



Hawkesbury City Council

attachment 3  
to  
item 60

Draft Hawkesbury Community  
Strategic Plan 2017-2036 - Summary  
of Proposed Amendments following  
engagement and review

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





## Proposed Amendments following Engagement and Review Draft Hawkesbury Community Strategic Plan

Draft CSP Page Number	Proposed Amendments
Front Cover	New image included to reflect feedback during engagement Remove 'Draft For Community Engagement' watermark
Inside Front Cover	Contents – Add Community Engagement icon Match icon colours to relevant chapters
Page 2 A Message from Our Leaders	Minor typographical and grammatical changes
Page 5 A Snapshot of the Hawkesbury	Reference to Non Indigenous history amended to Non Aboriginal History
Page 6 History of the Hawkesbury	Amended to reflect input during engagement
Page 8 Cultural Profile	Details updated and corrected
Page 10 Our assets	Visitor Information Centre added
Page 14 Local Government Planning and Reporting Framework	Diagram amended to reflect ongoing monitoring and review of Resourcing Strategy documents
Page 15	Management Leader amended to Manager/Leader for consistency purposes
Back Cover	New image included to reflect feedback during engagement Inserted Interpreter Service details

### Our Plan section

#### Our Leadership

1.1 Local leadership and effective governance		
Direction		<b>Provide representative, responsive and community and corporate accountable governance</b>
Strategy	1.1.1	<del>Our community's</del> <b>Council's elected</b> leaders will actively connect and collaborate with the community.
	1.1.2	<del>Hawkesbury Council's leadership and decision making will reflect the diversity of our community.</del> <i>Comment: Moved to front part of CSP</i>
	1.1.3	<del>There will be increased community awareness of Council's elected leaders, with a range of new ways for the community to talk to them.</del> <i>Comment: Possible Delivery Program activity for CSP 1.1.1</i>
	1.1.4	<del>Council will seek to attract, develop and retain highly skilled staff</del> <i>Comment: Moved to CSP 1.6.1</i>
Council role		<b>Manager / Leader</b>

1.2 Communication and engagement		
Direction		<b>Encourage an informed community and enable meaningful engagement</b>
Strategy	1.2.1	Provide open and clear lines of communication with the community that <del>utilize</del> <b>use</b> the most current forms of digital technology.
Council role		<b>Manager / Leader</b>



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	1.2.2	Provide a diverse range of opportunities for the community to be involved and engaged, seeking to achieve this through delivering the International Association Public Participation principles. <i>Comment: Possible Delivery Program activity for CSP 1.2.1</i>	Manager / Leader
	1.2.3	Official meetings of Council are open, transparent and where possible endeavour to utilise use the most current forms of digital technology allowing for meetings to be experienced in real time. <i>Comment: Possible Operational Plan action for CSP 1.2.1</i>	Manager / Leader
	1.2.4	Council's communication will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in our City. <b>the Hawkesbury</b>	Manager / Leader
	1.2.5	Provide quality customer service to the community.	Manager / Leader

### 1.3 Financial Sustainability

Direction		<b>Build strong financial sustainability for now and future generations</b>	<b>Council role</b>
Strategy	1.3.1	In all of Council's strategies, plans and decision making there will be a strong focus on financial, <del>economic, social and environmental</del> sustainability.	Manager / Leader
	1.3.2	The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future. <b>Meet the needs of the community now and into the future by managing Council's assets with a long-term focus.</b>	Manager / Leader
	1.3.3	Council's workforce, systems and processes will support high performance and optimal service delivery for our community. <i>Comment: Moved to CSP 1.6.2</i>	Manager / Leader
	1.3.4	Decisions relating to determining priorities will be made in the long term interests of the community.	Manager / Leader

