



Hawkesbury City Council

ordinary
meeting
business
paper

date of meeting: 26 September 2017

location: council chambers

time: 6:30 p.m.



mission statement

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

How Council Operates

Hawkesbury City Council supports and encourages the involvement and participation of local residents in issues that affect the City.

The 12 Councillors who represent Hawkesbury City Council are elected at Local Government elections, held every four years. Voting at these elections is compulsory for residents who are aged 18 years and over and who reside permanently in the City.

Ordinary Meetings of Council are generally held on the second Tuesday of each month (except January), and the last Tuesday of each month (except December), meeting dates are listed on Council's website. The meetings start at 6:30pm and are scheduled to conclude by 11pm. These meetings are open to the public.

When an Extraordinary Meeting of Council is held, it will usually also be held on a Tuesday and start at 6:30pm. These meetings are also open to the public.

Meeting Procedure

The Mayor is Chairperson of the meeting.

The business paper contains the agenda and information on the items to be dealt with at the meeting. Matters before the Council will be dealt with by an exception process. This involves Councillors advising the General Manager by 3pm on the day of the meeting, of those items they wish to discuss. A list of items for discussion will be displayed at the meeting for the public to view.

At the appropriate stage of the meeting, the Chairperson will move for all those items which have not been listed for discussion (or have registered speakers from the public) to be adopted on block. The meeting then will proceed to deal with each item listed for discussion and decision.

Public Participation

Members of the public may address Council on any items in the business paper other than the Confirmation of Minutes; Responses to Questions from Previous Meeting; Mayoral Elections; Deputy Mayoral Elections and Committee Elections.

To register, please lodge an application form with Council prior to 3pm on the day of the meeting. The application form is available on Council's website, from the Customer Service Branch or by contacting the Corporate Services and Governance Manager on (02) 4560 4444 or by email at council@hawkesbury.nsw.gov.au

The Chairperson will invite registered persons to address Council when the relevant item is being considered. Speakers have a maximum of five minutes to present their views. The Code of Meeting Practice allows for three speakers 'for' a recommendation (i.e. in support), and three speakers 'against' a recommendation (i.e. in opposition).

All speakers must state their name, organisation if applicable (after producing written authorisation from that organisation) and their interest in the matter before speaking.

Voting

The motion for each item listed for discussion will be displayed for Councillors and public viewing, if it is different to the recommendation in the business paper. The Chairperson will then ask the Councillors to vote, generally by a show of hands or voices. Depending on the vote, a motion will be 'Carried' (passed) or 'Lost'.

Planning Decision

Under Section 375A of the Local Government Act 1993, voting for all Planning Decisions must be recorded individually. Hence, the Chairperson will ask Councillors to vote with their electronic controls on planning items and the result will be displayed on a board located above the Minute Secretary.

This will enable the names of those Councillors voting 'for' or 'against' the motion to be recorded in the minutes of the meeting and subsequently included in the required register.

Business Papers

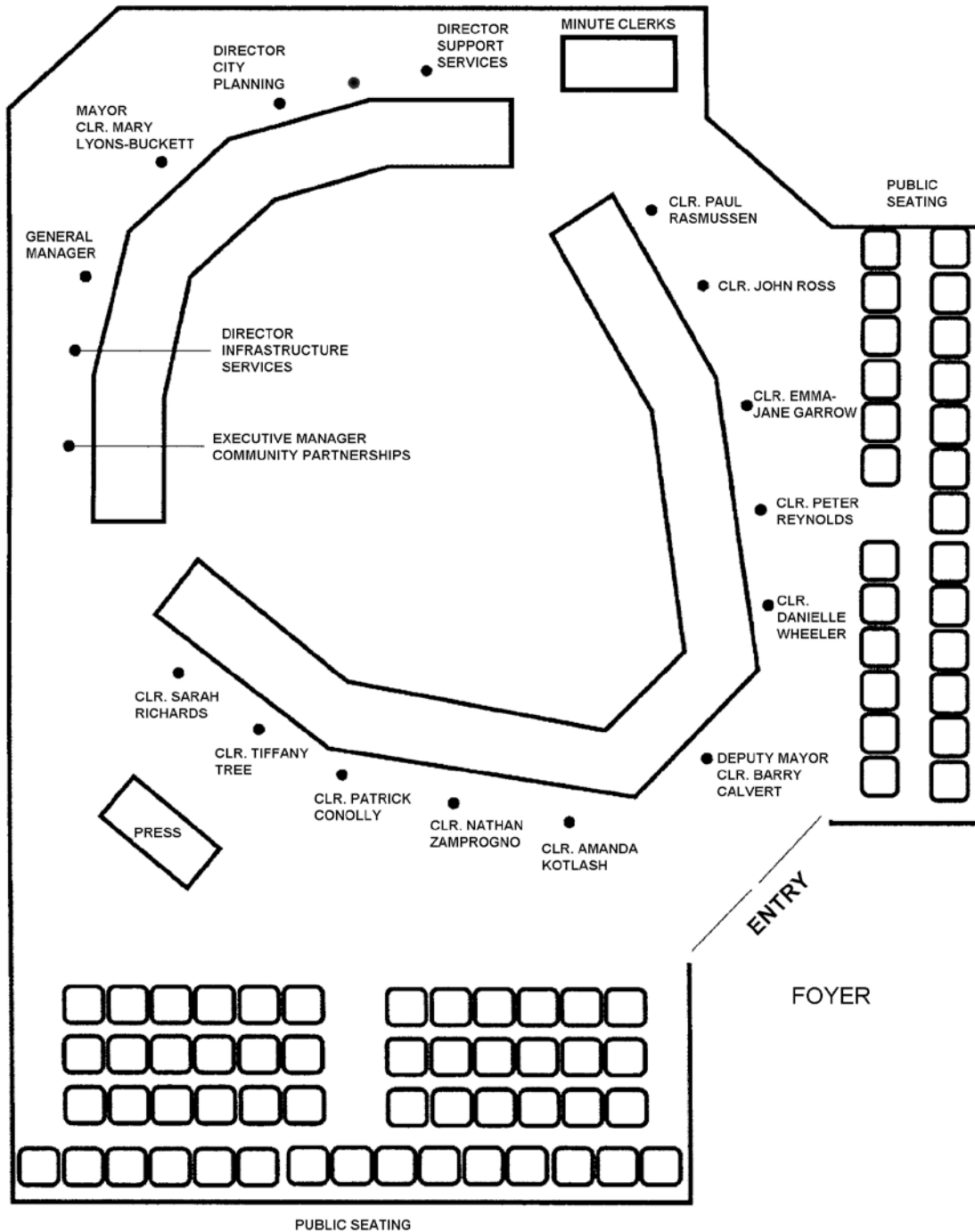
Business papers can be viewed online from 12pm on the Friday before the meeting on Council's website <http://www.hawkesbury.nsw.gov.au>

Hard copies of the business paper can be viewed at Council's Administration Building and Libraries after 12pm on the Friday before the meeting. The business paper can also be viewed on the public computers in the foyer of Council's Administration Building.

Further Information

A guide to Council Meetings is available on the Council's website. If you require further information about meetings of Council, please contact the Corporate Services and Governance Manager on (02) 4560 4444.

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SECTION 3 - Reports for Determination

GENERAL MANAGER

Item: 166 **GM - 17th International Cities Town Centres and Communities Conference and 6th International Mainstreet Australia Conference - (79351)**

REPORT:

Executive Summary

The 17th International Cities Town Centres and Communities Conference and 6th International Mainstreet Australia Conference will be held in Melbourne from 25 to 27 October 2017. Due to its relevance to Council's business, Councillors and appropriate staff may be interested in attending the Conference.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

The 17th International Cities Town Centres and Communities Conference and 6th International Mainstreet Australia Conference will be held in Melbourne from 25 to 27 October 2017. This Conference will focus on people, connections and communities, and making great places to live, work, play and visit.

Cost of attendance at the 17th International Cities Town Centres and Communities Conference and 6th International Mainstreet Australia Conference will be approximately \$2,900 per delegate.

Budget for Delegate Expenses - Payments made:

Total Budget for Financial Year 2016/2017	\$48,000
Expenditure to date	\$2,987
Outstanding Commitments as at 15 September 2017 (approx.)	\$4,495
Budget balance as at 15 September 2017 (approx. including outstanding commitments)	\$40,518

It should be noted that the outstanding commitments referred to above are in relation to five Councillors attending the 2017 Local Government NSW Annual Conference in December 2017 as previously authorised by Council.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Areas, Directions and Strategies within the CSP.

Our Future

5.5 Reinforcing our dynamic places

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

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5.6 Instigating Place Making Programs

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

5.7 Tourism and Economic Development

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

Financial Implications

Funding of the cost of attendance at this Conference will be provided from the Delegates Expenses within the 2017/2018 Operational Plan.

RECOMMENDATION:

That attendance of nominated Councillors and staff as considered appropriate by the General Manager, at the 17th International Cities Town Centres and Communities Conference and 6th International Mainstreet Australia Conference at an approximate cost of \$2,900 per delegate, be approved.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

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Item: 167 **GM - 2017 Local Government NSW Annual Conference - Submission of Motions - (79351, 79633)**

Previous Item: 145, Ordinary (29 August 2017)

REPORT:

Executive Summary

The 2017 Local Government NSW Annual Conference will be held from 4 to 6 December 2017 in Sydney. This report is in regard to the submission of motions for consideration at the Conference.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

The 2017 Local Government NSW Annual Conference will be held from 4 to 6 December 2017 in Sydney.

As previously reported on 29 August 2017, Council has been invited to submit motions for consideration at the Conference. LGNSW have requested councils to submit any motions by Monday, 9 October 2017.

The LGNSW Board is seeking ways to ensure the motions debate centres on advancing the sector wide policy agenda in new ways. This means proposed motions should seek to be strategic, affect members state-wide and introduce new or emerging policy issues and actions.

Furthermore, LGNSW has recently drafted a revised policy framework consisting of proposed Policy Principles and Position Statements which is outlined in the Policy Review Discussion Paper available at www.lgnsw.org.au/files/imce-uploads/90/LGNSW-Policy-Review-Discussion-Paper.pdf. Members are encouraged to consider the draft policy framework when drafting motions for this year's Conference.

The Board has resolved that motions will be included in the Business Paper for the Conference only where they:

1. are consistent with the objects of the Association (see Rule 4 of the Association's rules)
2. relate to Local Government in NSW and/or across Australia
3. concern or are likely to concern Local Government as a sector
4. seek to advance the Local Government policy agenda of the Association and/or improve governance of the Association
5. have a lawful purpose (a motion does not have a lawful purpose if its implementation would require or encourage non-compliance with prevailing laws)
6. are clearly worded and unambiguous in nature
7. do not express preference for one or several members over one or several other members.

The following draft motions are now submitted for Council's consideration:

Potential Motion 1 - Cost of Local Government Audit Arrangements

The first potential motion relates to the LGNSW Policy Area of Accountability, in particular Policy Statement 12 which reads as follows:

Policy 12 Local Government is responsible and accountable to the citizens and the communities it represents, through consultative processes, legislative accountabilities, efficient delivery of services and effective customer service.

The matter that Council may wish to nominate for discussion, relates to the scope and cost of the recently modified Local Government audit arrangements.

Comment

It is the experience of Council, together with many other councils across the State, that:

- new audit arrangements have been introduced without due consultation with Local Government
- the new arrangements are being administered by the NSW Audit Office
- the annual cost of the audit process has increased significantly
- the scope of works and services provided by the auditors has been reduced.

Potential Motion 2 - NSW Audit Office's Management of the Value of Land Under Roads and Community Land

The second potential motion relates to the LGNSW Policy Area of Governance, in particular Policy Statement 10 which reads as follows:

Policy 10 Local government is committed to the principles of good governance.

The matter that Council may wish to nominate for discussion, relates to the manner in which the NSW Audit Office is proposing to manage the value of land under roads and community land (open space, parks, reserves and playing fields).

Comment

It is the experience of this Council, together with many other councils across the State, that:

- historically, councils and their Auditors – under the supervision of the Office of Local Government, have applied an average unit land value of surrounding properties, based on unimproved land values as determined by the NSW Valuer General, to all Council owned land under roads and community land
- a number of councils have recently received emails and verbal advice (from audit firms appointed by the NSW Audit Office) informing them that this practice should be changed, such that the value of Council owned land under roads and community land is be adjusted to reflect 10% of the current valuation, based on unimproved land value
- in doing so, councils have to acknowledge that the previous long standing practice of councils and their auditors was incorrect
- this raises a number of issues including:
 - the manner in which this change in approach is being implemented, contrary to previous consultative practices

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- the lack of openness and transparency that has been applied, wherein it has been determined that councils should be required to take responsibility for the previous practice administered by the Office of Local Government
- the need for an explanation to affected communities outlining why land that was purchased by Local Government at current market value will overnight have its value reduced by at least 90% and the associated consequences for Council's Statement of Financial Position.

It should also be noted that The Hills Council have declined to adopt the change in approach that is being suggested by the NSW Audit Office, and have in turn accepted a qualified audit.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategy within the CSP.

Our Leadership

- 1.1 Local Leadership and effective governance - Provide representative, responsive and accountable governance.

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

Financial Implications

No financial implications applicable to this report.

RECOMMENDATION:

That:

1. The report be received and noted.
2. Council submit the following motions to the 2017 Local Government NSW Annual Conference as outlined in the report:
 - a) Cost of Local Government Audit Arrangements
 - b) NSW Audit Office's Management of the Value of Land Under Roads and Community Land.
3. The General Manager be delegated the authority to prepare and submit the motions outlined in part 2, to the 2017 Local Government NSW Annual Conference.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

Item: 168 **GM - Appointment of Committees, Delegates and Representatives - (79351, 95496)**

REPORT:

Executive Summary

Council, in 2004, reviewed its Committee structure with such review basing the various Committees on four broad Committee types, being: Committees of Council, Statutory Committees, Committees in which Council has a Financial Interest, and Other Committees.

Each of the current Committees that fall into one of the four types, the name of each Committee, together with a brief indication of their purpose and current Councillor representation, have been outlined in this report.

Consideration is required to the appointment of these Committees, delegates and representatives.

In 2016, Council also resolved to include a statement in this report regarding the creation of Working Groups.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

At its Special Meeting held on 27 September 2004, Council reviewed its Committee structure with such review basing the various Committees on four broad committee types. These Committee types were generally described as follows:

- a) *Committees of Council* – Committees established under the provisions of Section 377 of the Local Government Act 1993. These Committees perform certain functions as identified in their constitutions (which are modelled on the draft pro-forma constitution adopted by Council) and include provision for Councillor Representation. These Committees operate in accordance with Council's adopted pro-forma constitution.
- b) *Statutory Committees* - Committees, which are required to be established by legislation, or to meet obligations set down by Government departments and/or funding agencies. These Committees have set functions and terms of reference. They differ from Section 377 Council Committees, in that they are issue-specific and may meet irregularly on a 'as needs' basis and in practical terms cannot operate under Council's pro-forma constitution.
- c) *Committees in which Council has a Financial Interest* - these Committees may manage Council owned facilities or funded services auspiced by Council. They generally operate as autonomous entities (incorporated associations) in accordance with their own constitutions. These Committees have a financial relationship with Council in that Council either provides a direct (financial) or an in-kind contribution (land or facilities) to support their operations, or Council has delegated responsibility for the management of a Council funded or Council auspiced services to them.
- d) *Other Committees* – Committees, which operate as autonomous entities and generally perform non-Council related functions. Councillor representation on these Committees is on an invitation basis.

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In addition, Council has created Working Groups, which are generally described as follows:

- e) *Working Groups* – As well as the committee structure outlined in this report, Council can also create working group/parties as needed to investigate and make recommendations on various matters as determined by Council. The working groups/parties will:
- be chaired by a councillor selected by Council
 - be open to all councillors to participate
 - include nominated experts and residents
 - have a defined brief and stated outcomes determined by Council
 - have a set time period in which to deliver the agreed outcomes
 - produce an annual report to be included in the report submitted to the relevant Council meeting in September each year.

Council has previously appointed Councillors to these Working Groups for the duration of the term of the Working Groups, and therefore, Council is not required to reappoint Councillors to these Working Groups. Accordingly, this report does not deal with Councillor representation on these Working Groups. It is noted that a separate report in this business paper regarding annual reports of Committees and Working Groups outlines the current Councillor membership of these Working Groups.

Each of the current Committees that fall into the committee types, outlined in (a)(b)(c) and (d) above, together with a brief indication of their purpose and the required councillor representation, is detailed in the following table.

Committee	Function	Councillor Representation	Current Councillor Representatives
a) Committees of Council			
Human Services Advisory Committee	To provide advice and recommendations for the co-ordination of community and social planning for the City of Hawkesbury and to provide a mechanism for the discussion of social issues.	Four Councillors	Clr Lyons-Buckett (Mayor) Clr Calvert (Deputy Mayor) Clr Garrow Clr Richards
Hawkesbury Civics and Citizenship Committee	To consider and determine nominations for recipients of Citizenship Awards (Australia Day, Sports Medal).	Three Councillors	Clr Lyons-Buckett (Mayor) Clr Richards Clr Zamprogno
Waste Management Advisory Committee	Established to develop options for future waste management in the City of Hawkesbury	Four Councillors	Clr Lyons-Buckett (Mayor) Clr Rasmussen Clr Richards Clr Wheeler

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Committee	Function	Councillor Representation	Current Councillor Representatives
Hawkesbury Sustainability Advisory Committee	Established to provide a forum for community representatives, Councillors and Council officers to focus on sustainability issues and to ensure a coordinated approach to the development, implementation and evaluation of Council's grant funded sustainability projects and other Council approved sustainability initiatives.	Two Councillors	Clr Kotlash Clr Wheeler
Heritage Advisory Committee	Provides advice to Council regarding heritage and related issues.	Three Councillors	Clr Reynolds Clr Wheeler Clr Zamprogno
Floodplain Risk Management Advisory Committee	Advisory Committee established to provide input in relation to floodplain management issues.	Five Councillors	Clr Lyons-Buckett (Mayor) Clr Kotlash Clr Rasmussen Clr Reynolds Clr Wheeler
General Manager's Performance Review Panel	To review the performance of the General Manager	Mayor, two Councillors and one Councillor nominated by the General Manager, if he or she so chooses	Clr Lyons-Buckett (Mayor) Clr Conolly Clr Rasmussen And one Councillor nominated by the General Manager, if he so chooses.
Audit Committee	Provide independent assurance and assistance to Council on risk management, control, governance and external accountability responsibilities.	Two Councillors One alternate Councillor	Clr Rasmussen Clr Ross Clr Conolly (alternate)
Hawkesbury Access and Inclusion Advisory Committee	Provide advice on strategies to eliminate barriers which may prevent residents and visitors from accessing services and facilities and participating in community and civic life.	Two Councillors	Clr Calvert (Deputy Mayor) Clr Ross
Hawkesbury Tourism Advisory Committee	Established to support the implementation of the Hawkesbury Tourism Strategy.	Three Councillors	Clr Garrow Clr Rasmussen Clr Richards

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Committee	Function	Councillor Representation	Current Councillor Representatives
b) Statutory Committees			
Local Traffic Committee	Committee responsible for considering and recommending requests for alterations to traffic facilities and other traffic related matters.	One Councillor	Clr Reynolds
clubGrants Local Committee	To consider and rank applications received under the clubGrants Scheme.	Mayor	Clr Lyons-Buckett (Mayor)
Greater Sydney Local Land Services Local Government Advisory Group	Committee established by NSW Government to co-ordinate catchment management	One Councillor	Clr Kotlash
c) Committees where Council has a Financial Interest			
Regional Strategic Alliance (See Note 1 below)	Regional Strategic Alliance between Hawkesbury, Penrith and Blue Mountains Councils established with the objective to enhance each Council's local government areas and its broader subregion.	Mayor Deputy Mayor One alternate Councillor	Clr Lyons-Buckett (Mayor) Clr Calvert (Deputy Mayor) Clr Conolly (alternate)
CivicRisk West/CivicRisk Mutual (See Notes 2 and 3 below)	Self-insurance agency established by consortium of participating Councils.	One Councillor	Clr Rasmussen
McMahon's Park Management Committee	Incorporated body with delegated responsibility for management and operation of McMahons Park.	One Councillor One alternate Councillor	Clr Calvert (Deputy Mayor) Clr Lyons-Buckett (Mayor) (alternate)
Hawkesbury Sports Council	Incorporated body with delegated responsibility for management and operation of Council facilities.	One Councillor One alternate Councillor	Clr Richards Clr Garrow (alternate)
Peppercorn Services Inc.	Incorporated body with delegated responsibility for management and operation of Council auspiced community services (externally funded).	One Councillor	Clr Garrow

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Committee	Function	Councillor Representation	Current Councillor Representatives
Western Sydney Regional Organisation of Councils (See Note 2 below)	Regional Body established to co-ordinate lobbying for Western Sydney	Two Councillors One alternate Councillor	Clr Calvert (Deputy Mayor) Clr Zamprognio
Hawkesbury River County Council (See Note 4 below)	Statutory Body responsible for management of noxious weeds.	Two Councillors	Clr Kotlash Clr Zamprognio
Hawkesbury Sister City Association	Incorporated Body responsible for coordinating Sister City activities.	Two Councillors	Clr Garrow Clr Zamprognio
d) Other Committees			
NSW Public Libraries	Established to represent and support the interests of NSW public libraries.	One Councillor	Clr Lyons-Buckett (Mayor)
Western Sydney Academy of Sport	Regional Body established to co-ordinate lobbying for sports development in Western Sydney.	One Councillor (not compulsory)	Clr Reynolds Clr Calvert (Deputy Mayor) (alternate)
Council Budget Preparation Process (See Note 5 below)	To attend the annual Council budget preparation process meetings.	One Councillor (Council previously also appointed an additional Councillor)	Clr Lyons-Buckett (Mayor) Clr Conolly

Notes:

- The Mayor and Deputy Mayor are to be appointed as Council's representatives on the Alliance Board. An Alternate is also to be appointed.
- As Council's representatives on these organisations are actually appointed as "Board Members" it would be desirable if the appointment was, effectively, made for the term of the Council.
- Council is a member of CivicRisk West (formerly Westpool) and CivicRisk Mutual (formerly United Independent Pools) which are insurance mutuals established via a joint partnership of councils. CivicRisk West was established in 1988 to provide public and professional liability insurance and it has served the member councils now for over 25 years.

CivicRisk Mutual is a joint partnership of 19 councils established in 2005 to manage first party losses like property, motor vehicle and crime cover. Both Pools are member-owned and member-driven organisations with substantial self-insured layers and prudential margins equivalent to APRA standards.

The Pools are recognised by the Office of Local Government as the best example of council joint ventures.

The insurance pools attempt to maintain stable insurance costs in an otherwise cyclical and sometimes volatile insurance market. They also support the member councils through providing risk management training and professional development.

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Further details are available on the following website: www.civicriskmutual.com.au

CivicRisk West and CivicRisk Mutual membership Deeds require two representatives to fill director positions on the Board. The Deeds require that one must be the General Manager or alternate, whilst the other is an elected member.

The Pools' guidelines require that each director must comply with the Fit & Proper Person Policy and attend a three-day directors training course run by the Australian Institute of Company Directors.

CivicRisk West meetings are held between 9:30am and 2pm once every two months, while there are two CivicRisk Mutual meetings per year in March and September. There are also numerous workshops and forums held during the year.

4. Council, at its meeting on 11 October 2016, held an election for Council's representation on the Hawkesbury River County Council. Councillor Kotlash and Councillor Zamprogno were elected as members on the Hawkesbury River County Council for the four year term of Council being 2016 to 2020.
5. Council, at its meeting on 28 April 2015 resolved, in part, as follows:

"5. At the Mayoral Election meeting, Council elect a representative to attend the budget preparation process."

For the 2018/2019 Budget, the Draft Budget Executive Management meetings will occur over the two weeks commencing on Wednesday, 7 March 2018. Meetings may be in the morning or afternoon with a maximum duration of three hours each.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategies within the CSP:

Our Leadership

- 1.1 Local leadership and effective governance – Provide representative, responsive and accountable governance
 - 1.1.1 Council's elected leaders will actively connect and collaborate with the community.

Financial Implications

There are no financial implications applicable to this report.

RECOMMENDATION:

That the delegates and representatives to the Committees as determined by Council, be approved.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

Item: 169**GM - Various Committees - Annual Reports - (79351, 95496)**

REPORT:**Executive Summary**

Council has established various Committees under the provisions of Section 377 of the Local Government Act 1993. Incorporated in the constitution of each of Council's Committees is a requirement for each Committee to submit an annual report.

Each of Council's Committees has now submitted annual reports for the first year of the 2016-2018 Mayoral Term, which are outlined in this report. In addition, Council's Working Groups have submitted annual reports for the first year of the 2016-2018 Mayoral Term. Also, comments are provided regarding youth involvement in the Committees.

It has also been noted that over time, the terminology, activities and responsibilities of the various Committees and Working Groups have evolved to the point that the details provided in the various Annual Reports is somewhat inconsistent. It is therefore proposed that Council review the Annual Report program to ensure that the format and details contained in the reports are more consistent.

It is recommended that the various Committee annual reports be received.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

Council has established various Committees under the provisions of Section 377 of the Local Government Act 1993. These Committees perform certain functions as identified in their constitutions and include provision for Councillor Representation.

Incorporated in the constitution of each of Council's Committees is a requirement for each Committee to submit an annual report to the Council to enable Council to annually review compliance to the adopted constitution.

Also, Council at its meeting on 27 September 2016 resolved that Working Groups created by Council, submit annual reports to the Council.

The overall format and details contained in the various Annual Reports have also been reviewed. It appears that over time, the terminology, activities and responsibilities of the various Committees and Working Groups have evolved to the point where the details contained in Annual Reports is somewhat inconsistent. It is therefore proposed that Council review the Annual Report program to ensure that the format and details contained in the report are:

- more consistent
- more useful and relevant to the readership of the Annual Reports.

It is proposed that the review will include consultation with stakeholders and the consideration of the relevant practices of other organisations.

Each of Council's Committees and Working Groups have now submitted the following annual reports for the first year of the 2016-2018 Mayoral Term.

ORDINARY MEETING**Meeting Date:** 26 September 2017**1. Human Services Advisory Committee****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
No less than four times per year	<p>Meetings held on: 9 February 2017 4 May 2017 27 July 2017</p> <p>Note: The Affordable Housing Working Group formed and meeting held on 31 August 2017.</p>

Meetings are generally held on a Thursday at 9:30am.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Councillor Barry Calvert Chairperson (three meetings attended)	Ms Vickie Shackley Deputy Chairperson (one meeting attended)
Mayor, Councillor Mary Lyons-Buckett (three meetings attended)	Mr Peter Webb (three meetings attended)
Councillor Emma-Jane Garrow (three meetings attended)	Mr Simon Griffin (three meetings attended)
Councillor Sarah Richards (three meetings attended)	Mr Strephon Billingham (one meeting attended) (two meetings attended by Mr Scott Dazcko – Hawkesbury District Health Service - in lieu of)
	Ms Karen Kobier (nil meetings attended) (unable to attend during business hours - resigned 30 May 2017)
	Mr Ben Jackson (three meetings attended)
	Ms Birget Walter – North Richmond Community Centre (two meetings attended)
	Ms Stephanie Oatley – Platform Youth Services (nil meetings attended)
	Ms Leonnie Carroll and Ms Kerry Dolaghan joined as at 29 May 2017 as alternatives. (one meeting attended)

Committee Business

Objectives in Constitution	Annual Status Report
a) To provide advice and assist Council in the development and drafting of a Human Services Planning Strategy. The proposed	<ul style="list-style-type: none"> Discussions within Committee focused on: <ul style="list-style-type: none"> Objectives of the Committee.

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Objectives in Constitution	Annual Status Report
<p>Strategy is to be consistent with the directions, strategies, and goals within the Hawkesbury Community Strategic Plan.</p>	<ul style="list-style-type: none"> - Input and feedback into the new Hawkesbury Community Strategic Plan. - Input and feedback into the West District Planning process being undertaken by the Greater Sydney Commission. - Heading Home Ending Homelessness. - Affordable Housing. - Health Services. - Census Data. - Hawkesbury Unite For Better Services. - Disability Inclusion Action Plan. • Elements of an integrated human services planning framework have been undertaken through: <ul style="list-style-type: none"> - Gap analysis of human service needs of residents of the Hawkesbury (consistent with the Hawkesbury Community Strategic Plan) - Training in Results Based Accountability (RBA) as a model for responding to/and measuring human service needs • Developing benchmarks for the provision of human services as identified through Social Impact Assessments (SIA's) for key growth areas of the Hawkesbury including North Richmond, Glossodia and Vineyard.
<p>b) To provide advice to Council on consultative strategies for inviting submissions and comments in relation to the Human Services Planning Strategy.</p>	<ul style="list-style-type: none"> • The Committee provided input into the Hawkesbury human service priorities for the Great Sydney Commission's (GSC) Draft West District Plan in order to inform Council's submission to the GSC.
<p>c) To review the directions, strategies, and goals within the Hawkesbury Community Strategic Plan to undertake a gap analysis of human service needs of residents of the Hawkesbury.</p>	<ul style="list-style-type: none"> • Committee members provided input into the draft Hawkesbury Community Strategic Plan. • The Committee heard directly from the Nepean Blue Mountains Primary Health Network who provided a presentation relating to the Provision of Health Services. • The Committee heard directly from Wentworth Community Housing and Independent Living Villages Limited who provided presentations relating to Initiatives to End Homelessness, through proposed affordable rental housing partnerships and a specific proposal was presented for the Committee's consideration. • The Committee has resolved to form an Affordable Housing working group, with a further working group associated with Health Services to be formed at a later date in order to work towards an agreement to work with health agencies to form a Health Alliance similar to Wollondilly Council. • The Committee received a report on key

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Objectives in Constitution	Annual Status Report
	changes from the 2016 ABS Census of Population and Housing.
d) To assist in the identification of community indicators to measure progress in the improvement of well-being of residents of the Hawkesbury which reflects the human service priorities identified within the Hawkesbury Community Strategic Plan.	<ul style="list-style-type: none"> Hawkesbury Community Indicators that the Committee assisted in developing were previously used to measure progress in achieving the outcomes of Council's Hawkesbury Community Strategic Plan. A review of these indicators against the new Hawkesbury Community Strategic Plan is required.
e) To assist council staff to co-ordinate an integrated human service planning framework to facilitate the development of a plan of action for the provision of priority human services to residents of the Hawkesbury.	<ul style="list-style-type: none"> Elements of an integrated human services planning framework were undertaken through: <ul style="list-style-type: none"> Investigating gaps in health services in the Hawkesbury LGA by inviting representatives from health services to assist the committee in developing partnership approaches to improving health and wellbeing outcomes for Hawkesbury residents. The Committee also receives regular updates on priority areas such as: affordable housing; homelessness; the health and well-being of Hawkesbury residents. The Committee identified two priority areas for the next twelve months being: affordable rental housing, and health services to the Hawkesbury area.
f) To provide a mechanism through which Council can be informed of human service issues where Council may be in a position to seek a resolution or advice regarding these issues through representation, lobbying and/or advocating to government agencies and/or elected representatives.	<ul style="list-style-type: none"> The Committee has informed Council about human services issues and sought representation and/or lobbying with regard to: <ul style="list-style-type: none"> affordable housing homelessness health and hospital services
g) To assist in the application of Council's Sustainability Principles and Objectives contained in Council's Community Strategic Plan.	<ul style="list-style-type: none"> The Committee continues to support the Sustainability Principles and Objectives contained in the Hawkesbury Community Strategic Plan.
h) To support and progress an active volunteer network for natural resource management and other sustainable activities.	<ul style="list-style-type: none"> The Committee continues to support this objective through Council's Sustainability Advisory Committee.

Other Compliance to Constitution Issues (if necessary)

Election of Chairperson and Deputy Chairperson were held at the 9 February 2017 meeting of the Human Services Advisory Committee (in line with the Committee's Constitution).

Other Matters for Consideration during Reporting Period (if necessary)

A working group of the Committee was formed in respect of:

- Affordable Housing.

The need for a further working group has also been identified in respect of:

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- Health Services.

The priority of the Committee is in relation to Affordable Housing, and as such the formation of a working group in respect of Health Services is expected to occur at a later stage, and work towards an agreement to work with health agencies to form a Health Alliance similar to Wollondilly Council.

ORDINARY MEETING**Meeting Date:** 26 September 2017**2. Hawkesbury Civics and Citizenship Committee****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
No less than once per year. Special meetings may be convened at the discretion of the Chairperson, or, in his/her absence, the Deputy Chairperson.	Meetings held on: 12 December 2016 20 April 2017

Meetings are generally held depending on availability of Committee members, usually on a Wednesday at 4pm.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Mayor, Councillor Mary Lyons-Buckett (two meetings attended)	David Bertenshaw. Hawkesbury Sports Council Representative (two meetings attended)
Councillor Sarah Richards (two meetings attended)	Barry Adams, Community Representative (one meeting attended)
Councillor Nathan Zamprogno (two meetings attended)	Elizabeth Hitches, Community Representative (two meetings attended)
	Melissa Barry, Community Representative (nil meetings attended)
	Ted Brill, Historical Society Representative, Australia Day Cultural Heritage Award only (one meeting attended)
	Sponsor - Tony Jeffcott, Windsor RSL Representative (one meeting attended)
	Sponsor - Lynwood Country Club Representative (nil meetings attended)

Committee Business

Objectives in Constitution	Annual Status Report
a) To facilitate the selection of award recipients for several awards including but not limited to; Australia Day Awards and the Hawkesbury Sports Awards.	<ul style="list-style-type: none"> A meeting was held on 12 December 2016 to select the recipients of the Australia Day Awards and a meeting was held on the 20 April 2017 to select the recipients of the Sports Awards.
b) To review the criteria for each of the award systems and make recommendations on changes as to future systems.	<ul style="list-style-type: none"> Completed at the meetings held on 12 December 2016 and 20 April 2017. At the meeting on 20 April 2017 minor changes were proposed to the Hawkesbury Civic and Citizenship Constitution.

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Objectives in Constitution	Annual Status Report
c) Actively encourage nominations from the community for the awards programs to further enhance the quality and quantity of submissions Council receives.	<ul style="list-style-type: none">Nominations for the Awards were encouraged through Hawkesbury Events Facebook posts, information available on Council website, regular advertisements in the local newspapers.
d) To assist when requested, with recommendations for special civic or community celebrations.	<ul style="list-style-type: none">A recommendation was put forward by the Committee to investigate holding Australia Day ceremony as part of a community Australia Day event. Plans are currently being developed to hold a community event on Australia Day in 2018. The Australia Day Awards presentation would be part of the community event.
e) To provide advice and guidance on the administration of any Federal or State funding received for events and special celebrations.	<ul style="list-style-type: none">Not applicable

Other Compliance to Constitution Issues (if necessary)

Not applicable.

Other Matters for Consideration during Reporting Period (if necessary)

- Adopted Civic and Citizenship Committee Constitution was formally amended on 27 June 2017.
- The Committee decided to explore alternative venue/sponsorship options for both the 2017 Hawkesbury Sports Awards (previously held at Windsor RSL) as well as the 2018 Australia Day Awards (previously held at the Richmond Club/Windsor Function Centre). The 2017 Hawkesbury Sports Awards were held in May 2017 at Lynwood Country Club, sponsored by Castle Hill RSL Group. Planning for the 2018 Australia Day Awards is currently underway.

ORDINARY MEETING**Meeting Date:** 26 September 2017**3. Waste Management Advisory Committee****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
No less than two times per year.	Meeting held on: 5 April 2017

Meetings are generally held on a Wednesday at 4pm.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Mayor, Councillor Mary Lyons-Buckett Chairperson (one meeting attended)	Mr Bill Sneddon (one meeting attended)
Councillor Danielle Wheeler Deputy Chairperson (one meeting attended)	Mr Eric Brocken (one meeting attended)
Councillor Sarah Richards (meeting not attended)	Professor Basant Maheshwari (meeting not attended)
Councillor Paul Rasmussen (one meeting attended)	

Committee Business

Objectives in Constitution	Annual Status Report
a) To advise Council about information, research and analysis required to provide future options for waste management for our city.	<ul style="list-style-type: none">Discussions within Committee focused on:<ul style="list-style-type: none">Objectives of the Committee.Reports on the review of business waste of small to medium enterprise.Updates on Community Centre recycling.EPA Better Waste Funding and allocation of that funding to projects for the 2017/2018 Financial Year.Updates on Compost Revolution.Bin Inspection Program and Waste Audits.Waste 2 Art Competition.Outcomes and feedback associated with additional collections over the Christmas/New Year period.Outcomes and future direction for Clean Up Australia Day within the Hawkesbury Local Government Area.
b) To recommend to Council preferred options for our future waste management strategies, systems and technologies.	<ul style="list-style-type: none">Council's Waste Strategy is currently being drafted based on the Regional Waste Strategy. The aim for Council's Waste Strategy is to specify the most appropriate option for the Hawkesbury Local Government Area, and its regional partners where possible. The updated Waste Strategy upon completion

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Objectives in Constitution	Annual Status Report
	will be submitted to the Committee for discussion/feedback prior to being forwarded to Council for adoption.
c) To liaise with local communities on waste management issues, to ensure that the community's views are included in the decision making process of Council.	<ul style="list-style-type: none">Through Community Members and nominated Councillors, the community are represented on the Committee, and their views are sought as part of the discussion and decision making process by the Committee, and Council. Additionally, Council's waste education programs provide the opportunity for direct feedback with identified issues/solutions included in the consideration associated with the preparation of Council's Waste Strategy.
d) To liaise with neighbouring councils and government agencies, to ensure the best outcomes of any considered strategies, systems and technologies.	<ul style="list-style-type: none">Discussion with neighbouring councils and government authorities has been ongoing as part of a regional approach to waste management.
e) To advise Council about public awareness strategies and to act on Council's behalf to implement these strategies as required.	<ul style="list-style-type: none">Opportunities have been provided for direct feedback and input into the various programs undertaken by Council's Waste Education Officer who undertakes a range of awareness programs, marketing and education activities in line with State Government funding and Council's direction. The status of these programs has been reported to the Committee for information and to seek input in terms of potential improvements. Council's new Hawkesbury Community Strategic Plan has a particular emphasis on sustainability and increasing the opportunities to reduce, reuse and recycle. Whilst there is a degree of cross over with the work of the Sustainability Advisory Committee, the Waste Management Advisory Committee has provided and will continue to provide specific direction in terms of public awareness of waste management. The outcomes of the Waste Audit process will provide the opportunity for the Committee to consider more targeted education and awareness programs.

Other Compliance to Constitution Issues (if necessary)

Election of Chairperson and Deputy Chairperson were held at the 5 April 2017 meeting of the Waste Management Advisory Committee (in line with the Committee's Constitution).

Other Matters for Consideration during Reporting Period (if necessary)

No other matters to report

ORDINARY MEETING**Meeting Date:** 26 September 2017**4. Hawkesbury Sustainability Advisory Committee****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
No less than two times per year.	Meetings held on: 6 March 2017 15 May 2017 4 September 2017

Meetings are generally held on a Monday at 5:00pm.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Councillor Amanda Kotlash Deputy Chairperson (three meetings attended)	Ms Olivia Leal-Walker Chairperson (three meetings attended)
Councillor Danielle Wheeler (three meetings attended)	Mr David Gregory (three meetings attended)
	Mr Justin Hechinger (two meetings attended)
	Ms Jennifer Moses (three meetings attended)
	Ms Janice Bagot Office of Environment & Heritage (nil meetings attended) (Dr Jane DeGabriel attended one meeting in lieu of Ms Janice Bagot)

Committee Business

Objectives in Constitution	Annual Status Report
a) To assist in the achievement of the key environmental goals contained in the Hawkesbury Community Strategic Plan.	<ul style="list-style-type: none"> Discussions within Committee focused on: <ul style="list-style-type: none"> objectives of the Committee input and feedback into the new Hawkesbury Community Strategic Plan, Delivery Program, Resourcing Strategy and Operational Plan input and feedback into the West District Planning process being undertaken by the Greater Sydney Commission funding opportunities available for Council and targeting of resources in terms of those funding opportunities – Coastal Zone Management Plan education programs wetlands in Terms of Protection and Remediation weeds overview of KPI's as identified throughout

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Objectives in Constitution	Annual Status Report
	<p>the State of the Environment Report (SoE)</p> <ul style="list-style-type: none"> - integration of Sustainability Principles and Planning Mechanisms - BASIX and the Planning System - enforcement of Council's Policies Regarding Land Clearing - formation of working group to investigate alternative energy options - Hawkesbury Community Strategic Plan 2017-2036 - Community Indicators - new land management and biodiversity conservation reforms - urban food production - education in the use of plastic bags within the Hawkesbury LGA. <ul style="list-style-type: none"> • The Committee has encouraged and supported Council's efforts to meet the Community Indicators adopted by Council, and to further promote its sustainability and community education projects.
b) To facilitate information-sharing, education and support necessary for informed action on sustainability throughout the community.	<ul style="list-style-type: none"> • The meetings are a forum for sharing of information, ideas and education in regard to sustainability on a broad scale in the Hawkesbury Local Government Area. The Committee membership also provides the opportunity to link with various organisations and networks that are able to advance sustainability principles and ideas outside of formal meeting processes.
c) To maximise resource reduction, reuse and recycling.	<ul style="list-style-type: none"> • The existing Sustainability Indicators have assisted with the reduction, reuse and recycling of resources by establishing targets and measuring the achievement of these goals. The success achieved in this respect is highlighted in Council's activities undertaken throughout the reporting period, but notably a Waste/Bin Audit has recently been undertaken.
d) To establish and maintain Natural Resource Management (NRM) networks.	<ul style="list-style-type: none"> • The membership of the Committee has helped to establish networks of people in the community who are passionate about Natural Resource Management. The opportunities to provide greater linkages and networks should be continually explored to its fullest.
e) To support and progress an active volunteer network for NRM and other sustainable activities.	<ul style="list-style-type: none"> • With the continuation of the Sustainability Indicators, the opportunities for volunteers involved in Natural Resource Management and sustainable activities have been facilitated. With the opportunities provided by the committee membership in terms of networks and facilitating better linkages, further improved outcomes for relevant

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Objectives in Constitution	Annual Status Report
	indicators could be expected.
f) To engage the community in the development and implementation of sustainability initiatives and activities.	<ul style="list-style-type: none">The Committee offers an opportunity for the community to be engaged in the development of sustainability initiatives and activities. The Committee has provided strong and ongoing support for Council's promotion and education of its sustainability and education projects, and has encouraged further promotion and education.

Other Compliance to Constitution Issues (if necessary)

Election of Chairperson and Deputy Chairperson were held at the 6 March 2017 meeting of the Sustainability Advisory Committee (in line with the Committee's Constitution).

Other Matters for Consideration during Reporting Period (if necessary)

A working group of the Committee was formed in respect of:

- g) Alternative Energy

ORDINARY MEETING**Meeting Date:** 26 September 2017**5. Heritage Advisory Committee****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
No less than two times per year.	Meetings held on: 23 February 2017 25 May 2017 3 August 2017

Meetings are generally held on a Thursday at 5:30pm.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Councillor Danielle Wheeler Chairperson (three meetings attended)	Mr Graham Edds Deputy Chairperson (three meetings attended)
Councillor Peter Reynolds (three meetings attended)	Ms Abigail Ball (three meetings attended)
Councillor Nathan Zamprogno (two meetings attended)	Ms Deborah Hallam (two meeting attended)
	Mr Michael Edwards (three meetings attended)
	Ms Janice Hart (two meetings attended)
	Professor Ian Jack (three meetings attended)
	Ms Helen Mackay (two meetings attended)
	Ms Michelle Nichols (three meetings attended)
	Ms Venecia Wilson (three meetings attended)
	Mr Steve Rawling AM (two meetings attended)
	Ms Judy Newland (two meetings attended)
	Mr Otto Cserhalmi OCP Architects Heritage Advisor for Hawkesbury City Council (one meeting attended)

Committee Business

Objectives in Constitution	Annual Status Report
a) To advise Council about heritage assistance, grant applications review and	• Discussions within Committee focused on:

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Objectives in Constitution	Annual Status Report
recommendations.	<ul style="list-style-type: none"> objectives of the Committee input and feedback into the new Hawkesbury Community Strategic Plan, Delivery Program, Resourcing Strategy and Operational Plan input and feedback into the West District Planning process being undertaken by the Greater Sydney Commission funding opportunities available for Council and targeting of resources in terms of those funding opportunities Windsor Heritage Trails and Interpretative Signage 'The Hawkesbury: A Thematic History' Colonial Heritage of Western Sydney Mobile App Local Heritage Assistance Fund two working groups were formed to provide input into Heritage Inventory Listings, and Heritage Awards.
b) To advise and make recommendations to Council in relation to the nomination and deletion of Heritage Listed items from the Local Environmental Plan (LEP) and to identify items of State significance, which should be included in the NSW Heritage Office State Heritage Register or of National significance.	<ul style="list-style-type: none"> Input from the Committee relating to potential heritage listings within the Local Environmental Plan have been provided on an ongoing basis by Committee members on a local, state and national significant basis. A working group has been formed in order to advance the Heritage Inventory Listings based on knowledge from the working group and input from external sources. The working group has been formed in order to assist in closing the gap between the full costs of undertaking a full Heritage Study versus the provision of potential heritage listings and updated information generated via a committee led process.
c) To liaise with local communities and businesses in organising 'Heritage Week' events and to provide advice to Council on heritage programming, exhibitions, education and tourism events.	<ul style="list-style-type: none"> The Committee has formed a working group in order to investigate the potential for Heritage Awards that are inclusive, and engage with the whole community around heritage. The potential for these Awards to focus around Heritage Week 2018 is being considered by the working group.
d) To advise Council and work with the community to increase awareness of heritage matters through education such as publications, seminars, public displays and award recommendations.	<ul style="list-style-type: none"> The Committee has highlighted the need to ensure processes associated with heritage items allow the community to understand and engage with heritage through the provision of more readily available and understandable materials in a variety of forms. The Committee has formed a working group in order to investigate the potential for Heritage Awards that are inclusive, and engage with the whole community around heritage. Feedback and input from the Committee was

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Objectives in Constitution	Annual Status Report
	<p>received in respect of Council's Local Heritage Assistance Fund and potential improvements which have been implemented to positive effect.</p> <ul style="list-style-type: none"> • 'The Hawkesbury: A Thematic History' was revised and published during the current reporting period and made available to the public in hard copy and on Council's web site. • The Colonial Heritage of Western Sydney Mobile App was released during the reporting period.
<p>e) Provide Council with advice on the management of heritage within the area. This includes reviewing Council or government policies that affect the Local Government Area heritage, recommending conservation objectives, policies and strategies and providing advice on these matters where appropriate.</p>	<ul style="list-style-type: none"> • In considering opportunities for funding of heritage related matters, the Committee has provided valuable input into the priorities of Council. The primary priority for this term of Council is to undertake a Heritage Study, and the work of the Committee and the working group preparing Heritage Inventory Listings will assist in this essential process.
<p>f) Provide Council with advice on the consistent management and balanced treatment of heritage places forming the cultural heritage of the area by identifying places of cultural significance within the city and to encourage their conservation for today's and future generations.</p>	<ul style="list-style-type: none"> • A working group has been formed in order to advance the Heritage Inventory Listings based on knowledge from the working group and input from external sources. The working group has been formed in order to assist in closing the gap between the full costs of undertaking a full Heritage Study versus the provision of potential heritage listings and updated information generated via a committee led process.
<p>g) Act as a reference and peer review body as required for heritage surveys, conservation reports, planning studies and other heritage related bodies of work.</p>	<ul style="list-style-type: none"> • The Committee made a number of requests in terms of individual sites which were either actioned or are currently being considered by Council.
<p>h) To work with the community in the promotion, education, advocacy, encouragement, understanding, use and enjoyment of the cultural heritage of the city and to provide advice thereon to Council.</p>	<ul style="list-style-type: none"> • The Committee has formed a working group in order to investigate the potential for Heritage Awards that are inclusive, and engage with the whole community around heritage. • The Committee has highlighted the need to ensure processes associated with heritage items allow the community to understand and engage with heritage through the provision of more readily available and understandable materials in a variety of forms. • Feedback and input from the Committee was received in respect of Council's Local Heritage Assistance Fund and potential improvements which have been implemented to positive effect. • 'The Hawkesbury: A Thematic History' was revised and published during the current reporting period and made available to the public in hard copy and on Council's web site. • The Colonial Heritage of Western Sydney Mobile App was released during the reporting

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Objectives in Constitution	Annual Status Report
	period. <ul style="list-style-type: none">The Committee has highlighted the need to ensure processes associated with heritage items allow the community to understand and engage with heritage through the provision of more readily available and understandable materials in a variety of forms.
i) To assist in the application of Council's Sustainability Principles and Objectives contained in Council's Community Strategic Plan.	<ul style="list-style-type: none">The Committee actively supports promotion of awareness of sustainable development as a tool for heritage conservation and contributes to ongoing review of material in this respect in order to enhance heritage conservation focus.

Other Compliance to Constitution Issues (if necessary)

Election of Chairperson and Deputy Chairperson were held at the 23 February 2017 meeting of the Heritage Advisory Committee (in line with the Committee's Constitution).

Other Matters for Consideration during Reporting Period (if necessary)

Working Groups of the Committee were formed in respect of:

- Heritage Inventory Listings
- Heritage Awards.

