



Hawkesbury City Council

Attachment 1  
to  
item 205

Annual Report 2018/2019

date of meeting: 12 November 2019

location: council chambers

time: 6:30 p.m.



# HAWKESBURY CITY COUNCIL ANNUAL REPORT **2018-2019**

*The Hawkesbury 2036...It's Our Future*







## Message from Our Leaders

The Councillors at Hawkesbury City Council are proud to share the Annual Report for 2018/2019, which outlines how Council has been serving our community.

Our Council has become well known for actively engaging with the community about our assets and services, particularly with the launch of the 'Building Hawkesbury's Future' program, which has been a focus for much of our community engagement. As part of this program, we have completed major works such as resealing and rehabilitating our roads, new footpaths, and upgrading our sporting facilities. We are also continuing to work on our program to seal gravel roads.

In addition to this, Council has continued to move ahead with the Hawkesbury City Solar Program, in conjunction with Western Sydney Regional Organisation of Councils. We are installing 700kW in total solar power to generate electricity for 12 Council sites and provide substantial cost savings to the community.

Council is also masterplanning its town centres to help revitalise the Windsor, Richmond and South Windsor town centres using funding from the Western Sydney City Deal Liveability Program.

Public domain plans for each town centre will provide well-designed, well-managed public places that deliver economic, social and environmental benefits to the community. The aim is to enhance the daily lives of community members and to improve options for their leisure time. New inclusive playspaces have been opened at Governor Phillip Park, Windsor and Church Street Reserve, South Windsor.

Council has also opened a new Community Recycling Centre after receiving a grant from the NSW Government's Waste Less, Recycle More initiative. This recycling facility will help to keep problem wastes out of landfill and help reduce illegal dumping. The centre will complement the Hawkesbury's existing recycling services, minimise waste and increase recycling.

New drinking water stations have been installed at Windsor in Howe Park and Windsor Mall as well as in Richmond at Ham Common and Richmond Park, thanks to a collaborative project funded by Hawkesbury City Council and Sydney Water. Making fresh drinking water readily available is an important way that Council can support the health and wellbeing of residents and reduce waste generated by disposable bottles.

Working towards a healthy river environment, Council developed a water monitoring program to assess the health of the river system up and down the Hawkesbury.

At the South Windsor Treatment Plant, there have been technology improvements to save electricity and reduce the amount of chemicals used. This has established a baseline for ongoing future improvements.

In 2018/2019, Council also continued connecting with the community through events that reflected our vibrant city with a rural feel. Council worked with Windsor Business Group to Light Up Windsor for the annual Christmas event; hosted Australia Day on the Hawkesbury amid fireworks and great community cheers; celebrated summer with the Richmond Pool Party. Council stood with the lesbian, gay, bisexual, transgender, transsexual, intersex, queer (LGBTIQ) community on IDOHOBIT Day with a special event and flying the rainbow flag, and connected with young people at Youth Fest. Helping local farmers, Council created the 'Baling for our Backyard' program to sell reduced priced silage grown at the McGraths Hills Waste Treatment Plant.

# Annual Report 2018/2019

Working with the local business community to help strengthen networks has also been important, with Council hosting Hawkesbury Business Meet and Greet at RAAF Base Richmond, Hawkesbury Showground and Hawkesbury Regional Museum.

Council has also increased its communication methods with the community, including community consultations across towns and villages, activating the Your Hawkesbury Your Say engagement website, creating 24/7 online reporting forms and Facebook. Council has also remodeled the customer service centre to enhance community interactions.

Council's ongoing works are available in the [2019/20 Operational Plan \(pdf - 12.2 MB\)](#). We will keep you informed about our planning and progress as we continue to build Hawkesbury's future.



**L-R Back row:** Councillor Sarah Richards, Councillor Patrick Conolly, Councillor Barry Calvert (Mayor), Councillor Paul Rasmussen, Councillor Emma-Jane Garrow, Councillor Nathan Zamprogno.

**L-R Front row:** Councillor Tiffany Tree, Councillor John Ross, Councillor Amanda Kotlash, Councillor Mary Lyons-Buckett (Deputy Mayor), Councillor Peter Reynolds, Councillor Danielle Wheeler.

## Statement of Commitment to Aboriginal Australians

Council acknowledges that the Darug and Darkinjung people are the traditional owners and custodians of the land throughout the Hawkesbury.

Council recognises the continuing connection of Aboriginal peoples to their country and respects that Aboriginal people were the first people of this land.

Council understands that reconciliation is fundamental to creating a healthy and cohesive Hawkesbury and as such is actively working with Aboriginal and non-Aboriginal people to develop its first Reconciliation Action Plan. This Plan will serve as a declaration by Council to work with the community to build an inclusive society that recognises the richness of Aboriginal cultures and values social diversity within the community.





## **Our Vision**

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

## **Our Mission**

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

## **Our Values**

Hawkesbury City Council is a professional, friendly and ethical organisation that consults with, and listens to the community. In our daily activities we embrace the following values, and aim to deliver on these in an effective and efficient manner:

### **Professional**

We set clear goals, measure results and seek to improve  
We are sustainable  
We are resilient

### **Ethical**

We behave with integrity  
We keep our commitments and deliver  
We make fair and consistent decisions

### **Engaging**

We value open and clear communication  
We listen to the contribution of every individual  
We value differences in people and their perspectives

### **Collaborative**

We work together  
We are cooperative  
We share our ideas and talents

## Table of Contents

<b>Message from Our Leaders</b> .....	<b>i</b>
<b>Statement of Commitment to Aboriginal Australians</b> .....	<b>iii</b>
<b>Profile of the Hawkesbury</b> .....	<b>1</b>
History and Sense of Place - A Vibrant City with a Rural Feel.....	1
Population.....	3
Workforce and Economy .....	4
A Blend of Urban and Rural.....	5
Community Well-Being .....	7
Settlement and Growth.....	8
Geography and Topography .....	8
Urban Density.....	8
<b>Summary of Progress in the Delivery Program themes for the four year period 2017-2021</b> .....	<b>10</b>
<b>2018/2019 Our Year of Achievements</b> .....	<b>16</b>
<b>Councillors - 1 July 2018 - 30 June 2019</b> .....	<b>18</b>
Councillor Representation - 1 July 2018 - 30 June 2019 .....	19
<b>Organisational Structure</b> .....	<b>21</b>
<b>Council Functions</b> .....	<b>22</b>
General Manager.....	22
City Planning .....	22
Infrastructure Services.....	23
Support Services .....	24
<b>Work Health and Safety and Injury Management</b> .....	<b>27</b>
<b>Planning for a sustainable future</b> .....	<b>28</b>
The process .....	28
How the framework links works and links to other plans.....	30
Hawkesbury Community Strategic Plan .....	31
Resourcing Strategy .....	31
Delivery Program .....	31
Operational Plan .....	32
Annual Report.....	32
Navigating from the Community Strategic Plan to the Operational Plan .....	33
How will progress be reported? .....	34
<b>Other Programs</b> .....	<b>35</b>



# Annual Report 2018/2019

<b>Statutory Report - Local Government Act 1993 .....</b>	<b>36</b>
Section 428 (1) Implementing Council's Delivery Program 2017-2036.....	36
<b>Fit For The Future Improvement Plan .....</b>	<b>85</b>
Outline of Fit For The Future Strategies .....	89
Increasing Operating Efficiencies .....	89
Increasing Operating Revenues .....	89
Building a Sound Platform for Asset Planning .....	90
Increasing Investment in Infrastructure Renewal and Maintenance .....	90
Reduce per Unit Cost of Operations .....	91
<b>Section 428(4)(a) Financial Statements .....</b>	<b>93</b>
<b>Section 508 Report on Special Variation (Infrastructure Renewal Program) .....</b>	<b>93</b>
<b>Clause 217(1)(a) Overseas Visits.....</b>	<b>94</b>
<b>Clause 217(1)(ai)(I to viii) Payment of Councillor Expenses .....</b>	<b>94</b>
Conferences attended by Councillors 2018/2019 .....	95
<b>Clause 217(1)(a2) Major Contracts Awarded in excess of \$150,000 .....</b>	<b>96</b>
Construction and Maintenance.....	96
Professional Services .....	97
Waste Water Management.....	97
Parks and Recreation .....	98
Regulatory Services .....	98
Building Services .....	98
General .....	99
<b>Clause 217(1)(a3) Summary of Legal Proceedings .....</b>	<b>100</b>
<b>Clause 217(1)(a4) Work on Private Land .....</b>	<b>101</b>
<b>Clause 217(1)(a5) Contributions/Donations .....</b>	<b>101</b>
<b>Clause 217(1)(a6) External Bodies Exercising Council Delegated Functions .....</b>	<b>101</b>
Child Care Centres .....	101
Community/Neighbourhood Centres, Halls and Other Buildings .....	102
Peppercorn Services .....	103
Playing Fields and Parks .....	104
Hawkesbury River County Council .....	104
Oasis Aquatic and Leisure Centre and Hawkesbury Indoor Stadium .....	104
<b>Clauses 217(1)(a7) and (a8) Interests and Participation in Corporations, Partnerships, Cooperatives, Joint Ventures, Syndicates or other bodies .....</b>	<b>105</b>
Civic Risk Mutual (CRM) .....	105
Regional Strategic Alliance.....	105

Hawkesbury River County Council .....	106
Hawkesbury Companion Animal Shelter .....	106
Hawkesbury Sister City Association – International Sister Cities .....	106
City - Country Alliances with Cabonne and Weddin Councils .....	107
Stormwater Partnership .....	108
Lower Portland Ferry Service .....	109
<b>Clause 217((1)(a9) Equal Opportunities .....</b>	<b>109</b>
Equal Employment Opportunity Management Plan .....	109
Equal Employment Opportunity Policy Statement .....	109
<b>Clause 217(1)(b) and (c) General Manager and Senior Staff Remuneration .....</b>	<b>110</b>
<b>Clause 217(1)(e) Annual charge for stormwater management services .....</b>	<b>110</b>
<b>Clause 217(1)(f) Activities relating to compliance with the Companion Animals Act and Regulations .....</b>	<b>110</b>
<b>Access to Government held information .....</b>	<b>111</b>
Format of Council information .....	111
Policy for Access to Information .....	111
Proactive Release .....	111
Processing Applications for Access to Information .....	112
Government Information (Public Access) Act (GIPA) - Annual Statistical Reports .....	114
Impact of the Government Information (Public Access) Act (GIPA Act) .....	119
<b>Planning Agreements .....</b>	<b>120</b>
<b>Public Interest Disclosures Act 1994 and Regulation .....</b>	<b>120</b>
<b>Swimming Pool Inspections .....</b>	<b>120</b>
<b>Carers Recognition Act 2012 .....</b>	<b>120</b>
<b>Disability Inclusion Act 2014 .....</b>	<b>120</b>







## Profile of the Hawkesbury

### History and Sense of Place - A Vibrant City with a Rural Feel

The Hawkesbury is a unique area located in the Hawkesbury River Valley. Hawkesbury City Council is the largest Local Government Area in the Sydney Metropolitan Region, covering approximately 2,800 km<sup>2</sup>.

Originally inhabited by the Darug and Darkinjung peoples for over 40,000 years there were up to 3,000 Aboriginal people living in the Hawkesbury area in 1788. Hawkesbury was discovered in 1789 by Governor Phillip and is the third oldest European settlement in Australia. The Hawkesbury contains the third oldest European settlement in Australia - Windsor (originally The Green Hills) which was established in 1794, and is one of five 'Macquarie Towns', four of which are located within the Hawkesbury. Governor Macquarie had a profound influence on the development and landscapes of the Hawkesbury, which included naming the townships of Windsor, Richmond, Wilberforce and Pitt Town and the layout of their streets, cemeteries and town squares.

The Hawkesbury is classed as a metropolitan rural area by virtue of its natural beauty around its five rivers, tributaries, mountains, national parks, wilderness areas, and heritage towns of Windsor, Richmond, Pitt Town Wilberforce and Ebenezer.

The Hawkesbury LGA straddles the divide between the urban metropolitan councils to its east and the rural councils to its west. While it is classified as part of Metropolitan Sydney, its unique blend of urban and rural settlements is uncharacteristic of the metropolitan area.

The Hawkesbury's population of 66,000 live in 64 towns, villages and rural localities each with very different identities communities and stories divided by flood plains, rural lands and national parks. The population is dispersed with no one town or village containing more than 11% of the total population.

The City of Hawkesbury and its townships, rural villages and landscapes share a rich and enduring indigenous and European cultural heritage. Prior to European settlement the Hawkesbury River (known as 'Deerubbin' by the Darug people) was a focus for human communities for thousands of years. The Hawkesbury River, its tributaries and floodplains provided abundant natural resources and were places of strong social and spiritual significance for the First Australians.

The agricultural lands that surround the Hawkesbury's towns and villages represent the oldest rural land holdings under continuous cultivation within Australia. The Hawkesbury also contains the oldest church, hotel and public square. Thompson Square located in Windsor was named and established by the then Governor Lachlan Macquarie in 1811 as recognition of the emancipist Andrew Thompson. Thompson Square and its immediate surrounds is also recognised as the oldest surviving public square in Australia.

These historical and cultural assets are actively being used to support cultural expression, tourism and economic activity. They remain integral to the future identity and prosperity of the Hawkesbury.

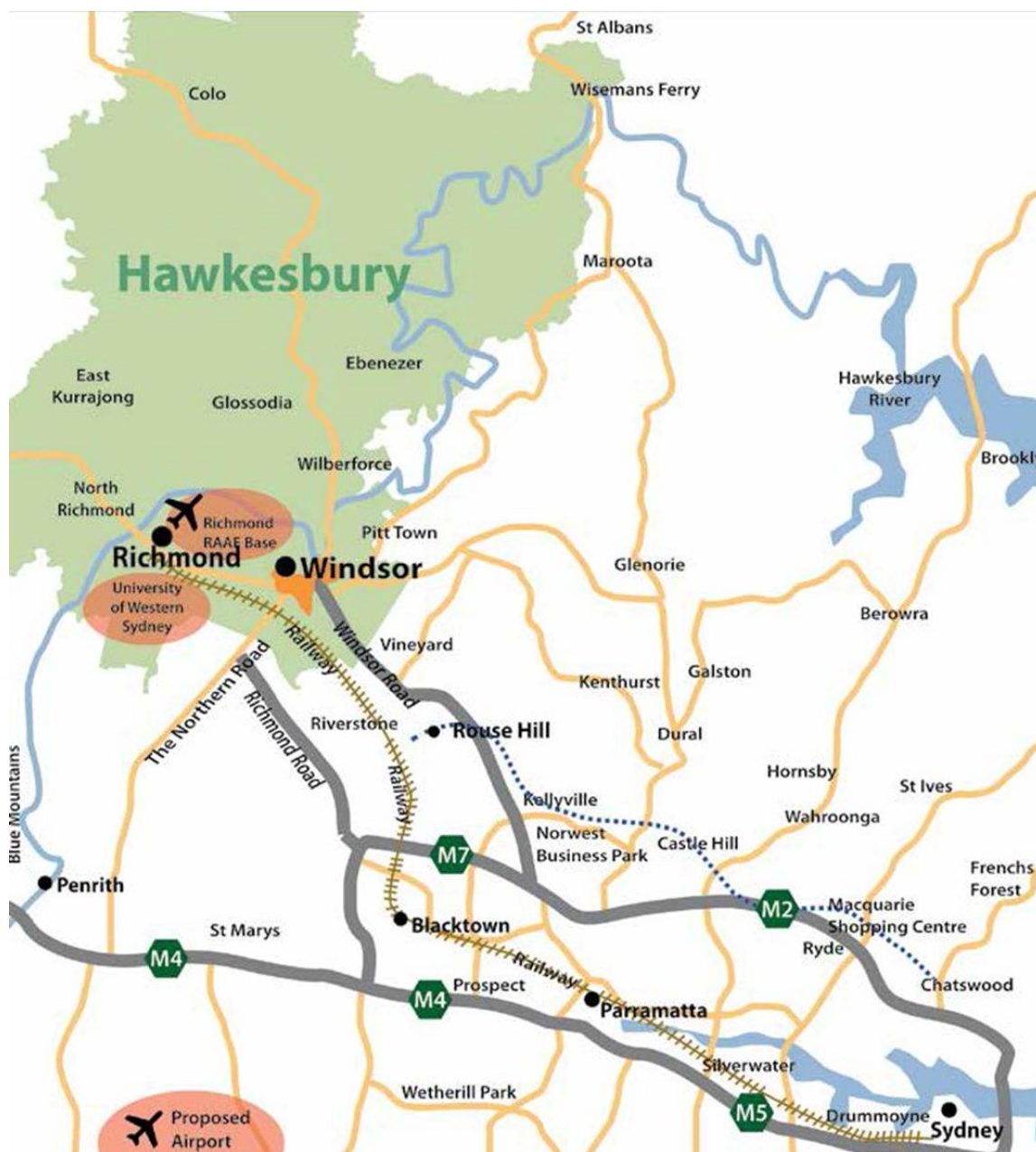


Figure 1: Hawkesbury Local Government Area



## Population

In 2017, the Hawkesbury had an estimated resident population of 66,623 people. Table 1 highlights selected population characteristics for the Hawkesbury Local Government Area compared with averages for Greater Metropolitan and Sydney NSW.

Population Indicators	Hawkesbury	Greater Sydney	New South Wales
median age	38	36	38
average household size	2.8 persons	2.8 persons	2.6 persons
median weekly household income	\$1,668	\$1,750	\$1,486
median monthly mortgage repayment	\$2,080	\$2,167	\$1,986
median weekly rent	\$360	\$440	\$380
average motor vehicles per dwelling	2.2	1.7	1.7
average annual population growth since 2006	0.67%	1.71%	1.42%

While the population of the Hawkesbury has been growing over the last 10 years (2006 to 2016), the annual rate of growth has been significantly less than the averages across Sydney and the state as a whole.

The differences in these rates of growth has had an impact on the respective population profile of the Hawkesbury when compared with Greater Sydney. In contrast to the picture across Greater Sydney, the population of families with children and young people in the Hawkesbury has been falling in proportional terms, while the population of residents over the age of 65 has been increasing at a faster rate than the Greater Sydney Area.

The population of areas like the Hawkesbury, with relatively low rates of growth, are ageing at a faster rate compared with Greater Sydney. This will have implications on the demand for services and facilities and the housing, employment, training and lifestyle opportunities available to residents. Achieving the right balance of population growth will be an important aspect of the future growth and prosperity of the Hawkesbury.