### 1.4 Reinforcing and establishing effective strategic partnerships

Direction		<b>Build strong relationships and shared responsibilities</b>	<b>Council role</b>
Strategy	1.4.1	Foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Hawkesbury. <del>Local Government Area.</del>	Advocate
	1.4.2	The Mayor and Councillors are representatives of the community and provide strong, cohesive and visionary leadership working with local organisations and community groups. <i>Comment: Dealt with by 1.1</i>	Facilitator
	1.4.3	Foster <del>constructive and productive partnerships with residents, community groups and institutions.</del> <i>Comment: Moved to CSP 2.3</i>	Facilitator
	1.4.4	<b>Achieve higher strategic capacity through strategic alliances and partnerships.</b>	Critical Partner



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		1.5 Regulation and Compliance	
Direction		<b>Encourage a shared responsibility for effective local compliance</b>	<b>Council role</b>
Strategy	1.5.1	Undertake Council initiatives within a clear and fair framework of strategic planning, policies, procedures and service standards as required under all regulatory frameworks.	Manager / Leader
	1.5.2	Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council.	Manager / Leader
	1.5.3	<del>Council will perform its functions as required by law and form effective partnerships with State and Federal governments and their agencies to advance the welfare of the Hawkesbury.</del> <i>Comment: Moved to front part of CSP</i>	<del>Manager / Leader</del>

		1.6 Corporate Services	
Direction		<b>Support the operation of the organization through the provision of effective and efficient corporate support services</b>	<b>Council role</b>
Strategy	1.6.1	<del>Council will seek to attract, develop and retain highly skilled staff and a highly capable workforce.</del> <i>Comment: Was CSP 1.1.4</i>	<del>Manager / Leader</del>
	1.6.2	<del>Council's workforce, systems and processes will support high performance and optimal service delivery for our community.</del> <i>Comment: Was CSP 1.3.3</i>	<del>Manager / Leader</del>



## Proposed Amendments following Engagement and Review Draft Hawkesbury Community Strategic Plan

### Our Community

		2.1 Community safety is improved	
Direction		<b>Enable a shared responsibility for community safety and disaster management</b>	<b>Council role</b>
Strategy	2.1.1	<del>Meet the needs of our community through</del> Have effective flood, fire and <del>other</del> natural disaster management plans that promote the protection of life, property and infrastructure.	Advocate / <b>Manager Leader Critical Partner</b>
	2.1.2	Make the Hawkesbury a friendly <del>place</del> environment where people feel safe.	<b>Supporter</b>  <b>Manager / Leader / Critical Partner / Advocate</b>
	2.1.3	<del>Partnerships continue to strengthen and achieve a safe and inclusive community.</del> <i>Comment: Possible Operational Plan action for CSP 2.1.2</i>	<b>Supporter</b>
	2.1.4	<del>Crime Prevention programs are implemented to reduce levels of crime across the Hawkesbury.</del> <i>Comment: Possible Operational Plan action for CSP 2.1.2</i>	<b>Supporter</b>

		2.2 Participation in recreational and lifestyle activities is increased	
Direction		<b>Encourage and enable our community to participate in a healthy lifestyle</b>	<b>Council role</b>
Strategy	2.2.1	<del>Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury.</del> <i>Comment: Moved to CSP 2.3</i>	<b>Critical Partner</b>
	2.2.2	<del>A variety of quality public spaces and opportunities for sport, leisure, recreation, learning and cultural activities are available.</del> <i>Comment: Dealt with by CSP 4.1, 4.2 and 4.3</i>	<b>Critical Partner</b>
	2.2.3	Healthy, active ageing programs are promoted in partnership with government agencies and community organisations.	<b>Critical Partner</b>
	2.2.4	Encourage active participation in a range of sporting and recreational pursuits.	<b>Critical Partner</b>

		2.3 Community partnerships continue to evolve	
Direction		<b>Increase the range of local partnerships and plan for the future</b>	<b>Council role</b>
Strategy	2.3.1	Encourage and facilitate community partnerships.	<b>Facilitator / Supporter</b>
	2.3.2	<del>Develop creative opportunities for key partnerships and volunteering to support the community.</del> <b>Support and expand active volunteering.</b>	<b>Facilitator</b>
	2.3.3	<del>Work in partnership to build on opportunities to strengthen vulnerable communities.</del> <i>Comment: Same as CSP 2.4.1</i>	<b>Supporter</b>