ORDINARY MEETING**Meeting Date:** 26 September 2017**6. Floodplain Risk Management Advisory Committee****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
No less than six times per year.	<p>Meetings held on: 6 February 2017 20 April 2017 31 August 2017</p> <p>Note: Briefing on Hawkesbury Nepean Flood Management Strategy on 20 June 2017 in lieu of Committee Meeting.</p>

Meetings are generally held on a Thursday at 4pm.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Mayor, Councillor Mary Lyon-Buckett Chairperson (three meetings attended)	Ms Carol Edds (two meetings attended)
Councillor Paul Rasmussen Deputy Chairperson (two meetings attended)	Mr Harry Terry (three meetings attended)
Councillor Amanda Kotlash (one meeting attended)	Ms Margaret Mackisack (two meetings attended)
Councillor Danielle Wheeler (three meetings attended)	Mr Kim Ford (three meetings attended)
Councillor Peter Reynolds (three meetings attended)	Mr Maurice Smith (one meeting attended)
	Snr Inspector Robert Bowman (Dept of Primary Industries) (nil meetings attended)
	Mr Kevin Jones (SES Headquarters) (one meeting attended)
	Mr Peter Cinque OAM (SES Sydney Western Div.) (one meeting attended)
	Mr Kris Grbevski (Office of Environment & Heritage) (one meeting attended) Mr Harry Panagopoulos (Office of Environment & Heritage) (one meeting attended)

ORDINARY MEETING**Meeting Date:** 26 September 2017**Committee Business**

Objectives in Constitution	Annual Status Report
a) Advise Council about information, research and analysis required to understand the nature and degree of flood risk in Hawkesbury LGA generally and in particular localities.	<ul style="list-style-type: none">Discussions within Committee focused on:<ul style="list-style-type: none">objectives of the Committeeinput and feedback into the new Hawkesbury Community Strategic Planinput and feedback into the West District Planning process being undertaken by the Greater Sydney Commissionfunding opportunities available for Council and targeting of resources in terms of those funding opportunitiesthe release of the Hawkesbury Nepean Valley Flood Risk Management Strategyconsideration and input on adopting Item 4 (Town Planning) of the Hawkesbury Floodplain Risk Management Study and Plancommemoration of the 1867 Flood event to assist in building awareness and resilience.
b) Advise Council about town planning measures and standards considered necessary to minimise risk to life and property in the Hawkesbury LGA.	<ul style="list-style-type: none">Consideration and input was provided by the Committee in terms of Item 4 (Town Planning) of the Hawkesbury Floodplain Risk Management Study and Plan. Consideration of this occurred as a consequence of the Mayoral Minute in December 2016 which called for a report on adopting and implementing the Town Planning provisions of the Hawkesbury Floodplain Risk Management Study and Plan. Based on input and feedback from the Committee a report will be considered by Council in this respect in the near future.Since the release of the Hawkesbury Nepean Valley Flood Risk Management Strategy, discussion with the Committee has occurred (and will continue to occur) around opportunities and directions for fully understanding the nine key outcomes identified in the Hawkesbury Nepean Valley Floodplain Management Review. The Committee identified that integral to this was working with the State Government to implement the identified measures in order to ensure community awareness of these management measures.
c) Advise Council about road and drainage infrastructure and other physical works required to minimise risk to life and property in the Hawkesbury LGA.	<ul style="list-style-type: none">Discussions within Committee focused on the Hawkesbury River system, evacuation routes and evacuation centres, use of Warragamba Dam for flood mitigation, flood markers, and monitoring stations.Advice was provided by the Committee in respect of grant funding opportunities through the Office of Environment and Heritage's

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Objectives in Constitution	Annual Status Report
	<p>Floodplain Management Grants Program for investigation into a Voluntary House Raising Scheme involving 300-400 properties with floor levels below the 1:20 year flood level, production of a flood education book and video, provision of business breakfast meetings for flood education and the provision of flood markers throughout the Hawkesbury LGA. Based on feedback from the Committee, Council applied for these funding opportunities and is awaiting the outcome.</p> <ul style="list-style-type: none">• The future direction identified by the Committee in this respect will be focused towards working in partnership with the newly formed Hawkesbury Nepean Flood Risk Management Directorate of the NSW State Government and other relevant agencies and stakeholders advocating for the identified works from the Hawkesbury Nepean Valley Floodplain Management Review once the identified outcomes are fully understood.
d) Advise Council about public awareness strategies and to act on Council's behalf to implement these strategies as required.	<ul style="list-style-type: none">• Advice and direction was provided by the Committee in respect of grant funding opportunities for the construction/installation of permanent flood markers/icons to raise flood awareness and acceptance of evacuation, and to reduce overall complacency to flooding in general. Based on feedback and input from the Committee, Council applied to the Office of Environment and Heritage through the Floodplain Management Grants Program and is awaiting the outcome.• The Committee also provide advice and direction associated with the planning and implementation of the commemoration of the 1867 Flood between 23 and 25 June 2017. The series of events and activities associated with this commemoration met targeted outcomes of both commemorating the 1867 event from a historical perspective, but also in building community awareness, preparedness and resilience to the impacts of flood. This was viewed by the Committee as particularly important given the significant period of time (25 years) since the last significant flood event in the Hawkesbury Nepean Valley, and the fact that there are significant numbers of new residents who have not experienced a major flood in the Hawkesbury Nepean Valley. The event and activities were a great success and raised awareness of flood matters within the community.
e) Recommend to Council measures to reduce flood risk to Council's infrastructure and buildings.	<ul style="list-style-type: none">• Consideration and input was provided by the Committee in terms of Item 4 (Town Planning) of the Hawkesbury Floodplain Risk Management Study and Plan. Consideration

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Objectives in Constitution	Annual Status Report
	<p>of this occurred as a consequence of the Mayoral Minute in December 2016 which called for a report on adopting and implementing the Town Planning provisions of the Hawkesbury Floodplain Risk Management Study and Plan. Based on input and feedback from the Committee a report will be considered by Council in this respect in the near future.</p> <ul style="list-style-type: none"> In addition to providing input and feedback with respect to the Hawkesbury Floodplain Risk Management Study and Plan, the Committee considered the release by Infrastructure NSW of the Hawkesbury Nepean Flood Risk Management Strategy based on reporting and having received a briefing on the matter from the newly formed Hawkesbury Nepean Flood Risk Management Directorate of the NSW State Government tasked with implementing the nine key outcomes of the Strategy.
<p>f) To liaise with state agencies and neighbouring Councils involved in the Hawkesbury Nepean Floodplain Management Strategy.</p>	<ul style="list-style-type: none"> Since the release of the Hawkesbury Nepean Valley Flood Risk Management Strategy in May 2017, discussion with the Committee has occurred (and will continue to occur) around opportunities and directions for fully understanding the nine key outcomes identified in the Hawkesbury Nepean Valley Floodplain Management Strategy. The Committee identified that integral to achieving the nine key outcomes of the Strategy was working with the State Government to implement the identified measures in order to ensure community awareness of these management measures. The Committee has extended an invitation to the Hawkesbury-Nepean Flood Risk Directorate of Infrastructure NSW to attend future meetings of the Committee.
<p>g) To advise Council in relation to representations to other levels of government in support of initiatives to reduce flood risk to life and property in Hawkesbury LGA.</p>	<ul style="list-style-type: none"> The Committee includes representatives from State Government, including the Office of Environment and Heritage, SES and Department of Primary Industries. The Committee has also extended an invitation to the Hawkesbury-Nepean Flood Risk Directorate of Infrastructure NSW to attend future meetings of the Committee.
<p>h) To assist the Council in the development and implementation of a Flood Risk Management Plan.</p>	<ul style="list-style-type: none"> Consideration and input was provided by the Committee in terms of Item 4 (Town Planning) of the Hawkesbury Floodplain Risk Management Study and Plan. Consideration of this occurred as a consequence of the Mayoral Minute in December 2016 which called for a report on adopting and implementing the Town Planning provisions of

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Objectives in Constitution	Annual Status Report
	the Hawkesbury Floodplain Risk Management Study and Plan. Based on input and feedback from the Committee a report will be considered by Council in this respect in the near future.
i) To assist in the application of Council's Sustainability Principles and Objectives contained in Council's Community Strategic Plan.	<ul style="list-style-type: none">The Committee considered the draft Hawkesbury Community Strategic Plan 2017-2036, and provided input.

Other Compliance to Constitution Issues (if necessary)

Election of Chairperson and Deputy Chairperson were held at the 16 February 2017 meeting of the Floodplain Risk Management Advisory Committee (in line with the Committee's Constitution).

Other Matters for Consideration During Reporting Period (if necessary)

No matters to report.

ORDINARY MEETING**Meeting Date:** 26 September 2017**7. Audit Committee****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
Four times per year	Meetings held on: 12 October 2016 15 March 2017 14 June 2017 13 September 2017

Meetings are generally held on a Wednesday at 4pm.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Councillor Paul Rasmussen (three meetings attended)	Ms Nisha Maheshwari Chairperson (four meetings attended)
Councillor John Ross (four meetings attended)	Mrs Ellen Hegarty Deputy Chairperson (three meetings attended)
Councillor Patrick Conolly (Alternate) (nil meetings attended)	Mr Craig Bennett (four meetings attended)

Committee Business

Objectives in Constitution	Annual Status Report
a) Control Framework	<ul style="list-style-type: none"> Independent members appointed following Local Government elections in 2016. Internal Audit Management Plan 2017-2020 developed and adopted by Audit Committee. Internal Audit Operational Plan 2017/2018 developed and adopted by Audit Committee.
b) External Accountability	<ul style="list-style-type: none"> Annual Financial Statements for 2015/2016 presented to Committee in October 2016.
c) Legislative Compliance	<ul style="list-style-type: none"> Legislative compliance audits included in three year Internal Audit Management Plan.
d) Internal Audit	<ul style="list-style-type: none"> Audits completed in 2016/2017 include the RMS Drives Database Note: Minimal audits undertaken due to Internal Auditor retiring in April 2017.
e) External Audit	<ul style="list-style-type: none"> Council's External Auditor attends the Audit Committee meetings.
f) Risk Management	<ul style="list-style-type: none"> Review the Risk Management Framework of the organisation.

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Other Compliance to Constitution Issues (if necessary)

Not Applicable.

Other Matters for Consideration during Reporting Period (if necessary)

No matters to report.

ORDINARY MEETING**Meeting Date:** 26 September 2017**8. Hawkesbury Access and Inclusion Advisory Committee****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
No less than four times per year	Meetings held on: 23 February 2017 4 May 2017 22 June 2017 24 August 2017

Meetings are generally held on a Thursday at 5pm.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Councillor Barry Calvert (three meetings attended)	David Briggs (two meetings attended)
Councillor John Ross (two meetings attended)	Jessica Brunskill (three meetings attended)
	Kirsty Carpenter (three meetings attended)
	Desmond Crane (four meetings attended)
	David Gearin (three meetings attended)
	Karen Kobier (nil meetings attended)
	Melanie Lawson (four meetings attended)
	Jennifer Moses (three meetings attended)
	Teri Mottram (two meetings attended)

Committee Business

Objectives in Constitution	Annual Status Report
a) To advise and assist Hawkesbury City Council staff in the drafting of the Hawkesbury Access and Inclusion Plan to eliminate barriers which may prevent residents and visitors from accessing services and facilities and participating fully in community and civic life.	<ul style="list-style-type: none">• The Disability Inclusion Action Plan 2017-2021 was completed and adopted by Council on 11 July 2017.• This Plan updated the previous Hawkesbury Access and Inclusion Plan 2014-2017 which was adopted by Council on 14 October 2014.

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Objectives in Constitution	Annual Status Report
<p>b) To provide advice to Hawkesbury City Council staff on consultative strategies for inviting submissions and comments in relation to the draft Hawkesbury Disability Inclusion Action Plan and other Council Plans.</p>	<ul style="list-style-type: none"> • The Committee designed and implemented a consultative strategy to inform the content of the Disability Inclusion Action Plan. • The Strategy included on-line survey, focus groups and consultative forums. • The Committee reviewed Council's Community Engagement Policy and engagement strategies to improve inclusion were identified and implemented by Council. • Strategies included the provision of Auslan interpretation and transport assistance.
<p>c) To provide advice to Hawkesbury City Council staff on the application of 'good practice' access and inclusion principles as they apply to the design of buildings and public spaces and the delivery of services.</p>	<ul style="list-style-type: none"> • Nine Access and Inclusion Principles identified an incorporated into Access and Inclusion Policy (adopted by Council in March 2012). • Policy also includes guidelines and actions for implementing these principles. • The Committee has informed the design of buildings and public spaces including pedestrian crossing point at Kable Street, Windsor, pedestrian access improvements at Wilberforce Shopping Centre, accessible car parking improvement works at North Richmond Shopping Centre car park and upgrades at Pound Paddock.
<p>d) Provide advice to Hawkesbury City Council staff on the design of footpaths, pedestrian crossings, kerb ramps, transition zones which may be required to ensure that as far as possible new developments and plans of management for Council's parks and open spaces include provision for disability access and social inclusion.</p>	<ul style="list-style-type: none"> • Advice has been provided on an ad-hoc basis or where committee members have requested information on proposed capital works. Council Managers have attended meetings to brief Committee on proposed works. • The Committee reviewed the 2017/2018 capital works program and identified proposed works to seek further information from Managers on provision for access and inclusion.
<p>e) To provide advice and guidance to Hawkesbury City Council staff on strategies to raise community awareness about access and inclusion issues impacting on residents of the City of Hawkesbury, and where required to recommend actions for Council's consideration in relation to these matters.</p>	<ul style="list-style-type: none"> • The Committee made presentations to business groups on access and inclusion issues. The Committee is overseeing Council participation in a partnership project with Penrith and Blue Mountains Councils that will raise community awareness and promote employment of people with disabilities.
<p>f) To prepare and submit, at least on an annual basis, a schedule of identified rectification works which would improve access for people with disabilities and/or address barriers preventing people from accessing services and facilities, which can be considered by Council in conjunction with the preparation of Council's Management Plan.</p>	<ul style="list-style-type: none"> • The Committee has developed Access and Inclusion Checklist and a process for undertaking access audits. Where rectification works are identified, these are tasked to relevant Manager for response. Where the access audits identify that additional resources are required to undertake rectification works, the Committee have reported to Council requesting works be budgeted for in future works programs.

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Objectives in Constitution	Annual Status Report
g) To provide a mechanism through which Council can be informed of access and inclusion issues where Council may be in a position to seek a resolution or advice regarding these issues through representations, lobbying and/or advocating to government agencies and/or elected representatives.	<ul style="list-style-type: none">• The Committee designed and implemented a consultative strategy to inform the content of the Hawkesbury Disability Inclusion Action Plan 2017-2021, including disability-specific focus groups and Mental Health Forums.• The Committee is working with both state and non-government agencies to implement the strategies from the Hawkesbury Disability Inclusion Action Plan 2017-2021 that aim to improve service access.
h) To consider and undertake such projects, subject to the availability of resources, which would generally assist residents and visitors to access services and facilities and promote their inclusion and participation in community and civic life.	<ul style="list-style-type: none">• Committee worked with the Local Business Awards to implement the Community Access and Inclusion Award.• The Committee continued to implement the Access and Inclusion Checklist during the reporting period.• The Committee reviewed Council's Community Engagement Policy.

Other Compliance to Constitution Issues (if necessary)

Not Applicable.

Other Matters for Consideration during Reporting Period (if necessary)

No matters to report.

ORDINARY MEETING**Meeting Date:** 26 September 2017**9. Hawkesbury Tourism Advisory Committee****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
Minimum four times per year	Meetings held on: 3 April 2017 13 June 2017
	Note: Committee established on 31 January 2017.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Councillor Emma-Jane Garrow (two meetings attended)	Martin Boetz (one meeting attended)
Councillor Paul Rasmussen (one meeting attended)	Sophie Devine (two meetings attended)
Councillor Sarah Richards (two meetings attended)	Vanessa Hanna (two meetings attended)
	Tony Jeffcott (two meetings attended)
	Ian Knowd (one meeting attended)
	Declan O'Connor (two meetings attended)
	Sarah Rieger (one meeting attended)
	Venecia Wilson (one meeting attended)

Committee Business

Objectives in Constitution	Current Status
a) To support the implementation of the Hawkesbury Tourism Strategy.	<ul style="list-style-type: none"> Primary purpose of Committee noted for the term.
b) To assist in the achievement of the actions and activities of the Hawkesbury Tourism Strategy to support the local economy.	<ul style="list-style-type: none"> Committee business action plan in development, to guide activities over four years. Plan to be finalised as soon as possible to allow matters to be considered in annual budget processes, if required.
c) To advise and assist Council on how best to undertake its tourism program activities to support the local economy.	<ul style="list-style-type: none"> Committee provided advice at meetings. To be captured within scope of business action plan to focus implementation of tourism strategy.
d) To engage the tourism sector, other entities undertaking tourism activities and the community to help develop the tourism offerings and visitor experience in the area.	<ul style="list-style-type: none"> Committee provides feedback on industry ideas discussed with members. To be addressed within scope of business action plan. Committee briefed on the Member for Hawkesbury's tourism project, which includes

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Objectives in Constitution	Current Status
	a Hawkesbury Destination Management Plan (State boundary). Recommendation to Council provided with regard to Council's involvement in this tourism project.
e) To progress the tourism sectors use of Council's visitor services.	<ul style="list-style-type: none">• Committee consulted on stage 1 of new Hawkesbury tourism VIC website development (design and functionality) to address content and visitor digital needs. Committee to be involved in stage 2 of website development to progress the content development and functionality to enhance the tourism sector's use of the website.
f) To support and progress participation in promotional and marketing opportunities, which showcase the Hawkesbury to tourism target markets and as a destination.	<ul style="list-style-type: none">• Committee discussed marketing channels and possible funding opportunities. To be captured within scope of business action plan to focus implementation of tourism strategy.• Committee advised of DNSW marketing, and other promotional opportunities as raised.
g) To advise on tourism trends, tourism markets dynamics and tourism infrastructure and development needs to understand the Hawkesbury tourism offering.	<ul style="list-style-type: none">• Committee initially considered tourism research needs. To be captured within scope of business action plan to focus implementation of tourism strategy.
h) To work collaboratively with the Regional Tourism Entity to optimise regional tourism opportunities.	<ul style="list-style-type: none">• Committee briefed on the Member for Hawkesbury's tourism project, which includes a Hawkesbury Destination Management Plan (State boundary). Recommendation to Council provided with regard to Council's involvement in this tourism project.

Other Compliance to Constitution Issues (if necessary)

Hawkesbury Tourism Advisory Committee was established by Council resolution on 31 January 2017.

Committee's annual report due at February 2018.

Other Matters for Consideration During Reporting Period (if necessary)

No matters to report.

ORDINARY MEETING**Meeting Date:** 26 September 2017**10. Town Centres Master Plan Project Group****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
No less than four times per year.	Meeting held on 19 September 2017.

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Councillor Emma-Jane Garrow (one meeting attended)	Ms Joanne Wilbow (one meeting attended)
Councillor Danielle Wheeler (one meeting attended)	Mrs Alicia Goldstien (meeting not attended)
	Ms Venecia Wilson (one meeting attended)
	Ms Abigail Ball (one meeting attended)
	Ms Sue Wingate (one meeting attended)
	Mr Darren Pead (one meeting attended)

Committee Business

Objectives in Terms of Reference	Annual Status Report
<p>a) To provide advice to Hawkesbury City Council staff on the preparation of a brief to engage a suitable consultant to prepare Master Plans for the Windsor and Richmond Town Centres based on the following objectives:</p> <ul style="list-style-type: none"> • provide the communities of Windsor and Richmond and the Hawkesbury with a plan to maintain vibrant and commercially viable town centres • produce a workable accessibility, traffic and car-parking strategy including safe and accessible pedestrian and cycle routes linking key destination and public transport nodes supported by a way-finding and signage plan • guide future land use and development of public and private lands within the Windsor and Richmond Town Centres to maximise public benefit, realise optimal land use and support the economic vitality of these town centres • guide the design, maintenance and renewal of key public domain asset and physical infrastructure to support 	Discussions held at first meeting of Group on 19 September 2017.

ORDINARY MEETING**Meeting Date:** 26 September 2017

Objectives in Terms of Reference	Annual Status Report
community events and visitation <ul style="list-style-type: none">• guide the activation and showcasing of the foreshore, park and heritage assets within the town centres as foci for public activity.	
b) To act as a reference group to assist Council staff to manage the works program, methodology and stakeholder engagement processes to be delivered by the consultant engaged to prepare draft Master Plans for the Windsor and Richmond Town Centres.	Discussions held at first meeting of Group on 19 September 2017.
c) To provide advice to Hawkesbury City Council staff on consultative strategies for inviting submissions and comments in relation to the preparation and public exhibition of draft Master Plans for Windsor and Richmond.	Discussions held at first meeting of Group on 19 September 2017.
d) To develop a framework for the testing of town centre revitalisation concepts in a methodical and sensible manner encouraging active participation and involvement by the community.	Discussions held at first meeting of Group on 19 September 2017.

Other Compliance to Constitution Issues (if necessary)

The term of the Project Group will run for the period of time required to achieve the objectives contained within the Terms of Reference of the Project Group.

Other Matters for Consideration during Reporting Period (if necessary)

No other matters to report.

ORDINARY MEETING**Meeting Date:** 26 September 2017**11. Comprehensive Traffic Study Working Group****Meetings Held**

Constitution Requirement for Frequency	Dates and Compliance to Number Required
As this is a working group only, no constitution exists. One meeting has been held.	Meetings held on: 11 July 2017

Membership

Councillors (Number of meetings attended)	Community Members and Others (Number of meetings attended)
Mayor, Councillor Mary Lyons-Buckett (one meeting attended)	Peter Conroy, General Manager (one meeting attended)
Councillor Paul Rasmussen (one meeting attended)	Jeff Organ, Director Infrastructure Services (one meeting attended)
Councillor Peter Reynolds (one meeting attended)	Mr Christopher Hallam (one meeting attended)
Councillor Nathan Zamprogno (one meeting attended)	

Committee Business

Objectives in Constitution	Annual Status Report
To provide oversight of traffic study engagement and findings.	A committee meeting to be convened to review draft findings when received, prior to report to Council.

Other Compliance to Constitution Issues (if necessary)

Not applicable.

Other Matters for Consideration during Reporting Period (if necessary)

No matters to report.

Youth Participation

As previously reported to Council, Council's implementation of Youth Participation Strategies has been directed by the recommendations outlined in the *Young People - Community Participation and Civic Leadership* Report which was adopted by Council in October 2008. The Report was prepared in conjunction with the Hawkesbury Youth Interagency and documented the outcomes of focus groups and interviews held with young people and youth workers.

One of the key recommendations in the *Report* related to the staging and funding of regular Youth Summits. The first Hawkesbury Youth Summit was held on Tuesday, 24 November 2009 with further Youth Summits held on 29 March 2012, March 2015 and 5 April 2017 to continue the dialogue between Council and Young People. The outcomes and recommendations of the Youth Summits have been reported to Council and their recommendations adopted. The adoption of the recommendations has provided the primary focus for Council's youth engagement and participation activities. The key measures that have been implemented to improve the participation of young people in Council planning and policy making (as recommended by the young people through the Youth Summits) have been the appointment of a Youth Participation Officer and the establishment of a social media Facebook page to exchange information with young people.

During the reporting period, the Youth Participation Officer facilitated the involvement of young people in:

- the planning, design and staging of the 2017 Youth Summit which was attended by 118 young people from across the Hawkesbury
- the preparation of the Youth Summit 2017 report - *The Hawkesbury Youth Summit 2017 Outcomes: 'Get involved, be heard, and make a difference Report'* - which documented the outcomes of the Youth Summits and reported to Council in May 2017
- at Council's request, the drafting of a Youth Summit Implementation Action Plan which was adopted by Council in September 2017
- the continued implementation of the key findings and recommendations from the 2015 Youth including:
 - the selection and implementation of an anti-bullying program in high schools and the creation of an anti-bullying toolkit provided to all Hawkesbury schools and youth service providers
 - the resourcing and delivery of the 'Green Health Zone' youth mental health activity
 - the design and conduct of 'vox-pop' interviews with young people at Council events to capture and record the views of young people as part of consultation on the Hawkesbury Community Strategic Plan
 - promoting and supporting the participation of young people in waste education and bushcare initiatives, student leadership programs and employment skills workshops
- the development and implementation of a comprehensive program of youth week events.

The establishment of the Facebook page by the Youth Participation Officer has been a critical tool in facilitating these activities and connecting young people with Council.

In summary, young people have indicated a preference is for participation strategies with which they are comfortable. For many young people, direct involvement or membership on Council committees is not a preferred option – as evidenced in the absence of nominations from young people to sit on 'adult oriented' Council committees. The findings of the *Citizenship Report* and the Youth Summits have identified and reinforced the clear youth participation preferences of young people. Council has established the capacity to deliver on these preferences.

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Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategy within the CSP:

Our Leadership

1.1 Local leadership and effective governance

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

Financial Implications

There are no financial implications applicable to this report.

RECOMMENDATION:

That:

1. The contents of the report and the annual reports of the various Council Committees and Working Groups for the first year of the 2016-2018 Mayoral Term as detailed in the report be received.
2. The results of the proposed review of the Annual Report process be reported back to Council.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

ORDINARY MEETING

Meeting Date: 26 September 2017

Item: 170 **GM - Review of Council's Strategies for Financial Sustainability - (79351)**

Previous Item: 155, Ordinary (29 August 2017)
 211, Ordinary (11 October 2016)

REPORT:

Executive Summary

At its Ordinary Meeting on 11 October 2016, Council considered a report in regard to the outcome of Stage 1 of the Fit For The Future Community Engagement Strategy. The report included details of the strategies proposed to be implemented to secure Council's financial sustainability and deliver on the community's expectations. These strategies were included in Council's Revised Fit For The Future Plan subsequently submitted to the Office of Local Government.

At that meeting, Council resolved to "*engage a suitably qualified consultant to review Council's current financial position, Delivery Program and Operational Plan with the objective of finding new solutions and strategies not already explored*".

Morrison Low Consultants Pty Ltd (Morrison Low) have been engaged to undertake the review in accordance with Council's resolution.

Morrison Low's report on the Review of Council's Strategies for Financial Sustainability is attached as Attachment 1 to this report and is submitted for Council's information.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

At its Ordinary Meeting on 11 October 2016 Council resolved, in part, as follows:

"That:

5. *Council engage a suitably qualified consultant to review Council's current financial position, Delivery Program and Operational Plan with the objective of finding new solutions and strategies not already explored.*
6. *The consultant to have access to all information held by Council that they feel they require from Council.*
7. *The process for selecting the consultant to be completed in consultation with the Mayor and Deputy Mayor and reported to Council for a final decision."*

As background information, the Council report of 11 October 2016 is attached as Attachment 3 to this report.

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Subsequently at its Ordinary Meeting on 29 August 2017, Council considered a report in regard to the selection of a consultant and resolved as follows:

"That Council:

- 1. Engage Morrison Low Consultants Pty Ltd at a fee of \$9,500 plus GST plus disbursements to undertake a review of Council's Fit for the Future strategies in accordance with Council's resolution of 11 October 2016.*
- 2. The Consultant's report on the outcome of the review of Council's Fit For The Future strategies be submitted to Council at its Ordinary Meeting on 26 September 2017."*

In accordance with Council's resolution Morrison Low were engaged to undertake a review of Council's Fit For The Future strategies in accordance with Council's resolution of 11 October 2016.

Subsequent to the original resolution of 11 October 2016, Council developed a new Community Strategic Plan 2017-2036. To support the delivery of aspirations and objectives within the Plan, a new four year Delivery Program was developed to outline the actions to be taken during this Council's Term. The specific actions and associated funding is detailed in the Annual Operational Plan adopted by Council each year.

The delivery of the Community Strategic Plan is underpinned by the Resourcing Strategy. This Strategy includes the Long Term Financial Plan, which details financial projections and identifies the necessary funding to deliver the objectives of the Community Strategic Plan.

The aim of the Morrison Low review is to ascertain the completeness and robustness of Council's strategies, and to identify any solutions or strategies not already explored.

Morrison Low have:

- reviewed Council's current and projected financial position
- reviewed within the context of delivering on Council's Community Strategic Plan 2017-2036
- reviewed the strategies included in Council's Fit For The Future Plan
- benchmarked Hawkesbury City Council with other NSW councils.

It should be noted that the documents reviewed by Morrison Low reflect the most up to date information available at the time of reviewing those documents. As such, there are instances of variations between the documents reviewed by Morrison Low and historical versions of those documents considered by Council over time.

Additional information was requested by Morrison Low over the course of the review. The details of these requests is summarised in Attachment 2 to this report.

The independent review highlighted two matters:

- 1. Asset Capitalisation** – The consultant noted that a common strategy included in a number of councils' Fit For The Future strategies is the review of asset capitalisation policies and processes. The appropriate capitalisation of asset related expenditure is critical, as it directly impacts on the Operating Performance Ratio. Under-capitalisation of expenditure results in inflated operational expenditure, which in turn, has a negative impact on the Operating Performance Ratio, one of the main indicators of financial sustainability.

The review identified that whilst Council has an Asset Capitalisation Procedure in place and the appropriate practices are in place, the matter is not clearly documented in its Fit For The Future Plan.

General Manager Comment: *It is agreed that Council's Fit For The Future Plan does not clearly document Council's policies and practices in regard to Asset Capitalisation. It is critical to ensure Council's practices are transparent and that Council is accountable to its community in ensuring true and correct reporting of financial sustainability benchmarks. It is therefore recommended that appropriate wording in regard to this matter is included in the Supplementary Resourcing Strategy document to be submitted to Council for consideration at its Ordinary Meeting on 10 October 2017.*

2. **Communication in regard to Council's Infrastructure Backlog** – The review identified that there is an apparent inconsistency between Council's reported backlog ratio and the narrative supporting the requirement for the Special Rate Variation.

The review highlights that Council's reported backlog, based on an external consultant's methodology, has reduced over recent years. The consultant notes that this appears to be inconsistent with Council's message to its community in regard to one of the requirements for a Special Rate Variation, being to arrest or declining infrastructure.

General Manager Comment: *It is agreed that there is an apparent inconsistency between Council's reported improvement of the backlog ratio and the narrative supporting the requirement for the Special Rate Variation. A number of points are relevant:*

1. *Calculation of Backlog Ratio – Timing and Asset Condition:*
 - a) *the calculation of the backlog ratio was undertaken as at a point in time (30 June 2015)*
 - b) *This calculation is based on the conditions of assets at that point in time*
 - c) *a number of assets at the time were on the verge of deteriorating to a lower condition rating*
 - d) *SINCE that time, this deterioration has occurred*
2. *Methodology of Backlog Ratio Calculation – Assumptions:*
 - a) *there are a number acceptable methodologies*
 - b) *Council's backlog was determined by an external consultant*
 - c) *the methodology used by the consultant is based on "risk assessment" of critical assets*
 - d) *risk assessment involves examination of only those assets considered to be high risk, not all assets*
3. *Backlog Ratio versus Total Asset Renewal:*
 - a) *the reported asset backlog ratio does not reflect the total assets renewal funding gap*
 - b) *Total Asset Renewal requirement incorporates the total investment required to improve asset condition in line with community expectations over the 10 Year Long Term Financial Plan Period*
 - c) *as such the external consultant has correctly identified the differing approaches (Risk Based for the Asset Backlog ratio versus Total Asset Renewal for the community) and the differing results. Community consultation clearly highlighted that the reported backlog ratio does not reflect community expectations of the acceptable asset condition.*

Whilst the current position reflects a maturity in Council's (and the broader industry's) understanding of asset management and its financial impacts, it does present as a disconnected message.

The increased revenue from the Special Rate Variation is aimed at addressing the total asset renewal shortfall rather than just the high risk infrastructure backlog of critical assets only.

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It is critical to ensure that the community is not presented with mixed messages in regard to the requirement for a Special Rate Variation. It is therefore recommended that appropriate wording in regard to this matter is included in the Supplementary Resourcing Strategy document to be submitted to Council for consideration at its Ordinary Meeting on 10 October 2017. The wording will clearly explain Council's approach to asset management, in particular what it considers to be the asset renewal gap and therefore the associated funding requirement.

Morrison Low's report on the Review of Council's Strategies for Financial Sustainability is attached as Attachment 1 to this report and is submitted for Council's information.

As additional information, also attached to this report is the information provided by staff to assist Morrison Low with their review (attached as Attachment 2 to this report) and the Council report of 11 October 2016 (attached as Attachment 3 to this report).

Relevant comments in the Morrison Low report include:

- the Fit for the Future Strategies are generally consistent with other councils
- the Fit for the Future Strategies were found to be appropriate to address Council's financial sustainability
- the estimates associated with the strategies were found to be prudent and reasonable
- the challenges associated with the strategies are recognised
- Council did not clearly mention its asset capitalisation practices in its Fit for the Future Plan
- there is an apparent inconsistency between Council's current backlog and the narrative supporting the requirement for a Special Rate Variation
- Council needs a substantial Special Rate Variation.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategies within the CSP.

Our Leadership

1.3 Financial Sustainability - Build strong financial sustainability for now and future generations.

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

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

Financial Implications

There are no financial implications applicable to this report.

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RECOMMENDATION:

That:

1. Council receive and note the Morrison Low Consultants Pty Ltd Report – Review of Council's Strategies for Long Term Financial Sustainability.
2. The Supplementary Resourcing Strategy 2017-2027 to include appropriate wording as detailed in this report, in regard to Council's:
 - a) asset capitalisation policies and practices
 - b) approach to asset management as detailed in this report.

ATTACHMENTS:

- AT - 1** Morrison Low Report – Review of Council's Strategies for Long-Term Financial Sustainability
- AT - 2** Information provided to the Consultant by Council staff
- AT – 3** Council Report - Item 211 - 11 October 2016

AT - 1 Morrison Low Report – Review of Council's Strategies for
Long Term Financial Sustainability



**Review of Council's Strategies for
Financial Sustainability**

September 2017

ORDINARY MEETING

Meeting Date: 26 September 2017



Document status

Ref	Approving director	Date
7276		September 2017

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Introduction

During the 2015 Fit for the Future process Hawkesbury City Council was assessed by IPART as 'Unfit' on the basis that it failed to meet the sustainability criteria. Specifically, that it did not meet the Operating Performance Ratio "based on its forecast for a negative operating performance ratio by 2019-20".

In December 2015, Council was the subject of a merger proposal with part of the Hills Shire Council. In March 2016, the delegate recommended that the proposal not be implemented and in May 2016 the Government announced that the proposal would not proceed.

Council was provided an opportunity to submit a reassessment proposal in late 2016. Council advises that it has recently been assessed by the Office of Local Government as 'Fit' based on a series of strategies which included increases in revenue and decreasing costs, and a focus on renewal expenditure on assets over maintenance.

Throughout the Fit for the Future reform period Council was working to determine its path to long term financial sustainability. This has included reviewing expenditure and revenue as well as working with the community to determine desired levels of service and community expectations. Council has now developed a plan that is encapsulated within the Community Strategic Plan and the 2017 – 2027 Resourcing Strategy. The Resourcing Strategy has three scenarios.

- Deteriorate
- Stabilise
- Improve

Implementing measures to reduce costs and increase revenue is built into all three scenarios. The Stabilise and Improve scenarios then have additional increases in rates revenue through Special Rate Variations and borrowing programs to fund renewal and new capital works.

In October 2016 Council resolved that

"Council engage a suitably qualified consultant to review Council's current financial position, Delivery Program and Operational Plan with the objective of finding new solutions and strategies not already explored.

The consultant to have access to all information held by Council that they feel they require from Council.

*The process for selecting the consultant to be completed in consultation with the Mayor and Deputy Mayor and reported to Council for a final decision."*¹

Morrison Low was appointed to undertake take this review and in carrying out the review we have drawn on our experience from

- Our work with over 40 councils during the Fit for the Future process
- The assistance we provided to many of the councils with their Fit for the Future submissions to IPART and subsequently to the OLG for reassessment

¹ Council Resolution on 11 October 2016

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- Our understanding of what creates financial sustainability (strategies and operational initiatives)
- Our knowledge of driving performance against the Fit for the Future benchmarks; and
- Our experience of good practice and ideas that we have observed across the State.



Approach to the Review

Morrison Low conducted a desktop review of key Council information, had discussions and correspondence with Council staff to query a number of points, and we compared Council's strategies to those developed in other Fit for the Future Improvement Plans and reassessment proposals that we have worked on across NSW.

Key documents that we have been provided with or sourced copies ourselves include Council's:

- Resourcing Strategy 2017-2027
- Long Term Financial Plan and various spreadsheets supporting the calculations of the Fit for the Future Ratios
- October 2016 Council report on outcome of Service Level Review
- Presentation used during the community engagement process in July/August 2017
- Hawkesbury City Council Fit for the Future Proposal and IPART determination 2015
- Hawkesbury City Council Fit for the Future Draft Reassessment Proposal dated November 2016 and supporting information
- Council's Draft Resourcing Strategy 2015-2025
- Infrastructure Assessment Report by JRA dated June 2015
- Hawkesbury Residential Land Strategy 2011
- Delegates Report on the Merger Proposal of Hawkesbury City and the Hills Shire (part) Councils, March 2016
- In addition, we were able to discuss the 2016/17 Draft Financial Statements which had just been prepared

Council officers provided us with all the information we requested and assisted us with promptly answering all questions and enquiries.

It was also necessary to review and where practical and possible test the financial and asset related information and assumptions that underpin Council's current position and forecast performance against the Fit for the Future benchmarks in order to review Council's strategies to reduce costs and increase revenue.

The review team included an accountant and engineer and drew on our collective experiences of working with over 40 councils during the Fit for the Future process. In accordance with Council's resolution we have;

- Reviewed Council's Fit for the Future re-assessment proposal and supporting documentation
- Checked forecast performance against the benchmarks in the re-assessment proposal and 2017-2027 Resourcing Strategy
- Checked the validity of the supporting data e.g. required asset expenditure, depreciation and methodology of calculating the benchmarks



Current Position

Financial sustainability

The Council failed four of the seven Fit for the Future benchmarks for 2015/16 including key benchmarks around Operating Performance and Asset Renewal. We note that this reflects a trend whereby Council has not met these important ratios for some time.

The 2017-2027 Resourcing Strategy describes a requirement to address an infrastructure backlog by increasing expenditure on asset renewal and asset maintenance, meeting an upcoming short to medium term wave of asset renewal, and satisfying rising community expectations of service levels. At the same time Council seeks to operate more and more efficiently year on year, meaning a requirement to deliver increased service levels with fewer resources. We understand that the community feedback during the recent Special Rate consultation process has been in favour of increasing expenditure rather than reducing services to meet the current funding. This contrasts with some other local government areas where constraining or even reducing services and service levels was the preferred approach to reach financial sustainability.

The Resourcing Strategy sets out three scenarios for the future of the Council and its communities.

- **Deteriorate**

This scenario requires Council to implement a range of initiatives to reduce costs and increase revenue². Efficiencies will be directed to increased renewal and maintenance of existing assets.

Asset condition is forecast to deteriorate and Council will not meet the Fit for the Future benchmarks at 2027.

- **Stabilise**

This scenario requires Council to implement a range of initiatives to reduce costs and increase revenue. Additionally, revenue is increased through a permanent Special Rate Variation where rates rise 7% over the rate peg each year for two years (14% cumulative) and Council initiates a borrowing program of \$25 million over five years.

Efficiencies and funds will be directed to increased renewal and maintenance of existing assets with some expenditure on new assets.

Asset condition is forecast to stabilise and Council will meet all Fit for the Future benchmarks at 2027.

- **Improve**

This scenario requires Council to implement a range of initiatives to reduce costs and increase revenue. Additionally, revenue is increased through a permanent Special Rate Variation where rates rise 7% over the rate peg each year for three years (21% cumulative) and Council initiates a borrowing program of \$40 million over seven years.

Efficiencies and funds will be directed to increased renewal and maintenance of existing assets as well as expenditure on new assets and new services.

Asset condition is forecast to improve and Council will meet all Fit for the Future benchmarks at 2027.

² These are attached as Appendix A

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Figure 1 Explanation of Council's scenarios (Source: 2017 - 2027 Delivery Program)

Rate option (impact on service levels)	Rating Increase*	Funding Impact	Asset Condition	New Assets	FFTF Benchmarks
1 Deteriorate	Increase of 7.5% over three years in line with rate peg amount. Cumulative increase of 7.69% over three years.	Generate \$7.8M over 10 years which will not be sufficient to fund the increasing cost of Council operations.	Decline in condition of assets with a focus on managing risk, including the possible closure and removal of unsafe assets.	No capacity for new capital works apart from those funded by grants and developer contributions.	Will not meet benchmarks unless substantial service reductions are implemented.
2 Stabilise	Increase of 14% over the rate peg amount. Cumulative increase of 22.9% over three years (including the rate peg amount).	Generate \$42.7M over 10 years which together with a borrowings program would allow an additional spend of: • \$40.2M on roads • \$2.6M on public domain • \$1.1M on buildings.	Condition of assets would stabilise and increase capacity to fund preventative maintenance and renewal.	Limited program of asset upgrades to augment works funded from by grants and developer contributions.	Will meet Fit For The Future benchmarks.
3 Improve	Increase of 21% over the rate peg amount. Cumulative increase of 31.29% over three years (including the rate peg amount)	Generate \$62.5M over 10 years which together with a borrowings program would allow an additional spend of: • \$46.7M on roads • \$21.4M on public domain • \$7.2M on buildings.	Condition of assets would stabilise and improve over time.	Able to fund new infrastructure & increase gravel road sealing, road rehabilitation and public domain programs.	Will meet Fit For The Future benchmarks.

Performance against the benchmarks

Table 1 Current and forecast performance³

Indicator ⁴	Current ⁵	Deteriorate	Stabilise	Improve
Operating Performance	×	×	✓	✓
Own Source Revenue	✓	✓	✓	✓
Debt Service	✓	✓	✓	✓
Asset Maintenance	×	✓	✓	✓
Asset Renewal	×	×	✓	✓
Infrastructure Backlog	×	×	✓	✓
Real Operating Expenditure	✓	✓	✓	✓

³ Refer to Figure 1 for the implications of each scenario

⁴ Performance is assessed as at the end of the LTFP period rather than 2020/21 as in the Fit for the Future reassessment

⁵ Report 2015/16 performance against the benchmarks



Council Improvement Strategies

Council identified a large number and range of improvement opportunities in their Fit for the Future action plan. Twenty strategies were originally submitted to IPART; subsequently twelve of these were amended for the Council reassessment process.

These form the basis of the Council's improvement strategies which are summarised below. For the purpose of assessing these we have separated out the applications for an SRV and Council's proposed borrowing programs contained in scenarios 2 and 3.

In reviewing the strategies, we have concentrated on the approach Council has used to estimate the value, considered whether that is reasonable and realistic and, for example, includes implementation costs. We have also considered whether, in our experience, implementing the efficiency is realistic and achievable.

Finally, we have considered whether, from our experience, there are other efficiency or revenue generating opportunities that other councils have implemented.

Operational efficiencies

- Review of road operations
- Review of service delivery models
- Review of plant/fleet management
- Property and asset review
- Review of insurance cover and self-insurer model
- Adoption of new technology and on-line business platforms
- Regional Strategic Alliance

General comments

Council has confirmed that there is no double counting: that the value of each individual initiative is separate and distinct, including ones that see efficiencies generated in the 'back of house' functions.

There are a number of differences in the values of the savings submitted as part of the Fit for the Future reassessment and now set out in Council's Resourcing Strategy. Council has confirmed that the forecasts in the Long Term Financial Plan incorporate the latest estimates.

We note that Council recognises the differences between efficiency savings that must be realised by reducing costs and those that can be realised by purchasing less materials or goods or seeking alternative suppliers. Council advises that it is developing plans to realise the efficiency savings in the corporate services area which is highlighted in a number of initiatives by ongoing review and refinement, analysing work practices, improving workflows, removing duplication and working regionally. Achieving these savings will require diligence and ongoing monitoring to ensure they are realised.

Comments about specific strategies

The disposal of under-utilised assets, particularly parks and open space assets, is generally problematic. There are community and political issues that will need to be addressed, and the community perception of the sale of assets is usually negative. We are also aware of other councils whose Fit for the Future strategies



were predicated on sales of land and assets who have encountered difficulties in re-classifying land as operational. Council should be careful not to overstate the value of this initiative. Council advises that it has previously sold over \$9M of excess property which demonstrates a track record of being able to achieve this strategy. It has also already undertaken significant work in identifying possible surplus or underutilised assets, some of which have now been sold. Our enquiries indicate that Council has taken a prudent and practical approach to estimating the further value of this initiative. For example, that pocket parks are not included within the expected \$1.5M and that Council has already realised \$350,000 this year which exceeds the budgeted amount for the year. We note that the timeframe for disposing of the assets is reasonable (2021) and that minor implementation costs have been allowed for as the majority of the work will be done inhouse.

The review of road operations is estimated to create efficiencies of \$150K per annum for four years to create a total ongoing annual savings of \$600K that will be reinvested into asset renewal. We are advised that 'road operations' covers the depot, workshop, stores, plant, materials, contractors and staff and we would expect that Council should be able to achieve the savings targets. We understand that Council is considering a 'spend to save' approach to implementing the savings and will use part of the total efficiencies generated to employ a resource to drive the change. We would support that approach.

Many councils have used the Fit for the Future process to embed a program of ongoing service reviews into their organisation. Council appears to have adopted a similar approach with the service delivery model review strategy. This is estimated to achieve annual savings of \$860K over five years as opportunities are investigated and implemented.

The Regional Strategic Alliance is estimated to deliver modest savings for Council of \$146K per annum by 2020/21. In our view, this timeframe provides sufficient time to investigate, agree and then begin to deliver shared services efficiencies. The estimated savings should easily be achievable if aggregation of contracts and resources is taken into account. We note that savings in this order will mean Council's internal resource or contracts dealing directly with Hawkesbury are reduced in favour of a shared resource or joint contract. The expected savings in comparison to what other councils expect to achieve from shared services are conservative but we note that the savings are expect to be realised in a reduction of corporate costs where other strategies already apply. A conservative approach is therefore prudent.

Review of approach to capitalisation

One area we identified that was not set out in the strategies but is common for councils is a review of capitalisation policies and processes. We were advised that processes had been reviewed and changed within the last three years to ensure that reseal work was being capitalised (estimated \$1.5M per annum) and a more recent process had been put in place around building renewal (estimated \$200K per annum).

While there is no impact on the asset itself, the different accounting treatment of capital and operational expenditure means a change from classification of maintenance work to capital

- has a positive impact on the operating performance ratio
- has a positive impact on the renewal ratio
- should lead to a positive impact on the infrastructure backlog ratio.

Given one of Council's strategies is to identify savings for reinvesting in asset renewal, Council should document that as part of meeting the Fit for the Future plan compliance with its Asset Capitalisation Policy is adhered to and it ensures it has processes in place that support that.



Benefits realisation

Implementing efficiency programs requires relentless discipline and oversight. Our advice is always that councils should take a formal project management approach to implementation. There should be a designated group or senior officer responsible for ensuring the projected savings are achieved (project governance) who should get regular updates from the individuals responsible for implementing each strategy (project management).

We understand that Council has put in place such a structure through the 'Fit for the Future Strategies Implementation Team' which is made up of:

- Executive Manager Community Partnerships
- Chief Financial Officer
- Deputy Chief Financial Officer
- Manager Design and mapping
- Manager Strategic Planning
- Manager Corporate Communications
- Manager Human Resources
- Administration Support

We are advised that the initial focus of the Fit for the Future Strategies Implementation Team has been on the SRV and once a decision on the SRV has been made attention will turn to implementing all the strategies. Each strategy has a Responsible Officer allocated with progress reporting quarterly (MANEX) and six monthly (Council).

Generate additional revenue

- Stormwater management charge
- Special rate for new residential development
- Review of waste management and sewer business units
- Review of pricing structures for business units
- Lobbying for increased regional road funding
- Integrated Capital Works Program
- Sinking fund for community facilities
- Energy Efficiency Borrowings Program
- Sustainable population growth

General comments

These are the typical strategies we would expect to see. Targeting increased revenue from assets and services where particular users or groups of users get the majority of the benefit has been used in most Fit for the Future improvement plans we have worked on.

Many councils' Fit for the Future improvement plans forecast an increase in parking revenue (e.g. fines and payment for parking). Discussions with Council staff indicate that there is little prospect for an increase in parking revenue for Hawkesbury.



Reviewing the overhead allocation from the waste, water and/or sewer funds is another typical area councils have included in their plans. However, we are advised that a review of the allocation of overheads was undertaken and the changes implemented in 2016/17 prior to the development of these strategies. This resulted in an estimated additional \$500K per annum being calculated as the true overhead cost which is now accounted for.

The most significant revenue increase relates to the Special Rate Variation.

Comments about specific strategies

The description of the pricing structures for business unit's strategy indicates a desire to achieve a break-even result for these assets/services. In our experience of working with other councils, it is unlikely that some of these facilities will achieve that given the nature of the services provided, especially the pool. The estimated benefits of the strategy are modest (\$160K per annum) and failing to achieve breakeven across all the assets is unlikely to significantly affect Council's performance. We also understand that setting the target is an important signal of Council's expectations.

We note that the strategy around increasing the contribution to building renewal and maintenance from childcare providers is now based on seeking to achieving recovery of up to 50% of depreciation. We would caution over-estimating the value of the increased revenue as achieving increases in charges for childcare providers can be problematic.

The costs and revenue associated with growth have a major impact on Council's financial sustainability. It is vitally important that Council continues to plan for, monitor and allow for growth. We are advised that the timing of the Special Rates for Redbank North Richmond and Jacaranda Ponds Glossodia remain on track as forecast. Reviewing expected timeframes for particular developments and growth forecasts will need to be an ongoing process.

We note the progress that has been made towards obtaining a dividend from the Waste Management Fund and the Sewerage Fund. While the future dividend is estimated to increase, no provision is yet made for the Sewerage Fund dividend (2020/21) as there is a need to comply with the relevant requirements first including making a surplus for 3 years in a row. It is important to note that the performance of the Sewer fund itself is not part of a Fit for the Future assessment of financial sustainability or included in the calculation of the Fit for the Future benchmarks. Payment of a dividend from the Sewer fund to the General fund will however make a positive contribute to council's financial sustainability.

Council's Integrated Capital Works Program strategy of using the funds from VPAs and section 94 contributions is sensible.

In our view, it is clear that Council needs a substantial Special Rate Variation. Hawkesbury has consistently reported operating deficits and under investment in renewals. Fit for the Future has created a change in NSW local government and it is no longer acceptable for councils to run ongoing operating deficits.

We understand that the community has clearly indicated a desire for improvements to existing assets and services and the provision of new assets and services. Council's costs and revenue strategies, as forecast in the Deteriorate scenario, are unable to satisfy the Fit for the Future benchmarks let alone deliver new assets and services.

There are always ways for an organisation to become more efficient or for a council to seek to increase its non-rates revenue. However, having considered Council's various strategies and initiatives and the planned expenditure within scenarios 2 and 3 of the Resourcing Strategy, we do not believe there are alternative



strategies and initiatives that would provide anywhere near the level of revenue/savings that the SRV provides.

Table 2 below highlights the typical high-level strategies that in our experience NSW councils have used to meet the Fit for the Future benchmarks and indicates those that our review has determined council has used.

Table 2 - Typical Financial Sustainability Strategies

Strategy	Hawkesbury City Council
Efficiency programs	✓
Service Reviews	✓
Review of financial and asset management practices	✓
Increased fees, charges & cost recovery	✓
Special Rate Variations	✓
Reduce services & service levels	✗



Financial and Asset Issues

Debt

Borrowing to fund assets is a well-established approach to create intergenerational equity for councils who invest in long lived community assets.

Prudent financial management should mean that overtime Council's depreciation cost and renewal expenditure balance out. However, Council advises that such is the need to renew assets that in this case debt funding of renewals will bring forward the renewal program and deliver on the community expectations for improvements in assets and services. Council's intention is to ensure that the community can see immediate benefits from any increases in rates.

Council advises that, in respect of each borrowing program, the \$25M and \$40M respectively will be borrowed over a period of 15 years

- Scenario 2: 49% will be used for Renewal and 51% for New Capital
- Scenario 3: 46% will be used for Renewal and 54% for New Capital

In our view, based on the information contained within the Long-Term Financial Plan, Council could fund the asset works within scenario 2 without resorting to borrowing. Council has sufficient net operating cashflows to cover both the renewal and new capital over the ten years of the LTFP. While Council may not be able to schedule the works in the way currently programmed the same work should be able to be delivered within the 10-year period.

Depreciation

Depreciation is a complex issue involving many calculations, multiple inputs and data sets from across different asset categories. In this regard, we have not undertaken a detailed review of depreciation. However, we note that Council's overall rate of depreciation is within the range we would expect when compared to other similar councils. The only area that raised questions was Council's specialised buildings, and Council advises that this category includes sewerage and waste management facility assets. These are not typical assets and could explain the variation.

We would expect depreciation to be indexed or cost escalations allowed for over the ten years of the LTFP. We found that this was not Council's practice but we understand that following our advice this has now been included and updated forecasts made. As well as needing to be being accurate in the forecast depreciation costs, depreciation is the denominator in the Asset Renewal Ratio. If the forecast cost for depreciation is not accurate then the Renewal Ratio will also be inaccurate.

Infrastructure backlog ratio

Morrison Low has a different, condition based, approach to calculating the estimated cost to satisfactory from JRA. There are many interpretations and methodologies to calculating the estimated cost to satisfactory and an absence of clear guidelines and it is open to Council to select an appropriate methodology.

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We have not enquired as to the validity of the data which the methodology uses or the calculation itself. What is key in our view is that Council adopts a methodology that is consistent across asset classes and is repeatable from year to year.

