
5. Recycling at Community Events.	5.1 Source separation of waste at community events.	Develop and implement a policy by December to increase recycling and source separation of waste at community events on Council land and development approvals for events on private property.	A draft has been developed and will be reported to Council at 26 July 2011 meeting.
6. Pubic Place Recycling Trial.	6.1 Source separation of waste in public places eg Windsor/Richmond. Run trial of 50 bins in public areas for 12 months.	Develop and implement a policy by August 2010 to increase recycling and source separation of waste in public places.	Bin trial has commenced. The policy relates to the above point.



<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Street Cleaning - Component 63</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide the level of service to maintain a vibrant and clean city for residents and visitors.	1.1 Central Business Districts streets are kept tidy.	Sweep (CBD) Streets Daily	Target Met
		Bins within the CBD are cleared on a daily basis, and others in accordance with schedule.	Target Met
		Damaged bins repaired or made safe within two days of request.	Target Met
	1.2 Kerb and Gutter within residential streets free of sediment.	Sweep kerbed and guttered residential street at a minimum every four weeks where necessary.	Target Met

<b>Business Activities - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Sewerage - Component 80</b>		<b>Officer: Manager Waste Management</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To provide and maintain a high quality sewage treatment service to the community.	1.1 Sewage Treatment Plants and major pump stations alarms responded.	Respond to alarms within one hour.	On target
	1.2 Minor pump stations alarms responded.	Respond to alarms within four hours.	On target
	1.3 Sewer choke response.	Respond to notification within two hours.	On target
	1.4 Licence conditions met.	No breaches to EPA license conditions.	On target
	2. To provide and maintain a high quality trade waste service to the community.	2.1 Monitor trade waste.	Trade Waste discharges comply with Hawkesbury City Council Requirements.



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Domestic Waste Management - Component 81</b>		<b>Officer: Manager Regulatory Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To provide the waste collection service.	1.1 Service missed bins.	24 hours from notification.	Missed services are collected within 24hrs of notification.
2. To provide the recycling service for the community.	2.1 Manage recycling contracts.	Zero non-conformance to contract conditions.	There have been zero non conformances.
	2.2 Increase domestic recycling activities and community participation through education and the provision of increased recycling service.	Conduct annual education program with contractor to increase participation.	Education program target has been complied with and schools have received the majority of this education program.
3. To provide the Kerb Side Collection Service.	3.1 Manage kerbside collection service contracts.	100% compliance with contract conditions.	There has been 100% compliance with contract conditions.
4. Provide waste education to the Hawkesbury community.	4.1 Education programs are developed and presented to the community to encourage recycling and waste avoidance.	Annual program designed by March 2011.	Program was designed in June 2011 for implementation during 2011/2012.

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Cogeneration Plant - Component 88</b>		<b>Officer: Manager Building Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Manage Cogeneration Plant in an economical viable manner with minimal disruption to tenants.	1.1 Operation of plant.	Less than four breakdowns per annum.	Has been turned off by resolution of Council.
	1.2 Maintain temperatures within the complex.	Minimal complaints from tenants.	Target Met.
	1.3 Maintain temperature and humidity within the gallery area to standard requirements, except for Acts of God and power/gas outages.	Stay within preset range.	Target Met.



<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Waste Management Facility - Component 89</b>		<b>Officer: Manager Water &amp; Waste Management</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Operate and maintain the Hawkesbury City Waste Management Facility.	1.1 Maintain and operate the Hawkesbury City Waste Management Facility in accordance with EPA licence.	100% compliance, no breaches of license conditions.	95% compliance. Landfill methane gas exceedance at two wells being monitored.
2. Provide assistance to the Clean up Australia Day activities.	2.1 Assistance provided to volunteers.	All waste collected within 96 hrs of the event.	100% compliance.
3. Waste Facility open to the public every day except Good Friday & Christmas Day.	3.1 Number of Days Facility Available.	100% Compliance.	98% compliance. Facility open every day except public holidays.
4. Beneficial use of Methane Gas from Hawkesbury City Waste Management Facility.	4.1 Investigation of the feasibility to the beneficial reuse of Methane gas produced by the degradation of waste landfilled.	Reduction in greenhouse gas volume and future liability.	100% complete. Investigation completed.
5. Alternative waste treatment feasibility study.	5.1 Look at different options available for the collection and treatment of municipal waste supported by an appropriate business plan.	Appropriate recommendation supported by the Waste Advisory Committee by July 2011.	Consultant engaged, inception meeting conducted. 40% complete.
6. Further classification of waste received at the Hawkesbury City Waste Management Facility to establish the amount of resources that may be diverted from the received "Other Municipal Waste"/ C& I/C&D waste stream.	6.1 Waste to landfill classified prior to disposal.	Reduction of materials going to landfill through improved resource recovery	Report received. Materials classified. Report provided to consultants engaged for item 5. Item provided to other department of council to improve resource recovery. 100% complete.





## **LINKING THE HAWKESBURY**

*In 2030 we want Hawkesbury to be a place where we have:*

*A community which is provided with facilities and services efficiently linked by well maintained roads and accessible and integrated transport and communication systems which also connect surrounding regions*

- Component 43 - Strategic Planner- Asset Management
- Component 44 - Community Safety Programs
- Component 46 - Roads to Recovery
- Component 47 - RTA Funding
- Component 52 - Roadworks Maintenance
- Component 53 - Roadworks Construction
- Component 54 - Kerb, Guttering and Drainage
- Component 55 - Carpark Maintenance
- Component 57 - Survey Design and Mapping
- Component 64 - Ferry Operations



<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>City Planning - Component 43</b>		<b>Officer: Strategic Planner - Asset Management</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Develop action plan that satisfies the requirements for Asset Management Planning of the Integrated Planning and Reporting legislation.	1.1 Action Plan Developed	August 2010.	Plan developed.
2. Develop and implement Asset Management Strategy.	2.1 Asset Management Strategy developed and adopted by Council.	July 2010.	Strategy endorsed by MANEX, implementation underway.
3. Implement Asset Management Improvement Program.	3.1 Manage the procurement process for Asset Management Information System.	June 2011.	AM System Expression of Interest process finished with three companies invited to Tender.
	3.2 Coordinate the selection of a suitable Asset Management Information System.	June 2011.	Tender closed 12 May 2011.
	3.3 Oversee implementation of the Asset Management Information System and training of key staff in the new system.	June 2011.	Implementation scheduled in July-August 2011.
4. Review and report on the implementation of the Asset Management Strategy.	4.1 Review report completed.	Annually.	Report to be prepared.
5. Review and update Engineering Standard Specifications of the Hawkesbury Development Control Plan.	5.1 Specification updated for inclusion in the Hawkesbury Development Control Plan.	August 2010.	Specification completed and final document being reviewed.





