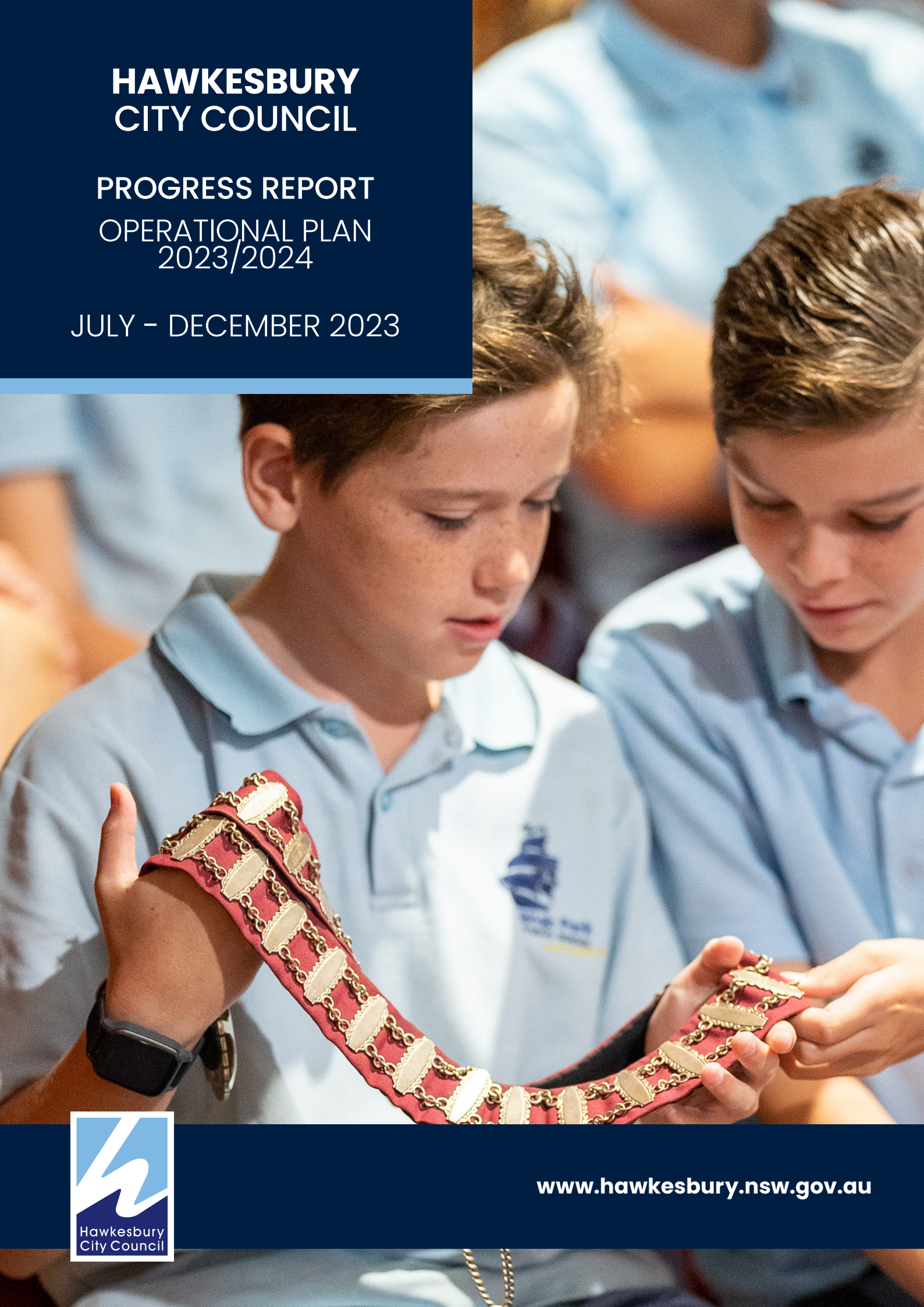


HAWKESBURY CITY COUNCIL

PROGRESS REPORT OPERATIONAL PLAN 2023/2024

JULY – DECEMBER 2023



Cover Photo – Hawkesbury Student Leadership Program

Prepared by
Hawkesbury City Council

Contact Details

Hawkesbury City Council
366 George Street (PO Box 146)
Windsor NSW 2756

Phone: (02) 4560 4444
Email: council@hawkesbury.nsw.gov.au

Our Hawkesbury 2042

COMMUNITY VISION

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

ABOUT THIS REPORT

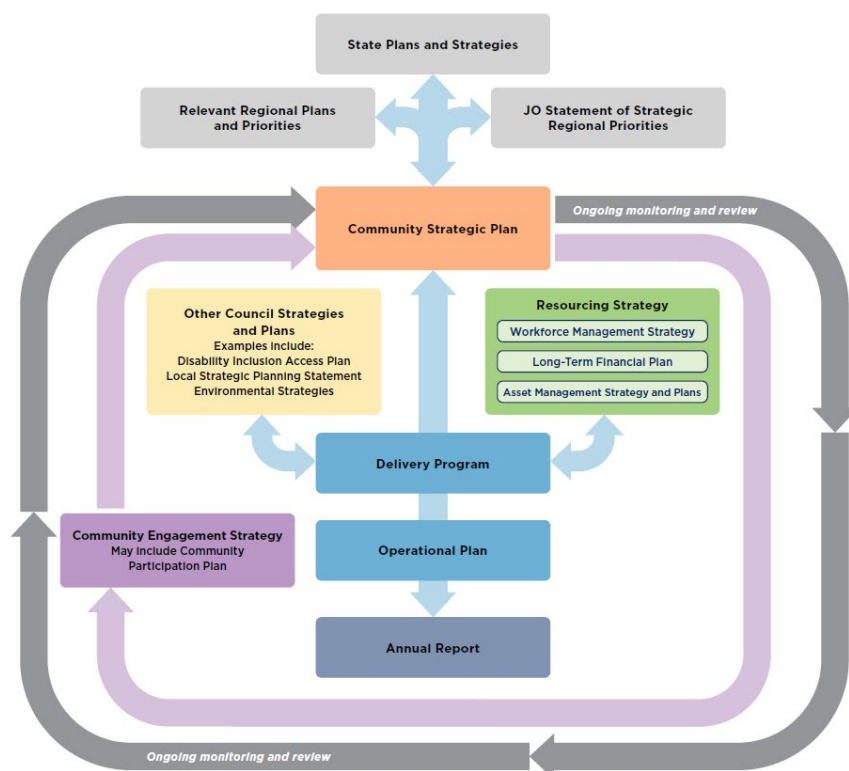
Our role as Council is to use our community's vision to guide our plans for the future. Our long-term Community Strategic Plan, "The Hawkesbury 2042: It's Our Future" (CSP) outlines just that.

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

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

This report provides our six-monthly update on the organisation's progress and performance during the 1 July 2023 – 31 December 2023 period, in completing actions within Council's 2023/2024 Operational Plan, delivered under the principal activities of the 2022-2026 Delivery Program.

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



Contents

- HOW TO READ THIS REPORT 4
- OPERATIONAL PLAN PROGRESS SNAPSHOT 4
- DETAILED ACTION UPDATES 5
 - GREAT PLACE TO LIVE 5
 - PROTECTED ENVIRONMENT AND VALUED HISTORY16
 - STRONG ECONOMY27
 - RELIABLE COUNCIL.....33

How to read this report

This report outlines the progress Council has made on delivering the 142 actions contained within the 2023/2024 Operational Plan, during the six-month period, 1 July 2023 – 31 December 2023.