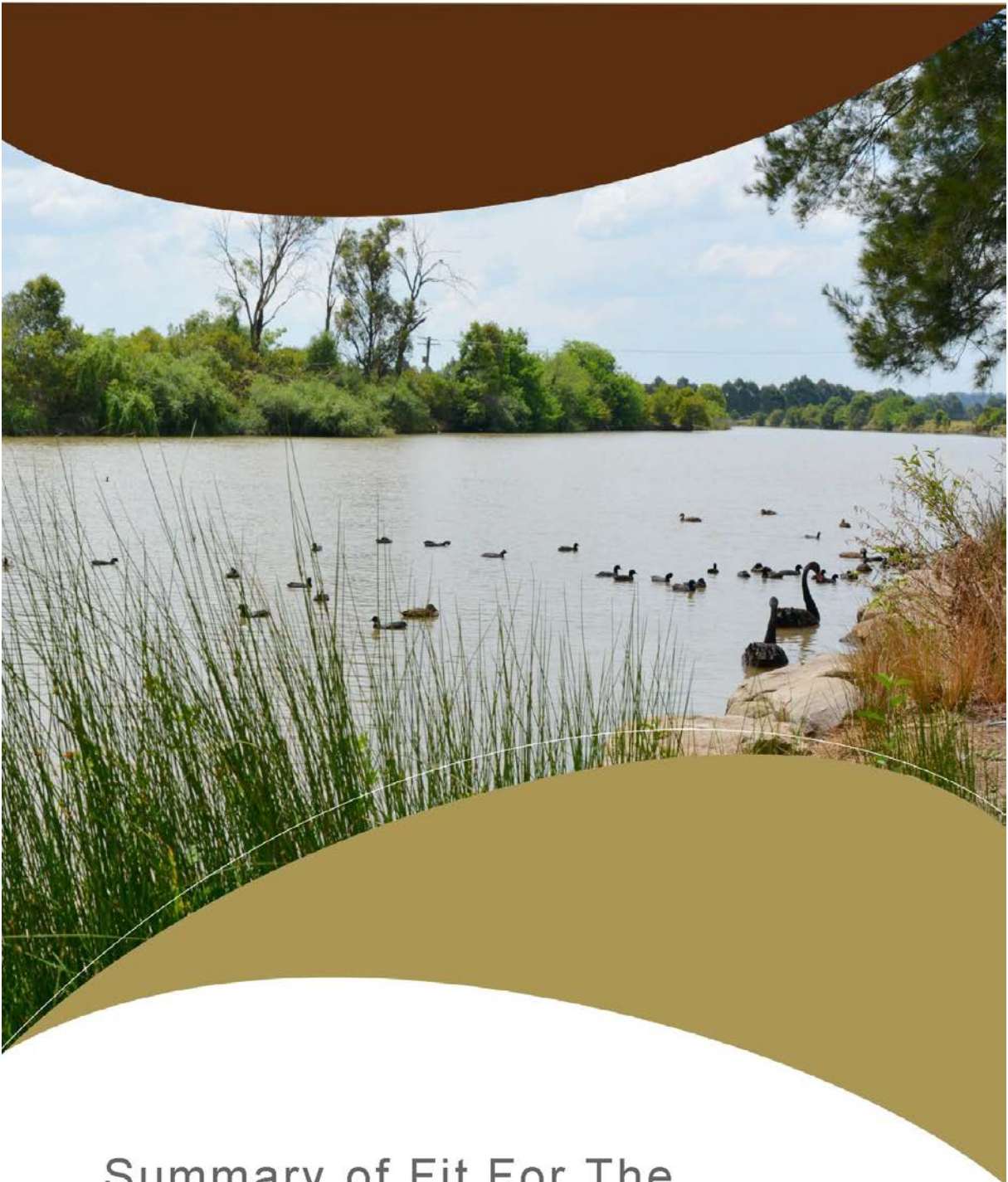
We do note that, in our view, it is important that Council's reporting is consistent as the community can become confused when there are mixed messages. Council's infrastructure backlog ratio has reduced in recent years and is forecast to be less than 3%, even under the Deteriorate scenario. While we are advised that the JRA methodology is based on only including high-risk assets in the calculation, the current infrastructure backlog ratio does not seem consistent with the narrative that a substantial SRV and borrowing program are required to arrest declining infrastructure.

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Appendix A Council Improvement Strategies



Summary of Fit For The Future Strategies

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Fit For The Future Proposal - Summary of Strategies		
1.1	Review of Road Operations	An annual 1% efficiency target applied to Councils yearly \$14 million spend on road works operating costs (excluding ordinary wages and overheads).
1.2	Review of Service Delivery Models	An annual 1% to 2.5% efficiency target applied to Corporate Support and Discretionary Services (excluding employee costs and overheads).
1.3	Review of Plant and Fleet Management	Review of plant/fleet vehicles and accessories, ownership and maintenance models to achieve annual saving on net cost of operating leaseback fleet.
1.4	Property and Asset Review	Rate of return review to identify non-performing and surplus properties for sale or disposal.
1.5	Review of Insurance Coverage and Self-Insurer Model	Review self-insurer model to enable comparison with alternate funding and provisioning arrangements for workers compensation and other insurances. Review to include assessment of impact of self-insurer requirements on procurement costs and staff productivity.
2.1	Special Rate Variation	Notional SRV of 14.49% (excluding rate peg) over two years commencing in 2018/2019 to generate additional rating revenue to meet loan repayments for \$25 million infrastructure borrowings program, with balance of revenue directed to asset renewal and maintenance and budget repair.
2.2	Stormwater Management Charge	\$25 annual levy for stormwater management services against properties connected to the stormwater drainage network - commencing in 2017/2018.
2.3	Special Rate for New Residential Development	Special Rate applied from 2019/2020 to developments at Redbank, North Richmond and Jacaranda Ponds, Glossodia to generate additional revenue to fund asset maintenance requirements which will not covered by ordinary rating revenue due to the particular characteristics of the environmental and heritage assets within these developments.
2.4	Waste Management and Sewer Dividend	A 12% rate of return on the value of assets within Waste Management Facility and Sewerage Schemes.
2.5	Review of Pricing Structures	Review operations of income generating 'non-core' business units – Cemeteries, Companion Animal Shelter, Richmond Pool, Upper Colo Reserve so that pricing structures can be geared to achieve break-even operating position over medium term.
2.6	Lobbying for increased regional road funding	Council receives RMS funding as a contribution to the costs of maintaining regional roads. It is proposed that Council lobby government to have additional roads placed on the regional roads network and seek contribution to costs of maintaining these roads.

Delivery Program 2017-2021

Fit For The Future Proposal - Summary of Strategies		
3.1	Completion of Asset Management Plans	Completion of asset management plans to provide a sound platform for long-term financial forecasting and the validation of infrastructure backlog values. To be undertaken in conjunction with the review and consolidation of Council's asset management planning framework.
3.2	Service Level Review	Community engagement strategy to determine safe, affordable and agreed levels of service for all asset classes.
3.3	Integrated Capital Works Program	Establish parameters for capital works investment with a clear priority on asset renewal to address infrastructure backlogs and upgrading existing assets. Strategy is intended to minimise future exposure to increased asset maintenance costs and annual depreciation charges.
4.2	Sinking Fund for Community Facilities	Building Maintenance and Renewal Levy applied to community facilities used to deliver fee-paying and/or funded child care services based on 50% of the annual depreciation charges for these facilities as a contribution to the maintenance and renewal of these assets.
4.3a	Infrastructure Borrowings Program	\$25 million loan facility to fund accelerated five year works program focused on road upgrades and renewals, renewal of park assets and community buildings, in response to documented community priorities.
4.3b	Energy Efficiency Borrowings Program	Loan facility to invest in energy efficiency infrastructure. Costs recovered through energy savings would be used to fund loan borrowings.
5.1	OPEX Expenditure Reduction	Projected savings to be achieved through the adoption of new technology, online service delivery platforms and a review of opening hours.
5.2	Regional Strategic Alliance	Formal partnership with Blue Mountains and Penrith City Councils to implement regional joint projects to increase operating efficiencies through the aggregation of service contracts and the sharing of resources and corporate costs across the three councils.
5.3	Sustainable Population Growth	Continued implementation of Hawkesbury Residential Land Strategy to concentrate new residential development around existing urban centres and villages.

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AT - 2 Information provided to the Consultant by Council staff

The Consultant requested files including the detailed workings for the Fit For The Future Ratios, which were provided by Council staff. In addition, a number of questions were asked and responses provided as follows:

1. **Question: Maintenance Expenditure** – Reading through the Resourcing Strategy it is clear that Council has been and is very focused on directing funding towards assets to address infrastructure issues. Scenarios 2 and 3 both (quite properly) prioritise renewal expenditure in order to address an infrastructure backlog but they also reduce Council's 'required maintenance'. My question is why does Council propose to consistently exceed the required maintenance spend in Scenarios 2 and 3? If renewal is the best use of Council's finds shouldn't anything over and above what is 'required' be directed to renewals?

Response: *The "required maintenance" was determined through asset modelling undertaken by Council's engineers. Due to timing constraints, the impact of new assets (either constructed by Council or dedicated via development), on required maintenance, was not robustly built into the asset modelling. Also not included, is the increased maintenance to reflect community expectations in regard to service levels, with modelling being predominantly based on technical criteria.*

This "shortfall" was acknowledged by the engineers and it was agreed that as Council's asset maturity increases, the above will be more robustly reflected in future asset modelling underpinning financial modelling.

Council's financial projections need to reflect the impact of new assets on required maintenance and community service levels expectations. Accordingly, in developing the Long Term Financial Plan, and after discussions with the engineers, an allowance for the increase maintenance associated with new assets, as well as service level expectations has been made. This approach results in the projected maintenance being higher than the required maintenance. As explained above, this is a reflection of the required maintenance derived from the asset modelling being, at this time, understated.

2. **Question: Renewal expenditure** – Council's planned expenditure over the forecast period is significant and is to address what we understand is an impending wave of renewal work. It is Council's core strategy and a focus on renewals is a strategy we would support. We haven't tested the basis of that but if we accept that the condition data supports the wave of renewals, then my question is when does the wave of renewals drop off? Council cannot need to continue to have a renewal ratio of 120% indefinitely, particularly if the infrastructure backlog ratio is well under 1%. Does the asset modelling extend that far out?

Response: *The actual renewal wave required based on age and condition is a much higher spike in years four and five than shown. This is due to roads within late 80's/early 90's estates such as Bligh Park and McGraths Hill that are already beyond the optimum intervention point. However, the financial modelling reflects a "smoothing" of expenditure in order to support what Council can deliver within a 12 month period.*

This results in the increased renewal above 100% for the duration of the Long Term Financial Plan from year three – this predominantly covers road assets that are expected to reach interventions points, based on condition/age modelling. We would anticipated that building assets would then require increased levels of intervention (both from an renewal perspective and from an upgrade for compliance perspective) from years 11 through to 15. Therefore, we believe that the wave of renewal will diminish from year 12, with increased focus on new/upgrade works.

3. **Question: Depreciation** – We have done a quick initial look at depreciation and the area which we have questions about is buildings and in particular the specialised buildings category. Is there some reason why Councils specialised buildings rate of depreciation is more than double other comparable councils for that same category?

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Response: *We cannot answer this for other councils, however, a full revaluation from an external valuer (including the useful lives and hence depreciation rates) of Council's building assets was conducted in 2012/2013 and verified by Council's external auditors. The next full revaluation is due during this financial year. Most metropolitan councils do not have either a Waste Management Facility or Sewer assets– so this may be a factor in the difference. There are very few buildings within Council's portfolio that are less than 40 years old, which also may be adding to greater depreciation.*

4. **Question: Investments** – The balance sheets of both Scenarios 2 and 3 show Council's investments under Current Assets growing by \$13M over the 10 years. What is driving that?

Response: *This situation is a merely a timing matter, as in order to meet the Operating Performance Ratio within the required timeframe an early boost to Council's revenue is required, with expenditure projections being based on optimal asset intervention points or other timing in the case of non-asset related expenditure. Council will require this cash in future years if it is to attain the objectives as outlined in the Community Strategic Plan.*

The Long Term Financial Plan also assumes that the assets dedicated in years five to ten will need intervention from year 11 and hence the cash reserves built up will be able to be used to fund this additional expenditure. It is anticipated that this will enable Council to reduce the requirement for any additional future SRVs over the next two decades and provide financial surety to weather financial shocks, including the likely reduction in funding from other levels of government.

5. **Question:** What are the terms of the loans in Scenarios 1, 2 and 3?

Response:

- | | |
|-------------------|--|
| <u>Scenario 1</u> | <ul style="list-style-type: none">• Current loan (Local Infrastructure Renewal Scheme) over ten years (with State funded interest subsidy) due to be repaid in full during 2022/2023, amounts included are based on repayment schedule.• New loan to fund LED Street Lighting Project at 3% over nine years commencing 2018/2019. |
| <u>Scenario 2</u> | <ul style="list-style-type: none">• Current loan over ten years (Local Infrastructure Renewal Scheme) (with State funded interest subsidy) due to be repaid in full during 2022/2023, amounts included are based on repayment schedule.• New loan to fund LED Street Lighting Project at 3% over nine years commencing 2018/2019.• New loan of \$25M to fund infrastructure repaid over 15 years at 2.8% (based on TCorp low interest rates available for "Fit" Councils). |
| <u>Scenario 3</u> | <ul style="list-style-type: none">• Current loan over ten years (Local Infrastructure Renewal Scheme) (with State funded interest subsidy) due to be repaid in full during 2022/2023, amounts included are based on repayment schedule.• New loan to fund LED Street Lighting Project at 3% over nine years commencing 2018/2019.• New loan of \$40M to fund infrastructure repaid over 15 years at 2.8% (based on TCorp low interest rates available for "Fit" Councils). |

6. **Question:** Are there specific assets or asset classes that the loan funds are being used for?

Response: *Loan Funds will be used for infrastructure assets (Renewal and New) – Roads, Parks, Buildings*

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7. **Question:** What proportion of the loan funds are being used for renewal and what proportion for new capital?

Response:

Scenario 2: 49% will be used for Renewal and 51% for New Capital

Scenario 3: 46% will be used for Renewal and 54% for New Capital

8. **Question:** In Scenario 2, Net operating cash flows equal \$185M over the Long Term Financial Plan period and capital expenditure equals \$174.7M over the same period. \$5M is needed to pay existing debt. This seems to indicate that operating cash flows are sufficient to cover planned capital works without borrowing when considered over the whole period. There are net positive cash flows in every year of the Long Term Financial Plan.

Response: *The Long Term Financial Plan is based on a significant upfront injection of funds into renewal of assets. Funding works via loan borrowings means we will not have to wait for the funds to come in year after year, but rather be able to do the works upfront. Council would then repay the loans progressively with the funds coming in over future years. This also supports intergenerational equity.*

9. **Question:** Is there an opportunity to defer and/or re-schedule capital expenditure to minimise debt?

Response: *The upfront injection of funds is aimed at arresting the decline in the deterioration of assets. A further objective is for this injection of funds to be visible to our community over a relatively short period of time so that they can see the return on their investment via the SRV. From an asset management perspective, the intended approach is to bring assets up to the standard required and to then be in a financial position to undertake routine maintenance and subsequent renewal at optimal intervention points. This will be a change from the current approach being predominantly reactive and limited by funding availability (which is generally speaking not always efficient and effective). Asset modelling has been based on optimal intervention.*

The loans also enable us to undertake new capital works in response to community expectations, such as sealing of roads. These works are not represented as a "backlog".

10. **Question:** In the years in which the "borrowing program" occurs, council has net increase in cash of \$13.8M, against \$25M of borrowing. In the same period there is \$4.3M of extra loan repayments.

Response: *As explained in the previous email, the accumulation of \$13M over the ten years stems from the requirement to meet the Operating Performance Ratio with the stipulated timeframe and the associated requirement for the SRV. Essentially a reflection of having to turn around an operating loss into a break-even over a very short period of time. As also explained in that email, the \$13M accumulated over the ten years will be required shortly after this time period to address additional maintenance and renewal requirements for new assets created in the earlier years.*

As detailed in one of the responses above the loan versus progressive cash inflows enable works to be brought forward,

11. **Question:** In Scenario 3, Net operating cash flows equal \$199M over the Long Term Financial Plan period, and capital expenditure equals \$200M over the same period. \$5M is needed to pay existing debt. This seems to indicate borrowings do not need to reach \$40M.

Response: *The reason for opting for loan borrowings in lieu of progressive cash inflows is as per above. The \$40M borrowing scenario enables an expanded works program, and a program of new works rather than one-offs. For example this scenario enables an ongoing program of sealing rural roads. The additional rating revenue will also enable Council to invest in additional "soft" infrastructure and resources to deliver Council's Community Strategic Plan, which goes well beyond infrastructure assets.*

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12. **Question:** Debt is needed to fund asset expenditure in 2019/2020, 2021/2022, and 2022/2023, but every other year has operating cash flows that exceed net capital expenditure. There are net positive cash flows in every year of the Long Term Financial Plan except 2019/2020.

Response: *The reason for opting for loan borrowings in lieu of progressive cash inflows is as per above.*

13. **Question:** Is there an opportunity to defer and/or re-schedule capital expenditure to minimise debt?

Response: *Same reason as for Scenario 2.*

14. **Question:** In the years in which the "borrowing program" occurs, council has net increase in cash of \$18.2M, against \$40M of borrowing. In the same period they also have \$9.2M extra loan repayments.

Response: *Same reason as for Scenario 2*

For your information below please find the link that takes you to the page on our website containing the work programs from Scenarios 1, 2 and 3.

<http://www.yourhawkesbury-yoursay.com.au/investing-in-your-future>

15. **Question: Review of road operations:** the strategy indicates that a consultant was engaged in 2016 and so the estimated \$150K per annum savings should be able to be crystallised by now. Will the efficiencies be realised as estimated?

Response: *The strategy is aimed at reviewing road operations overall to achieve \$150K worth of savings each year for four years. These projected savings have been reinvested in projected renewal expenditure. This strategy helps the Operating Performance Ratio (Operational Expenditure saving) but is not an overall "cash" saving.*

The framework within which Council's road operations are undertaken is complex and includes many interdependencies. Underpinning road operations expenditure is a depot, a workshop, stores, a mix of owned and hired plant, materials, employees and contractors. Consequently the identification of savings cuts across all these elements both individually and how they work together.

As a first step, a consultant was engaged to review the operations of the workshop and stores at Council's depot. The recommendations, if implemented have the potential to generate some minimal savings but predominantly the outcome is increased effectiveness. At this time, these recommendations have been set aside until other elements of road operations as well as other activities impacting on the workshop and stores, such as fleet management, are also reviewed, in order to maximize benefits from the interdependencies.

In addition to the engagement of the consultant referred to above, senior management has identified road activities/processes that could be reviewed to generate the estimated savings. The list is lengthy and quite technical and includes items such as materials and plant ownership models. Taking into account the volume of work required to undertake the necessary reviews and existing staff capacity, it has now been determined that a resource is required to implement these reviews. Whilst there will be a cost to the resource, we are confident that with a dedicated resource the savings will exceed the estimated amounts, with this excess being available to fund the resource itself.

In light of the stage this strategy is at now, we may not see a full year's savings in this financial year, but the delay will be compensated in subsequent years.

16. **Question:** Review of service delivery models: I note that the Resourcing Strategy updates this to estimate \$859K over five years rather than the \$918K per annum in the re-assessment proposal. The Resourcing Strategy references the Alliance though, so I may be misinterpreting it.

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Response: Looking at the re-assessment proposal it reads that the \$918K is per annum. The \$918K is over the four years. This is still different from the Resourcing Strategy as the Proposal was submitted before the construction of the 2017/2018 Budget. During the Budget process, when applying the estimated savings to the relevant individual line items there was some instances where existing contractual arrangements did not permit the saving to be applied. The Resourcing Strategy reflects the actual savings that will be able to be implemented under this strategy.

17. **Question: Self-insurance:** the strategy indicates a consultant would have been engaged by now. Has any progress been made?

Response: A consultant was engaged to review whether the current self-insurance model for Workers Compensation was the most cost-effective model for Council. The consultant has completed the review and provided a report accordingly. The report is currently with the General Manager and a decision has not been made as to the way forward as yet.

18. **Question: Regional Strategic Alliance:** While some modest savings are identified through this model, can you confirm that set up costs/Council's financial contribution is allowed for elsewhere?

Response: Since the inception of the Regional Strategic Alliance, each member Council (Hawkesbury, Penrith, Blue Mountains) pays an annual contribution in the order of \$95K each. These funds are pooled and then used to pay the Regional Strategic Alliance CEO and any consultant or other resource required by the various working groups to progress the various initiatives currently underway.

Council budgets for its contribution annually.

19. **Question:** Overall; can you confirm that the Resourcing Strategy and the modelling in the Long Term Financial Plan is based on updated estimates

Response: Yes – Every version of the Resourcing Strategy/Long Term Financial Plan is updated to reflect the most up to date annual budgets and actuals.

20. **Question:** I've been looking at the Operational Plan, Delivery Program and the 30 June 2016 Financial Statements. It would be good to have a chat with you about the some of the differences there.

For example, the income statement in the 2017/2018 Operational Plan is quite different to the Long Term Financial Plan figures for some key costs and revenue for the relevant years. They both appear to have been adopted at the same Council meeting, can you explain why they are different?

Response: The differences is due to the Long Term Financial Plan being General Fund only whilst the Operational Plan includes the Sewer operation (a separate Fund).

21. **Question:** Also, forecast rates revenue and employee costs in the Long Term Financial Plan look quite low in comparison to the actuals in the comparison to the 30 June Financial Statements. In both cases the 2016/2017 budgets are lower than the actuals in June 2015. Do you have a set of draft statements for the year end 30 June 2017?

Response: Rates revenue is generally budgeted based on the rates levied as at the time the budget is being prepared plus the allowable rate-peg increase. For 2017/2018, Council also allowed for some growth. The actual rates levied tend to end up slightly exceeding budget due to supplementary levies issued during the year. The Long Term Financial Plan will be updated annually to reflect projections on actual rates. In regard to employee cost, the difference would be again the Sewer Fund included in Actuals (see split in Note 21 in Statements) and also the consolidation of Employee Costs from Sports Council (a Council entity not included in the Long Term Financial Plan).

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AT – 3 Council Report - Item 211 - 11 October 2016

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Item: 211 **GM - Fit for the Future - Outcome of Service Level Review and Proposed Resourcing Options for Stage 2 of the Fit for the Future Community Engagement Strategy - (79351, 95496)**

Previous Item: 4, Ordinary (2 February 2016)
 146, Ordinary (26 July 2016)
 138, Ordinary (12 July 2016)
 MM, Ordinary (27 October 2015)
 RM, Ordinary (30 June 2015)
 85, Extraordinary (23 June 2015)

REPORT:

Executive Summary

This report has been prepared to advise Council of the outcomes of the Service Level Review consultations undertaken during August 2016 as part of the Fit for the Future (FFTF) Community Engagement Strategy adopted by Council at its Ordinary Meeting of 26 July 2016. The report details the findings of Stage 1 of the Community Engagement Strategy '*Listening to the Community*'. On the basis of the Stage 1 outcomes, the Report proposes three resourcing options to be presented to residents under Stage 2 of the Community Engagement Strategy '*Investing in Your Future*', which is scheduled to be implemented in October and November 2016.

Consultation

The issues raised in this report concern matters which require community consultation under Council's Community Engagement Policy. As Council has been previously advised, Council's revised FFTF Proposal included provision for a comprehensive three-stage community engagement strategy to be conducted between July 2016 and February 2017. This report outlines the outcomes of Stage 1 of the CE Strategy and the proposed options for further discussion with residents to be undertaken during Stage 2 of the CE Strategy during October and November 2016.

Background

The development and implementation of Council's revised FFTF Strategy has been part of an ongoing process of review. Since 2007, Council has been implementing measures to improve its long-term financial sustainability with a particular focus on addressing the legacy of past decades of under-investment in assets renewal. The release of the NSW Government's Local Government Reform Program in September 2014 has required Council to accelerate its progress in achieving this task.

There have been a number of key background documents which have highlighted the financial sustainability challenges faced by local government and informed the direction of the FFTF reform framework. These include:

- *Financial Sustainability of the New South Wales Local Government Sector* released by NSW Treasury Corporation (TCorp) in April 2013. The report found that based on current trajectories, the financial sustainability of local government was deteriorating due to a structural funding shortfall associated with asset maintenance and renewal. TCorp recommended that councils consult with their community on the most appropriate mix of revenue increases, expenditure reductions and service level reviews to address this shortfall.
- *Local Government Infrastructure Audit* released by the NSW Division of Local Government. The Audit Report identified the management of assets as an important component of council functions and noted that the majority of councils in NSW were under-spending in the area of asset management. The Report also advocated community service level negotiations including a consideration of loan borrowing and revenue measures to address asset renewal backlogs.

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- *Revitalising Local Government: The Final Report of the NSW Independent Local Government Review Panel (ILGRP)* released in October 2013. The ILGRP Report also highlighted the threat posed by declining financial sustainability of local government and that the future of many councils were 'at risk' due to weak revenues and infrastructure backlogs.
- *Fit for the Future: A Blueprint for Local Government* released by the Office of Local Government in September 2014 which outlined the process for local government reform. Under this reform framework all councils were required to submit proposals demonstrating plans to achieve long term financial sustainability when measured against seven asset and financial benchmarks.

As part of the FFTF process Council reviewed the condition of assets and undertook detailed long term financial modelling. This work demonstrated that Council only met three of the seven benchmarks and that while Council had been taking steps since 2007 to substantially reduce its annual funding the financial modelling indicated that it would still require an additional annual investment of \$9.1M to meet the asset related FFTF benchmarks.

This situation is not unique to the Hawkesbury Local Government Area. Councils across NSW are facing similar challenges to find long term solutions for managing infrastructure. This has largely been driven through an improved understanding of the condition of existing assets and a greater focus on long term financial stability.

Achieving Financial Sustainability

Since 2007, Council has been implementing a rolling program of expenditure reductions, operational efficiencies and revenue measures to generate the additional investment required to progressively address its structural asset renewal shortfall and infrastructure backlogs. Council has not gone down the path of closing services or reducing service levels as successive community surveys have clearly indicated that this option is not supported by the community. As a result of this efficiency program, Council has been able to preserve and improve service levels while directing substantial additional investment towards maintaining and renewing the assets that Council manages on behalf of the community.

In summary, the following outcomes were achieved:

- a reduction in annual operating costs by \$2.1M a year in real terms
- the realisation of \$1.3M from the sale of properties that were surplus to requirements (and in the previous six years an additional amount of \$7.9M was realised)
- the implementation of fairer service charging, to increase our annual revenue by \$800,000 so that people not using fee paying Council service were not subsidising the people who were
- the generation of an additional \$1.4M on average a year in rating revenue through an infrastructure renewal program funded through a special rate;

These measures enabled Council to reduce its annual operating costs while at the same time increasing investment in community assets by an average of \$7.7M a year, and finding the additional \$803,000 a year that was required to establish new services in response to community requests and Council resolutions. In total Council was able to achieve \$10.6M in annual savings and revenue measures which enabled it to increase investment in assets by just over 75% and establish new services and increase service levels while at the same time reducing its overall operating costs in real terms.

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In July 2016, Council adopted a revised FFTF Plan, containing a mix of 20 revenue, expenditure, and business improvement strategies which will build on the progress achieved since 2007 in addressing the asset renewal shortfall and infrastructure backlogs (an abridged version of the Plan is appended to this report in Attachment 1). These measures will enable Council to achieve the FFTF benchmarks by which Council's future sustainability will be measured. The FFTF Plan will achieve the following outcomes by 2021:

- generate further operational savings of \$2.4M a year
- raise a further \$1.5M from the sale of properties
- achieve a further \$386,000 a year from the continued application of fairer service charging
- generate an additional \$1.7M a year in revenue from a combination of dividend payments, stormwater charges, and a special levy on large scale residential developments
- direct an additional \$9.1M to asset renewal works in accordance with work plans contained in revised S94/94A Plans and Voluntary Planning Agreements.

In summary, since Council commenced its strategy to achieve the goal of financial sustainability, by 2021 it will have:

- reduced its operating costs by \$4.5M a year
- generated \$10.7M from property sales
- raised \$1.2M a year through fairer service charging
- generated \$3.1M a year from other revenue sources
- increased investment in asset maintenance and renewal by \$ 14.4M a year.

These outcomes have enabled Council to make substantial progress in funding its asset renewal shortfall and infrastructure backlogs. In particular, the recent revision of Council's original FFTF Plan has reduced the balance of annual revenue required to completely address Council's infrastructure renewal and backlog requirements. In turn, this has enabled Council to decrease the size of the notional Special Rate Variation (SRV) from 29.7% in the original FFTF Plan to 19.9% in the revised FFTF Plan, which was adopted by Council on 26 July 2016. The SRV in the revised plan is intended to raise the balance of \$4.6M required to complete Council's transition to a sustainable council by 2021.

Current Situation

Central to Council's revised proposal to achieve the FFTF benchmarks (in particular the Operating Performance Ratio) is a community engagement strategy to canvass with residents their level of satisfaction with current service levels, their priorities for future investment and their preferred resourcing options for funding the asset renewal shortfall. At its Ordinary Meeting of 12 July Council endorsed the commencement of this strategy. The strategy is consistent with the key findings of the reports which have informed the FFTF reform framework.

Stage 1 of the FFTF Community Engagement Strategy '*Listening to the Community*' was conducted in August 2016. This service level review first stage was implemented via seven public meetings, a statistically valid telephone survey, an on-line survey and information kiosks set up at six different shopping venues. These activities were supported by published fact sheets and postcards, advertisements in local newspapers and through Council's online engagement portal.

Outcomes of Service Level Review

In broad terms, the service level review indicated that residents were dissatisfied with the condition of the assets that Council manages on their behalf, and that residents wanted Council to improve service levels by increasing investment in assets. The priorities for this investment, as identified by residents were roads, both sealed and unsealed, stormwater drains, town centres and public spaces, public toilets, footpaths and parks. The outcomes of the consultations are summarised below.

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Seven public meetings were held in Pitt Town, Kurrajong, Windsor, North Richmond, Richmond, Colo Heights and St Albans. At these meetings information was provided to residents about the different assets that Council manages on their behalf and the challenges faced by Council in maintaining and renewing these assets (a copy of the PowerPoint presentation presented to residents is appended to this report in Attachment 2). A Q&A session was then held before residents were asked to participate in a simple exercise to identify their priorities for future investment including the option of no further investment (residents were issued with tokens to allocate according to their preferences).

A summary of the outcomes of the public meeting, including written responses to the questions raised by residents, was subsequently emailed to residents who attended the meetings. Table 1 summarises the investment priorities identified by the 200+ people who attended the public meetings; the three top ranked preferences were roads and drainage, community buildings, and parks and public spaces.

Table 1: Priorities for Future Investment: Public Meeting Attendees

Asset Class	Pitt Town	Kurrajong	Windsor	North Richmond	Richmond	Colo Heights	St Albans	Total	%
Footpaths and Cycleways	10	17	8	5	11	1	4	56	10%
Roads and Drainage	58	43	10	26	16	18	91	262	46%
Cultural Facilities	2	11	12	3	3	0	15	46	8%
Sport and Recreation Facilities	20	10	4	4	4	2	7	51	9%
Community Buildings	8	8	10	9	13	10	16	74	13%
Parks and Public Spaces	10	8	12	5	6	13	20	74	13%
No Investment Required	0	1	1	0	0	1	0	3	1%
	108	98	57	52	53	45	153	566	100%

Telephone Survey

Council engaged Micromex Research to conduct a telephone survey. The 405 respondents who made up the statistically valid sample for the survey identified some clear priorities in terms of their preferred investment. In analysing the survey results, Micromex Research advised Council that there was no indication that residents were willing to see any investment reductions across any of the asset classes (a copy of the Micromex report is appended in Attachment 3). Table 2 summarises the priority rating, satisfaction and investment priorities identified by the survey respondents. The outcomes are ranked by order of investment priority (the last column).

ORDINARY MEETING**Meeting Date: 26 September 2017****ORDINARY MEETING****Meeting Date: 11 October 2016****Table 2: Priorities for Future Investment: Micromex Telephone Survey**

Asset	Priority	Satisfaction	Investment
Condition of sealed roads	93%	2.31	0.89
Condition of public toilets	75%	2.58	0.69
Condition of unsealed roads	60%	2.46	0.68
Condition of stormwater drains	81%	2.81	0.67
Condition of town centres and public places	80%	3.16	0.63
Condition of parks	83%	3.41	0.57
Condition of footpaths	70%	2.9	0.56
Condition of playgrounds	60%	3.36	0.45
Condition of playing fields and courts	54%	3.32	0.37
Condition of swimming pools	46%	3.4	0.34
Condition of community centres and halls	45%	3.26	0.34
Condition of the visitor information centre	47%	3.32	0.29
Condition of libraries	52%	3.78	0.18
Condition of cycle paths	33%	2.91	0.16
Condition of the museum	35%	3.32	0.06
Condition of the gallery	27%	3.39	-0.06

The investment score (the third column) ranged from 0.89 for sealed roads, meaning that on balance 89% of residents would like to see increased investment in sealed roads to – 0.06 % which indicated that on balance 6% of residents would like to see investment in the regional gallery decreased (this particular figure represents the difference between the 14% of residents who wanted to see more investment in the gallery, and the 20% of residents who wanted to see less investment). The Micromex report concluded that the first seven asset classes (as identified in Table 2) with an investment priority of 0.56 or above represented an above average preference for increased investment.

On-line survey

The 87 people who completed the online survey generally identified the same investment priorities as those identified in the telephone survey: roads, shared pathways, stormwater drains, public toilets, town centres and public spaces.

Shopping Centre Information Kiosks

Most of the 685 residents who spoke with staff at the information kiosks set up at six different shopping centre venues took the opportunity to share their concerns and focused on roads and traffic in particular.

Resourcing Options

The information collected from Stage 1 of the Fit for the Future Community Engagement Strategy has been used to refine the resourcing strategy options proposed to be presented to residents under Stage 2 of the CE Strategy.

Council's revised FFTF Plan amended 12 of the 20 strategies in the original proposal. These amendments were aimed at achieving more substantial expenditure reductions and revenue targets to reduce the size of the notional SRV that was included the original proposal.

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The revised FFTF Plan, excluding the notional SRV and taking into account updated financial modelling will improve Council's operating position but will still leave a shortfall which was intended to be funded through the notional SRV of \$14.49% above the projected rate peg amount. Council's revised FFTF Plan proposed that up to three resourcing options should be presented to the community with each option achieving (at least) the same FFTF outcome as would notionally be delivered by the notional 14.49% rating increase.

One of these options was to include a no SRV option with identified service level reductions and the second option the notional SRV option outlined in the revised FFTF Plan. A third option has been developed which proposes a larger SRV increase of 22.5% above the rate peg with the additional revenue directed to an ongoing program of road and town centre improvements. This option has been included as the outcome of the August 2016 service level review consultations indicated that residents wanted Council to undertake a program of works beyond those works which could be funded under the notional SRV in the revised Fit for the Future Plan.

Table 3 summarises the three resourcing strategy options, their impacts on rates, their capacity to fund the cost of maintaining and renewing assets, and their performance against the FFTF benchmarks.

Table 3: Summary of Strategy Options

Rate option (impact on service levels)	Rating increase	Funding impact	Asset condition	New assets	FFTF benchmarks
1 Deteriorate	Increase of 7.5% over three years in line with rate peg amount. Cumulative increase of 7.69% over three years	Generate \$7.6M over 10 years which will not be sufficient to fund the increasing cost of Council operations.	Decline in condition of assets with a focus on managing risk, including the possible closure and removal of unsafe assets.	No capacity for new capital works apart from those funded by grants and developer contributions	Will not meet benchmarks unless substantial service reductions are implemented
2 Stabilise	Increase of 14% over the rate peg amount. Cumulative increase of 22.9% over three years (including the rate peg amount)	Generate \$41.8M over 10 years which together with a borrowings program would allow an additional spend of: <ul style="list-style-type: none"> \$44.3M on roads \$2.6M on public domain \$1.4M on buildings 	Condition of assets would stabilise and increase capacity to fund preventative maintenance and renewal	Limited program of asset upgrades to augment works funded from by grants and developer contributions	Will meet Fit for the Future benchmarks
3 Improve	Increase of 21% over the rate peg amount. Cumulative increase of 31.29% over three years (including the rate peg amount)	Generate \$61.2M over 10 years which together with a borrowings program would allow an additional spend of: <ul style="list-style-type: none"> \$57.6M on roads and footpaths \$13.3M on public domain \$7M on buildings 	Condition of assets would stabilise and improve over time	Able to fund new infrastructure and increase gravel road sealing, road rehabilitation and public domain programs	Will meet Fit for the Future benchmarks

In addition to the Options presented in the table above consideration has been given to a 'hybrid' approach comprised of a combination of service cuts and rating increases.

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So as to assess whether this would be a viable variation, financial modelling was undertaken to gauge whether this approach would have a significant impact on the size of the rating increase as compared to the Options proposed in the above table.

Financial modelling based on a notional amount of \$1.5M achieved through service cuts was undertaken. The financial modelling was based on the assumption that \$0.5M in service cuts would occur in the first year (2017/2018) with the remaining \$1M in service cuts assumed to occur in the second year (2018/2019).

Whilst a notional amount of \$1.5M was modelled, the actual amount that would be saved over the two years would be significantly less when taking into account matters such as the cost of staff redundancies, any notice periods applicable to contractual arrangements and asset holding implications. The erosion of the \$1.5M assumed gross savings due to these costs results in a corresponding increase in the extent of the rating increase required.

It is further to be noted that Council's FFTF Plan already includes savings to be achieved through service level reviews, such as reduction in opening hours of relevant services across Council. Also included in this proposal are target savings to be achieved through reviewing the fee structure for some of the services that could, if Council wishes to, be cut completely. Due to these existing inclusions in the FFTF, the assumed notional service cuts savings of \$1.5M, would be further eroded.

The inclusion of service cuts totalling \$1.5M would result in a cumulative rating increase of 18% including rate-pegging over the three years compared to a 22.9% as per Option 2.

From a residential ratepayer's perspective this would be equivalent to a \$1 per week saving, or \$52 per year, cumulative over three years, when compared to Option 2.

Council would need to determine whether it would be preferable to present the community with an option of an 18% increase with a rolling program of significant service cuts or a 22% option with service levels maintained.

As outlined earlier in this report, the community does not appear to have an appetite for service closures. Council's previous experience in going down this path generated considerable controversy which impacted on Council's reputation.

On this basis, it is proposed that these three resourcing options outlined in Table 3 should form the basis of Stage 2 of the FFTF Community Engagement Strategy.

Stage Two Consultation – 'Investing in Your Future'

It is proposed that Stage 2 of the FFTF Community Engagement Strategy '*Investing in Your Future*' should be conducted over six weeks in October and November 2016. As for the Stage 1 consultations, it is proposed to hold public meetings, telephone and online surveys, and information kiosks supported by printed fact sheets, advertisements in local newspapers and through Council's online engagement portal.

It is also proposed that an information brochure be mailed out to all residents and non-resident ratepayers, which will outline in detail the three options and their impacts on rates, assets and service quality. The brochure will also provide background information, including the positive actions taken to date by Council to improve its financial position and the management of community assets. The brochure will include a reply paid postcard to provide the opportunity for residents to tick their preferred resourcing option and provide feedback to Council.

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The following key messages have been proposed for the Stage 2 community engagement strategy and will be used in the published materials and presentations be conducted as part of this phase of the strategy:

1. Council's vision is to build a strong and successful future for the Hawkesbury. Council is committed to improving the wellbeing of our community and environment.
2. Council aims to provide the best possible value for money service for the community while actively working to strengthen financial sustainability.
3. Council has assessed the community's desired levels of service and expectations, and with current funding, cannot adequately resource this service level expectation.
4. Like many councils, Council is experiencing significant challenges in being financially sustainable while continuing to provide current level of service into the future.
5. Over the past nine years Council has worked hard to identify savings and operating efficiencies to maintain service levels. Council has put in place an improvement plan to generate further savings and efficiencies to increase our investment in community assets so that we can meet the community's service level expectations.
6. Part of Council's strategy for increasing income is to engage with the community on options for achieving affordable and acceptable levels of service including a possible special variation on rates.
7. Taking into consideration the outcomes of the community engagement on options for resourcing our future, Council will decide whether or not to proceed with a SRV application.
8. The results of this community engagement will be used in the review of the Community Strategic Plan and will help ensure that we are working together with our community to build a successful future for the Hawkesbury.

Next Steps

The merger proposal public inquiry process together with the recent Council election have impacted on the time frame available to undertake and complete meaningful consultations with residents under the FFTF Community Engagement Strategy that Council endorsed in July 2016.

The Office of Local Government and IPART require notification of an intention to apply for a Special Rate Variation for 2017/2018 to be submitted by 9 December 2016. As a notional rate increase is a key component of Council's revised FFTF Plan to transition to a sustainable council by 2021 and to ensure that Hawkesbury City Council can remain stand alone, the proposed time frame for Stage 2 of the Community Engagement strategy has been scheduled so that Council can be briefed on the outcomes of the Stage 2 consultations on 22 November 2016, prior to the outcomes being formally reported to Council on 29 November 2016. At this point Council can determine if it wishes to notify IPART of its intention to apply for a Special Rate Variation.

Should Council resolve to notify IPART of its intention to apply for an SRV, Council's adopted Delivery Program, Long Term Financial Plan and Strategic Asset Management Plan will be revised and placed on public exhibition between December 2016 and January 2017 for a period of 50 days; the legislative requirement is a 28 day exhibition period and this is extended to account for the Christmas/New Year Break. The SRV process requires Council to revise its Integrated Planning and Reporting (IPR) documents to outline need and purpose of a SRV and to seek community submissions on the three resourcing scenarios so that these submissions can be considered by Council prior to its decision regarding an SRV.

It is proposed that Council would be briefed on the outcomes of the public exhibition of the IPR documents prior to the outcomes being formally reported to Council on 31 January 2017. This time frame will enable Council to determine if it wishes to proceed with an SRV application which will be required to be lodged with IPART by 13 February 2017.

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The following key messages have been proposed for the Stage 2 community engagement strategy and will be used in the published materials and presentations be conducted as part of this phase of the strategy:

1. Council's vision is to build a strong and successful future for the Hawkesbury. Council is committed to improving the wellbeing of our community and environment.
2. Council aims to provide the best possible value for money service for the community while actively working to strengthen financial sustainability.
3. Council has assessed the community's desired levels of service and expectations, and with current funding, cannot adequately resource this service level expectation.
4. Like many councils, Council is experiencing significant challenges in being financially sustainable while continuing to provide current level of service into the future.
5. Over the past nine years Council has worked hard to identify savings and operating efficiencies to maintain service levels. Council has put in place an improvement plan to generate further savings and efficiencies to increase our investment in community assets so that we can meet the community's service level expectations.
6. Part of Council's strategy for increasing income is to engage with the community on options for achieving affordable and acceptable levels of service including a possible special variation on rates.
7. Taking into consideration the outcomes of the community engagement on options for resourcing our future, Council will decide whether or not to proceed with a SRV application.
8. The results of this community engagement will be used in the review of the Community Strategic Plan and will help ensure that we are working together with our community to build a successful future for the Hawkesbury.

Next Steps

The merger proposal public inquiry process together with the recent Council election have impacted on the time frame available to undertake and complete meaningful consultations with residents under the FFTF Community Engagement Strategy that Council endorsed in July 2016.

The Office of Local Government and IPART require notification of an intention to apply for a Special Rate Variation for 2017/2018 to be submitted by 9 December 2016. As a notional rate increase is a key component of Council's revised FFTF Plan to transition to a sustainable council by 2021 and to ensure that Hawkesbury City Council can remain stand alone, the proposed time frame for Stage 2 of the Community Engagement strategy has been scheduled so that Council can be briefed on the outcomes of the Stage 2 consultations on 22 November 2016, prior to the outcomes being formally reported to Council on 29 November 2016. At this point Council can determine if it wishes to notify IPART of its intention to apply for a Special Rate Variation.

Should Council resolve to notify IPART of its intention to apply for an SRV, Council's adopted Delivery Program, Long Term Financial Plan and Strategic Asset Management Plan will be revised and placed on public exhibition between December 2016 and January 2017 for a period of 50 days; the legislative requirement is a 28 day exhibition period and this is extended to account for the Christmas/New Year Break. The SRV process requires Council to revise its Integrated Planning and Reporting (IPR) documents to outline need and purpose of a SRV and to seek community submissions on the three resourcing scenarios so that these submissions can be considered by Council prior to its decision regarding an SRV.

It is proposed that Council would be briefed on the outcomes of the public exhibition of the IPR documents prior to the outcomes being formally reported to Council on 31 January 2017. This time frame will enable Council to determine if it wishes to proceed with an SRV application which will be required to be lodged with IPART by 13 February 2017.

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Other Options

It should be noted that giving notification of an intention to apply for an SRV is not binding and does not commit Council to proceeding with an SRV. However, Council should be aware that the NSW State Government has made it clear that it will monitor and hold councils accountable for the implementation of their FFTF Plans. Given Council's recent experience with the proposed merger, there is a clear imperative for Council to satisfy the FFTF requirements and reinforce its commitment to working towards becoming financially sustainable. The implications of not satisfying the FFTF requirements and not proceeding with the actions within Councils revised FFTF Plan may be significant.

If Council were not to proceed with the proposal to consult with residents on the proposed resourcing scenarios, including the SRV options, there would be a need to reconsider its commitment to current levels of service across a broad range of community programs including the rationalisation of its asset holdings. The proposed resourcing scenarios which incorporate an SRV are intended to generate sufficient long term revenue to allow Council to increase its level of expenditure on the maintenance and renewal of infrastructure without compromising the range and standard of services currently provided to the community.

The option of a possible merger has been comprehensively evaluated as part of a public inquiry process which concluded that the merged entity would not be financially sustainable and would not address the asset renewal funding shortfall.

Service Level Reductions

At the Councillor Briefing session held on Tuesday, 4 October 2016, there was some discussion of possible additional service level reductions which could be applied to further reduce the size of the notional SRV within Council's adopted Fit for the Future Plan. In this respect it should be noted that the \$2.4M in annual savings within the adopted Plan includes proposed reductions in operating hours for some Council facilities to bring them in line with current industry benchmarks, a review of service delivery models, the adoption of new technologies and economies of scale to achieve further operational and staff savings.

To assist Council in considering these matters, Table 4 below outlines a list of discretionary services which Council is not obliged to provide but which it currently provides because of historical precedents, or to meet a community service obligation, or more generally to respond to community need or gaps in service coverage by other levels of government. The list excludes those services which Council is required to provide by legislation and also excludes infrastructure related services on the basis that it would not be appropriate to reduce these services given that the goal of Council's adopted FFTF Plan is to increase investment in assets.

The table lists services, programs and activities by functional areas and documents the net operating costs of these services, programs and activities as at 2016/2017. The table also translates these operating costs into a percentage rating equivalent to highlight the scope of a possible reduction in rating increase which could be achieved should the service, program or activity be discontinued. The third column in the Table then translates the percentage rating increase into the average annual saving that would be achieved by the rate reduction for each ratepayer (per rateable property). It should be noted that staffing costs represent the major expenditure item for most of the services, programs or activities listed in Table 4. The discontinuation of a particular service, program or activity may trigger redundancy and industrial provisions which would have the effect of reducing potential savings and increase the time frame by which the discontinuation of a service, program or activity could be finalised.

The table should assist Councillors to identify potential savings should they wish to pursue further service level reductions.

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Table 4: Net operating cost of discretionary services and their notional rating equivalents

Service, Program or Activity	2016/2017 net OPEX	% rate equivalent	Indicative annualised rate savings per property
Community Programs			
Contribution to Peppercom Services	98,496	0.32%	\$3.85
Community Sponsorship Program	71,866	0.23%	\$2.81
Youth Programs + Youth Summit	31,041	0.10%	\$1.21
Access and Inclusion Programs	95,763	0.31%	\$3.74
Community Buildings Management	77,194	0.25%	\$3.02
Community Safety Programs	63,620	0.21%	\$2.49
Community Partnerships & Engagement	179,953	0.59%	\$7.03
Total Community Programs	617,933	2.02%	\$24.14
Cultural Programs			
Windsor Central Library	1,216,948	3.98%	\$47.55
Richmond Branch Library	267,135	0.87%	\$10.44
Library Resources plus Materials	297,091	0.97%	\$11.61
Regional Gallery	393,060	1.28%	\$15.36
Regional Museum	335,703	1.10%	\$13.12
Total Cultural Programs	2,509,937	8.20%	\$98.07
Heritage Programs	30,721	0.10%	\$1.20
Economic Development Programs			
Visitor Information Centre	246,446	0.81%	\$9.63
Local Economic Development Program	225,482	0.74%	\$8.81
University Scholarships	15,100	0.05%	\$0.59
Total Economic Development Program	487,028	1.59%	\$19.03
Citizenship and Civic Programs			
Rural Alliance	1,500	0.00%	\$0.06
Sister Cities	25,850	0.08%	\$1.01
Hawkesbury Show	17,584	0.06%	\$0.69
Australia Day + Citizenship Activities	20,790	0.07%	\$0.81
Major Events Sponsorship	109,858	0.36%	\$4.29
Christmas Celebrations	15,000	0.05%	\$0.59
Communications & Public Relations	410,842	1.34%	\$16.05
Total Citizenship & Civic Programs	601,424	1.97%	\$23.50
Recreation Programs			
Richmond Pool	131,390	0.43%	\$5.13
Hawkesbury Leisure Centres	208,298	0.68%	\$8.14
Community Nursery	57,503	0.19%	\$2.25
Academy of Sport	11,600	0.04%	\$0.45
Total Recreation Programs	408,791	1.34%	\$15.97
Lower Portland Ferry	345,315	1.13%	\$13.49
Notional back office overhead reduction	1,771,784	5.79%	\$69.23
Total Discretionary Services	6,772,933	22.1%	\$264.64

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As previously indicated, the outcomes of consultations to date have indicated that the community do not wish to see the closure of services or the reduction of service levels. For this reason, the notional resourcing option within Council's adopted FFTF Plan has been developed to provide a mechanism by which Council can best respond to the demand for improved service levels with a particular focus on roads. This option will enable Council to deliver an affordable program of sealed road rehabilitation and gravel road sealing and provide a positive response to community concerns expressed during the merger inquiry process about current service levels.

This option will also facilitate a more constructive dialogue with residents about the resourcing requirements to achieve the proposed works. The experience of other councils suggests that it would be more difficult to prosecute a resourcing scenario which would see both service level reduction and increased special rates.

Conformance to the Hawkesbury Community Strategic Plan

The Plan is consistent with the Shaping Our Future Together Directions Statement;

- The Council be financially sustainable to meet the current and future needs of the community based on a diversified income base, affordable and viable services
- Maintain its independent identity and voice through strong local government and community institutions

and is also consistent with the nominated strategy in the CSP being:

- Improve financial sustainability
- Work with the community to determine affordable levels of service and facilities

Financial Implications

The budget implications of the three resourcing scenarios have been outlined in this report.

RECOMMENDATION:

That;

1. Council receive and note the outcomes of Stage 1 of the Fit for the Future Community Engagement Strategy and the Micromex Research Asset Management Report (Attachment 3).
2. Council approve the implementation of the Stage 2 Fit for the Future Community Engagement Strategy including the three resourcing strategy scenarios as outlined in this report.