<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Community Safety Programs - Component 44</b>		<b>Officer: Executive Manager - Community Partnerships</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Deliver a road safety program through the development of integrated education, engineering and enforcement programs.	1. 1 Council/RTA Action Plan which reflects local trends, statistics and priorities developed and implemented.	Action Plan developed as per RTA funding guidelines by April 2011.	RTA projects completed for 2010/2011 year. RTA Grant funding approved for 2011/2012 for projects on speeding, young drivers and child restraints.
	1.2 Partnerships established with external and internal stakeholders to plan and implement road safety, community safety and injury prevention projects	Partnerships established to implement road safety, community safety and injury prevention projects.	Continue to support partnerships and committees on road safety, community safety and injury prevention - Good Sports Program, Local Traffic Committee, Hawkesbury Liquor Accord, Road Safety meetings with Hawkesbury LAC.
2. Implement Mobility Plan including Pedestrian Access and Bike Plan.	2.1 Identify Implementation Strategy.	Implementation Strategy adopted.	Coordinated the May meeting of the Hawkesbury Mobility Plan Implementation Committee. Achievements include construction of 2 new sections of shared pathway at Clarendon.
3. Research and identify priority crime prevention issues (in conjunction with stakeholders) and identify strategies to address these issues within the Hawkesbury LGA.	3.1 Steering committee established (under Attorney Generals Department guidelines) to review and update the Hawkesbury Crime Prevention Strategy. 3.2 Draft Crime Prevention Strategy reported to Council.	Steering Committee established by August 2009. Draft Crime Prevention Strategy reported to Council by May 2011.	Two further meetings of working party held. In-house training on community safety audits scheduled and attended by working party members.

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Roads to Recovery - Component 46</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Implement the Adopted Roads to Recovery Program.	1.1 Improved Road Condition at Specified Locations.	Program completed within allocated time period and budget.	Target Met
		Submit required DOTARS reports with timeframes	Target Met



<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>RTA Funding - Component 47</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Undertake works on Regional Roads .	1.1 Safe Regional Road Network.	Complete RTA Funded Programs prior to 30 June 2011.	Target Met
		Maintenance completed in accordance with sound engineering principles.	Target Met
		95% urgent repairs made safe within 24 hours and repaired within one month.	Target Met

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Roadworks Maintenance - Component 52</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Undertake roadworks maintenance.	1.1 A well maintained local road network.	Develop and implement an ongoing reactive maintenance program.	Maintenance has been carried out to the full extent of the budget.
		95% of urgent repairs made safe within 24 hours and repaired within one month.	Target Met

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Roadworks Construction - Component 53</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Undertake roadworks construction program.	1.1 Improved road network.	Complete 90% of adopted program by 30 June 2011.	Target Met
		Project completed within budget.	Target Met



<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Kerb, Guttering and Drainage - Component 54</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Undertake the re-construction, maintenance and repair of kerb and gutter and footpaving.	1.1 Reduction in areas of failed footpaving or Kerb and Gutter.	Completion of 95% of Adopted Works Program.	Target Met
	1.2 Level of response to dangerous situations where advised.	Action taken within 24 hours.	Target Met
2. Undertake drainage construction repair and maintenance.	2.1 Improvements to drainage systems.	Completion of 95% of Adopted Works Program.	Target Met
		Dangerous Situations acted upon within 24 hours.	Target Met
		Programs identified for necessary improvement for Council consideration.	Target Met

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Car park Maintenance - Component 55</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Undertake maintenance and repair of car park surface and associated facilities.	1.1 Safe and functional car park with clearly visible signs, symbols and lines.	Completion of budget - 95% of adopted works.	Target Met
		Signs and lines are provided in accordance with RTA standards.	Target Met



<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Survey Design and Mapping - Component 57</b>		<b>Officer: Manager Design and Mapping Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide Engineering designs for Council's operations program and other projects.	1.1 Availability of Designs.	Meet 95% service level.	Target Met
2. Provide Engineering survey for Council's operation program and other projects.	2.1 Field surveys completed.	Survey output to meet 95% level of requests.	Target Met
3. Mapping system provided for users with various needs.	3.1 Complete Data input and maintenance of mapping system.	Linens entered within seven days of notification, data entered into system within 21 days.	Target Met

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Ferry Operations - Component 64</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide a Ferry Service at Lower Portland	1.1 Availability of Service	Ferry operating within of schedule time and operation compliance with Maritime Authority.	Target Met



## **SUPPORTING BUSINESS AND LOCAL JOB**

*In 2030 we want Hawkesbury to be a place where we have:*

*New and existing industries which provide opportunities for a range of local employment and training options, complemented by thriving town centres.*

Component 40 - Strategic Activities

Component 90 - Tourist Information Centre





<b>General Manager's Office - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City.</i>	
<b>Strategic Activities - Component 40</b>		<b>Officer: Strategic Planner</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Tourism market development.	1.1 Tourism Strategy for Area.	Prepare tourism plan to guide role and development of tourism in area, by June 2011.	Procurement/consultant engagement processes preparation underway. Delayed due to other projects.
		Undertake tourism research projects with adjoining councils in Hawkesbury region to identify market opportunities to position area/ region for tourists and support local employment and business growth, by June 2011.	One research project focused on tourism market opportunities undertaken. Results provide different view on capacity of area. Council officers using project results to inform program activities and progress funding options from State Government.
		Incorporate "Macquarie 2010' into promotional strategies to track history/ heritage as visitor attractor of area.	Events held and attendance/ interest monitored. Events drew people from inside/ outside the area interested in the bicentenary and history of area. History as a visitor attractor is only one promotional strategy (minor) that can be used.
	1.2 Infrastructure development.	Identify infrastructure standards and needs desirable for tourism development.	On hold, until better understand tourism customers for both public and private lands.
2. Business and employment market knowledge.	2.1 Business employment research.	Undertake preliminary analysis of businesses and industry sector locations to understand business drivers for land/ business premises (compared to land use zones).	Driven by range of issues including capacity to secure premises (sales and rents), customer behaviour, structural shifts, more competition, operating models (eg. home base, online), State and Federal tax systems etc. Access to ATO's Australian Business Register established and process established to track business location changes.
		Undertake preliminary analysis of business drivers governing the employment decision, by June.	Driven by range of issue including capacity to finance and skills. Discussions with employment and training providers undertaken to progress a skills forum.
3. Economy Research and Knowledge.	3.1 Business Resources.	Review and promote business resources of library.	Content and messages scoped. Document integrated with business webpage.