HOW THE INFORMATION IS REPORTED

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

HOW WE MEASURE OUR PROGRESS

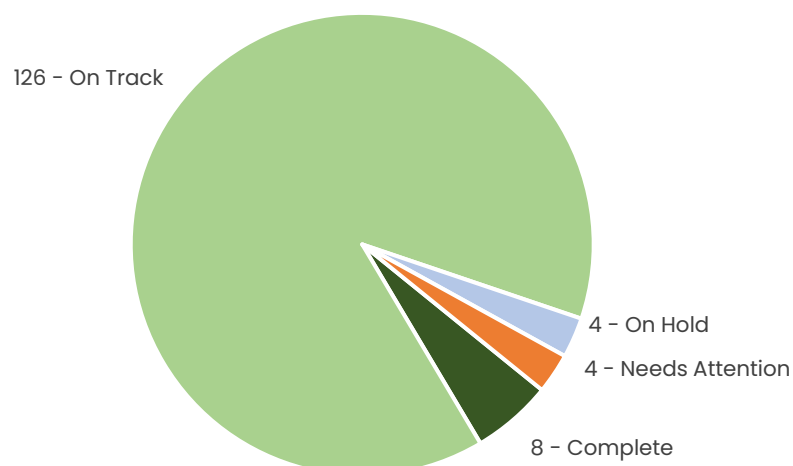
The below statuses are used to identify the current progress of each action:

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

OVERALL OPERATIONAL PLAN PROGRESS SNAPSHOT

Period 1: 1 July – 31 December 2023

At the close of the period, 134 of Council's 142 Operational Plan actions were deemed On Track or Complete. Four were marked as Not Started/On Hold and four as Needs Attention.






Detailed Action Updates

Community Outcome One: Great Place to Live

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

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

Action	Status	Comments
Finalise floodplain risk management projects including review of Hawkesbury Floodplain Risk Management Study and Plan, Macdonald River, Colo River, Webbs and Greens Creek Flood Risk Management Study and Plan and Redbank Creek Flood Study.	 On Track	<p>Progress has continued on Council's suite of floodplain management projects, including:</p> <p>Review of Hawkesbury Floodplain Risk Management Study and Plan – Milestone 1 (Data Collection and Review) completed September 2023. Assessment of management options commenced with first round of community consultation undertaken in September 2023.</p> <p>Combined Rivers (Macdonald and Colo) Project – Milestone 1 (Data Collection and Review) completed in August 2023. Project has progressed to flood modelling to describe the nature of flooding in these catchments, including topographic surveying. Community consultation was undertaken in July/August 2023 to gather local knowledge of flooding, with this information to be used to both calibrate and validate the flood model, and also to inform the preparation of management measures to address the identified risks across each floodplain. Completion of the flood model is expected in January 2024, with draft management measures to be completed ready for further stakeholder engagement and public exhibition in mid-2024.</p> <p>For both the Hawkesbury and Combined Rivers Projects, given the release of the NSW State Government's new Flood Risk Management Manual in June 2023, the methodology of this project has been updated to ensure consistency with the new Manual.</p> <p>Redbank Creek Project – Flood Study has commenced and Milestone 1 (Data Collection and Review and Site Inspection) completed in December 2023. Community consultation undertaken in October-November 2023 to gather local knowledge of flooding, with this information to be used to both calibrate and validate the flood model.</p>



Action	Status	Comments
Work with the NSW Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land.	 On Track	Priority asset protection zones and hazard reduction burn sites have been identified and submitted to the NSW RFS. Management programs for these sites is under development to ensure Council meets its obligations under the Rural Fires Act. Part of these works include the development of Mapping Shape files, which are being prepared for the Risk Management Plan update.
Develop and implement the Resilient Hawkesbury 2030 Plan.	 On Track	Development of the Plan is continuing. Smart targets are being incorporated to ensure further alignment with other Plans in development, particularly the NSW State Emergency Services Hawkesbury–Nepean Valley Flood Plan.

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


Action	Status	Comments
Develop a renewed Family and Domestic Violence Action Plan.	 Not Started / On Hold	Stakeholder engagement is planned to commence in 2024 with a view to completion by June 2024. Current focus is on Child Safety Framework and key deliverables.
Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	 On Track	Regular engagement with Police Area Command ongoing with highly successful pilot Young Driver Program delivered.
Implement priority activities and campaigns in the Road Safety Action Plan.	 On Track	Council continues to work to the Transport Road Safety Plan with ongoing learner driver workshops and communications. Outcomes of a very successful engagement around safety for children with Little Blue Dinosaur will inform future initiatives.
Develop Community Services Outcomes Framework.	 On Track	Social Planning continues to be framed in line with the Human Services Outcomes Framework including within the new Disability Inclusion Action Plan.
Implement Child Safe Organisation audit outcomes.	 On Track	Child Safe Policy adopted. Statement of Child Safety, Framework and Action Plan developed. Training program for staff and Communications Strategy to be implemented in early 2024.

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

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


Action	Status	Comments
Develop Partnerships to implement community resilience and mental health programs in particular mental health outreach programs.	 On Track	Strong partnerships continue through interagency networks with significant actions in the newly completed Disability Inclusion Action Plan around mental health. Active support of new Head to Health and Headspace permanent presence in Richmond.
Develop Disability Inclusion Action Plan.	 On Track	Draft Disability Inclusion Action Plan presented to Council in December 2023 and is currently on public exhibition.

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


Action	Status	Comments
Continue work with the City Deals Health Alliance for the joint planning of programs which support healthy lifestyles.	 On Track	Regular engagement continuing. Digital Equity project pilot being delivered under the program after engagement with Community Planning and Partnership team and connection with the Digital Literacy Foundation.




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

1.3.1: Encourage and facilitate community partnerships



Action	Status	Comments
Continue providing financial and other support through the sponsorship of community programs and events.	 On Track	Successful Round 1 of sponsorships completed with increased engagement particularly with increased applications for Participation and Access categories as well as increased diversity of applicants and projects.

1.3.2: Support and expand active volunteering

Action	Status	Comments
Grow the Arts and Culture volunteering program.	 On Track	An information session was run for all Arts and Culture volunteers to update them with key information. A survey was also conducted with the volunteers to gauge their engagement and development areas. Council's end of year 'Thank you' event for the volunteers is also being planned.

Action	Status	Comments
Support volunteer Bushcare groups and engage with corporate volunteer programs.	 On Track	The Bushcare Program continues to progress well with the benefits of an updated "expression of interest form" to volunteer on the website, as well as the regular Facebook promotions. Volunteers are attending their Bushcare sites regularly. A site visit to the St Albans Bushcare Group was undertaken on 19 November 2023. Over 60 volunteers from the Gallery, Museum, Library, Bushcare and Nursery enjoyed a special 'Volunteers Christmas Party Thank you' event hosted by Council on Tuesday, 28 November 2023. This event was a great way to acknowledge them for the energy and effort that they put into their volunteer areas.
Support Clean-up Australia Day volunteers.	 On Track	Preparation for Clean Up Australia Day on March 2024 is underway with six local sites already registered for a clean-up event in the Hawkesbury Local Government Area. A communications plan has been prepared to promote the event, and Council continues to support volunteers by assisting with site locations and questions prior to the event, providing a pickup service on the day for rubbish collected and visiting sites on the day.
Implement the actions of the Volunteer Strategy.	 On Track	Development progressing with joint networking event across Council volunteers held and planning underway for activities in 2024 including Volunteer Week.