ATTACHMENTS:

- AT - 1** Fit for the Future Revised Council Improvement Proposal: Abridged Version (*Distributed Under Separate Cover*)
- AT- 2** 'Listening to Our Community' PowerPoint presentation, August 2016
- At - 3** Hawkesbury City Council Asset Management Report prepared by Micromex Research August 2016 (*Distributed Under Separate Cover*)


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AT - 1 'Listening to Our Community' PowerPoint presentation, August 2016




Listening to our Community

Your Services - Your Say
.... join the discussion



what does Council do?



[What Has The Council Ever Done For Us?](#)

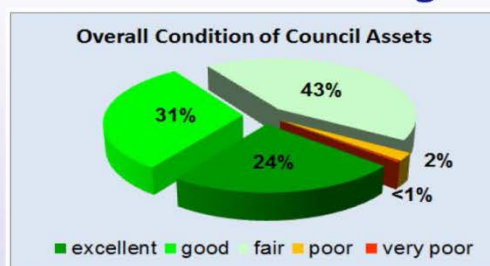
the assets we manage



- 52,226 assets valued at close to \$1 Billion

- spread across 2,800 square kilometres

keeping our assets functioning & safe



■ excellent - no work required apart from usual day to day maintenance
 ■ good - only minor maintenance work required
 ■ fair - maintenance work required
 ■ poor - renewal required
 ■ very poor - urgent renewal or upgrading required

- we aim to keep assets in at least a fair condition
- overall our assets are in good to fair condition

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keeping on top of
infrastructure renewal



	poor condition		excellent condition	
Kable Street Amenities Windsor				
	poor condition		excellent condition	
Memorial Park Kurrajong				

keeping on top of
infrastructure renewal



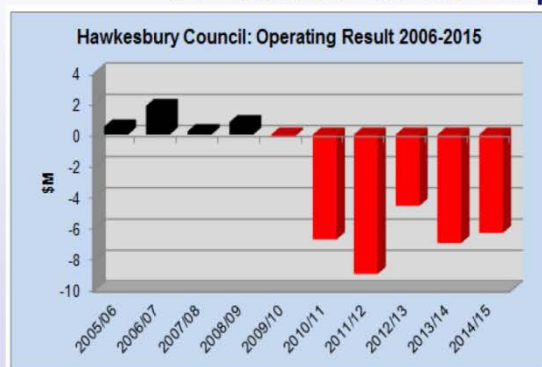
	poor condition		excellent condition	
King Road Wilberforce				
	poor condition		excellent condition	
St. Albans Park St Albans				

intergenerational equity



- we have been using assets paid for by our parents & grandparents but not paying for the true cost of this use
- we are passing on this unfunded asset renewal cost to next generation

calculating the true cost of asset consumption



- recognising the true cost of asset consumption
- a growing infrastructure renewal requirement

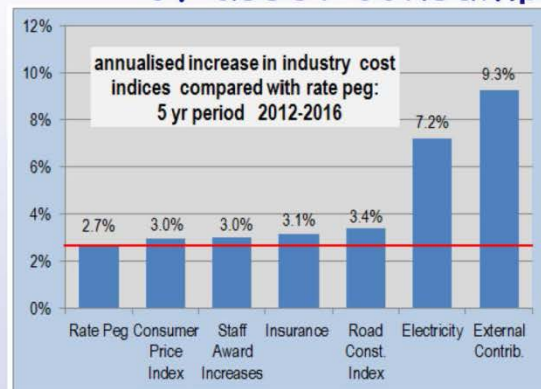
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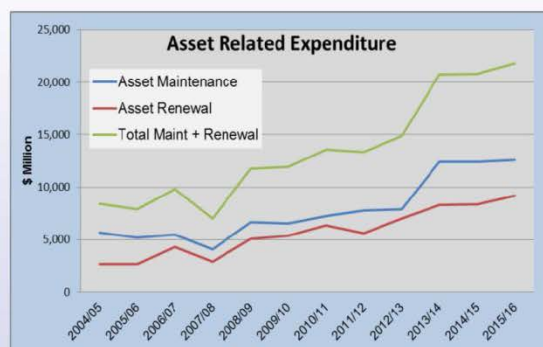
Meeting Date: 11 October 2016

funding the true cost of asset consumption



- revenue vs expenditure

getting on with the job



- increased spending on asset renewal & maintenance
- more needs to be done

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service level review



- feedback on condition of assets
- is more investment required?
- a resourcing strategy

priorities for future investment

average residential rate 2013/14	
Wingecarribee*	\$1,010
Hawkesbury	\$1,018
Penrith*	\$1,028
The Hills	\$1,081
Camden	\$1,151
Wollondilly*	\$1,183
Blue Mountains*	\$1,249

- all councils face asset renewal challenge

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ORDINARY MEETING

Meeting Date: 26 September 2017

CITY PLANNING

Item: 171 **CP - Local Heritage Assistance Fund 2017/2018 - Minor Improvements/Conservation Works to Heritage Listed Residential Properties in the Windsor and Richmond Historic Townships - (95498, 124414)**

REPORT:

Executive Summary

The Local Heritage Assistance Fund is jointly funded by Council and the NSW Office of Environment & Heritage each year. The Local Heritage Assistance Fund 2017/2018 focuses on minor Improvements/Conservation works to locally listed heritage residential properties in the Windsor and Richmond Historic Townships.

In July 2017, Council invited owners/managers of heritage listed residential properties within these two towns to apply for funding to undertake minor Improvements/Conservation works to their heritage listed residential properties.

Council received a total of 10 applications seeking funding and all have been assessed as being eligible to receive funds as part of this program.

The purpose of this report is to outline the Local Heritage Assistance Fund 2017/2018, funding applications and seek Council's endorsement for the allocation of suitable funds for the successful applications.

Consultation

In July 2017, the owners/managers of heritage listed residential properties within Windsor and Richmond towns were advised in writing of the Local Heritage Assistance Fund 2017/2018.

Application forms and guidelines on how to apply for the Fund were made available on Council's website during the application period.

In addition, an information session was held for land owners/managers on 26 July 2017. The session included presentations by Council's Heritage Advisor and Council Officers and was well attended by interested owners/managers of heritage listed properties.

Background

The Hawkesbury Community Strategic Plan 2017-2036 recognises the importance of conservation and promotion of the Hawkesbury's heritage and history for current and future generations, and the Hawkesbury Heritage Strategy 2016-2019 provides an effective framework for Council to achieve its commitment to conservation and management of unique and diverse heritage assets and character within the Hawkesbury.

In order to encourage and assist the conservation and restoration of the Hawkesbury's significant heritage listed residential properties in the Windsor and Richmond historic townships, and promote awareness and positive attitude of the community to heritage, and property owners and managers, the Local Heritage Assistance Fund 2017/2018 focuses on minor improvements and conservation works to heritage listed residential properties in Windsor and Richmond towns in accordance with the Heritage Strategy 2016-2019.

A total of \$26,500 joint funding is available for the 2017/2018 program which consists of \$20,000 from Council and \$6,500 from the Office of Environment and Heritage.

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As with previous years funding programs, the maximum funding available for any one applicant/property has been capped at \$2,000. Funding will be offered on a dollar for dollar basis (\$1 of private funding for each \$1 of grant funding) to enable funded works to a maximum value of \$4,000 to be undertaken. It should be noted that with the Local Heritage Assistance Fund 2016/2017 given a lower number of applications received the funding was increased to \$4,000 per applicant.

Expenditure in excess of the capped amount will need to be met by the applicant. It should be noted that the funding allocation amounts were aimed at encouraging minor works and also to enable as many properties as possible to be beneficiaries of the funding.

In July 2017, the owners and managers of locally listed heritage residential properties in the Windsor and Richmond towns were advised of the Local Heritage Assistance Fund 2017/2018 in writing and encouraged to apply for funding. Application forms and guidelines on how to apply for funding assistance were made available on Council's website during the funding application period. A public notice on the Local Heritage Assistance Fund 2017/2018 was placed in the local newspaper.

An information session was also held for land owners/managers on 26 July 2017. The session included presentations by Council's Heritage Advisor and Council Officers on this year's funding program and was well attended by owners/managers of heritage listed properties.

Applications for Financial Assistance

Council received 10 applications seeking financial assistance. Table 1 below summarises the applications received and the amount of financial assistance sought.

Table 1: Summary of Applications

Heritage Listed Residential Property	Proposal	Total project cost (\$)	Financial assistance sought	Applicant's contribution
5 Francis Street Richmond	Removal of existing iron roof, replace battens, supply and fix new Galvanised corrugated continuous roof sheets and new galvanised roll top ridges and flashing.	\$11,266.00	\$2,000.00	\$9,266.00
271 George Street, Windsor	Fix and paint six windows, all glazing bars, sash, frame and architrave.	\$5,995.00	\$2,000.00	\$3,995.00
7 Francis Street Richmond	Replace Flooring, bearers and perimeter fascia boards on front verandah	\$5,514.21	\$2,000.00	\$3,514.21
2 Catherine Street, Windsor	Remove existing flooring, bearers and joints, fix low supporting piers, supply install new hardwood bearers and joints, and supply and install blackbutt flooring or similar.	\$4,042.50	\$2,000.00	\$2,042.50

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Heritage Listed Residential Property	Proposal	Total project cost (\$)	Financial assistance sought	Applicant's contribution
The Doctor's House, 3 Thompson Square, Windsor	Prepare and paint concave verandah soffit, metal balustrades and columns, verandah beams, windows and doors to the front façade.	\$4,840.00	\$2,000.00	\$2,840.00
31 Pitt Street, Richmond	Repair unstable brickwork, replace with matching mortar, brick cleaning of restored bricks.	\$5,500.00	\$2,000.00	\$3,500.00
The Doctor's House, 1 Thompson Square, Windsor	Prepare and paint concave verandah soffit, metal balustrade and columns and verandah fascia.	\$5,720.00	\$2,000.00	\$3,720.00
4 Catherine Street, Windsor	Remove existing flooring, bearers and joints, fix low supporting piers, supply install new hardwood bearers and joints, and supply and install blackbutt flooring or similar.	\$4,042.50	\$2,000.00	\$2,042.50
15 Brabyn Street Windsor	External drainage works to preserve the structural integrity of the building and the provision of additional sub-floor ventilation.	\$7,696.00	\$2,000.00	\$5,696.00
7 Chapel Street Richmond	Repair and reglazing of front double hung window and repair of damaged ceiling cornice.	\$1,524.00	\$762.00	\$762.00
TOTAL		\$56,140.21	\$18,762.00	\$37,378.21

Evaluation of applications

Applications were evaluated by a panel comprised of Council's Heritage Advisor and relevant Council Officers. The following criteria were used in the evaluation:

- the eligibility of the subject site and the proposal
- the applicant's ability to demonstrate technical and financial responsibility in relation to the project and demonstrated ability to complete the project within **six months** from the date of funding confirmation
- the degree to which the applicant is financially contributing to the project given the limitations of the funding available
- projects of demonstrated heritage value to the community

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- projects which are highly visible to the public.

The evaluations revealed that the ten applications were eligible for funding assistance.

Implementation

Subject to endorsement by Council, all applicants will be advised in writing of the determination of their application. Applicants will be required to enter into an Agreement with Council. The Agreement includes provisions for acceptance of the offer of funding, permission to commence work, time limits, claims for payment, and any special conditions relating to the project.

On completion of the work an inspection will be carried out by Council Officers and Council's Heritage Advisor to ensure that the work has been carried out in accordance with the Agreement. Upon satisfactory completion of the works and approval of Council's Heritage Advisor and Council Officers, the approved grant amount would be forwarded to the applicant.

Conformance to the Hawkesbury Community Strategic Plan

The Local Heritage Assistance Fund 2017/2018 is consistent with the following Focus Area, Direction and Strategy within the CSP.

Our Community

2.5 Cultural development and heritage

- 2.5.3 Recognise, conserve and promote the areas of history and heritage for current and future generations.

Conformance to Heritage Strategy

The funding for minor improvements/conservation works to heritage listed residential properties in Windsor and Richmond historic townships and the implementation of the Fund is consistent with Recommendation 5 *Introduce a local heritage fund to provide small grants to encourage local heritage projects* of the Hawkesbury Heritage Strategy 2016-2019.

Financial Implications

The required funding for the Local Heritage Assistance Fund 2017/2018 is derived from the Council's Heritage Reserve and the Office of Environment and Heritage approved \$6,500 financial assistance grant. Whilst the Office of Environment and Heritage funding ratio is \$1 for \$1, Council is contributing an allocation of \$20,000.

Given the total funds allocated for the Local Heritage Assistance Fund 2017/2018 program are \$26,500 there is an amount of \$7,738 that will be unspent.

It is proposed to continue the Local Heritage Assistance Fund program in future years and the unspent funds from this round will be placed in the Heritage Reserve for use in this future program. Over the past three years Council's Heritage Assistance Fund, in conjunction with grant funds from the Office of Environment and Heritage, has targeted residential and commercial buildings in Windsor and Richmond as well as historic cemeteries in the Hawkesbury. It is proposed to run the Local Heritage Assistance Fund next year that will broaden the assistance to heritage listed residential buildings across the Hawkesbury.

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RECOMMENDATION:

That:

1. Council approve financial assistance up to \$2,000 under Section 356 of the Local Government Act 1993 for each of the ten applicants, under the terms of the Local Heritage Assistance Fund 2017/2018.
2. The successful applicants for the Local Heritage Assistance Fund 2017/2018 be advised accordingly.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

ORDINARY MEETING

Meeting Date: 26 September 2017

Item: 172 **CP - Review of Council's Floodplain Risk Management Advisory Committee Objectives for 2017-2021 (95498, 86589, 124414)**

Previous Item: 2, FRMAC (16 February 2017)
 2, FRMAC (20 April 2017)
 2, FRMAC (31 August 2017)

REPORT:

Executive Summary

The Floodplain Risk Management Advisory Committee has undertaken a review of the Committee's objectives. The Committee has proposed amendments to the objectives and this report recommends that Council approve the amended objectives of the Committee.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

At meetings of the Floodplain Risk Management Advisory Committee on 16 February 2017, 20 April 2017 and 31 August 2017 discussions between the Members of the Committee regarding the opportunity to review the Objectives of this Committee were undertaken and amendments made.

The current objectives of the Floodplain Risk Management Advisory Committee are as follows:

- a) to advise Council about information, research and analysis required to understand the nature and degree of flood risk in Hawkesbury LGA generally and in particular localities
- b) to advise Council about town planning measures and standards considered necessary to minimise risk to life and property in Hawkesbury LGA
- c) to advise Council about road and drainage infrastructure and other physical works required to minimise risk to life and property in Hawkesbury LGA
- d) to advise Council about public awareness strategies and to act on Council's behalf to implement these strategies as required
- e) to recommend to Council measures to reduce flood risk to Council's infrastructure and buildings
- f) to liaise with state agencies and neighbouring Councils involved in the Hawkesbury Nepean Floodplain Management Strategy
- g) to advise Council in relation to representations to other levels of government in support of initiatives to reduce flood risk to life and property in Hawkesbury LGA
- h) to assist the Council in the development and implementation of a Flood Risk Management Plan
- i) to assist in the application of Council's Sustainability Principles and Objectives contained in Council's Community Strategic Plan.

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Based on previous input from Committee members, at the most recent meeting of Floodplain Risk Management Advisory Committee on 31 August 2017 it was resolved that the amendments to the objectives of the Committee be accepted and that a report be prepared for submission to Council, seeking Council's endorsement of the amended Objectives for the Floodplain Risk Management Advisory Committee.

Based on consideration of this matter by the Floodplain Risk Management Advisory Committee, the proposed amended Objectives for the Committee are as follows:

- a) to advise Council about information, research and analysis required to understand the nature and degree of flood risk in Hawkesbury LGA generally and in particular localities
- b) to advise Council about town planning measures and standards considered necessary to minimise risk to life and property in Hawkesbury LGA
- c) to advise Council about road and drainage infrastructure and other physical works required to minimise risk to life and property in Hawkesbury LGA
- d) to advise Council about education and public awareness strategies associated with floodplain management and to act on Council's behalf to implement these Council adopted strategies as required
- e) to recommend to Council measures to reduce flood risk to Council's infrastructure and buildings
- f) to assist the Council in advocating, consideration of, and implementing the strategies contained within the Hawkesbury Nepean Floodplain Review Taskforce report, 'Resilient Valley, Resilient Communities' in partnership with relevant state agencies and stakeholders
- g) to advise Council in relation to representations to other levels of government in support of initiatives to reduce flood risk to life and property in Hawkesbury LGA
- h) to assist the Council in the development and implementation of a Flood Risk Management Plan to increase the Hawkesbury community's resilience in responding to flood events
- i) to advise the Council on the implementation of strategies associated with floodplain management contained within the Hawkesbury Community Strategic Plan
- j) to advise the Council in respect of funding opportunities and potential partnerships in respect of Floodplain Risk Management.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Directions and Strategies within the CSP.

Our Community

2.1 Community safety is improved

- 2.1.1 Meet the needs of our community through effective flood, fire and other natural disaster management plans that promote the protection of life, property and infrastructure.
- 2.1.2 Make the Hawkesbury a friendly place where people feel safe.

2.3 Community partnerships continue to evolve

- 2.3.1 Encourage and facilitate community partnerships.

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Financial Implications

There are no financial implications applicable to this report.

RECOMMENDATION:

That:

1. Council approve the following objectives of the Floodplain Risk Management Advisory Committee:
 - a) To advise Council about information, research and analysis required to understand the nature and degree of flood risk in Hawkesbury LGA generally and in particular localities.
 - b) To advise Council about town planning measures and standards considered necessary to minimise risk to life and property in Hawkesbury LGA.
 - c) To advise Council about road and drainage infrastructure and other physical works required to minimise risk to life and property in Hawkesbury LGA.
 - d) To advise Council about education and public awareness strategies associated with floodplain management and to act on Council's behalf to implement these Council adopted strategies as required.
 - e) To recommend to Council measures to reduce flood risk to Council's infrastructure and buildings.
 - f) To assist the Council in advocating, consideration of, and implementing the strategies contained within the Hawkesbury Nepean Floodplain Review Taskforce report, 'Resilient Valley, Resilient Communities' in partnership with relevant state agencies and stakeholders.
 - g) To advise Council in relation to representations to other levels of government in support of initiatives to reduce flood risk to life and property in Hawkesbury LGA.
 - h) To assist the Council in the development and implementation of a Flood Risk Management Plan to increase the Hawkesbury community's resilience in responding to flood events.
 - i) To advise the Council on the implementation of strategies associated with floodplain management contained within the Hawkesbury Community Strategic Plan.
 - j) To advise the Council in respect of funding opportunities and potential partnerships in respect of Floodplain Risk Management.
2. The Constitution for the Floodplain Risk Management Advisory Committee be amended to include the approved objectives.

ATTACHMENTS:

There are no supporting documents for this report.

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ORDINARY MEETING

Meeting Date: 26 September 2017

Item: 173 **CP - Review of Council's Heritage Advisory Committee Objectives for 2017-2021 - (95498, 124414, 80242)**

Previous Item: 2, HAC (23 February 2017)
 1, HAC (25 May 2017)
 2, HAC (3 August 2017)

REPORT:

Executive Summary

The Heritage Advisory Committee has undertaken a review of the Committee's objectives. The Committee has proposed amendments to the objectives and this report recommends that Council approve the amended objectives of the Committee.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy. This matter has been discussed directly with the Heritage Advisory Committee on 23 February 2017, 25 May 2017 and 3 August 2017.

Background

At meeting of the Heritage Advisory Committee on 23 February 2017, 25 May 2017 and 3 August 2017, discussions between the Members of the Heritage Advisory Committee regarding the opportunity to review the Objectives of this Committee were undertaken and amendments endorsed by the Committee for consideration by Council.

The current objectives of the Heritage Advisory Committee are as follows:

- a) to advise Council about heritage assistance, grant applications review and recommendations
- b) to advise and make recommendations to Council in relation to the nomination and deletion of Heritage Listed items from the Local Environmental Plan (LEP) and to identify items of State significance, which should be included in the NSW Heritage Office State Heritage Register or of National significance
- c) to liaise with local communities and businesses in organising 'Heritage Week' events and to provide advice to Council on heritage programming, exhibitions, education and tourism events
- d) to advise Council and work with the community to increase awareness of heritage matters through education such as publications, seminars, public displays and award recommendations
- e) provide Council with advice on the management of heritage within the area. This includes reviewing Council or government policies that affect the Local Government Area heritage, recommending conservation objectives, policies and strategies and providing advice on these matters where appropriate
- f) provide Council with advice on the consistent management and balanced treatment of heritage places forming the cultural heritage of the area by identifying places of cultural significance within the city and to encourage their conservation for today's and future generations
- g) act as a reference and peer review body as required for heritage surveys, conservation reports, planning studies and other heritage related bodies of work

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- h) to work with the community in the promotion, education, advocacy, encouragement, understanding, use and enjoyment of the cultural heritage of the city and to provide advice thereon to Council
- i) to assist in the application of Council's Sustainability Principles and Objectives contained in Council's Community Strategic Plan.

The Committee objectives have been discussed with the new Committee at its meetings on 23 February 2017, and 25 May 2017. At the most recent meeting of the Heritage Advisory Committee on 3 August 2017 it was resolved that the amendments to the Committee Objectives be accepted and that a report be prepared for submission to Council, seeking Council's endorsement of the amended Objectives for the Heritage Advisory Committee.

Based on consideration of this matter by the Heritage Advisory Committee, the proposed amended Objectives for the Committee are as follows:

- a) to promote the recognition of the heritage of the Hawkesbury through advice to Council about heritage assistance, grant applications review and recommendations
- b) to advise and make recommendations to Council in relation to the nomination and deletion of Heritage Listed items from the Local Environmental Plan (LEP) and to identify items of State significance, which should be included in the NSW Heritage Office State Heritage Register or of National significance
- c) to promote the history and heritage of the Hawkesbury and its links to the tourism economy, and to liaise with local communities and businesses in organising heritage events and to provide advice to Council on heritage programming, exhibitions, education and heritage related tourism events
- d) to advise Council and work with the community to increase awareness of heritage matters through education such as publications, seminars, public displays and award recommendations
- e) to provide Council with advice on the management of heritage within the area. This includes reviewing Council or government policies that affect the Local Government Area heritage, recommending conservation objectives, policies and strategies and providing advice on these matters where appropriate
- f) to provide Council with advice on the consistent management and balanced treatment of heritage places forming the cultural heritage of the area by identifying places of cultural significance within the city and to encourage their conservation for today's and future generations
- g) to act as a reference and peer review body as required for heritage surveys, conservation reports, planning studies and other heritage related bodies of work
- h) to work with the community and heritage item owners in the promotion, education, advocacy, encouragement, understanding, use and enjoyment of the cultural heritage of the Hawkesbury and to provide advice thereon to Council
- i) to advise and assist the Council in the implementation of strategies associated with heritage matters contained within the Hawkesbury Community Strategic Plan
- j) to showcase Hawkesbury's heritage by making heritage more accessible and attractive to everyone.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area/s, Direction/s and Strategies within the CSP.

Our Community

2.5 Cultural Development and Heritage

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

Our Future

5.2 Management of Aboriginal and Non Aboriginal and the Built Environment

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

5.3 Shaping our Growth

- 5.3.2 The diverse housing needs of our community will be met through research, active partnerships and planned development.
- 5.3.3 Plan for a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character.

Financial Implications

There are no financial implications applicable to this report.

RECOMMENDATION:

That

1. Council approve the following objectives of the Heritage Advisory Committee:
 - a) To promote the recognition of the heritage of the Hawkesbury through advice to Council about heritage assistance, grant applications review and recommendations.
 - b) To advise and make recommendations to Council in relation to the nomination and deletion of Heritage Listed items from the Local Environmental Plan (LEP) and to identify items of State significance, which should be included in the NSW Heritage Office State Heritage Register or of National significance.
 - c) To promote the history and heritage of the Hawkesbury and its links to the tourism economy, and to liaise with local communities and businesses in organising heritage events and to provide advice to Council on heritage programming, exhibitions, education and heritage related tourism events.
 - d) To advise Council and work with the community to increase awareness of heritage matters through education such as publications, seminars, public displays and award recommendations.
 - e) To provide Council with advice on the management of heritage within the area. This includes reviewing Council or government policies that affect the Local Government Area heritage, recommending conservation objectives, policies and strategies and providing advice on these matters where appropriate.

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- f) To provide Council with advice on the consistent management and balanced treatment of heritage places forming the cultural heritage of the area by identifying places of cultural significance within the city and to encourage their conservation for today's and future generations.
 - g) To act as a reference and peer review body as required for heritage surveys, conservation reports, planning studies and other heritage related bodies of work.
 - h) To work with the community and heritage item owners in the promotion, education, advocacy, encouragement, understanding, use and enjoyment of the cultural heritage of the Hawkesbury and to provide advice thereon to Council.
 - i) To advise and assist the Council in the implementation of strategies associated with heritage matters contained within the Hawkesbury Community Strategic Plan.
 - j) To showcase Hawkesbury's heritage by making heritage more accessible and attractive to everyone.
2. The Constitution for the Heritage Advisory Committee be amended to include the approved objectives.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

ORDINARY MEETING

Meeting Date: 26 September 2017

Item: 174 **CP - Review of Council's Human Services Advisory Committee Objectives for 2017-2021 - (95498, 124414, 123486)**

Previous Item: 3, HSAC (9 February 2017)
 1, HSAC (4 May 2017)
 1, HSAC (27 July 2017)

REPORT:

Executive Summary

The Human Services Advisory Committee has undertaken a review of the Committee's objectives. The Committee has proposed amendments to the objectives and this report recommends that Council approve the amended objectives of the Committee.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy. The matter has been discussed with the Committee on 9 February 2017 and 4 May 2017.

Background

At meetings of the Human Services Advisory Committee on 9 February 2017 and 4 May 2017 discussions between the Members of the Human Services Advisory Committee regarding the opportunity to review the objectives of this Committee were undertaken and amendments endorsed by the Committee for consideration by Council.

The current objectives of the Human Services Advisory Committee are as follows:

- a) to provide advice and assist Council in the development and drafting of a Human Services Planning Strategy. The proposed Strategy is to be consistent with the directions, strategies, and goals within the Hawkesbury Community Strategic Plan 2010-2030.
- b) to provide advice to Council on consultative strategies for inviting submissions and comments in relation to the Human Services Planning Strategy.
- c) to review the directions, strategies, and goals within the Hawkesbury Community Strategic Plan 2010-2030 to undertake a gap analysis of human service needs of residents of the Hawkesbury.
- d) to assist in the identification of community indicators to measure progress in the improvement of well-being of residents of the Hawkesbury which reflects the human service priorities identified within the Hawkesbury Community Strategic Plan 2010-2030.
- e) to assist council staff to co-ordinate an integrated human service planning framework to facilitate the development of a plan of action for the provision of priority human services to residents of the Hawkesbury.
- f) to provide a mechanism through which Council can be informed of human service issues where Council may be in a position to seek a resolution or advice regarding these issues through representation, lobbying and/or advocating to government agencies and/or elected representatives.
- g) to assist in the application of Council's Sustainability Principles and Objectives contained in Council's Community Strategic Plan.

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- h) to support and progress an active volunteer network for natural resource management and other sustainable activities.

As part of the meetings of the Human Services Advisory Committee on 9 February 2017 and 4 May 2017, Committee members considered the objectives of the Committee. Input was sought from Committee members and officers, and as a consequence of that input, the following amendments were recommended:

- the years '2010-2030' in Objectives (a), (c), and (d) be deleted so that these Objectives will reflect the current adopted Hawkesbury Community Strategic Plan 2017-20366
- Objectives (g) and (h) be deleted as they are the primary responsibility of Council's Sustainability Advisory Committee. Also in Objective (g), the Sustainability Principles and Objectives are no longer referenced in the adopted CSP.

Based on consideration of this matter by the Human Services Advisory Committee, the proposed amended Objectives for the Committee are as follows:

- a) to provide advice and assist Council in the development and drafting of a Human Services Planning Strategy. The proposed Strategy is to be consistent with the directions, strategies, and goals within the Hawkesbury Community Strategic Plan
- b) to provide advice to Council on consultative strategies for inviting submissions and comments in relation to the Human Services Planning Strategy
- c) to review the directions, strategies, and goals within the Hawkesbury Community Strategic Plan to undertake a gap analysis of human service needs of residents of the Hawkesbury
- d) to assist in the identification of community indicators to measure progress in the improvement of well-being of residents of the Hawkesbury which reflects the human service priorities identified within the Hawkesbury Community Strategic Plan
- e) to assist council staff to coordinate an integrated human service planning framework to facilitate the development of a plan of action for the provision of priority human services to residents of the Hawkesbury
- f) to provide a mechanism through which Council can be informed of human service issues where Council may be in a position to seek a resolution or advice regarding these issues through representation, lobbying and/or advocating to government agencies and/or elected representatives.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Areas, Directions and Strategies within the CSP.

Our Leadership

1.4 Reinforcing and establishing effective strategic partnerships

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

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Our Community

2.4 Community wellbeing and local services

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

Financial Implications

There are no financial implications applicable to this report.

RECOMMENDATION:

That

1. Council approve the following objectives of the Human Services Advisory Committee:
 - a) To provide advice and assist Council in the development and drafting of a Human Services Planning Strategy. The proposed Strategy is to be consistent with the directions, strategies, and goals within the Hawkesbury Community Strategic Plan.
 - b) To provide advice to Council on consultative strategies for inviting submissions and comments in relation to the Human Services Planning Strategy.
 - c) To review the directions, strategies, and goals within the Hawkesbury Community Strategic Plan to undertake a gap analysis of human service needs of residents of the Hawkesbury.
 - d) To assist in the identification of community indicators to measure progress in the improvement of well-being of residents of the Hawkesbury which reflects the human service priorities identified within the Hawkesbury Community Strategic Plan.
 - e) To assist council staff to co-ordinate an integrated human service planning framework to facilitate the development of a plan of action for the provision of priority human services to residents of the Hawkesbury.
 - f) To provide a mechanism through which Council can be informed of human service issues where Council may be in a position to seek a resolution or advice regarding these issues through representation, lobbying and/or advocating to government agencies and/or elected representatives.
2. The constitution of the Heritage Advisory Committee be amended to include the approved objectives.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

ORDINARY MEETING

Meeting Date: 26 September 2017

INFRASTRUCTURE SERVICES

Item: 175 **IS - Review of Asset Management Policy - (95495)**

Previous Item: Ordinary (29 September 2009)

REPORT:

Executive Summary

Council is required to prepare and periodically review its Asset Management Policy as part of the Integrated Planning and Reporting requirements.

The Asset Management Policy is the principle guiding document governing the various activities and actions necessary to maintain the asset portfolio managed by Council for its community.

The current policy is required to be updated following the adoption of the new Community Strategic Plan, to reflect the key directions and strategies within that document.

A revised document incorporating those changes as well as formatting and content change to reflect current asset management practices has been prepared and is submitted for Councils endorsement.

Consultation

The issues raised in this report concern matters which require community consultation under Council's Community Engagement Policy. It is proposed that the Draft Asset Management Policy be included in the Draft Supplementary Resourcing Strategy which is proposed to be placed on public exhibition following its report to Council at the next Ordinary Meeting to be held on 10 October 2017.

The Draft Supplementary Resourcing Strategy will also include information and links to Council's website in relation to supplementary operational documents to the Asset Management Policy, including Asset Management Plans and Strategy.

Background

Council maintains a substantial portfolio of assets on behalf of the community, valued at over \$1billion. In addition to the essential need to maintain these in an effective manner for the long term Council is required by Office of Local Government to prepare and update a comprehensive suite of documents detailing its practices and strategic planning to maintain these assets.

Following the adoption of Council's new Community Strategic Plan, the current Asset Management Policy (Policy) has been updated to reflect the Focus Areas, Directions and Strategies within the Hawkesbury Community Strategic Plan 2017-2036. A number of formatting and other changes to meet the requirements of the Integrated Planning and Reporting Guidelines for Local Government in NSW (2013) have also been incorporated. Copies of the draft Policy (attached as Attachment 1 to this report) and current Policy (attached as Attachment 2 to this report) are attached due to the different format, which does not readily lend itself to a track change format, for comparison.

Underpinning the Asset Management Policy is the Asset Management Strategy (Strategy) and the individual Asset Management Plans for different asset classes (AMPs). These documents are being revised and will be finalised following Councils adoption of the revised Policy. The Strategy and the AMPs are operational documents which are updated on a regular basis to reflect asset condition, renewal and capital works, and contemporary management strategies.

Following finalisation of these documents a presentation will be prepared for Council and these documents will be placed on Council's website.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategy within the CSP.

Our Leadership

1.3 Financial Sustainability - Build strong financial sustainability for now and future generations.

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

Our Assets

4.2 Utilities

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

Financial Implications

There are no financial implications to Council directly arising from this Policy, however the Policy will be considered as part of Council's development and delivery of its Long Term Financial Plan.

RECOMMENDATION:

That Council endorse the inclusion of the Draft Asset Management Policy, attached as Attachment 1 to this report, within the Draft Supplementary Resourcing Strategy for public exhibition noting that the Draft Supplementary Resourcing Strategy is to be reported to the next Ordinary Meeting to be held on 10 October 2017.

ATTACHMENTS:

AT - 1 Draft Asset Management Policy

AT - 2 Current Asset Management Policy

AT - 1 Draft Asset Management Policy



Hawkesbury City Council
Policy

DRAFT
Asset Management Policy

Hawkesbury City Council



HAWKESBURY CITY COUNCIL POLICY

DRAFT Asset Management Policy

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**HAWKESBURY CITY COUNCIL POLICY****DRAFT Asset Management Policy****1. PURPOSE**

The purpose of this policy is to provide a clear direction for the sustainable delivery of services of Council controlled assets to realise the vision and aspirations of the Hawkesbury Community.

Sustainable asset management involves managing the performance, risk and expenditure on infrastructure assets in an optimal and sustainable manner throughout their lifecycle covering planning design, development, operation, maintenance and disposal. Through sustainable asset management, Council will ensure that its infrastructure assets are safe, reliable sustainable and remain available for the benefit of current and future generations.

2. OBJECTIVE

The objective is to ensure adequate provision is made for the sustainable service delivery and long-term replacement of community assets by:

- ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate and affordable levels of service to residents and other stakeholders
- safeguarding Council physical assets by implementing appropriate asset management strategies and financial treatment of those assets
- creating an environment where all Council employees take an integral part in the overall management of Council assets by creating and sustaining an asset management awareness throughout the organisation
- meeting legislative requirements for asset management
- ensuring risk management is considered
- ensuring resources and operational capabilities are identified and responsibility for asset management is clearly defined and allocated
- demonstrating transparent and responsible asset management processes, and setting levels of service that is appropriate and match the community's capacity to pay.

3. SCOPE

This policy applies to all assets under Council's care and control including:

- roads, transport and associated assets
- drainage and environmental stormwater assets
- buildings and facilities
- parks, reserves, foreshore and recreational assets
- wastewater facilities
- landfill and solid waste facilities
- office equipment (information technology, communication, fixtures and fittings)
- fleet and plant
- cultural assets (artworks, library stock, artefacts and ceremonial items).

4. PRINCIPLES/POLICY

Hawkesbury City Council will adhere to the following core principles in the planning and decision- making relating to the selection, creation/acquisition, operation, maintenance and renewal/disposal of all assets.

Council is committed to implementing a strategic asset management planning framework and will:

- promote appropriate asset management practices across all areas of Council's operations, with implementation priority accorded to infrastructure asset classes such as roads, drainage, buildings, parks, waste management and wastewater treatment facility
- apply consistent Asset Management Strategy for implementing systematic asset management that is most appropriate throughout Council



HAWKESBURY CITY COUNCIL POLICY

DRAFT Asset Management Policy

- promote appropriate asset management practices across all areas of Council's operations, with implementation priority accorded to infrastructure asset classes such as roads, drainage, buildings, parks, waste management and wastewater treatment facility
- apply a consistent Asset Management Strategy for implementing systematic asset management that is appropriate to Council's needs, structure and resourcing
- take into account all relevant legislative requirements together with political, social, economic environments in asset management planning
- integrate asset management principles within existing planning and operational processes
- use an appropriate asset inspection regime as part of asset management to ensure agreed service levels are maintained and to identify renewal priorities
- will aim to fully fund the required asset renewals to meet the service levels, as identified in the asset management plans and long term financial plans
- apply systematic and cyclic reviews to all asset classes to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice and applicable Australian Standards
- report and consider future life cycle costs in all decisions relating to new services and assets and upgrading of existing services and assets
- determine future service levels in consultation with the community
- prepare an Asset Management Strategy and Asset Management Plan/s that support the Hawkesbury Community Strategic Plan and Delivery Program
- ensure that the goals set in its Hawkesbury Community Strategic Plan take into account council's asset management realities and are within council's resource capacity
- develop and implement a framework for the evaluation and prioritisation of major capital projects
- allocate appropriate resources to implement asset management processes
- engage the community and stakeholders on determining appropriate service standards.

Council will adopt and embed these principles in developing and maintaining consistent asset management practices within the organisation.

Council will develop an asset management strategy and objectives which are aligned with this Policy and is consistent with the Community Strategic Plan.

Council will establish suitable performance indicators to measure and monitor achievement of the asset management policy and objectives.

Council will engage the community in deciding the appropriate levels of service and will monitor customer satisfaction with the service provided.

Asset plans for individual asset classes will be maintained and updated as required and will be publically available.

5. RESPONSIBILITIES

Councillors are responsible for providing the policy direction which, together with the Community Strategic Plan, will enable an asset management strategy and specific asset management objectives, targets and plans to be produced. Councillors are also responsible for ensuring sufficient resources are approved to ensure the efficient and effective management of community assets under council's control.

The General Manager will have overall responsibility for the development of a corporate strategy to align Council's asset management directions with the Asset Management Policy. The General Manager will deploy staff and allocate the resources required to implement the asset management improvement program required to achieve Council's asset management objectives and to satisfy legislative requirements.

Council will apply the asset management framework outlined in the integrated planning and reporting legislation having due regard to Council's financial and operational circumstances and given the data, systems and processes available to Council. Council will implement a continuous cycle of review and improvement to enhance its asset management capability.



HAWKESBURY CITY COUNCIL POLICY
DRAFT Asset Management Policy

6. IMPLEMENTATION AND REVIEW

This policy will be reviewed every 4 years in conjunction with the Community Strategic Plan review and Delivery Program or based on Legislative/Regulatory changes.

7. ASSOCIATED DOCUMENTS

- Hawkesbury Community Strategic Plan 2017-2036
- Council's Asset Management Strategy and associated Asset Management Plans
- *Local Government Act 1993*
- Integrated Planning and Reporting Guidelines for Local Government in NSW 2013
- Integrated Planning and Reporting Manual for Local Government in NSW 2013
- International Infrastructure Management Manual

8 ATTACHMENTS

Attachment 1 Definitions

DRAFT

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HAWKESBURY CITY COUNCIL POLICY

DRAFT Asset Management Policy

Attachment 1 Definitions

Asset	Within this policy asset is used in its broadest sense to refer to a physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months. In the context of this policy an asset may be described as an individual and/or network of assets or components owned by Council that serve a community and are required to be maintained at a particular service level by the continuing replacement and refurbishment of components.
Asset Management	The process by which councils manage physical assets to meet current and future levels of service through a systematic and co-ordinated approach using management, financial, engineering and other practices to control the performance, risks and costs of assets over their lifecycle.
Asset Management Plan	A plan which outlines actions, resources and multi-disciplinary techniques required for the life cycle management of assets to support the long-term and cost-effective delivery at specified service levels.
Asset Management Strategy	A corporate framework which specifies the actions to be undertaken by an organisation in relation to asset management capability. The strategy will cover the development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure that desired levels of service and operational objectives are achieved at optimum cost.
Asset Management Information Systems (AMIS)	An Asset Management Information System is the base of all Asset Management practices. It is a combination of Data, Software/Programs, hardware and processes applied to provide the essential outputs for effective asset management such as minimal risk, optimised decision making. It is supposed to be integrated with other systems within Council.
Life Cycle Costing	The sum of all the costs associated with an asset including acquisition, installation, operation, maintenance, refurbishment and disposal.
Maintenance	Actions performed to keep an asset operating. Maintenance can be corrective (to rectify a failure); planned (to maintain reliability); or routine (day-to-day activities to keep an asset operating).
Renewal	Works to upgrade or refurbish existing assets with assets of equivalent capacity and performance capability.
Replacement	The complete replacement of an asset that has reached the end of its life so as to provide a similar or agreed alternative level of service.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to defining and meeting community expectation in relation to the quality, quantity and reliability of assets and services delivered by Council.
Rehabilitation	Works to rebuild or replace parts or components of an asset to restore it to the required functional condition and extend its life.
Facilities	Include all equipment, as well as physical and environmental assets.

AT - 2 Current Asset Management Policy



Hawkesbury City Council
Policy

Asset Management
Policy

Hawkesbury City Council

Adopted at the
Ordinary Meeting Held on
29 September 2009

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HAWKESBURY CITY COUNCIL POLICY

ADOPTED Asset Management Policy

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HAWKESBURY CITY COUNCIL POLICY
ADOPTED Asset Management Policy

1. PURPOSE

- To guide and direct Council's responsibilities for the efficient and effective management of community assets under its control.
- To outline a framework for developing and implementing a sustainable asset management strategy and plans which meet priority objectives stated in the Hawkesbury Community Strategic Plan.
- To define key principles that will underpin asset management for the council.
- To guide asset management processes which meet the legislative requirements in the *Local Government Amendment (Planning and Reporting) Bill 2009* and the *Local Government (General) Amendment (Planning and Reporting) Regulation 2009*.
- To broadly define Council's approach to asset management and establish a framework to assist community members to form reasonable expectations about Council's capacity to meet current and future levels of service.

2. OBJECTIVE

- This policy aims to establish an asset management framework that provides for the sustainable and long-term service of community assets by:
 - ensuring that Council's services and infrastructure are provided reliably, with appropriate and affordable quality levels of service to residents and other stakeholders;
 - safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and financial treatment of those assets;
 - building appropriate asset management systems and asset management awareness across the whole Council;
 - ensuring legislative and regulatory requirements for asset management are achieved;
 - demonstrating transparent and responsible asset management processes, and setting levels of service that is appropriate and match the community's capacity to pay;
 - ensuring sustainability to protect the needs of future generations;
 - ensuring that asset management integrates into the organisation's business processes
 - ensuring risk management is considered;
 - ensuring resources and operational capabilities are identified and provided, and roles and responsibilities for asset management are defined and allocated;

3. INTRODUCTION

Hawkesbury City Council is the custodian of approximately \$800 million of community assets which enables Council to provide services to its community. These assets include, but are not limited to roads, drains, bridges, footpaths, buildings, sporting and recreational facilities, parks and reserves.

As a custodian, Council is responsible for effectively accounting for and managing these assets. Council recognises that infrastructure assets are a cornerstone for economic and social development and sustainable local government. A robust planning process is required to ensure that these assets are managed in the most appropriate way on behalf of local communities.



HAWKESBURY CITY COUNCIL POLICY

ADOPTED Asset Management Policy

Community assets have been built over a long period of time and some are reaching a stage where major investment is required for their renewal to continue to provide the service. Council is faced with funding cost pressures for maintenance and renewal of these assets due to past underspending, the State Government capping and restricting council's revenue and cost-shifting onto council from other tiers of the government. Council is now faced with the challenge to reduce this accumulated asset renewal funding gap.

To address this emerging pressure and increased community expectation of local governments the NSW Department of Local Government has introduced, in May 2009, a legislative framework an exposure draft *Local Government Amendment (Planning and Reporting) Bill 2009* and the *Local Government (General) Amendment (Planning and Reporting) Regulation 2009*. The draft legislation is supported by draft Planning and Reporting Guidelines and the Manual.

The aim of the legislation is to assist councils to put in place a strategic planning framework which is responsive to its community and is sustainable into the long term future.

Specifically the legislative change requires NSW councils to have in place:

- A community strategic plan that covers a period of at least 10 years;
- A resourcing strategy that includes a long-term financial plan, workforce management strategy and an asset management policy, strategy and plans;
- A 4-year delivery program, and
- An annual operational plan that includes a statement of revenue policy and detailed annual budget.

The long-term Resourcing Strategy in the legislation requires Council to prepare an Asset Management Policy/Strategy/Plan(s) in support of the Community Strategic Plan and Delivery program.

4. SCOPE

This policy applies to all assets under Council's care and control including:

- Roads, transport and associated assets;
- Drainage and environmental stormwater assets;
- Buildings and facilities;
- Parks, reserves, foreshore and recreational assets;
- Wastewater facilities;
- Landfill and solid waste facilities;
- Office equipment (information technology, communication, fixtures + fittings);
- Fleet and plant;
- Cultural assets (artworks, library stock, artefacts and ceremonial items).

5. PRINCIPLES

Council will implement a total asset management planning framework and will:

- Promote appropriate asset management practices across all areas of Council operation.



HAWKESBURY CITY COUNCIL POLICY

ADOPTED Asset Management Policy

- Account for and plan for assets ensuring that assets are planned, created, operated, maintained, replaced and eventually disposed of in accordance with priorities identified in the Hawkesbury Community Strategic Plan and other supporting corporate plans;
- Prepare an Asset Management Strategy and Asset Management Plan/s that support the Community Strategic Plan and Delivery Program;
- Ensure that the asset management strategy and plan/s meet the requirements of the integrated planning and reporting legislative provisions.
- Ensure that the goals set in its Community Strategic Plan take into account the council's asset management realities and are within council's resource capacity;
- Develop and implement a framework for the evaluation and prioritisation of major capital projects;
- Allocate appropriate resources for asset management practices;
- Involve and consult with the community and stakeholders on determining service standards.

6. APPLICATION

- Councillors are responsible for providing the policy direction which, together with the Community Strategic Plan, will enable an asset management strategy and specific asset management objectives, targets and plans to be produced. Councillors are also responsible for ensuring sufficient resources are approved to ensure the efficient and effective management of community assets under council's control.
- The General Manager will have overall responsibility for the development of a corporate strategy to align Council's asset management directions with the Asset Management Policy. The General Manager will deploy staff and allocate the resources required to implement the asset management improvement program required to achieve Council's asset management objectives and to satisfy legislative requirements.
- Council will apply the asset management framework outlined in the integrated planning and reporting legislation having due regard to Council's financial and operational circumstances and given the data, systems and processes available to Council. Council will implement a continuous cycle of review and improvement to enhance its asset management capability.

7. IMPLEMENTATION AND REVIEW

This policy will be reviewed every 4 years in conjunction with the Community Strategic Plan review and Delivery Program.

8. ASSOCIATED DOCUMENTS

- Hawkesbury Community Strategic Plan 2010-2030 - Consultation Draft
- Draft Local Government Amendment (Planning and Reporting) Bill 2009
- Draft Local Government Amendment (Planning and Reporting) Regulation 2009
- Draft Planning a Sustainable Future - Planning and Reporting Guidelines for local government in NSW 2009
- Draft Planning a Sustainable Future - Planning and Reporting Manual for local government in NSW 2009
- International Infrastructure Management Manual

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HAWKESBURY CITY COUNCIL POLICY ADOPTED Asset Management Policy

Table 1 Definitions¹

Asset	Within this policy asset is used in its broadest sense to refer to a physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months. In the context of this policy an asset may be described as an individual and/or network of assets or components owned by Council that serve a community and are required to be maintained at a particular service level by the continuing replacement and refurbishment of components.
Asset Management	The process by which councils manage physical assets to meet current and future levels of service through a systematic and co-ordinated approach using management, financial, engineering and other practices to control the performance, risks and costs of assets over their lifecycle.
Asset Management Plan	A plan which outlines actions, resources and multi-disciplinary techniques required for the life cycle management of assets to support the long-term and cost-effective delivery at specified service levels.
Asset Management Strategy	A corporate framework which specifies the actions to be undertaken by an organisation in relation to asset management capability. The strategy will cover the development and implementation of plans and programs for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure that desired levels of service and operational objectives are achieved at optimum cost.
Life Cycle Costing	The sum of all the costs associated with an asset including acquisition, installation, operation, maintenance, refurbishment and disposal.
Maintenance	Actions performed to keep an asset operating. Maintenance can be corrective (to rectify a failure); planned (to maintain reliability); or routine (day-to-day activities to keep an asset operating).
Renewal	Works to upgrade or refurbish existing assets with assets of equivalent capacity and performance capability.
Replacement	The complete replacement of an asset that has reached the end of its life so as to provide a similar or agreed alternative level of service.
Level of Service	The defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Rehabilitation	Works to rebuild or replace parts or components of an asset to restore it to the required functional condition and extend its life.
Facilities	Include all equipment, as well as physical and environmental assets.

¹ Definitions adapted from *International Infrastructure Management Manual*, Version 3.0 2006

oooO END OF REPORT Oooo

ORDINARY MEETING

Meeting Date: 26 September 2017

Item: 176

IS - Rural Fire Service - Brigade Station Replacement - (95495, 79016)

REPORT:

Executive Summary

The current brigade stations at Freemans Reach and Wilberforce are not capable of meeting the contemporary needs for these brigades.

Council has, for a number of years, sought to identify and secure new sites for these stations.

Preferred sites were identified for both, however these were Crown land and were subject to Aboriginal Land Claims.

Those claims have now been determined, with the claims rejected over the required areas. This means that Council is able to progress the projects.

In relation to the Wilberforce Station, the preferred site is the "Truck Stop" site on Putty Road. Crown Lands have now been requested to modify their planning controls on that land to permit a RFS station as a permissible activity.

In relation to the Freemans Reach Station this is located adjacent to the tennis courts at Freemans Reach Park (Kurmond / Blacktown Roads). Crown Lands have amended the planning controls to permit the Rural Fire Service (RFS) use.

NSW RFS have now advised that funding planning / design / approvals for the Freemans Reach Station has been provided in the current budget (\$50,000). This project will now be incorporated in Council's work program, noting that physical construction of the facility will be dependent on future capital allocation by NSW RFS.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

Council is responsible for the provision of brigade stations and other facilities for the Rural Fire Service, as detailed in a Service Level Agreement.

Whilst Council receives operational and capital funding from NSW RFS, Council, in turn, pays a contribution to NSW RFS. This is now a fixed percentage of the total NSW RFS expenditure and for 2017/2018 is \$640,000. This is in addition to other fixed costs and discretionary expenditure of approximately \$697,000 met by Council.

Council currently provides local Brigade Stations as well as the Fire Control Office at Wilberforce.

These facilities are being progressively upgraded to meet current needs, as funds become available.

Currently works are being finalised on a new station for Tennyson, and a major upgrade at Glossodia. This is in addition to other renewal works.

The stations at Freemans Reach and Wilberforce have previously been identified as high priorities for new stations.

Freemans Reach

Council in conjunction with the brigade had identified an area adjacent to the tennis courts in Freemans Reach Park. This land is Crown land under the care and control of Council, and was subject to an Aboriginal Land Claim which has now been rejected (over this part of the reserve).

Crown Lands have also now amended their planning controls to enable to construction of the new brigade station.

Council has also been advised that NSW RFS funding of \$50,000 has been provided in the current 2017/2018 budget to advance the planning and design of the facility. This will be incorporated into Council's current work programme.

Funding will subsequently be sought through NSW RFS for the capital funding for construction.

Wilberforce

The current Wilberforce station is located on Macquarie Road adjacent to the Wilberforce Primary School and adjoining the Hawkesbury Fire Control Offices.

The facility is unable to be expanded at this site due to adjoining development. Although some facilities are able to be shared with the Fire Control Offices, there is often significant vehicular conflict during fire events.