	3.2 Business Webpage.	Develop business webpage for Council's Website.	Content and scope identified and information gathered. Website content development underway.
	3.3 Business Trends.	Review and establish gaps in industry/ business needs for the future (skills, resources, growth sectors etc).	Process established. Using statistics to track employment and business trends and establish measures eg. ATO ABR, Remplan, Skills Australia, DEEWR (Keep Australia Working). Focus on skills as a key future issues and progressing a skills forum. Include data in actions in lead-up to economic development strategy of community strategic plan eg. business website.
		Explore growth of home base business in area.	Process established. Using ATO ABR data to track business trends. Information to be on business website.
4. Business self - help.	4.1 Business to Business Support.	Support industry and employment associates and groups that provide business—to business support for businesses in the area.	Meeting with business groups and providing guidance on government programs, events/ funding opportunities and focus of such groups. Partnerships being developed for future actions of the Community Strategic Plan eg. awards, joint activities.
	4.2 Training providers to Business Support.	Meet with training providers and service groups to explore ways in which they can address gaps/ needs of area businesses.	Met with Business Advisory Centre and training/ employment providers to discuss activities and experiences eg. workshops, trends. Support for business workshops and Skills Forum shown. BAC to progress workshops and Council to progress skills forum next year.
	4.3 Business Awards.	Sponsor up to two industry activities that support excellence in business operation, by April 2011.	Two awards programs supported being, Greater Sydney Tourism Awards 2010 and Local Business Awards 2010.
5. Business/ Employment Training and Skills opportunities.	5.1 Future Leaders Skills Program.	Undertake up to two high-school (youth) business skills programs with project partners Schools Industry Partnership – Penrith Hawkesbury Blue Mountains, by June 2011.	Terminated due to Federal Government's change to funding of our former service provider. Exploring supporting the Hawkesbury Schools Trade Training Centre as way to support youth business skills.
	5.2 Secondary Education Scholarship.	Sponsor one undergraduate scholarship for a first year university student (from high school) at Hawkesbury Campus of UWS, by March 2011.	Funds supplied for student based on UWS selection process.





6. Community - Buy Local.	6.1 Friendship Program.	Support the use of area businesses in Hawkesbury Sister City Association and Council activities for Sister Cities. City Country Alliances, by June 2011.	Local business supported to supply activity needs e.g. transport, food, gifts, donations.
		Support the use of area businesses in Hawkesbury Sister City Association and Council activities for City Country Alliances, by June 2011.	Local business supported to supply activity needs eg. transport, food, gifts, donations.
7. Working with WS councils.	7.1 Location trade development.	Explore opportunities that promote trade development with area business in other Councils' economic development plans.	Working with councils to progress regional approaches and joint initiatives e.g. The Hills, Hornsby, Blue Mountains. Joint tourism market opportunities project undertaken and guidance on services development of VIC (booking system) undertaken.
8. Federal and State Government Support.	8.1 Funding opportunities.	Monitor funding opportunities for business and employment development in the area.	Options assessed for Council and promoted to business groups.
	8.2 Business and Employment Plans.	Monitor and participate in government plans that apply to the area and advocate for strategies and actions that benefit and address area business needs.	Meetings attended and local position/ needs promoted eg. DEEWR - Keep Australia Working; RDA Sydney - Regional Plan. Progressing action on skills issues.



**Support Services Division - Operational Plan and Performance Indicators 2010/2011**

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

**Visitor Information Centre - Component 90**

**Officer: Manager Cultural Services**

Activity/Project	Key Performance Indicators	Target	Progress
1. Operate a visitor information service that provides accurate information and advice on visiting the Hawkesbury and environs	1.1 Ensure the prompt and accurate provision of visitor information	Collect and maintain accurate data on visitor numbers and inquiries	Target achieved. 12,353 visitors: 37.5% are from Sydney suburbs; 24.5% from Hawkesbury and surrounds; 13.5% from intrastate; 9.5% from interstate and 15% from overseas. 14,019 enquiries dealt with. 34,993 visits to tourism website.
		Respond to enquiries within five working days.	Target achieved.
2. Support promotion of the Hawkesbury	2.1 Monitor available promotional material on the Hawkesbury	Review and update visitor information, in a range of formats, on the Hawkesbury area.	Target achieved. Online and print materials are updated to include current information.
Opening hours Monday to Friday - 9am - 5pm; Saturday and Sunday 9am - 4pm, Closed Christmas Day, Boxing Day, New Years Day, Good Friday and Anzac Day closed till noon			Opening hours amended to comply with NSW Tourism accreditation standards: Monday – Friday 9am – 5pm; Saturday and Sunday 9am – 4pm; Closed Christmas Day, Good Friday; All other public holidays, Christmas Eve, New Years Eve 9am – 3pm.



## SHAPING OUR FUTURE TOGETHER

*In 2030 we want Hawkesbury to be a place where we have:*

*An independent, strong and engaged community, with a respected leadership which provides for the future needs of its people in a sustainable and financially responsible manner.*

- Component 10 - Computer Services
- Component 11 - Records
- Component 16 - Insurance Risk Management
- Component 17 - Workers Compensation
- Component 18 - Financial Planning
- Component 19 - Accounting Services
- Component 20 - Rating Services
- Component 21 - Investment Debt Servicing
- Component 22 - Corporate Services & Governance
- Component 23 - Word Processing
- Component 24 - Supply
- Component 25 - Property Development
- Component 28 - Reception
- Component 29 - Fleet Management
- Component 42 - Legal Services
- Component 58 - Printing & Sign Writing
- Component 62 - Operations Management
- Component 65 - Human Resources
- Component 68 - Corporate Communication
- Component 69 - Elected Members
- Component 70 - Executive Management
- Component 91 - Customer Service





<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well-maintained public and private infrastructure, which supports the social and economic development of the City</i>	
<b>Computer Services - Component 10</b>		<b>Officer: Manager Information Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To provide agreed levels of system availability.	1.1 Infrastructure Strategy.	IT Disaster Recovery infrastructure in place and tested.	Equipment acquired. Implementation on track with build to commence July 2011.
		VOIP readiness for Administration Building and Deerubbin Centre.	Complete
	1.2 Internal Capabilities Strategy.	Administration Centre Disaster Recovery Plan up to date and stored off site.	Complete
		IT Disaster Recovery Plan developed.	In progress in line with IT DR site build.
		IT Disaster Recovery Plan tested.	No action to date. Awaiting finalisation of 1.1.
2. To reduce operating costs of IT infrastructure and services.	2.1 Internal Communications Strategy.	Continued increase of Intranet and e-mail by Council staff.	On-going
		Streamline of storage and publication of documents via multiple portals e.g. Web, Intranet, DataWorks.	Documents linked directly wherever possible via Hawkeye, DataWorks and Web site.
	2.2. Collaborative Working Strategy.	Improved customer service by development of DataWorks workflows.	Build in progress. Training scheduled for staff.
		DataWorks workflows developed for internal staff performance reviews.	System implemented utilising FinanceOne.
3. To provide continuous improvement of IT services to make traditional aspects of Council business more effective.	3.1 Business Systems Strategy.	All business systems up 98% of the time.	Target met
		Leases replaced or renewed within three months of expiry unless extended.	Target met
	3.2 Client Delivery Strategy.	On line Communications Committee to meet quarterly.	Target met
		Phase two of web site development commenced.	Web-site review by On-Line Communications Committee being undertaken.
		Consideration of web site requirements to meet on-going and future needs of Community.	Survey of internal staff undertaken with feedback being reviewed for consideration and possible implementation.