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





Action	Status	Comments
Continue a review of third-party relationships, building upon learnings from initial reviews.	 On Track	Hawkesbury Sports Council third party governance review report has been completed and will be presented to Council's Leadership Team, and then to the Audit, Risk and Improvement Committee in March 2024 and the Council meeting in April 2024. Recommendations will be used to develop an action plan to facilitate constructive and productive partnerships with all stakeholders.
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services.	 On Track	Continued support through representation by Director of Planning on Peppercorn Services Board.


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

Action	Status	Comments
Support Hawkesbury Sports Council to work with sporting clubs to develop two and five year plans for their sports.	 On Track	Council staff work closely with the Hawkesbury Sports Council, attending monthly executive meetings to provide advice and support. Council is also undertaking a third party review of the Hawkesbury Sports Council. Recommendations will be used to develop an action plan to facilitate constructive and productive partnerships with all stakeholders.
Finalise and implement the Social Infrastructure Strategy, supporting inclusive decision making on the planning, delivery, funding and management of open spaces and key community facilities.	 On Track	Draft Social Infrastructure Strategy to be presented to Councillors at a Briefing Session in March 2024, and to the April 2024 Council Meeting seeking approval to publicly exhibit the draft.


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

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

Action	Status	Comments
Implement the actions of the Waste and Resource Recovery Strategy.	 On Track	Addressing actions within the Strategy. Received grant funding for litter project.
Review the current operations of the Waste Management Facility.	 On Track	Beyond 2026 review completed proceeding to Council's Leadership Team and Council in 2024.
Review and update the Liquid Trade Waste Regulatory Framework.	 On Track	Regulatory Framework to be reviewed together with the newly recruited Trade Waste Officer.
Review and Update Pollution Incident Response Management Plan (PIRMP)	 Complete	The Pollution Incident Response Management Plan (PIRMP) has been reviewed and updated.


Action	Status	Comments
Continue development and implementation of Council's response to the requirements of the NSW EPA's Hawkesbury-Nepean Nutrient Offset Framework, to manage nutrient loads and protect the community's environmental values for the river	 On Track	Council has been granted a one-year extension by the NSW Environmental Protection Authority. Simultaneously, Council is progressing with the assessment of Ultrafiltration proposal at the South Windsor Sewerage Treatment Plant along with the options assessment at McGraths Hill Sewerage Treatment Plant.

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



Action	Status	Comments
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	 On Track	Seven accelerated Infrastructure Fund projects related to Vineyard and Pitt Town have continued. Boundary Road working group has continued to undertake the planning and design of Boundary Road as a sub arterial road through collaboration between Council, Hills Council, Transport for NSW and DPIE.

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


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

Action	Status	Comments
Quality active and passive recreational spaces are provided and enhanced.	 On Track	Council has continued to seek grant opportunities and funding opportunities to offer active and passive recreational spaces. Council works closely with Hawkesbury Sports Council in the upkeep of the sporting facilities across the Hawkesbury. Processes have been improved to link stakeholder engagement and collaboration in the delivery of these spaces.



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

Action	Status	Comments
Provide and maintain active recreational spaces.	 On Track	Multiple projects commenced under the Capital Works Program for recreational spaces. Council continues to seek funding opportunities for improved recreational places and spaces. The large portfolio of grants opportunities is being prioritised to ensure effective delivery.
Review the operation of the Richmond Pool and Hawkesbury Oasis Aquatic and Fitness Centre in line with upgrade opportunities resulting from the WestInvest (Western Sydney Infrastructure Grants Program) funding.	 On Track	The operation of both the Richmond Pool and the Oasis Aquatic and Fitness Centre are monitored continually. Council staff continue to work closely with the YMCA regarding the management of the Oasis Aquatic and Fitness Centre. The Richmond Pool is managed by Council Staff.




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

Action	Status	Comments
Continue to monitor cultural spaces to ensure that they are meeting community needs.	 On Track	The Gallery held two community feedback sessions in November 2023, to monitor our annual local exhibition programming as well as provide a forum for local primary and high school teachers to hear about our ongoing programming and provide feedback. Statistical data was also collected at the Museum and Gallery during this period and included visitor numbers, gender, ages, source of information and feedback to track and monitor our progress. Library Services also conducted a survey to gather feedback in relation to Library events and programming.

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



Action	Status	Comments
Optimise occupancy rates and rental returns for Council owned commercial properties.	 On Track	Leases and licences are being reviewed to current market rates as they are renewed. Current vacancies include three offices in Hawkesbury Professional Business Chambers, which are being advertised by the Managing Agent.
Implement the Property Strategy and Policy.	 On Track	The Property Strategy was adopted by the Executive Leadership Team in August 2023. Reports and presentations on the first project from the Property Strategy has been drafted and will be presented to the Executive Leadership Team.

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


Action	Status	Comments
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	 On Track	An application for grant funding was submitted to the State Library as part of the yearly Infrastructure Grant round. This application, if successful, will upgrade the current computer lab and printer room space at the Central Library to create a dynamic production space which will expand the creative offerings to the community whilst providing opportunities for them to build and or expand their digital skills. Review of the Gallery lighting is currently taking place to improve accessibility of the space. The Museum is currently developing the grant funded Aboriginal garden which will commence work in early 2024.
Enhance and maintain Council owned buildings.	 On Track	Reactive and programmed building maintenance is progressing to schedule.
Progress the WestInvest (Western Sydney Infrastructure Grants Program) funded works over the coming three years with emphasis on the North Richmond Community Precinct Improvements.	 On Track	Funding deeds executed. External expert Project Manager appointed for the North Richmond Community Precinct. Project team established. Planning and design of the projects are progressing. Significant engagement and project planning to occur in early 2024.

1.6: Build on a sense of community and wellbeing

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

Action	Status	Comments
Deliver balanced housing options by implementing the Hawkesbury Local Housing Strategy and working with the Western Sydney Planning Partnership Office to finalise the Draft Affordable Housing Strategy for Western Sydney.	 On Track	Preparation of the Affordable Housing Strategy and Contribution Scheme for Western Sydney has progressed through to draft stage in partnership with the Western Sydney Planning Partnership Office. Councillors briefed on the draft Western Sydney Regional Affordable Housing Contribution Scheme and a report will be presented to Council seeking endorsement to publicly exhibit the draft. Implementation of the adopted and endorsed (Department of Planning and Environment) Hawkesbury Local Housing Strategy has continued through progress associated with identified greenfield sites (Vineyard, Redbank and Jacaranda), proposed LEP Amendments, and participation in the preparation of a development activity monitoring program (Urban Development Program).
Develop the Human Services Outcomes framework.	 On Track	Social planning continues to be framed with development of actions in line with the Human Services Outcomes Framework. Draft Disability Inclusion Action Plan to Council December and Reconciliation Action Plan review underway.


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

Action	Status	Comments
Undertake community consultation and engagement to understand community needs and service demands.	 On Track	Council's communication and engagement activities are guided by the adopted Communication and Engagement Strategy and Community Engagement Policy and include: Your Hawkesbury Your Say online engagement tool for written submissions. Total visits to the site were 8,480 with the top five engagements: <ul style="list-style-type: none">• Hawkesbury Library Service Program Survey• Communication Survey• Fernadell Park Community Centre• Prepared, Informed and Ready• Hawkesbury Community Hubs – Connecting the Community!


Action	Status	Comments
		<p>-Facebook to share stories and information. The post with the highest reach was Hawkesbury Drive to Stay Alive with 21,218 people reached and 26 Shares.</p> <p>-More 20,000 community newsletters mailed to the community in September to inform and encourage engagement.</p> <p>-The Council's online 'News' page has 1,152 page views.</p> <p>-Weekly radio Mayoral Events updates and monthly Mayoral radio updates and media releases to inform and encourage engagement.</p>

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

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


Action	Status	Comments
Develop Cultural Plan.	 On Track	Request For Quotation (RFQ) was researched and prepared to appoint a consultant to work alongside the Arts and Culture team in the development of the Cultural Plan. The RFQ is currently open for applications and will close at the end of January 2024, with the consultant appointed by February 2024.