The Brigade's preferred location was the site on Putty Road known as the "Truck Stop" approximately 2.3km north of the current site. This is Crown Land under Council's care and control, and was subject to an Aboriginal Land Claim. Council had for a number of years pressed for determination of the claim and has now been advised that the claim has been rejected, and the appeal period has also closed. Council has consequently written to Crown Lands seeking amendment to their planning controls to permit a bush fire station to be constructed. Advice on this latter issue has not yet been received. Once this is received Council will, in conjunction with the RFS, seek funding to proceed to planning and design.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Directions and Strategies within the CSP.

Our Community

2.1 Community safety is improved

- 2.1.1 Meet the needs of our community through effective flood, fire and other natural disaster management plans that promote the protection of life, property and infrastructure.
- 2.1.2 Make the Hawkesbury a friendly place where people feel safe.

2.4 Community wellbeing and local services

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

Financial Implications

At this time, there are no direct financial implications arising from this report, other than the incorporation of design of the Freemans Reach Station in the current Operational and Delivery Plan, with work funded by NSW RFS.

ORDINARY MEETING

Meeting Date: 26 September 2017

RECOMMENDATION:

That Council receive and note the report on RFS Brigade Station replacement.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

ORDINARY MEETING**Meeting Date:** 26 September 2017**SUPPORT SERVICES****Item: 177****SS - Monthly Investments Report - August 2017 - (95496, 96332)****REPORT:****Executive Summary**

According to Clause 212 of the Local Government (General) Regulation 2005, the Responsible Accounting Officer must provide the Council with a written report setting out details of all money that the Council has invested under Section 625 of the Local Government Act 1993. The report must include a certificate as to whether or not investments have been made in accordance with the Act, the Regulation and the Council's Investment Policy.

This report indicates that Council held \$50 million in investments at 31 August 2017.

It is recommended that this report be received and noted.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

The following table indicates that Council held \$50 million in investments as at 31 August 2017. Details of the financial institutions with which the investments were made, date investments were taken out, the maturity date (where applicable), the rate of return achieved, the credit rating of the institutions both in the short term and the long term, and the percentage of the total portfolio, are provided below:

Investment Type	Institution Short Term Rating	Institution Long Term Rating	Lodgement Date	Maturity Date	Interest Rate %	Principal \$	Percentage of Portfolio	Total \$
On Call								
CBA	A1+	AA-			1.25%	5,000,000	10.00%	
Tcorp*					1.89%	2,502,116	5.00%	
Total On-call Investments								7,502,116
Term Investments								
ANZ	A1+	AA-	01-Feb-17	31-Jan-18	2.70%	1,000,000	2.00%	
CBA	A1+	AA-	02-Mar-17	02-Mar-18	2.65%	1,000,000	2.00%	
CBA	A1+	AA-	17-Mar-17	14-Mar-18	2.71%	1,500,000	3.00%	
CBA	A1+	AA-	27-Apr-17	27-Apr-18	2.63%	1,500,000	3.00%	
CBA	A1+	AA-	28-Jun-17	09-May-18	2.60%	1,500,000	3.00%	
CBA	A1+	AA-	03-Aug-17	18-Jul-18	2.54%	2,000,000	4.00%	
CBA	A1+	AA-	24-Aug-17	23-Aug-19	2.72%	3,000,000	6.00%	
NAB	A1+	AA-	23-Nov-16	18-Oct-17	2.72%	1,000,000	2.00%	
NAB	A1+	AA-	03-Aug-17	08-Nov-17	2.40%	1,000,000	2.00%	
NAB	A1+	AA-	23-Nov-16	22-Nov-17	2.75%	1,500,000	3.00%	
NAB	A1+	AA-	14-Dec-16	13-Dec-17	2.70%	1,500,000	3.00%	
NAB	A1+	AA-	24-Aug-17	13-Dec-17	2.45%	1,500,000	3.00%	
NAB	A1+	AA-	08-Feb-17	07-Feb-18	2.60%	2,000,000	4.00%	
NAB	A1+	AA-	16-Aug-17	16-Aug-18	2.52%	1,500,000	3.00%	
St George	A1+	AA-	24-Jan-17	24-Jan-18	2.70%	1,500,000	3.00%	

ORDINARY MEETING

Meeting Date: 26 September 2017

Investment Type	Institution Short Term Rating	Institution Long Term Rating	Lodgement Date	Maturity Date	Interest Rate %	Principal \$	Percentage of Portfolio	Total \$
St George	A1+	AA-	22-Feb-17	22-Feb-18	2.61%	1,000,000	2.00%	
Westpac	A1+	AA-	31-Aug-16	07-Sep-17	3.00%	1,000,000	2.00%	
Westpac	A1+	AA-	07-Sep-16	07-Sep-17	3.00%	1,000,000	2.00%	
Westpac	A1+	AA-	19-Oct-16	18-Oct-17	3.00%	1,000,000	2.00%	
Westpac	A1+	AA-	04-May-17	31-Oct-17	2.60%	1,000,000	2.00%	
Westpac	A1+	AA-	30-Mar-17	04-Apr-18	2.70%	500,000	1.00%	
Westpac	A1+	AA-	30-Mar-17	04-Apr-18	2.70%	1,000,000	2.00%	
Westpac	A1+	AA-	14-Apr-17	18-Apr-18	2.70%	1,000,000	2.00%	
Westpac	A1+	AA-	31-May-17	31-May-18	2.65%	1,000,000	2.00%	
Westpac	A1+	AA-	14-Jun-17	14-Jun-18	2.65%	2,000,000	4.00%	
Westpac	A1+	AA-	28-Jun-17	28-Jun-18	2.65%	2,000,000	4.00%	
Westpac	A1+	AA-	05-Jul-17	05-Jul-18	2.65%	2,500,000	5.00%	
Westpac	A1+	AA-	03-Aug-17	03-Aug-18	2.60%	800,000	1.60%	
Westpac	A1+	AA-	03-Aug-17	03-Aug-18	2.60%	1,000,000	2.00%	
Westpac	A1+	AA-	03-Aug-17	03-Aug-18	2.60%	1,000,000	2.00%	
Westpac	A1+	AA-	16-Aug-17	16-Aug-18	2.65%	500,000	1.00%	
Westpac	A1+	AA-	24-Aug-17	24-Aug-18	2.70%	400,000	0.80%	
Westpac	A1+	AA-	24-Aug-17	24-Aug-18	2.70%	800,000	1.60%	
Total Term Investments								42,500,000
TOTAL INVESTMENT AS AT 31 August 2017								50,002,116

*Tcorp is wholly owned by the NSW State Government

Performance by Type

Category	Balance \$	Average Interest	Bench Mark	Bench Mark %	Difference to Benchmark
Cash at Call	7,502,116	1.46%	Reserve Bank Cash Reference Rate	1.50%	-0.04%
Term Deposit	42,500,000	2.66%	UBS 90 Day Bank Bill Rate	1.71%	0.95%
Total	50,002,116	2.48%			

Restricted/Unrestricted Funds

Restriction Type	Amount \$
External Restrictions -S94	9,355,041
External Restrictions - Other	6,536,958
Internal Restrictions	19,772,566
Unrestricted	14,337,551
Total	50,002,116

Unrestricted funds, whilst not subject to a restriction for a specific purpose, are fully committed to fund operational and capital expenditure in line with Council's adopted Operational Plan. As there are timing differences between the accounting for income and expenditure in line with the Plan, and the corresponding impact on Council's cash funds, a sufficient level of funds is required to be kept at all times to ensure Council's commitments are met in a timely manner. Council's cash management processes are based on maintaining sufficient cash levels to enable commitments to be met when due, while at the same time ensuring investment returns are maximised through term investments where possible.

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In addition to funds being fully allocated to fund the Operational Plan activities, funds relating to closed self-funded programs, and that are subject to legislative restrictions, cannot be utilised for any purpose other than that specified. Externally restricted funds include funds relating to Section 94 Contributions, Domestic Waste Management, Sewerage Management, Stormwater Management and Grants.

Funds subject to an internal restriction refer to funds kept aside for specific purposes, or to meet future known expenses. This allows for significant expenditures to be met in the applicable year without having a significant impact on that year. Internally restricted funds include funds relating to Tip Remediation, Workers Compensation, and Elections.

Investment Commentary

During the reporting period, the investment portfolio increased by \$6.6 million reflecting funds received, payments made, and redemption of invested funds and lodging of new term deposits, which is driven by cash flow requirements.

The investment portfolio currently involves a number of term deposits and on-call accounts. Council's current investment portfolio is not subject to share market volatility.

Council has a loan agreement for an amount of \$5.3 million under the Local Government Infrastructure Renewal Scheme (LIRS). The full amount was drawn down upon signing the agreement in March 2013, with funds gradually being expended over the period during which the program of works is being delivered. The loan funds have been placed in term deposits, with interest earned on unexpended invested loan funds being restricted to be used for works relating to the LIRS Program projects.

As at 31 August 2017, Council's investment portfolio is all invested with major Australian trading banks or wholly owned subsidiaries of major Australian trading banks and in line with Council's Investment Policy.

The investment portfolio is regularly reviewed in order to maximise investment performance and minimise risk. Independent advice is sought on new investment opportunities, and Council's investment portfolio is independently reviewed by Council's investment advisor each calendar quarter.

Council's investment portfolio complies with Council's Investment Policy, adopted on 30 May 2017.

Investment Certification

I, Emma Galea (Responsible Accounting Officer), hereby certify that the investments listed in this report have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategies within the CSP:

Our Leadership

1.3 Financial Sustainability - Build strong financial sustainability for now and future generations.

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

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

Financial Implications

Funds have been invested with the aim of achieving budgeted income in Service 121 – Investments within the 2017/2018 Adopted Operational Plan.

ORDINARY MEETING

Meeting Date: 26 September 2017

RECOMMENDATION:

The report regarding the monthly investments for August 2017 be received and noted.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

Item: 178**SS - Debt Recovery, Pensioner Concession and Hardship Policy - (95496, 96332)**

REPORT:**Executive Summary**

Council has a number of policies to provide a framework for its debt recovery processes.

The current framework, comprising a number of policies, has been reviewed and the relevant Policies combined in one Policy. Relevant documents from a number of other councils have been used as a guide whilst undertaking the review.

The existing Policies, in principle, have remained the same, with some minor changes only. As a result of the consolidation, there are also some changes in the layout and sequence of sections.

In addition to the existing Policies relating to debt recovery, also included in the proposed Policy, is a new part, being a process to assess 'hardship'.

This report recommends that the Debt Recovery, Pensioner Concession and Hardship Policy, attached as Attachment 1 to this report, be adopted for public exhibition purposes. Following the conclusion of the public exhibition period, the Policy and any submissions received, will be submitted to Council to consider adoption.

Consultation

The issues raised in this report concern matters which constitute a trigger for Community Engagement under Council's Community Engagement Policy. It is proposed that Council place the Debt Recovery, Pensioner Concession and Hardship Policy on public exhibition for a period of 28 days.

Background

Council has a number of policies to provide a framework for its debt recovery processes. This framework ensures monies owing to Council are collected in a timely, efficient and effective manner, whilst taking into consideration ratepayers and debtors suffering genuine financial hardship. The framework is based on the requirements of the Local Government Act 1993 and the associated Local Government (General) Regulations 2005.

Currently, Council has the following Policies:

- Debt Recovery Policy (2010)
- Pensioner Rating Concessions Policy (1999)
- Writing Off of Rates and Charges and Other Receivables Policy (1999).

These three current policies have been reviewed and combined into one proposed Policy. Council does not currently have a Hardship Policy. As it is common practice for councils to have a Hardship Policy, provisions in regard to hardship have now also been included in the proposed new Policy, the 'Debt Recovery, Pensioner Concession and Hardship Policy'.

The objectives of the proposed Policy are to:

- a) ensure effective control over debts owed to Council
- b) recover monies owing to Council in a timely, efficient and effective manner in order to ensure effective cash flow management
- c) have a clear and concise debt recovery process and procedure to follow
- d) apply the provisions of the Act relating to sale of land, when required

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- e) provide eligible pensioners with pensioner concession rebates
- f) assist ratepayers and debtors suffering genuine financial hardship
- g) fulfil the statutory requirements of the Local Government Act 1993 and the associated Local Government (General) Regulation 2005 with respect to the recovery of rates and charges; user pays charges and other debts.

The Policy is based on 'good practice' industry standards and has been developed to assist Council to put into place a transparent and consistent process for collection of overdue rates and charges, to provide eligible pensioners with the statutory and non-statutory pensioner concession rebates, and to provide a process for the assessment and determination of genuine financial hardship applications.

In developing the proposed Policy, other council's policies and practices were taken into consideration.

In reviewing the debt recovery provisions, staff considered the Debt Recovery Policies from Wollongong City Council, Sutherland Shire Council and Wollondilly Shire Council. In general terms, other councils' Debt Recovery Policies follow a similar format to Council's, identifying:

- when debt recovery action should commence based on an overdue amount
- who may be exempt from debt recovery action
- defined time periods for follow up or next action
- defined acceptable payment arrangements
- types of legal action to be taken to recover overdue amounts.

In reviewing Council's pensioner concession provisions, staff reviewed the Pensioner Concession policies from Camden Council, Maitland City Council and Randwick City Council. In general terms, other councils' Pensioner Concession policies detail:

- who is an eligible pensioner
- how to apply for a rebate
- types of rebates available - statutory and non-statutory
- the process for pension confirmation
- the process of ceasing to be eligible for a pension.

The existing policies have, in principle, remained the same. The current debt recovery process, pensioner concession and write-off process have proved to be effective and acceptable to ratepayers and debtors. As such, there are no major changes proposed.

A minor change is proposed in regard to some amounts triggering in the Policy. For Rates and Annual Charges, the amount outstanding triggering the Final Notice is proposed to be changed from \$20 to \$50. Further, the amount triggering legal action is proposed to be increased to multiple instalments totalling \$1,000 or more. The amount in the current Debt Recovery Policy is \$500. The proposed changes are required to reflect the current level of a typical rates instalment and to ensure that recovery actions are cost effective.

Another minor change is proposed in regard to the Pensioner Concessions for sullage and sewerage services. The wording within the current Pensioner Concession Policy has been amended to allow flexibility for Council to review its discretionary pensioner concessions each year, as part of its Operational Plan, to ensure the matter is regularly assessed to maintain equity.

A new part has been added to the combined Policy to address the process in regard to the assessment of genuine financial hardship and the associated assistance avenues that Council may offer.

It is noted that hardship can be defined as when an individual is unable to meet their financial obligations because of unexpected events or unforeseen changes that impacts on their capacity to pay.

As hardship provisions were not previously detailed in a Council policy, staff reviewed a number of Hardship policies from various councils including City of Rockdale, Wollongong City Council, City of Blue Mountains, Randwick City Council, Sutherland Shire Council, City of Liverpool, City of Parramatta and

ORDINARY MEETING

Meeting Date: 26 September 2017

Wollondilly Shire Council. In general terms, other councils' hardship policies follow the format of Council's draft policy, defining:

- who may apply
- criteria to be met
- assessment process
- types of assistance.

The hardship provisions reflect a recognition of cases of genuine financial hardship and identifies ways that Council can assist in this regard. The provisions also provide a consistent and transparent framework within which the assessment of applications for assistance is undertaken.

In cases of genuine financial hardship being determined, the proposed Policy provides for assistance to be made available through:

- Periodical Payment Arrangements
- Writing Off Accrued Interests and Costs
- Extension of Pensioner Concessions
- Rate Relief or Deferment in cases of financial hardship arising from a land revaluation of the Local Government Area.

The assessment of financial hardship will be based generally on the criteria used by Centrelink's "Pensions - Income and Assets Test".

It is recommended that Council adopt the Debt Recovery, Pensioner Concession and Hardship Policy, attached as Attachment 1 to the report, for exhibition purposes.

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategy within the CSP:

Our Leadership

1.3 Financial Sustainability - Build strong financial sustainability for now and future generations.

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

Financial Implications

There are no financial implications arising from this report.

RECOMMENDATION:

That:

1. The Debt Recovery, Pensioner Concession and Hardship Policy, attached as Attachment 1 to the report, be placed on public exhibition for a period of not less than 28 days.
2. The outcome of the public exhibition be further reported to Council.

ATTACHMENTS:

AT - 1 Debt Recovery, Pensioner Concession and Hardship Policy

AT - 1 Debt Recovery, Pensioner and Hardship Policy



Hawkesbury City Council
Policy

Hawkesbury City Council

DRAFT

Debt Recovery,
Pensioner
Concession and
Hardship Policy



HAWKESBURY CITY COUNCIL POLICY
DRAFT Debt Recovery, Pensioner Concession and Hardship Policy

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HAWKESBURY CITY COUNCIL POLICY

DRAFT Debt Recovery, Pensioner Concession and Hardship Policy

1.0 PURPOSE

The purpose of this policy is to:

- ensure effective controls, policies and procedures are in place with respect to the collection of overdue rates and charges to Council
- provide eligible pensioners with the statutory and non-statutory pensioner concession rebates relating to rates and charges
- provide a process for the assessment and determination of financial hardship applications.

2.0 SCOPE

The objectives of this policy are:

- a) ensure effective control over debts owed to Council
- b) to recover monies owing to Council in a timely, efficient and effective manner in order to ensure effective cash flow management
- c) have a clear and concise debt recovery process and procedure to follow
- d) apply the provisions of the Act relating to sale of land when required
- e) provide eligible pensioners with pensioner concession rebates
- f) assist ratepayers and debtors suffering genuine financial hardship
- g) fulfil the statutory requirements of the *Local Government Act 1993* and the associated *Local Government (General) Regulations 2005* with respect to the recovery of rates and charges, user pays charges and other debts. The provision of pensioner concessions and ratepayers suffering genuine financial hardship.

3.0 LEGISLATIVE REQUIREMENTS

- *Local Government Act 1993*
- *Local Government (General) Regulation 2005*

4.0 DEBT RECOVERY

4.1 Rates and Annual Charges

Rate instalments are due on the same date every year, with the instalment notices (along with the initial rates and charges notice) to be issued at least six weeks before the following due dates:

- 31 August
- 30 November
- 28 February
- 31 May.

4.2 General Debtors

This encompasses all amounts owing to Council excluding Rates and Annual Charges. Debtor accounts are issued for numerous services.

Accounts are generally issued on a daily, weekly, fortnightly or monthly basis. Trading terms may be in advance, seven days, with the majority being 30 days from date of invoice.

A follow up statement is issued on unpaid accounts on a monthly basis.



HAWKESBURY CITY COUNCIL POLICY

DRAFT Debt Recovery, Pensioner Concession and Hardship Policy

4.3 Unpaid Amounts

Rates and Annual Charges

Final notices for rates and annual charges are to be issued to those ratepayers who have not paid their instalment within 14 days of the instalment due date. Final notices are to be issued for all overdue amounts of \$50 and over and are due immediately. Final notices will not be sent to ratepayers who:

1. are pensioners
2. have made a satisfactory arrangement for payment with Council
3. have legal action in progress.

If within 14 days of the issue of the Final Notice, payment in full is not made, or a satisfactory arrangement not entered into, a list of remaining ratepayers, along with outstanding balances, are forwarded to Council's Debt Recovery Agent for further action.

General Debtors

General debtor accounts are considered overdue immediately following the due date.

For any general debtor accounts that have not had a payment arrangement made and remain outstanding beyond 60 days, a final notice letter will be sent advising that legal action may be commenced to recover the outstanding balance if payment is not received in full within 14 days or a suitable arrangement entered into.

If within 14 days of the issue of the Final Notice, payment in full is not made, or a satisfactory arrangement not entered into, a list of remaining debtors, along with outstanding balances, will be forwarded to Council's Debt Recovery Agent for further action.

4.4 Payment Arrangements

Rates and Annual Charges

For rates and annual charges Section 564 of the Local Government Act 1993 makes a provision for payment arrangements. A ratepayer may at any stage make an arrangement to pay off their overdue account by regular instalments/payments. The request can be made by completing Council's Application for Payment Arrangement form (refer to Attachment 1) or directly with authorised rates/revenue staff.

Payments are to be made on a regular basis, weekly, fortnightly or monthly.

Where applicable, the agreement will be confirmed in writing to the ratepayer.

Arrangements are to be made to have all overdue rates and charges cleared within 12 months and provision is to be made to include all instalments as they fall due within the arrangement period.

Extenuating circumstances can be taken into consideration if, the above conditions cannot be met, but must be referred to the Rates and Revenue Coordinator for approval.

Interest will continue to accrue on any arrears during the period of arrangement.

Any arrangement that is defaulted will automatically cancel the agreement and be immediately referred to the Council's Debt Recovery Agent for appropriate action. Should two arrangements within any rating year be defaulted by any ratepayer no further agreements will be entered into for that rating year and payment will be required in full.

General Debtors

For general debtors an arrangement may be made at any time to pay off overdue accounts by regular instalments. The request must be made by completing Council's Application for Payment Arrangement form (refer Attachment 1) or directly with authorised rates/revenue staff. A suitable arrangement is one by which the total debt is cleared within 90 days from the original due date of the invoice in question.



HAWKESBURY CITY COUNCIL POLICY

DRAFT Debt Recovery, Pensioner Concession and Hardship Policy

Extenuating circumstances can be taken into consideration if, the above conditions cannot be met, but must be referred to the Rates and Revenue Coordinator for approval.

Any arrangement that is defaulted will automatically cancel the agreement and be immediately referred to the Council's Debt Recovery Agent for appropriate action.

4.5 Legal Action

Annual Rates and Charges

For overdue rates and charges amounts, Council's Debt Recovery Agent is to send a Seven Day Demand letter to those ratepayers who have multiple instalments totalling \$1,000 or more overdue. The letter will request the outstanding balance be paid within seven days or legal action will be commenced. Those ratepayers who do not fall into this category will be sent a Final Reminder Letter by the Agent.

Ratepayers who do not pay after receiving a Seven Day Demand Letter, or make satisfactory arrangements either Council or Council's Debt Recovery Agent, will be subject to legal action as recommended by the Debt Recovery Agent. This action is to be approved by Council officers before commencement.

Any legal or other expenses incurred by Council from the recovery of overdue rates and charges will be charged against the ratepayer in accordance with sections 550 and 605 of the *Local Government Act 1993* and form part of the ratepayer's debt.

General Debtors

For overdue amounts, Council's Debt Recovery Agent is to send a Seven Day Demand letter to those debtors who have a minimum of \$50 overdue requesting the outstanding balance be paid within seven days or legal action will be commenced. Those debtors who do not fall into this category will be sent a Final Reminder Letter by the Agent.

Debtors who do not pay after receiving a Seven Day Demand Letter, or make satisfactory arrangements to either Council or Council's Debt Recovery Agent, will be subject to legal action as recommended by the Debt Recovery Agent. This action is to be approved by Council officers before commencement.

Legal action includes, but is not limited to the following:

1. Statement of Liquidated Claim (Summons)
2. Judgment
3. Writ
4. Rent for Rates
5. Examination Summons and subsequent processes
6. Garnishee
7. Company Wind-up action
8. Bankruptcy.

4.6 Sale of Land

Should the Legal Action process not result in recovery of outstanding rates, and five years or more have elapsed since the receipt of any payment, then Council may apply the Sale of Land provisions (Section 713) stipulated in the Act.

**HAWKESBURY CITY COUNCIL POLICY****DRAFT Debt Recovery, Pensioner Concession and Hardship Policy**

4.7 Costs and Interest

Unless the imposition of costs and/or interest are deemed to be in error, the waiving of costs and/or interest will not be considered until all overdue Rates and Charges are paid in full. When assessing the writing off of costs, in accordance with Section 567 of the Act, the following circumstances are considered:

1. the ratepayer is experiencing genuine hardship. In such cases, Council may request the completion of a Financial Statement detailing their Income, Assets and Expenses
2. the ratepayer is a "first-time" offender, has previously had a good payment record and there are mitigating circumstances
3. they are a new owner in the Hawkesbury, and their solicitor has notified Council of an incorrect address for service of notices
4. prolonged or serious illness has prevented the Ratepayer meeting their expenses
5. each application for writing off of rates and charges would be checked to ensure compliance with the provisions of the Act. Each application would be considered on its merits.

4.8 Pensioners

Eligible Pensioners will be subject to all provisions of this Debt Recovery Policy with the exception of legal action pursued by Council's Debt Recovery Agent. Final Notices are to be issued to any pensioner accounts that remain outstanding past the respective due dates.

Recovery of any outstanding debt will be via other avenues and wherever possible, payment arrangements should be negotiated for the outstanding balance. Flexibility should be extended to pensioners when negotiating payment arrangements.

Any outstanding balance of rates and charges owed by a pensioner is recoverable upon the property changing ownership.

4.9 Interest on Overdue Amounts

Interest is to be charged on all overdue amounts in accordance with Section 566 of the *Local Government Act 1993* and Council's Revenue Pricing Policy.

4.10 Application of Payments

Money paid in respect of debts levied against a property is to be applied towards payment of those amounts in the order in which they became due.

Money paid in respect of general debtor amounts is to be applied towards payment of those amounts in the order in which they became due or as otherwise advised.

5.0 PENSIONER CONCESSIONS

A number of concessions are available to eligible pensioners on the rates and charges levied by Council.

The concessions available depend on the applicable charge.

5.1 Eligibility

In accordance with *Local Government (General) Regulation 2005* – Clause 134, an eligible pensioner under this policy is a person who receives:

- a pension, benefit or allowance under Chapter 2 of the *Social Securities Act 1991* of the Commonwealth and hold a pension concession card issued by or on behalf of the Commonwealth Government



HAWKESBURY CITY COUNCIL POLICY

DRAFT Debt Recovery, Pensioner Concession and Hardship Policy

- a service pension under Part 111 of the *Veterans' Entitlements Act 1986* of the Commonwealth and hold a pension concession card issued by or on behalf of the Commonwealth Government
- a pension from the Commonwealth Department of Veterans' Affairs as the widow or widower of a member of the Australian Defence force or Peacekeeping forces or the unmarried or widowed mother of a deceased unmarried member of those forces (people in both of these categories are eligible only if they would also be eligible for a pension concession card from Centrelink)
- a general rate of pension adjusted for extreme disablement under section 22(4) of the *Veterans' Entitlements Act 1986* of the Commonwealth, or a special rate of pension under section 24 of that Act.

5.2 Principal Place of Residence

To be considered for concessions under this policy the property must be within the Hawkesbury Local Government Area and is your sole or principal place of residence.

5.3 Life Tenancy

As provided by Section 577 of the *Local Government Act 1993*, Council will grant a Pension Rebate where an eligible pensioner, not the owner of the property, has a life interest in the property and is responsible for the payment of rates and charges. Council requires confirmation in writing preferably from a legal representative with a copy of the will of a deceased estate, copy of the Certificate of Title if the life tenancy is registered or relevant documentation to validate a life tenancy agreement.

5.4 Ordinary Rates and Charge for Domestic Waste Management Service

The *Local Government Act* provides for pension rebates of 50% of the aggregated ordinary rates and charges for domestic waste management services, up to a maximum of \$250.00.

Under the State's mandatory Pensioner Concession Scheme, the State Government reimburses Council 55% of the rates and charges written off under the provisions of the Act. Council funds the remaining 45% up to a maximum of \$112.50 per assessment.

5.5 Sullage Services

Council provides eligible pensioners receiving a sullage pumpout service with a pensioner subsidy additional to that received for rates and garbage. This subsidy is not available to pensioners who have non-eligible adult residents living at their property.

This rebate is fully funded by Council. The State Government provides no assistance towards pensioners on the sullage service.

The rebate provided to eligible pensioners receiving the sullage pumpout service is established each year as part of Council's Operational Plan for that year.

5.6 Sewerage Services

A concession is available to eligible pensioners who are subject to the residential connected charge under the Windsor Sewerage Scheme.

The rebate provided to eligible pensioners receiving the sewerage service is established each year in line with statutory requirements and as part of Council's Operational Plan for that year.

5.7 Calculating the Rebate

The amount by which the Rates and Charges are reduced is calculated by the ownership of the property. If the person making the application is an eligible pensioner who is solely liable or jointly liable with one or more jointly eligible occupiers but with no other person (jointly eligible occupier is the spouse or de facto partner of that eligible pensioner) then a full rebate is granted. Otherwise a percentage of the rebate is calculated in relation to percentage of ownership.



HAWKESBURY CITY COUNCIL POLICY

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5.8 Pension Rebate Application

Pensioners requesting a rebate are required to submit an application on the prescribed form and hold a current Pension Concession Card issued by Centrelink or Department of Veterans Affairs to qualify for any reduction in Rates and Charges.

5.9 Pensioner Rebate Eligibility Confirmation

Council confirms eligibility once a year with Centrelink, usually in late May or early June. At this time some pensioners' eligibility is not confirmed and Council is therefore not able to grant a rebate on their Rates and Charges issued in July. A pensioner who's eligibility has not been confirmed may reapply to Council at any time, a check using Centrelink's online confirmation service will be made to confirm the eligibility status.

If a ratepayer is in receipt of a Pension Concession Card, currently receiving a pension rebate on a property considered to be their sole and principal place of residence and is then required to enter an aged care facility for health or care reasons, the pension rebate will continue to apply as long as the property is not being rented or occupied.

5.10 Claim for Prior Year's Pension Rebates

Pension rebates will be granted to pensioners who meet the eligibility criteria and will be limited to the current rating year and the previous rating year prior to the application (provided the pensioner would also have been eligible in the previous year).

5.11 Pension Rebate Cancellation

Where an owner ceases to qualify as an eligible pensioner, or sells the property to which the rebate applies, the rebate will cease at the end of the current instalment.

5.12 Pension Rebate Amount

To receive the full year's rebate on rates the pensioner must be eligible at date of service of the Rate Notice. If the pensioner becomes eligible after service of the Rate Notice they are entitled to a pro-rata amount of the rebate, which is determined as follows:-

Date of Eligibility	Amount of Rebate
Eligible after issue of Rates Notice but before - 30 September	$\frac{3}{4}$ (75%)
1st October – 31 December	$\frac{1}{2}$ (50%)
1st January – 31st March	$\frac{1}{4}$ (25%)
1st April – 30th June	NIL

6.0 HARSHIP

Council recognises there are cases of genuine financial hardship requiring respect and compassion in special circumstances. This policy establishes guidelines for assessment of a hardship application applying the principles of fairness, integrity, confidentiality and compliance with statutory requirements. It applies to all applications for waiving, alternative payment arrangements or writing off rates, fees, annual charges and interest accrued on such debts.

6.1 Assistance by Periodical Payment Arrangements

Section 564 of the *Local Government Act* provides that Council may enter into a formal agreement with a ratepayer eligible for alternative periodical payments for due and payable rates and charges. A periodical payment agreement will be offered in accordance with this Policy.

In accordance with Section 568 of the *Local Government Act 1993*, payments will be applied towards the payment of rates and charges in the order in which they became due.



HAWKESBURY CITY COUNCIL POLICY

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6.2 Assistance by Writing off accrued interest and costs

Accrued interest on rates or charges payable by a person may be written off under Section 567 of the *Local Government Act 1993*, if:

- 1) The person was unable to pay the rates or charges when they became due for reasons beyond the person's control, or
- 2) The person is unable to pay accrued interest for reasons beyond the person's control, or
- 3) Payment of the accrued interest would cause the person hardship.

6.3 Assistance to extend pensioner concession to avoid hardship

Section 577 of the *Local Government Act 1993* enables Council to make an order deeming certain persons who are jointly liable with an eligible pensioner(s) or solely liable, but who are not themselves eligible, to be eligible pensioners for the purpose of a mandatory reduction in rates and charges to avoid hardship.

6.4 Assistance due to General Revaluation of the Local Government Area

Section 601 of the *Local Government Act 1993* provides that where any ratepayer who suffers substantial hardship as the consequence of the making and levying of a rate following a new valuation, may apply to Council for rate relief. Assistance is only available in the first year new valuations are used to calculate rates.

Section 601 (2) of the *Local Government Act 1993* provides that the council has a discretion to waive, reduce or defer the payment of the whole or any part of the increase in the amount of the rate payable by the ratepayer in such circumstances, for such period and subject to such conditions as it thinks fit.

As valuations are independently determined by the NSW Valuer General, Council will encourage aggrieved ratepayers to make an appropriate application under the appeal provisions of the NSW Valuation of Land Act 1916. However, Council will consider hardship applications under this provision.

6.5 Assessment Process

In cases of genuine hardship, each case is to be referred to Council for consideration in accordance with Council's adopted Policy.

Application for Hardship must be received in writing on the approved Hardship Rate Relief Application Form. Council may also request the ratepayer to attend an interview to assist Council in the understanding of the issues causing hardship.

In determining eligibility Council will use the criteria used by Centrelink 'Pensions - Income and Assets Test' as reviewed annually in September, including:

1. the applicant must be the owner or part owner of the property and be liable for the payment of rates on the property
2. the property for which the hardship application applies must be the principal place of residency of the applicant/s
3. the property for which the hardship application applies must be categorised as 'Residential' or 'Farmland' for rating purposes



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DRAFT Debt Recovery, Pensioner Concession and Hardship Policy

4. the application for hardship must be accompanied with supporting documentation which may include but is not limited to:
 - reasons why the person was unable to pay the rates and charges when they became due and payable
 - copy of recent bank statements for all accounts
 - details of income and expenditure
 - letter from a recognised financial counsellor or financial planner confirming financial hardship.
5. the Rates and Revenue Coordinator will assess applications due to hardship and payment arrangement plans from any customer after receiving a written request and in cases of genuine hardship each case is to be referred to the General Manager for final determination.

7.0 DELEGATION TO WRITE OFF

7.1 Annual Rates and Charges

The *Local Government (General) Regulation 2005* contain provisions for rates and charges and interest accrued on unpaid rates and charges to be written off in circumstances covered by the relevant sections of the Act (Clause 131). Furthermore, the Regulations require that:

1. the Council must, from time to time, by resolution, fix the amount of rates and charges above which rates and charges may be written off by resolution of the Council
2. an amount above or below that amount can be written off either by resolution of the Council or by order in writing of the Council's General Manager.

In accordance with the above provisions, five hundred dollars (\$500) has been adopted as the amount above which rates and charges may be written off only by resolution of the Council. Any rates and charges under this amount may be written off by order in writing from the General Manager or the Responsible Accounting Officer. The Responsible Accounting Officer is delegated this authority by the General Manager under the provisions of Section 378 of the Act.

7.2 General Debtors

The *Local Government (General) Regulation 2005* contains provisions in respect to writing off debts to the Council and the fixing of limits above which require a resolution of the Council (Clause 213).

An amount of five hundred dollars (\$500) has been adopted as the amount above which debts may be written off by resolution of the council. Any debts under this amount may be written off by order in writing from the General Manager or the Responsible Accounting Officer.

8. ASSOCIATED DOCUMENTATION

Forms related to this Policy can be accessed via the following link:

<http://www.hawkesbury.nsw.gov.au/council/access-to-information/publications-and-forms>

Item: 179**SS - Fraud and Corruption Prevention Policy - (95496, 96333)**

REPORT:**Executive Summary**

Arising from Council's Promoting Better Practice Review, and the recent recommendations from the Independent Commission Against Corruption (the ICAC) investigation into the former City of Botany Bay (Operation Ricco), Council staff have reviewed Council's relevant operations to prevent corrupt conduct of a similar nature, and determined that Council should implement a Fraud and Corruption Prevention Policy. The Fraud and Corruption Prevention Policy is proposed to supplement and enhance Council's Code of Conduct and to provide guidelines to prevent fraudulent and corrupt behaviour by Councillors, Council Staff, committee members and other people who perform functions on behalf of Council.

This report recommends the Fraud and Corruption Prevention Policy be placed on public exhibition for a period of 28 days and the matter, along with any submissions, be reported back to Council.

Consultation

The issues raised in this report concern matters which constitute a trigger for Community Engagement under Council's Community Engagement Policy. The community engagement process proposed in this report meets the criteria for the minimum level of community engagement required under Council's policy.

Accordingly, the Fraud and Corruption Prevention Policy will be placed on public exhibition for 28 days.

Background

Council is committed to upholding an ethical culture supported by appropriate policies, procedures and strategies that prevent fraudulent and corrupt behaviour. The outcomes of Council's Promoting Better Practice Review have been reviewed, and the development of a Fraud and Corruption Prevention Policy is seen as a key milestone in promoting good governance and transparency in all activities undertaken by Council.

In addition, the ICAC's investigation into the conduct of the former City of Botany Bay, made serious corrupt conduct findings against four former council officers as well as a number of council suppliers. Arising from these findings, the ICAC released a number of recommendations and asked that local councils assess their corruption prevention framework and operations to ensure that they remain resistant to corrupt conduct.

Accordingly, Council staff have developed the Fraud and Corruption Prevention Policy, as included as Attachment 1 to this report. The Fraud and Corruption Prevention Policy outlines the expectations and responsibilities of all Council employees and other people who perform functions on behalf of Council, and provides the mechanism for reporting suspected fraud, misconduct and corrupt conduct.

Council has compared its Fraud and Corruption Prevention Policy with metropolitan councils and those councils of a similar semi-rural category and believe that the proposed Policy meets best practice standards and methods for the industry.

It is proposed that the Fraud and Corruption Prevention Policy be placed on public exhibition for a period of 28 days and the matter be reported back to Council after the consultation period, along with any feedback received.

ORDINARY MEETING

Meeting Date: 26 September 2017

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategy within the CSP.

Our Leadership

- 1.5 Regulation and Compliance - Encourage a shared responsibility for effective local compliance.
 - 1.5.2 Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council.

Financial Implications

There are no significant financial implications applicable to this report.

RECOMMENDATION:

That:

- 1. The Fraud and Corruption Prevention Policy, attached as Attachment 1 to this report, be placed on public exhibition for a period of 28 days.
- 2. The outcome of the public exhibition period be further reported to Council.

ATTACHMENTS:

AT - 1 Draft Fraud and Corruption Prevention Policy

AT - 1 Draft Fraud and Corruption Prevention Policy



Hawkesbury City Council
Policy

DRAFT

Fraud and Corruption
Prevention Policy

Hawkesbury City Council

ORDINARY MEETING

Meeting Date: 26 September 2017



HAWKESBURY CITY COUNCIL POLICY DRAFT Fraud and Corruption Prevention Policy

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HAWKESBURY CITY COUNCIL POLICY
DRAFT Fraud and Corruption Prevention Policy

PART 1 INTRODUCTION

1.1 TITLE

This Policy is to be known as Hawkesbury City Council's Fraud and Corruption Prevention Policy.

1.2 PURPOSE

This Policy outlines Hawkesbury City Council's commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corrupt conduct. It ensures the appropriate mechanisms are in place to protect the integrity, security and reputation of Council.

1.3 OBJECTIVES

- a) To encourage and promote professional and ethical business practice in all Council employees, Councillors, committee members, contractors, consultants, volunteers, and other people who perform functions on behalf of Council.
- b) To identify fraud and corruption risks and any weaknesses in Council's control processes through regular review of Council's operations.
- c) To clearly communicate how suspected instances of fraud and corruption can be reported.
- d) To outline the processes in place to address suspected instances of fraud and corruption.

1.4 MAKING AND ADOPTION OF THE POLICY

This Policy is made in response to recommendations released by the Independent Commission Against Corruption's (ICAC), following that agency's investigation into the former City of Botany Bay Council (Operation Ricco) whereby ICAC advised all NSW local councils to assess their corruption prevention framework and operations to ensure that they remain resistant to corrupt conduct. As outlined in ICAC's *Foundations for corruption prevention* page published on the ICAC website, policy frameworks are a key tool for facilitating corruption prevention.

1.5 REPORTING REQUIREMENTS

The General Manager has ultimate responsibility for managing fraud and corruption risks within Council. In accordance with the *Independent Commission Against Corruption Act 1988* and Council's Code of Conduct, the General Manager is obliged to report any matter to the ICAC or relevant external agency such as the Office of Local Government, the NSW Ombudsman or the Police, that they suspect on reasonable grounds concerns, or may concern, corrupt conduct whether on the part of Council officials or any party with whom it conducts business. In cases of complaints against the General Manager, the Mayor or Administrator assumes the aforementioned responsibilities.

In accordance with the *Public Interest Disclosures Act 1994*, such reports must be made to an investigating authority, including:

- the Independent Commission Against Corruption (ICAC) – for corrupt conduct
- the NSW Ombudsman – for maladministration
- the Law Enforcement Crime Commission (LECC) – for law enforcement misconduct
- the Privacy Information Commission (PIC) Inspector – for disclosures about the PIC or its staff
- the Office of Local Government, Department of Premier and Cabinet – for serious and substantial waste in local government
- the ICAC Inspector – for disclosures about the ICAC or its staff
- the Information Commissioner – for disclosures about a government information contravention.

All Council officials are bound by Council's Code of Conduct. Council Officials have an obligation to report cases of suspected fraud or corrupt conduct either through Council's internal reporting procedure in accordance with Council's Protected Interest Disclosures Policy, or directly to the ICAC or relevant external agency.



HAWKESBURY CITY COUNCIL POLICY
DRAFT Fraud and Corruption Prevention Policy

1.6 OTHER GOVERNMENT POLICY PROVISIONS

- Australian Standard for fraud and corruption control AS 8001:2008
- Hawkesbury City Council Complaints Policy
- Hawkesbury City Council Gifts and Benefits Policy
- Hawkesbury City Council Internal Audit Management Plan 2017-2020
- Hawkesbury City Council Public Interest Disclosures Policy
- Hawkesbury City Council Statement of Business Ethics
- *Independent Commission Against Corruption Act 1988*
- *Local Government Act 1993* Chapter 14 – Honesty and Disclosure of Interests
- *Local Government General Regulation 2005*
- Model Code of Conduct
- NSW Ombudsman publications
- Office of Local Government, Department of Premier and Cabinet Circulars to councils
- Other ICAC publications
- *Public Interest Disclosures Act 1994*

1.7 DEFINITIONS

Fraud

Fraud can be defined as a deliberate and premeditated turn of events which involves the use of deception to gain advantage from a position of trust and authority. The type of events include: acts of omission, theft, the making of false statements, evasion, manipulation of information and numerous other acts of deception.

Corruption

The deliberate, dishonest or preferential use of power or position, a breach of public trust or the misuse of information or material acquired in the course of official functions. The *Independent Commission Against Corruption Act 1988* (the ICAC Act), further defines corruption.

Corrupt Conduct

Corrupt conduct, as defined in the ICAC Act, is deliberate or intentional wrongdoing, not negligence or a mistake. It has to involve or affect a NSW public official or public sector organisation.

Council Official

For the purpose of this Policy, Councillors, staff, members of Council committees and delegates of Council are Council officials.

1.8 ROLES AND RESPONSIBILITIES

Authorised Officer	Roles and Responsibilities
Council Officer, Councillors, committee members, contractors, consultants and volunteers representing Council in an official capacity	<ul style="list-style-type: none"> • Follow Council's Policy on Fraud and Corruption at all times. • Support Council's commitment to preventing fraud and corruption through reporting suspicious behaviour in accordance with the Code of Conduct. • Observe Council's Statement of Business Ethics, comply with Council policies and refrain from engaging in fraudulent and corrupt conduct.
Manager Corporate Services & Governance	<ul style="list-style-type: none"> • Review Policy at appropriate times in accordance with Council's Code of Conduct and changes to related legislation.
General Manager/Mayor	<ul style="list-style-type: none"> • Report any allegations of Fraud and Corruption to the relevant authority and/or conduct investigations as required.



HAWKESBURY CITY COUNCIL POLICY
DRAFT Fraud and Corruption Prevention Policy

PART 2 POLICY

2.1 POLICY STATEMENT

- a) Council is committed to upholding an ethical culture supported by appropriate policies, procedures and strategies that prevent fraudulent and corrupt behaviour.
- b) As such, Council will not tolerate misconduct, fraudulent or corrupt conduct by any council official.

2.2 PRINCIPLES

Council is committed to building a corruption resistant culture through:

- a) The prevention and deterrence of an opportunity for fraudulent or corrupt conduct by employees, Councillors, members of the public, contractors and clients.
- b) The detection, investigation and disciplining and/or prosecuting fraudulent or corrupt conduct.
- c) The Reporting of any fraud or corrupt conduct to the Independent Commission Against Corruption (ICAC) and other authorities where appropriate.

Council's commitment to preventing fraudulent or corrupt activity, and avoiding or managing conflicts of interests, will be addressed through implementing appropriate staff education and auditing systems to deter and identify corrupt activities.

2.3 RESPONSIBILITIES FOR PREVENTION OF CORRUPT CONDUCT

- a) Council will ensure that significant risks to Council officials which may result in fraudulent or corrupt are identified and evaluated.
- b) Council will monitor relevant legal obligations to ensure that operating procedures meet these obligations.
- c) Council will ensure that this Policy, the Code of Conduct, and other relevant documentation are up to date and available to Council officials and members of the public
- d) Council will ensure that Council officials are trained in the relevant Council policies and other documentation as a deterrent to fraudulent or corrupt conduct, and to ensure that Council officials are empowered to report fraudulent or corrupt conduct that they may suspect
- e) Council will ensure that appropriate fraud and corruption prevention and detection controls are incorporated into computer systems and other business systems

2.4 PROCEDURES FOR REPORTING SUSPECTED CORRUPT CONDUCT

- a) Council will ensure that Council officials are aware of fraud and corruption reporting procedures, including this Policy, and that officials are actively encouraged to report suspected fraud and corruption through the appropriate channels.
- b) Council officials are required by Section 8.11 of the Code of Conduct to report corrupt or fraudulent conduct.
- c) All information received by Council in relation to suspected fraudulent or corrupt conduct will be collected, classified and handled appropriately, with regard to privacy, confidentiality, legal professional privilege, and the requirements of natural justice.
- d) If a report is made to Council of suspected fraudulent or corrupt conduct, the General Manager will be responsible for making all decisions regarding actions taken by Council in relation to the accusation.

ORDINARY MEETING

Meeting Date: 26 September 2017



HAWKESBURY CITY COUNCIL POLICY DRAFT Fraud and Corruption Prevention Policy

- e) In cases of complaints against the General Manager, the Mayor or Administrator will assume responsibility for making the abovementioned decisions.
- f) Reports of corrupt or fraudulent conduct by a Councillor, the General Manager, or an Administrator are to be made to the Office of Local Government.
- g) Reports of corrupt or fraudulent conduct by other Council officials are to be made to the General Manager.
- h) As outlined in Part 1, Section 1.5 above, the General Manager is responsible for reporting any suspected fraudulent or corrupt conduct to the appropriate external agency.
- i) Council will make use of the adopted Records Management System to demonstrate that correct processes have been followed for all actions and decisions made regarding reports of suspected fraudulent or corrupt conduct.
- j) All records relating to reports and investigations of suspected fraudulent or corrupt conduct will be retained in accordance with the *State Records Act 1998*, and will be treated as subject to Council's Access to Information and Privacy policies.

oooO END OF REPORT Oooo

ORDINARY MEETING

Meeting Date: 26 September 2017

Item: 180

SS - General Purpose Financial Statements and Special Purpose Financial Statements for the year ended 30 June 2017 - (95496, 96332)

REPORT:

Executive Summary

Section 413(1) of the Local Government Act 1993 (the Act) requires that "*a council must prepare financial reports for each year, and must refer them for audit as soon as practicable*". The unaudited Annual Financial Statements for 2016/2017 have been completed and are ready for audit.

The purpose of this report is to refer the General Purpose Financial Statements and Special Purpose Financial Statements (Financial Statements) for the financial year 2016/2017, to audit.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

Section 413(1) of the Act requires that "*a council must prepare financial reports for each year, and must refer them for audit as soon as practicable*". Section 416(1) of the Act requires a council's financial reports for a year to be prepared and audited within four months after the end of the year concerned.

The attached unaudited Financial Statements for the year ended 30 June 2017 (Attachment 1) have been completed and are ready for audit.

Statements by Councillors and Management on Council's Financial Statements in the prescribed format must be signed to refer the Financial Statements to audit. These Statements are attached as Attachment 2 to this report.

Clause 215(1) of the Local Government (General) Regulation 2005 (Regulation) determines the format of the Statement by Councillors and Management. The Statement must:

- a) Be made by resolution of Council; and
- b) Be signed by:
 - (i) the Mayor, and
 - (ii) at least one other member of the Council, and
 - (iii) the Responsible Accounting Officer, and
 - (iv) the General Manager

Clause 215(2) of the Regulation also requires that the Statement must indicate:

- a) Whether or not Council's annual financial reports have been drawn up in accordance with:
 - The Local Government Act, 1993 and the Regulation made there under
 - The Australian Accounting Standards and Professional Pronouncements
 - The Local Government Code of Accounting Practice and Financial Reporting, and
- b) Whether or not those reports present fairly the Council's financial position and operating result for the year; and
- c) Whether or not those reports are in accordance with the Council's accounting and other records; and

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- d) Whether or not the signatories know of anything that would make those reports false or misleading in any way.

Council's Financial Statements have been prepared in accordance with the requirements detailed in Clause 215(2)(a) to (c) of the Regulation, as outlined above. Council's Chief Financial Officer, as the Responsible Accounting Officer, considers that these Financial Statements fairly present Council's financial position.

The Financial Statements are prepared by Council staff and comply with Australian Accounting Standards and the Local Government Code of Accounting Practice and Financial Reporting. The Statements are required to be audited by an independent auditor, and lodged with the Office of Local Government (OLG) before 31 October 2017.

The table below provides a summary of the key results. These figures are draft and are subject to audit adjustments.

Item	2016/2017	2015/2016
Income from continuing operations (including Capital Grants and Contributions)	\$94.0m	\$86.1m
Capital Grants and Contributions	\$18.8m	\$18.3m
Expenses from continuing operations	\$76.3m	\$79.8m
Net Operating result (before Capital Grants and Contributions)	(\$1.1m)	(\$12.0m)
Total Assets	\$1,032.3m	\$1,076.7m
Total Equity	\$1,005.8m	\$1,051.7m
Cash and Investments	\$44.6m	\$44.0m
Unrestricted Current ratio	3.28x	3.64x
Rates, Annual Charges, Interest and Extra Charges Outstanding Ratio	5.46%	5.44%

A copy of the audited Financial Statements for the year ended 30 June 2017 will be submitted for adoption at the Council Meeting on 14 November 2017. A detailed explanation on these key results will be included in the report presented at that meeting. At that meeting, a presentation relating to the Financial Statements will be given by PricewaterhouseCoopers, who have been subcontracted to perform the audit, by The NSW Audit Office.

Major Change – Fair Valuation of Land Under Roads

A major change in regard to the valuation of Land Under Roads applies to the Financial Statements for the year ended 30 June 2017. This change, which is applicable to all NSW councils, has generated significant debate throughout the industry.

In line with an email received from PricewaterhouseCoopers, the value of Land Under Roads for Council has been discounted by 90% and is shown as a Prior Year Error. This accounting treatment results in the Total Assets and consequently, the Total Equity, to be reduced by \$59.3 million on the previous financial year. The classification of this adjustment as a Prior Year Error is based on the NSW Audit Office's view that the local government industry has not been adhering to Accounting Standards, as they have, in the first instance, been following the Local Government Code of Accounting Practice and Financial Reporting.

It is noted that the above valuation method is a change in the practice that councils across the industry have been required to follow to date.

It is to be noted that there has been no communication prior to the 15 August 2017, from either the OLG or The NSW Audit Office, that the valuation methodology for Land Under Roads must be changed.

ORDINARY MEETING

Meeting Date: 26 September 2017

The NSW Audit Office has advised that any departure from the accounting treatment, as directed, will result in a Qualified Audit Opinion.

Discussion

Discounting Land Under Roads and classifying the adjustment as a Prior Year Error poses a reputational risk to Council. The same risk applies to the local government industry as a whole. This accounting treatment infers that NSW councils have been incorrectly valuing their Land Under Roads for a number of years. It is envisaged that the NSW Audit Office will be reporting these 'Errors' in its report to Parliament on the conduct of the audits of NSW councils in due course.