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	2.3.3	Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions. <i>Comment: Reworded CSP 1.4.3</i>	Critical Partner
	2.3.4	Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury. <i>Comment: Was CSP 2.2.1</i>	Critical Partner

### 2.4 Community wellbeing and local services

Direction		<b>Build on a sense of community and wellbeing</b>	<b>Council role</b>
Strategy	2.4.1	Work <b>in partnership</b> closely with government and community organisations to improve services and facilities for <del>children, youth, elderly, Aboriginal people, disadvantaged and vulnerable groups,</del> and to build stronger and more cohesive communities.	Supporter
	2.4.2	<del>Advocate for the provision of affordable and accessible health care and housing, aged care, mental health, youth and family services and other community services.</del>  <i>Comment: Possible Delivery Program activity for CSP 2.4.1</i>	Advocate
	2.4.3	<del>Flexible services are provided and can adapt to changing community needs and service demands.</del>  <b>Provide flexible services that can adapt to changing community needs and service demands.</b>	Critical Partner

### 2.5 Cultural Development and Heritage

Direction		<b>Enable broad and rich celebration of our local culture and significant heritage</b>	<b>Council role</b>
Strategy	2.5.1	Encourage and support <b>all</b> residents <del>from socially and culturally diverse backgrounds</del> to participate in all aspects of community, <b>cultural and civic</b> life.	Facilitator  Critical Partner / Manager / Leader
	2.5.2	<del>Provide a range of cultural and community programs, services, and events that strengthen the capacity, well-being and cultural identity of our community.</del>  <i>Comment : Possible Delivery Program activity for CSP 2.5.1</i>	Facilitator
	2.5.3	Provide community and cultural <del>infrastructure</del> <b>services</b> through a range of affordable and accessible facilities.	Facilitator  Critical Partner / Manager / Leader
	2.5.4	Recognise, <b>conserve</b> and promote the area's history and heritage for current and future generations.	Facilitator  Critical Partner / Manager / Leader



## Proposed Amendments following Engagement and Review Draft Hawkesbury Community Strategic Plan

### Our Environment

		3.1 <del>The natural environment and water systems are protected and enhanced</del> The natural environment is protected and enhanced	
Direction		<b>Value, protect and enhance our unique natural environment</b>	<b>Council role</b>
Strategy	3.1.1	<del>Encourage</del> effective management <del>and protection of of</del> our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.	Advocate / Critical Partner
	3.1.2	<del>Develop programs that Encourage the community to care for the natural environment and water systems.</del> <i>Comment: Possible Delivery Program for CSP 3.1.4</i>	Facilitator
	3.1.3	<del>Act</del> Provide leadership and stewardship to protect <del>and improve</del> the natural environment <del>including</del> working with key agency partners <del>and strive to deliver a cleaner, greener Hawkesbury.</del>	Critical Partner / Manager / Leader
	3.1.4	<del>Create opportunities to work with local volunteers through providing education on environmental issues, threats and opportunities.</del> <i>Comment: Possible Delivery Program for CSP 3.1.1</i>	Manager / Leader
	3.1.4	<del>Minimise our community's impacts on habitat and biodiversity and protect areas of conservation value.</del>	Critical Partner
	3.1.5	<del>Use a range of</del> <del>Ensure that all possible compliance measures are utilised in to</del> protecting the natural environment <del>and the water systems.</del>	Critical Partner / Manager / Leader