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

Action	Status	Comments
Provide a broad range of educational and cultural programs and services that strengthen the capacity and wellbeing of the local community.	 On Track	<p>A number of education and cultural programs have been at the Library, Museum and Gallery to strengthen the capacity and wellbeing of the local community. Examples include the cost-of-living workshop series - verge gardening, cyber safety, nature healing workshops; drama workshops, digital mentoring through the Digital Literacy Foundation, Community connector point, Family History Group Meetings, science and sustainability programs, afternoon art clubs, school holiday programs and a number of art exhibitions including Liam Benson, Hawkesbury Now and Paper, Rock, Scissors as well as the Museum exhibition - Bangadyi Nawi (Making a Canoe). The Arts and Culture Branch continues to promote its</p>

Action	Status	Comments
		programs and services to the community through the popular What's On publication.


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

Action	Status	Comments
Recognise, conserve and promote the area's history and heritage through exhibitions, publications and programs.	 On Track	A number of heritage/histories related exhibitions, publications and programs have taken place including cemetery tours, Family History meetings, the exhibition opening of 'Bangaydi Nawi" and meetings of the Windsor Bridge Replacement Project Working Group from which recommendations were sent to and endorsed by Council at its December 2023 meeting. A number of additional walks of the 11 Stories series were completed and have been included on the Museum website. Planning is currently underway for the 2024 Dr Rex Stubbs OAM History Symposium that is planned for February 2024.


Community Outcome Two: Protected Environment and Valued History

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



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

Action	Status	Comments
Promote the Hawkesbury Local Heritage Assistance Fund grants program and Council's Heritage Advisory Service.	 Complete	The Local Heritage Assistance Fund opened for applications in August 2023, with a record number of applications (33) received. Promotional material on the fund was distributed through Council's newsletter, Facebook, media releases and direct correspondence to heritage item owners. The success of these strategies has been evidenced by the increasing applications received for funding assistance in recent years. Council approved 30 successful applicants at its meeting in October 2023. Successful applicants have been notified and to date 27 of the 30 approved applicants having signed the formal agreement, commenced their respective works and one project is already completed.

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


Action	Status	Comments
Deliver key heritage actions including the Hawkesbury LGA wide heritage listing update, identify and implement key actions of the Hawkesbury Aboriginal Cultural Heritage Study and completion of the Slab Barns Study.	 On Track	<p>The Hawkesbury Timber Slab Barns Study has significantly progressed, and it is expected that the Draft Study will be provided for review in early 2024.</p> <p>Through the Heritage Committee, discussions have commenced with local aboriginal representatives on prioritising of actions of the adopted Hawkesbury Aboriginal Cultural Heritage Study. Additionally, discussions have also continued with relevant departments across Council on progressing the key actions of this Study.</p> <p>Working Group formed from the Heritage Committee to progress the Hawkesbury LGA wide heritage listings, with a view to progressing with a manageable number of additional heritage listings identified in various previous studies and heritage projects. Further progress is expected to occur on these listings in early 2024.</p>

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

Action	Status	Comments
Build and support Indigenous relationships, through ongoing Arts and Culture exhibitions, programs and events.	 On Track	The Museum launched 'Bangadyi Nawi (Making a Canoe)' in 2023 as part of its permanent display exhibition. The project was instigated two years ago and has been in development over this period. The Nawi was made as part of Warrawi Yana Nura, an Aboriginal student leadership program, at the Brewongle Environmental Education Centre, Sackville North in collaboration with the Gallery. It was made by students, educators and Knowledge Holders involved in the program, led by Uncle Dean Kelly and Uncle David Payne. The display includes a video commissioned to record and interpret the project long term for visitors.
Finalise and implement the Reconciliation Action Plan.	 On Track	The latest version of the Draft Reconciliation Action Plan has been reviewed by Reconciliation Australia. Significant staff training of Leadership Team and key staff has been undertaken with further training planned in 2024. Further internal stakeholder engagement to finalise deliverables underway with the final draft presented to Council by June 2024.




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


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

Action	Status	Comments
Finalise and implement the Environmental Sustainability Strategy including the Living Sustainability Workshop series.	 On Track	<p>Environmental Sustainability Strategy adopted by Council in July 2023. Implementation has commenced, including:</p> <ul style="list-style-type: none"> -Urban Greening Strategy adopted (Action 2.6) and application for further urban greening works. -Social Infrastructure Strategy in development (Actions 2.1 - 2.5). -Electric Vehicle Working Group (Actions 2.15 and 3.1) including obtaining quotations for EV charging at Council's administration building. -OpenDataSoft Sustainability Dashboard created and piloted in partnership with the Business Transformation Team (Action 3.4).



Action	Status	Comments
		<p>-Circular Economy Leadership Accelerator and Waste Strategy (Action 3.11) including staff completing Circular Economy Leadership Accelerator.</p> <p>-Waste Education provided through management of EnviroCom Australia sub-contractors and promotion of Council waste initiatives, i.e. Hawkesbury Community Recycling Centre, Clean Up Australia Day and Chemical Clean Out Event. (Action 3.13).</p> <p>-Information provided from Sydney Water to update website pages for the community (Action 3.6)</p> <p>-Active Transport Plan in development (draft) (Action 2.14).</p> <p>-Living Sustainably workshops scheduled and commenced, including solar, energy efficiency, composting, reusable nappies.</p>



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

Action	Status	Comments
Review and Update Environmental Management Policy.	 On Track	On track to be audited in January 2024, with a formal adoption by April 2024.
Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program.	 On Track	Council continues to manage the SMF Program to support the community to achieve the best possible environmental outcomes regarding onsite septic systems.
Investigate illegal land use activities to protect our environment and, where applicable, work jointly with partners such as: <ul style="list-style-type: none"> -Natural Resource Access Regulator -NSW Environmental Protection Agency -Department of Primary Industries. 	 On Track	Council staff continue to work closely with partner agencies regarding illegal land use. In particular Council has developed strong relationships with Crown lands and the NSW EPA in relation to ongoing investigations.




Action	Status	Comments
<p>Work with key stakeholders for the protection of the natural environment and promotion of natural restoration, including:</p> <ul style="list-style-type: none"> -Greater Sydney Local Land Services -Hawkesbury River Council -NSW Department of Planning and Environment -Land Care Australia 	 On Track	<p>Our relationship with key stakeholders continues to grow in the field of protecting our environment. This includes:</p> <ul style="list-style-type: none"> -Grant funded activities with Greater Sydney Local Land Services for riparian restoration and koala habitat enhancement. -Partnerships with NSW Department of Planning and Environment in estuary health monitoring, flood recovery and reintroduction of threatened species. -Regular communication with Hawkesbury River County Council regarding biosecurity matters. -Strong engagement and collaboration with Western Sydney University and CSIRO.