### Hawkesbury's role in the region and its opportunities and challenges

Located at the periphery of the Sydney Metropolitan Region, the Hawkesbury forms a transaction between the metropolitan and the regional areas. The Hawkesbury has experienced incremental population growth and currently has approximately 67,000 residents. The Hawkesbury's population is forecasted to grow as people move to the LGA seeking alternative lifestyle to city living. Population projections indicate an additional 18,050 people by will live in the Hawkesbury by 2036.

Historically, Hawkesbury was established as an agricultural base to sustain the young colony of Sydney's European settlement. Hawkesbury was identified by European settlers soon after the arrival of the first fleet in 1788. By 1798 more than 400 hectares of the fertile Hawkesbury Valley was under cultivation, and supplied the growing settlement of Sydney with staple grain crops.

The Hawkesbury is an open-air gallery in itself showcasing the legacy of the early European settlers through the many historical landmark buildings, bridges and open spaces. It is home to significant biodiversity, wetlands and renowned for its rural and hinterland towns and villages, providing country lifestyle set in picturesque landscapes with scenic views and vistas showcasing its natural beauty.

The Hawkesbury's location is opportune as it is an important gateway to productive agricultural lands and hinterland communities providing unique tourism opportunities. The townships of Windsor, Richmond Wilberforce, Kurmond, Kurrajong, Wilberforce Pitt Town provide local services to the communities as well as tourism opportunities for visitors both local and international. Importantly, Windsor and Richmond are classified as a Strategic Centre within the Western City District Plan.

The Hawkesbury's economy has a diverse industry and employment base built around the natural environment. The economy of the LGA relies upon industries such as construction, manufacturing, agriculture, retail trade, equine, food and accommodation, health care and social assistance, in addition to public administration and support services.

Located between Windsor and Richmond, is the well established defence and aviation facility at Richmond RAAF Base which forms a key economic strength. Whilst providing a significant employment and economic benefit, the base poses impacts and challenges to land use planning within the Windsor and Richmond area due to limitations of development as a consequence of aircraft noise, light paths and safety areas impacting on their crucial roles as employment activity centres and increased residential development.

The Hawkesbury LGA also contains the Western Sydney University – originally it was the Hawkesbury Agricultural College, established by the NSW Department of Agriculture in 1891. It later became the College of Advanced Education until 1989, and then the WSU was established in 2000. The Richmond Campus, is located on a 1,300 hectare site in the Hawkesbury Valley, adjoining the town of Richmond. The University offers programs in environmental health, forensic science, nursing, medical science, natural science (environmental, agriculture and horticulture), and secondary school science teaching. The Hawkesbury campus facilities include research labs, farmland, equine facilities, residential halls and cottages, a conference centre, religious centres, a campus social hub called Stable Square, featuring cafeterias, a music room and a large collection of Hawkesbury Agricultural College memorabilia.

Over the next 20 years, Council has a challenging task of facilitating housing, jobs and services for the anticipated population growth, while recognising the environmental constraints including the climate change crisis and at the same time protecting its unique environment and distinctive local character. This LSPS demonstrates how these challenges will be mitigated and how needs will be met.

## Workforce and Economy

The most recently available data from the Census and National Institute of Economic and Industry Research shows that:

- the net wealth generated by the local economy in 2016 was \$3.3 billion
- there were 6,530 local business operating in the Hawkesbury LGA
- the local economy generated 28,138 jobs
- the unemployment rate was 6.26% (compared with 5.2% for NSW)
- there were 35,163 employed residents
- 44% of the resident workforce were employed in the Hawkesbury, and a further 25% were employed in neighbouring areas of Penrith, Blacktown, The Hills, and Blue Mountains
- 56% of the resident workforce held a higher education qualification
- the most numerous occupations were Technicians and Trade Workers (18.8% of the resident workforce), Clerical and Administration Workers (15.4%), Professionals (15.2%), Managers (12.6%) and Community and Personal Services Workers (9.6%)

- the most numerous employment sectors for the resident workforce were Construction (12.6% of the resident workforce), Manufacturing (10.8%), Retail Trade (10.4%), Health Care and Social Assistance (9.2%) and Public Administration and Safety (8.4%).

Table 2 highlights selected economic and workforce indicators for the Hawkesbury, and tracks changes to these indicators for the five year period 2011 to 2016.

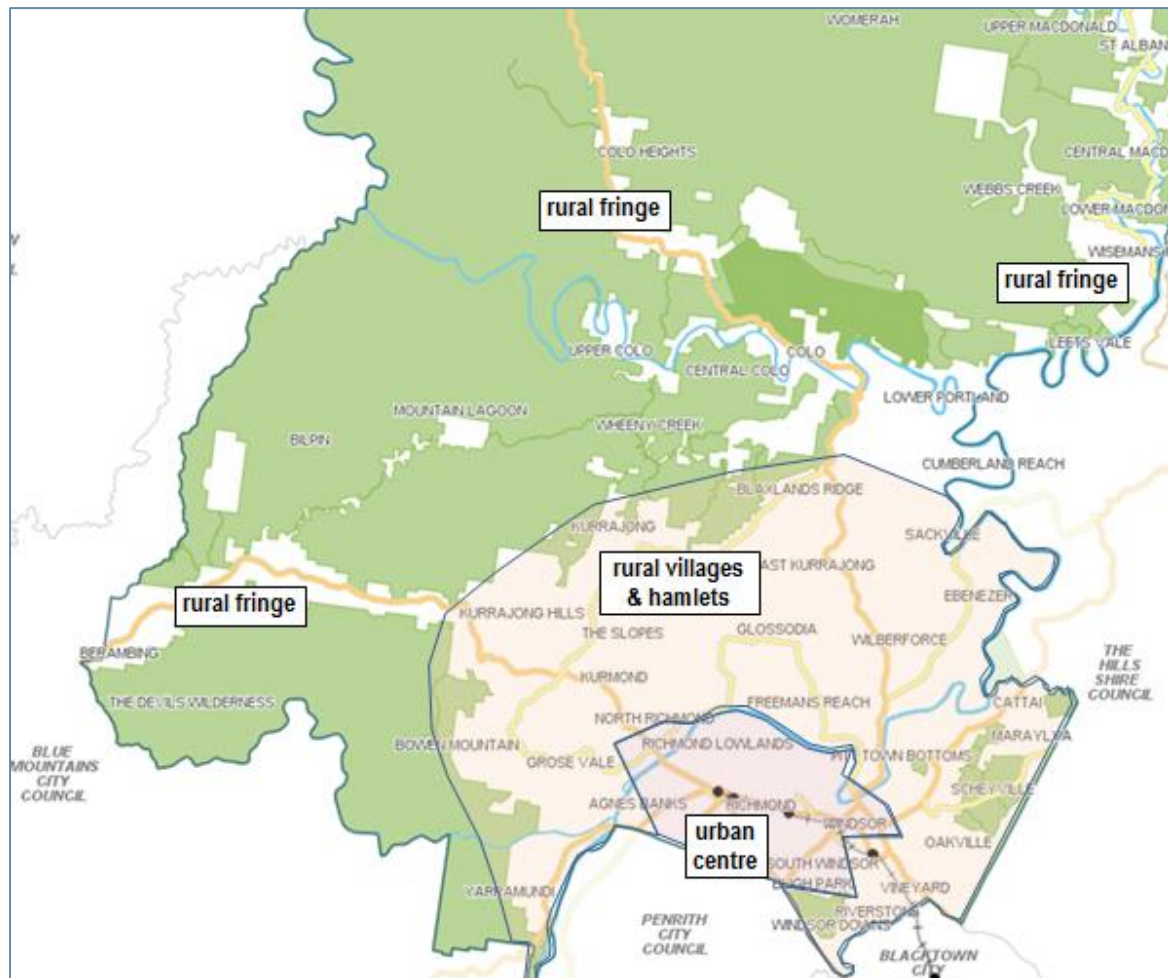
**Table 2: Selected Economic and Workforce Indicators- Hawkesbury LGA**

Economic and Workforce Indicators	2011	2016	Change
Gross regional product	\$3.071 billion	\$3.297 billion	↑ \$226M
Number of local businesses	6,677	6,530	↓ 147
Number of dwelling unit approvals	128	231	↑ 103
Total value of building approvals	\$69.6M	\$146.5M	↑ \$76.9M
Number of local jobs	27,118	28,138	↑ 1,029
Number of employed residents	34,324	35,163	↑ 839
Number of unemployed residents	2,390	2,285	↓ 105
Unemployment rate	6.6%	6.3%	↓ 0.3%

## A Blend of Urban and Rural

As a local government area made up of a blend of urban and rural settlements, the socio-economic characteristics of the different localities within the Hawkesbury reflect this diversity. The Hawkesbury local government area is made up of small villages and rural localities in addition to the main urban centres of Windsor, South Windsor, Richmond and North Richmond.

Just under half of the population (47%) live in the town centres and adjoining suburbs, while 48% of the population live in rural villages and hamlets which roughly lie in a 10 to 15 kilometre arc surrounding the urban centre. The rest of the population (5%) live in small and relatively isolated rural villages and localities which are between 25 and 50 kilometres from the urban centre as highlighted in Figure .



**Figure 2: Settlement zones within the Hawkesbury Local Government Area**

As would be expected, there are some significant differences in the socio-economic characteristics of these different settlement zones. The urban centre is marked by higher population densities and a relatively younger population. Moving out from the urban centre the population density decreases from 331 persons per square kilometre to two persons per square kilometre in the rural fringe, while the median age of the population increases from 36 in the urban centre to 45 in the rural fringe. There is a distinct socio-economic pattern where the middle ring localities have higher levels of household income and higher land values than the urban centre and rural fringe. The size of households is also larger in the 'middle ring' and these localities have a higher proportion of family households and relatively fewer lone person households than the urban centre and rural fringe. Housing costs (mortgage payments and rents) are also higher in the 'middle ring' than the other settlement zones, but they are relatively more affordable due to higher median household incomes in the 'middle ring' localities. Differences in key population and household characteristics across the three settlement zones are highlighted in Table 3.

**Table 3: Socio-economic comparisons of Hawkesbury to Greater Sydney and NSW**

Demographic Indicator	NSW	Greater Sydney	Whole LGA	Hawkesbury Urban Centre	Hawkesbury Rural Villages	Rural Fringe
<b>Population, household composition and income</b>						
Population density (persons per km <sup>2</sup> )	9.3	389.9	23.3	330.8	79.4	1.6
Median Age	38	36	38	36	39	45
Average Household Size	2.6	2.8	2.8	2.8	3.1	2.3
Average Motor Vehicles Per Dwelling	1.7	1.7	2.2	2.1	2.7	1.9
Median Weekly Household Income	\$1,486	\$1,750	\$1,668	\$1,435	\$1,995	\$1,364
Average Residential Land Value	\$572,118	\$897,792	\$443,604	\$321,939	\$614,454	\$297,016
% Lone Person Households	23.8%	21.6%	20.6%	23.8%	13.5%	21.7%
% Family Households	72%	73.6%	77%	65%	81%	66%
<b>Housing</b>						
% Rental Households	31.8%	34.1%	24.3%	33%	11%	14%
% households owned with a Mortgage	32.3%	33.2%	41.8%	32%	47%	41%
Median Monthly Mortgage	\$1,986	\$2,167	\$2,080	\$1,939	\$2,267	\$1,912
Mortgage as % of Median Income	30.1%	28.5%	28.7%	31.1%	26.2%	32.8%
Median Weekly Rent	\$380	\$440	\$360	\$356	\$384	\$203
Rent as % of Median Income	25.6%	25.1%	21.6%	24.8%	19.2%	14.9%

## Community Well-Being

The Australian Bureau of Statistics (ABS) has developed Socio-Economic Indexes for Areas (SEIFA) to assess the relative welfare and well-being of communities across Australia. SEIFA is used to rank areas according to socio-economic advantage and disadvantage based on census variables across a number of domains including household income, education, employment, occupation, housing and other indicators of community well-being.

Some caution should be applied to the use of SEIFA indexes as an overall measure of community well-being. Within the Hawkesbury, SEIFA scores vary considerably with some localities significantly more disadvantaged than others. There are some suburbs in the Hawkesbury with SEIFA scores that would place them in the top 2% of Australian suburbs for community well-being, while other suburbs fall into the bottom 15% of the same measure of community well-being. Taken as a whole however and based on its SEIFA scores the Hawkesbury is a relatively advantaged local government area.



## Settlement and Growth

### Geography and Topography

The Hawkesbury Local Government Area (LGA) extends from the Cumberland Plain in the south and east to the foothills and escarpments of the Blue Mountains to the west and north. The Hawkesbury is divided by five rivers including the Hawkesbury/Nepean, Grose, Colo and Macdonald River valleys. Close to 70% of the Hawkesbury is National Park.

The topography of the area ranges from fertile floodplains and wetlands, to undulating hills and timbered ridges through to inaccessible mountainous regions dissected by gorges and escarpments. As a result of these features, the Hawkesbury experiences regular flooding and bushfire events. These features have also exerted a powerful influence on the development of the Hawkesbury and will have implications for future development.

### Urban Density

The geography of the Hawkesbury has placed limits on the land available for residential uses. As a result, the population density of the Hawkesbury at 24 persons per km<sup>2</sup> is second only to Wollondilly as having the lowest population density within the Sydney Metropolitan Region (which has an average population density of 390 persons per km<sup>2</sup>). Figure 4 plots the population density of the Hawkesbury based on the results of the 2016 census.

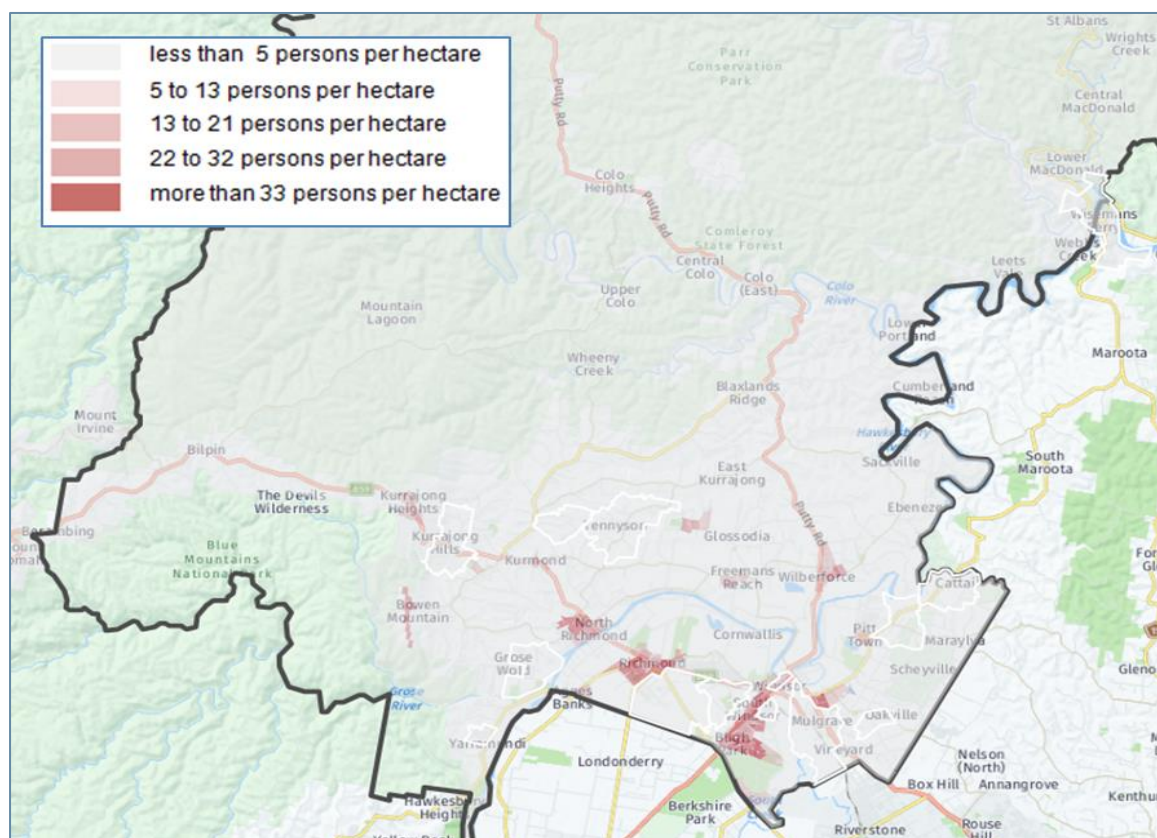


Figure 3: Population Density, Hawkesbury LGA







## Summary of Progress in the Delivery Program themes for the four year period 2017-2021

The information below shows our progress against each of our five Delivery Program Areas for 2018-2019. For more details see the full Delivery Program outcomes in the 'Delivery Program Activities and Operational Plan Actions for the period 1 July 2018 to 30 June 2019' section.