		3.2 <del>We</del> To live sustainably and reduce our ecological footprint <del>and contribution to climate change</del>	
Direction		<b>Identify and make best use of our local resources and awareness of contribution to the environment</b>	<b>Council role</b>
Strategy	3.2.1	<del>Our community is informed and acts to reduce our ecological footprint.</del>	Facilitator
	3.2.2	<del>Alternative forms of energy such as solar are embraced throughout the Hawkesbury.</del>	Advocate
	3.2.3	<del>Move towards being</del> <del>Local Government Area, and integrate this into our own Council plans and practices,</del> local and energy provision. <b>Become a carbon neutral zero emissions</b>	Advocate / Manager / Leader
	3.2.4	<del>Undertake community education on best practice environmental sustainability and management of climate change issues.</del> <i>Comment: Moved to CSP 3.3</i>	Critical Partner

		3.3 We reduce, reuse and recycle	
Direction		<b>Identify ways for our community to reduce, reuse and recycle waste</b>	<b>Council role</b>
Strategy	3.3.1	<del>Develop and maintain</del> active partnerships that will result in the innovative management of our community's waste, with an emphasis on resource recovery and waste minimisation.	Manager / Leader





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	3.3.2	Undertake community education on best practice environmental sustainability and management of climate change issues. <i>Comment: Was CSP 3.2.4</i>	Critical Partner
	3.3.2	Operate effective and sustainable waste management for the Hawkesbury ensuring the community has access to convenient recycling facilities and services. <i>Comment: Same as CSP 3.3.1</i>	Manager / Leader
	3.3.3	Develop and implement strategies to reduce illegal dumping in the Hawkesbury. <i>Comment: Possible Delivery Program activity or Operational Plan action for CSP 3.1.5</i>	Critical Partner

3.4		The sustainability of our urban environment is improved	
Direction		<b>Encourage and enable our community to make sustainable choices</b>	<b>Council role</b>
Strategy	3.4.1	<del>Our community minimises impacts on habitat and biodiversity and areas of conservation value are protected.</del> <i>Comment: Moved to CSP 3.1.4</i>	Critical Partner
	3.4.2	Work with businesses and tourism operators to develop a rating system to promote good practice and sustainability principles.	Critical Partner
	3.4.3	Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.	Critical Partner



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### Our Assets

4.1		Transport Road infrastructure & transport connections	
Direction		<b>Creating an integrated and well maintained transport system is an important local priority</b>	<b>Council role</b>
Strategy	4.1.1	<p><del>Our roads and other associated infrastructure will be designed and built to ensure connected and efficient movement of people both now and into the future.</del></p> <p><b>Our roads and other transport infrastructure will be planned and provided to ensure connected, efficient and safe movement for all modes of transport.</b></p>	<p><b>Manager Leader</b></p> <p>Advocate / Critical Partner</p>
	4.1.2	Establish and maintain <del>regional</del> relationships with transport providers and other levels of government to improve and extend public transport services.	Facilitator
	4.1.3	Have a comprehensive <b>transport</b> system of well maintained local and regional <del>roads</del> linkages that are financially and environmentally sustainable and respond to community safety, priorities and expectations.	<b>Manager / Leader / Critical Partner / Advocate</b>
	4.1.4	<p><del>Provide footpaths and cycleways across the City to link our activity centres and facilities.</del></p> <p><b>Provide mobility links throughout the City to connect our centres, parks and facilities.</b></p>	Manager / Leader
	4.1.5	<p><del>Explore long term solutions to traffic congestion on our major roads.</del></p> <p><i>Comment: Possible Delivery Program activity for CSP 4.1.1</i></p>	Critical Partner
	4.1.6	<p><del>Advocate for funding of major projects, including a third crossing over the Hawkesbury River.</del></p> <p><i>Comment: Possible Delivery Program activity for CSP 4.1.3</i></p>	Advocate
4.2		Utilities	
Direction		<p><b>Facilitate the delivery of infrastructure through relevant agencies and Council's own works</b></p> <p><del>Well managed infrastructure will ensure ongoing effective delivery of critical local services</del></p>	<b>Council role</b>
Strategy	4.2.1	Our community's current and future utility infrastructure needs (water, sewer, <b>waste, stormwater</b> , gas, electricity and telecommunications) are identified and delivered.	Critical Partner
	4.2.2	New development and infrastructure provision is aligned and meets community needs.	<del>Critical Partner</del> <b>Manager / Leader</b>
	4.2.3	<p><del>Waste requirements are regularly evaluated to ensure that efficient and effective practices are being used in Council's operations.</del></p> <p><i>Comment: Possible Delivery Program activity for CSP 4.2.1</i></p>	Manager / Leader
	4.2.4	<p><del>Our stormwater systems are designed, constructed, and maintained to best practices.</del></p> <p><i>Comment: Possible Delivery Program activity for CSP 4.2.1</i></p>	Critical Partner