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


Action	Status	Comments
<p>Review and implement Section 7.11 and Section 7.12 Contribution Plans, including Vineyard Precinct Developer Contribution Plan.</p>	 Needs Attention	<p>S 7.12: Drafting commenced, but currently on hold pending finalisation of revised Asset Management Strategy to form the required work schedule of the updated Contribution Plan. Once work schedule completed, drafting of revised plan expected to be completed within four to six weeks.</p> <p>S 7.11: Review of 2015 work schedule undertaken. Revising work schedule against actual acquisition values and other funding sources. Awaiting key inputs and assessment of road and transport works and costing.</p> <p>S 7.11 Review of Vineyard Contribution Plan: Scoping and identification of key elements that are to be reviewed and amended has been completed. Discussions have occurred with the Department of Planning and Environment, and a pre lodgement meeting with IPART is currently being scheduled.</p>
<p>Finalise and commence implementation of the Climate Change Risk Assessment and Adaptation Action Plan.</p>	 Complete	<p>Draft Climate Change Risk Assessment and Adaptation Action Plan considered by Council at Meeting in September 2023. Draft Plan was publicly exhibited, during which no submissions were received. Based on the Council resolution, the Plan was considered as adopted on 25 October 2023.</p>

Action	Status	Comments
Finalise the Hawkesbury Local Environmental Plan Review Planning Proposal.	 Needs Attention	<p>The Council led LEP Review Planning Proposal has been lodged with the Department of Planning and Environment for a Gateway Determination. Subsequently, amendments /clarifications have been sought by the Department of Planning and Environment. It is expected that based on comments, feedback and ongoing discussions with the Department of Planning and Environment that an updated documentation will be submitted, and a Gateway Determination issued by the end March 2024. The ongoing processing of the Planning Proposal can continue once a Gateway Determination is received.</p>
Complete and commence implementation of the Urban Greening Strategy and Greening our City Grant projects.	 Complete	<p>Urban Greening Strategy Adopted by Council in August 2023. Implementation of Strategy commenced with:</p> <ul style="list-style-type: none"> -Investigation of locations for tree planting (Assets and Open Space). -Commenced development of Urban Tree Planting list (Open Space). -Progressed preparation of Street Tree Inventory (Open Space). <p>Greening our City Grant Project completed, including planting of 301 Trees at various locations in March 2022, and installation of recycled water irrigation works to Church Street Reserve in September 2023.</p> <p>Application to further implement Urban Greening works with Greening Our City funding has been approved with an additional \$51,000 of works scheduled to be undertaken in early 2024, including:</p> <ul style="list-style-type: none"> -Governor Phillip Park (eight trees, including treated pine timber tree guards). -Church Street Reserve (25 trees). -Ham Common (10 trees).

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

Action	Status	Comments
Grow endemic plants at the community nursery for community groups, schools, parks, reserves, and Bushcare/Land-care groups.	 On Track	During the period, the Hawkesbury Community Nursery sold/distributed 18,500 plants. The range of customers included sales to the public, Hawkesbury City Council, Hawkesbury Bushcare Groups, Bush Regeneration Contractors, Hawkesbury-Nepean Landcare groups, local schools, Greening Australia, Greater Sydney Local Land Services, Greater Sydney Landcare and Foundation for National Parks and Wildlife. A dry and warm spring may have contributed to lower plant sales. Regular Volunteer participation has increased. A new live camera is assisting with the monitoring of irrigation/ breakdowns during weekends, holidays and extreme weather events. Staff and Volunteers also contributed to Council's Facebook page nursery promotion.
Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land.	 On Track	Council's Land Management budget is allocated to the restoration and enhancement of our natural ecosystems and riparian corridors. Over 35 Council sites are under active restoration to protect our natural areas. Work is ongoing, particularly in riparian areas where weeds have invaded post-floods.
Provide community environmental education/awareness events.	 On Track	Hawkesbury Bushcare was promoted monthly on Facebook promoting the Hawkesbury Bushcare program and the Hawkesbury Community Nursery. Bird Watching Events were held in October at Matheson Park, Kurrajong with 13 people attending and Charles Kemp Reserve, Ebenezer with 9 people attending.


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

Action	Status	Comments
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance and Enforcement Policy.	 On Track	Council staff continue to investigate unauthorised development in accordance with best practice and in line with Council's Enforcement Policy.

Action	Status	Comments
Investigate complaints to ensure the natural environment is protected and amenity of the community is maintained.	 On Track	The Environmental Health Team continues to effectively manage complaints received and address concerns raised.
Develop a Body Worn Camera/Surveillance Devices Policy (illegal dumping).	 On Track	This Policy has been presented to Council and is currently out for community consultation.
Complete Enforcement Policy review.	 On Track	Consultation with the various teams is complete. Feedback has also been received from academic expert in public sector regulation. The Policy will be forwarded to Council's Leadership Team during February and March 2024.
Develop an Animal Shelter Policy and Business Statement.	 On Track	Drafting of this Policy is underway and will be forwarded to Council's Leadership Team during the first quarter of 2024.
Develop and introduce a transparent and best practice process for issuing notices and orders.	 On Track	Consultation has been finalised regarding this process. The new process will be trialled in the Ranger Team in early 2024.
Develop and introduce a best practice investigation process for reports of dog attacks.	 On Track	The consultation phase has been finalised and the process will be trialled in early 2024.
Protect areas of high conservation value through active management.	 On Track	Land management budget is allocated for the protection of high conservation areas including endangered ecological communities and threatened species habitat. Work continues to progress in relation to the protection of high conservation area.


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

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


Action	Status	Comments
Develop a Food Organics and Garden Organics (FOGO) transition plan, based on the mandate requirements by the NSW Environment Protection Authority (EPA).	 On Track	Draft completed, require review by Council's Leadership Team and Council prior to finalisation. Then presented as report to Council to confirm approach.


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

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



Action	Status	Comments
Deliver improved sustainability through the Net Zero and Water Efficiency Strategy, Sustainability Advantage Program and Western Sydney Energy Program.	 On Track	<p>Council was awarded the LGNSW Excellence in the Environment award for Local Sustainability in Category B Councils (Pop – 30,000-100,000).</p> <p>Completed Sustainability Advantage – Circular Economy Leadership Accelerator.</p> <p>Proposal investigated for Community Renewable Energy Plan through Western Sydney Energy Program.</p> <p>Development of Sustainability Dashboard has progressed and is expected to go live in early 2024.</p>

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

Action	Status	Comments
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment.	 On Track	Industrial premises audits continue to be undertaken when significant environmental risks are identified.

Action	Status	Comments
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements and relevant Council Policies.	 On Track	All inspection programs continue as planned. Recently introduced data analytics and monthly reporting is enabling the various teams to better track each of the programs.

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


Action	Status	Comments
Implement actions to improve assessment times for Development Applications lodged to Council.	 On Track	Proposal submitted to permanently implement the Gateway Assessment Team within the Development Assessment Team to front end load the lodgement of Development Applications and potentially fast track assessment of minor applications in a rapid manner.
Incorporate ecologically sustainable building and road construction practices into Council projects.	 On Track	All projects undertaken have considered and incorporated where feasible, sustainable approaches to ensure recycling and reuse of water through to efficiency in energy use.

2.4.4: Introduce measures to manage the issue of urban heat


Action	Status	Comments
Implement the Greening Our City Grant in the Windsor Town Centre on tree planting as part of the Liveability Project.	 On Track	On track with further planting planned for 2024.

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

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

Action	Status	Comments
Continue to develop plans to attract business to the Hawkesbury, including the finalisation of the Place Plans and an Investment Prospectus.	 On Track	Place Plans report to go to Council in 2024 regarding consultation undertaken.


