



Hawkesbury City Council

attachment 2
to
item 60

Draft Hawkesbury Community
Strategic Plan 2017-2036 - Summary
of Submission and Responses

date of meeting: 28 March 2017
location: council chambers
time: 6:30 p.m.



Summary of Submissions Draft Hawkesbury Community Strategic Plan

Name	Summary of Submission	Response
NRDCAA	<p>Our Vision expresses fine sentiment reflecting current values but shows no way forward into the future</p> <p>Our Mission and Our Values are endorsed although it would be appropriate to say “We will” as many of the values are aspirational rather than an accurate reflection of current practice.</p> <p>Our City provides an interesting snapshot of the Hawkesbury, even if patronising in presentation suggesting the readers do not understand percentages. The introspection shown by the assumption that culture and volunteering are the sole prerogative of the Council is disturbing. The emphasis given to the community survey (p11) is inappropriate given the small sample and the impromptu nature of responses given a phone survey.</p> <p>Our Planning for a Sustainable Future provides a commendable overview of the interrelationship of government and local plans although regarding the Workforce and Asset Management Plan as a fixed input rather than a component of the Community Strategic Plan places severe restrictions on the financial flexibility and, hence, scope of future plans.</p>	<p>This opinion has not been raised by any other submission, responses via the Online Survey or through the engagement process. It is considered that the vision as expressed in the Draft Hawkesbury CSP is exactly that, an aspirational vision. The Directions and Strategies, and then subsequent plans including the Delivery Program show the way forward into the future. As such no change is recommended.</p> <p>The submission has suggested that the values expressed in the Draft Hawkesbury CSP are aspirational. In that respect it should be noted that the CSP is indeed an aspirational document by its very nature, and the expressed Mission and Values are indeed aspirational as a consequence. As such no change is recommended.</p> <p>The presentation of the snapshot of the Hawkesbury was prepared on the basis of providing a much more engaging depiction of the where are we now considerations for Council and the community.</p> <p>It should also be noted that the representation of what the community told us was a combination of the community survey and levels of service consultation.</p> <p>Council’s biennial community surveys are considered to be valid representational sample surveys with 95% confidence, and are undertaken by a professional external agency.</p> <p>The diagram prepared for the Draft Hawkesbury CSP was designed to provide a clearer depiction of the Office of Local Government Framework. The Workforce Plan, Asset Management Plan and Long term Financial Plan are not fixed inputs, and as such the diagram has been amended to clearly indicate that these Plans are subject to ongoing monitoring and review.</p>



Summary of Submissions Draft Hawkesbury Community Strategic Plan

Name	Summary of Submission	Response
	<p>Our Plan is the most disappointing part of the document. It appears that Councillors and Staff either ran out of time or ideas half way through the exercise. We have spent two days attempting to review the last pages of this document and we have failed as it would demand a total rewrite of 'Key Directions and Strategies'. The problem is that there are no strategies, only unquantified objectives. As a consequence the last two sections designed to measure progress are vague and meaningless.</p> <p>Plans should clearly record the current situation, identify deficiencies. propose a method to overcome the problem which incorporates clear, measurable objectives with a time line for implementation within budgeting constraints. Programs should be prioritised against existing activity and competing ideas.</p> <p>At the excellent community consultation evening there was emphasis on the need for the plan to be compatible with State Government requirements and other local plans. The essential requirement to be 'Fit for the Future' was stressed. The strategic plan draft fails to reflect this.</p> <p>The Draft West District Plan has been available since last November with clear implementation strategies. Whilst not yet providing a clear vision for the Hawkesbury this plan will take precedence over HCC plans yet no effort has been made to define what Council will do to contribute to and benefit from the project. With Penrith, and later the new airport, the economic drivers , our local plan needs to identify how we can connect physically and financially to these sources of employment and prosperity.</p> <p>To illustrate the points we have made please consider Key Directions and Strategies in the section titled Our Community on page 19.</p>	<p>Given the significant process undertaken by Councillors and staff to review the Hawkesbury CSP, and the positive feedback provided through the community engagement process it is considered that the Directions and Strategies are an appropriate response and format. In this respect it has to be remembered that the CSP is a high level aspirational document, and such the Key Directions and Strategies need to reflect that.</p> <p>Key Direction 1.3 Financial Sustainability places a particular focus on having plans, strategies and decision making that are focussed towards financial sustainability. Achieving the Fit For the Future benchmarks and strategies will be a Delivery Program Action.</p> <p>Council recognises the importance of the Draft West District Plan and aligning plans to ensure matching approaches and appropriate responses. To this end, a submission on the Draft West District Plan will be made by Council in an attempt to ensure the needs and future of the Hawkesbury is appropriately reflected. The Draft Hawkesbury CSP includes provisions for connections with other levels of government and plans as required.</p>