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4.3		Places and Spaces	
Direction		<p><del>Working together with the community to provide the right places, and spaces and activities</del></p> <p><b>Provide the right places and spaces to serve our community</b></p>	Council role
Strategy	4.3.1	<p><del>Provision of a variety of passive recreation spaces including river foreshores, parks and reserves</del></p> <p><b>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.</b></p>	Manager / Leader
	4.3.2	<p><del>Provision of a variety of active recreation spaces including playgrounds, sporting fields, pool, stadium and multipurpose centres.</del></p> <p><b>Provide a variety of quality active recreation spaces including playgrounds, sporting fields, pool, stadium and multipurpose centres to enhance our community's health and lifestyle.</b></p>	Manager / Leader
	4.3.3	<p><del>Provision of a variety of shared spaces including meeting spaces accommodating public art, cultural and environmental amenity.</del></p> <p><b>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.</b></p>	Manager / Leader
	4.3.4	<p><del>Provision of a variety of</del> <b>Manage</b> commercial spaces available for business and investment across the Hawkesbury's local centres.</p>	Manager / Leader
	4.3.5	<p>Provision by Council of the administrative and commercial spaces on behalf of the community including the Council's Administrative Buildings, Local Libraries, Gallery, Museum and heritage buildings.</p>	Manager / Leader



## Proposed Amendments following Engagement and Review Draft Hawkesbury Community Strategic Plan

### Our Future

5.1 Strategic Planning Governance			
Direction		Encourage <b>respectful informed</b> planning, balanced growth and community engagement	Council role
Strategy	5.1.1	Council's Planning is integrated and long term., <del>based on community desires expressed in the Community Strategic Plan.</del>	Manager / Leader
	5.1.2	Council's decision making on all matters is transparent, accessible and accountable.	Manager / Leader
	5.1.3	Council will continually review its service provision to ensure best possible outcomes for the community.	Manager / Leader
	5.1.4	Encourage <b>increased</b> community participation in planning and policy development.	Manager / Leader
	5.1.5	<del>Ensure</del> The needs of our community <b>will be</b> are reflected in Local, State and Regional Plans.	Advocate

5.2 Management of Aboriginal and Non Aboriginal and the Built Environment			
Direction		Value, protect and enhance our built environment as well as our relationship to Aboriginal and Non Aboriginal history	Council role
Strategy	5.2.1	Our planning and actions will ensure <del>the Hawkesbury and</del> <b>that Aboriginal and Non Aboriginal</b> built heritage <del>remains</del> are integral to <del>the distinct character</del> of our City.	Manager / Leader
	5.2.2	Encourage and implement progressive urban design, sensitive to environment and heritage issues.	Manager / Leader
	5.2.3	<b>Sympathetic</b> adaptive and creative uses for heritage sites and buildings across the City will be encouraged and promoted.	Facilitator
	5.2.4	As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture.	Facilitator
	5.2.5	<del>Manage rural and natural lands to support a balance of agriculture, environment and housing that delivers viable rural production and maintains rural character.</del>  <i>Comment: Moved to CSP 5.3</i>	Manager / Leader