*The Hawkesbury 2036... It's Our Future*

**Our Leadership**

2017-2036

Our Achievements in 2018-2019	Challenges in 2018-2019
<ol style="list-style-type: none"> <li>1. Undertook extensive engagement with the community in 2018-2019 including the 'Connecting with Our Community' consultation across 8 towns and villages using an increased range of communication tools.</li> <li>2. All twenty 'Fit for the Future' strategies are being implemented and on schedule to be completed by 2021/2022.</li> <li>3. Managed and maintained over 50 services and facilities for the community and maintained partnerships to successfully manage resources and funding with a range of organisations including:                         <ol style="list-style-type: none"> <li>a) YMCA Hawkesbury Oasis facilities</li> <li>b) Peppercorn Services Inc.</li> <li>c) A range of community and financial partnerships.</li> </ol> </li> <li>4. High level compliance (94%) with all statutory planning and reporting requirements.</li> <li>5. Implemented 12 on-line customer request forms including: barking dogs, bin requests, dumped rubbish, planning information requests, roads reporting.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementing regionally significant projects such as the Hawkesbury River Foreshore Investigation Area.</li> <li>2. Advancing affordable Housing Partnerships to develop a range of strategies and models to house our diverse community.</li> <li>3. Delivering sustainable services and facilities within our means.</li> <li>4. Working with State and Federal agencies to deliver key the Hawkesbury Nepean Flood Risk Management Strategy.</li> </ol>



The Hawkesbury 2036... It's Our Future

**Our Community**

2017-2036

Our Achievements in 2018-2019	Challenges in 2018-2019
<ol style="list-style-type: none"> <li>1. Supported the community through a range of community programs including: Event Sponsorship to the value of \$58,942; provided \$6,000 to the Sister City Student Exchange Sponsorship, Heritage Assistance Grant \$25,000 and supported our farmers via the Buy a Bale Program to the amount of \$18,192</li> <li>2. Initiated a Homeless Project with key stakeholders including Windsor Police, Wentworth Community Housing, NSW Department of Family and Community Services – Housing, Platform Youth Services, St John of God Hospital, Nepean Blue Mountains Local Health District – Mental Health and Hawkesbury's Helping Hands</li> <li>3. Customer service team received a total of 56251 calls</li> <li>4. Supported active volunteering with RFS and SES, Bushcare groups, Clean-up Australia day, Cultural Services volunteers, and other groups through site management, resources, and other specific requests for support.</li> <li>5. Continued to deliver the community safety projects including four safety information sessions delivered in relation to cyber safety for seniors, fraud avoidance, youth cyber safety and elder abuse. Workshops conducted in partnership with Hawkesbury Police Area Command</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementing flood, fire, and other natural disaster management plans in partnership with other levels of government and community agencies.</li> <li>2. Supporting community groups and agencies in a competitive environment with resource constraints.</li> </ol>



*The Hawkesbury 2036... It's Our Future*

**Our Environment**

**2017-2036**

Our Achievements in 2018-2019	Challenges in 2018-2019
<ol style="list-style-type: none"> <li>1. Improved water quality in our river through monitoring waste water services in line with EPA licences, maintaining Gross Pollutant Traps and 77 million litres of sullage was collected and disposed of at Council's South Windsor and Sewerage Treatment Facility.</li> <li>2. Council continued to deliver a number of waste education initiatives during 2018- 2019 which aimed to increase resource recovery, reduce waste to landfill and reduce bin contamination.</li> <li>3. The Community Recycling Centre opened in December 2018 and up until 30 June 2019 taken in over 34,000kg of "problem waste" (eg paint and household chemicals)</li> <li>4. Continued to work on reducing our environmental footprint and dependency on non-renewable resources in the Roads and Rehabilitation Program through re-using existing material.</li> <li>5. 29,193 plants were produced at the nursery in 2018/19. Of these 793 were given away at information days and the remainder were sold wither directly from the nursery (16,550) Penrith City Council (2,627), Hawkesbury River County Council (3,530), schools (410) and the remainder being sold to our own bushcare sites and parks.</li> <li>6. Solar panels have been rolled out to six high energy use Council owned buildings, realising 443 megawatts in energy savings per year (equivalent to 61 household's energy consumption. Energy efficient air conditioning units and building management systems which control all electricity use in buildings have been installed in four high energy use council owned buildings and LED retrofits have also been rolled out.</li> </ol>	<ol style="list-style-type: none"> <li>1. Setting and maintaining higher environment standards within current resources.</li> <li>2. Working with other agencies and levels of government to collaborate better in caring for our environment.</li> <li>3. Continued benchmarking and full implementation of a strategic Waste Management Strategy.</li> </ol>





*The Hawkesbury 2036... It's Our Future*

## Our Assets

2017-2036

Our Achievements in 2018-2019	Challenges in 2018-2019
<ol style="list-style-type: none"><li>1. Council staff continue to work with and advocate for transport services and connections through Roads &amp; Maritime Services (RMS) and City Deals. Stage 2 traffic modeling has been undertaken, incorporating traffic counts and use of origin/destination data. Modeling completed with scenario testing being finalised. Testing of various growth and development scenarios for future year planning has commenced.</li><li>2. Co-ordinated the implementation of the Hawkesbury Mobility Plan and completed Stage 5 of Bligh Park, South Windsor, shared pathway.</li><li>3. Continued to maintain our vast network of local roads, bridges, kerb and gutter, footpaths and street signage.</li><li>4. Council spent approximately \$9.6M on roads (including footpaths and drainage) \$3.1M on building works, \$2.3M on parks, and \$2.3M on sewer infrastructure.</li></ol>	<ol style="list-style-type: none"><li>1. Establishing partnerships with state agencies and finding funding for a Transport Strategy for the Hawkesbury.</li><li>2. Ensuring that all agencies and levels of government are playing their part in linking roads, transport, and telecommunication services to the Hawkesbury.</li></ol>



*The Hawkesbury 2036... It's Our Future*

**Our Future**

**2017-2036**

Our Achievements in 2018-2019	Challenges in 2018-2019
<ol style="list-style-type: none"><li>1. Community engagement was undertaken across a range of Council activities such as parks planning, development of policies and plans and council services. Examples of this include: review of Council's website, review of the Hawkesbury Companion Animal Shelter, Community Sponsorship Program, Media Policy, Pile Burning Policy, Pool Inspection Program, Code of Meeting Practice, Code of Conduct and the Regulatory and Compliance</li><li>2. Continued to operate the Visitors Information Centre to maintain Level 2 accreditation.</li><li>3. Funding of \$15 million was confirmed under the City Deals Livability Program and Council completed an Expression of Interest process and commenced the selective tender process. Successful tenderer to be engaged in 2019/2020.</li><li>4. Continued to implement the Upper Hawkesbury River Estuary Coastal Zone Management Plan Strategic including grant applications and support bushcare with revegetation works.</li></ol>	<ol style="list-style-type: none"><li>1. Implementation of Fit For The Future Strategies have continued. The primary strategy being a Special Rate Variation was approved by IPART and adopted by Council as part of the 2018/2019 Operational Plan.</li><li>2. Planning for growth and change by preparation of a Rural Land Strategy, and reviewing the Hawkesbury Employment Lands and Hawkesbury Residential Land Strategies.</li></ol>





## 2018/2019 Our Year of Achievements

**WE ARE  
BUILDING  
HAWKESBURY'S  
future**

### Snapshot of our 2018/19 Completed Works

This is part of an ongoing program of spending on projects that our community identified across the Hawkesbury as a priority. We are continuing to focus on the delivery of key infrastructure – roads, drainage, buildings, playgrounds and parks.

Go to We are Building Hawkesbury's Future for regular updates and a full list of completed projects at <https://www.hawkesbury.nsw.gov.au/news-and-events/news/building-hawkesburys-future>. These projects are only just the beginning, with many more to come.

<b>TENNIS COURT UPGRADE</b>  <b>COMPLETED</b> COLO HEIGHTS	<b>ROAD UPGRADE</b>  <b>COMPLETED</b> TERRACE ROAD FREEMANS REACH	<b>PARK UPGRADE</b>  <b>COMPLETED</b> MCMAHON PARK, KURRAJONG
<b>ROAD UPGRADE</b>  <b>COMPLETED</b> COLONIAL DRIVE BLIGH PARK	<b>SOLAR PROGRAM</b>  Hawkesbury City Council is installing solar panels like this across the Hawkesbury as part of the launch of our Solar Program. From May 2019, we will be installing 700kW in total solar power to generate electricity for 12 council sites and provide cost savings for the community.	
<b>ROAD UPGRADE</b>  <b>COMPLETED</b> SPINKS ROAD GLOSSODIA		
<b>TENNIS COURT</b>  <b>COMPLETED</b> PITT TOWN	<b>CYCLEWAY EXTENSION</b>  <b>COMPLETED</b> BERGER ROAD, SOUTH WINDSOR	<b>PARK UPGRADE</b>  <b>COMPLETED</b> GOVERNOR PHILLIP PARK, WINDSOR
<b>DRAINAGE UPGRADE</b>  <b>COMPLETED</b> WHEELBARROW RIDGE ROAD COLO HEIGHTS		





# Annual Report 2018/2019

## Councillors - 1 July 2018 - 30 June 2019



**Councillor Barry  
CALVERT**

September 1999 - Present

Deputy Mayor, September 2016-  
September 2018

Mayor, September 2018 - Present



**Councillor Peter  
REYNOLDS**

September 2016 - Present



**Councillor Patrick  
CONOLLY**

September 2012 - Present



**Councillor Sarah  
RICHARDS**

September 2016 - Present



**Councillor Emma-Jane  
GARROW**

September 2016 - Present



**Councillor John  
ROSS**

September 2016 - Present



**Councillor Amanda  
KOTLASH**

September 2016 - Present



**Councillor Tiffany  
TREE**

September 2008 - Present

Deputy Mayor, 2012-2014



**Councillor Mary  
LYONS-BUCKETT**

September 2012 - Present

Mayor, September 2016 -  
September 2018

Deputy Mayor, September 2018 -  
Present



**Councillor Danielle  
WHEELER**

September 2016 - Present



**Councillor Paul  
RASMUSSEN**

September 1999 - Present



**Councillor Nathan  
ZAMPROGNO**

September 2016 - Present

# Annual Report 2018/2019

## Councillor Representation - 1 July 2018 - 30 June 2019

### Councillor CALVERT

20/20	Ordinary Meeting
3/3	Extraordinary Meeting
4/5	Hawkesbury Access and Inclusion Advisory Committee
3/3	Human Services Advisory Committee
2/3	Infrastructure Committee

### Councillor CONOLLY

13/20	Ordinary Meeting
2/3	Extraordinary Meeting
1/2	Hawkesbury Civics and Citizenship Advisory Committee

### Councillor GARROW

19/20	Ordinary Meeting
2/3	Extraordinary Meeting
1/1	Hawkesbury Tourism Advisory Committee
2/3	Human Services Advisory Committee

### Councillor KOTLASH

18/20	Ordinary Meeting
2/3	Extraordinary Meeting
3/6	Floodplain Risk Management Advisory Committee
4/4	Hawkesbury Sustainability Advisory Committee

### Councillor LYONS-BUCKETT

20/20	Ordinary Meeting
3/3	Extraordinary Meeting
6/6	Floodplain Risk Management Advisory Committee
2/2	Waste Management Advisory Committee
1/3	Infrastructure Committee

### Councillor RASMUSSEN

20/20	Ordinary Meeting
3/3	Extraordinary Meeting
3/4	Audit Committee
4/6	Floodplain Risk Management Advisory Committee
1/1	Hawkesbury Tourism Advisory Committee
1/2	Waste Management Advisory Committee
2/3	Infrastructure Committee

### Councillor REYNOLDS

19/20	Ordinary Meeting
3/3	Extraordinary Meeting
3/6	Floodplain Risk Management Advisory Committee
4/5	Heritage Advisory Committee
4/7	Local Traffic Committee
2/3	Infrastructure Committee

### Councillor RICHARDS

19/20	Ordinary Meeting
3/3	Extraordinary Meeting
2/2	Hawkesbury Civics and Citizenship Advisory Committee
1/1	Hawkesbury Tourism Advisory Committee
1/3	Human Services Advisory Committee

### Councillor ROSS

20/20	Ordinary Meeting
3/3	Extraordinary Meeting
4/4	Audit Committee
4/4	Hawkesbury Access and Inclusion Advisory Committee
3/4	Hawkesbury Environmental Sustainability Committee
2/3	Human Services Advisory Committee
1/3	Infrastructure Committee
1/2	Waste Management Advisory Committee

### Councillor TREE

10/20	Ordinary Meeting
2/3	Extraordinary Meeting

### Councillor WHEELER

20/20	Ordinary Meeting
3/3	Extraordinary Meeting
6/6	Floodplain Risk Management Advisory Committee
4/4	Hawkesbury Environmental Sustainability Advisory Committee
5/5	Heritage Advisory Committee
2/2	Waste Management Advisory Committee

### Councillor ZAMPROGNO

19/20	Ordinary Meeting
3/3	Extraordinary Meeting
2/2	Hawkesbury Civics and Citizenship Advisory Committee
3/5	Heritage Advisory Committee
3/3	Infrastructure Committee







## Organisational Structure

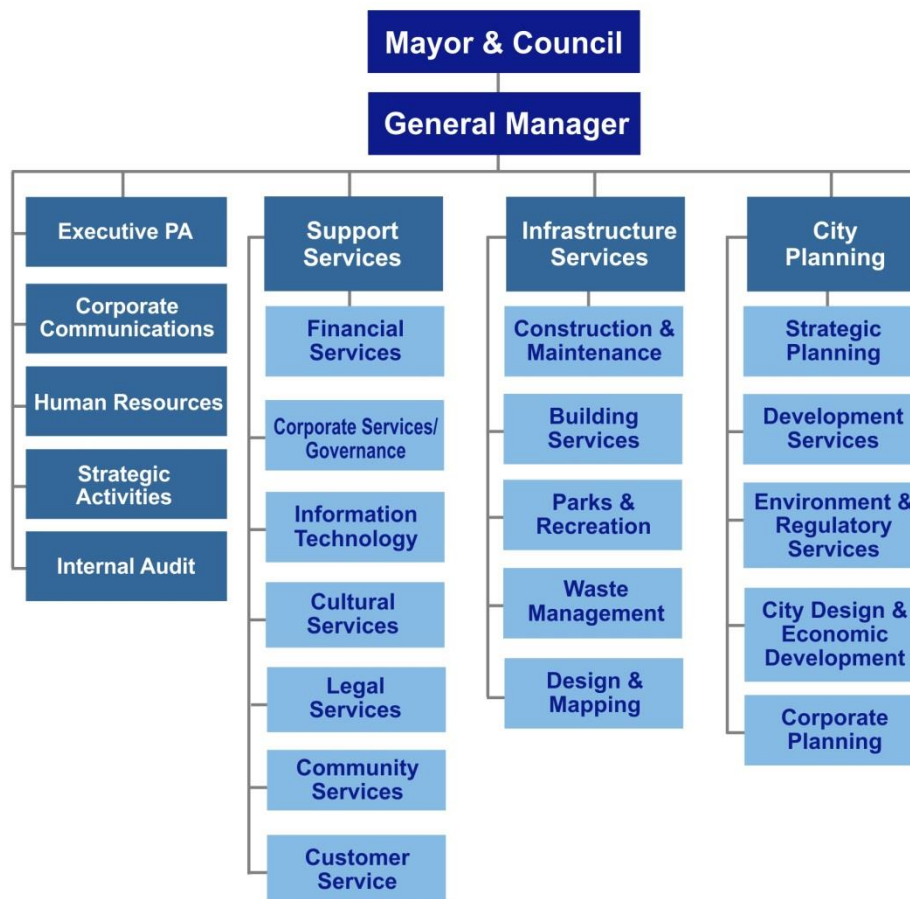


Figure 5: Organisational Structure

## Council Functions

Council functions in accordance with the provisions of the *Local Government Act 1993* and ancillary legislation. The organisation is based around the General Manager and three Divisions.

### General Manager

The **General Manager's** office includes executive service support for the Councillors and oversees the overall management of the Council administration.

It also has direct reports from the Corporate Communications Section (which deals with media, publications, internal and external communication, civic programs and events); the Human Resources Section (which caters for all recruitment and selection, training, industrial relations and performance management issues); the Risk Management Section (which deals with Council's various insurances, Work Health and Safety (WHS) matters, workers compensation and risk related matters); Strategic Activities (which undertakes research and information collection, partnership facilitation and development, sister city and city/country alliance activities and facilitation of tourism strategies and Internal Audit (which deals with organisational strategic activities and relationships, developments and implements the internal audit program and associated activities).

### City Planning

The **City Planning Division** (City Planning) is comprised of four branches being Strategic Planning, Development Services, Environment and Regulatory Services and City Design & Economic Development.

City Planning is also responsible for the servicing of a number of Council Committees and Working Groups, including the Floodplain Risk Management Advisory Committee, Heritage Advisory Committee, Human Services Advisory Committee, Sustainability

Advisory Committee, Waste Management Advisory Committee, Companion Animal Shelter Working Group and Town Centres Masterplan Project Working Group.

The **Strategic Planning Branch** consists of staff who specialise in Land Use Planning, Social Planning, Environmental Planning and Waste Education. The Branch is responsible for the production of the key strategic documents for Council, including Local Environmental Plans, Development Control Plans, Contribution Plans, the State of the Environment Report, Social Planning (including the Hawkesbury Profile, Atlas and Community Survey) and Infrastructure Strategy.

The Branch also coordinates the preparation and implementation of specialist studies including the Upper Hawkesbury Coastal Zone Management Plan, Hawkesbury Floodplain Risk Management Study and Plan as well as operating waste and recycling education programs through schools and the general community and processing of planning proposal applications.

**Development Services** consists of town planners, building certifiers and development engineers. The Branch is responsible for the provision of development and construction advice, assessment and determination of development applications; building inspections, building compliance and certification; issuing of planning and building certificates; development engineering advice and subdivision approvals; and heritage conservation matters. The Branch also provides free initial generic development advice to residents and potential investors in the Hawkesbury via the Duty Officer at the Customer Service counter.

The **Environment and Regulatory Services** consists of specialist staff in environmental health, companion animals, building compliance, parking control, community enforcement and waste collection.

This Branch is responsible for health and food inspections; processing and inspection operations for the septic safe programs; public health and environmental inspections and complaints; development compliance and unauthorised development investigations; parking patrols; operation of the companion animal shelter, domestic waste collection; and administration of the green waste and recycling collection contracts with Council.

The City Design & Economic Development Branch consists of staff who specialise in City Design, Place Making and Economic Development. This Branch will be responsible for leading the delivery of major place making initiatives within the town centres, address the look and feel of the city and protect and enhance our heritage. The Branch will develop and implement strategies to grow and support the existing economy and identify and facilitate opportunities to attract more investment.

The City Planning Division is also responsible for the development of the Community Strategic Plan, Delivery Program, Resourcing Strategy, Operational Plan, and Annual Report.

## Infrastructure Services

**The Infrastructure Services Division (Infrastructure Services) is made up of five branches; Construction and Maintenance, Building Services, Parks and Recreation, Waste Management and Design and Mapping Services.**

The overall responsibilities of the division essentially involve the construction and maintenance of all Council's physical assets including civil maintenance and construction including roads, bridges and drainage, building construction and maintenance, plant and ferry management, flood mitigation, parks construction and maintenance, survey and design and the operation of swimming centres, sewerage and waste.

The **Construction and Maintenance Branch** provide, maintain, and improve all the road related assets including road pavements, shoulders, table drains, kerb and gutter, foot

paving, drainage, signs and line marking, street sweeping and car parking areas.

**Building Services** is responsible for construction, maintenance, energy management, and security of Council buildings, replacement and maintenance of furniture and fittings, the flood lighting and irrigation control of parks and reserves, and the provision of security and building management systems.

The **Parks and Recreation Branch** undertakes mowing, weed control, gardening, playground, park furniture and landscape maintenance and repairs and improvement, litter removal, public amenities cleaning and the maintenance of the Windsor Mall, bush regeneration, vegetation management and tree assessments both on public and private lands.

This Branch also undertakes planning for and provision of recreational facilities including the operation of the Richmond Swimming Pool, and the coordination of special events including the Spring Garden competition and the management and operation of a number of cemeteries including the Richmond Lawn Cemetery.