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

Action	Status	Comments
<p>Continue to progress Milestone 2 and 3 of the Coastal Management Plan in conjunction with Hawkesbury River councils. <i>and</i></p> <p>Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.</p>	 On Track	<p>Stage 2 (Identification of Risks, Vulnerabilities and Opportunities) of the Combined Council's Coastal Management Plan completed in March 2023. Stage 3 has commenced with draft Tender prepared and expected to be finalised for quotations from consultants in late 2023.</p> <p>The project has progressed to commencing Stage 3 – development of the management plan using data and information obtained in the previous two stages. Stage 3 has commenced with a tender process completed and consultant selected (Water Technology). The selected consultant will deliver Stages 3 and 4 (Draft Coastal Management Plan). Extensive engagement with stakeholders of the catchment, including the Hawkesbury Local Government Area through Council networks has occurred in the previous two stages, and will also be undertaken as a component of Stage 3. Council continues to have an active presence and influence on the Hawkesbury Nepean River System Coastal Management Plan project.</p> <p>Monthly water quality monitoring across five locations along the Hawkesbury River has continued as part of Council's Estuary Health Program which is targeting a system wide program through the Hawkesbury Nepean River System Coastal Management Plan. The aims of the monitoring program are to assess the ecological health of Upper Hawkesbury River, from Windsor to Wiseman's Ferry, using methods that are scientifically valid and</p>


Action	Status	Comments
		standardised, and to report the information generated in an accessible way to the community in a report card style format. Water quality monitoring reports are published on a yearly basis, the most recent of which was June 2023, which can be viewed along with other previous years report cards on Council's website.

2.6: Achieve net zero emissions targets


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

Action	Status	Comments
Transition Council plant and equipment to electric and battery operated, where feasible.	 On Track	Council leaseback fleet has been identified as feasible to transition. Market supply continues to impact Council's ability to progress this action, with 35% of the fleet currently transitioned to hybrid. The remaining fleet will be transitioned as demand can be met by suppliers or vehicle replacement become due. Feasibility of electric and battery-operated plant and equipment continue to be assessed as part of the plant replacement cycle, with field trials conducted as part of the planning process.

2.6.2: Maximise solar photovoltaic system installations on Council assets

Action	Status	Comments
Continue to assess potential Council buildings for photovoltaic installation.	 On Track	Working group has been established and commenced meeting to discuss Community Energy Upgrades Fund and related opportunities.


2.6.3: Alternative forms of energy are embraced throughout the Hawkesbury

Action	Status	Comments
Implement renewable energy and energy efficient projects.	 On Track	Working group has been established and commenced meeting to discuss Community Energy Upgrades Fund and related opportunities


Community Outcome Three: Strong Economy

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


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


Action	Status	Comments
Undertake a review of parking requirements and provisions and implement solutions to address identified parking issues.	 On Track	Request for Quotations was prepared, reviewed and issued to potential consultants to respond during November to December 2023. Two responses were received which are currently being assessed. Further consideration with respect to budgetary impacts is to be undertaken following completion of procurement process and awarding of project to selected consultant.

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

Action	Status	Comments
Implement the Hawkesbury Electric Vehicle Scoping Paper.	 On Track	<ul style="list-style-type: none">-The Electric Vehicle Working Group including staff representatives from across the organisation was re-activated in July 2023.-An Electrical Infrastructure Assessment of selected Council sites was undertaken in October 2023, the results of which have been received and presented for discussion on preparing a Public Charging Policy.-Preparation of a framework for public charging on Council owned/controlled sites has commenced.-Quotations received for installation of EV Charging at Council Administration Building and Deerubbin Centre.

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

Action	Status	Comments
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	 On Track	Direct advocacy included through Council's participation in the Western Parkland City Economic Design Strategy, and on an ongoing basis with Transport for NSW including the Road Resilience Program.


Action	Status	Comments
Advocate for community needs and good design outcomes on state and regionally significant transport projects.	 On Track	Council is completing several projects funded by State and Federal Government. Projects will commence construction in 2024. Council is collaborating with Transport for NSW in the design of the new Richmond Bridge as well as surrounding roads, cycleways and footpaths.

3.1.4: Provide mobility links throughout the city to connect our centres, parks and facilities


Action	Status	Comments
Develop Active Transport Plan.	 On Track	Active Transport Plan in final formatting to go to Council in 2024 for public exhibition.

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


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

Action	Status	Comments
Implement priority actions from the Employment Lands, Rural Lands and Local Housing Strategies.	 On Track	<p>Implementation of priority actions of the Employment Lands, and Rural Lands Strategies has continued through the Council led LEP Review Planning Proposal that has been lodged with the Department of Planning and Environment for a Gateway Determination.</p> <p>Implementation of the adopted and endorsed (Department of Planning and Environment) Hawkesbury Local Housing Strategy has continued through progress associated with identified greenfield sites (Vineyard, Redbank and Jacaranda), proposed LEP Amendments, and Councils participation in the preparation of a development activity monitoring program (Urban Development Program).</p>


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

Monitor changes in employment and investigate jobs skills and skills of the future and growth sectors	 On Track	Changes in employment are continuing to be monitored with information feeding into the Draft Economic Development Strategy.


3.2.3: Actively support the retention of the RAAF Base Richmond and enhance aviation-related industry, building on existing facilities

Pursue opportunities such as the Greater Sydney Commission District Plan and City Deal to enhance aviation-related industry near the RAAF base.	 On Track	Council continues to pursue opportunities to enhance aviation-related industry near the Richmond RAAF base.

3.2.4: Work towards ensuring people in our community have access to safe, nutritious, affordable and sustainably-produced food



Work in partnership with businesses, community and public health agencies to promote access to safe, nutritious, affordable and sustainably produced food.	 On Track	Continued participation in Western Sydney Health Alliance with key focus area on Healthy Food and Drink Audit and Policy development across the Hawkesbury.

3.2.5: Plan for the continuance and growth of agricultural industry uses within the Hawkesbury



Work with partners and the Hawkesbury Visitor Economy to identify and pursue opportunities to grow local tourism.	 On Track	Ongoing discussions with Destination NSW as well as Western Parklands City to pursue opportunities to grow local tourism.

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




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

Develop a series of campaigns to promote road projects, transformational projects, events and tourism activities with key partners.	 On Track	Campaigns have been developed to promote the roll out of road projects across the Hawkesbury, including the works at Thomas James Bridge. A range of channels have been used including the website, Facebook, LinkedIn, newsletter, emails and events. Campaigns were developed for Savour the Flavour and Light Up Windsor to encourage tourism and visitation to Richmond and Windsor. Campaigns have been created to promote water safety in the Hawkesbury River and were rolled out at the beginning of summer. Campaigns are currently being developed for transformation projects including WestInvest (Western Sydney Infrastructure Grants), with promotion beginning on Woodbury Reserve in December 2023.
Develop the Economic Development Strategy.	 On Track	Draft document under final review before report to Council in 2024.

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


Promote the region as a tourism destination through the Visitor Information Centre.	 On Track	Visitor Information Centre operating effectively throughout the period.
Promote the region as a tourism destination through the Discover the Hawkesbury website.	 On Track	Council continues to use the Discover the Hawkesbury website to promote tourism and advertise a range of local experiences and events.

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


Design and deliver a program of workshops, Business 101 seminars, and skills development opportunities to increase knowledge and capacity to help local businesses adapt, grow and increase resilience.	 On Track	An annual program of workshops, seminars and business support has been developed and continues to be rolled out. The program is promoted each month via the business e-newsletter and online at Hawkesbury Business Hub.
Support increased networking among existing business owners and support business events and awards programs.	 On Track	Council continues to work with businesses and Chambers of Commerce to deliver relevant activities and events.
Promote Council-owned spaces for businesses to meet and network.	 On Track	Council continues to promote council owned spaces for networking purposes.


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

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


Implement the Liveability Program across Windsor Town Centre.	 On Track	Windsor Stage 1 – Tenders being assessed. Stage 1(a) and Stage 2 briefs currently being completed for 2024.