5.3 Shaping our Growth <del>the Future</del>			
Direction		Respond proactively to planning and the development of <del>the right</del> local infrastructure	Council role
Strategy	5.3.1	Growth and change in the <b>Hawkesbury</b> will be identified, planned for and valued by the community.	Manager / Leader
	5.3.2	The diverse housing needs of our community will be met through research, active partnerships and planned development.	Manager / Leader
	5.3.3	<del>Together with our agency partners we will create a disaster management framework that promotes our community's safety through planning, preparedness and response actions.</del>  <i>Comment: Duplication of CSP 2.1.1</i>	Critical Partner



## Proposed Amendments following Engagement and Review Draft Hawkesbury Community Strategic Plan

	5.3.4	Develop an Infrastructure Plan based on establishing current community needs, and future needs based on growth strategies. <i>Comment: Possible Delivery Program activity or Operational Plan action for CSP 5.3.1</i>	Critical Partner
	5.3.3	Plan for rural and natural lands to support a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character. <i>Comment: Was CSP 5.2.5</i>	Critical Partner Manager / Leader

### 5.4 Celebrating our Rivers

Direction		<b>Protect, enhance and celebrate our rivers the Hawkesbury River</b>	<b>Council role</b>
Strategy	5.4.1	Celebrate and utilise use our rivers the Hawkesbury River for a range of recreation, leisure, tourism and event activities.	Critical Partner Manager / Leader
	5.4.2	Develop active partnerships and implement programs designed to improve the health of our rivers and river banks.	Critical Partner Manager / Leader
	5.4.3	A range of potential uses for the City's floodplains will be realised, including re-establishment to pre-European vegetation, agricultural production, tourism, and recreation and leisure. <i>Encourage agricultural production, vegetation conservation, tourism, recreation and leisure uses within our floodplains</i>	Critical Partner Manager / Leader

### 5.5 Reinforcing our dynamic places

Direction		<b>Support the revitalisation of our town centres and growth of our business community</b>	<b>Council role</b>
Strategy	5.5.1	Revitalise and enhance our two significant town centres of Windsor and Richmond, to create thriving centres each with its own character that attracts residents, visitors and businesses.	Critical Partner
	5.5.2	Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and new services for our community connection.	Critical Partner
	5.5.3	Help Assist our smaller town and village centres to become significant vibrant local hubs for the surrounding communities.	Critical Partner



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5.6 Instigating Place Making Programs			
	<b>5.6</b>	<b>Instigating Place Making Programs</b>	
Direction		<b>Celebrate our creativity and cultural expression</b>	<b>Council role</b>
Strategy	5.6.1	Foster and promote an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another.	Critical Partner
	5.6.2	Masterplanning processes will be prepared in consultation with the community, key stakeholders and partners to establish the specific strategies for town centres.	Critical Partner

5.7 Tourism/ Economic Development			
Direction		<b>Promote our community as the place to visit, work and invest</b>	<b>Council role</b>
Strategy	5.7.1	Working in partnership we will actively market our City and our capabilities to existing and potential businesses, visitors, investors.	Critical Partner
	5.7.2	Working in partnership we will develop the Hawkesbury tourism product to enhance and strengthen opportunities within our tourism sector.	Facilitator / Supporter
	5.7.3	Businesses are encouraged and upskilled to <b>adopt more</b> <del>create</del> ethical and sustainable practices.	Supporter

5.8 Industry			
Direction		<b>Increase the range of local industry opportunities and provide effective support to continued growth</b>	<b>Council role</b>
Strategy	5.8.1	Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region.	Critical Partner
	5.8.2	Increase the focus on <del>high end</del> jobs and innovation to build on our strengths and achieve a diverse industry base.	<del>Supporter</del> <b>Critical Partner</b>
	5.8.3	Actively support the retention of the Richmond Royal Australian Airforce Base and enhanced aviation related industry, building on existing facilities.	Advocate
	5.8.4	Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.	Supporter
	5.8.5	Plan for the <del>retention</del> <b>continuance</b> and <del>appropriate</del> growth of agricultural industry uses with in the Hawkesbury.	Supporter