		Access to Council internal Helpdesk from 8.00am to 5.30pm, Monday to Friday, 98% of the time.	Target met
	3.3 Stakeholder Management Strategy.	IT Steering Committee meets at least four times per year.	Target met
		Development of IT Strategy.	Research continuing.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Records - Component 11</b>		<b>Officer: Manager - Corporate Services &amp; Governance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To enable seamlessness and continuity of Council business by executing its records keeping function effectively.	1.1 Registration of daily inwards paper correspondence.	90% within 8 business hours, 100% within 12 business hours.	100% of actionable correspondence is registered within 12 business hours.
	1.2 Record keeping rules.	Regular monitoring of adherence to precis rules.	Precis audits are run nightly by the system to pick up any mistakes in customer requests. Random checks are also carried out by the Acting Coordinator.
	1.3 Refine existing records.	DataWorks refined with indexes and compliant against State Records Standard.	This project is ongoing. New DAs are also being entered on the system.
	1.4 Training.	All relevant Council staff trained in Records Management.	100% of new staff have been trained in Records Management. Refresher training is ongoing for existing staff.
2. To reduce physical storage requirements by maintaining records effectively in an electronic format.	2.1 Reduction of paper based records through increasing electronic records.	Increased number of records registered into DataWorks.	More staff are taking responsibility for registration of their own documentation i.e. emails, word documents and spreadsheets.
3. To minimise risk to the Council in terms of court actions and litigations by retrieving and producing relevant records to support Council's position or as required by a court of law.	3.1 Retrieval of information.	100% subpoenas processed as per the subpoena procedure.	Achieved. Subpoenas are receipted and captured in Dataworks as a priority.
4. To comply with government legislation in terms of retention and destruction of records.	4.1 GDA10 and GDA24 based sentencing and destruction scheme.	Develop a sentencing and destruction regime in accordance with GDA24.	Under new legislation this is now in accordance with GD39. A major destruction program of backlogged information has been underway by the temporary Archivist for the last 12 months. The sentencing and destruction regime should be carried forward.
		Relevant digital documents sentenced and destroyed by 30 June 2011.	The digital destruction progress has been held up due to a problem with the sentencing wizard - this is still under investigation by Tech One staff.



<b>General Manager's Office - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective: <i>An informed community working together through strong local and regional connections.</i></b>			
<b>Insurance Risk Management - Component 16</b>		<b>Officer: Manager Risk Management</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To provide an adequate level of civil liability protection and general insurance cover for Council activities and assets.	1.1 Review and placement of insurance program.	All disclosures and renewal proposals completed satisfactorily and on time.	Complete. All insurance proposals have been submitted and premiums assessed.
	1.2 Provide timely, accurate and quality Risk Management and insurance advice.	Advice to satisfaction of customers.	All customer enquiries completed in-line with Council policies and practises.
	1.3 Compliance with Westpool's Risk Management practices and reduction in claims.	Enhance staff awareness of risk exposure and risk management techniques through appropriate education programs.	Training undertaken through attendance at Westpool Training events and inhouse consultations as incidents dictate.
	1.4 Manage Council's insurance claims in a cost effective manner.	Regular claims reviews and status reports of large claims reported to MANEX.	Regular reports on large claims provided to MANEX as appropriate.
2. To ensure strategies are in place to manage & minimise Council's exposure to public & internal risks.	2.1 Review of statistical information to highlight emerging trends & develop appropriate strategic responses	Identify and prioritise emerging trends and introduce procedures to contain the exposure to the risks.	Strategies to address emerging trends developed and presented to Management as appropriate.