Summary of Submissions Draft Hawkesbury Community Strategic Plan

Name	Summary of Submission	Response
	<p>Our suggestions for one of these points are below in red.</p> <p>2.1.1 Have effective flood, fire and natural disaster management plans that promote the protection of life, property and infrastructure.</p> <p>2.1.1 The outline of the comprehensive disaster plans scheduled for completion in 2017 will be made public so that people in 'at risk' areas know that services are appropriately located and how they are accessed.</p> <p>How will we know if we are on track?</p> <p>2.1.1 Progress check</p> <p>Information will have been sent out with rate notices and posters exhibited on Council property by December 2017.</p> <p>How might we measure this? Page 20 last paragraph.</p> <p>2.1.1.Confirmation Resident awareness will be confirmed by a question in the annual Community Survey.</p>	<p>In this respect it is noted that earlier in the submission it was suggested that the Community Survey was too small a sample. There are likely to be a number of changes to questions contained within Council's biennial community survey which is scheduled for the second half of 2017.</p>



Summary of Submissions Draft Hawkesbury Community Strategic Plan

Name	Summary of Submission	Response
<p>Your Hawkesbury Your Say, Online Survey Submissions – Specific changes, additions or deletions</p>	<p>1.1.1 & 1.3.4 amend to "the community as a whole". 1.1.4 add "innovative & proactive". 1.4.3 add "resourceful" after 'Foster' 1.5.3 add "& proactive" after 'effective'.</p> <p>1.3.1. I would prefer: "...there will be a strong focus on integrating social and environmental sustainability considerations into financial decision-making' all of 1.3 as I think good leadership could make this community more affordable without sacrificing services</p> <p>2.1.2 "and community aware". 2.5.2 add "resources" after services 2.5.4 add "protect, value & enhance" after 'Recognise'.</p> <p>2.1.2. This is probably not an outcome Council can directly affect, although good policy will support this. I think this probably belongs in the preamble rather than here.</p> <p>2.3.1. Add a reference to working with businesses</p>	<p>1.1.1 and 1.3.4 - In this respect it should be noted that the CSP is for the "community as a whole" and as such it is considered unnecessary to amend.</p> <p>1.1.4 - This strategy has moved to a new Key Direction and has also been amended.</p> <p>1.5.3 – This strategy has been removed but instead included in the front section of the document.</p> <p>1.3.1 – This has now been amended to make it clear that the strategy is focussed towards financial sustainability.</p> <p>1.3 - Financial sustainability is a key challenge for Council now and into the future, including ongoing commitment to the Fit for the Future strategies of which there are 20 covering a range of actions including efficiency improvements.</p> <p>2.1.2 – This has now been amended to include an emphasis on place.</p> <p>2.5.2 - This has now been moved into a Draft Delivery Plan Action.</p> <p>2.5.4 – The term conserve has been added to the strategy.</p> <p>2.1.2 - The CSP is wider than just Council operations and depending on the strategy, Council's role varies and in this case is appropriately a Supporter.</p> <p>2.3.1 - This strategy is wider than just business and in terms of businesses is reflected in the Our Future Focus Area.</p>