The **Design and Mapping Services Branch** undertakes cadastral and topographical surveys for road, drainage and carpark designs and other special projects. Design, checking and investigative work is provided for construction projects and investigation and associated reports prepared for local traffic issues, with support provided for the Floodplain Risk Management Advisory Committee.

This Branch is also responsible for the maintenance of the Spatial Information System (SIS), which is a computerised mapping system used for land use and geographic mapping (zoning, land parcels), and assets mapping (aerial photos, sewerage, drainage, road infrastructure). The Branch also assigns street numbering and new road naming.



The **Waste Management Branch** consists of both solid and liquid waste management functions. Liquid waste management includes the operation of the Windsor Sewerage Scheme, providing a reticulated sewerage service to approximately 7,000 premises within the Hawkesbury. Trade waste management is also provided as a commercial service to industry whilst ensuring there are no adverse effects on the sewerage system from discharge from these areas. The Branch also manages the sullage pump out contract for properties that are not part of a reticulated sewerage system and provide treatment for effluent from that service at the South Windsor Plant.

Solid waste management incorporates the operation of the Hawkesbury City Waste Management Facility, which provides for waste disposal for residents and businesses within the Hawkesbury. This Branch oversees the landfill operation and resource recovery, including the recycling of greenwaste, metal and other construction waste.

Provision of support to the Rural Fire Service and State Emergency Services including the Local Emergency Management Committee and operation of the Emergency Operations Centre is also provided by the Infrastructure Services Division.

## Support Services

The **Support Services Division (Support Services)** is comprised of the **Community Services (including the Customer Services Unit)**, **Corporate Services and Governance**, **Cultural Services**, **Financial Services** and **Information Services** Branches of Council. Support Services also deals with internal audit, the provision of legal services to Council and the management of the contract for the operation and management of the Hawkesbury Leisure Centres.

The **Community Services Branch** coordinates the planning and provision of human services to meet the needs of residents. Its role is to work with community partners and other levels of government to identify community needs and service requirements and to leverage investment to respond to these needs. The Branch is also responsible for Council's portfolio of externally funded community services delivered through Council's contracted community services arm - Peppercorn Services Inc. The Branch also supports community committees to manage and operate Council's portfolio of community buildings.

The Community Services Branch also includes the **Customer Service Unit**, which provides the first point of contact for Council customers. The Customer Service Unit operates a telephone enquiry centre that responds to all customer enquiries and processes customer requests; a front counter service that provides face to face reception for enquiries, payments and application lodgements; and a back office administration service that processes customer requests to support the broad range of services and activities provided by Council across different internal Branches. These include application and certificate processing, bookings for parks, banners and cemeteries, and the payment of fees and charges.

The **Corporate Services and Governance Branch's** main areas of responsibility are in regard to administration, printing, property and records management. These areas include governance, word processing, Council meetings, access to information, management of Council records, property management, property sales and acquisitions and printing and design of various Council documents, signs, banners, brochures and flyers.

The **Cultural Services Branch** includes the Hawkesbury Central Library, Hawkesbury Regional Gallery, Hawkesbury Regional Museum in Windsor and the Richmond Branch Library, and is responsible for the delivery of Council's Cultural Plan.

The key functions of the **Financial Services Branch** include financial accounting, financial management, procurement management, rates and revenue. These functions cover various work areas including accounts payable, payroll, investments, statutory and Council formal financial reports, annual budgets and long-term financial planning, procurement, contract management, rates notices, pensioner rebates and property title details.

The **Information Services Branch** undertakes information technology activities, including maintaining essential computer hardware and software resources, ongoing administration maintenance and customer support as well as an integrated network infrastructure to meet corporate objectives









## Work Health and Safety and Injury Management

Council holds a NSW Workers Compensation Self Insurers Licence which has been maintained since August 1983. Recent changes to licencing conditions have allowed greater flexibility in meeting our WHS responsibilities. Council is transitioning from its current WHS management system (the National Self Insurer OHS Audit Tool Version 3) to now align with the newly ratified AS/NZS 45001 - Occupational Health and Safety. A risk review has identified that this change will maintain the high standards of WHS at Council while streamlining processes.

Annually, Council develops a WHS Management Plan which includes various targets and objectives to reduce workplace injuries through a process of continuous improvement. Targets and objectives are formulated to ensure that Council provides a safe place and safe systems of work for all who may contact our operations.

Council has an active HS Committee which meets bi-monthly to discuss safety related issues, review changes to process and procedures and oversee implementation of the WHS Management Plan and System.

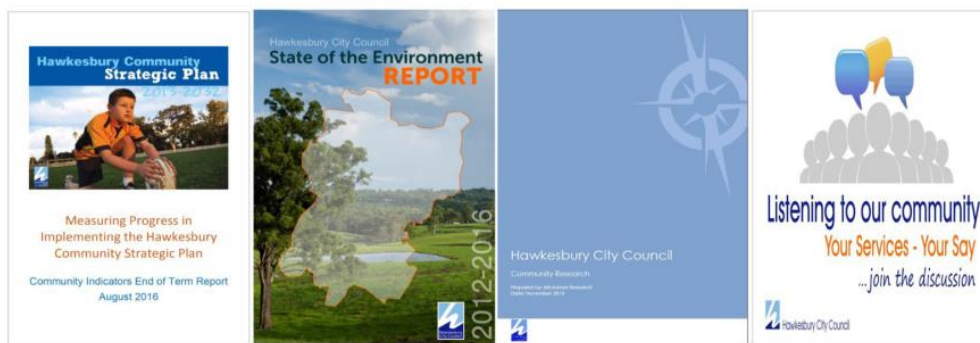
In support of the above Council is an active member of the Civic Risk Mutual (CRM). This is a self-managed, self-funded mutual owned and operated entirely by members. CRM functions solely for the benefit of its members to reduce the costs of insurance coverage.



## Planning for a sustainable future

### The process

The Hawkesbury Community Strategic Plan was originally adopted by Council in 2009 and reviewed in 2012. The latest review of the Community Strategic Plan provided a unique opportunity to review the overarching vision and strategy for the Hawkesbury to ensure it reflects the community's aspirations, and that the strategies are measurable. In preparing this Community Strategic Plan, we listened to what the community had said it wanted and where appropriate, incorporated the outcomes from the following reports:



In reviewing the CSP, Council and the community considered:

- Where are we now?
- Where do we want to go?
- How will we get there?
- How will we know when we get there?

The current Community Strategic plan was adopted on 28 March 2017.



Return and Earn Reverse Vending Machine

## Our Community Survey told us...



## Our Community Engagement told us...

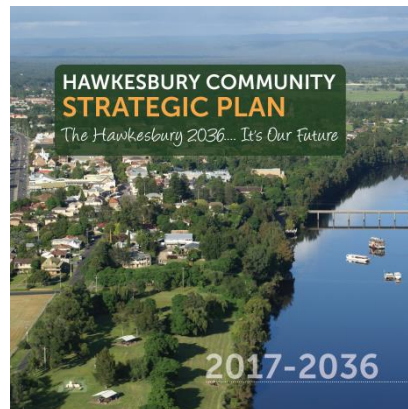
- We need to invest our money in improving our assets by:
- Maintaining our sealed roads
  - The condition of our public toilets
  - The condition of our stormwater drains
  - The condition of our town centres and public places
  - The condition of our parks
  - The condition of our footpaths

This Community Strategic Plan will help us to achieve these **aspirations**





Following the implementation of the Community Engagement Strategy, Council adopted the new CSP on 28 March 2017.



## How the framework links works and links to other plans

The Integrated Planning and Reporting Framework requires all local authorities in NSW to produce a Community Strategic Plan with a minimum timeframe of 10 years which is based on aspirations rather than actions. All subsequent Plans and Policies that outline Council's actions stem from the Community Strategic Plan including the Resourcing Strategy, a Delivery Program with a timeframe of four years (term of the Council), an annual Operational Plan, and an Annual Report. The following diagram, adapted from the Integrated Planning and Reporting Manual shows the structure and interrelated nature and linkages of plans in the Integrated Planning and Reporting Framework.



## Hawkesbury Community Strategic Plan

The Hawkesbury Community Strategic Plan (CSP) is the highest level plan that a council will prepare. It is a long term plan that identifies the main priorities and aspirations for the future of the local government area. The CSP establishes the strategic objectives together with strategies for achieving those objectives.

The CSP is to:

- address civic leadership, social, environmental and economic issues in an integrated manner
- be based on social justice principles of equity, access, participation and rights
- be adequately informed by relevant information relating to civic leadership, social, environmental and economic issues
- be developed having due regard to the State government's State Plan and other relevant State and regional plans of the State government.

While Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Hawkesbury local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

## Resourcing Strategy

The CSP provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources (i.e. time, money, assets and people) to actually carry them out.

The Resourcing Strategy consists of three components:

- Long Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

The Resourcing Strategy is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the CSP. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals. The Resourcing Strategy focuses in detail on matters that are the responsibility of the Council and looks more generally at matters that are the responsibility of others.

## Delivery Program

The Delivery Program details the principal activities to be undertaken by Council over a four year period to implement the strategies established by the CSP within the resources available under the Resourcing Strategy.

The Council must establish a new Delivery Program after each ordinary election of councillors to cover the principal activities of the Council for the four year period commencing on 1 July following an ordinary election.

The General Manager must ensure that regular progress reports are provided to the council, reporting its progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every six months.

## **Operational Plan**

The Operational Plan spells out the details of the Delivery Program by identifying the projects, programs and the activities to be engaged in by Council during the year to achieve the commitments made in the Delivery Program.

The Operational Plan includes Council's Statement of the Revenue Policy for the year covered by the Operational Plan.

## **Annual Report**

The Annual Report is one of the key points of accountability between Council and the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan. The report also includes some information that is prescribed by the *Local Government (General) Regulation 2005*. This information has been included in the Regulation because the State Government believes that it is important for community members to know about it – to help their understanding of how Council has been performing both as a business entity and a community leader.



# Annual Report 2018/2019

The Community Strategic Plan, Delivery Program and Operational Plan are based on five focus areas.



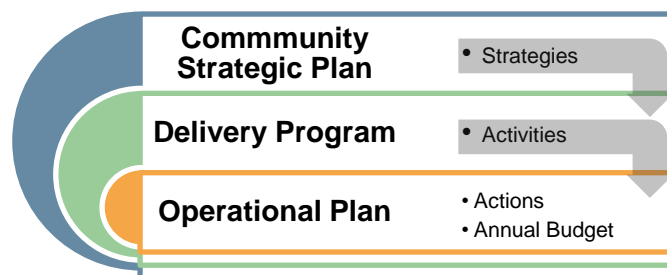
## Navigating from the Community Strategic Plan to the Operational Plan

Each focus area in the CSP contains a number of Directions and Strategies aimed at achieving the intent of the focus area.

The Delivery Program then proposes a number of activities and measures for the period 2017-2021 aimed at achieving the Strategies of the CSP. The Delivery Program also contains financial estimates for the four year period.

Finally, the Operational Plan proposed a number of actions and measures for the 2017/2018 financial year aimed at achieving the activities of the Delivery Program. The Operational Plan also contains a detailed budget for the activities to be undertaken.

How the documents work together is illustrated in the diagram below.



## How will progress be reported?

Reports will be prepared as follows:

<b>Every Quarter</b>	Budget Review Statements with respect to the Operational Plan will be reported to Council.
<b>Every Six Months</b>	Progress Reports with respect to the principle activities in the Delivery Program will be reported to Council. The projects, programs and activities of the relevant Operational Plan will be used as the basis of this report.
<b>Annually</b>	Annual Report on the achievements in implementing the Delivery Program and the Operational Plan regarding effectiveness of the principle activities undertaken in achieving the strategies in the Community Strategic Plan. Also includes copy of Council's audited financial reports. The Annual Report is provided to the Office of Local Government.
<b>Every Four Years</b>	<p>End of Council term report on Council's achievements in implementing the Community Strategic Plan over the previous four years. This report is to be included in the Annual Report due in the year of an ordinary election.</p> <p>State of Environment Report on environmental issues relevant to the objectives for environment established by the Community Strategic Plan. This report is to be included in the Annual Report due in the year of an ordinary election.</p>



## Other Programs

Council has a number of Committees, Working Groups and Bodies that provide advice to Council. Council is working closely with these Committees, Working Groups and Bodies in resourcing the future. Note that these Committees, Working Groups and Bodies have been grouped into the five Focus Areas of the Hawkesbury Community Strategic Plan 2017-2036.

	<b>Our Leadership</b>	<ul style="list-style-type: none"> <li>Audit Committee</li> <li>CivicRisk West/ CivicRisk Mutual</li> <li>Council Budget Preparation Process</li> <li>General Manager's Performance Review Panel</li> <li>Hawkesbury Civic and Citizenship Committee</li> <li>Hawkesbury Companion Animal Shelter Working Group</li> <li>Regional Strategic Alliance</li> <li>Western Sydney Regional Organisation of Councils</li> </ul>
	<b>Our Community</b>	<ul style="list-style-type: none"> <li>clubGrants Local Committee</li> <li>Floodplain Risk Management Advisory Committee</li> <li>Hawkesbury Access and Inclusion Advisory Committee</li> <li>Hawkesbury Civic and Citizenship Committee</li> <li>Hawkesbury Sister City Association</li> <li>Hawkesbury Sports Council</li> <li>Heritage Advisory Committee</li> <li>Human Services Advisory Committee</li> <li>Local Traffic Committee</li> <li>NSW Public Libraries</li> <li>Peppercorn Services Inc</li> <li>Town Centres Master Plan Project Group</li> <li>Western Sydney Academy of Sport</li> </ul>
	<b>Our Environment</b>	<ul style="list-style-type: none"> <li>Greater Sydney Local Land Services Local Government Advisory Committee</li> <li>Hawkesbury River County Council</li> <li>Hawkesbury Sustainability Advisory Committee</li> <li>Waste Management Advisory Committee</li> </ul>
	<b>Our Assets</b>	<ul style="list-style-type: none"> <li>clubGrants Local Committee</li> <li>Floodplain Risk Management Advisory Committee</li> <li>Hawkesbury Sports Council</li> <li>Infrastructure Advisory Committee</li> <li>Local Traffic Committee</li> <li>Tourism Advisory Committee</li> <li>Town Centres Master Plan Project Group</li> <li>Waste Management Advisory Committee</li> <li>Western Sydney Academy of Sport</li> </ul>





Our Future

Floodplain Risk Management Advisory Committee  
Hawkesbury Sustainability Advisory Committee  
Heritage Advisory Committee  
Infrastructure Advisory Committee  
Local Traffic Committee  
Tourism Advisory Committee  
Town Centres Master Plan Project Group

## Statutory Report - Local Government Act 1993

The following section provides responses to the requirements of Sections 428, 428A and 508 of the *Local Government Act, 1993* and Clause 217 of the *Local Government (General) Regulation, 2005*.

### Section 428 (1) Implementing Council's Delivery Program 2017-2036

This Annual Report 2018/2018 is reporting against Council's Delivery Program 2017-2021 which details the principal activities to be undertaken by Council over the 2017-2021 period to implement the five Focus Areas of the Hawkesbury Community Strategic Plan 2017-2036.

The Focus Areas of the Hawkesbury Community Strategic Plan 2017-2036 are:



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036



The Hawkesbury 2036... It's Our Future

**Our Community**

2017-2036



The Hawkesbury 2036... It's Our Future

**Our Environment**

2017-2036



The Hawkesbury 2036... It's Our Future

**Our Assets**

2017-2036



The Hawkesbury 2036... It's Our Future

**Our Future**

2017-2036

The Planning for a Sustainable Future section details the process undertaken by Council to review the Hawkesbury Community Strategic Plan, and highlights the future direction of Council and what future Annual Reports will report on.

The following table shows the progress in achieving the Delivery Program activities and Operational Plan actions for the period 1 July 2018 to 30 June 2019.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>Our Leadership</b>			
<b>1.1 Local leadership and effective governance - Provide representative, responsive accountable governance</b>			
<b>1.1.1 Council's elected leaders will actively connect and collaborate with the community.</b>			
Council's elected leaders will attend events, functions and engagement activities throughout the year.	Number of events, functions and engagement activities attended.	Completed	In addition to the monthly cycle of Council meetings, Committee meetings and briefings, Councillors attended the following 19 events, functions and engagement activities: Australia Day Awards, Citizenship Ceremony, Australia Day on the Hawkesbury, Community Pool Party, Baling for our Backyard, Business Meet and Greet, Hawkesbury Show, Solar Project Launch, Church Street Park Opening, Morning Tea with the Mayor, Leaders Mayoral Morning Tea, St Albans Town Meeting, Lower Portland Ferry community meeting and Grose River Crossing community meetings.
<b>1.2 Communication and engagement - Encourage an informed community and enable meaningful engagement</b>			
<b>1.2.1 Provide open and clear lines of communication with the community that use the most current forms of digital technology.</b>			
Implement actions in the Digital Communication Strategy.	Actions Implemented	Completed	Implementation of the three key strategies in the Digital Communication Strategy including improved customer service through the creation of online forms, improved online engagement through an update of Your Hawkesbury Your Say and a review and update to the Media Policy to better guide all media including digital media.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Commence reviewing Council's corporate website.	Identify community needs. Statistical information reviewed.	Ongoing	Feedback has been sought from the community through Your Hawkesbury Your Say about the Corporate website with more than 40 submissions received. A staff Working Group has been established and feedback sought from staff on the useability of the website through surveys and a workshop. A workshop has also been scheduled for 2019/2020 seeking comments and feedback from Councillors. When the review is complete, Council will be moving to the design phase of a new look website.
<b>1.2.2 Council's communication will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in the Hawkesbury</b>			
Continue to annually engage with the community about Council's roles and functions.	Location, number and variety of engagement activities undertaken.	Completed	There were a number of community engagement opportunities in towns and villages including a St Albans community meeting and meetings with the Lower Portland community about the ferry and at North Richmond regarding the Grose River bridge crossing. Engagement opportunities are also available online through Your Hawkesbury Your Say and, local radio and Facebook the Annual community engagement was held in August 2019. The annual Town Meeting program was scheduled for August 2019.
<b>1.2.3 Provide quality customer service to the community.</b>			





DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Implement a program for the roll-out of on-line and digital customer service platforms.	Number of customer transactions migrated to online and digital platforms	Partially completed	<p>Customers can now log 12 customer requests via on-line forms. These include:</p> <ul style="list-style-type: none"> <li>- Barking dog concerns</li> <li>- Bin requests</li> <li>- Change of postal address for rates &amp; instalment notices</li> <li>- Dumped rubbish reporting</li> <li>- Footpath and cycleway reporting</li> <li>- P arks &amp; recreation reporting</li> <li>- Planning information requests</li> <li>- Request to receive rates notice by email</li> <li>- Roads reporting</li> <li>- Tree reporting</li> <li>- A way to subscribe to news from Council</li> <li>- A general contact option</li> </ul> <p>Requests can also be lodged via Council's social media platforms.</p>

### 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.

Informed by the annual Audit Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	Business processes reviewed and implemented where appropriate	Ongoing	<p>Business process reviews have commenced across the organisation in relation to activities such as:</p> <ul style="list-style-type: none"> <li>- Online forms</li> <li>- Septic tank inspections</li> <li>- Annual fire safety statements</li> <li>- Developer contributions</li> <li>- Asbestos</li> <li>- S149 Certificates</li> </ul>
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DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Review policy and procedures for development contributions plans and Voluntary Planning Agreements	Policy and procedures reviewed	Ongoing	The Draft Vineyard Contribution Plan was completed and forwarded to the Independent Pricing and Regulatory Tribunal (IPART). IPART placed their initial contributions plan on exhibition in May 2019 and a second exhibition will be undertaken in October 2019.
<b>1.3.2 Meet the needs of the community now and into the future by managing Council's assets with a long-term focus.</b>			
Collaborate through the Regional Strategic Alliance on a regional approach to asset management. Including the completion of condition audits on relevant asset categories.	Complete condition audits on relevant asset categories.	Ongoing	Council has conducted programmed condition audits on footpaths, kerb and gutter, parks and buildings. This has involved physical inspection and assessment of 9,089 separate assets. Separate identification and assessment of 955 kerb access ramps was undertaken and these assets are now included in the asset register. Condition audits are used to prioritise resource allocation and maintain our assets effectively.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>1.3.3 Decisions relating to determining priorities will be made in the long term interests of the community.</b>			
Implement Council's Fit for the Future Strategies in the development of the annual Operational Plan.	Actions implemented in accordance with the Fit for the Future strategies.	Completed	All 20 Fit for the Future strategies are being implemented and on schedule to be completed by 30 June 2022. Examples include: - Establishing parameters for capital works investment with a clear priority on asset renewal to address infrastructure backlogs and upgrade of existing assets. - Projected savings through the adoption of new technology, on-line service delivery platforms, and a review of opening hours.
<b>1.4 Reinforcing and establishing effective strategic partnerships - Build strong relationships and shared responsibilities</b>			
<b>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.</b>			
Engage with and provide advice to relevant government agencies and peak bodies in relation to the challenges and requirements of the Hawkesbury.	Engagement undertaken and advice provided.	Ongoing	Council continued to work with & advocate on behalf of the Hawkesbury community in relation to: - Emergency Services Levies - IPART Review for Vineyard - Grose River crossing - Lower Portland ferry - Pump outs - Infrastructure corridors - North Richmond Bridge - Development contributions - Flooding - Heritage - Homelessness
<b>1.4.2 Achieve higher strategic capacity through strategic alliances and partnerships.</b>			





DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>- Tourism</li> <li>- Waste Management</li> <li>- Asset Management</li> <li>- Procurement</li> <li>- Auditing</li> <li>- Environment</li> <li>- Transport</li> <li>- Employment</li> </ul>	Identify outcomes and record results.	Partially completed	The Regional Tourism Initiative continues to be pursued with Penrith and Blue Mountains Councils. Draft Waste Strategy is being developed. Joint Audit program with Blue Mountains is ongoing. Council continues to work with State Government Agencies on transport, social economic and environmental issues. Council is working with RMS to develop a local traffic model. Employment opportunities being explored through Rural Land Study and Clarendon Precinct.
<b>1.5 Regulation and Compliance - Encourage a shared responsibility for effective local compliance</b>			
<b>1.5.1</b>	<b>Undertake Council initiatives within a clear and fair framework of strategic planning, policies, procedures and service standards as required under all regulatory frameworks.</b>		
Prepare a draft Dashboard of Compliance with Legislative Requirements and Customer Service Standards.	Draft Dashboard completed	Ongoing	Delegations audit completed and software commissioned. Subscription to legislative updates procured. Results to be published on web page and linked to delegations policy.





DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>1.5.2 Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council.</b>			
Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy.	Number of complaints finalised within timeframes.	Completed	Council has completed investigations on 49 Customer Complaints. A total of 45 Compliments were received for the period 1 July 2018 to 30 June 2019.
Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit findings.	Audits completed and recommendations implemented.	Ongoing	<p>During 2018/2019, the following audits were completed:</p> <p>2017/2018 Audit Program - four audits completed being Council Owned Operational Plant and Equipment Review; Waste Management Facility and Environmental Management Plan Compliance Review; Delegations Review; and Developer Contributions Review.</p> <p>2018/2019 Audit Program - one audit completed being Review of Provision of Information to the Public.</p> <p>There are three audits to be completed from the 2018/2019 Audit Program being Contract and Project Management Review; RMS Drives Audit; and Procurement Review.</p> <p>Since the commencement of the 2017/2018 Audit Program, 221 management actions have been formulated. As at 30 June 2019, 133 management actions have been completed.</p> <p>The progress of the implementation of the management actions are reported to and monitored by the Audit Committee.</p>
<b>1.6 Corporate Services - port the operation of the organisation through the provision of effective and efficient corporate support services</b>			





DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>1.6.1</b>	<b>Council will seek to attract, develop and retain highly skilled staff and a highly capable workforce</b>		
Implement strategies identified in Council's Workforce Management Plan.	Strategies implemented	Ongoing	Developed bi-monthly reports for the organisation's Executive Leadership Team on Industrial Relations, Employee Relations and Human Resources activities. Council is continuing to develop workforce metrics to include in management reporting for inclusion in quarterly reports to Council.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>Our Community</b>			
<b>2.1 Community safety is improved - Enable a shared responsibility for community safety and disaster management</b>			
<b>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.</b>			
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan.	Actions implemented	Partially completed	Preparation of draft Flood Liable Land Policy and Flood DCP Chapter has continued and will be reported through Council's Floodplain Risk Management Advisory Committee. These will be completed following an assessment of the State Government Flood Study.
Implement priority actions of Council's Natural Hazards Resilience Study.	Actions implemented	Partially completed	Work has continued in terms of building community resilience to shocks, particularly through the connection of the community at Council led Events. Council has also commenced preparation of a range of studies to inform amendments to the LEP and DCP which all consider the impacts of climate change. These studies include Rural Lands Study, Employment Lands Study, Local Housing Study, Ecological/Biodiversity Study.
Work with Rural Fire Service to develop and implement yearly hazard reduction programs	Hazard Reduction program developed and implemented	Ongoing	Over 14,000 hectares of bushfire hazard reduction was undertaken, representing approximately 30% of the planned program. Hazard reduction was impacted by adverse weather conditions.
<b>2.1.2 Make the Hawkesbury a friendly place where people feel safe.</b>			
Implement crime prevention projects to respond to community safety concerns.	Number of projects and activities implemented	Completed	Four safety information sessions delivered in relation to cyber safety for seniors, fraud avoidance, youth cyber safety and elder abuse. Workshops conducted in partnership with Hawkesbury Police Area Command.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Implement Year 2 actions of the Hawkesbury Family and Domestic Violence Action Plan	Year 2 actions implemented	Ongoing	The following year 2 actions have been implemented: <ul style="list-style-type: none"> <li>- Distribution of domestic violence service information via wallet card and Hawkesbury e News (online newsletter)</li> <li>- White Ribbon Event</li> <li>- Development of MOU to enable use of Council facilities as calming rooms</li> <li>- Access to crisis transport for persons needing Domestic Violence services</li> </ul>
Implement anti-bullying initiatives based on the Hawkesbury Youth Summit Recommendations.	Number of activities implemented	Completed	Facilitated delivery of two cyber-safety training that included strategies to respond to cyber-bullying to service providers and Department of Education staff. Facilitated delivery of one cyber-safety training session to parents in school setting. Led three events that promote healthy relationships and wellness for young people including Youth Week event, youth-focused mental health month event and training for youth services in Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusion.
Implement priority activities and campaigns in Road Safety Action Plan	Annual action plan developed and implemented	Completed	Programs delivered include child restraint program, speed awareness campaigns and promotion of Plan B messaging through local courtesy bus promotion at Hawkesbury Liquor Accord, Pilot program for mobile speed reduction signage in school zones will be implemented in second half of 2019

## 2.2 Participation in recreational and lifestyle activities is increased - Encourage and enable our community to participate in a healthy lifestyle

### 2.2.1 Healthy, active ageing programs are promoted in partnership with government agencies and community organisations.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA and other stakeholders.	Number of programs delivered	Completed	One Inclusive sports program held in conjunction with International Day for People with Disabilities. Four Health and wellbeing activity and information sessions held in partnership with Hawkesbury District Health Service during Seniors Week.
<b>2.2.2</b>	<b>Encourage active participation in a range of sporting and recreational pursuits.</b>		
Implement the priority actions of the Hawkesbury Regional Open Space Strategy.	Number of priority actions implemented	Ongoing	Staff commenced the process of reviewing the 2013 Hawkesbury Regional Open Space Strategy. Council reviewed the relevant strategies from neighbouring Council's to confirm standards and identify potential gaps and overlaps. Demographic analysis is being undertaken to assist in identifying needs.
<b>2.3</b>	<b>Community partnerships continue to evolve - Increase the range of local partnerships and plan for the future</b>		
<b>2.3.1</b>	<b>Encourage and facilitate community partnerships.</b>		
Implement Council's Community Sponsorship Program and support the delivery of non-Council funding programs.	Value of support provided	Ongoing	ClubGrants Program convened - \$67,412 in sponsorship distributed to 10 applicants. Three Rounds of Community Sponsorship Program completed with \$86,866 distributed to 35 applicants.
<b>2.3.2</b>	<b>Support and expand active volunteering</b>		
Explore opportunities to expand the number of volunteers across Council operations.	Volunteer numbers	Partially completed	Completed a Census of Council volunteers and as of June 2019 Council has 222 volunteers across many activities. Council has also commenced drafting a in April 2019. To ensure Council Volunteer Policy, Volunteer Strategy and Volunteer Procedure.





DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Support community management of community services.	Number of requests responded to within required timeframes	Ongoing	One request received and responded to within required timeframes (Glossodia) One request still outstanding (Bligh Park Community Services). Council staff continuing to work with Bligh Park Community Services Management Committee to address the service's issues relating to costs associated with building management.
Support community management of community facilities (halls and community centres).	Number of requests responded to within required timeframes and increase in utilisation of community facilities.	Partially completed	Utilisation of community centres has remained relatively stable with slight increase in usage of smaller venues.
Support volunteer Bush Care groups	Number of groups and participants supported	Completed	Council supported 13 groups and 85 volunteers during the year. The groups are based at set sites around the Hawkesbury with four sites in the Kurrajong/Kurrajong Heights Area, two groups in North Richmond/Grose Vale area, two groups in Ebenezer/Sackville area, two groups in St Albans/Lower McDonald area and three groups in the Windsor/Bligh Park area.
Support Clean-up Australia Day volunteers.	Number of sites and participants	Partially completed	Support provided for Clean Up Australia Day activities. Five tonnes of waste was collected from a total of 39 sites across the Hawkesbury.
Promote the Cultural Services volunteer program	Number of volunteers.Training and recognition programs delivered	Ongoing	A total of 137 volunteers across the Gallery, Library and Museum are registered. To increase knowledge of volunteers, training and induction days, visits to other cultural institutions, and visits to local tourism and accommodation businesses have been held. Volunteers were thanked and recognised at the annual Christmas party and during Volunteer Week in May for their five and ten year service. Volunteers have assisted with community events and raised the profile of volunteering with Council. Larger volunteers events are being planned for 2019/2020.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Maintain the Community Volunteer Program at the Hawkesbury Companion Animal Shelter.	Program maintained and volunteer numbers monitored	Completed	Completed the review of the volunteer program at the Hawkesbury Companion Animal Shelter. A Volunteer's handbook and position description were prepared following consultation with volunteers and staff.
<b>2.3.3 Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions.</b>			
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc.).	Funding and statutory requirements as negotiated with funding bodies achieved	Completed	All funding and statutory requirements as negotiated with funding bodies have been met and reported.
<b>2.3.4 Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury.</b>			
Continue the partnership with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs.	Annual report to Council from Sports Council	Ongoing	<p>Council has delegated authority to the Sports Council to deal with operational issues associated with the use and allocation of sports facilities. In more recent times, Council has been in discussions with the Sports Council regarding:</p> <ul style="list-style-type: none"> <li>- Strategic planning for future recreation and open space needs</li> <li>- Programming capital works and Council responsibility for sports lights.</li> <li>- Planning, budget and reporting arrangements for the future</li> </ul>
<b>2.4 Community wellbeing and local services - Build on a sense of community and wellbeing</b>			
<b>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.</b>			



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Implement Council-endorsed priority actions of the Affordable Housing Working Group	Actions implemented	Ongoing	Staff have commenced implementing a number of priority actions of the Affordable Housing Working Group including - Commenced development of a Housing Study - Commenced Homeless Project with key stakeholders including Windsor Police, Wentworth Community Housing, NSW Department of Family and Community Services – Housing, Platform Youth Services, St John of God Hospital, Nepean Blue Mountains Local Health District – Mental Health and Hawkesbury's Helping Hands
Prepare a Health and Well-being Action framework.	Framework prepared	Ongoing	Preliminary consultation has been undertaken with service providers to identify primary determinants of health and wellbeing for further analysis and priority. Council will continue to pursue funding opportunities to establish wellbeing programs with a focus on mental health
Participate on local, regional and State planning forums to advocate for the affordable housing and human service needs of the Hawkesbury.	Meetings attended as required	Ongoing	Staff participate on 12 local and regional interagencies & planning forums in relation to aged, disability, mental health, domestic violence, health, safety and youth issues. Staff are exploring establishing a cross-functional planning mechanism to promote cross-sectoral and district wide planning. The Western Sydney City Deal will provide options for progressing this is 2019/20
Work with community groups to establish and support community and bush tucker groups.	Number of initiatives commenced	Completed	Supported the submission of a successful grant application to establish a bush tucker garden and education program based at a Regional Museum. Consultation undertaken with Indigenous elders and community on proposal to establish cultural walk and bush tucker gardens at Macquarie Park Windsor.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Investigate establishment of a Homelessness Hub.	Options for a Homelessness Hub reported to Council	Ongoing	<p>Actions have included:</p> <ul style="list-style-type: none"> <li>- Consultation with interstate facilities conducted</li> <li>- Site inspection of Wollongong facility completed</li> <li>- Developed partnerships with key stakeholders including: Windsor Police, Wentworth Community Housing, NSW Department of Family &amp; Community Services, St John of God Hospital, Nepean Blue Mountains Local Health District &amp; Hawkesbury's Helping Hands.</li> <li>- Developed program for addressing homelessness in Windsor</li> <li>- Windsor homeless project was concluded in August 2019.</li> </ul> <p>Findings will inform the scope and methodology for a future service in Hawkesbury.</p>
<b>2.4.2 Provide flexible services that can adapt to changing community needs and service demands</b>			
Undertake community consultation and engagement to understand community needs and service demands.	Consultation and engagement undertaken	Completed	<p>Consultation and engagement undertaken included:</p> <ul style="list-style-type: none"> <li>- homelessness project</li> <li>- youth survey</li> <li>- reconciliation</li> <li>- dementia friendly communities</li> <li>- mental health services</li> <li>- disaster preparedness and recovery with vulnerable communities</li> <li>- domestic and family violence</li> <li>- community safety</li> </ul>
<b>2.5 Cultural Development and Heritage - Encourage and support all residents to participate in all aspects of community, cultural and civic life</b>			
<b>2.5.1 Encourage and support all residents to participate in all aspects of community, cultural and civic life</b>			





DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Implement Year 2 actions of Council's Disability Inclusion Access Plan.	Year 2 actions implemented	Completed	<p>28 of 30 Year 2 actions implemented. Activities included:</p> <ul style="list-style-type: none"> <li>- training library staff in use of assistive technology</li> <li>- events to raise profile of access and inclusion</li> <li>- development of play-spaces to meet expressed needs of people with disabilities</li> <li>- delivery of partnership project to increase employment opportunities for people with disabilities</li> <li>- submission of CCTV application for North Richmond shopping precinct</li> <li>- established project to provide outreach access to mental health services</li> <li>- provided Auslan interpretation and accessible transport options to Council consultations</li> <li>- convened sector-wide interagencies to improve access to services for people with disabilities</li> </ul>
Provide library outreach services and access to library collections.	<p>Number of book deposit visits.</p> <p>Number of library pop ups.</p> <p>Number of nursing home and house-bound visits.</p>	Ongoing	<p>During 2018/19 the Library Service conducted:</p> <ul style="list-style-type: none"> <li>- 24 Book Depot visits, and 3,000 loans, to its five book depots at community centres: Bligh Park, Glossodia, Kurrajong, North Richmond, Wisemans Ferry.</li> <li>- 11 pop-ups at community events</li> <li>- 199 house-bound visits</li> <li>- 70 visits to nursing homes, including Hawkesbury Village, Ron Middleton VC Gardens, Fitzgerald Hostel, Windsor Country Village</li> </ul>
Work with young people and youth service providers to plan and stage Youth Summits and implement recommendations arising from Youth Summit proceedings.	Youth Summit 2019 held and outcomes reported to Council.	Ongoing	Youth reference groups facilitated. In response to feedback from young people staff have commenced planning for development of a youth action plan rather than hosting stand-alone Youth Summit in 2019/20.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Provide financial and other support to community groups to plan and deliver community events and activities.	Number of events supported	Completed	Financial and in-kind assistance provide to support <ul style="list-style-type: none"> <li>- Social Inclusion Week</li> <li>- Carers Day</li> <li>- NAIDOC Week</li> <li>- Dementia Awareness Month</li> <li>- White Ribbon Day</li> <li>- Mental Health Month</li> <li>- International Day of People with Disabilities</li> <li>- Sorry Day</li> <li>- Seniors Week</li> <li>- Youth Week</li> <li>- Harmony Day</li> <li>- International Women's Day</li> </ul>
Outcomes of youth services and facilities audit are reviewed to identify options for improving youth services/facilities.	Strategies for youth services and facilities development reported to Council	Ongoing	Preliminary review of youth services and facilities completed. Outcomes of review will inform consultations with young people on development of Youth Action Plan.
Work with members of LGBTIQ community to facilitate a local annual community event and undertake initiatives that recognise and celebrate community diversity	Annual event supported. Number of initiatives undertaken	Completed	Event held for International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) Day attended by 82 people.
Adopt the Hawkesbury Cultural Development Plan.	Plan reported to Council for adoption	Ongoing	Consultation with community members and arts groups has been conducted and the current Cultural Plan has been reviewed. The revised Hawkesbury Cultural Development Plan is being drafted.
<b>2.5.2</b>	<b>Provide community and cultural services through a range of affordable and accessible facilities.</b>		