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

Deliver an annual calendar of major Council events	 On Track	Council's annual event calendar includes five major events, a range of civic and community events and an event sponsorship program for community and business events. Council works with event sponsors, local community, sporting and business groups to deliver events for the Hawkesbury. During the period Council has held two highly successful major events, Savour the

		Flavour in October and Light up Windsor in December 2023 also working with the Pitt Town Association to support their community celebration at Bona Vista Park.
In conjunction with key partners, deliver an annual calendar of sponsored events.	 On Track	Council offers two rounds of event sponsorship a year to support community and commercial events across the Hawkesbury. In November 2023 Council agreed to provide \$49,000 of event sponsorship funding for 17 community events and three commercial events. More than half the sponsored events will take place in the towns and villages of Windsor, Richmond, St Albans, Kurrajong, North Richmond.


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

Implement the Wayfinding and Signage project across the local government area, in, around and to our town centres and villages.	 On Track	Options from suppliers currently being considered and manufacture occurring. Installation commences in early 2024.
Develop Hawkesbury Place Plans.	 On Track	Report drafted for Council consideration in early 2024, following community engagement.

Community Outcome Four: Reliable Council



4.1: Provide representative, responsive and accountable governance

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

Action	Status	Comments
Implement a program for regular engagement for Councillors with the community within distinct geographic areas across the Hawkesbury.	 On Track	<p>Council regularly engaged with our communities in towns and villages across the Hawkesbury. Regular Community Hubs and activities were held in Wilberforce, Colo Heights, St Albans and Bilpin. These forums provided opportunities for the community to engage with Council on key issues with information available about projects and upcoming works. Online community meetings were held in September and December 2023 with residents in the Macdonald Valley to discuss flood recovery and planned road works.</p> <p>Extensive community engagement is undertaken through Council's digital channels, using the website tool Your Hawkesbury Your Say for questions, surveys and voting and Facebook for information sharing and feedback. This information about key projects is available to all residents across the Hawkesbury.</p>




4.2: Encourage an informed community, and enable meaningful engagement

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



Action	Status	Comments
Continuously review and improve Council's corporate website.	 On Track	<p>A quarterly review of the website was undertaken as part of the seasonal update of content. As part of the review analytical information relating to site traffic, search history, frequently accessed information, along with user feedback identified areas for improvement or change. The site continues to be well received and reviews will continue to be undertaken on a quarterly basis.</p>
Implement priority actions in the Digital Communication Strategy.	 On Track	<p>The implementation of the Digital Strategy is progressing including:</p> <ul style="list-style-type: none">-The continued development and refinement of the Council website in response to customer analytics which drives content, quick links and web banners.

Action	Status	Comments
		<p>-Customer service continuing to be improved through the development of online forms and the promotion of forms</p> <p>-Ongoing development of digital information sources including the website, Facebook and Instagram, LinkedIn and videos for Council, Hawkesbury Events and the Hawkesbury Visitor Information Centre page</p> <p>-Ongoing development and refreshment of Your Hawkesbury Your Say engagement tool to create sites that better inform the community.</p> <p>The outstanding actions from the Digital Strategy will be incorporated into the updated Communication and Engagement Strategy.</p>

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


Action	Status	Comments
Review and update Community Engagement Policy.	 Complete	Community Engagement Policy adopted in November 2022.
Review and update Communication and Engagement Strategy.	 On Track	Council continues to gather feedback from the community to inform the review and update of the Communication and Engagement Strategy. Information from a communication survey in October, the Community Satisfaction Survey in October and two community Focus Groups in December 2023 will be used to inform the Strategy review and action plan.
Review and update Media Policy.	 Complete	Media Policy adopted by Council in December 2023. Council resolved to discuss the Media Policy at a further Briefing in February 2024.

4.2.3: Provide quality customer service to the community




Action	Status	Comments
Review, update and embed the Customer Service Experience Policy and Charter.	 On Track	<p>In July 2023, Council adopted the revised Customer Service Experience Policy and Charter. The revised Policy and Charter were communicated to staff using a variety of methods.</p> <p>Two 'de-escalation training' sessions involving 40 people were run with further training to more frontline teams planned for 2024. Additionally, internal procedures are being reviewed.</p> <p>Furthermore, the online course content for 'Customer Service Experience Excellence in serving our community' has been drafted and will be rolled out to staff in 2024.</p>
Review, update and embed the Complaints Policy.	 On Track	<p>In July 2023, Council adopted the revised Customer Feedback Policy. The revised Policy was communicated to staff using a variety of methods. Additionally, the internal procedures are being reviewed.</p>
Develop the Customer Service Experience Strategy and Action Plan.	 Not Started /On Hold	<p>This initiative will start in early 2024.</p>
Develop reporting on Requests, Applications, Complaints and Compliments.	 On Track	<p>A review of existing reports has been completed. A mock request dashboard has been created and will be finalised in 2024.</p>

4.3: Build strong financial sustainability for now and future generations




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


Action	Status	Comments
Integrate Council's informing strategies with the Delivery Program and Operational Plan.	 On Track	<p>Managers are being supported to include reference to informing strategies in their planning for 2024/2025.</p>

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

Action	Status	Comments
Complete a comprehensive revaluation of Council's road assets.	 On Track	Roads revaluation is currently in progress and is planned to be completed by June 2024.
Develop Asset Management Strategy and Plans.	 On Track	First Draft Asset Management Strategy completed and currently under review. Executive review to occur in early 2024 with final document to be tabled to Council in June 2024.
Develop the whole of life asset modelling data for infrastructure assets.	 Complete	Whole of life models have been developed for all asset groups. This information is informing the Asset Management Strategy and Plans. The required funding has been calculated and utilised in Council's forward planning.


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

Action	Status	Comments
Implement actions to maintain and improve financial sustainability benchmarks.	 On Track	December 2023 Quarterly Budget Review currently in progress. Parameters for the Draft Budget 2024/2025 have been finalised and circulated to the Senior Leadership Team. The 2024/2025 Draft Budget is in progress, with the review process to commence in February 2024.
Review the grant framework and processes.	 Not Started /On Hold	Planning for the review is due to commence in early 2024. At this stage, the project remains on track for completion in 2023/2024.
Streamline and improve procurement processes.	 On Track	Participated in delegations review including acceptance in principle of proposed changes in financial delegation limits and thresholds relating to number of quotes required. Development of Project Plan completed and survey of staff to be circulated in early 2024. On track for completion in 2023/2024.

Action	Status	Comments
Mange the process in relation to the submission of grant applications to funding authorities.	 On Track	Reporting on grant funding applications has been delayed due to resourcing. Actions will be commenced in February 2024.

4.4: Build strong relationships and shared responsibilities

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


Action	Status	Comments
Partner with the Western Sydney Investment Attraction Office on any economic development activities.	 On Track	Council continuing to work with the Western Parklands Authority (WPA) on delivering a regional Economic Development Strategy.


4.4.2: Achieve higher strategic capacity through strategic alliances and partnerships

Action	Status	Comments
Work with strategic partners to pursue objectives for our community across all of Council's functions.	 On Track	Council works with a wide range of partners to develop and deliver the strategic objectives of Council and the community. Strategic partners include the Western Parkland City Authority; Western Parklands Councils group; Western Sydney Planning Partnership; Infrastructure NSW; NSW Reconstruction Authority and a range of other agencies.




4.5: Encourage a shared responsibility for effective compliance

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

Action	Status	Comments
Implement actions to improve Knowledge Management in the organisation.	 On Track	Revised intranet templates have been drafted and distributed. Initial consultation with key stakeholders has begun and feedback has been positive.