<b>General Manager's Office - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections.</i>	
<b>Workers Compensation - Component 17</b>		<b>Officer: Manager Risk Management</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To ensure a safe workplace environment that meets legislative requirements and guidelines.	1.1 Monitor compliance with OH& S Act and regulations and WorkCover model for Self Insurers.	Achieve a 70%, or better, monthly safety performance rating.	Compliance monitoring audits impacted by legislative change in June 2011 and move toward a National scheme. Thorough system review scheduled after the WorkCover Audit in September 2011.
	1.2 Develop a process for training employees on Accountabilities, Responsibilities and Authorities.	All staff reinducted into OHS & IM system.	Completed. Refresher training developed and delivered for all staff.
	1.3 Develop and conduct safety training programs as required.	Complete Training Needs Analysis and initiate training for Core OHS elements as identified in PSAP.	Completed. Training program developed once the PSAP returns had been compiled and returned to OHS unit.
	1.4 Monitor claims performance and provide monthly reports on claims made.	Acceptance by WorkCover of monthly claims data submissions.	Completed. Monthly claims data returns completed to satisfaction of WorkCover.
	1.5 Review Councils Case Management Procedures to align with WorkCover CDR & Concordance projects.	Achieve timelines as detailed in the HCC Project Plan accepted by WorkCover.	Completed. Testing and upgrade to the CDR program completed to satisfaction of WorkCover.
	1.6 Develop strategies to achieve compliance with National Model.	Achieve 75% compliance in two of the five elements of the WorkCover NSW Self Insurers model 2007.	Strategies developed and introduced to prepare Council for the OHS National Audit scheduled for September 2011.
	1.7 Maintain Workers Compensation Self Insurers licence.	Complete Annual Self Insurers licence renewal in accordance with Work Cover's Licensing policy by 31 October 2010.	Licence renewal application completed to the satisfaction of WorkCover.
	1.8 Achieve compliance with the WorkCover Self Insurers Case Management Guide.	90% compliance with Worker's Annual Case Management Audit.	Annual Case Management audit completed to standard.
	1.9 Information sharing and continuous improvement.	80% attendance of peak bodies and industry group meetings.	Attendance at peak body and industry group meeting achieved.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources</i>	
<b>Financial Planning - Component 18</b>		<b>Officer: Chief Financial Officer</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Financial Planning - to manage based on a comprehensive financial strategy.	1.1 A planned approach to Council programming.	Management Plan adopted by June each year.	Management Plan 2011/2012 adopted at the Extra-Ordinary meeting on 21 June 2011.
	1.2 The effective implementation of Council's Long Term Financial Strategy	Review the Long Term Financial Plan (LTFP) annually.	Target achieved - LTFP has been reviewed as part of the 2011/2012 Management Plan process.
2. Management Reporting - maintain effective and informative internal management reporting to meet corporate requirements.	2.1 Timely, accurate and informative financial reporting.	Manager's Reports distributed within five days of EOM.	Target achieved at all times during 2010/2011 - Monthly reports are distributed within 5 days of EOM.
		Monthly reports to MANEX within 14 days of EOM.	Target achieved during 2010/2011. Monthly reports submitted to the first available MANEX meeting each month.
	2.2 Adequate resources available to fulfil the Management Plan.	Quarterly Reviews adopted within two months of end of quarter	Target achieved - September 2010 Quarterly Review adopted by Council at the meeting 24 November 2010. December Quarterly Review adopted at the meeting 15 February 2011. March Quarterly Review adopted by Council adoption at the meeting of 31 May 2011.
3. Systems Management - develop and maintain the financial systems.	3.1 Ensure the integrity and effectiveness of the financial systems.	Review Financial Systems Plan (FSP) annually.	In progress - The FSP is being reviewed and will be submitted to the IT steering committee for review.
		Review project strategy monthly.	Target achieved - During the 2010/2011 regular meetings were held to review systems strategy and prioritise projects.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources</i>	
<b>Accounting Services - Component 19</b>		<b>Officer: Chief Financial Officer</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Accounts Payable - To ensure payment of Council's Creditors in accordance with Council's Credit Terms.	1.1 Assess the effectiveness of payment processing of creditors.	All Council Creditors paid in accordance with Council's Credit Terms.	Target achieved - During 2010/2011, the weekly cheque run ensured the payment of Council's creditors in line with Council's credit terms. Cheque signatures reviewed for accuracy.
2. Payroll - To ensure the timely and accurate processing of payroll.	2.1 Accurate and timely payroll processing.	Payroll transmitted weekly by 2pm every Wednesday.	Target achieved - During 2010/2011, the payroll was produced, checked by senior Finance staff and transmitted by 2pm every Wednesday.
3. Debtors - To ensure the timely and accurate processing of accounts receivable.	3.1 Outstanding Debtors and other ratio.	Statements sent within five days of EOM.	Target achieved - During 2010/2011, sundry debtors invoices and statements were sent within 5 days EOM.
		Outstanding Debtors Ratio <10% (industry benchmark).	Target achieved - As at 30 June 2011 the Outstanding Debtors Ratio is estimated to be in the vicinity of 6%. Exact ratio to be ascertained as part of the 2010/2011 Annual Financial Statements preparation.
4. Statutory Compliance - To ensure Council's compliance with external regulatory and taxation legislation.	4.1 Accurate and timely S94 Register Updates.	S94 Register reconciled within five days of EOM.	Target achieved - During 2010/2011 reconciliations have been performed within five days of EOM.
	4.2 Adequate Council's Reserves.	Reconciliation of Reserves within five days of EOM.	Target achieved - During 2010/2011 reconciliations have been performed within five days of EOM. Reserves are reported to MANEX on a monthly basis.
	4.3 Compliance with taxation and other regulatory legislation.	BAS and Diesel Fuel submitted by 21st of each month.	Target achieved - During 2010/2011 all statutory deadlines have been complied with.
		FBT submitted by 21 May each year.	Target achieved. FBT return submitted by 21 May 2011.
		ABS and DLG returns submitted by due date.	Target achieved - During 2010/2011 all statutory deadlines have been complied with. All reports have been submitted to the DLG by the due date.



5. Cash Management - To ensure Council has sufficient cash resources to meet future commitments	5.1 Adequate liquidity maintained at all times.	Bank Reconciliation within five days of EOM.	Target achieved - For the third quarter of 2010/2011 reconciliations have been performed within five days of EOM.
		Unrestricted Current Ratio > 2:1 (industry benchmark).	Target achieved -For the year ended June 2010, the Unrestricted ratio was well above the benchmark at 4.35:1.
6. Financial Reporting - To provide statutory financial accounts to stakeholders in compliance with the legislative requirements.	6.1 Timely and accurate financial reporting.	Statutory financial reports submitted by 7 November each year.	Target achieved - Annual Financial Reports for the year ended 30 June 2010 submitted by the due date.
	6.2 External Audit recommendations implemented in a timely manner.	External Audit recommendations implemented within 12 months of audit opinion/recommendation.	Recommendations arising from the EOY External Audit 2009/2010 implemented as at June 2011.
	6.3 Assess the effectiveness of Council's financial management practices and policies and compliance with prescribed legislation.	Unqualified Audit Opinion.	Target achieved - An Unqualified Audit opinion was received by Pricewaterhouse Coopers for EOY June 2010 Statutory Accounts.

<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources</i>	
<b>Rating Services - Component 20</b>		<b>Officer: Chief Financial Officer</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Rating Services - To ensure the accuracy of Council's computer based rating and property information system and efficient collection of rate revenue.	1.1 Accurate and timely distribution of rating notices.	Rate Notices issued by due dates each year. (31 July, 31 October, 31 January and 30 April)	Target achieved - During 2010/2011 Rates Notices were sent within the statutory deadlines.
	1.2 Turnaround time for issuing S603 certificates.	Issued within three Working Days.	Target achieved - During 2010/2011 Rates Notices were issued within the target timeframe.
	1.3 Accurate of Council property database.	Updates within five Working Days.	Target achieved - During 2010/2011, the property database was regularly updated within target timeframes.
2. Debt Recovery - To minimise Council's exposure to outstanding debts through effective debt recovery procedures.	2.1 Outstanding Debtors (Rates and Annual Charges) Ratio.	Rate Arrears < 4.00% (industry benchmark).	The Rates Arrears Ratio as at June 2010 was 6.4% - higher than the industry benchmark of 4% -5%. The ratio as at June 2011 is yet to be ascertained as part of the 2010/2011 Annual Statements preparation.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Investment Debt Servicing - Component 21</b>		<b>Officer: Chief Financial Officer</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To ensure the investment strategy maximises the return on Council's investment portfolio.	1.1 Effective investment strategies to maximise returns on investment.	ROI > 90 Day Bank Bill Rate (Industry benchmark).	Target achieved - During 2010/2011, interest rates achieved on Council's investment portfolio have been above the industry benchmarks at all times.
	1.2 Ensure that Council's investment strategy compares with industry standards.	Review Investment Policy annually.	Target achieved - Council's Investment policy was reviewed and adopted by Council on 28 June 2011. Next review due June 2012.
2. To ensure the appropriate utilisation of loan facilities in accordance with policy.	2.1 Ensure the prompt and accurate payment of loan interest and redemption.	Payments made by due date.	Target achieved - During 2010/2011, loan repayment due (Sewerage program) was made by the due date.
	2.2 Assess the ability of Council capacity to service outstanding debt.	Debt Service Ratio < 10% (industry benchmark).	Not applicable - Council currently only has an interest free loan (Sewerage program).