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Provide Gallery exhibitions and services which celebrate our local culture and strengthen the cultural identity of our community.	Number of exhibitions, public programs involving local artists, local artists stock in Gallery shop and number of Gallery visitors	Ongoing	<p>The Gallery provided 16 touring, in-house curated exhibitions, and exhibitions of collection items. Exhibitions included photography, local artist exhibitions, Aboriginal art, contemporary and traditional art. Exhibitions included Wild: Flora and Fauna in Australian Art, Photography from the 20th and 21st Century, Hawkesbury Art Fair, Steel: Art and Design, Warakurna: All the Stories Got into our Minds and Eyes, The Cleary Collection – 20 years of giving. 55 public programs, 31 of which involved local artists, were presented. These included Art after School and Drawn to Art sessions for children, school holiday activities, Art and Dementia Tours, Artist and Curator talks, and art workshops for adults.</p> <p>The Gallery shop stocks items made by 11 Hawkesbury and 10 regional artists. The Gallery received a total of 12,436 visitors.</p>
Provide library collections and services that strengthen capacity and well-being of our community	Number of different programs, collections items, and library visitors	Ongoing	<p>During 2018/19 the Library Service conducted 471 programs and events for children and adults, with 13,285 participants. Activities included the Sydney Writers' Festival event with Matt Condon, which attracted 87 attendees, Meg Keneally author talk with 127 attendees. 77 Storytime and 39 Rhymetime sessions attracted 4,790 children along with their carers and siblings. 229 seniors attended the 29 Tech Savvy for Seniors sessions. A wide range of other activities including Movies @ the Library, Knit-ins, Free Tax Help, two monthly books clubs, monthly knit-in sessions provided leisure and learning opportunities for people of all ages.</p> <p>The number of Library collection items is 121,637 including eBooks and eAudiobooks and excluding Local Studies.</p>

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



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Provide library programs which celebrate our local history and manage the library's local history collection.	Number of local history programs, participants, collections items, and items online	Ongoing	The Hawkesbury Library Service has a total of 307,099 items in its collection, of which 84,760 are in the local studies collection (including photographs, maps). A further 4,258 newspaper titles are available online on Trove <a href="https://trove.nla.gov.au/newspaper/">https://trove.nla.gov.au/newspaper/</a> and 4225 images are available online through the Library catalogue. 22 local history programs were conducted during 2018/19, with a total of 747 participants.
Provide museum collection programs which celebrate our significant heritage and history and manage the museum's history collection.	Number of exhibitions, public programs, participants, and collection items	Ongoing	<p>The Museum has a total of 7,980 items in the collection, 16,646 visitors &amp; 46 booked group tours.</p> <p>During 2018/19 the Museum presented:</p> <ul style="list-style-type: none"> <li>• Permanent exhibition "Land River People", with a new component "Every Thread Tells a Story"</li> <li>• Two temporary exhibitions "Food Bowl Farming: Migrants &amp; Food Production in the Hawkesbury District 1794-1994", which won a highly commended Museum award, and "200 Years of St Matthews Anglican Church".</li> <li>• Two Museum collection displays at the Deerubbin Centre: "Life &amp; Death in the Victorian Era" and "200 years of the Hawkesbury Benevolent Society".</li> <li>• NAIDOC Week children's activities</li> <li>• Warren Fahey storytelling</li> <li>• Rex Stubbs History Day</li> <li>• Three talks by Grace Karskens "The Real Secret River: Dyarubbin", Patsy Trench "A country to be reckoned with", Bill Phippen "Hawkesbury River railway bridges".</li> <li>• Two Candlelit tours of Howe House</li> <li>• History talks including "Childhood over the Generations".</li> <li>• International Museum Day, attended by over 400 people</li> </ul>
Review and implement agreed priority actions of Council's Heritage Strategy	Review completed and actions implemented	Ongoing	Local Heritage Assistance Fund has continued. Heritage Advisory Service has continued. Heritage Study has commenced, including input from the Working Group.





*The Hawkesbury 2036... It's Our Future*  
**Our Community**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Complete master planning for town centre revitalisation of Richmond and Windsor	Complete masterplans	Ongoing	Funding confirmed and the completed an Expression of Interest process and commenced the selective tender process. Successful tenderer to be engaged in 2019/2020.
Work with respective Committees to produce a range of media to promote the areas heritage	Range of media released and promoted	Ongoing	Input and feedback obtained through the Heritage Advisory Committee on a range of Guidelines and Publications.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>Our Environment</b>			
<b>3.1 The natural environment is protected and enhanced - Value, protect and enhance our unique natural environment</b>			
<b>3.1.1 Encourage effective management and protection of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.</b>			
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Actions implemented	Ongoing	Council has partnered with all Hawkesbury River local government areas to prepare a combined Scoping Study for a new Coastal Management Study. Funding received from the Office of Environment and Heritage to undertake Scoping Study which has commenced.
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Actions implemented	Partially completed	Council has partnered with all Hawkesbury River local government areas to prepare a combined Scoping Study for a new Coastal Management Plan. Funding received from the Office of Environment and Heritage to undertake Scoping Study.
<b>3.1.2 Act to protect and improve the natural environment including working with key agency partners</b>			
Actively manage onsite sewage management systems effectively through the NSW Septic Safe Program.	Implement program for management of systems in accordance with the provisions of the NSW Septic Safe Program	Ongoing	The septic safe program inspection regime was successful for the 2018/2019 period with a total of 1,538 sewage management inspections, which is up from the 2017/2018 period where 1084 sewage management inspections were completed. In addition to this during the 2018/2019 period 604 plumbing and drainage inspections were also conducted. With the implementation of new processes and procedures regarding the septic safe program it is anticipated that this ongoing inspection regime will become more efficient.
<b>3.1.3 Minimise our community's impacts on habitat and biodiversity and protect areas of conservation value.</b>			



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land	Number and location of activities	Completed	<p>A budget of \$241,000 was allocated to Land Management activities across 35 reserves throughout the Hawkesbury. These sites included Argyle Bailey , Cattai Bridge, Charles Kemp, Wilberforce Cemetery, St Albans Park &amp; Settlers Rd, Skeleton Rocks, Half Moon Farm, Sackville Mission, , Green Hills Burial Ground, Governor Phillip Park, Macquarie Park, Deerubbin Park, George Street, Hawkesbury Park, and Upper Colo.</p> <p>Total grant funding of \$196,150 was received to support these activities. Funding came from following: \$153,000 received through Save our Species Program to ensure the survival of threatened ecological communities at Singleton's Reserve, Matheson Park and Diamond Hill over the next 4 years. \$20,000 received from Greater Sydney Local Land Services for Giant Reed control in the Macdonald Valley and \$8,150 for weed control in local wetlands. \$15000 received from Department of Planning, Industry and Environment for Estuary Health monitoring.</p>
Grow endemic plants at the community nursery for parks, reserves, and Land-care groups	Number of plants distributed	Completed	<p>29,193 plants were produced at the nursery in 2018/19. Of these 793 were given away at information days and the remainder were sold wither directly from the nursery (16,550) Penrith City Council (2,627), Hawkesbury River County Council (3,530), schools (410) and the remainder being sold to our own bushcare sites and parks.</p>
<b>3.1.4 Use a range of compliance measures to protect the natural environment.</b>			
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance & Enforcement Policy.	Investigations undertaken and compliance action taken	Ongoing	<p>In the 2018/2019 506 compliance and enforcement complaints were reported to Council, compared to 502 in the previous year. Investigative action can take from 2 weeks to 12 months or longer to resolve. Council's compliance staff completed 60% of all tasks reported, with the remainder still under investigation.</p>



*The Hawkesbury 2036... It's Our Future*  
**Our Environment**

**2017-2036**

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>3.2 To live sustainably and reduce our ecological footprint - Identify and make best use of our local resources and awareness of contribution</b>			
<b>3.2.1 Our community is informed and acts to reduce our ecological footprint.</b>			
Review and implement Council's Waste Education Program.	Program reviewed and implemented	Ongoing	Council's numerous waste education programs have continued to be rolled out and reported through the Waste Management Advisory Committee. Highlights include the opening of the Community Recycling Centre in December 2018 which has taken in over 34,000kg in 'problem waste' (e.g. paint and household chemicals).
<b>3.2.2 Alternative forms of energy are embraced throughout the Hawkesbury.</b>			
Implement renewable energy and energy efficiency projects.	Projects implemented	Completed	Solar panels have been rolled out to six high energy use Council owned buildings, realising 443 megawatts in energy savings per year (equivalent to 61 household's energy consumption. Energy efficient air conditioning units and building management systems which control all electricity use in buildings have been installed in four high energy use council owned buildings and LED retrofits have also been rolled out.
<b>3.2.3 Become a carbon neutral Local Government Area</b>			
Based on the baseline data, investigate opportunities for Council to manage, lead and advocate for the benefits to becoming a carbon neutral organisation.	Opportunities identified and investigated	Partially completed	
<b>3.3 We reduce, reuse and recycle - Identify ways for our community to reduce, reuse and recycle waste</b>			





The Hawkesbury 2036... It's Our Future  
**Our Environment**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>3.3.1</b>	<b>Develop and maintain active partnerships that will result in the innovative management of our community's waste, with an emphasis on resource recovery and waste minimisation.</b>		
In the context of the Regional Strategy and the Regional Strategic Alliance, prepare a draft Council Waste Management Strategy	Draft strategy prepared and reported	Partially completed	The waste strategy is in preparation in consultation with the University of Technology Sydney consultants, within a framework of an Integrated Waste Management approach. This is in accordance with State Government and best practice guidelines. The strategy is expected to be completed by March 2020.
Operate recycled water systems at South Windsor and McGraths Hill Sewage Treatment Plants	Number of customers and volume of recycled water used	Ongoing	The South Windsor Sewage Treatment Plan has used 89.2 megalitres of recycled water and the McGraths Hill Sewage Treatment Plant used 146 megalitres of recycled water.
<b>3.3.2</b>	<b>Undertake community education on best practice environmental sustainability and climate change issues.</b>		
Implement Council's Waste Education Program.	Program reviewed and implemented	Ongoing	Council's numerous waste education programs have continued to be rolled out and reported through the Waste Management Advisory Committee. Highlights include the opening of the Community Recycling Centre in December 2018 which has taken in over 34,000kg in 'problem waste' (e.g. paint and household chemicals).



The Hawkesbury 2036... It's Our Future  
**Our Environment**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	Information provided as necessary	Completed	<p>Tenants have been requested to meet with Building Services staff to learn more efficient practices in relation to energy and water savings measures.</p> <p>Three tenants took up this option and were educated on water efficiencies and reduction in water bills, energy saving measures such as lighting and usage and another tenants lodged a proposal to install solar panels, however this proposal was put on hold pending Council's Solar Panel Project.</p>
<b>3.4 The sustainability of our environment is improved - Encourage and enable our community to make sustainable choices</b>			
<b>3.4.1 Work with businesses and tourism operators to promote good practice and sustainability principles.</b>			
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment.	Program undertaken	Ongoing	The environmental health section have continued implementing the industrial audit program. This is an ongoing program where between 6 to 10 inspections are conducted per year depending on the scale and complexity of the premises being inspected. During the 2018 / 2019 period a total of 6 industrial audit inspections were conducted. During these inspections officers will audit and report on things such as chemical storage, air pollution mitigation and water pollution mitigation.
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements	Inspections undertaken	Ongoing	<p>The Environmental Health Team conducted as part of their annual program a total of:</p> <ul style="list-style-type: none"> <li>- 365 food inspections</li> <li>- 25 public swimming pools inspections</li> <li>- 31 skin penetration inspections</li> <li>- 17 legionella premises inspections</li> </ul>



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>Our Assets</b>			
<b>4.1 Transport infrastructure &amp; connections - Creating an integrated and well maintained transport system is an important local priority</b>			
<b>4.1.1 Our roads and other transport infrastructure will be planned and provided to ensure connected, efficient and safe movement for all modes of transport.</b>			
Undertake a review of parking requirements and provisions in Windsor and Richmond, and implement solutions to address any identified parking issues.	Solutions explored and implemented	Ongoing	During the 2018 / 2019 period Council's Community Enforcement Team have successfully monitored all of Hawkesbury's timed parking areas and responded to all parking enquiries reported to Council. Council's Community Enforcement Team commenced the development of a school parking program. This was developed in collaboration with Council's Community Service Section, which will look to address parking and safety around schools.
Complete Stage 2 of the comprehensive traffic study of the Hawkesbury.	Stage 2 completed	Ongoing	Stage 2 modelling has been undertaken, incorporating traffic counts and use of origin/destination data. Modelling completed with scenario testing being finalised. Testing of various growth and development scenarios for future year planning has commenced.
Assist the NSW Roads and Maritime Service in understanding and taking action to reduce traffic congestion within the Hawkesbury.	Assistance provided to NSW RMS	Completed	Council continues to respond to issues raised by Council and the community and assist /lobby RMS in planning and resolving capacity issues. Modelling provided to RMS for studies.
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	Advocacy undertaken	Partially completed	Council staff continue to work with and advocate for transport services and connections through Roads & Maritime Services (RMS) and City Deals.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>4.1.2</b>	<b>Establish and maintain relationships with transport providers and other levels of government to improve and extend public transport services</b>		
Work with Peppercorn Services Inc. and other providers to improve access to community transport services.	Access provided to community transport services	Ongoing	Transport options for isolated residents have been expanded through implementation of additional community transport bus services to outlying areas including North of Kurrajong and Wisemans Ferry
<b>4.1.3</b>	<b>Have a comprehensive transport system of well maintained local and regional linkages that are financially and environmentally sustainable and respond to community safety, priorities and expectations.</b>		
All works and activities undertaken with Capital Works Program and Operational Plan.	Works completed on time and within budget	Partially completed	Road works and activities have been carried out in accordance with approved budgets and programs. There have been some delays to projects due to factors including approvals and developer timing. Key works undertaken included - Gravelled road sealing in St Albans and Fairey Road - Freemans Reach Road rehabilitation - Major foot paving network construction in South Windsor - Council has resealed over 110,000m2 of road pavement
<b>4.1.4</b>	<b>Provide mobility links throughout the City to connect our centres, parks and facilities.</b>		
Implement the Hawkesbury Mobility Plan.	Priority works implemented	Ongoing	Stage 5 of Bligh Park to South Windsor shared pathway completed for 2018/2019.
<b>4.2</b>	<b>Utilities - Facilitate the delivery of infrastructure through relevant agencies and Council's own works</b>		
<b>4.2.1</b>	<b>Our community's current and future utility infrastructure needs (water, sewer, waste, stormwater, gas, electricity and telecommunications) are identified and delivered.</b>		





DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Provide sullage pump out services to residential, commercial and industrial customers.	Services provided	Ongoing	<p>Council provides a sullage pump out service to 786 residential properties, 780 of which receive a fortnightly service and 6 on a weekly service.</p> <p>There are also 50 commercial properties services, 14 of which are on a weekly service and 36 on a fortnightly service.</p> <p>For the 2018/2019 year, 77 million litres of sullage was collected and disposed of at Council's South Windsor Sewage Treatment Facility for treatment.</p> <p>Pump out services were provided within agreed timeframes in accordance with service contracts.</p>
Explore opportunities to increase use of the recycled water system at the South Windsor Sewage Treatment Plant.	Number of customers and volume of recycled water used	Ongoing	<p>The number of customers currently total nine with onsite reuse at South Windsor Sewage Treatment Plant. Total external volume used 30.9 million litres . Total internal use 58.3 million litres Overall total used 89.2 million litres.</p>
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Assistance provided	Partially completed	<p>Planning in the LSPS, traffic modelling for the LGA, power west of the river.</p>

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>4.2.2 New development and infrastructure provision is aligned and meets community needs.</b>			
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Appropriate infrastructure requirements are included in relevant development consents, Development Contribution Plans and Voluntary Planning Agreements	Ongoing	Infrastructure needs have been included in the Draft Local Strategic Planning Statement.
<b>4.3 Places &amp; Spaces - Provide the right places and spaces to serve our community</b>			
<b>4.3.1 Provide a variety of quality passive recreation spaces including river foreshores, parks, bushland reserves and civic spaces to enhance our community's health and lifestyle</b>			
Manage passive recreational spaces in accordance with strategies.	Actions implemented	Ongoing	Mowing , spraying and cleaning programs were implemented. These programs vary from weekly, up to six monthly rotation. Council staff mow and maintain over 68 sites on a monthly basis, cleaning 37 toilets and 19 BBQs on a minimum weekly basis and contractors are mowing and maintaining a further 60 outlying sites.
<b>4.3.2 Provide a variety of quality active recreation spaces including playgrounds, sporting fields, pool, stadium and multipurpose centres to enhance our community's health and lifestyle</b>			



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Manage active recreational spaces in accordance with strategies.	Actions implemented	Completed	Mowing, spraying and cleaning programs were implemented. These programs vary from weekly, up to six monthly rotation. Council staff mow and maintain over 68 sites on a monthly basis, cleaning 37 toilets 19 BBQs/ on a minimum weekly basis and contractors are mowing and maintaining a further 60 outlying sites
<b>4.3.3 Provide a variety of quality shared spaces including meeting spaces accommodating public art, cultural and environmental amenity to enhance our community's health and lifestyle</b>			
Manage Deerubbin Centre community rooms for use by community groups.	Number of bookings by community groups	Ongoing	Edited A total of 18,990 people used the community meeting rooms. This was an increase of 28.6% on the previous year. There were 617 bookings, 444 of which were community groups. These include Macquarie Towns Art Society, Friends of Hawkesbury Art Community and Regional Gallery, Hawkesbury Environmental Network, political groups including Liberal, Green and Labor parties, gardening groups, support groups such as arthritis, breast feeding, autism, Hawkesbury Family History Group, Colo Family History Group, Fellowship of First Fleeters, Hawkesbury Sister City Association.
Manage Museum bookings for community meetings and events.	Number of bookings by community groups	Ongoing	Edited During 2018/19 the Museum had 25 bookings, where it was used for meetings by local and regional history and heritage groups including Hawkesbury Historical Society, Colo Shire Family History Group, Fellowship of First Fleeters, Hawkesbury Family History Group, Heritage Advisory Committee, Blue Mountains Association of Cultural Heritage Organisations



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Prepare a design brief for redevelopment of the North Richmond Community Precinct.	Design brief prepared	Ongoing	<ul style="list-style-type: none"> <li>- The precinct is located on operational land that is currently zoned industrial</li> <li>- An initial preliminary plan was developed for the precinct. The plan was based on the available budget.</li> <li>- Staff are currently exploring alternative options and funding scenarios to deliver a wider range of benefits for the North Richmond Town Centre.</li> </ul>
Prepare a design brief for redevelopment of the Bligh Park Community Precinct.	Design brief prepared	Not completed	<p>The historical plan for this project was based on the sale of a portion of the Tiningi site to fund the development of the Bligh park Community Precinct. Earlier consultation with stakeholders was based on this approach and an Expression of Interest was conducted to secure a potential purchaser.</p> <p>However, as a result of changes to the relevant environmental legislation (to be phased in over time) Council staff engaged consultants to provide advice in relation to the environmental status of the site and likely scenarios for moving forward. As a consequence, Council resolved not to proceed with the sale and conclude the relevant environmental investigations.</p> <p>Those environmental investigations are now coming to a conclusion and the results will be reported to Council in 2020.</p> <p>Once this process has concluded staff will be in a position to conclude consultation with the relevant community organisations situated within Bligh Park Community Precinct.</p>
<b>4.3.4 Manage commercial spaces available for business and investment across the Hawkesbury's local centres.</b>			
Seek to optimise occupancy rates and rental returns for Council owned commercial properties.	Occupancy rates of Council owned commercial properties	Completed	The occupancy rate as at 30 June 2019 for Council owned properties is 93%, generating an income of \$1,929,340.





DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>4.3.5</b>	<b>Provision by Council of the administrative and commercial spaces on behalf of the community including the Council's Administrative Buildings, Local Libraries, Gallery, Museum and heritage buildings.</b>		
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	Place and spaces reviewed	Ongoing	<ul style="list-style-type: none"> <li>- The Museum received \$75,000 in grant funding to activate its outdoor spaces with a Native Food and Medicine Garden in the Museum grounds</li> <li>- The Library Service received \$129,285 in grant funding through the State Library NSW 2015/16 Public Library Infrastructure grant. This was used for the Library Reinvigoration - from Collection to People focus project. During 2018/19 work included: <ul style="list-style-type: none"> <li>- Redesign of layout and spaces in Central Library, new furniture and making shelves moveable. The refurbishments have enhanced the flexibility for the Library to be used as a venue for author talks and community events.</li> <li>- Richmond Branch Library's layout, signage and furniture are being reviewed and improved to create more welcoming spaces and relaxed seating areas.</li> </ul> </li> </ul>
Implement Council's building maintenance program.	Program implemented	Partially completed	Using asset condition audits to prioritise works, approximately \$3.1 million in works were undertaken on buildings and facilities.



The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>Our Future</b>			
<b>5.1 Strategic Planning Governance - Encourage informed planning, balanced growth and community engagement</b>			
<b>5.1.1 Council's planning is integrated and long term.</b>			
Ensure that Council's planning is consistent with the Office of Local Government's Integrated Planning and Reporting Framework.	Compliance with Office of Local Government Planning and Reporting Framework	Completed	The Operational Plan was adopted in June 2018 and the September Quarterly Review Statement adopted in November 2018. The 2017/2018 Annual Report was submitted to Council and the OLG in November 2018. The December Quarterly Budget Review Statement was adopted in February 2019. The March Quarterly Budget Review Statement was adopted in May 2019. The 2019/2020 Operational Plan was adopted in June 2019. All the above are in accordance with the timeframes and requirements of the Office of Local Government Planning and Reporting Framework.
<b>5.1.2 Council's decision making on all matters is transparent, accessible and accountable.</b>			
Ensure compliance with Code of Meeting Practice.	Compliance with Code of Meeting Practice	Completed	During the 2018/2019 financial year there were 20 Ordinary Council Meetings and 3 Extraordinary Council Meetings, these meetings undertaken in accordance with the adopted Code of Meeting Practice and all Business Papers and Minutes published on Council's website.
<b>5.1.3 Council will continually review its service provision to ensure best possible outcomes for the community.</b>			



The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Undertake community engagement in relation to any further business process and/or service reviews.	Engagement and reviews undertaken	Ongoing	Community engagement was undertaken across a range of Council activities such as parks planning, development of policies and plans and council services. Examples of this include: review of Council's website, review of the Hawkesbury Companion Animal Shelter, Community Sponsorship Program, Media Policy, Pile Burning Policy, Pool Inspection Program, Code of Meeting Practice, Code of Conduct and the Regulatory and Compliance Policy
<b>5.1.4 Encourage increased community participation in planning and policy development.</b>			
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements.	Community engagement undertaken	Ongoing	Community engagement was undertaken across a range of Council activities such as parks planning, development of policies and plans and council services. Examples of this include: review of Council's website, review of the Hawkesbury Companion Animal Shelter, Community Sponsorship Program, Community Sponsorship Strategy, Media Policy, Pile Burning Policy, Pool Inspection Program, Code of Meeting Practice, Code of Conduct and the Regulatory and Compliance Policy.
<b>5.1.5 The needs of our community will be reflected in Local, State and Regional Plans.</b>			
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	Advocacy undertaken	Ongoing	Council continued to advocate on a number of issues including: Flooding, Vineyard; Aerotropolis; Engineering standards; traffic; Richmond Bridge, Grose Wold Bridge, Windsor Bridge, Kurmond Kurrajong cycle path and Cultural Infrastructure Plan.
<b>5.2 Management of Aboriginal and Non Aboriginal and the Built Environment - Value, protect and enhance our built environment as well as</b>			



The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>5.2.1 Our planning and actions will ensure that Aboriginal and Non Aboriginal heritage are integral to our City.</b>			
Review and implement priority actions of the Heritage Strategy.	Strategy reviewed and actions implemented	Ongoing	Local Heritage Assistance Fund and Heritage Advisory Service has continued. Heritage Study has commenced with input received from Working Group.
Complete masterplanning processes for Richmond and Windsor Town Centres.	Masterplanning processes completed	Partially completed	Received confirmation of the \$15 million Liveability grant for the town centres of Richmond, South Windsor and Windsor. Completed an Expression of Interest process and commenced the selective tender process. Successful tenderer to be engaged in 2019/2020.
Museum manages the Aboriginal and Non Aboriginal collections in its care and provides interpretation of Aboriginal and Non Aboriginal history.	Number of collections, exhibitions, publications, public programs, and consultation with Aboriginal groups	Ongoing	The Museum received a \$75,000 grant through Create NSW Western Sydney Arts and Cultural Projects program to develop a Native Food and Medicine Garden in the Museum grounds. A working party has been established with input / representatives from Merana Aboriginal Community Association for the Hawkesbury Inc., Darug Tribal Aboriginal Corporation, Western Sydney University's Sustainable Agriculture and Food Security Department. Six meetings or on-site visits have been held. Broader community consultation will be conducted at Hawkesbury Fest on 21 July 2019. This initiative is designed to encourage community engagement and create appropriate Aboriginal collaboration and content for the Museum, focusing on Darug culture as a living culture.
<b>5.2.2 Encourage and implement progressive urban design, sensitive to environment and heritage issues.</b>			





The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002.	Local Environmental Plan and Development Control Plan reviewed and amended where appropriate	Ongoing	Local Environmental Plan (LEP) Review Report completed and reported to Council. Greater Sydney Commission has approved. Drafting of Local Strategic Planning Statement was commenced and Background Studies were commissioned for Rural Lands, Employment Lands and Local Housing.
<b>5.2.3 Sympathetic adaptive and creative uses for heritage sites and buildings across the City will be encouraged and promoted.</b>			
Engage specialist Heritage and Urban Design Resource to service the heritage and urban design needs of the Council.	Resource established	Ongoing	Council's Heritage Advisory Service has continued with increasing use of the service. Heritage study consultants have been appointed and have commenced work on the Hawkesbury Heritage Study.
<b>5.2.4 As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture.</b>			
Reconciliation Action Plan reported to Council and a resourcing framework for implementing Year 1 actions developed.	Action Plan complete and resourcing framework developed	Partially completed	Draft Reconciliation Action Plan has been reviewed by Working Group and submitted to Reconciliation Australia. Will be reported to Council once approved by Reconciliation Australia.
<b>5.3 Shaping our Growth - Respond proactively to planning and the development of local infrastructure</b>			
<b>5.3.1 Growth and change in the Hawkesbury will be identified, planned for and valued by the community.</b>			
Complete the Rural and Urban Land Strategy.	Strategy completed	Ongoing	Rural Lands Study commenced and is 75% complete.



The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>5.3.2</b>	<b>The diverse housing needs of our community will be met through research, active partnerships and planned development.</b>		
Investigate affordable rental housing opportunities and partnerships.	Affordable rental housing opportunities and partnerships investigated and reported to Council.	Ongoing	Staff have met with Wentworth Community Housing to scope social and affordable housing proposals to be constructed on Council-owned land. Following the release of the Regional Flood Strategy, Council's Development Control Plan and Local Environment Plan will be reviewed to identify the suitability of available Council land for use for affordable and social housing projects. Once determined, options for possible projects will be reported to Council in 2019/20.
<b>5.3.3</b>	<b>Plan for a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character.</b>		
Complete the Rural and Urban Land Strategy.	Strategy completed	Ongoing	Rural Lands Study commenced and is 75% complete.
<b>5.4</b>	<b>Celebrating our Rivers - Protect, enhance and celebrate our rivers</b>		
<b>5.4.1</b>	<b>Celebrate and use our rivers for a range of recreation, leisure, tourism and event activities.</b>		



The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Provide access to the Hawkesbury River for events and recreational activities.	Number of events held along river foreshore	Partially completed	Australia Day on the River was held in Governor Phillip Park in January 2019. More than 6,000 people attended this late afternoon and evening event enjoying the riverside location including fireworks on the River. Planning is well underway for the event in 2020 where, as part of the celebrations, the activation of the river through water activities is being investigated. The riverside park will also be used for Hawkesbury Fest in July 2019 where it is expected more than 5,000 people will again come along to the event and experience the riverside location. Council is also working with local groups to sponsor of events in riverside locations in 2019 which will assist to activate the river and foreshore.
Seek funding associated with implementation of the Hawkesbury Horizon Initiative through the Greater Sydney Commission, the City Deal and other opportunities.	Funding sought	Partially completed	Funding of \$15 million received through the City Deal Liveability Program.
<b>5.4.2 Develop active partnerships and implement programs designed to improve the health of our rivers and river banks.</b>			
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Actions implemented	Ongoing	Council has partnered with all Hawkesbury River local government areas to prepare a combined Scoping Study for a new Coastal Management Plan.
<b>5.4.3 Encourage agricultural production, vegetation conservation, tourism, recreation and leisure uses within our floodplains</b>			
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan	Actions implemented	Partially completed	Review of existing Development on Flood Liable Land Policy and preparation of Flood DCP Chapter has continued and will be reported through Council's Floodplain Risk Management Advisory Committee prior to consideration by Council.



The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan	Actions implemented	Partially completed	Review of existing Development on Flood Liable Land Policy and preparation of Flood DCP Chapter has continued and will be reported through Council's Floodplain Risk Management Advisory Committee prior to consideration by Council.
<b>5.5 Reinforcing our dynamic places - the revitalisation of our town centres and growth of our business community</b>			
<b>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.</b>			
Work with community event organisers to develop events that showcase and build on strengths of towns and villages.	Number and type of events	Partially completed	Council has been working with community and event organisers to hold events in our towns and villages. Council has sponsored 10 events as part of the Events Sponsorship Program that builds on the strengths of the towns and villages. The events include Light Up Windsor where we have been working with the Windsor Business Group to build the event. 2019 was the first year that Council sponsored the event and 5,000 people came along to celebrate in the town and experience local businesses. Council also sponsored Jazz in the Park at Kurrajong, Rotary Carols in Richmond, Bowen Mountains Art Festival, St Albans Folk Festival, Chalk on George in Windsor, the Richmond Good Food Markets every Saturday, Hanna Park Carols at North Richmond, Pitt Town Anzac Day Memorial Service and Kurrajong a Buzz in Kurrajong..
Implement Gallery and Museum programs and promotions which enhance their reputation as cultural tourism destinations and community resources.	Number of Gallery and Museum visitors from outside the LGA	Completed	The number of Gallery visitors from outside of the Local Government Area were 6,152 and the number of Museum visitors from inside of the Local Government Area were 11,187



The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Undertake masterplanning process for Richmond and Windsor.	Complete masterplanning	Ongoing	Received confirmation of the \$15 million Liveability grant for the town centres of Richmond, South Windsor and Windsor. Completed an Expression of Interest process and commenced the selective tender process. Successful tenderer to be engaged in 2019/2020.
Implement Library programs and promotions to attract use and visitation.	Number of visitors to Richmond and Windsor Central Library	Completed	During 2018/19 the number of visitors was 199,758
<b>5.5.2 Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and community connection.</b>			
Maintain and refine annual events calendar.	Calendar maintained	Completed	Council's events calendar is completed and is on Council's website and updated regularly.
Undertake community engagement in relation to the masterplanning process for Richmond and Windsor.	Engagement undertaken	Ongoing	Received confirmation of the \$15 million Liveability grant for the town centres of Richmond, South Windsor and Windsor. Completed an Expression of Interest process and commenced the selective tender process. Successful tenderer to be engaged in 2019/2020.
<b>5.5.3 Assist our town and village centres to become vibrant local hubs</b>			





The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Maintain and refine annual events calendar.	Calendar maintained	Completed	Council has been working to create vibrant towns and villages in the Hawkesbury through a calendar of events. The calendar identifies all events Council has sponsored as part of the Event Sponsorship Strategy. Events include iconic events like (attendance in parentheses) Light Up Windsor (5,000), the Australia Day Awards and Citizenship Ceremony (500), Australia Day on the Hawkesbury (6,000), Community Pool Party (1,500), four Baling for our Backyard events (200), three Business Meet and Greet (250), Hawkesbury Show (5,000), Solar Project Launch (30), Church Street Park Opening (100), Morning Tea with the Mayor (50), Leader's Mayoral Morning Teas (100), St Albans Town Meeting (60), Lower Portland Ferry community meeting (300) and Grose River Crossing community meetings (500). There were 21 events sponsored that occurred in various locations across the Hawkesbury, bringing 1000's of people creating great 'places'.
Undertake masterplanning process for Richmond and Windsor.	Masterplanning completed	Partially completed	Received confirmation of the \$15 million Liveability grant for the town centres of Richmond, South Windsor and Windsor. Completed an Expression of Interest process and commenced the selective tender process. Successful tenderer to be engaged in 2019/2020.
<b>5.6 Instigating Place Making Programs - Celebrate our creativity and cultural expression</b>			
<b>5.6.1</b>	<b>Foster and promote an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another.</b>		

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>5.6.2</b>	<b>Masterplanning processes will be prepared in consultation with the community, key stakeholders and partners to establish the specific strategies for town and village centres.</b>		
Undertake masterplanning process for Richmond and Windsor.	Masterplaning processes completed	Ongoing	Received confirmation of the \$15 million Liveability grant for the town centres of Richmond, South Windsor and Windsor. Completed an Expression of Interest process and commenced the selective tender process. Successful tenderer to be engaged in 2019/2020.
<b>5.7</b>	<b>Tourism and Economic Development - Promote our community as the place to visit, work and invest</b>		
<b>5.7.1</b>	<b>Working in partnership we will actively market our City and our capabilities to existing and potential businesses, visitors, investors.</b>		



*The Hawkesbury 2036... It's Our Future*  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Work with the Hawkesbury Tourism Advisory Committee and the Regional Strategic Alliance in the enhancement of the visitor information website.	Enhancements completed	Ongoing	<p>Council staff have been meeting with Destination NSW, the Hawkesbury Visitor Economy Advisory Committee, the Regional Strategic Alliance and their Western Sydney City Deal colleagues to:</p> <ul style="list-style-type: none"> <li>- Note the findings from the Regional Strategic Alliance "Wake Up" campaign</li> <li>- Note the findings from the Destination NSW "The River is Just the Beginning" campaign</li> <li>- Explore the identification of common tourism issues and opportunities for collaboration and alignment of strategies and actions</li> <li>- Identify opportunities for the promotion of Hawkesbury via a range of additional web, media and information services to the most relevant market sectors</li> <li>- Develop and implement a program of updates for the visitor Information website.</li> </ul> <p>Upon receipt of confirmation from the State Government regarding Council's role in the ongoing implementation of the Hawkesbury Visitor Economy Advisory Committee Tourism Strategy, Council can continue with the enhancement of the visitor information website.</p>
Work with support agencies to investigate employment opportunities for people with disability	Programs implemented	Completed	<p>Implemented Nepean Jobs for All program in conjunction with Regional Strategic Alliance partners. The project resulted in development of online resources for small business detailing employer and employee supports available and increased employment opportunities in two Hawkesbury-based businesses for people with disabilities.</p>

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<p><b>5.7.2 Working in partnership we will develop the Hawkesbury tourism product to enhance and strengthen opportunities within our tourism sector.</b></p>			
In the context of the Hawkesbury Tourism Strategy, work with Regional Strategic Alliance partners and the Hawkesbury Tourism Advisory Committee to identify and pursue opportunities to grow local tourism.	Actions implemented to grow local tourism		Council staff have been meeting with Destination NSW, Hawkesbury Visitor Economy Advisory Committee and attending the Regional Strategic Alliance meetings to advance visitor information activities and promote the Hawkesbury through the visitor information website.
<p><b>5.7.3 Businesses are encouraged and upskilled to adopt more ethical and sustainable practices.</b></p>			