Opting to continue to value Land Under Roads as in previous years, or not, recognising the adjustment as a Prior Year Error, also poses a reputational risk arising from a Qualified Audit opinion.

Council staff contacted the OLG to discuss the matter, but were unable to speak to relevant officers. Other councils experienced the same issue.

Council also contacted several other councils, and there has been a variety of responses in terms of how the direction from the NSW Audit Office has been actioned.

Most councils will be considering the equivalent of this report over the next few weeks.

Audit Committee

A report detailing this change in valuation methodology, and associated risks was presented to Council's Audit Committee, at the meeting held 13 September 2017. The Audit Committee considered the report and it was determined that the Financial Statements would be prepared in accordance with the direction from the NSW Audit Office, to avoid a Qualified Audit Opinion. In addition, the Audit Committee suggested that comments are included in the Financial Statements document to clearly explain the basis of, and the classification of, the adjustment.

Specifically, the Audit Committee recommended that a statement from the General Manager be inserted within the front cover of the Financial Statements, and disclosures be added to Note 1 and Note 27, to provide a background to indicate that the change in valuation methodology was mandated by the NSW Audit Office, and represents a change in the reporting framework, rather than an error by Council. These disclosures have been included in the Financial Statements attached.

The Audit Committee resolved that the unaudited Financial Statements for the year ended 30 June 2017, including the changes detailed above, be referred to audit.

Further, it was recommended that the NSW Audit Office be invited to attend the Ordinary Meeting on 14 November 2017.

The lodgement of a Motion in regard to the issue of valuation of Land Under Roads, at the upcoming NSW Local Government Conference, was also discussed. The latter is included in a separate report within this business paper.

It is noted that some minor typographical errors have been identified in the version of the documents submitted to the Audit Committee. These errors have now been rectified in the attached versions of the documents.

ORDINARY MEETING

Meeting Date: 26 September 2017

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategies within the CSP:

Our Leadership

1.3 Financial Sustainability - Build strong financial sustainability for now and future generations.

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

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

Funding

There are no financial implications applicable to this report.

RECOMMENDATION:

That:

1. Council note the following Statement in respect of Section 413(2)(c) of the Local Government Act 1993, as to its Annual Financial Statements:
 - a) Council's Annual Financial Statements for 2016/2017 have been drawn up in accordance with:
 - the Local Government Act 1993 (as amended) and the Regulation made there under
 - the Australian Accounting Standards and Professional Pronouncements
 - the Local Government Code of Accounting Practice and Financial Reporting
 - b) the Statements present fairly the Council's financial position and operating result for the year
 - c) the Statements are in accordance with the Council's accounting and other records
 - d) the signatories do not know of anything that would make these Statements false or misleading in any way
2. Council sign the "Statements by Councillors and Management". The Statements are to be signed by the Mayor, Deputy Mayor, General Manager and the Responsible Accounting Officer.
3. Council seek a presentation from the NSW Audit Office, or its representative, at a Council Meeting following the completion of the audit.

ATTACHMENTS:

AT - 1 General Purpose Financial Statements and Special Purpose Financial Statements for the year ended 30 June 2017 - (*Distributed under separate cover*)

AT - 2 Statements by Councillors and Management on the General Purpose Financial Statements and Special Purpose Financial Statements for the year ended 30 June 2017

ORDINARY MEETING

Meeting Date: 26 September 2017

Attachment 2: Statements by the Councillors and Management on the General Purpose

Financial Statements and Special Purpose Financial Statements

for the year ended 30 June 2017

General Purpose Financial Statements

for the financial year ended 30 June 2017

Statement by Councillors and Management

made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- The *Local Government Act 1993* (as amended) and the Regulation made thereunder;
- The Australian Accounting Standards and professional pronouncements; and
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these Financial Statements:

- present fairly the Council's operating result and financial position for the year; and
- accords with Council's accounting and other records.

We are not aware of any matter that would render the Statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 26 September 2017.

Councillor Mary Lyons-Buckett, Mayor

Councillor Barry Calvert, Deputy Mayor

Peter Conroy, General Manager

Emma Galea, Responsible Accounting Officer

ORDINARY MEETING

Meeting Date: 26 September 2017

Special Purpose Financial Statements
for the financial year ended 30 June 2017

Statement by Councillors and Management

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- The NSW Government Policy Statement *"Application of National Competition Policy to Local Government"*.
- The Division of Local Government guidelines *"Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality"*.
- The Local Government Code of Accounting Practice and Financial Reporting.
- The NSW Office of Water (Department of Environment, Climate Change and Water) Guidelines – *"Best Practice Management of Water and Sewerage"*.

To the best of our knowledge and belief, these Financial Statements:

- Present fairly the operating result and financial position for each of Council's declared Business Activities for the year, and
- Accord with Council's accounting and other records.

We are not aware of any matter that would render the Statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 26 October 2017.

Councillor Mary Lyons-Buckett, Mayor

Councillor Barry Calvert, Deputy Mayor

Peter Conroy, General Manager

Emma Galea, Responsible Accounting Officer

oooO END OF REPORT Oooo

ORDINARY MEETING

Meeting Date: 26 September 2017

Item: 181 **SS - Renewal of Licence Agreements, Peppercorn Place, 320 George Street, Windsor - (95496, 96328)**

REPORT:

Executive Summary

This report has been prepared to advise Council of the renewal of Licence Agreements between Council and services housed at Peppercorn Place, 320 George Street, Windsor. The report requests that the Seal of Council be affixed to each Licence Agreement.

Consultation

The issues raised in this report concern matters which do not require community consultation under Council's Community Engagement Policy.

Background

Peppercorn Place was officially opened in May 2001 as a purpose built facility to house community organisations offering programs to frail older people, young people with disability and their carers.

Occupancy terms and conditions for tenants in Peppercorn Place are governed by a five year Licence Agreement. The Licence Agreement outlines the respective roles and responsibilities of Council and the Licensees. Licensees do not pay rent but contribute to the day-to-day operating costs - electricity, security, cleaning, maintenance, reception services, telephone, equipment lease and operating costs etc. generated by their use of Peppercorn Place; these usage charges are specified in the License Agreement. The previous term for Licence Agreements for tenants in Peppercorn Place was for the period 1 January 2011 to 31 December 2016.

Current Situation

New Licence Agreements were drafted for Peppercorn Services Inc. and Bridges Disability Services, long-term tenants who continue to occupy Peppercorn Place, in November 2016. These Licence Agreements were not formally entered into, due to work being undertaken with both services regarding requests for increased exclusive use parking and tentative plans to occupy additional office spaces, which would have required an amendment to Licence Agreements. From 31 December 2016, the date of the lapsed Licence Agreements, Council has applied the clause within the Licence Agreements which affords Licensees continued use of the building with the same usage charges, terms and conditions of occupancy, on a month to month basis.

The Licence Agreements and associated terms and conditions for all tenants of Peppercorn Place have been finalised. It is now requested that the Seal of Council be affixed to Licence Agreements for each Licensee of Peppercorn Place, being

- Peppercorn Services Inc.
- Bridges Disability Services Inc.
- Uniting Care NSW.

ORDINARY MEETING

Meeting Date: 26 September 2017

Conformance to the Hawkesbury Community Strategic Plan 2017-2036

The proposal is consistent with the following Focus Area, Direction and Strategies within the CSP.

Our Community

2.3 Community partnerships continue to evolve

2.3.1 Encourage and facilitate community partnerships.

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

Financial Implications

The income associated with this matter have been provided for in Component 12 – Community Administration Operating Income – Peppercorn Place Rents and Fees of the 2017/2018 Adopted Operational Plan.

RECOMMENDATION:

That

1. The information be received.
2. The Seal of Council be affixed to Licence Agreements between Hawkesbury City Council and Peppercorn Services Inc., Bridges Disability Services Inc. and Uniting Care NSW.

ATTACHMENTS:

There are no supporting documents for this report.

oooO END OF REPORT Oooo

ordinary

section 4

reports
of committees

ORDINARY MEETING
Reports of Committees

ORDINARY MEETING

Reports of Committees

SECTION 4 - Reports of Committees

ROC Human Services Advisory Committee - 27 July 2017 - (124414, 123486)

The meeting commenced at 9:34am in Council Committee Rooms.

Present:	Councillor Barry Calvert, Chairperson Councillor Mary Lyons-Buckett, Hawkesbury City Council Councillor Emma-Jane Garrow, Hawkesbury City Council Councillor Sarah Richards, Hawkesbury City Council Mr Strephon Billinghamurst, Hawkesbury District Health Services Mr Simon Griffin, Community Representative Mr Ben Jackson, Community Representative Ms Birgit Walter, North Richmond Community Centre Mr Peter Webb, Community Representative Ms Kerry Dolaghan, Wentworth Community Housing
Apologies:	Ms Vickie Shackley, Deputy Chairperson Ms Stephanie Oatley, Platform Youth Services Mr Joseph Litwin, Hawkesbury City Council Ms Megan Ang, Hawkesbury City Council
In Attendance:	Mr Matthew Owens, Hawkesbury City Council Mr Andrew Kearns, Hawkesbury City Council Mr Michael Laing, Hawkesbury City Council Ms Lizz Reay, Nepean Blue Mountains Primary Health Network Ms Kate Tye, Nepean Blue Mountains Primary Health Network Mr Peter Stenvert, Wentworth Community Housing Mr Jitender Balani, Wentworth Community Housing Ms Jenny Ranft, Wentworth Community Housing Mr Lindsay Kelly, Independent Living Villages Ltd Ms Robyn Kozjak - Minute Taker, Hawkesbury City Council

REPORT:

RESOLVED on the motion of Councillor Garrow and seconded by Mr Webb that the apologies be accepted.

Discussion on general items was put on hold for the purpose of accommodating guest speakers.

9:40am - Guest speaker Ms Reay of Nepean Blue Mountains Primary Health Network conducted a presentation relating to the Provision of Health Services.

10:04am - Guest speakers Mr Stenvert and Mr Balani of Wentworth Community Housing conducted a presentation relating to Initiatives to End Homelessness, through proposed affordable rental housing partnerships and a specific proposal was presented for the Committee's consideration.

10:35am: Councillor Lyons-Buckett left the meeting.

10:45am Guest speaker Mr Kelly of Independent Living Villages Limited conducted a presentation relating to Initiatives to End Homelessness, through proposed affordable rental housing partnerships and a specific proposal was presented for the Committee's consideration.

10:55am - The Chair thanked all guest speakers for their presentations and guests were invited by the Chair to stay if available.

ORDINARY MEETING
Reports of Committees

CONFIRMATION OF MINUTES

RESOLVED on the motion of Mr Webb and seconded by Councillor Garrow that the Minutes of the Human Services Advisory Committee held on the 4 May 2017, be confirmed.

Attendance Register of Human Services Advisory Committee

Member	09.02.17	04.05.17	27.07.17	
Councillor Barry Calvert	✓	✓	✓	
Councillor Mary Lyons Buckett	✓	✓	✓	
Councillor Emma-Jane Garrow	✓	✓	✓	
Councillor Sarah Richards	✓	✓	✓	
Ms Vickie Shackley	✓	A	A	
Mr Peter Webb	✓	✓	✓	
Mr Simon Griffin	✓	✓	✓	
Mr Stephen Billingham	(Scott Dazoko in lieu)	(Scott Dazoko in lieu, via teleconference)	✓	
Ms Karen Kobier (unable to attend during business hours - resigned 30.05.17)	A	A	n/a	
Mr Ben Jackson	✓	✓	✓	
Ms Birgit Walter	✓	A	✓	
Ms Stephanie Oatley	A	A	A	
Ms Leonnie Carroll (joined as at 29.05.17)	n/a	n/a	A	
Ms Kerry Dolaghan (joined as at 31.05.17)	n/a	n/a	✓	

Key: A = Formal Apology

✓ = Present

X = Absent - no apology

SECTION 3 - Reports for Determination

Item: 1 **HSAC - Potential Working Groups - (123486, 124414)**

Previous Item: Section 5 - GB, HSAC (4 May 2017)

DISCUSSION:

- The Chair made reference to the attachment to this item (Attachment 1 - Establishing an Affordable Housing Working Group) and sought the Committee's endorsement of the document. *Note: the attachment was not formally noted in this agenda item due to it being received by the Committee Executive subsequent to the publication of the business paper.*

The Committee resolved to approve Attachment 1.

MOTION:

RESOLVED on the motion of Mr Griffin, seconded by Councillor Garrow.

That Attachment 1 to Item 1 - Establishing an Affordable Housing Working Group be supported by the Human Service Advisory Committee.

ORDINARY MEETING
Reports of Committees

- Discussion was raised regarding representation on the Committee and it was determined the working group would tentatively comprise:
 - Councillor Lyons-Buckett
 - Councillor Calvert
 - Councillor Richards
 - Councillor Garrow
 - Mr Ben Jackson
 - Mr Peter Webb.

Other potential members include representatives from:

- Wentworth Community Housing
 - Independent Living Villages Ltd
 - Wentworth Health Group
 - Real Estate Agents/Developers.
- The Committee agreed housing and health matters were priorities for the Human Services Advisory Committee and agreed to form an additional working group relating to health, at a later stage, and work towards an agreement to work with health agencies to form a Health Alliance similar to Wollondilly Council.
 - Mr Owens suggested the Affordable Housing working group co-opt planning staff to assist with information pertaining to planning legislation.
 - The Chair advised a date would be set for the first meeting in approximately four weeks' time and would be emailed to members.

RECOMMENDATION TO COMMITTEE:

That the HSAC consider the possibility of forming a working group(s) providing a clearly expressed purpose, scope, resourcing and timing of the work associated with such a working group(s).

MOTION:

RESOLVED on the motion of Ms Walter seconded by Mr Webb.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That the HSAC establish an Affordable Housing Working Group.

SECTION 4 - Reports for Information

Item: 2 **HSAC - Provision of Health Services - (123486, 124414)**

Previous Item: Various reports

Mr Laing gave an overview of the provision of health services in the Hawkesbury LGA.

11:20am - Mr Owens left the meeting.

ORDINARY MEETING
Reports of Committees

RECOMMENDATION TO COMMITTEE:

That the report regarding the Provision of Health Services be received and noted.

MOTION:

RESOLVED on the motion of Councillor Garrow, seconded by Councillor Richards.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That the report regarding the Provision of Health Services be received and noted.

Item: 3 **HSAC - Initiatives to End Homelessness - July 2017 Update - (123486, 124414)**

Previous Item: 3, HSAC (4 May 2017)

DISCUSSION:

- Mr Laing gave an overview of the projects Council supported to assist people experiencing homelessness. The Chair thanked Mr Laing for the good work he has been doing in this area and made reference to the Salvation Army Open Day recently attended by himself, the Mayor and Councillor Richards.
- Mr Griffin noted the (One Voice) mobile shower bus wasn't operating for a week. He also advised he had spoken with Councillor Wheeler regarding a designated hard surface area for the bus to park (near the river) as it was a hazard when parked on the street.

Councillor Richards advised she would follow up with Councillor Wheeler and bring an update back to the next meeting.

RECOMMENDATION TO COMMITTEE:

That the:

1. Report regarding *Initiatives to End Homelessness - July 2017 Update* be received and noted.
2. *Heading Home, Ending Homelessness Here Final Project Report*, when completed, be presented to a future meeting of the HSAC.

MOTION:

RESOLVED on the motion of Ms Dolaghan, seconded by Mr Jackson.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That the:

1. Report regarding *Initiatives to End Homelessness - July 2017 Update* be received and noted.
2. *Heading Home, Ending Homelessness Here Final Project Report*, when completed, be presented to a future meeting of the HSAC.

ORDINARY MEETING
Reports of Committees

Item: 4 **HSAC - ABS 2016 Census of Population and Housing - First Release of LGA Data - (123486, 124414)**

DISCUSSION:

- Mr Kearns gave an overview of the report in relation to the release of local data from the ABS 2016 Census.
- The Chair noted the information in the report to be very useful (for future meetings) and recommended the information be brought back at a later stage for further and more detailed consideration.

RECOMMENDATION TO COMMITTEE:

That the report regarding the ABS 2016 Census of Population and Housing - First Release of LGA Data be received and noted.

MOTION:

RESOLVED on the motion of Mr Griffin, seconded by Mr Webb.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That the:

1. Report regarding the ABS 2016 Census of Population and Housing - First Release of LGA Data be received and noted.
2. Committee deems the information in the report to be beneficial and should be brought back to a future meeting for more detailed consideration.

Item: 5 **HSAC - Hawkesbury Unite for Better Services - HUBS - (123486, 124414)**

11:45am - Councillor Lyons-Buckett re-joined the meeting.

RECOMMENDATION TO COMMITTEE:

That the information be received.

MOTION:

RESOLVED on the motion of Mr Billingham, seconded by Mr Griffin.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That the information be received.

Item: 6 HSAC - Disability Inclusion Action Plan - (123486, 124414)

DISCUSSION:

- The Chair noted the Disability Inclusion Action Plan had been adopted by Council and the Committee agreed the matter should be brought back to the Committee in terms of implementation of the Plan.
- Mr Webb asked for Ms Ang (absent from the meeting) to be congratulated for her work relating to mental health aspects of the Plan.

RECOMMENDATION TO COMMITTEE:

That the information be received.

MOTION:

RESOLVED on the motion of Mr Webb, seconded by Councillor Garrow.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That the:

1. Information be received.
2. Disability Inclusion Action Plan be brought back to a future meeting in terms of its implementation.

SECTION 5 - General Business

- Verbal Update - Commonwealth Government Western Sydney City Deal - Health (Mr Laing)

Mr Laing gave a brief overview of the meeting including the Wollondilly Council Health Alliance as a model for other areas.
- Councillor Richards noted there are a number of community organisations in the Hawkesbury which deliver services to the homeless in the Hawkesbury but are not connected with each other. It was suggested Council facilitate a round table discussion with the heads of those groups to avoid the doubling up of services. Council's Community Partnerships staff could be approached to pull together a list of relevant groups eg Soup Kitchen, Helping Hands, various drop-in centres and churches etc. and those organisations be invited to a round table discussion relating to the services each provided. A more co-ordinated approach would reduce food wastage as well.

Subsequent to the meeting Council staff met with Councillors from the Committee to discuss these concerns and planned a way forward through Council's Homelessness Action Plan celebration in November 2017.

ORDINARY MEETING
Reports of Committees

MOTION:

RESOLVED on the motion of Councillor Richards, seconded by Councillor Lyons-Buckett.

Refer to COMMITTEE RECOMMENDATION

That the four councillors on the Human Services Advisory Committee meet with staff in the following week to discuss ways forward to a more co-ordinated approach in relation to the delivery of services in the Hawkesbury.

The meeting closed at 12pm.

oooO END OF REPORT Oooo

ORDINARY MEETING
Reports of Committees

ROC

Heritage Advisory Committee - 3 August 2017 - (80242, 124414)

The meeting commenced at 5:35pm in Howe House, Thompson Square, Windsor.

Present:	Councillor Danielle Wheeler, Chairperson Mr Graham Edds, Deputy Chairperson Councillor Nathan Zamprogno, Hawkesbury City Council Councillor Peter Reynolds, Hawkesbury City Council Ms Abigail Ball, Community Representative Mr Michael Edwards, Community Representative Ms Janice Hart, Community Representative Professor Ian Jack, Community Representative Ms Deborah Hallam, Community Representative Ms Judy Newland, Community Representative Ms Michelle Nichols, Community Representative Mr Steve Rawling AM, Community Representative Ms Venecia Wilson, Community Representative
Apologies:	Ms Helen Mackay, Community Representative Ms Keri Whiteley, Hawkesbury City Council Ms Helen Mackay, Community Representative
In Attendance:	Mr Matthew Owens, Hawkesbury City Council Mr Andrew Kearns, Hawkesbury City Council Mr Craig Johnson, Hawkesbury City Council Ms Robyn Kozjak - Minute Secretary, Hawkesbury City Council

REPORT:

Ms Newland made comment regarding the suitability of holding the HAC meetings at Howe House, both in terms of functionality and the fact that it was unsuitable to have presentations.

Mr Owens advised logistically it was more difficult for staff to conduct the meetings at Howe House.

The Chair advised the use of the venue was currently being trialled and made a suggestion that perhaps alternate meetings be held at the venue.

An acknowledgement of indigenous heritage was conducted by the Chair.

RESOLVED on the motion of Councillor Reynolds and seconded by Ms Nichols that the apologies be accepted.

CONFIRMATION OF MINUTES

Mr Edwards made reference to the previous minutes and made the following amendments:

Page 3 - third dot point should read:

*".....and cannot critique and analyse ~~archaeological~~ **architectural** plans."*

Page 9 - last paragraph under 24 Bridge Street should read:

*"~~Mr Cserhalmi~~ **Mr Edwards** also advised Section 130 of the (Heritage) Act etc....."*

ORDINARY MEETING
Reports of Committees

5:40pm - Councillor Zamprogno arrived.

BUSINESS ARISING:

- Mr Johnson advised he had an additional item for General Business relating to the proposal by RMS to retain a portion of the Windsor Bridge as a viewing platform.
- Mr Rawling AM advised he had an item to discuss in relation to signage in Kurrajong Heights.
- Councillor Reynolds advised 118 Francis Street Richmond had been sold.
- Professor Jack asked for an update on the Jolly Frog.

Mr Owens responded a timeframe for works to be undertaken had not been provided by the owner.

RESOLVED on the motion of Councillor Reynolds and seconded by Mr Edwards that the Minutes of the Heritage Advisory Committee held on the 25 May 2017, be confirmed.

Attendance Register of Heritage Advisory Committee

Member	23/02/17	25/05/17	03/08/2017	
Councillor Danielle Wheeler, Chairperson	✓	✓	✓	
Mr Graham Edds, Deputy Chairperson	✓	✓	✓	
Councillor Peter Reynolds	✓	✓	✓	
Councillor Nathan Zamprogno	A	✓	✓	
Ms Abigail Ball	✓	✓	✓	
Mr Michael Edwards	✓	✓	✓	
Professor Ian Jack	✓	✓	✓	
Ms Helen Mackay	✓	✓	A	
Ms Judy Newland	✓	A	✓	
Ms Michelle Nichols	✓	✓	✓	
Mr Steve Rawling AM	✓	A	✓	
Ms Venecia Wilson	✓	✓	✓	
Ms Janice Hart	A	✓	✓	
Ms Deborah Hallam	A	✓	✓	

Key: A = Formal Apology

✓ = Present

X = Absent - no apology

SECTION 3 - Reports for Determination

ITEM: 1 **HAC - Hawkesbury Heritage Walking Trails and Interpretive Signage - (80242, 124414)**

DISCUSSION:

- Mr Kearns sought the Committee's endorsement of the text, colour and artwork in relation to the proposed signage.
- The Committee agreed to go with the teal/slate grey colour sample.

ORDINARY MEETING
Reports of Committees

- The Committee made an amendment to the wording in the 'Thompson Square' signage (at second column) *"Macquarie named the square after ~~his friend~~ Andrew Thompson, who was only 37*"
- The Committee raised concern regarding the durability of signs generally and asked for signage to be replaced as necessary.

RECOMMENDATION TO COMMITTEE:

That:

1. The text for the McQuade Park and Windsor Mall Precinct heritage walks is received and comment provided and changes finalised at the meeting.
2. The revised artwork for Thompson Square and The Peninsula is received.
3. Three options for background colours for heritage walk signs are considered and a selection made at the meeting.

MOTION:

RESOLVED on the motion of Councillor Reynolds, seconded by Ms Wilson.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That the:

1. Text for the McQuade Park and Windsor Mall Precinct heritage walks is received and minor amendments were agreed upon.
2. Revised artwork for Thompson Square and The Peninsula is received.
3. Three options for background colours for heritage walk signs were considered and the Committee nominated the teal/slate grey colour sample as the preferred colour.
4. Committee raised concern regarding the durability of signs generally and asked for signage to be replaced as necessary.

ITEM: 2 **HAC - Review of Council's Heritage Advisory Committee Objectives for 2017 - 2021 - (124414, 80242)**

Previous Item: 2, HAC (23 February 2017)
 1, HAC (25 May 2017)

DISCUSSION:

- The Committee agreed it was important for them to know what development matters Council was considering and it was not practical for members to go through every development application (DA) on Council's DA Tracker to ascertain if a DA was the subject of a heritage referral.

ORDINARY MEETING
Reports of Committees

- Mr Rawling AM asked if there was a point in the assessment process where staff could simply send an email to the Committee once a DA was flagged for heritage referral.

Mr Owens advised staff were currently investigating options to provide more regular updates to Councillors regarding all development applications and the Committee could receive that list as well as a stop gap measure. A module would need to be built into the system to alert the Committee to heritage related DA's, however, complying development applications would not be included.

RECOMMENDATION TO COMMITTEE:

That no further amendments to the Objectives of the Heritage Advisory Committee be made other than those outlined in the report to the Committee on 25 May 2017.

MOTION:

RESOLVED on the motion of Councillor Zamprogno, seconded by Ms Nichols.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That no further amendments to the Objectives of the Heritage Advisory Committee be made other than those outlined in the report to the Committee on 25 May 2017.

SECTION 4 - Reports for Information

ITEM: 3 **HAC - Heritage Grants Funding, Heritage Study and Update from Working Group - Heritage Study/Inventory - (124414, 80242)**

Previous Item: 7, HAC (23 February 2017)
 3, (25 May 2017)

DISCUSSION:

- Ms Wilson advised the working group met on 22 June 2017 at the Library to review resources and inventory sheet listings. The existing inventory listings have been replicated into a data base and erroneous data is being replaced with new data in searchable form.

6:30pm - Mr Owens left the meeting.

- Ms Wilson will organise a further meeting and provide an update in relation to writing the access data base.
- Ms Nichols asked for potential resources to be emailed to her for collation.
- It was suggested other organisations with an interest in history may hold information in relation to heritage items and the Committee determined to forward to the Chair a list of suggested organisations (eg Comleroy Kurrajong Historical Society). Staff will subsequently write to those organisations seeking potential and existing heritage items (west of the river was agreed to be a priority).
- Mr Edwards made reference to the push by the Committee back in 2009/10 to list the five Macquarie towns on the State register. The Heritage Council of NSW was supportive of the listings, however the Council (at the time) did not pursue the matter.

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The Committee agreed to resurrect the proposal to list the five Macquarie Towns. It was suggested the presentation previously provided to Councillors be rebadged and be given to Council at a future briefing session.

It was resolved to report back to this Committee with the documents which were originally circulated regarding the listing of the five Macquarie Towns.

- Mr Edds highlighted that Committee members were still willing to assist with the preparation of grant applications as required.

7:04pm - Ms Newland left the meeting.

RECOMMENDATION TO COMMITTEE:

That the information be received and noted.

MOTION:

RESOLVED on the motion of Councillor Reynolds, seconded by Mr Edwards.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That:

1. The information be received.
2. A report and the supporting documentation and presentation from 2010 pertaining to the potential heritage listing of the five Macquarie Towns be reported back to the Committee.
3. Committee members forward to the Chair a list of names of organisations with an interest in heritage and who may hold information in relation to heritage and potential heritage items.
4. On receipt of the names of organisations outlined in point 3 above, Council officers will write to those organisations seeking information with respect to heritage and potential heritage items, with an initial focus on those west of the Hawkesbury River.

ITEM: 4 HAC - Local Heritage Assistance Fund 2017/2018 - (124414, 80242)

Previous Item: 5, HAC (25 May 2017)

RECOMMENDATION TO COMMITTEE:

That the information be received and noted.

MOTION:

RESOLVED on the motion of Ms Nichols, seconded by Ms Wilson.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That the information be received and noted.

ITEM: 5 **HAC - Update from Working Group - Heritage Awards - (124414, 80242)**

Previous Item: GB, HAC (25 May 2017)

- Ms Ball gave an overview of discussions held by the Working Group. The objective of the Working Group was to investigate a proposal to hold local Heritage Awards to raise the profile of heritage in the Hawkesbury. The focus would be to promote, reward and raise the profile and engagement with heritage.

Potential Award categories include:

- Best address
 - Adaptive reuse
 - Best new build
 - Outstanding contributions to heritage
 - Best presented building
 - Best street appeal
 - Landscape
 - Publications
 - Heritage Sites (building not listed however site has history)
 - Photo competition
- It was advised the Working Group would report back at the next meeting with a plan to be taken to Council to assist with funding.
 - In terms of dates, Heritage Week in April 2018 could be an option.

RECOMMENDATION TO COMMITTEE:

That the information be received and noted.

MOTION:

RESOLVED on the motion of Ms Nichols, seconded by Ms Ball.

Refer to COMMITTEE RECOMMENDATION

COMMITTEE RECOMMENDATION:

That the information be received and noted.

SECTION 5 - General Business

Verbal update on future process for minutes of meetings

- Mr Kearns asked for the Committee's input in relation to a proposal to streamline the minute process. The existing format of the minutes of Council's Committees could be considered as overly exhaustive, particularly with the 'discussion' style minutes. Options to consider for streamlining the minute process include:

ORDINARY MEETING
Reports of Committees

- Recording the resolution only
- Using dot points without including names
- Recording the meeting

The Chair raised concern there may be a transparency issue should the Committee resolve to include the resolution only in a minute item.

Ms Wilson asked if a report could be brought back to the Committee in relation to its proposal to pare down the minutes of the Committee.

The Chair put the proposal to a vote by a show of hands (it was noted not all members participated):

Minutes to remain in the current format - 7 votes

Minutes to comprise of dot points without including names - 3

Minutes to record the resolution only - nil

Mr Edwards asked for it to be noted that he believed Ms Kozjak does an excellent job minute taking the meetings - seconded by Professor Jack.

Verbal update and discussion on heritage assistance/services

Mr Kearns tabled the following list as suggested items for the creation of 'plain language' heritage information sheets:

- Understanding the Heritage Significance of your House and Site
- Historic Periods
- Pattern of Development
- Building Form
- Roof Form residential and farm structures, roof materials
- Siting, Setbacks and Levels
- Walls
- Chimneys
- Joinery
- Window Sunhoods, Blinds and Awnings
- Verandahs
- Garages and Carports
- Garden Sheds/ Store Sheds, garden walls etc
- Colour Schemes
- Fences and Gates
- Garden Elements, including Paving, Driveways, Pergolas and Pools
- Shopfronts
- Signage
- Interiors
- Cemeteries
- Heritage Landscapes.

The Chair suggested the above list be provided to Council's Heritage Advisor and await his further advice as to the next step forward.

- Ms Wilson advised the information sheets would also assist purchasers of heritage properties and would be beneficial if made available in lawyers' offices.

ORDINARY MEETING
Reports of Committees

The Chair agreed to receive information from members for inclusion in the compilation of heritage information sheets.

Verbal Update on Formation of Town Centres Master Plan Project Group

Mr Kearns advised that Council had formed a Town Centres Master Plan Project Group to advise Council with respect to Master Planning processes for Richmond and Windsor and also the testing of concepts for revitalising town centres. The work of this Project Group will have a cross over and relationship with the Heritage Advisory Committee and further updates will be provided as the work of that Project group commences.

Windsor Bridge Replacement Project - Proposal for Viewing Platform

Mr Johnson gave an overview of a proposal by the RMS to retain a portion of Windsor Bridge as a viewing platform. The matter will be reported to Council for consideration of the proposal. Committee members will email their comments relating to the proposal by RMS to retain a portion of the Windsor Bridge as a viewing platform to Mr Johnson within the next two weeks.

Professor Jack declared a conflict of interest in this item due to his involvement as a consultant.

7:45pm - Councillor Zamprogno left the meeting.

- Mr Rawling AM raised concern regarding the increasing number of signs being erected in Kurrajong Heights, in contradiction to Council's Development Control Plan. Lochiel House is obscured by signage which is a 2 metre tall steel structure. Mr Rawling was to provide correspondence to Council in this respect.

Mr Kearns advised he would have that investigated by Council's Regulatory and Compliance staff on receipt of correspondence.

- Ms Hallam noted Lochiel House had advertised they are to be closed for extensive renovations and asked if council has received a development application from them.

Mr Kearns advised he would have Council's Regulatory and Compliance staff investigate.

- Professor Jack tabled a document regarding the upcoming St Matthews Anglican Church Bicentennial celebrations at Windsor.

Mr Johnson advised Council was successful in Department of Veterans Affairs grants for the following:

- Cannons, Richmond Park - Conservation Assessment to review current condition and undertake an assessment on required conservation works to maintain them in the future.
- Boer War Memorial, McQuade Park - Conservation Assessment to review current condition and undertake an assessment on required conservation works to maintain them in the future. Funding has also been received to undertake a 3D laser scan of the sandstone reliefs to enable future restoration. Historical research work has been undertaken on both the piece and the stonemasons who undertook the works.
- Funding of \$50,000 (one third of requested amount) has been received from Office of Environment & Heritage for McQuade Park to undertake a detailed design of the lake precinct in relation to the Emeritus Professor Peter Spooner design and the memorial precinct which will allow the housing of all three field guns undercover. In addition an archaeological assessment of the site has been undertaken to assist in the future construction process.
- A grant application for Strategic Cemeteries conservation works has been submitted and a response from the Heritage Near Me team is yet to be received.

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Reports of Committees

- Ms Nichols reminded Committee members of the Rex Stubbs Symposium.
- Mr Edds recommended that Mr Cserhalmi (Council's Heritage Advisor) visit Bowman Cottage (owned by Council) to discuss the exterior works undertaken. Lime wash had been used on timberwork etc.

The meeting closed at 8pm.

oooO END OF REPORT Oooo

ORDINARY MEETING
Reports of Committees

ROC

Local Traffic Committee - 11 September 2017 - (80245)

Minutes of the Meeting of the Local Traffic Committee held in the Small Committee Room, Windsor, on Monday, 11 September 2017, commencing at 3pm.

Present: Mr Christopher Amit, Hawkesbury City Council (Chairman)
Councillor Peter Reynolds, Hawkesbury City Council
Ms Tina Kaur, Roads and Maritime Services
Mr Steve Grady, Busways

Apologies: Inspector Peter Jenkins, NSW Police Force

In Attendance: Ms Cathy Mills, Hawkesbury City Council
Ms Judy Wong, Hawkesbury City Council
Ms Sophie Hill, Hawkesbury City Council

Mr Christopher Amit advised the Committee that the position of Chair is to be undertaken in accordance with RMS (formerly RTA) Guidelines "Delegation to Councils for Regulation of Traffic" Section 5.3 which states that the meeting is to be convened by a Council Representative, either voting or non-voting. On this basis Mr Amit is to take up the position of the Chair for this meeting as agreed to with Councillor Reynolds.

The Chairman, Mr Christopher Amit, tendered an apology on behalf of Inspector Peter Jenkins, NSW Police Force advising that Inspector Jenkins concurred with the recommendations are contained in the formal agenda and had forwarded proxy to himself to cast vote(s) on his behalf.

RESOLVED on the motion of Councillor Peter Reynolds, seconded by Ms Tina Kaur that the apologies be accepted.

SECTION 1 - Minutes

Item 1.1 Confirmation of Minutes

The Committee resolved on the motion of Councillor Peter Reynolds, seconded by Ms Tina Kaur that the minutes from the previous meeting held on Monday, 11 August 2017 be confirmed.

Item 1.2 Business Arising

There was no Business Arising from the previous minutes.

SECTION 2 - Reports for Determination

Item: 2.1 LTC - Ironman 70.3 Western Sydney 2017 - Richmond/Agnes Banks (Hawkesbury) - (80245, 73621, 123265, 128733)

REPORT:

An application has been received seeking approval (in traffic management terms) to conduct the Ironman 70.3 Western Sydney 2017 event, on Sunday, 26 November 2017.

The event organiser has advised;

- The Ironman 70.3 Western Sydney event is based at the Sydney International Regatta Centre, Penrith and will highlight aspects of the stunning Penrith Valley.
- The event is being held predominantly within the Penrith Council LGA, with a small section of the Cycling route contained within the Hawkesbury Council LGA;
- This is the fourth year the event is being run. The 2017 course follows the same route as the previous 2015 and 2016 course;
- The event will be conducted between 6am and 3:30pm. The set up and pack down times are between 4am and 6pm;
- Approximately 1,600 participants are expected for the event;
- Approximately 5,000 spectators are expected;
- The Ironman event is a race and involves participants swimming, cycling and running:
 - Swimming: 1.9 kilometres clockwise lap of the Sydney International Regatta Centre competition lake.
 - Cycling: 90 kilometres (2 laps of 45 kilometres) incorporating the major arterial roads of both Penrith City Council and Hawkesbury City Council from the Sydney International Regatta Centre to McCarthys Lane to Castlereagh Road, Brooks Lane, Wilshire Road, Jockbett Road, The Driftway (Hawkesbury) and returning via Hinxman Avenue, Post Office Road, Castlereagh Road and McCarthys Lane. The course consists of two laps in a clockwise direction with a number of road closures.
 - Running: 21.2 kilometres incorporating paths within and out of the Sydney International Regatta Centre. The run course heads out of the Sydney International Regatta Centre along Old Castlereagh Road, turning off Leland Street, Lugard Street, Borec Road and heading to the Great River Walk via Cassola Place before heading back to the Sydney International Regatta Centre and completing 1.5 laps around the competition lake.
- To facilitate the event build and competition a comprehensive schedule of Road Closures has been designed. The majority of road closures are within the Penrith LGA. The only road closure required within the Hawkesbury LGA is The Driftway between Londonderry Road and Castlereagh Road;
- The safety of the event will be improved with the removal of through traffic along the course;
- Authorised Traffic Controllers will be used at all road closure points along the course, with motorists directed around the site;

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- Road Closures will be valid during the cycling and running components of the event. In exceptional circumstances, should a resident or emergency service require access to a closed section of road, arrangements will be made to ensure access of the authorised vehicle under escort;
- Residents directly impacted by the road closures will be advised of the traffic conditions. Special arrangements will be in place should a resident require to exit their property under exceptional circumstances;
- The detours will be advertised in advance by Variable Message Boards (VMS). The VMS will be in place in advance to advertise the road closures and applicable detours;
- Parking will be facilitated by the existing parking facilities of the Regatta Centre (southern side) with allowance for overflow parking at the grass field of the Centre (east from the main parking areas – sealed). There is capacity for approximately 1,600 vehicles and parking will be free on a first come-first served basis;
- Special Event Clearways are not required for this event. Existing kerbside parking conditions will be adequate;
- The residents along Hawkesbury roads: The Driftway, Bonner Road and Markwell Place have been consulted. Initial information available is that the residents have responded in a positive manner and are supportive of the event in a similar manner to the previous 2015 and 2016 event. Not all residents have responded.

Details of the Event Route Plan, Road Closure Plan – Hawkesbury LGA, and Road Closure Schedule are contained in Attachments 1, 2 and 3.

Discussion:

The event is a cross regional event as it will traverse across two Local Government Areas and cross/traverse classified roads. The majority of the event is being undertaken within the Penrith Local Government Area.

The 2017 course follows the same route as the previous 2015 and 2016 course. The 2015 event was originally approved by Penrith Council which inadvertently included The Driftway (Hawkesbury), as this is a bordering road. Penrith Council classified the event as a Class 2 and this classification was carried through into the 2016 event.

Advice received from Penrith Council is that the 2017 event will be classified as a Class 2 event. To be consistent, the event within the Hawkesbury LGA should also be classified as a Class 2 event, even though there is the proposal to undertake Road Closures and Speed Zone reductions along a State Road within the Penrith Council LGA.

On this basis it would be appropriate to classify the event as a “Class 2” special event under the “Traffic and Transport Management for Special Events” guidelines issued by the Roads and Maritime Services - RMS (formerly RTA) as the event may disrupt traffic and transport systems along the specified route, which includes the proposed road closures, and there may be disruptions to the non-event community.

The following details in relation to the proposed road closure, within the Hawkesbury LGA, are listed below;

- Road Closure along The Driftway is proposed for Sunday, 26 November 2017, between 4:30am and 1pm.
- Road Closure along The Driftway, Richmond/Agnes Banks, is between Castlereagh Road and Londonderry Road; which includes its intersections with Bonner Road, Jockbett Road and Markwell Place, with access provided for residents in Markwell Place from the Castlereagh Road end of The Driftway.
- The length of the road closure along The Driftway is approximately 2,750 metres.

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- The speed limit along The Driftway is 80kph, with a road seal width ranging from 10.3 to 11.0 metres.
- Traffic volume recorded in 2001 indicates an ADT=1,635.
- There are approximately 65 properties along the proposed route within the Hawkesbury LGA affected by the Road Closure of The Driftway. These properties are in the vicinity of The Driftway, Bonner Road and Markwell Place. The properties are a mix of residential and rural properties.
- The majority of adjoining property owners have been consulted and are supportive of the event in a similar manner to the previous 2015 and 2016 events.

Castlereagh Road (State Road) within the Penrith LGA is to be closed at its northern point in the vicinity of Springwood Road and Brooks Lane. Traffic within the Hawkesbury LGA will be detoured via Southee Road and Londonderry Road. The event organiser is to ensure that all major traffic routes leading to the road closures are adequately signposted to warn motorists of the road closures and advise them of the available traffic detour routes.

The event organiser has submitted the following items in relation to the event: Attachment 4 (ECM Document Set ID No: 5963164):

1. Traffic and Transport Management for Special Events – HCC: Form A – Initial Approval - Application Form,
2. Traffic and Transport Management for Special Events – HCC: Form B – Initial Approval Application - Checklist,
3. Special Event Transport Management Plan Template – RTA (Roads and Maritime Services - RMS),
4. Draft Traffic Operations Plan and Draft Risk Management Plan,
5. Event Route and Road Closure Plan,
6. Copy of Resident Consultation extent for the proposed road closures.

The Transport Management Plan (TMP) and the associated Traffic Control Plans (TCP) are to be submitted to the Transport Management Centre (TMC) for authorisation due to the proposed road closures.

RECOMMENDATION TO COMMITTEE:

That:

1. The approval conditions listed below relate only to matters affecting the traffic management of the event. The event organiser must obtain all other relevant approvals for this event. The event organiser must visit Council's web site, <http://www.hawkesbury.nsw.gov.au/news-and-events/events/organising-an-event2>, and refer to the documentation contained within this link which relates to other approvals that may be required for the event as a whole. It is the responsibility of the event organiser to ensure that they comply with the contents and requirements of this information which includes the Roads and Maritime Services - RMS (formerly RTA) publication "Guide to Traffic and Transport Management for Special Events" (Version 3.4) and the Hawkesbury City Council special event information package.
2. The Ironman 70.3 Western Sydney 2017 event, which is a cross regional event and will traverse across two Local Government Areas, with the Hawkesbury LGA component being within the Richmond/Agnes Banks area, planned for Sunday, 26 November 2017 between 4am and 6pm be classified as a "Class 2" special event, in terms of traffic management, under the "Traffic and Transport Management for Special Events" guidelines issued by the Roads and Maritime Services - RMS (formerly RTA).
3. The safety of all road users and personnel on or affected by the event is the responsibility of the event organiser.

4. No objection (in terms of traffic management) be held to this event subject to compliance with the information contained within the application submitted, the following road closures and traffic control measures;
- Road Closure; The Driftway, Richmond/Agnes Banks, between Castlereagh Road and Londonderry Road; which includes its intersections with Bonner Road, Jockbett Road and Markwell Place, with access provided for residents in Markwell Place from the Castlereagh Road end of The Driftway.
 - Road Closure only permitted for Sunday, 26 November 2017, between 4:30am and 1pm.
 - No other road closures are permitted.
 - Due to the Road Closure of Castlereagh Road (State Road) within the Penrith LGA, Detour Routes and relevant Signage are to be provided within the Hawkesbury LGA and surrounding area to ensure alternate traffic routes are available and signposted.
 - The event organiser is to ensure that all major traffic routes leading to the road closures are adequately signposted to warn motorists of the road closures and advise them of the available traffic detour routes.

and the following conditions:

Prior to the event:

- 4a. the event organiser is responsible for ensuring the safety of all involved in relation to the proposed event and must fully comply with the requirements of the Work Health and Safety (WHS) Act 2011, WHS Regulations 2011 and associated Australian Standards and applicable Codes of Practice. It is incumbent on the organiser under this legislation to ensure all potential risks are identified and assessed as to the level of harm they may pose and that suitable control measures are instigated to either eliminate these or at least reduce them to an acceptable level. This will include assessing the potential risks to spectators, participants and road/park/facility users etc during the event including setting up and clean-up activities. This process must also include (where appropriate) but is not limited to the safe handling of hazardous substances, electrical equipment testing, tagging and layout, traffic/pedestrian management plans, certification and licensing in relation to amusement rides, relevant current insurance cover and must be inclusive of meaningful consultation with all stakeholders. (information for event organisers about managing risk is available on the NSW Sport and Recreation's web site at <http://www.dsr.nsw.gov.au>; additionally Council has an events template which can be provided to assist in identifying and controlling risks);
- 4b. the event organiser is to assess the risk and address the suitability of the entire route/site as part of the risk assessment considering the possible risks for all participants. This assessment should be carried out by visual inspection of the route/site by the event organiser prior to the event;
- 4c. the event organiser is to obtain approval to conduct the event, from the NSW Police Force; a copy of the Police Force approval to be submitted to Council;
- 4d. the event organiser is to obtain approval from the Transport Management Centre – TMC as road closures are proposed; a copy of the Transport Management Centre – TMC approval to be submitted to Council;

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- 4e. the event organiser is to submit a Transport Management Plan (TMP) for the entire route/event incorporating a Traffic Control Plan (TCP) which needs to include details such as the specific position of barriers, signs etc, required for the proposed road closures and traffic diversions to Council, the Roads and Maritime Services - RMS and the Transport Management Centre (TMC) for acknowledgement. The TCP should be prepared by a person holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA) to satisfy the requirements of WHS legislation and associated Codes of Practice and Australian Standards;
- 4f. the event organiser is to submit to Council a copy of its Public Liability Policy in an amount not less than \$20,000,000 noting Council and the Roads and Maritime Services - RMS (formerly RTA) as interested parties on the Policy and that Policy is to cover both on-road and off-road activities;
- 4g. as the event involves the closure and the traverse of public roads, the event organiser is required to submit a Road Occupancy Application (ROA) to Council, with any associated fee, to occupy and close the road;
- 4h. the event organiser is to obtain approval from Penrith Council for the use of their roads and obtain any other necessary approvals from Penrith Council; a copy of this approval to be submitted to Council;
- 4i. the event organiser is to advertise the event in the local press stating the entire route/extent of the event, including the proposed traffic control measures, road closures, detour routes and the traffic impact/delays expected, due to the event, two weeks prior to the event; a copy of the proposed advertisement to be submitted to Council (indicating the advertising medium);
- 4j. the event organiser is to notify the details of the event to the NSW Ambulance Service, Fire and Rescue NSW, NSW Rural Fire Service and SES at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4k. the event organiser is to directly notify relevant bus companies, tourist bus operators and taxi companies operating in the area which may be affected by the event, including the proposed traffic control measures, road closures, detour routes and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4l. the event organiser is to directly notify all the residences and businesses which may be affected by the event, including the proposed traffic control measures, road closures, detour routes and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; The event organiser is to undertake a letter drop to all affected residents and businesses in proximity of the event, with that letter advising full details of the event; a copy of the correspondence to be submitted to Council;
- 4m. the event organiser is to submit the completed "Traffic and Transport Management for Special Events – Final Approval Application Form (Form C)" to Council;

During the event:

- 4n. access is to be maintained for businesses, residents and their visitors;
- 4o. a clear passageway of at least four metres in width is to be maintained at all times for emergency vehicles;
- 4p. all traffic controllers / marshals operating within the public road network or road related area, are to hold appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);

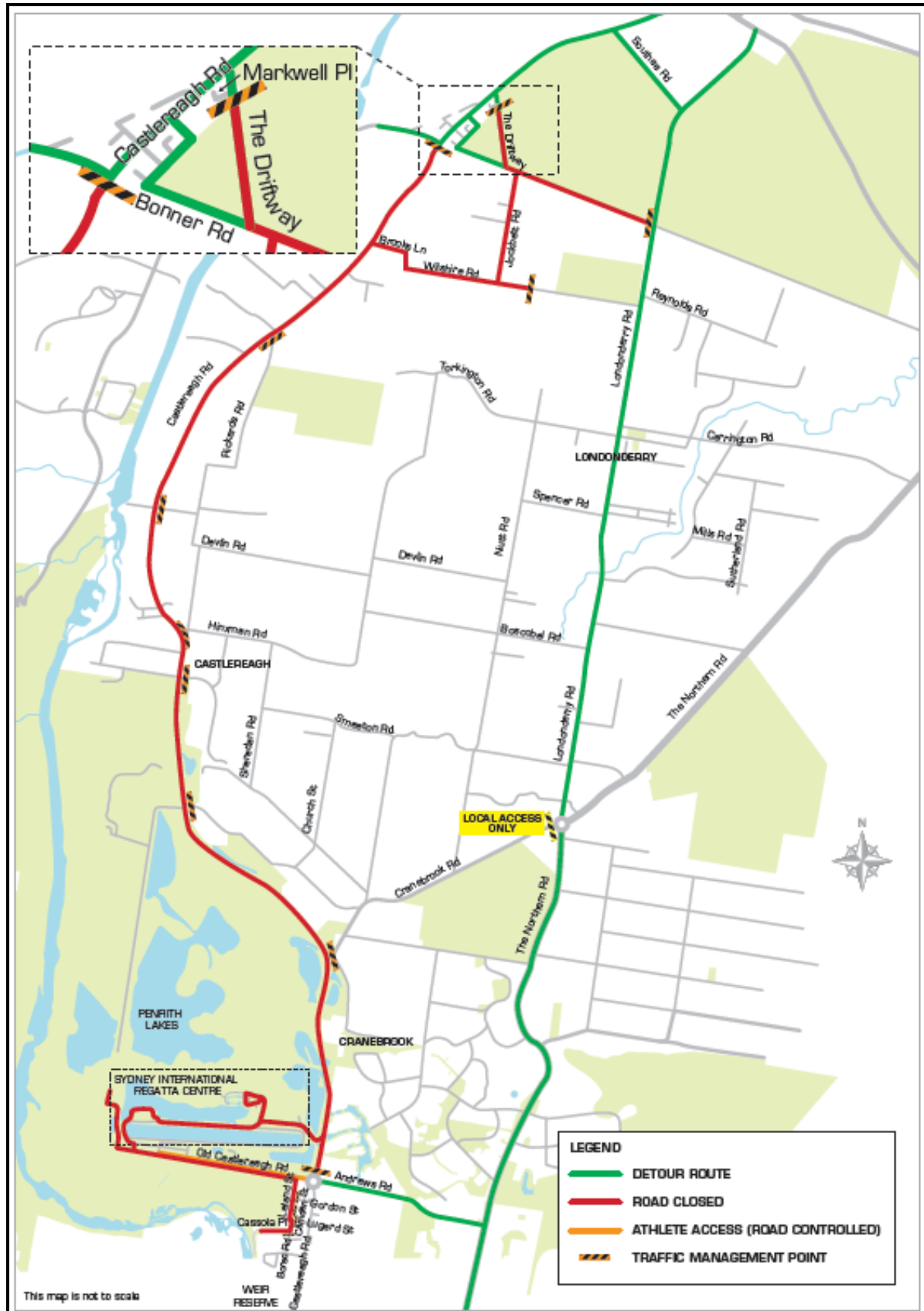
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- 4q. the participants are to be made aware of and are to follow all the general road user rules whilst participating on public roads;
- 4r. in accordance with the submitted TMP and associated TCP, appropriate advisory signs and traffic control devices are to be placed along the event and detour route (including the road closure points and detour routes), during the event, under the direction of a traffic controller holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4s. the competitors and participants are to be advised of the traffic control arrangements in place, prior to the commencement of the event; and,
- 4t. all roads and marshalling points are to be kept clean and tidy, with all signs and devices to be removed immediately upon completion of the activity.