<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections.</i>	
<b>Corporate Services and Governance - Component 22</b>		<b>Officer: Manager Corporate Services and Governance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provision of effective and efficient corporate and governance support.	1.1 Applications assessed under Section 12 of the Local Government Act.	75% of applications initially responded to within two working days of receipt of each application.	The Government Information (Public Access) Act replaced section 12 of the LGA effective 1 July 2010. Council received 704 applications during the year, with 97% of applications initially responded to within 2 working days.
	1.2. Applications assessed under the Freedom of Information Act and Government Information (Public Access) Act.	Applications completed in accordance with statutory requirements.	100% of applications were completed in accordance with statutory guidelines.
	1.3 Development and review of Corporate Services and Governance policies.	Policies are implemented and reviewed in accordance with legislative requirements.	Achieved.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Word Processing - Component 23</b>		<b>Officer: Manager Corporate Services and Governance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Compile and distribute Council Meeting agendas, minutes and action items.	1.1 Compilation of Council Business Papers.	Forwarded to Publishing Manager by 12 noon on the Thursday prior to the Meeting.	Meeting this target is dependant on reports being finalised within designated timeframes. 100% target achieved in last quarter.
	1.2 Compilation of Council Meeting Minutes.	Draft completed and distributed to Senior Staff within 48 hours after Meeting.	This was achieved for all 21 Council meetings.
	1.3. Distribution of Action Items from Council Meeting Minutes.	Distributed to Senior Staff within four working hours from final approval of draft minutes.	This was achieved for all 21 Council meetings.
	1.4. Distribution of Questions Without Notice.	Distributed to Senior Staff within eight working hours from final approval of draft minutes.	This was achieved for all 21 Council meetings.
	1.5. Council Business Papers completed for publication on Council's website.	Forwarded to Information Technology prior to 12 noon on the Friday before the meeting.	Word Processing staff now directly upload business papers to the website due to a change in the process; the publication target was achieved for all 21 Council meetings.
2. Provide an efficient and effective typing and document presentation and processing system for Council.	2.1. Provide word processing, software user and help desk support.	Requests for support are responded to within one working hour.	Achieved - All requests for support were responded to immediately.
	2.2. Preparation of word documents.	Completed and returned within two working days.	Achieved.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Supply - Component 24</b>		<b>Officer: Chief Financial Officer</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Maintain a manageable inventory stock level to satisfy Council's requirements and cost	1.1 Minimal inventory investment and inventory losses.	Undertake bi-annual review of slow moving stock and undertake an annual stock-take.	Bi annual review of slow moving stock undertaken. Annual stocktake undertaken during the period May - June 2011.
2. Manage the process of acquiring goods, works and services, spanning the whole cycle from identification of needs through to end of a services contract or the end of useful life of an asset. Providing measurable benefits in value for money obtained on a whole of life basis through open and effective competition.	2.1 Procurement strategies are aligned with Corporate objectives.	100% compliance.	Procurement Operational Standard implemented June 2010. Tendering Operational Management Standard implemented October 2010.
	2.2 Procurement Guidelines.	Review procurement guidelines annually.	Target achieved - Procurement Operational Standard implemented June 2010. Tendering Operational Management Standard implemented October 2010.
	2.3 Response to Quotation requests.	Quotation requests within agreed timeframes with customers.	Target achieved - During 2010/2011 requests were promptly dealt with within the target timeframe.
3. Ensure consideration to the environmental impact of procurement decisions.	2.4 An adopted Green purchasing policy.	Develop green purchasing policy by June 2011.	Development of Green Purchasing Guide complete. Green Purchasing OMS adopted by MANEX.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Property Development - Component 25</b>		<b>Officer: Manager Corporate Services and Governance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Co-ordination and management of Council's property portfolio including the acquisition and sale of property, leasing of property, road closures and openings.	1.1 Vacancies for leased premises in Council's property portfolio.	Greater than 85% occupancy rates.	89% occupancy rates achieved in 2010/2011.
	1.2 Inspections of Council's leased residential properties.	Each residential property inspected annually during October to December.	100% of properties inspected in the relevant quarter.
	1.3 Inspections of Council's leased commercial/retail properties.	Each commercial/retail property inspected annually during January to March.	100% of properties inspected in the relevant quarter.
	1.4 Consumer Price Index reviews implemented for the relevant leases.	100% of CPI reviews implemented within 2 months of review date.	100% of CPI reviews implemented within 2 months of being applicable.
	1.5 Process lease options and lease renewals.	100% of tenants notified within three to six months of termination dates.	100% of lease options and renewals actioned within the required timeframe.
	1.6 Monitoring payments of property rentals for leased premises in Council's property portfolio.	85% or greater property rentals paid when due.	88% of property rentals paid when due.
	1.7 Actioning of Council resolutions regarding property leases, sales and acquisitions.	Initial action commenced within five working days of approved Council resolutions.	100% of property related resolutions are actioned within 3-5 days.

<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections.</i>	
<b>Reception - Component 28</b>		<b>Officer: Manager Corporate Services and Governance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provision of an efficient reception and telephone service to Councillors, Council staff and the public and to promote the image of Council as being courteous, efficient and effective.	1.1 The reception desk and switchboard are staffed during business hours.	100% attended during business hours.	100% attended during business hours.
Opening hours Monday-Friday 8:30am - 5:00pm			





<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections.</i>	
<b>Fleet Management - Component 29</b>		<b>Officer: Chief Financial Officer</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To manage Council's fleet in a sustainable manner.	1.1 Adherence to Council's Fleet Policy.	Monthly reports completed and communicated.	Target achieved - During 2010/2011 monthly reports were emailed to each driver.
		All leaseback vehicles are inspected quarterly to ensure they are maintained in accordance with the manufacturers recommendations.	Target partially achieved - During 2010/2011 inspections were carried bi-annually in some cases.
		Vehicles are replaced in accordance with the policy.	Target achieved - During 2010/2011 Council's leaseback fleet was replaced in line with Council's Fleet Policy.
		Fleet Management Policy reviewed annually.	Fleet Management Policy review commenced in June 2011.