Summary of Submissions Draft Hawkesbury Community Strategic Plan

Name	Summary of Submission	Response
	<p>3.1.2 add "and resources" after programs. 3.3.1 add "and limiting external use of our waste management assets". 3.4.1 add "and heritage" after conservation</p> <p>In 3.1: Strong advocacy in the protection of our environment and waterways in State and Federal plans and initiatives. (i.e. Lowlands sandmining)</p> <p>3.1.2 add businesses. I would also add a specific reference to 'clean air'</p> <p>The ones about climate change and the ecological footprint. Just fill the potholes and award road contracts to businesses who can actually build a road, not just the cheapest band aid option.</p> <p>4.1.1 add "environmentally suitable" after connected. 4.1.4 add "and support economic sustainability" (i.e. tourism)</p> <p>4.2 - change this to encouraging people to use less utilities and be more self-sufficient. Power walls, solar, - lets be green but council could consider working with partners and getting some financial</p> <p>4.1.1 Isn't Council a Manage/Leader in this category?</p> <p>4.2.2 New development should be required through planning instruments to integrate best practice renewable energy, water and waste management practices. Sponsor annual sustainable design competition.</p>	<p>3.1.2 - This has now been moved to a Draft Delivery Program Action.</p> <p>3.3.1 – It is considered that the change would impact upon the intent, and as such no change is recommended.</p> <p>3.4.1 - This has been moved to Strategy 3.1.4. Heritage has been addressed in other sections.</p> <p>3.1 – Advocacy and 'Critical Partner' are already identified, and as such no change is considered necessary. Further consideration at the Delivery Program level could occur.</p> <p>3.1.2 - This strategy is wider than just business and is also referred to in the Our Future Focus Area.</p> <p>3.2 - Has been amended to delete Climate Change but Ecological Footprint remains.</p> <p>4.1.1 - Strategy has been amended to reflect connection, efficiency and safety of movement.</p> <p>4.1.4 – Strategy has been amended to make the intent clearer.</p> <p>4.2 - Noted. No change recommended as this is covered in Our Environment Focus Area.</p> <p>4.1.1 - Amended to Manager/Leader.</p> <p>4.2.2 - No change to the strategy is recommended, but Council's role has been amended to a Manager/Leader.</p>



Summary of Submissions Draft Hawkesbury Community Strategic Plan

Name	Summary of Submission	Response
	<p>5.1.2 add "community focused" 5.1.4 add "Actively" before Encourage. 5.2.3 add "sympathetic" 5.2.4 add "and our non-Aboriginal history and culture". 5.3.3 add "community awareness" 5.3.4 add "& environmental considerations". 5.4.3 add "& heritage awareness" 5.5.1 change "create" to "maintain" 5.6.1 add "& encourage"</p> <p>5.2.3 HCC should be a leader in this process. Currently, HCC, like many, view heritage as an expensive millstone, by adopting a positive and leadership role in this area they will inspire others.</p> <p>The development of an overall heritage strategy which underpins all development in heritage regions, allowing heritage knowledge to be expanded and valued. Current piecemeal approach is not working</p> <p>Delete 5.2.4. We are not part of the environment.</p>	<p>5.1.2 - Not necessary as CSP is a whole of community plan.</p> <p>5.1.4 – Amended to specify increasing community participation, so will require actions.</p> <p>5.2.3 – Amended accordingly.</p> <p>5.2.4 – Proposed change would alter the intent.</p> <p>5.3.3 – It is considered that this was a duplication of 2.1.1.</p> <p>5.3.4 - This has been moved to a Draft Delivery Program Action.</p> <p>5.4.3 - Amended to reflect intent.</p> <p>5.5.1 – It is considered that create is stronger than maintain, and as such no change is recommended.</p> <p>5.6.1 – It is considered that 'foster' is the same as 'encourage' and no change is recommended.</p> <p>5.2.3 - Council does not own or is responsible for all heritage items, and as such Facilitator is considered appropriate.</p> <p>The need for a Heritage Study is recognised, but previous applications for funding have been unsuccessful. It is expected that the need for a Heritage Study will be reflected in the Draft Delivery Program.</p> <p>5.2.4 - No change is recommended.</p>