APPENDICES:

- AT – 1** Ironman 70.3 Western Sydney 2017 - Event Route Plan
- AT – 2** Ironman 70.3 Western Sydney 2017 - Road Closure Plan – Hawkesbury LGA
- AT – 3** Ironman 70.3 Western Sydney 2017 - Road Closure Schedule.
- AT – 4** Special Event Application - (ECM Document Set ID No: 5963164) - *see attached*

AT – 1 Ironman 70.3 Western Sydney 2017 - Event Route Plan



AT – 2 Ironman 70.3 Western Sydney 2017 - Road Closure Plan – Hawkesbury LGA



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Reports of Committees

AT – 3 Ironman 70.3 Western Sydney 2017 – Road Closure Schedule

ROAD CLOSURE	Section	Direction	Start/End Date	Start Time	Finish Time	Length of Road (m)
McCarthy's Lane	Pipe Gate to Castlereagh Road	Inbound & Outbound	Sunday, 26 November 2017	4:30am	1:00pm	1,315
Old Castlereagh Road *	Between SIRC and Castlereagh Road	Inbound & Outbound	Sunday, 26 November 2017	6:00am	3:00pm	3,278
Castlereagh Road	Between Andrews Road and Springwood Road	Inbound & Outbound	Sunday, 26 November 2017	4:30am	1:00pm	14,919
Brookes Lane	Between Castlereagh Road and Wilshire Road	Inbound & Outbound	Sunday, 26 November 2017	4:30am	1:00pm	450
Wilshire Road	Between Brookes Lane and Jockbett Road	Inbound & Outbound	Sunday, 26 November 2017	4:30am	1:00pm	1,376
Jockbett Road	Between Wilshire Road and The Driftway	Inbound & Outbound	Sunday, 26 November 2017	4:30am	1:00pm	1,193
The Driftway	Between Castlereagh Road and Londonderry Road	Inbound & Outbound	Sunday, 26 November 2017	4:30am	1:00pm	2,749
Leland Street	Between Lugard Street and Old Castlereagh Road	Inbound & Outbound	Sunday, 26 November 2017	6:00am	3:00pm	525
Lugard Street	Between Camden Street and Leland Street	Inbound & Outbound	Sunday, 26 November 2017	6:00am	3:00pm	230
Borec Road	Between Cassola Place and Lugard Street	Inbound & Outbound	Sunday, 26 November 2017	6:00am	3:00pm	190
Cassola Place	From Borec Road	Inbound & Outbound	Sunday, 26 November 2017	6:00am	3:00pm	365

COMMITTEE RECOMMENDATION:

RESOLVED on the motion of Councillor Peter Reynolds, seconded by Ms Tina Kaur.

Support for the Recommendation: Unanimous support

That:

1. The approval conditions listed below relate only to matters affecting the traffic management of the event. The event organiser must obtain all other relevant approvals for this event. The event organiser must visit Council's web site, <http://www.hawkesbury.nsw.gov.au/news-and-events/events/organising-an-event2>, and refer to the documentation contained within this link which relates to other approvals that may be required for the event as a whole. It is the responsibility of the event organiser to ensure that they comply with the contents and requirements of this information which includes the Roads and Maritime Services - RMS (formerly RTA) publication "Guide to Traffic and Transport Management for Special Events" (Version 3.4) and the Hawkesbury City Council special event information package.
2. The Ironman 70.3 Western Sydney 2017 event, which is a cross regional event and will traverse across two Local Government Areas, with the Hawkesbury LGA component being within the Richmond/Agnes Banks area, planned for Sunday, 26 November 2017 between 4am and 6pm be classified as a "Class 2" special event, in terms of traffic management, under the "Traffic and Transport Management for Special Events" guidelines issued by the Roads and Maritime Services - RMS (formerly RTA).
3. The safety of all road users and personnel on or affected by the event is the responsibility of the event organiser.
4. No objection (in terms of traffic management) be held to this event subject to compliance with the information contained within the application submitted, the following road closures and traffic control measures;
 - Road Closure; The Driftway, Richmond/Agnes Banks, between Castlereagh Road and Londonderry Road; which includes its intersections with Bonner Road, Jockbett Road and Markwell Place, with access provided for residents in Markwell Place from the Castlereagh Road end of The Driftway.
 - Road Closure only permitted for Sunday, 26 November 2017, between 4:30am and 1pm.
 - No other road closures are permitted.
 - Due to the Road Closure of Castlereagh Road (State Road) within the Penrith LGA, Detour Routes and relevant Signage are to be provided within the Hawkesbury LGA and surrounding area to ensure alternate traffic routes are available and signposted.
 - The event organiser is to ensure that all major traffic routes leading to the road closures are adequately signposted to warn motorists of the road closures and advise them of the available traffic detour routes.

and the following conditions:

Prior to the event:

- 4a. the event organiser is responsible for ensuring the safety of all involved in relation to the proposed event and must fully comply with the requirements of the Work Health and Safety (WHS) Act 2011, WHS Regulations 2011 and associated Australian Standards and applicable Codes of Practice. It is incumbent on the organiser under this legislation to ensure all potential risks are identified and assessed as to the level of harm they may pose and that suitable control measures are instigated to either eliminate these or at least reduce them to an acceptable level. This will include assessing the potential risks to spectators, participants and road/park/facility users etc during the event including setting up and clean-up activities. This process must also include (where appropriate) but is not limited to the safe handling of hazardous substances, electrical equipment testing, tagging and layout, traffic/pedestrian management plans, certification and licensing in relation to amusement rides, relevant current insurance cover and must be inclusive of meaningful consultation with all stakeholders. (information for event organisers about managing risk is available on the NSW Sport and Recreation's web site at <http://www.dsr.nsw.gov.au>; additionally Council has an events template which can be provided to assist in identifying and controlling risks);
- 4b. the event organiser is to assess the risk and address the suitability of the entire route/site as part of the risk assessment considering the possible risks for all participants. This assessment should be carried out by visual inspection of the route/site by the event organiser prior to the event;
- 4c. the event organiser is to obtain approval to conduct the event, from the NSW Police Force; a copy of the Police Force approval to be submitted to Council;
- 4d. the event organiser is to obtain approval from the Transport Management Centre – TMC as road closures are proposed; a copy of the Transport Management Centre – TMC approval to be submitted to Council;
- 4e. the event organiser is to submit a Transport Management Plan (TMP) for the entire route/event incorporating a Traffic Control Plan (TCP) which needs to include details such as the specific position of barriers, signs etc, required for the proposed road closures and traffic diversions to Council, the Roads and Maritime Services - RMS and the Transport Management Centre (TMC) for acknowledgement. The TCP should be prepared by a person holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA) to satisfy the requirements of WHS legislation and associated Codes of Practice and Australian Standards;
- 4f. the event organiser is to submit to Council a copy of its Public Liability Policy in an amount not less than \$20,000,000 noting Council and the Roads and Maritime Services - RMS (formerly RTA) as interested parties on the Policy and that Policy is to cover both on-road and off-road activities;
- 4g. as the event involves the closure and the traverse of public roads, the event organiser is required to submit a Road Occupancy Application (ROA) to Council, with any associated fee, to occupy and close the road;
- 4h. the event organiser is to obtain approval from Penrith Council for the use of their roads and obtain any other necessary approvals from Penrith Council; a copy of this approval to be submitted to Council;
- 4i. the event organiser is to advertise the event in the local press stating the entire route/extent of the event, including the proposed traffic control measures, road closures, detour routes and the traffic impact/delays expected, due to the event, two weeks prior to the event; a copy of the proposed advertisement to be submitted to Council (indicating the advertising medium);

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- 4j. the event organiser is to notify the details of the event to the NSW Ambulance Service, Fire and Rescue NSW, NSW Rural Fire Service and SES at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4k. the event organiser is to directly notify relevant bus companies, tourist bus operators and taxi companies operating in the area which may be affected by the event, including the proposed traffic control measures, road closures, detour routes and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4l. the event organiser is to directly notify all the residences and businesses which may be affected by the event, including the proposed traffic control measures, road closures, detour routes and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; The event organiser is to undertake a letter drop to all affected residents and businesses in proximity of the event, with that letter advising full details of the event; a copy of the correspondence to be submitted to Council;
- 4m. the event organiser is to submit the completed "Traffic and Transport Management for Special Events – Final Approval Application Form (Form C)" to Council;

During the event:

- 4n. access is to be maintained for businesses, residents and their visitors;
- 4o. a clear passageway of at least four metres in width is to be maintained at all times for emergency vehicles;
- 4p. all traffic controllers / marshals operating within the public road network or road related area, are to hold appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4q. the participants are to be made aware of and are to follow all the general road user rules whilst participating on public roads;
- 4r. in accordance with the submitted TMP and associated TCP, appropriate advisory signs and traffic control devices are to be placed along the event and detour route (including the road closure points and detour routes), during the event, under the direction of a traffic controller holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4s. the competitors and participants are to be advised of the traffic control arrangements in place, prior to the commencement of the event; and,
- 4t. all roads and marshalling points are to be kept clean and tidy, with all signs and devices to be removed immediately upon completion of the activity.

Item: 2.2 LTC - XI FIP World Polo Championship Sydney 2017, Richmond Lowlands - (Hawkesbury) - (80245, 74207, 123265, 1409)

REPORT:

An application has been received from World Cup Polo Pty Ltd seeking approval (in traffic management terms) to conduct the XI FIP World Polo Championship Sydney 2017 between 17 and 30 October 2017, in the Richmond Lowlands area.

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The event organiser has advised:

- The XI FIP World Polo Championship Sydney 2017, will be a one-off international event held at the Sydney Polo Club located at 100 Ridges Lane, Richmond Lowlands.
 - The event will incorporate the 8 highest ranking polo teams in the world, up to 300 Australian horses, 100 competitors and the involvement of the 84 polo playing nations.
 - The tournament is held every three years where 56 countries are eligible to participate, of which approximately 25 countries will compete in qualification rounds held across five international zones.
 - The XI FIP World Polo Championship will incorporate an eight day festival and will primarily be based around 14 polo games played over six competition days over the course of 14 days, including two weekends.
 - Practice matches will also be played within the 14 days.
 - The event will incorporate displays and activities including education, music, arts, equine events, fashion events, celebration and ceremony.
 - This is the first time this event has been held at this location.
 - The times for operation are proposed from 8:30am to 10pm during the period of 17 to 30 October 2017.
 - The event is expected to attract approximately 31,000 to 60,000 over the eight day festival.
 - The event will impact the residents on Ridges Lane, Old Kurrajong Road between Kurrajong Road and Ridges Lane due to the ingress and egress of spectators coming into the venue.
 - The volume of traffic on the surrounding road network under normal conditions is relatively low, in particular during times of peak arrivals to and departures from the event. However, the expected number of vehicle movements generated by the event will be very high. The expected traffic numbers are in the order of:
 - Arrival phase = 462 vehicles per hour commencing at 9am until 1pm (1 vehicle every 8 seconds)
 - Departure phase = 770 vehicles per hour commencing at 6pm. (1 vehicle every 5 seconds).
 - During the arrival phase, the key intersections for the majority of arrival will be:
 - Kurrajong Road and Old Kurrajong Road
 - Old Kurrajong Road and Ridges Lane
 - Old Kurrajong Road and Triangle Lane.
- Movements at these intersections will be controlled with traffic controllers to ensure they operate as efficiently as possible, and minimise impact on other road users.
- Narrow sections of road along the main access route such as Ridges Lane have constrained capacity. Ridges lane is generally too narrow for two vehicles to pass each other whilst remaining on the sealed pavement and vehicles will have to move their left wheel on to the unsealed shoulder. At low volumes this arrangement is generally acceptable. However at times of high volumes, this arrangement is unlikely to be acceptable. Therefore during periods of high volumes (arrival and departure), traffic along ridges Lane will be managed to allow one direction at a time. This will include some property access points as well.

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- During the exit phase, traffic can be restricted leaving the event with priority given to shuttle buses and other public transport to manage congestion on the surrounding road network. Patrons leaving the event will be exiting via Ridges Lane onto Old Kurrajong Road. Traffic controllers will be at the intersection of Kurrajong Road and Old Kurrajong Road to assist with vehicles entering Kurrajong Road and to facilitate any build-up of traffic.
- Letterbox drop will be undertaken to all effected local infrastructure and land owners to be followed up with community engagement nights to assist with local enquiries.
- All local land owners and workers will have full access to properties, however are encouraged to take Old Kurrajong Road from the Windsor Street end.
- VMS signs will be placed along the travelling route to advise motorists of directions to the event and warn approaching traffic of changes in traffic conditions. The VMS will be in place seven days prior to the event start date.
- Emergency vehicle access to the site will be maintained at all times.
- Many of the patrons are expected to travel to the event by private car, with car parking available at the site for approximately 2,500 vehicles each day. Internal traffic management will ensure the safety of patrons within the site. Parking along approach roads such as Ridges Lane will be prohibited.
- In addition to parking at the event site, additional contingency parking will be available at the Hawkesbury Race club, located approximately 8 kilometres to the south east of the event site (or approximately 4 kilometres south east of Richmond Train Station).
- Public transport will be encouraged for travel to/from the event. It is proposed to include a mixture of trains and buses to the event site.
- Event shuttle buses will operate from Richmond Train Station to the event site. At the event site there will be a designated Transport Mall accessed from Ridges Lane. The number of shuttle buses will be confirmed closer to the event, based on actual ticket sales.
- There are limited bus services in the vicinity of the event site. Bus stops are located at the corner of Kurrajong Road and Old Kurrajong Road.
- Some patrons will be dropped off and picked up by private car. There will be a designated drop off/pickup area in the Transport Mall to the left of the main gate of the Sydney Polo Club.
- Walking to the site will not be promoted. The Richmond Train Station is located approximately 3.6 kilometres from the event site. Some patrons may choose to walk to and from the site, which may take approximately 45 minutes. There are no footpaths along the access roads with these roads, during the event period, carrying high traffic volumes and there is limited street lighting.

Details of the Event and Traffic Layout Plans are contained in Attachments 1 to 5.

Discussion

The event site is accessed from 100 Ridges Lane and 1 Powells Lane, Richmond Lowlands. The event organiser has submitted a Development Application (DA) to Council to enable the event to be undertaken within the subject property (DA0439/17). Approval of the Special Event Traffic application is subject to the DA being approved by Council.

The traffic travelling to the event site will have an impact on a number of roads within the Richmond Lowlands area. The site for the event is 100 Ridges Lane, Richmond Lowlands. The event organiser has provided an Access Route Plan (Attachment 2) that provides details on how the site will be accessed.

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Many roads within the Richmond Lowlands area will be utilised to access the site. Different access and egress routes to and from the event site will be used as follows:

- Public Entry - Kurrajong Road to Old Kurrajong Road to Ridges Lane to the site.
- Staff, Event Participants and Emergency Vehicles – Windsor Street to Old Kurrajong Road to Triangle Lane to Powells Lane to Cornwells Lane to Edwards Road to the site
- Bus, Taxi and Uber – Windsor Street to Old Kurrajong Road to Ridges Lane to the site

The intersection of Kurrajong Road and Old Kurrajong Road will have a major impact to the State road network for vehicles travelling between Richmond and North Richmond. The event organiser has indicated that traffic control and a speed reduction (60km/h to 40km/h) will be in place at this intersection to control the movement of vehicles. There will be a temporary right turn lane created in Kurrajong Road for vehicles turning right into Old Kurrajong Road (north bound) towards the venue site. This will cater for patrons entering the event and will require approval from the Transport Management Centre (TMC) and RMS. There are concerns that the temporary turning lane will result in considerable traffic queues for vehicles travelling along Kurrajong Road towards North Richmond. Refer to Attachment 5.

Traffic control at the intersection of Kurrajong Road and Old Kurrajong Road will be required to control the traffic leaving the event which is likely to cause congestion. Traffic flow from the site may need to be undertaken to control the number of vehicles entering Old Kurrajong Road from Ridges Lane and subsequently Kurrajong Road.

Ridges Lane at its intersection with Old Kurrajong Road will be under traffic control and a reduced speed limit (60km/h to 40km/h) to assist traffic at the intersection. Signposting along Ridges Lane will prohibit vehicles parking along the grassed verges. Due to the narrow road width in Ridges Lane, all traffic flow will be controlled to one-way shuttle flow.

Powells Lane at its intersection with Edwards Road will be closed to through traffic and will be under traffic control as this entry point is only to be utilised by Staff, Event Participants and Emergency Vehicles

Powells Lane (northern section) at its intersection with Triangle Lane will be closed to through traffic and will be under traffic control. The closure point will be utilised to divert Staff, Event Participants and Emergency Vehicles to use the south-eastern section of Powells Lane into Cornwells Lane and then into Edwards Road to access the event site.

Triangle Lane is an unsealed road and will need to be monitored by the event organiser to ensure its functionality as well as providing a water cart to mitigate any dust for the duration of the event.

The event organiser has indicated that No Stopping restrictions will be implemented on both sides of the road along the surrounding streets to the venue site to prohibit on-street parking.

It would be appropriate to classify the event as a “Class 1” special event under the “Traffic and Transport Management for Special Events” guidelines issued by the Roads and Maritime Services - RMS (formerly RTA) as the event may impact on major traffic and transport systems which includes the Speed Zone reductions and traffic control on the nominated State road, and there may be significant disruption to the non-event community.

The event organiser has submitted the following items in relation to the event: Attachment 6 (ECM Document Set ID No: 5986282):

1. Traffic and Transport Management for Special Events – HCC: Form A – Initial Approval - Application Form,
2. Traffic and Transport Management for Special Events – HCC: Form B – Initial Approval Application - Checklist,
3. Special Event Transport Management Plan Template – RTA (Roads and Maritime Services - RMS),
4. Transport Management Plan – referred to in the application as Traffic Management Plan (TMP) and Event Traffic & Parking Assessment.

RECOMMENDATION TO COMMITTEE:

That:

1. The approval conditions listed below relate only to matters affecting the traffic management of the event. The event organiser must obtain all other relevant approvals for this event. The event organiser must visit Council's web site, <http://www.hawkesbury.nsw.gov.au/news-and-events/events/organising-an-event2>, and refer to the documentation contained within this link which relates to other approvals that may be required for the event as a whole. It is the responsibility of the event organiser to ensure that they comply with the contents and requirements of this information which includes the Roads and Maritime Services - RMS (formerly RTA) publication "Guide to Traffic and Transport Management for Special Events" (Version 3.4) and the Hawkesbury City Council special event information package.
2. The XI FIP World Polo Championship Sydney 2017 planned for between 17 and 30 October 2017 within the Richmond Lowlands area, be classified as a "Class 1" special event, in terms of traffic management, under the "Traffic and Transport Management for Special Events" guidelines issued by the Roads and Maritime Services – RMS (formerly RTA).
3. The safety of all road users and personnel on or affected by the event is the responsibility of the event organiser.
4. No objection (in terms of traffic management) be held to this event subject to compliance with the information contained within the application submitted, approval by Council of the Development Application (DA0439/17) and the following traffic control measures;
 - Road Closure under Traffic Control; Ridges Lane at its intersection with Old Kurrajong Road.
 - Road Closure under Traffic Control; Powells Lane at its intersection with Edwards Road.
 - Road Closure under Traffic Control; Powells Lane (northern section) at its intersection with Triangle Lane.
 - Road Closures under Traffic Control are only permitted during the event period from 17 to 30 October 2017.
 - No other road closures under traffic control are permitted.
 - No Stopping restrictions are to be implemented, during the event period from 17 to 30 October 2017, on both sides of the road, along the surrounding streets to the venue site to prohibit on-street parking which include:
 - Old Kurrajong Road between Kurrajong Road and Windsor Street,
 - Ridges Lane – full length
 - Triangle Lane – full length
 - Powells Lane – full length
 - Cornwells Lane – full length
 - Edwards Road – full length

and the following conditions:

Prior to the event:

- 4a. the event organiser is responsible for ensuring the safety of all involved in relation to the proposed event and must fully comply with the requirements of the Work Health & Safety (WHS) Act 2011, WHS Regulations 2011 and associated Australian Standards and applicable Codes of Practice. It is incumbent on the organiser under this legislation to ensure all potential risks are identified and assessed as to the level of harm they may pose and that suitable control measures are instigated to either eliminate these or at least reduce them to an acceptable level. This will include assessing the potential risks to spectators, participants and road/park/facility users etc during the event including setting up and clean-up activities. This process must also include (where appropriate) but is not limited to the safe handling of hazardous substances, electrical equipment testing, tagging and layout, traffic/pedestrian management plans, certification and licensing in relation to amusement rides, relevant current insurance cover and must be inclusive of meaningful consultation with all stakeholders. (information for event organisers about managing risk is available on the NSW Sport and Recreation's web site at <http://www.dsr.nsw.gov.au>; additionally council has an events template which can be provided to assist in identifying and controlling risks);
- 4b. the event organiser is to assess the risk and address the suitability of the entire route/site as part of the risk assessment considering the possible risks for all participants. This assessment should be carried out by visual inspection of the route/site by the event organiser prior to the event;
- 4c. the event organiser is to obtain approval to conduct the event, from the NSW Police Force; a copy of the Police Force approval to be submitted to Council;
- 4d. the application including the TMP and the associated TCP is to be submitted to the Transport Management Centre – TMC for authorisation as this is a Class 1 event.
- 4e. the event organiser is to obtain approval from the Transport Management Centre – TMC as this is a "Class 1" event and due to the temporary speed reductions along the surrounding roads to the event site such as Kurrajong Road, Old Kurrajong Road, Yarramundi Lane, Triangle Lane, Powells Lane and Edwards Road; and the proposed temporary right turn lane in Kurrajong Road for vehicles turning right into Old Kurrajong Road (north bound) towards the venue site which will have a traffic impact on Kurrajong Road and the surrounding roads in the vicinity of Old Kurrajong Road, Richmond Lowlands; a copy of the Transport Management Centre – TMC approval to be submitted to Council;
- 4f. the event organiser is to submit to Council a copy of its Public Liability Policy in an amount not less than \$20,000,000 noting Council, the Transport Management Centre (TMC) and the Roads and Maritime Services - RMS (formerly RTA) as interested parties on the Policy and that Policy is to cover both on-road and off-road activities;
- 4g. as the event requires traffic control on public roads, the event organiser is required to submit a Road Occupancy Application (ROA) to Council, with any associated fee, to occupy the road;
- 4h. the event organiser is to ensure that dust along the unsealed sections of road utilised for the event and those travelling to the event are mitigated by providing a water cart for the duration of the event. The method and frequency of watering is to be addressed and outlined in writing and added to the TMP;
- 4i. the event organiser is to obtain approval from the respective Land Owners for the use of their land for the event; a copy of this approval to be submitted to Council;
- 4j. the event organiser is to advertise the event in the local press stating the entire extent of the event, including the proposed traffic control measures such as the road closures under traffic control, and the traffic impact/delays expected, due to the event, two weeks prior to the event; a copy of the proposed advertisement to be submitted to Council (indicating the advertising medium);

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- 4k. the event organiser is to notify the details of the event to the NSW Ambulance Service, Fire and Rescue NSW, NSW Rural Fire Service and SES at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4l. the event organiser is to directly notify relevant bus companies, tourist bus operators and taxi companies operating in the area which may be affected by the event, including the proposed traffic control measures such as the road closures under traffic control, and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4m. the event organiser is to directly notify all the residences and businesses which may be affected by the event, including the proposed traffic control measures such as the road closures under traffic control, and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; The event organiser is to undertake a letter drop to all affected residents and businesses in proximity of the event, with that letter advising full details of the event; a copy of the correspondence to be submitted to Council;
- 4n. the event organiser is to submit the completed "Traffic and Transport Management for Special Events – Final Approval Application Form (Form C)" to Council;

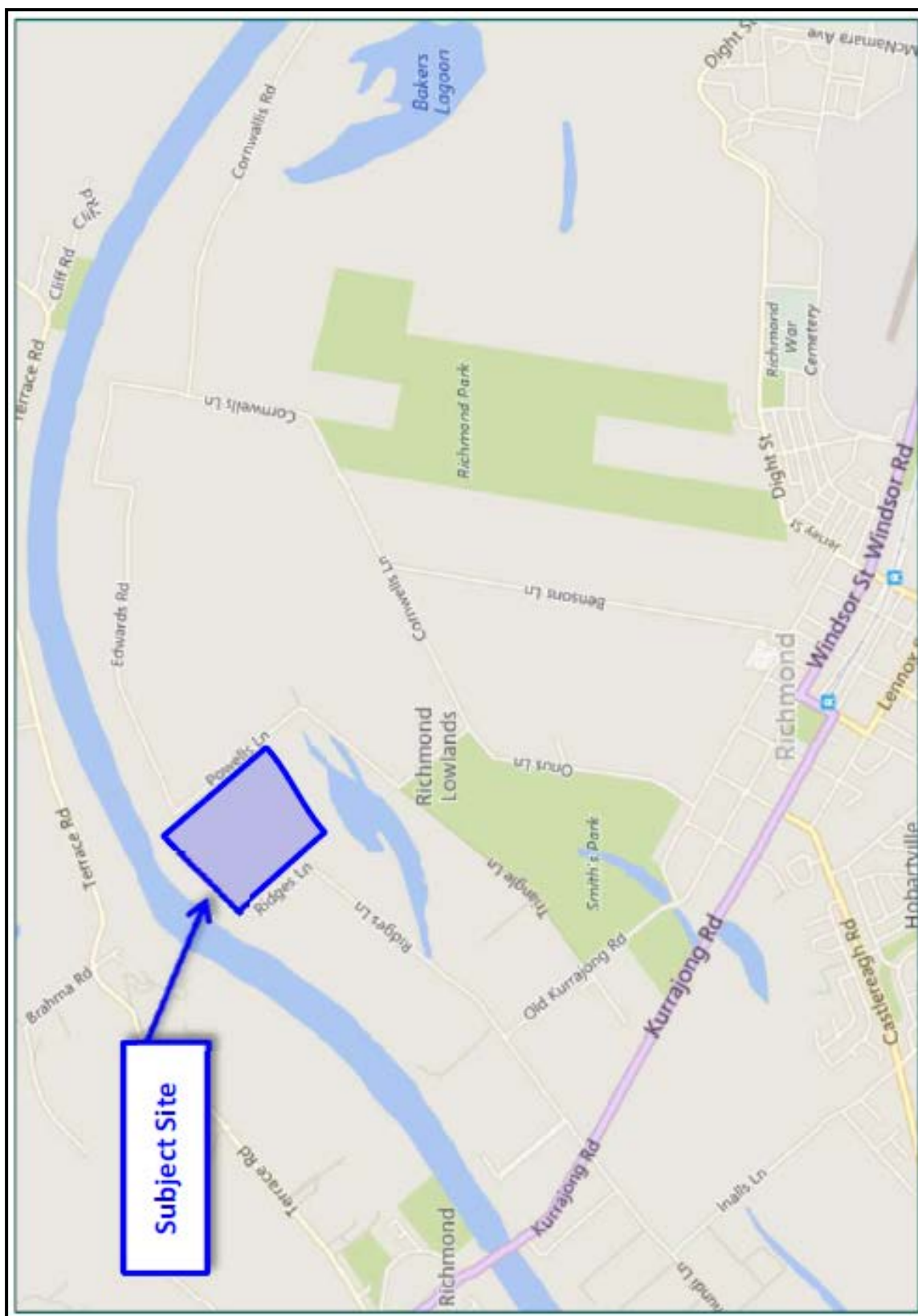
During the event:

- 4o. access is to be maintained for businesses, residents and their visitors;
- 4p. a clear passageway of at least four metres in width is to be maintained at all times for emergency vehicles;
- 4q. all traffic controllers / marshals operating within the public road network or road related area, are to hold appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4r. in accordance with the submitted TMP and associated TCP, appropriate advisory signs - including temporary speed restriction signs (subject to Roads and Maritime Services - RMS (formerly RTA) and the Transport Management Centre (TMC) requirements), shall be placed at the event organiser's expense after all the required approvals are obtained from the relevant authorities - and traffic control devices are to be placed, during the event, under the direction of a traffic controller holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4s. the participants are to be advised of the traffic control arrangements in place, prior to the commencement of the event;
- 4t. all roads and marshalling points are to be kept clean and tidy, with all signs and devices to be removed immediately upon completion of the activity; and
- 4u. the event organiser is to ensure that dust along the unsealed sections of road utilised for the event and those travelling to the event are mitigated by providing a water cart for the duration of the event. The method and frequency of watering is to be undertaken as outlined in the TMP.

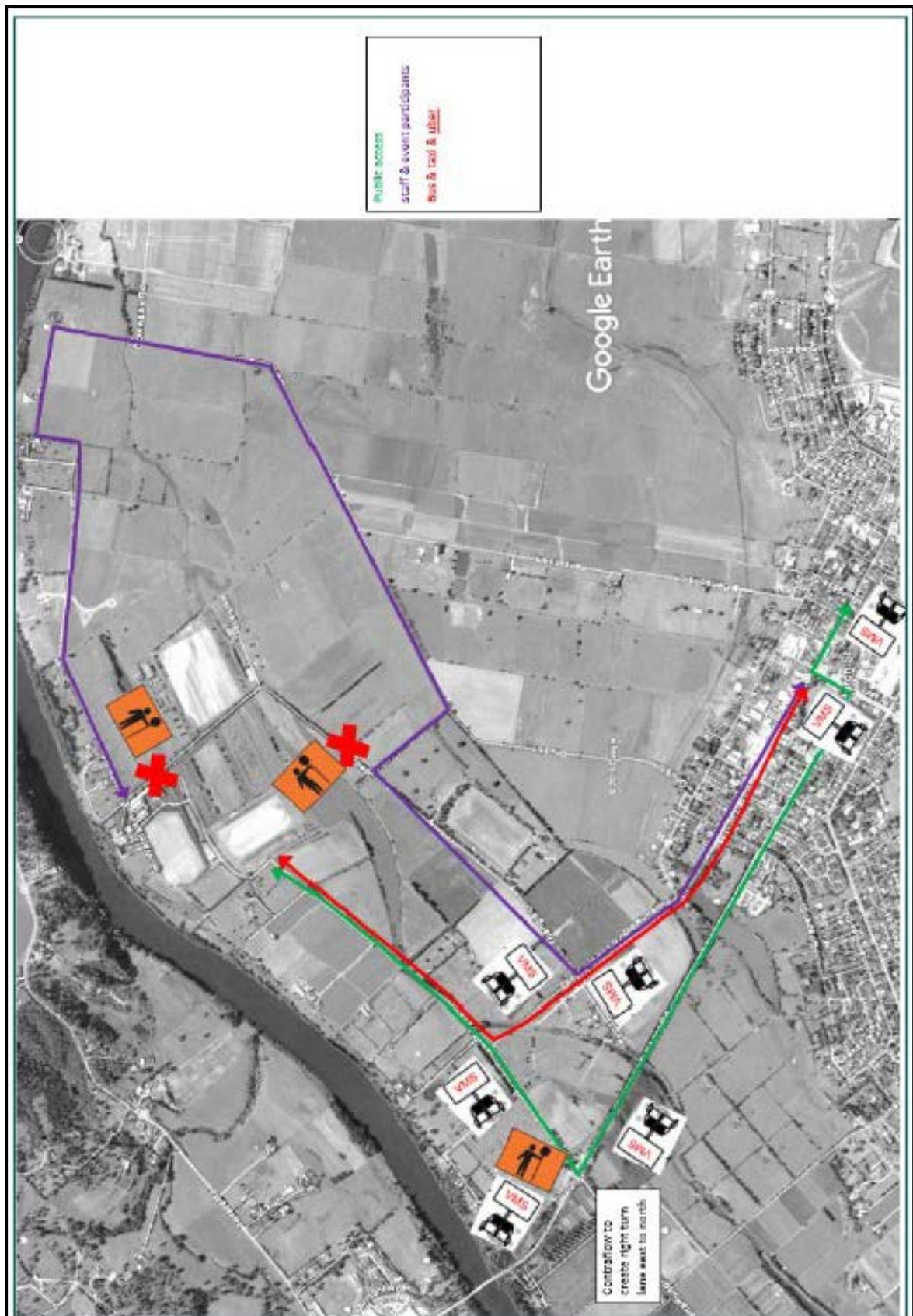
APPENDICES:

- AT – 1** Polo World Cup 2017, Richmond Lowlands - Event Locality Plan
- AT – 2** Polo World Cup 2017, Richmond Lowlands – Event Access Route Plan
- AT – 3** Polo World Cup 2017, Richmond Lowlands - Traffic and Event Site Plan
- AT – 4** Polo World Cup 2017, Richmond Lowlands - Ridges Lane Traffic Layout Plan
- AT – 5** Polo World Cup 2017, Richmond Lowlands– Kurrajong Road and Old Kurrajong Road Intersection Traffic Layout Plan
- AT – 6** Special Event Application - (ECM Document Set ID No: 5986282) - *see attached*

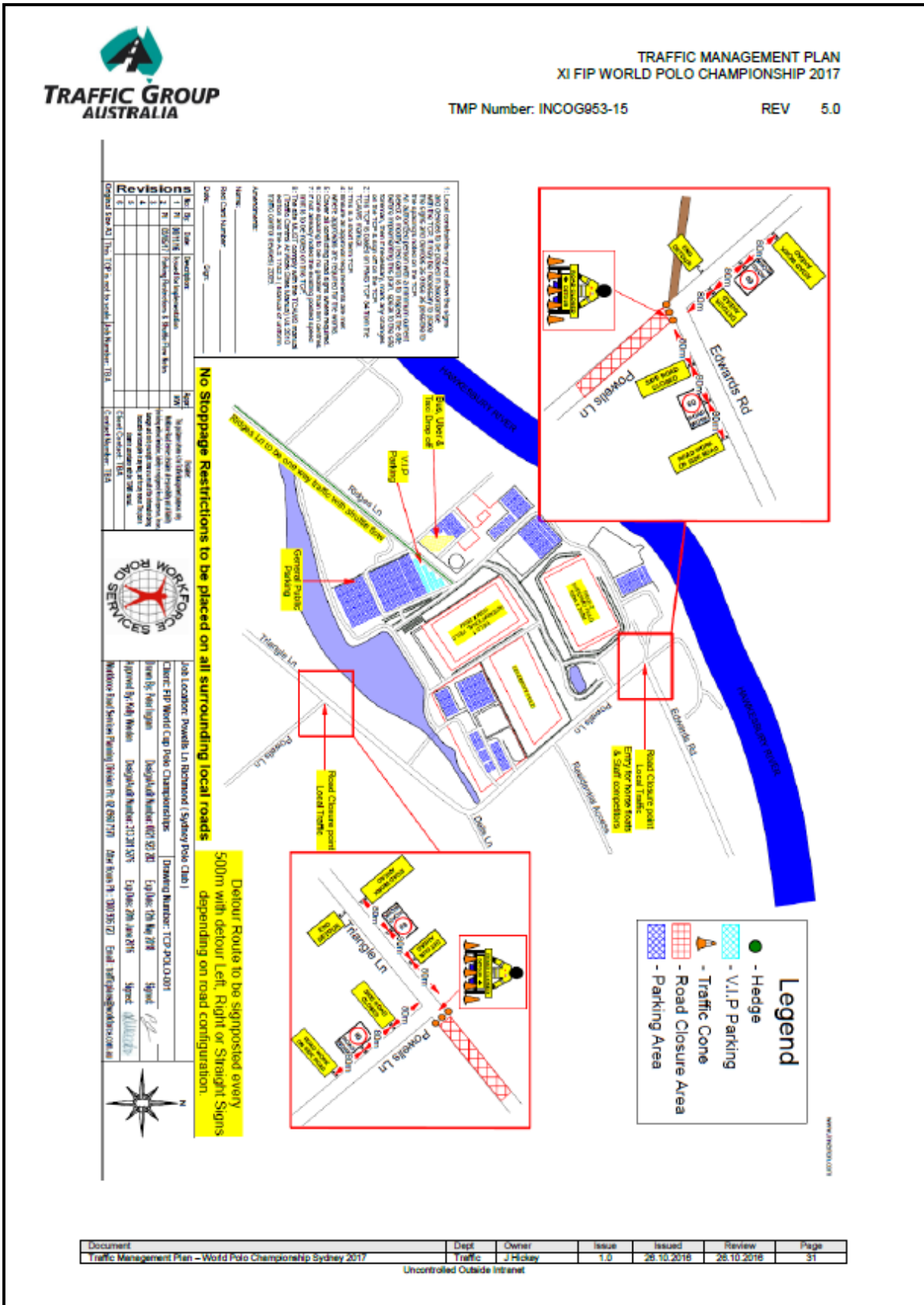
AT – 1 Polo World Cup 2017, Richmond Lowlands - Event Locality Plan



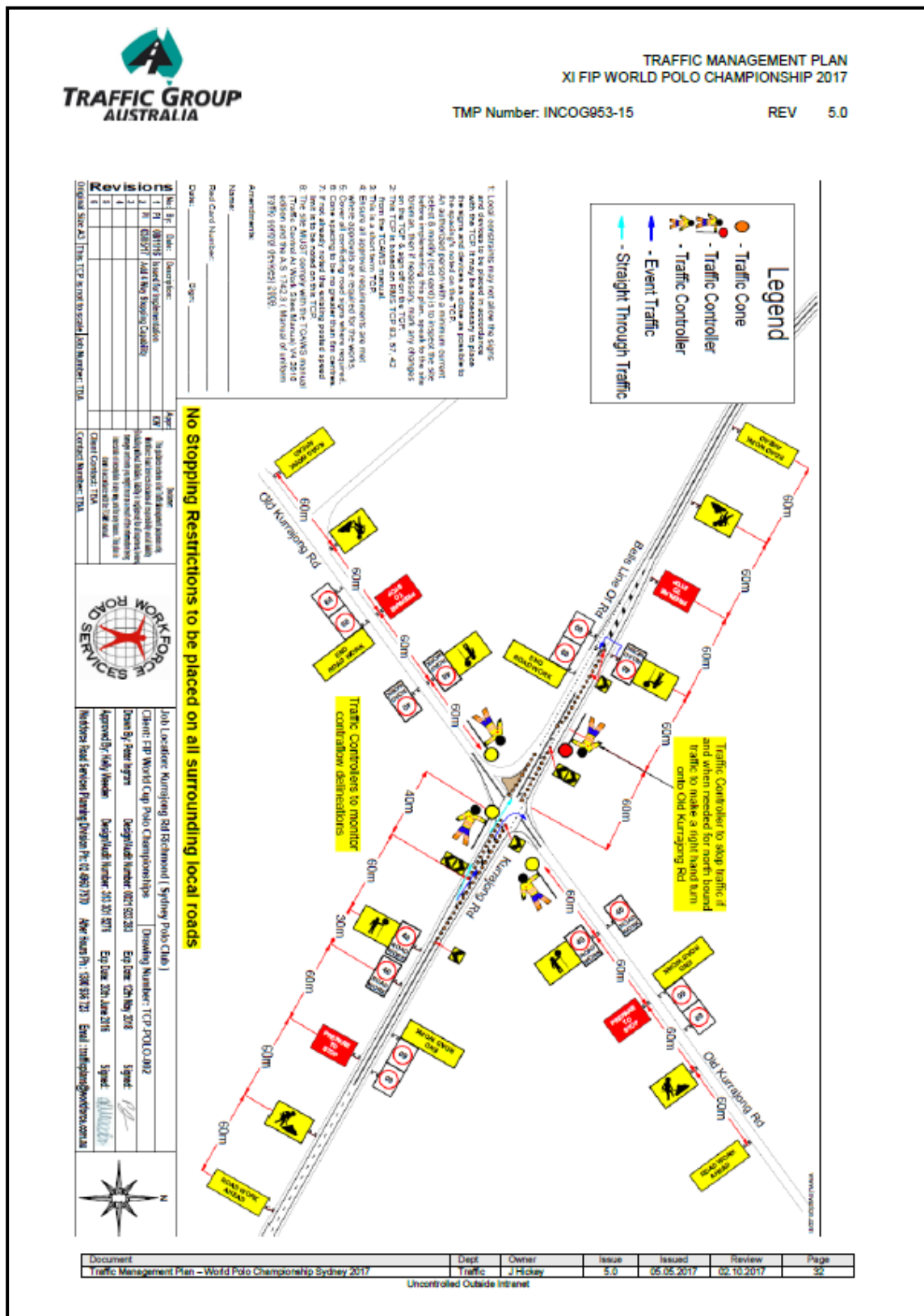
AT – 2 Polo World Cup 2017, Richmond Lowlands - Event Access Route Plan



AT – 3 Polo World Cup 2017, Richmond Lowlands – Traffic and Event Site Plan



**AT – 5 Polo World Cup 2017, Richmond Lowlands – Kurrajong Road and Old Kurrajong Road
Intersection Traffic Layout Plan**



Committee Discussion

Inspector Peter Jenkins advised his support for the traffic plan of the event by proxy vote with the following comments. World Cup is in essence supported based on the compliance of the recommendations as outlined on pages 14 to 17 inclusive. Concerns are still held regarding the temporary right hand turn lane from Kurrajong Road into Old Hawkesbury Road, this concern being based on the amount of traffic that utilises the roadway on a weekend without the additional traffic associated with this event. It is believed a better primary course of travel would be via Windsor Street. With the addition of busses and heavy vehicles, the passing for through traffic past stationary right turning traffic will be severely limited not to mention the potential for traffic build up should busses be waiting to turn right as the designated median strip/proposed RT Lane) is not sufficient in length.

Ms Tina Kaur advised she had received advice from TMC informing the Committee that the event should be a "Class 2" special event rather than a "Class 1" special event given that it is not a hallmark event. This advice resulted in changes to various clauses in the Committee Recommendation, namely:

- In clause 2 the "Class 1" special event changes to "Class 2" special event.
- In clause 4 an additional two bullet points have been added:
 - Pedestrian access to and from the event site is prohibited. All attendees must access the site by the use of vehicles.
 - Alternate traffic access/measures are to be identified by the event organiser in the event of the intersection of Kurrajong and Old Kurrajong Road not functioning appropriately.
- Clause 4d has been changed to "the application including the TMP and the associated TCP is to be submitted to the Transport Management Centre - TMC for authorisation relating to speed limit changes and any road closures."
- Clause 4e has had the words "as this is a "Class 1" event and" removed.
- Clause 4f has had the words "the Transport Management Centre (TMC)" removed.

COMMITTEE RECOMMENDATION:

RESOLVED on the motion of Ms Tina Kaur, seconded by Councillor Peter Reynolds.

Support for the Recommendation: Unanimous support

That:

1. The approval conditions listed below relate only to matters affecting the traffic management of the event. The event organiser must obtain all other relevant approvals for this event. The event organiser must visit Council's web site, <http://www.hawkesbury.nsw.gov.au/news-and-events/events/organising-an-event2>, and refer to the documentation contained within this link which relates to other approvals that may be required for the event as a whole. It is the responsibility of the event organiser to ensure that they comply with the contents and requirements of this information which includes the Roads and Maritime Services - RMS (formerly RTA) publication "Guide to Traffic and Transport Management for Special Events" (Version 3.4) and the Hawkesbury City Council special event information package.
2. The XI FIP World Polo Championship Sydney 2017 planned for between 17 and 30 October 2017 within the Richmond Lowlands area, be classified as a "Class 2" special event, in terms of traffic management, under the "Traffic and Transport Management for Special Events" guidelines issued by the Roads and Maritime Services – RMS (formerly RTA).

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3. The safety of all road users and personnel on or affected by the event is the responsibility of the event organiser.
4. No objection (in terms of traffic management) be held to this event subject to compliance with the information contained within the application submitted, approval by Council of the Development Application (DA0439/17) and the following traffic control measures;
 - Road Closure under Traffic Control; Ridges Lane at its intersection with Old Kurrajong Road.
 - Road Closure under Traffic Control; Powells Lane at its intersection with Edwards Road.
 - Road Closure under Traffic Control; Powells Lane (northern section) at its intersection with Triangle Lane.
 - Road Closures under Traffic Control are only permitted during the event period from 17 to 30 October 2017.
 - No other road closures under traffic control are permitted.
 - No Stopping restrictions are to be implemented, during the event period from 17 to 30 October 2017, on both sides of the road, along the surrounding streets to the venue site to prohibit on-street parking which include:
 - Old Kurrajong Road between Kurrajong Road and Windsor Street,
 - Ridges Lane – full length
 - Triangle Lane – full length
 - Powells Lane – full length
 - Cornwells Lane – full length
 - Edwards Road – full length
 - Pedestrian access to and from the event site is prohibited. All attendees must access the site by the use of vehicles.
 - Alternate traffic access/measures are to be identified by the event organiser in the event of the intersection of Kurrajong and Old Kurrajong Road not functioning appropriately.

and the following conditions:

Prior to the event:

- 4a. the event organiser is responsible for ensuring the safety of all involved in relation to the proposed event and must fully comply with the requirements of the Work Health & Safety (WHS) Act 2011, WHS Regulations 2011 and associated Australian Standards and applicable Codes of Practice. It is incumbent on the organiser under this legislation to ensure all potential risks are identified and assessed as to the level of harm they may pose and that suitable control measures are instigated to either eliminate these or at least reduce them to an acceptable level. This will include assessing the potential risks to spectators, participants and road/park/facility users etc during the event including setting up and clean-up activities. This process must also include (where appropriate) but is not limited to the safe handling of hazardous substances, electrical equipment testing, tagging and layout, traffic/pedestrian management plans, certification and licensing in relation to amusement rides, relevant current insurance cover and must be inclusive of meaningful consultation with all stakeholders. (information for event organisers about managing risk is available on the NSW Sport and Recreation's web site at <http://www.dsr.nsw.gov.au>; additionally council has an events template which can be provided to assist in identifying and controlling risks);

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- 4b. the event organiser is to assess the risk and address the suitability of the entire route/site as part of the risk assessment considering the possible risks for all participants. This assessment should be carried out by visual inspection of the route/site by the event organiser prior to the event;
- 4c. the event organiser is to obtain approval to conduct the event, from the NSW Police Force; a copy of the Police Force approval to be submitted to Council;
- 4d. the application including the TMP and the associated TCP is to be submitted to the Transport Management Centre – TMC for authorisation relating to speed limit changes and any road closures.
- 4e. the event organiser is to obtain approval from the Transport Management Centre – TMC due to the temporary speed reductions along the surrounding roads to the event site such as Kurrajong Road, Old Kurrajong Road, Yarramundi Lane, Triangle Lane, Powells Lane and Edwards Road; and the proposed temporary right turn lane in Kurrajong Road for vehicles turning right into Old Kurrajong Road (north bound) towards the venue site which will have a traffic impact on Kurrajong Road and the surrounding roads in the vicinity of Old Kurrajong Road, Richmond Lowlands; a copy of the Transport Management Centre – TMC approval to be submitted to Council;
- 4f. the event organiser is to submit to Council a copy of its Public Liability Policy in an amount not less than \$20,000,000 noting Council and the Roads and Maritime Services - RMS (formerly RTA) as interested parties on the Policy and that Policy is to cover both on-road and off-road activities;
- 4g. as the event requires traffic control on public roads, the event organiser is required to submit a Road Occupancy Application (ROA) to Council, with any associated fee, to occupy the road;
- 4h. the event organiser is to ensure that dust along the unsealed sections of road utilised for the event and those travelling to the event are mitigated by providing a water cart for the duration of the event. The method and frequency of watering is to be addressed and outlined in writing and added to the TMP;
- 4i. the event organiser is to obtain approval from the respective Land Owners for the use of their land for the event; a copy of this approval to be submitted to Council;
- 4j. the event organiser is to advertise the event in the local press stating the entire extent of the event, including the proposed traffic control measures such as the road closures under traffic control, and the traffic impact/delays expected, due to the event, two weeks prior to the event; a copy of the proposed advertisement to be submitted to Council (indicating the advertising medium);
- 4k. the event organiser is to notify the details of the event to the NSW Ambulance Service, Fire and Rescue NSW, NSW Rural Fire Service and SES at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4l. the event organiser is to directly notify relevant bus companies, tourist bus operators and taxi companies operating in the area which may be affected by the event, including the proposed traffic control measures such as the road closures under traffic control, and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4m. the event organiser is to directly notify all the residences and businesses which may be affected by the event, including the proposed traffic control measures such as the road closures under traffic control, and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; The event organiser is to undertake a letter drop to all affected residents and businesses in proximity of the event, with that letter advising full details of the event; a copy of the correspondence to be submitted to Council;

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- 4n. the event organiser is to submit the completed "Traffic and Transport Management for Special Events – Final Approval Application Form (Form C)" to Council;

During the event:

- 4o. access is to be maintained for businesses, residents and their visitors;
- 4p. a clear passageway of at least four metres in width is to be maintained at all times for emergency vehicles;
- 4q. all traffic controllers / marshals operating within the public road network or road related area, are to hold appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4r. in accordance with the submitted TMP and associated TCP, appropriate advisory signs - including temporary speed restriction signs (subject to Roads and Maritime Services - RMS (formerly RTA) and the Transport Management Centre (TMC) requirements), shall be placed at the event organiser's expense after all the required approvals are obtained from the relevant authorities - and traffic control devices are to be placed, during the event, under the direction of a traffic controller holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4s. the participants are to be advised of the traffic control arrangements in place, prior to the commencement of the event;
- 4t. all roads and marshalling points are to be kept clean and tidy, with all signs and devices to be removed immediately upon completion of the activity; and
- 4u. the event organiser is to ensure that dust along the unsealed sections of road utilised for the event and those travelling to the event are mitigated by providing a water cart for the duration of the event. The method and frequency of watering is to be undertaken as outlined in the TMP.

Item: 2.3 LTC - St Albans Training Ride Weekend 2017, St Albans - (Hawkesbury) - (80245, 85005)

REPORT:

Introduction:

An application has been received seeking approval (in traffic management terms) to conduct the St Albans Training Ride Weekend, in and around the St Albans and Wrights Creek area. The event will be held on Saturday, 21 and Sunday 22, October 2017.

The event organiser has advised:

- This is an annual event which has been held for over 30 years.
- The St Albans Training Ride Weekend event consists of an Introduction and Training Horse Ride which are timed rides and not a race and will be undertaken over distances of 40, 20 and 10 kilometres.
- The event will be undertaken between 7am and 6pm.

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- There will be approximately 75 participants for the event.
- Spectators are not expected for the event.
- Parking of vehicles will be predominantly on private land.
- Start and end point for the event will be at Camp Wollemi, located at No. 1467 Settlers Road, St Albans.
- The Routes followed by the riders are similar those undertaken for the Shahzada event.
- Route/Course for the Rides:

40 kilometres:

- Leg 1 (40 kilometres): Riders will start at Camp Wollemi on Settlers Road and travel along Settlers Road and left into Wrights Creek Road, travel along Wrights Creek Road before passing into private property, National Park and along the Great Northern Road, right into Shepherds Gully Road, right into Settlers Road and return back to Camp Wollemi.
- Leg 2 (Alternate 40 kilometres): Riders will start at Camp Wollemi on Settlers Road and travel along Settlers Road and left into private property and through National Park and emerging from the Blue Hill Track and travel back along Wrights Creek Road, turn right into Settlers Road and return back to Camp Wollemi.

20 kilometres:

- Leg 3 (20 kilometres): Riders will start at Camp Wollemi on Settlers Road and travel along Settlers Road and left into Wrights Creek Road, travel along Wrights Creek Road and turn around near the Blue Hill Track to travel back along Wrights Creek Road, turn right into Settlers Road and return back to Camp Wollemi.