<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well-maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Legal Services - Component 42</b>		<b>Officer: Director Support Services</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Support sound corporate governance.	1.1 Timely legal advice on Council matters.	Urgent legal advice provided within 24 hours.	All urgent legal advice provided immediately or within 24 hours of initial request.
		Other legal advice provided within agreed deadlines or required service levels.	Target achieved.
	1.2 Effective project management of legal issues involving Council.	Regular reports received from Council's solicitors outlining outstanding legal matters.	Monthly reports received from both of Council's Solicitors outlining outstanding matters.
		Regular monitoring of reports outlining outstanding legal matters.	The monthly reports from both of Council's Solicitors are considered and monitored by MANEX.



<b>Support Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>An informed community working together through strong local and regional connections.</i>	
<b>Printing and Sign Writing - Component 58</b>		<b>Officer: Manager Corporate Services and Governance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provision of a consistent quality and efficient printing and sign writing service for Councillors, Council staff, the public and external customers.	1.1 Accurate and timely printing and binding of Council Business Papers.	Councillors - completed by 4pm on the Thursday prior to the meeting.	This is dependant on previous steps in the business process being completed within designated timeframes. 100% achieved in the last quarter.
		Others-completed by 12 noon on the Friday prior to meeting.	100% achieved.
	1.2 Provide timely quotations to external organisations for printing and sign writing requests.	Quotations provided within two working days of request.	100% achieved.
	1.3 Acceptance of competitive quotations provided to external customers.	Acceptance of 80% of quotes provided.	Achieved.
	1.4 Preparation of emergency signage for road closures, diversions and the like.	Provided within one working day from request.	100% achieved.
	1.5 Provide printing and sign writing services to meet the requirements of Council and external customers.	90% of works completed within agreed timeframes.	Achieved.
	1.6 Regular cleaning, testing and maintenance of Print Room machinery.	Each item of machinery cleaned and tested monthly and maintained as required by the relevant maintenance schedules.	All machinery is maintained in accordance with manufacturing manuals and recommendations.

<b>Infrastructure Services Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.</i>	
<b>Operations Management - Component 62</b>		<b>Officer: Manager Construction and Maintenance</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Plant usage is costed to appropriate projects.	1.1 Adopted charges are balanced with plant reserve fund.	100% Compliance.	Target Met
2. An effective plant replacement program	2.1 Plant items are suitable for current needs.	90% adopted plant replacement program achieved.	Target Met
	2.2 Provide adequate funding for plant replacement	Sufficient funds within plant reserve.	Target Met



<b>General Manager's Office - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Human Resources - Component 65</b>		<b>Officer: Manager Human Resources</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To develop, review and implement effective Human Resource strategies, policies and programs that meet with corporate objectives and legislative requirements for the benefit of the organisation, management and staff.	1.1 Recruitment and selection of quality staff within established policies and procedures meeting all legislative requirements.	Recruitment process commenced within two weeks of approval by General Manager.	All recruitment commenced within two weeks of approval by General Manager.
		90% of appointments with qualification, skills and experience of successful applicant matching the criteria.	During 2010/2011 there were 55 recruitment exercises completed with appointed applicants having the relevant qualifications, skills and experience.
	1.2 Develop, review and implement policies and procedures to meet Award and legislative requirements.	Monitor, review and develop Human Resource Operational Management Standards for staff as required.	During 2010/2011 all Operational Management Standards were reviewed and updated as necessary.
		All legislative changes and statutory requirements actioned and complied with.	All legislative and statutory requirements met.
	1.3 Support and advice to Management and Staff in relation to Award interpretation and industrial issues.	90% of industrial disputes resolved internally.	All industrial disputes resolved internally through consultation with the appropriate Union or will be resolved through ongoing discussions. No disputes were escalated to the Industrial Commission.
		Provision of accurate and timely advice to Management and Staff on industrial and legislative issues.	Management and staff kept informed of any changes to the Award or relevant legislation.
	1.4 Ensure continual improvement in the development, implementation and monitoring of our systems.	Annual and probationary performance reviews completed by scheduled dates.	All probationary and annual reviews were completed within established timeframes.
		Monitor, review and update Performance Management and Salary Administration Systems as required.	Existing Employee Performance Planning and Review system converted from paper base to electronic. No changes were made to the existing Salary System.



	1.5 Ensure corporate and individual training needs are identified and met.	The number of individual and corporate training and development programs that are approved by management and implemented.	Majority of staff underwent some form of skills or professional development training during 2011/2012.
		Provide learning opportunities including technical, personal and professional development that support Council's objectives.	Continuous investigation and delivery of corporate and individual training to suit the needs of the organisation in developing staff.
	1.6 Ensure compliance with the OH&S Acts and regulations and promote continuous improvement of safe systems at work.	Compliance with OH&S Act and Regulations.	OH&S requirements met.



<b>General Manager's Office - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective: <i>An informed community working together through strong local and regional connections.</i></b>			
<b>Corporate Communication - Component 68</b>		<b>Officer: Manager Corporate Communication</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Engage the community to help determine affordable levels of service.	1.1 Objectives of Communication Strategy Undertaken.	Achieve Customer Service Institute of Australia accreditation	Discussion with numerous community groups in conjunction with Macquarie 2010 Committee in relation to Macquarie 2010 events affecting their townships. Participated in Style Guide working party and business writing improvement projects. Assisted in Customer Service Strategy activities including participation on the internal one-stop shop implementation team.
2. Have ongoing engagement and communication with out community, governments and industries.	2.1 Media relationships reviewed and enhanced.	Review of media services arrangements. Regular contact with all local media. Finalise 80% of media enquiries within three working days.	Regular contact with local media and enquiries finalised as required. 91 media comments requests responded to from local and metropolitan newspapers including Daily Telegraph, Sunday Telegraph and Penrith Star.
	2.2 Issues Management Advice and Monitoring.	Regular updates provided to General Manager.	Updates provided as needed and/or requested. Two Letters to the Editor written to counteract incorrect published information. Attended several regional communication groups including WSROC Communication progressional, Office of Hawkesbury Nepean Instream Communication Group and joint councils' communication group under the MOU (with Hornsby and Hills Shire councils).
	2.3 Media stories generated.	50% take up ratio of media releases in local newspapers. 80% of generated media releases published in at least one local newspaper.	166 Media Releases issued. Take up rate not monitored due to lack of resources. (The presence of only one company's local weekly newspapers negates any comparative data).
	2.4 Strategic Cross Functional Working Groups organised and progressed.	Project Plans accomplished within timeframes set.	Participated in a number of working groups including Online communication reviewing the website content, IT Steering Committee, Macquarie 2010 Committee, development of new Operational Management Plan and MANEX. Assisted with editing of the new draft Development Control Plan (DCP). Cleanup and redesign of basement storage area.