Action	Status	Comments
Develop and implement a framework for ensuring Work Health and Safety (WHS) requirements are met by third parties delivering services on behalf of or in partnership with Council	 On Track	Procedure has been drafted since the last update; consultation will continue in early 2024 with endorsement by the end of June 2024.

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


Action	Status	Comments
Develop and implement a Risk Management Framework to allow Council to effectively identify and manage strategic and operational risks.	 On Track	This Risk Management Plan has now been endorsed by the Leadership Team, with the entire Risk Management Framework to be tabled at the next Audit Risk and Improvement Committee meeting in March 2024 before going to a Council meeting for final approval.
Establish an Internal Audit Function in accordance with the Office of Local Government's Risk Management and Internal Audit Guidelines.	 On Track	Initial planning including the timeline has been set. Council is continuing its program of Internal Audits and assigned management actions.
Complete delegations, policies and procedures, and forms improvement projects.	 On Track	Comprehensive review of delegations is underway and relevant recommendations have been formulated. This has included extensive internal review and updating of delegations, approval processes and procedures. A Policy Review is also underway which will produce recommendations for improvement.





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


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

Action	Status	Comments
Develop and deliver the Workforce Management Plan.	 On Track	Draft Workforce Management Plan has been completed. Will be circulated to Leadership Team for feedback and to Council for final adoption in June 2024.
Update and implement changes to the Performance and Development Framework.	 On Track	A new Draft Framework is currently being developed.
Ensure Action plans are implemented and reported on post staff survey results.	 On Track	Action plans have been reviewed by the Leadership Team and recirculated in January 2024 for Managers to finalise and complete actions.
Continue to embed Vision, Purpose, Values.	 Complete	<ul style="list-style-type: none"> -Our Heartbeat (Vision, Purpose, Values, Above/Below the line) training rolled out to staff in October 2023. -New staff complete Our Heartbeat eLearning training as part of their onboarding. -Corporate induction contains Vision, Purpose and Values to reinforce eLearning training. -Posters displayed around offices reminding staff of Values and Above/Below the line behaviours. -Staff issued with Values cards to attach to their lanyards.

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


Action	Status	Comments
Identify and roll out Business Improvement initiatives.	 On Track	<p>Numerous improvements have been implemented leading to service improvements. Key improvements include:</p> <ul style="list-style-type: none"> -Improved Afterhours process, enabling customers to leave a message. -Continue to pilot project management framework and management tools with capital projects. -Streamlined Fire safety program process and began data cleanse.

Action	Status	Comments
		<ul style="list-style-type: none"> -Developed a sustainable dashboard to monitor Council emissions, and consolidated software. -Developed Customer Experience Team Induction Program. -Resolved outstanding fees from past 10 years. -Introduced a Cemetery quote. -Streamlined the Upper Colo Camping booking process. -Internal launch of 'Find your Bin Collection Day' and 'Waste Material Search' dashboards. -Transitioned building, plumbing and driveway inspection booking process to be paperless. -Integrated inbound private certificate applications with NSW Planning Portal, ensuring all stakeholders are alerted to developments.
Develop and embed the Business Improvement Framework.	 Needs Attention	Due to resourcing, only parts of the Business Improvement Framework will be created in 2023/2024, with the complete Framework and training to be developed once the team is fully resourced.
Complete migration of Council's key corporate software to TechnologyOne Software as a Service.	 On Track	The major component of Council's migration of corporate software to TechnologyOne Software as a Service was completed in February 2023. The final phase of this project is to complete migration of our spatial services. Council is now using spatial services in the cloud with configuration and testing nearing completion.
Configure and Implement ePlanning Portal integration with TechnologyOne Property and Rating system.	 On Track	Configuration and implementation of ePlanning Portal integration with TechnologyOne Property and Rating system is on-target and has met all grant milestones to date. The system is now receiving and sending information relating to applications including the auto-creation of applications within TechnologyOne. Private Certifier and Certificate registration have recently been added. The final categories will be configured in early 2024.
Develop Cyber Security Policy and implement standards and protocols to improve organisational cyber security maturity.	 On Track	The Cyber Security Corporate Policy was endorsed by the Leadership Team in October 2023, after which it was distributed to all staff for acknowledgement. Development of Cyber Security procedures which align with this Corporate Policy has commenced.


Action	Status	Comments
Implement and improve the Customer Request Management system utilising CiAnywhere functionality.	 On Track	A full rebuild of our Customer Request Management workflows and processes has been undertaken in our test environment and imported into our Production environment. Go live of this system has been delayed due to issues with the software in the latest release. Upgrades are currently scheduled for early 2024, however, moving forward will be dependent on the identified issues being resolved.

4.7: Encourage informed planning, balanced growth and community engagement


4.7.1: Council planning is integrated and long term

Action	Status	Comments
Continuously improve Council's Corporate Planning processes under the Integrated Planning and Reporting Framework.	 On Track	Planning Launch successfully delivered with Council's Senior Leadership Team in October. Preparations for Operational Plan 2024/2025 underway with significant improvements. IP&R course launched and completed by several staff across the organisation.


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

Action	Status	Comments
Establish a Goal and KPI framework to support the Community Strategic Plan.	 On Track	Performance Reviews completed for 2022/2023. Community Strategic Plan goals can be selected from a dropdown box and put in place for employees.


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

Action	Status	Comments
Develop a service review framework and schedule (including internal and external e.g. third-party services).	 Not Started / On Hold	Service Review Framework was under development including review of like Councils and frameworks and alignment to Internal Audit and IP&R. However, has been placed on hold while key position is recruited.

4.7.4: Encourage increased community participation in planning and policy development


Action	Status	Comments
Continue to engage with the community on regionally significant projects through a range of mediums.	 On Track	WestInvest (Western Sydney Infrastructure Grants) project engagement will continue in 2024. Significant engagements have been delivered on Council's Communications, Disability Inclusion Action Plan, Event Sponsorship and Macdonald River, Colo River, Webbs Creek and Greens Creek flood stories.

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


Action	Status	Comments
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	 On Track	Council continues to advocate for the needs of the Hawkesbury, particularly in response to natural disaster recovery. Regular meetings continue with Australian and NSW Government representatives; the Parklands Councils and WSROC, together with meetings with various NSW Government Departments.

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

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

Action	Status	Comments
Advocate for effective utilities across the entire Hawkesbury LGA.	 On Track	Council maintains ongoing relationships with various Government and non-Government authorities and agencies for the purpose of advocating on behalf of the community and supporting those entities' activities to remedy existing utility infrastructure deficiencies to ensure the provision of necessary utility infrastructure for both existing and new development.

4.8.2: New development and infrastructure meets community needs

Action	Status	Comments
Continue to amend the Development Control Plan for provisions on the Strategic Biodiversity Land Use Planning Framework, sustainable urban design and minimising urban heat.	 Needs Attention	<p>The Council led LEP Review Planning Proposal includes provisions relating to Urban Heat and has been lodged with the Department of Planning and Environment for a Gateway Determination. Amendments/clarifications have been sought by the Department of Planning and Environment, and based on comments, feedback and ongoing discussions with the Department of Planning and Environment it is expected that an updated documentation will be submitted, and a Gateway Determination issued in early 2024. The ongoing processing of the Planning Proposal can continue once a Gateway Determination is received.</p> <p>Preparation of additional chapters of the new Development Control Plan have continued, including Industrial, Agritourism, Biodiversity and urban heat based on the WSROC Urban Heat Toolkit.</p>



Hawkesbury City Council
366 George Street (PO Box 146)
Windsor NSW 2756
(02) 4569 7740 | (02) 4587 7740 | DX 8601 WINDSOR
council@hawkesbury.nsw.gov.au
www.hawkesbury.nsw.gov.au