10 kilometres:

- Leg 3 will be followed as per the 20 kilometre ride, however riders will turn around at the 5 kilometre mark and follow the same route back to Camp Wollemi.

- Road Inventory

The route/course of the ride will utilise the tracks within the Yengo National Park and private farmlands as well as the following public roads;

- Settlers Road – Sealed and Unsealed Road
 - Wrights Creek Road - Unsealed Road
 - Shepherds Gully Road – Unformed Road.
- The event is also traversing along the NSW Great Northern Road, which is under the care and control of the National Parks and Wildlife Service (Office of Environment and Heritage).
 - Road closures are not required.
 - Warning signage shall be in place on all approaches to inform traffic of Horse and Riders ahead,
 - All riders will be instructed to keep to the left hand side of the road and obey road rules,

Details of the Event Course Maps for the St Albans Training Ride Weekend are contained in Attachments 1 to 3.

Discussion:

It would be appropriate to classify the event as a “Class 2” special event under the “Traffic and Transport Management for Special Events” guidelines issued by the Roads and Maritime Services - RMS (formerly RTA) as the event may impact minor traffic and transport systems and there may be a low scale disruption to the non-event community.

The event organiser has submitted the following items in relation to the event: Attachment 4 (ECM Document No: 5988659):

1. Traffic and Transport Management for Special Events – HCC: Form A – Initial Approval - Application Form,
2. Traffic and Transport Management for Special Events – HCC: Form B – Initial Approval Application - Checklist,
3. Special Event Transport Management Plan Template – RTA (Roads and Maritime Services - RMS),
4. Traffic Management Plan (TMP) for the Shahzada Event in August 2014 and not this event,
5. Event Course Maps,
6. Copy of the correspondence to be forwarded to the Residents,
7. Copies of correspondence forwarded to the NSW Ambulance Service, Rural Fire Service and SES.

RECOMMENDATION TO COMMITTEE:

That:

1. The approval conditions listed below relate only to matters affecting the traffic management of the event. The event organiser must obtain all other relevant approvals for this event. The event organiser must visit Council’s web site, <http://www.hawkesbury.nsw.gov.au/news-and-events/events/organising-an-event2>, and refer to the documentation contained within this link which relates to other approvals that may be required for the event as a whole. It is the responsibility of the event organiser to ensure that they comply with the contents and requirements of this information which includes the Roads and Maritime Services - RMS (formerly RTA) publication “Guide to Traffic and Transport Management for Special Events” (Version 3.4) and the Hawkesbury City Council special event information package.
2. The St Albans Training Ride Weekend event, in and around the St Albans and Wrights Creek area, planned for Saturday, 21 and Sunday 22, October 2017 be classified as a “Class 2” special event, in terms of traffic management, under the “Traffic and Transport Management for Special Events” guidelines issued by the Roads and Maritime Services - RMS (formerly RTA).
3. The safety of all road users and personnel on or affected by the event is the responsibility of the event organiser.
4. No objection (in terms of traffic management) be held to this event subject to compliance with the information contained within the application submitted and the following conditions:

Prior to the event:

- 4a. the event organiser is responsible for ensuring the safety of all involved in relation to the proposed event and must fully comply with the requirements of the Work Health & Safety (WHS) Act 2011, WHS Regulations 2011 and associated Australian Standards and applicable Codes of Practice. It is incumbent on the organiser under this legislation to ensure all potential risks are identified and assessed as to the level of harm they may pose and that suitable control measures are instigated to either eliminate these or at least reduce them to an acceptable level. This will include assessing the potential risks to spectators, participants and road/park/facility users etc during the event including setting up and clean-up activities. This process must also include (where appropriate) but is not limited to the safe handling of hazardous substances, electrical equipment testing, tagging and layout, traffic/pedestrian management plans, certification and licensing in relation to amusement rides, relevant current insurance cover and must be inclusive of meaningful consultation with all stakeholders. (information for event organisers about managing risk is available on the NSW Sport and Recreation's web site at <http://www.dsr.nsw.gov.au>; additionally Council has an events template which can be provided to assist in identifying and controlling risks);
- 4b. the event organiser is to assess the risk and address the suitability of the entire route/site as part of the risk assessment considering the possible risks for all participants. This assessment should be carried out by visual inspection of the route/site by the event organiser prior to preparing the TMP and prior to the event;
- 4c. the event organiser is to obtain approval to conduct the event, from the NSW Police Force; a copy of the Police Force approval to be submitted to Council;
- 4d. the event organiser is to submit a Transport Management Plan (TMP) for the entire route/event incorporating a Traffic Control Plan (TCP) to Council and the Roads and Maritime Services - RMS (formerly RTA) for acknowledgement. The TCP should be prepared by a person holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA) to satisfy the requirements of WHS legislation and associated Codes of Practice and Australian Standards;
- 4e. the event organiser is to submit to Council a copy of its Public Liability Policy in an amount not less than \$10,000,000 noting Council and the Roads and Maritime Services - RMS (formerly RTA) as interested parties on the Policy and that Policy is to cover both on-road and off-road activities;
- 4f. as the event will traverse public roads and require traffic control, the event organiser is required to submit a Road Occupancy Application (ROA) to Council, with any associated fee, to occupy the road;
- 4g. the event organiser is to ensure that dust along the unsealed sections of road utilised by the event participants and those travelling to the event are mitigated by providing a water cart for the duration of the event. The method and frequency of watering is to be addressed and outlined in the TMP;
- 4h. the event organiser is to obtain approval from the NSW National Parks and Wildlife Service (Office of Environment and Heritage) for the use of the Yengo National Park and the Great Northern Road; a copy of this approval to be submitted to Council;
- 4i. the event organiser is to obtain written approval from Councils' Parks and Recreation Section for the use of a Council Park/Reserve;
- 4j. the event organiser is to obtain approval from the NSW Department of Industries - Lands for the use of any Crown Road or Crown Land; a copy of this approval to be submitted to Council;
- 4k. the event organiser is to obtain approval from the respective Land Owners for the use of their land as part of the route for the event; a copy of this approval to be submitted to Council;

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- 4l. the event organiser is to obtain any necessary approvals from adjoining Councils; a copy of this approval to be submitted to Council;
- 4m. the event organiser is to advertise the event in the local press stating the entire route/extent of the event, including the proposed traffic control measures and the traffic impact/delays expected, due to the event, two weeks prior to the event; a copy of the proposed advertisement to be submitted to Council (indicating the advertising medium);
- 4n. the event organiser is to notify the details of the event to Fire and Rescue NSW; a copy of the correspondence to be submitted to Council;
- 4o. the event organiser is to directly notify relevant ferry operators, bus companies, tourist bus operators and taxi companies operating in the area which may be affected by the event, including the proposed traffic control measures and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4p. the event organiser is to directly notify all the residences and businesses which may be affected by the event, including the proposed traffic control measures and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; The event organiser is to undertake a letter drop to all affected residents and businesses in proximity of the event, with that letter advising full details of the event; a copy of the correspondence to be submitted to Council;
- 4q. the event organiser is to submit the completed "Traffic and Transport Management for Special Events – Final Approval Application Form (Form C)" to Council;

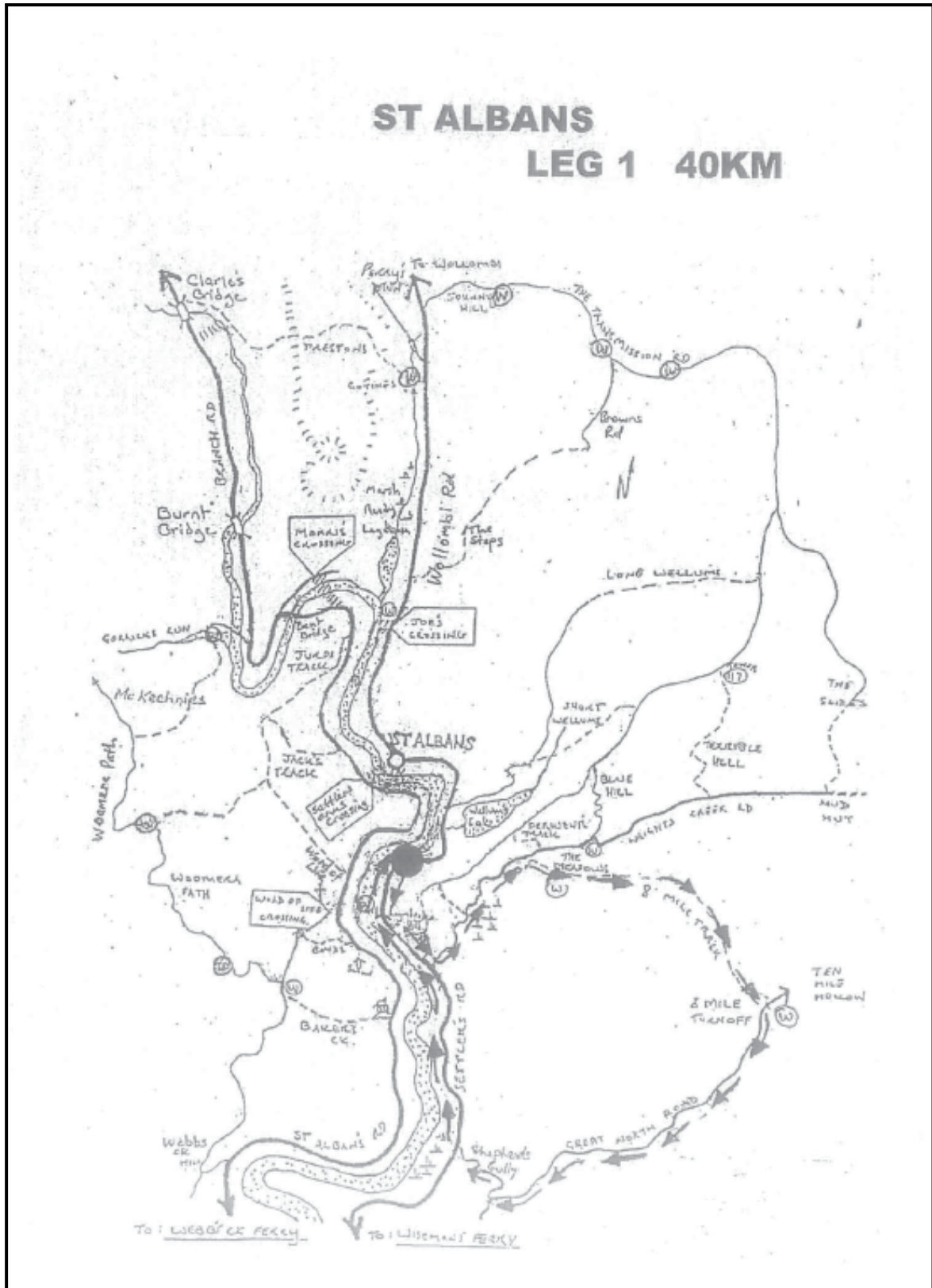
During the event:

- 4r. access is to be maintained for businesses, residents and their visitors;
- 4s. a clear passageway of at least four metres in width is to be maintained at all times for emergency vehicles;
- 4t. all traffic controllers / marshals operating within the public road network or road related area, are to hold appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4u. the riders are to be made aware of and are to follow all the general road user rules whilst riding on public roads;
- 4v. in accordance with the submitted TMP and associated TCP, appropriate advisory signs and traffic control devices are to be placed along the route during the event, under the direction of a traffic controller holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4w. the competitors and participants are to be advised of the traffic control arrangements in place, prior to the commencement of the event;
- 4x. all roads and marshalling points are to be kept clean and tidy, with all signs and devices to be removed immediately upon completion of the activity, and,
- 4y. the event organiser is to ensure that dust along the unsealed sections of road utilised by the event participants and those travelling to the event are mitigated by providing a water cart for the duration of the event. The method and frequency of watering is to be undertaken as outlined in the TMP.

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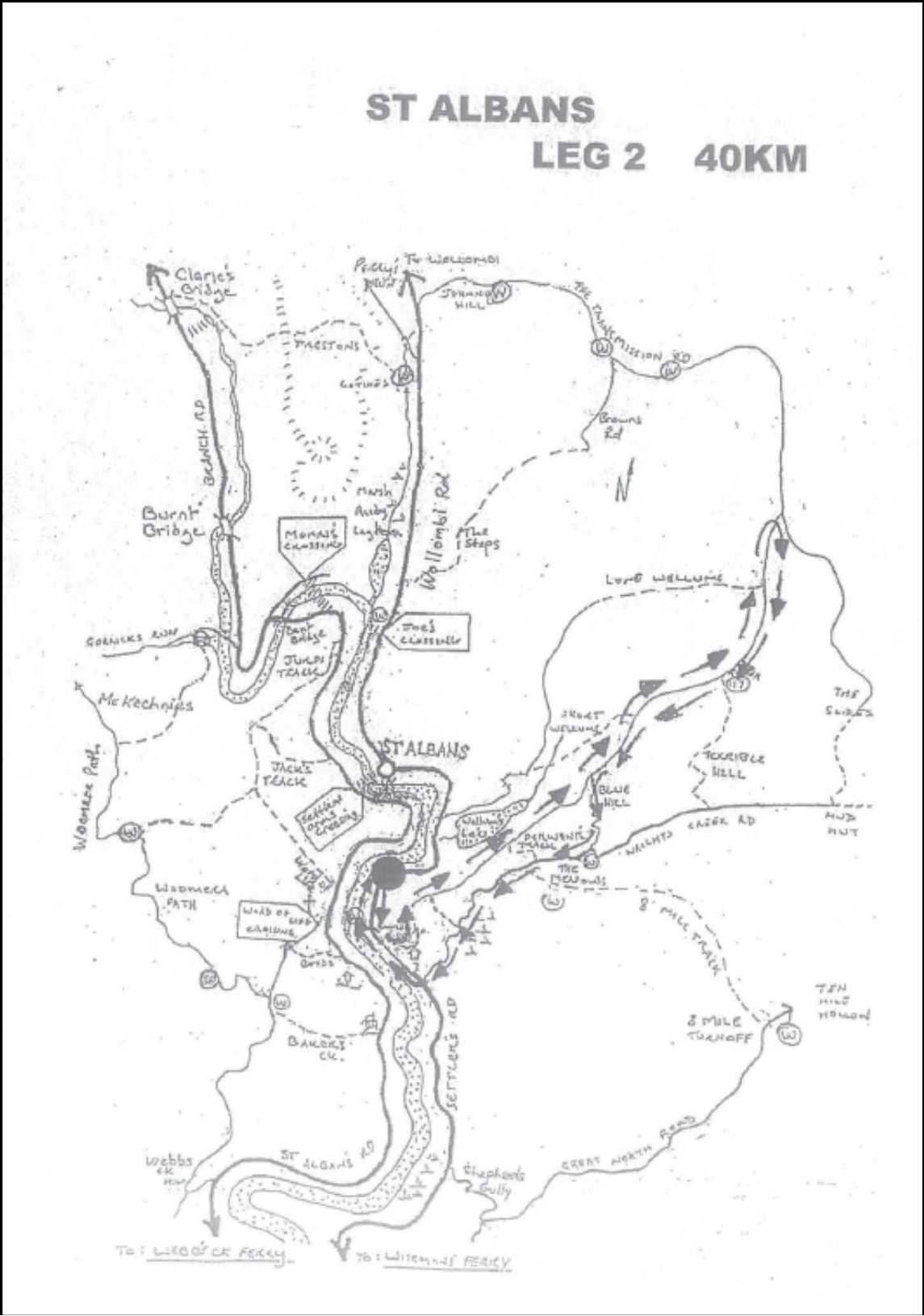
APPENDICES:

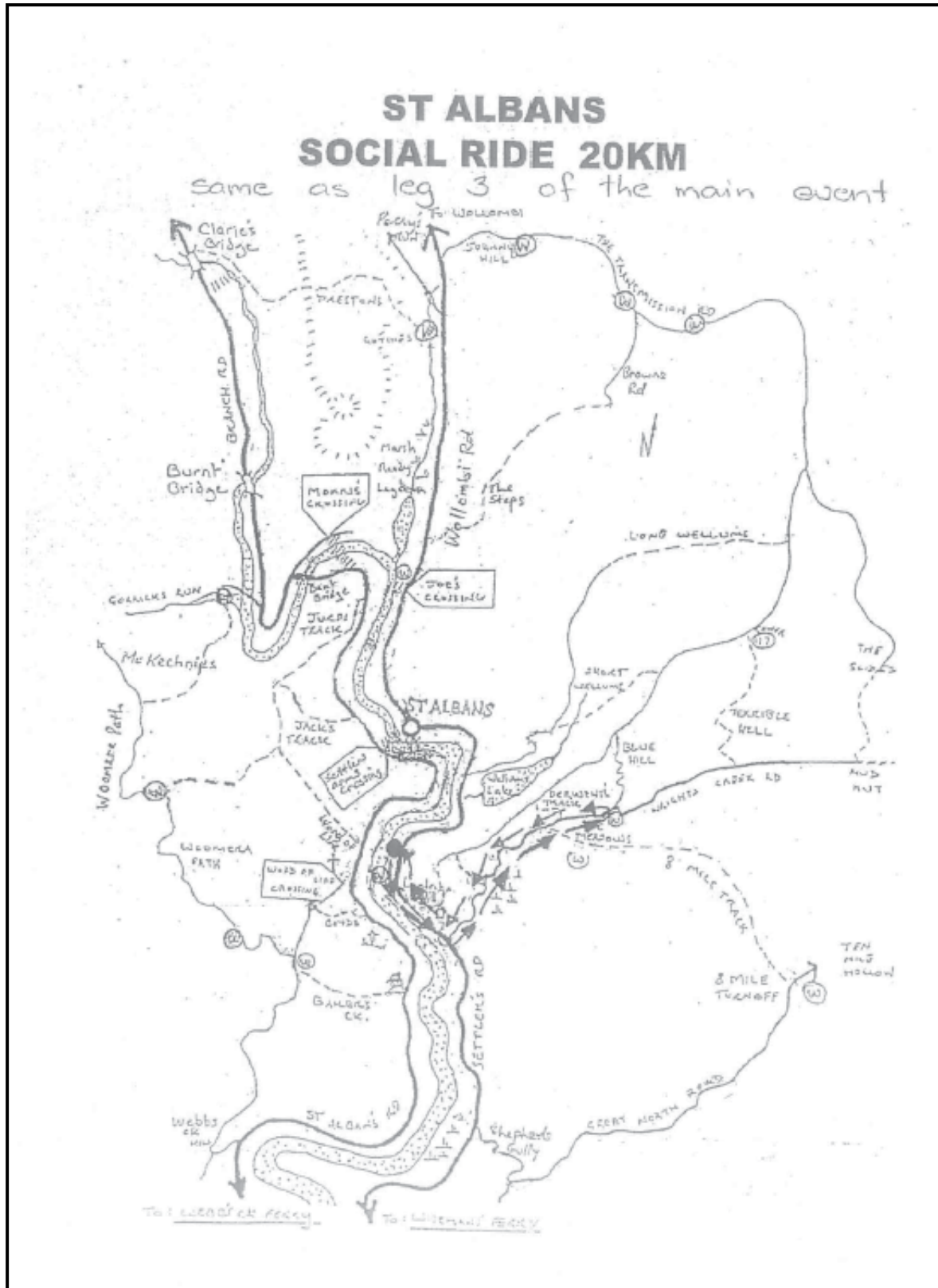
- AT - 1** Event Course Map - 40 Kilometre Ride: Leg 1
- AT - 2** Event Course Map - 40 Kilometre Ride: Leg 2 (Alternate route).
- AT - 3** Event Course Map - 20 Kilometre Ride: Leg 3.
- AT - 4** Special Event Application - (ECM Document No: 5988659) - (*see attached*)

AT – 1 Event Course Map - 40 Kilometre Ride: Leg 1

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AT - 2 Event Course Map - 40 Kilometre Ride: Leg 2 (Alternate route)



AT - 3 Event Course Map - 20 Kilometre Ride: Leg 3

COMMITTEE RECOMMENDATION:

RESOLVED on the motion of Councillor Peter Reynolds, seconded by Ms Tina Kaur.

Support for the Recommendation: Unanimous support

That:

1. The approval conditions listed below relate only to matters affecting the traffic management of the event. The event organiser must obtain all other relevant approvals for this event. The event organiser must visit Council's web site, <http://www.hawkesbury.nsw.gov.au/news-and-events/events/organising-an-event2>, and refer to the documentation contained within this link which relates to other approvals that may be required for the event as a whole. It is the responsibility of the event organiser to ensure that they comply with the contents and requirements of this information which includes the Roads and Maritime Services - RMS (formerly RTA) publication "Guide to Traffic and Transport Management for Special Events" (Version 3.4) and the Hawkesbury City Council special event information package.
2. The St Albans Training Ride Weekend event, in and around the St Albans and Wrights Creek area, planned for Saturday 21 and Sunday 22, October 2017 be classified as a "Class 2" special event, in terms of traffic management, under the "Traffic and Transport Management for Special Events" guidelines issued by the Roads and Maritime Services - RMS (formerly RTA).
3. The safety of all road users and personnel on or affected by the event is the responsibility of the event organiser.
4. No objection (in terms of traffic management) be held to this event subject to compliance with the information contained within the application submitted and the following conditions:

Prior to the event:

- 4a. the event organiser is responsible for ensuring the safety of all involved in relation to the proposed event and must fully comply with the requirements of the Work Health & Safety (WHS) Act 2011, WHS Regulations 2011 and associated Australian Standards and applicable Codes of Practice. It is incumbent on the organiser under this legislation to ensure all potential risks are identified and assessed as to the level of harm they may pose and that suitable control measures are instigated to either eliminate these or at least reduce them to an acceptable level. This will include assessing the potential risks to spectators, participants and road/park/facility users etc during the event including setting up and clean-up activities. This process must also include (where appropriate) but is not limited to the safe handling of hazardous substances, electrical equipment testing, tagging and layout, traffic/pedestrian management plans, certification and licensing in relation to amusement rides, relevant current insurance cover and must be inclusive of meaningful consultation with all stakeholders. (information for event organisers about managing risk is available on the NSW Sport and Recreation's web site at <http://www.dsr.nsw.gov.au>; additionally Council has an events template which can be provided to assist in identifying and controlling risks);
- 4b. the event organiser is to assess the risk and address the suitability of the entire route/site as part of the risk assessment considering the possible risks for all participants. This assessment should be carried out by visual inspection of the route/site by the event organiser prior to preparing the TMP and prior to the event;
- 4c. the event organiser is to obtain approval to conduct the event, from the NSW Police Force; a copy of the Police Force approval to be submitted to Council;

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- 4d. the event organiser is to submit a Transport Management Plan (TMP) for the entire route/event incorporating a Traffic Control Plan (TCP) to Council and the Roads and Maritime Services - RMS (formerly RTA) for acknowledgement. The TCP should be prepared by a person holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA) to satisfy the requirements of WHS legislation and associated Codes of Practice and Australian Standards;
- 4e. the event organiser is to submit to Council a copy of its Public Liability Policy in an amount not less than \$10,000,000 noting Council and the Roads and Maritime Services - RMS (formerly RTA) as interested parties on the Policy and that Policy is to cover both on-road and off-road activities;
- 4f. as the event will traverse public roads and require traffic control, the event organiser is required to submit a Road Occupancy Application (ROA) to Council, with any associated fee, to occupy the road;
- 4g. the event organiser is to ensure that dust along the unsealed sections of road utilised by the event participants and those travelling to the event are mitigated by providing a water cart for the duration of the event. The method and frequency of watering is to be addressed and outlined in the TMP;
- 4h. the event organiser is to obtain approval from the NSW National Parks and Wildlife Service (Office of Environment and Heritage) for the use of the Yengo National Park and the Great Northern Road; a copy of this approval to be submitted to Council;
- 4i. the event organiser is to obtain written approval from Councils' Parks and Recreation Section for the use of a Council Park/Reserve;
- 4j. the event organiser is to obtain approval from the NSW Department of Industries - Lands for the use of any Crown Road or Crown Land; a copy of this approval to be submitted to Council;
- 4k. the event organiser is to obtain approval from the respective Land Owners for the use of their land as part of the route for the event; a copy of this approval to be submitted to Council;
- 4l. the event organiser is to obtain any necessary approvals from adjoining Councils; a copy of this approval to be submitted to Council;
- 4m. the event organiser is to advertise the event in the local press stating the entire route/extent of the event, including the proposed traffic control measures and the traffic impact/delays expected, due to the event, two weeks prior to the event; a copy of the proposed advertisement to be submitted to Council (indicating the advertising medium);
- 4n. the event organiser is to notify the details of the event to Fire and Rescue NSW; a copy of the correspondence to be submitted to Council;
- 4o. the event organiser is to directly notify relevant ferry operators, bus companies, tourist bus operators and taxi companies operating in the area which may be affected by the event, including the proposed traffic control measures and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4p. the event organiser is to directly notify all the residences and businesses which may be affected by the event, including the proposed traffic control measures and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; The event organiser is to undertake a letter drop to all affected residents and businesses in proximity of the event, with that letter advising full details of the event; a copy of the correspondence to be submitted to Council;

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- 4q. the event organiser is to submit the completed "Traffic and Transport Management for Special Events – Final Approval Application Form (Form C)" to Council;

During the event:

- 4r. access is to be maintained for businesses, residents and their visitors;
- 4s. a clear passageway of at least four metres in width is to be maintained at all times for emergency vehicles;
- 4t. all traffic controllers / marshals operating within the public road network or road related area, are to hold appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4u. the riders are to be made aware of and are to follow all the general road user rules whilst riding on public roads;
- 4v. in accordance with the submitted TMP and associated TCP, appropriate advisory signs and traffic control devices are to be placed along the route during the event, under the direction of a traffic controller holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4w. the competitors and participants are to be advised of the traffic control arrangements in place, prior to the commencement of the event;
- 4x. all roads and marshalling points are to be kept clean and tidy, with all signs and devices to be removed immediately upon completion of the activity, and,
- 4y. the event organiser is to ensure that dust along the unsealed sections of road utilised by the event participants and those travelling to the event are mitigated by providing a water cart for the duration of the event. The method and frequency of watering is to be undertaken as outlined in the TMP.

Item: 2.4 LTC - Bridge to Bridge Water Ski Classic, 2017 - (Hawkesbury) - (80245, 74204)

REPORT:

Introduction

An application has been received from the NSW Water Ski Federation Ltd, seeking approval (in traffic management terms) to conduct the Bridge to Bridge Water Ski Classic on Saturday, 18 and Sunday, 19 November 2017.

The event organiser has advised;

- The Bridge to Bridge Water Ski Classic is an annual water ski racing event along the Hawkesbury River extending from Dangar Island, Brooklyn to Governor Phillip Park, Windsor.
- This annual event has been held for over 50 years and is a regular feature of the local community calendar in the Hawkesbury area.
- Event Schedule:
 - Saturday, 18 November 2017: 7am – 5pm.

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- Starting at Sackville Ski Gardens and finishing at Governor Phillip Park, Windsor.
- Sunday, 19 November 2017: 7am – 5pm.
- Starting at Danger Island Brooklyn and finishing at Governor Phillip Park, Windsor.
- The suspension of ferry services, controlled by the Roads and Maritime Services - RMS (formerly RTA) and Council, is required on Sunday, 19 November 2017:
 - Wisemans Ferry (RMS): 9am to 11am and 12noon to 1:30pm
 - Webbs Creek Ferry (RMS): 9am to 11am and 12noon to 1:30pm
 - Lower Portland Ferry (HCC): 9am to 2:30pm
 - Sackville Ferry (RMS): 9am to 2:30pm
- The suspension of the ferry services is required for safety reasons. Emergency vehicles will be allowed access at all times. The ferries will operate in the event of an emergency and competitors will be stopped to ensure the safety of all.
- The number of participants expected is approximately 500 for the event, which includes 150 to 200 boats as in previous years.
- There will be approximately 1,500 spectators for the event at the finish venue in Windsor.
- Parking will be at Governor Phillip Park with additional parking available off street utilising vacant land adjacent to Governor Phillip Park.
- There will be an increase to traffic flow on roads surrounding Governor Phillip Park; however the effect on traffic is not expected to be significant.
- It is expected that the event will impact only marginally on traffic using Windsor Road, Bridge Street, Macquarie Street and Wilberforce Road, but historically there have been no issues with traffic in these areas.
- Road closures are not required other than the closure of the approach roads to the four ferries along the Hawkesbury River.
- Advance warning with VMS will be located at;
 - Windsor Road, north of McGraths Road,
 - Macquarie Street between Christie Street and Suffolk Street,
 - Wilberforce Road at Freemans Reach Road.

Discussion

The event organiser is seeking Council and Roads and Maritime Services - RMS (formerly RTA) approval for the suspension of the following Ferry Services on Sunday, 19 November 2017:

- Wisemans Ferry (RMS): 9am to 11am and 12noon to 1:30pm
- Webbs Creek Ferry (RMS): 9am to 11am and 12noon to 1:30pm
- Lower Portland Ferry (HCC): 9am to 2:30pm
- Sackville Ferry (RMS): 9am to 2:30pm

The total suspension of the ferries will enable a free flow of competitors across the ferry crossings. The four ferries will be suspended generally between 9am to 1:30pm with the exception of Wisemans Ferry and Webbs Creek Ferry. Due to the close proximity of these two ferries to each other and their position along the reach of the River, they can be managed in a manner that will allow for their operation between 10:30am and 11:30am.

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Ferry operations are not affected on Saturday, 18 November 2017, as Wiseman Ferry, Webbs Creek Ferry, Sackville Ferry and Lower Portland Ferry are all located downstream of the Sackville Ski Gardens.

Emergency vehicles will be allowed access onto the ferries. Safety vessels with crew will be placed downstream from each ferry with suitable equipment to indicate to competitors that a ferry may be operating and with communication between the boat and the ferry vessel.

Lower Portland Ferry Service is under the care and control of Hawkesbury City Council. The Wisemans Ferry, Webbs Creek Ferry and Sackville Ferry services are the under the care and control of the Roads and Maritime Services - RMS (formerly RTA).

The event will be held principally along the Hawkesbury River with the event organiser requesting exclusive use of the River from the Roads and Maritime Services - RMS (formerly NSW Maritime). The spectators travelling to the event, and in particular to Governor Phillip Park, may impact heavily on the state road network along Windsor Road, Macquarie Street, Wilberforce Road and Bridge Street as well as the local roads such as George Street and Court Street. Furthermore the suspension of the Ferry services and subsequent road closures leading to the ferries (three RMS Ferries and one HCC Ferry) will have an impact on the adjacent road network in the vicinity of the ferries. The suspension of the RMS ferries is affectively closing three State roads. It would be appropriate to classify the event as a "Class 1" special event under the "Traffic and Transport Management for Special Events" guidelines issued by the Roads and Maritime Services - RMS (formerly RTA).

As the event is classified as a "Class 1" event, approval is to be sought directly by the event organiser for any alterations to the operation of the Wisemans Ferry, Webbs Creek Ferry and Sackville Ferry services from the Transport Management Centre (TMC).

The Transport Management Plan (TMP) and the associated Traffic Control Plans (TCP) are to be submitted to the Transport Management Centre (TMC) for authorisation due to the road closures resulting from the suspension of the HCC and RMS ferries.

The event organiser has submitted the following items in relation to the event: Attachment 1 (ECM Document Set ID No: 5882854):

1. Traffic and Transport Management for Special Events – HCC: Form A – Initial Approval - Application Form,
2. Traffic and Transport Management for Special Events – HCC: Form B – Initial Approval Application - Checklist,
3. Special Event Transport Management Plan Template – RTA (Roads and Maritime Services - RMS),
4. Risk Assessment with a Traffic Control Plan (TCP) dated 2012,
5. Site Plan and VMS Location Plan.

Council resolved to grant the exclusive use of Governor Phillip Park for the event at its meeting on 28 February 2017.

RECOMMENDATION TO COMMITTEE:

That:

1. The approval conditions listed below relate only to matters affecting the traffic management of the event. The event organiser must obtain all other relevant approvals for this event. The event organiser must visit Council's web site, <http://www.hawkesbury.nsw.gov.au/news-and-events/events/organising-an-event2>, and refer to the documentation contained within this link which relates to other approvals that may be required for the event as a whole. It is the responsibility of the event organiser to ensure that they comply with the contents and requirements of this information which includes the Roads and Maritime Services - RMS (formerly RTA) publication "Guide to Traffic and Transport Management for Special Events" (Version 3.4) and the Hawkesbury City Council special event information package.
2. The Bridge to Bridge Water Ski Classic 2017 event planned for Saturday 18 and Sunday, 19 November 2017 by the NSW Water Ski Federation Ltd, be classified as a "Class 1" special event, in terms of traffic management, under the "Traffic and Transport Management for Special Events" guidelines issued by the Roads and Maritime Services - RMS (formerly RTA).
3. The safety of all road users and personnel on or affected by the event is the responsibility of the event organiser.
4. No objection (in terms of traffic management) be held to this event subject to compliance with the information contained within the application submitted and the following conditions:

Prior to the event:

- 4a. the event organiser is responsible for ensuring the safety of all involved in relation to the proposed event and must fully comply with the requirements of the Work Health and Safety (WHS) Act 2011, WHS Regulations 2011 and associated Australian Standards and applicable Codes of Practice. It is incumbent on the organiser under this legislation to ensure all potential risks are identified and assessed as to the level of harm they may pose and that suitable control measures are instigated to either eliminate these or at least reduce them to an acceptable level. This will include assessing the potential risks to spectators, participants and road/park/facility users etc during the event including setting up and clean-up activities. This process must also include (where appropriate) but is not limited to the safe handling of hazardous substances, electrical equipment testing, tagging and layout, traffic/pedestrian management plans, certification and licensing in relation to amusement rides, relevant current insurance cover and must be inclusive of meaningful consultation with all stakeholders. (information for event organisers about managing risk is available on the NSW Sport and Recreation's web site at <http://www.dsr.nsw.gov.au>; additionally Council has an events template which can be provided to assist in identifying and controlling risks);
- 4b. the event organiser is to assess the risk and address the suitability of the entire route/site as part of the risk assessment considering the possible risks for all participants. This assessment should be carried out by visual inspection of the route/site by the event organiser prior to the event;
- 4c. the event organiser is to obtain approval to conduct the event, from the NSW Police Force; a copy of the Police Force approval to be submitted to Council;
- 4d. the event organiser is to obtain approval from the Transport Management Centre – TMC as this is a "Class 1" event and the road closures resulting from the suspension of the HCC and RMS ferries; a copy of the Transport Management Centre – TMC approval to be submitted to Council;

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- 4e. the event organiser is to submit a Transport Management Plan (TMP) for the entire route/event incorporating Traffic Control Plans (TCP) for the entire route which need to include details such as the specific position of barriers, signs etc, required for the proposed ferry/road closures and traffic diversions to Council and the Transport Management Centre (TMC) for acknowledgement. The TCP should be prepared by a person holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA) to satisfy the requirements of WHS legislation and associated Codes of Practice and Australian Standards;
- 4f. the event organiser is to submit to Council a copy of its Public Liability Policy in an amount not less than \$20,000,000 noting Council, the Transport Management Centre (TMC) and the Roads and Maritime Services - RMS (formerly RTA) as interested parties on the Policy and that Policy is to cover both on-road and off-road activities;
- 4g. as the event requires traffic control on Council roads and the closure of public roads due to the suspension of Ferry services, the event organiser is required to submit a Road Occupancy Application (ROA) to Council, with any associated fee, to occupy and close the roads;
- 4h. the event organiser is to obtain the relevant approval to conduct the event along the Hawkesbury River from the Roads and Maritime Services - RMS (formerly NSW Maritime); a copy of this approval to be submitted to Council;
- 4i. the event organiser is to obtain approval from the respective Land Owners for the use of their land for the event; a copy of this approval to be submitted to Council;
- 4j. the event organiser is to advise all adjoining Councils such as Gosford, The Hills and Hornsby of the event and in particular the suspension of the ferries and obtain any necessary approvals from these Councils; a copy of this approval to be submitted to Council;
- 4k. the event organiser is to advertise the event in the local press stating the entire route/extent of the event, including the proposed traffic control measures, road/ferry closures, the impact on ferry services and the traffic impact/delays expected, due to the event, two weeks prior to the event; a copy of the proposed advertisement to be submitted to Council (indicating the advertising medium);
- 4l. the event organiser is to notify the details of the event to the NSW Ambulance Service, Fire and Rescue NSW, NSW Rural Fire Service and SES at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4m. the event organiser is to directly notify relevant ferry operators, bus companies, tourist bus operators and taxi companies operating in the area which may be affected by the event, including the proposed traffic control measures, road/ferry closures, the impact on ferry services and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; a copy of the correspondence to be submitted to Council;
- 4n. the event organiser is to directly notify all the residences and businesses which may be affected by the event, including the proposed traffic control measures, road/ferry closures, the impact on ferry services and the traffic impact/delays expected, due to the event, at least two weeks prior to the event; The event organiser is to undertake a letter drop to all affected residents and businesses in proximity of the event, with that letter advising full details of the event; a copy of the correspondence to be submitted to Council;
- 4o. the event organiser is to submit the completed "Traffic and Transport Management for Special Events – Final Approval Application Form (Form C)" to Council;

During the event:

- 4p. access is to be maintained for businesses, residents and their visitors;
- 4q. a clear passageway of at least four metres in width is to be maintained at all times for emergency vehicles;
- 4r. all traffic controllers / marshals operating within the public road network or road related area, are to hold appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4s. in accordance with the submitted TMP and associated TCP, appropriate advisory signs and traffic control devices are to be placed along the route (including the road closure points for the Ferry closures), during the event, under the direction of a traffic controller holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA);
- 4t. the competitors and participants are to be advised of the traffic control arrangements in place, prior to the commencement of the event;
- 4u. all roads and marshalling points are to be kept clean and tidy, with all signs and devices to be removed immediately upon completion of the activity,

Ferry Services

- 5. The applicant is to seek approval relating to the RMS ferries from the Transport Management Centre (TMC), for the suspension of the Wisemans Ferry, Webbs Creek Ferry and Sackville Ferry Services, due to the event being classified as a Class 1 event. There is no objection to the suspension of the Lower Portland Ferry Service.

Suspension of the ferry services on Sunday, 19 November 2017 as listed below:

- Wisemans Ferry (RMS): 9am to 11am and 12noon to 1:30pm
- Webbs Creek Ferry (RMS): 9am to 11am and 12noon to 1:30pm
- Lower Portland Ferry (HCC): 9am to 2:30pm
- Sackville Ferry (RMS): 9am to 2:30pm

is subject to the applicant complying with the following conditions, as well as any conditions imposed by the Transport Management Centre (TMC):

- 5a. the applicant is to contact Hawkesbury City Council's Construction and Maintenance Section and the Ferry operator, three weeks prior to the event with regard to the suspension of the Lower Portland Ferry service maintained by Hawkesbury City Council
- 5b. advertising of the proposed event is to be undertaken at the expense of the event organiser in both Sydney and Local newspapers, two weeks prior to the event, in relation to:
 - traffic impact and delays,
 - exclusive use of Governor Phillip Park,
 - timings of suspension/operation of ferry services,

such notice is to be incorporated in the news sections of those newspapers and to be approximately 1/8 (one-eighth) page size;

- 5c. signs are to be erected at the expense of the event organiser in locations indicated in the approved Transport Management Plan and Traffic Control Plan and at a size indicated in the same, on all roads leading to the ferries, as well as on each ferry, for at least two weeks prior to the event;

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- 5d. safety precautions outlined in the TMP are to be in place at all ferry locations, such to include a boat and crew upstream and/or downstream from each ferry as applicable with suitable equipment to indicate to competitors that a ferry may be operating and with communication between that boat and the ferry vessel, such procedures are to be implemented to the satisfaction of the Transport Management Centre (TMC), Roads and Maritime Services - RMS (formerly RTA and NSW Maritime) and Hawkesbury City Council; and,
- 5e. the Transport Management Centre (TMC), Roads and Maritime Services - RMS (formerly RTA) and Council be authorised to alter ferry suspension/operation times if necessary.

APPENDICES:

AT - 1 Special Event Application - (ECM Document Set ID No. 5882854) - *see attached*

COMMITTEE RECOMMENDATION:

RESOLVED on the motion of Councillor Peter Reynolds, seconded by Ms Tina Kaur.

Support for the Recommendation: Unanimous support

That:

- 1. The approval conditions listed below relate only to matters affecting the traffic management of the event. The event organiser must obtain all other relevant approvals for this event. The event organiser must visit Council's web site, <http://www.hawkesbury.nsw.gov.au/news-and-events/events/organising-an-event2>, and refer to the documentation contained within this link which relates to other approvals that may be required for the event as a whole. It is the responsibility of the event organiser to ensure that they comply with the contents and requirements of this information which includes the Roads and Maritime Services - RMS (formerly RTA) publication "Guide to Traffic and Transport Management for Special Events" (Version 3.4) and the Hawkesbury City Council special event information package.
- 2. The Bridge to Bridge Water Ski Classic 2017 event planned for Saturday, 18 and Sunday, 19 November 2017 by the NSW Water Ski Federation Ltd, be classified as a "Class 1" special event, in terms of traffic management, under the "Traffic and Transport Management for Special Events" guidelines issued by the Roads and Maritime Services - RMS (formerly RTA).
- 3. The safety of all road users and personnel on or affected by the event is the responsibility of the event organiser.
- 4. No objection (in terms of traffic management) be held to this event subject to compliance with the information contained within the application submitted and the following conditions:

Prior to the event:

- 4a. the event organiser is responsible for ensuring the safety of all involved in relation to the proposed event and must fully comply with the requirements of the Work Health and Safety (WHS) Act 2011, WHS Regulations 2011 and associated Australian Standards and applicable Codes of Practice. It is incumbent on the organiser under this legislation to ensure all potential risks are identified and assessed as to the level of harm they may pose and that suitable control measures are instigated to either eliminate these or at least reduce them to an acceptable level. This will include assessing the potential risks to spectators, participants and road/park/facility users etc during the event including setting up and clean-up activities. This process must also include (where appropriate) but is not limited to the safe handling of hazardous substances, electrical equipment testing, tagging and layout, traffic/pedestrian management plans, certification and licensing in relation to amusement rides, relevant current insurance cover and must be inclusive of meaningful consultation with all stakeholders. (information for event organisers about managing risk is available on the NSW Sport and Recreation's web site at <http://www.dsr.nsw.gov.au>; additionally Council has an events template which can be provided to assist in identifying and controlling risks);
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- 4c. the event organiser is to obtain approval to conduct the event, from the NSW Police Force; a copy of the Police Force approval to be submitted to Council;
- 4d. the event organiser is to obtain approval from the Transport Management Centre – TMC as this is a "Class 1" event and the road closures resulting from the suspension of the HCC and RMS ferries; a copy of the Transport Management Centre – TMC approval to be submitted to Council;
- 4e. the event organiser is to submit a Transport Management Plan (TMP) for the entire route/event incorporating Traffic Control Plans (TCP) for the entire route which need to include details such as the specific position of barriers, signs etc, required for the proposed ferry/road closures and traffic diversions to Council and the Transport Management Centre (TMC) for acknowledgement. The TCP should be prepared by a person holding appropriate certification as required by the Roads and Maritime Services - RMS (formerly RTA) to satisfy the requirements of WHS legislation and associated Codes of Practice and Australian Standards;
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- 4j. the event organiser is to advise all adjoining Councils such as Gosford, The Hills and Hornsby of the event and in particular the suspension of the ferries and obtain any necessary approvals from these Councils; a copy of this approval to be submitted to Council;

ORDINARY MEETING

Reports of Committees

- 4k. the event organiser is to advertise the event in the local press stating the entire route/extent of the event, including the proposed traffic control measures, road/ferry closures, the impact on ferry services and the traffic impact/delays expected, due to the event, two weeks prior to the event; a copy of the proposed advertisement to be submitted to Council (indicating the advertising medium);
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ORDINARY MEETING
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- Lower Portland Ferry (HCC): 9am to 2:30pm
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- 5b. advertising of the proposed event is to be undertaken at the expense of the event organiser in both Sydney and Local newspapers, two weeks prior to the event, in relation to:
 - traffic impact and delays,
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such notice is to be incorporated in the news sections of those newspapers and to be approximately 1/8 (one-eighth) page size;

- 5c. signs are to be erected at the expense of the event organiser in locations indicated in the approved Transport Management Plan and Traffic Control Plan and at a size indicated in the same, on all roads leading to the ferries, as well as on each ferry, for at least two weeks prior to the event;
- 5d. safety precautions outlined in the TMP are to be in place at all ferry locations, such to include a boat and crew upstream and/or downstream from each ferry as applicable with suitable equipment to indicate to competitors that a ferry may be operating and with communication between that boat and the ferry vessel, such procedures are to be implemented to the satisfaction of the Transport Management Centre (TMC), Roads and Maritime Services - RMS (formerly RTA and NSW Maritime) and Hawkesbury City Council; and,
- 5e. the Transport Management Centre (TMC), Roads and Maritime Services - RMS (formerly RTA) and Council be authorised to alter ferry suspension/operation times if necessary.

SECTION 3 - Reports for Information

There are no Reports for Information.

SECTION 4 - General Business

There was no General Business.

ORDINARY MEETING
Reports of Committees

SECTION 5 - Next Meeting

The next Local Traffic Committee meeting will be held on Monday, 9 October 2017 at 3pm in the Small Committee Room.

The meeting terminated at 4:30pm.

oooO END OF REPORT Oooo

ORDINARY MEETING
Questions for Next Meeting

QUESTIONS FOR NEXT MEETING

Councillor Questions from Previous Meetings and Responses - (79351)

REPORT:

Questions - 12 September 2017

#	Councillor	Question	Response
1	Ross	Enquired if there are regulatory requirements placed on mobile illuminated signage, including permissions, application requirements, applicable fees and regulatory actions.	<p>The Director City Planning that the only mobile illuminated signage that are permitted are those electronic visual message boards advertising traffic conditions, traffic hazards or providing directional advice. Any other mobile illuminated sign used for promotional purposes is prohibited.</p> <p>Temporary signs for community events may be permitted for a period of 14 days prior to an event, with the written consent of Council. Application is to be made in writing, at least 14 days prior to the date of display, or 28 days prior to the event. If approved, the temporary sign shall be removed within two days of the event.</p>

ORDINARY MEETING**Questions for Next Meeting**

#	Councillor	Question	Response
2	Ross	Enquired as to the availability of a community sponsorship policy in relation to the application and evaluation process and provision of financial grants.	<p>The Director Support Services advised that Council adopted a Sponsorship Policy on 13 May 2007.</p> <p>The Sponsorship Policy outlines the principle for receiving and granting sponsorship, and suitable activities for sponsorship and management of sponsorship arrangements.</p> <p>The criteria and administrative arrangements, to give effect to a Community Sponsorship Program based on the Policy, were developed and the Program commenced in 2007/2008. An easy-to-read guide on the Community Sponsorship Program, and application forms, are available on Council's website.</p> <p>Council has more recently allocated funds for event sponsorship for activities which fall outside the scope of the Community Sponsorship Program, and which support Council's tourism and visitation objectives. Criteria and arrangements for this Event Sponsorship Program are currently being developed and will be reported to Council in the near future.</p>
3	Wheeler	Requested some maintenance and rejuvenation of the gardens at the Wilberforce Shopping Centre.	The Director Infrastructure Services advised that arrangements will be made for renewal of plantings and that the scope/extent of contract maintenance will be reviewed.
4	Calvert	Offered his congratulations to the school crossing supervisor at Kurmond for his contribution to the community in respect to rubbish clean up along the Bells Line of Road and enquired if the Adopt-a-Road program still exists and requested a follow up on it.	The Director Infrastructure Services advised that a letter of thanks would be provided to the school crossing supervisor. In relation to the Adopt-a-Road program, Council currently has eight sites which are supported, however no new sites are being proposed due to resourcing and compliance obligations under WHS legislation. This issue is being addressed as part of the broader issue of volunteer support.

ORDINARY MEETING**Questions for Next Meeting**

#	Councillor	Question	Response
5	Kotlash	Requested an update on the Notice of Motion in relation to solar farms.	The Director Infrastructure Services advised that a report on energy efficiency and renewal energy installation will be provided to Council in October, following a current review of various options for funding.
6	Zamprogno	Requested a copy of the internal Digital Strategy document.	The General Manager advised that the Draft Digital Strategy is currently an internal document that is being prepared in consultation with key staff including those likely to be involved in its implementation. A meeting has been held between Councillor Zamprogno and staff responsible for the Strategy regarding the matter contained in the Draft Strategy. Where appropriate these issues will be included in the Final Draft Digital Strategy. The Draft Strategy will be presented to Councillors at a Briefing Session. Media training for Councillors and staff is also being arranged.

oooO END OF REPORT Oooo

ORDINARY MEETING

Questions for Next Meeting

ORDINARY MEETING
CONFIDENTIAL REPORTS

CONFIDENTIAL REPORTS

Item: 182 **IS - Drainage Update - Price Lane, Agnes Banks - (95495) CONFIDENTIAL**

Previous Item: 164, Ordinary (12 September 2017)
 NM2, Ordinary (09 May 2017)
 134, Ordinary (28 June 2011)
 268, Ordinary (30 November 2010)
 249, Ordinary (09 November 2010)

Reason for Confidentiality

*This report is **CONFIDENTIAL** in accordance with the provisions of Part 1 of Chapter 4 of the Local Government Act 1993 and the matters dealt with in this report are to be considered while the meeting is closed to the press and the public.*

Specifically, the matter is to be dealt with pursuant to Section 10A(2)(c) of the Act as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposed to conduct) business and, therefore, if considered in an open meeting would, on balance, be contrary to the public interest.

In accordance with the provisions of Section 11(2) & (3) of the Local Government Act 1993, the reports, correspondence and other relevant documentation relating to this matter are to be withheld from the press and public.

ORDINARY MEETING
CONFIDENTIAL REPORTS

**Item: 183 SS - Property Matter - Lease to Stephen Hile - 139 March Street, Richmond -
(112106, 95496, 22455) CONFIDENTIAL**

Reason for Confidentiality

*This report is **CONFIDENTIAL** in accordance with the provisions of Part 1 of Chapter 4 of the Local Government Act 1993 and the matters dealt with in this report are to be considered while the meeting is closed to the press and the public.*

Specifically, the matter is to be dealt with pursuant to Section 10A(2)(c) of the Act as it relates to details concerning the leasing of a Council property and it is considered that the release of the information would, if disclosed, confer a commercial advantage on a person or organisation with whom the Council is conducting (or proposes to conduct) business and, therefore, if considered in an open meeting would, on balance, be contrary to the public interest.

In accordance with the provisions of Section 11(2) & (3) of the Local Government Act 1993, the reports, correspondence and other relevant documentation relating to this matter are to be withheld from the press and public.

ORDINARY MEETING
CONFIDENTIAL REPORTS

Item: 184 **SS - Property Matter - Road Widening - Lease and Compulsory Acquisition by Roads and Maritime Services - Part 1 of Terrace Road, North Richmond - (100920, 95496, 112106) CONFIDENTIAL**

Reason for Confidentiality

*This report is **CONFIDENTIAL** in accordance with the provisions of Part 1 of Chapter 4 of the Local Government Act 1993 and the matters dealt with in this report are to be considered while the meeting is closed to the press and the public.*

Specifically, the matter is to be dealt with pursuant to Section 10A(2)(c) of the Act as it relates to details concerning the leasing of a Council property and it is considered that the release of the information would, if disclosed, confer a commercial advantage on a person or organisation with whom the Council is conducting (or proposes to conduct) business and, therefore, if considered in an open meeting would, on balance, be contrary to the public interest.

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ordinary
meeting

end of
business
paper

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