<p>3. Develop and implement a community participation and partnership program.</p>	<p>3.1 Manage civic events, publications and public relation activities.</p>	<p>Programs and events completed and conducted within budget.</p>	<p>Delivered civic events/programs including focus on Macquarie 2010 events: Plaque unveiling events in Pitt Town, Richmond, Windsor and Wilberforce, Freedom of the City Parade, Richmond Park Renewal launch, Bicentenary Mosaic Launch, Proclamation Day and Community Appreciation Function. Openings to various buildings and infrastructure including: Wilberforce Preschool Extensions, Bowen Mountain Park Hall Extensions, Rex Stubbs Memorial Gardens and RCIP openings for new sewer infrastructure and Ham Common exercise equipment openings. Preparation begun for RCLIP Showcase of 9 projects in August 2011. Other programs conducted including Local Government Week and Council's display at the Hawkesbury Show. Award programs conducted: Sports Awards, Natalie Burton Award, Citizen of the Season, Young Citizen of the Season and Australia Day. Issued Community report and produced 3 quarterly newsletters. Wrote 58 mayoral columns and 43 speeches. Prepared several submissions including the Local Government Communication Australian Business and RH Dougherty Communication Awards.</p>
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<b>General Manager's Office - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Elected Members - Component 69</b>		<b>Officer: General Manager</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To ensure elected officials are remunerated in accordance with the Local Government Act.	1.1 Monthly payments to elected officials completed on time.	100% compliance.	Payments made within appropriate timeframes in accordance with the level of fees for Councillors as adopted by Council annually.
	1.2 Ensure remuneration levels for mayor and councillors are reviewed	Appropriate submission to be made to Local Government Remuneration Tribunal.	Submission made to Local Government Remuneration Tribunal.
2. To attend external conferences relevant to Council's strategic direction and activities in a cost effective manner.	2.1 Number of conferences attended where subject matter relates to strategic concepts in Council's Plan.	100% compliance.	Conferences attended relate to strategic matters and issues of relevance to the Council.
3. To ensure efficient operation of Council and Committee meetings.	3.1 Council meeting cycle meets legislative requirements.	At least 10 Council meetings held each year in different months.	Number and frequency of Council meetings are conducted in accordance with the requirements of the Code.
		Meetings conducted in accordance with Code of Meeting Practice.	Code of Meeting Practice reviewed. Meetings are conducted in accordance with the requirements of the Code.
	3.2 Committees and membership predetermined by Council annually	Review undertaken in September 2010.	Review of structure, numbers and functions/operations of Committees undertaken in September, 2010.



<b>General Manager's Office - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective:</b>		<i>Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.</i>	
<b>Component 70 - Executive Management</b>		<b>Officer: General Manager</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. To ensure a safe workplace environment that meets legislative requirements and guidelines.	1.1 To monitor ongoing compliance with OH&S Act and Regulations.	Council's OH & IMS continues to operate and meets requirements of legislation and WorkCover.	Operation of system under continual review to ensure its effectiveness and to meet requirements of legislation and WorkCover.
2. Develop and maintain corporate procedures to ensure a safe workplace.	2.1 To assess the effectiveness of Council's OH&S system and corporate compliance.	Progress towards transformation of Council's OH & IMS to meet the requirements of the National Model.	Transformation of existing system to meet requirements of National Model underway towards target of audit by WorkCover in September 2011.
	2.2 Resource allocation to facilitate the implementation of OH&S strategies.	Consistent with comparable local government councils per staff unit.	Additional resources provided in 2010/2011 Adopted Budget. Recruitment of new positions undertaken.
3. To ensure effective salary and performance structures in place for "senior staff" and monitor divisional performance.	3.1 The Annual Performance Review is conducted.	"Senior Staff" performance reviews undertaken in line with requirements of Contracts of Employment.	Performance reviews undertaken as required.
	3.2 To assess the effectiveness of managing and developing human resources.	Training & Development \$ > 1% budget and 90% satisfaction with training courses.	Training budget and satisfaction and achievements of training undertaken in line with expectations.
	3.3 To assess the effectiveness of managing financial resources.	Overall performance vs Budget +/- 5.00%.	On target.
	3.4 To assess the effectiveness of achieving strategic and operational performance objectives.	95% Strategic & Operational Targets Achieved.	On target.





<b>City Planning Division - Operational Plan and Performance Indicators 2010/2011</b>			
<b>Strategic Objective: <i>An informed community working together through strong local and regional connections.</i></b>			
<b>Customer Service - Component 91</b>		<b>Officer: Executive Manager - Community Partnerships</b>	
<b>Activity/Project</b>	<b>Key Performance Indicators</b>	<b>Target</b>	<b>Progress</b>
1. Provide counter and telephone customer services to City Planning customers.	1.1 All frontline counter and telephone customer enquiries responded to (to satisfaction of customers).	All frontline customer enquiries answered (no drop-outs) No customer service complaints.	Performance benchmark achieved.
	1.2 Customer requests for technical advice logged and forwarded to responsible officer.	Customer service enquiries logged and forwarded within one working day.	Performance benchmark achieved.
2 Provide counter and telephone customer services to City Planning customers.	2.1 Customer requests met in accordance with the Customer Contact and Service Standards.	Customer Contact and Service Standards Met.	Customer Contact and Service Standards for City Planning Customer Service achieved.
3. Deliver customer services in accordance with identified benchmarks.	3.1 Measure performance in achieving service standards as identified in the Customer Service Charter and the Customer Contact and Service Standards.	Achieve identified 85% of benchmark.	Customer Contact and Service Standards for 2011/2012 adopted. In this quarter Council received 28 compliments and 12 complaints in relation to customer service.
4. Provide quality customer services by maintaining and improving customer satisfaction levels.	4.1 Customers surveyed to establish level of satisfaction with services received.	Maintain and increase customer satisfaction levels.	The Customer & Communications Strategy Implementation Working Party has adopted a action plan which details the timeframes and tasks to be undertaken prior to the go live date of the 'one stop shop' October 2011.
5. Align Council's Customer Service processes with International Customer Service Standard (ICSS) benchmarks.	5.1 Maintain ICSS accreditation.	ICSS accreditation maintained.	ICSS accreditation planned for the next quarter.