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2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Convene meetings and events with a range of business interests.	Number of meetings and events	Partially completed	Council has held three Business Meet and Greet events throughout the year – in July, November and April at various locations to showcase the businesses and event spaces to members of the business community. The business Meet and Greets were held at the Hawkesbury Museum, the Richmond RAAF Base and the Hawkesbury Showground. Council also sponsored the Hawkesbury Business Week in June 2019. The number of events, functions and engagement activities attended by Councillors is recorded including attendance at the Australia Day Awards, the Citizenship Ceremony, Australia Day on the Hawkesbury, Community Pool Party, Baling for our Backyard, Business Meet and Greet, Hawkesbury Show, Solar Project Launch, Church Street Park Opening, Morning Tea with the Mayor, Leaders Mayoral Morning Tea, St Albans Town Meeting, Lower Portland Ferry community meeting and Grose River Crossing community meeting.
<b>5.8 Industry - Increase the range of local industry opportunities and provide effective support to continued growth</b>			
<b>5.8.1 Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region.</b>			
Review LEP and DCP to reflect opportunities emanating from the Greater Sydney Commission District Plan and the City Deal to press for the retention and expansion of the range of business activities.	LEP and DCP reviewed and amended where necessary	Partially completed	LEP Health Check Review Report completed and reported to Council. Greater Sydney Commission has approved. Drafting of Local Strategic Planning Statement has commenced and Background Studies including Rural Lands, Employment Lands and Local Housing have commenced.
<b>5.8.2 Increase the focus on jobs and innovation to build on our strengths and achieve a diverse industry base.</b>			





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2017-2036

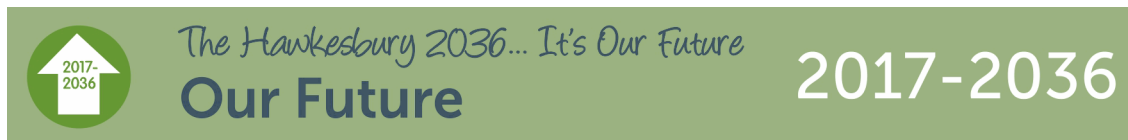
DP Strategy and OP Action	Output Measure	Progress	Annual Comments
Identify and develop strategic relationships with potential partners.	Partnerships identified and meetings held		<p>Council has continued to work with a wide range of strategic partners including:</p> <ul style="list-style-type: none"> <li>-Local Members of Parliament</li> <li>-Adjoining &amp; nearby Local Government Areas</li> <li>-Airbus Group</li> <li>-Destination NSW</li> <li>-Environment Protection Authority</li> <li>-Family &amp; Community Services</li> <li>-Greater Sydney Commission</li> <li>-Hawkesbury Chamber of Commerce</li> <li>-Hawkesbury District Agricultural Association</li> <li>-Hawkesbury Helping Hands</li> <li>-Hawkesbury Race Club</li> <li>-Infrastructure NSW</li> <li>-McDonald Valley Association</li> <li>-Nepean Blue Mountains Local Health District</li> <li>-Northrup Grumman</li> <li>-NSW Department of Education</li> <li>-NSW Police</li> <li>-Planning &amp; Environment NSW</li> <li>-Platform Youth Services</li> <li>-Police Citizens Youth Club</li> <li>-Regional Strategic Alliance</li> <li>-Roads &amp; Maritime Services</li> <li>-Royal Australian Airforce</li> <li>-Rural Fire Service</li> <li>-State Emergency Services</li> <li>-St John of God Hospital</li> <li>-TAFE NSW</li> <li>-Transport for NSW</li> <li>-Wentworth Housing</li> <li>-Western Sydney City Deal</li> </ul>



The Hawkesbury 2036... It's Our Future  
**Our Future**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Annual Comments
			-Western Sydney Regional Organisation of Councils -Western Sydney University -Windsor Business Group
<b>5.8.3</b>	<b>Actively support the retention of the Richmond Royal Australian Airforce Base and enhanced aviation related industry, building on existing facilities.</b>		
Pursue opportunities such as the Greater Sydney Commission District Plan and the City Deal to press for the retention and expansion to RAAF and related activities at Richmond.	Retention and expansion of RAAF and related activities at Richmond	Ongoing	Building on the stakeholder network established for the combined RAAF base, WSU, Richmond Race Club, NSW TAFE and Hawkesbury Agricultural Society landholdings, Council staff:  - Convened meetings with the Greater Sydney Commission and other stakeholders to progress the development of a strategy for the Clarendon Precinct - Initiated the process of co-ordinating this work with the Richmond Liveability Project so as to ensure that the potential benefits of coordinating the Liveability Project with Western Sydney Universities' long term aspirations for its Hawkesbury campus, were identified and realised.
Pursue opportunities such as the Greater Sydney Commission District Plan and the City Deal to press for the retention and expansion to RAAF and related activities at Richmond.	Retention and expansion of RAAF and related activities at Richmond	Ongoing	Building on the stakeholder network established for the combined RAAF base, WSU, Richmond Race Club, NSW TAFE and Hawkesbury Agricultural Society landholdings, Council staff:  - Convened meetings with the Greater Sydney Commission and other stakeholders to progress the development of a strategy for the Clarendon Precinct - Initiated the process of co-ordinating this work with the Richmond Liveability Project so as to ensure that the potential benefits of coordinating the Liveability Project with Western Sydney Universities' long term aspirations for its Hawkesbury campus, were identified and realised.



DP Strategy and OP Action	Output Measure	Progress	Annual Comments
<b>5.8.4</b>	<b>Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.</b>		
Complete Rural and Urban Land Strategy.	Strategy completed	Ongoing	Rural Lands Study commenced and is 75% complete.
<b>5.8.5</b>	<b>Plan for the continuance and growth of agricultural industry uses with in the Hawkesbury.</b>		
Complete Rural and Urban Land Strategy.	Strategy completed	Ongoing	Rural Lands Study commenced and is 75% complete.

## Fit For The Future Improvement Plan

Councils Fit For The Future Improvement Plan outlines 20 expenditure and revenue measures which is projected to generate \$77.7M in cost savings and increased non-rating revenues over the next ten years. The implementation of the Fit For The Future Improvement Plan will be a critical component in achieving financial sustainability. There are five broad objectives within the Plan:

- Increasing Operating Efficiencies
- Increasing Operating Revenues
- Building a Sound Platform for Asset Management
- Increasing Investment on Infrastructure Renewal and Maintenance
- Reducing the Unit Cost of Operations.

Council commenced the implementation of Fit For The Future Improvement Plan in July 2015. The Table below provides an overview of the projected financial targets of each of the 20 measures and the progress to date in achieving those targets.

**Table 4: FFTF Strategies Summary**

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2019
1.1	Review of Road Operations	An annual 1% efficiency target applied to Councils yearly \$14M spend on road works operating costs (excluding ordinary wages and overheads). Reinvested in capital renewal roadworks.	\$600,000	\$477,737
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).	\$820,179	\$1,303,090
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 plant/fleet.	\$1,356,574	\$304,752
1.4	Property and Asset Review	Rate of return review to identify non-performing and surplus properties for sale or disposal.	\$1,500,000	\$1,039,182
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.	\$155,665	\$174,424

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2019
2.1	Special Rate Variation	Notional Special Rate Variation of 22.5% (excluding rate peg) over three years commencing in 2018/2019 to generate additional rating revenue to meet loan repayments for \$25M infrastructure borrowings program, with balance of revenue directed to asset renewal and maintenance and budget repair.	\$14,479,082	\$2,283,110
2.2	Stormwater Management Charge	\$25 annual levy for stormwater management services against properties connected to the stormwater drainage network - commencing in 2017/2018.	\$2,091,006	\$1,071,671
2.3	Special Rate for New Residential Development	Special Rate applied to developments at Redbank and Jacaranda Ponds Glossodia to generate additional revenue to fund asset maintenance requirements which will not be covered by ordinary rating revenue due to the particular characteristics of the environmental and heritage assets within these developments – commencing in 2019/2020 for Redbank. The commencement date for Jacaranda Ponds is dependent on the finalisation of the Voluntary Planning Agreement.	\$832,000	\$0
2.4	Waste Management and Sewer Dividend	A 12% rate of return on the value of assets within Waste Management Facility and Sewerage Scheme.	\$2,708,703	\$2,172,104
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.	\$506,291	\$365,473
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.	\$8,841,672	\$10,039,649



'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2019
3.1	Completion of Asset Management Plans	Completion of asset management plans to provide a sound platform for long-term financial forecasting.	N/A	Completed
3.2	Service Level Review	Community engagement strategy to determine safe, affordable and agreed levels of service for all asset classes. Intended to establish BTS asset standard for asset classes to reflect community priorities	N/A	Completed
3.3	Integrated Capital Works Program	Establish parameters for capital works investment with a clear priority on asset renewal to address infrastructure backlogs and upgrade of existing assets. Based on S94/94 and VPA work programs capital funding of \$8.8M will be directed to asset renewal works between 2016/2017 and 2020/2021.	\$7,446,835	\$3,472,642
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. Introduction of levy delayed to commence in 2019/2020.	\$192,285	\$0
4.3a	Infrastructure Borrowings Program	\$25M 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.	\$9,450,000	\$1,820,330
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. Solar Program commenced in late 2018/2019 with savings expected to material and be captured commencing in 2019/2020.	\$33,590	\$0
5.1	OPEX Expenditure Reduction	Projected savings to be achieved through the adoption of new technology, on-line service delivery platforms, and a review of opening hours.	\$505,931	\$158,577

# Annual Report 2018/2019

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2019
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 .	\$810,502	\$0
5.3	Sustainable Population Growth	Continued implementation of Hawkesbury Residential Land Strategy to concentrate new residential development around existing urban centres and villages.	\$631,149	\$879,648
<b>TOTAL CUMULATIVE IMPACT</b>			<b>\$52,961,464</b>	<b>\$25,562,389</b>



## Outline of Fit For The Future Strategies

### Increasing Operating Efficiencies

Council is continually seeking productivity gains and cost savings through business improvement, the use of technology, best value procurement and resource sharing. These measures include the following.

**Review of Roads Operations.** Council has commenced a review of its road maintenance and construction programs to identify savings for reinvestment in repairing and upgrading roads. To date Council has achieved savings of \$477,737 and will be building on this result to reach the target of \$600,000 in savings by 2021. To achieve this, Council has reviewed its workshop and depot operations and is implementing strategies to reduce the per unit costs of road works to deliver more works within available funding.

**Review of Service Delivery Models.** This strategy aims to reduce the cost of back-office corporate support functions and discretionary outlays on community, recreational, cultural and civic programs. Productivity targets have been applied to corporate and discretionary programs which to date have achieved \$1,303,090 in savings while maintaining existing service levels. Council has achieved a better result than the targeted \$820,000 in savings by 2021.

**Review of Plant/Fleet Management.** This strategy aims to improve the cost-effectiveness of Council's vehicle fleet and heavy machinery (plant) operations. Council has moved to a more economical fleet vehicle which has achieved \$304,752 in savings, and is implementing strategies to identify the optimum operating model for its fleet and the tracking of plant usage to reduce capital outlays and release \$1.4 million for asset renewal by 2021.

**Property and Asset Review.** Council is reviewing its property and asset holdings to rationalise under-utilised or under – performing assets. To date Council has raised \$1M from the sale of assets and is on the way to achieve its target of \$1.5M by 2021.

**Review of Insurance Coverage.** Council's current self-insurance model is resource intensive. This strategy will review existing practices to achieve the best possible balance between the cost and resource requirements of insurance while still delivering sound safety outcomes and the goal of an injury-free workplace. Resource adjustments to date have achieved savings of \$174,424, which exceeds the targeted saving of \$156,000 by 2021.

### Increasing Operating Revenues

The Fit For The Future Plan includes revenue measures to direct additional funding to the upkeep of community assets and the delivery service levels to meet community expectations. These measures include:

**Resourcing Strategy (Special Rate Variation).** In May 2018, the Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a 3 year special rate increase which raised an additional \$2.3M in 2018/19. This additional income has been used to deliver an expanded road and public space works program which will progressively increase as the second and third year of the special rate increase take effect and Council can fully implement the \$72M, 10 year infrastructure program it presented to the community in July 2017.

**Stormwater Management Charge.** The implementation of an annual Stormwater Management Charge of \$25 for properties connected to the stormwater network has raised an additional \$536,668 in 2018/2019. Over the next ten years, this revenue will see Council invest an additional \$5M in improving drainage and building new stormwater assets.

**Special Levy for New Development.** The introduction of a special rate for residential developments at Redbank, North Richmond and Jacaranda Ponds, Glossodia was projected to raise additional annual revenue of \$416,000. This revenue will be used to offset the additional maintenance costs for the enhanced open space and riparian corridors at these locations which will not be covered by ordinary rating revenue. A stormwater drainage charge of \$25 per property was



introduced to properties within the Redbank development area in July 2019.

## **Review of Waste and Sewer Business**

**Units.** This strategy has been implemented to ensure that ratepayers receive a return on the assets invested in Council's Waste Management Facility and Sewer Business Units. An annual dividend based on a 12% rate of return on the value of assets has been applied to the Waste Management Facility and generates \$621,000 in revenue each year. A dividend is projected to commence for Sewer operations from 2021.

## **Review of Pricing Structures for Business**

**Units.** Council has been progressively reviewing the pricing structures of its fee-paying business units (e.g. camping reserves, swimming pools, cemeteries, companion animal shelter) to ensure that at a minimum they operate at breakeven result. To date Council has increased revenues from fee-paying business units of \$365,473 and is on the way to achieve its target of \$506,000 of additional revenue by 2021.

## **Lobbying for Increased Regional Road**

**Funding.** Council will continue its lobbying to ensure that the NSW Government maintains grant funding for the maintenance of regional roads which are jointly managed by Council and Roads and Maritime Services (RMS). Council depends on RMS grant contributions to fund the cost of regional roads which are used on a daily basis by NSW motorists.

## **Building a Sound Platform for Asset Planning**

Council maintains well over \$1 Billion in assets on behalf of the community and has invested significant resources in strengthening its asset planning capability so that it can effectively manage these assets over the long term.

## **Completion of Asset Management Plans.**

Council has developed Asset Management Plans for each of its asset categories to provide a strong foundation for best practice asset management. The Plans have established a picture of the useful life of assets to forecast funding requirements and support the effective management of strategic and

operational risks through identification of asset management intervention points.

**Service Level Review.** Council has consulted extensively with residents about their expectations for Council services. The community engagement program has been undertaken to determine safe, affordable, and agreed service levels for all asset classes. It also explored the community's appetite and preferences for adjusting current operations to redirect resources to asset renewal and maintenance. From this consultation it was determined that the community expected higher service levels for the majority of assets and were willing to contribute more towards increased investment in these assets, via collection of additional rates raised through a special rate increase.

## **Increasing Investment in Infrastructure Renewal and Maintenance**

To meet the community's service level expectations will require Council to increase its spending on infrastructure maintenance and renewal. For many years, due to financial constraints, Council has been unable to meet the true cost of managing its \$1Billion asset portfolio. Expenditure on infrastructure has been limited to the level of income available. This structural funding shortfall has resulted in a growing asset renewal backlog and a deterioration in the condition of assets. Council's Fit for the Future Plan aims to increase spending on the renewal of assets, while tackling the infrastructure backlog.

**Integrated Capital Works Program.** This strategy aims to balance the need to increase spending on the renewal of existing assets with the need to build new assets. The focus is on ensuring that existing assets are upgraded to the standard and capacity required to meet industry benchmarks and community's expectations. To achieve this Council has been aligning the works within its Developer Contribution Plans and Voluntary Planning Agreements, to support the renewal and upgrading of existing assets while still continuing to ensure that these plans and agreements can meet the infrastructure needs arising from development. To date this strategy has seen \$3.5M in developer

contributions directed to the renewal and upgrade of existing assets.

## **Sinking Fund for Community Facilities.**

Council owns and maintains a number of community buildings including child care and community centres. For more than 30 years these facilities have been made available on a rent free basis to state and federally funded agencies to support the provision of services to the community. Council has introduced a license agreement incorporating a levy to be paid from childcare centres commencing in July 2019.

## **Infrastructure Borrowings Program.**

With the approval of the special rate increase Council is now in the financial position to secure loan funds to accelerate its infrastructure program. The borrowings program will be targeted at the priorities identified by the community – upgrading roads and an enhanced maintenance and renewal program for public spaces and community buildings. The loan funds will enable these works to be brought forward, to bring assets to satisfactory standard sooner using the most cost-effective asset intervention methods resulting in increased community satisfaction. Additional projects totaling \$1.8 million were delivered in 2018/2019.

## **Energy Efficiency Borrowing Program.**

As part of this strategy Council will continue to implement a renewable energy program using a mixture of grant funds or loans to deliver energy efficiencies in a financially sustainable manner. Council spent \$700,000 to install rooftop or ground mounted solar systems at a further 13 council sites across the Hawkesbury. It is anticipated that \$288,000 in savings will be achieved from 2019/2020.

## **Reduce per Unit Cost of Operations**

### **PEX Expenditure Reduction.**

Under this strategy, Council will be progressively reviewing its operations to investigate options for reducing the cost of delivering services to the community through the adoption of new technologies, the migration to on-line service platforms and a review of service delivery models. To date Council has achieved \$158,577 in salary savings through increased productivity and has established a target saving of \$506,000 by 2021.

### **Regional Strategic Alliance (RSA).**

Council has established a Regional Strategic Alliance Cooperation and Management Agreement with Blue Mountains City Council and Penrith City Council. The Agreement has enabled the three councils to initiate projects and programs aimed at optimising state and regional planning, strengthening regional advocacy, and maximising opportunities for organisational effectiveness, shared services and innovation. To date the RSA has delivered joint tourism, procurement and internal audit programs across the three councils.

### **Sustainable Population Growth.**

Built into the Long Term Financial Plan are assumptions in relation to additional rates income that is generated due to development. While there is increased income above the additional required expenditure over the short term, over time the additional asset maintenance and renewal expenditure requirement consumes this short term surplus. Based on the projected timings of known specific developments and current general trend in additional housing, an estimated increase in net income of \$631,000 by 2021 is expected.







## Section 428(4)(a) Financial Statements

Council's Audited Financial Reports for the 2018/2019 year are provided in a separate accompanying document.

## Section 508 Report on Special Variation (Infrastructure Renewal Program)

On 15 March 2018, the Minister for Local Government, pursuant to section 508(2) of the *Local Government Act 1993*, granted approval for Council to increase income by way of additional rates to fund operational and capital expenditure, reduce the infrastructure backlog and improve financial sustainability.

In 2018/2019, the Special Rates Variation generated an additional \$2.3M above the rate peg increase of \$700,000. Included within Council's Long Term Financial Plan, was an Infrastructure Borrowings Program, which projected a further additional \$3M of works to be delivered in 2018/2019.

Under the Building Your Future program, these funding programs enabled the following projects and programs to be delivered.

Item	Comment
<b>Road Renewals and Upgrades</b>	At the time of the Special Rate Variation application, the amount forecasted to be spent of the SRV towards road renewals was \$512K. Council was able to complete \$1.6M of Road Renewals and Upgrades, including: <ul style="list-style-type: none"> <li>• Road Rehabilitation of Spinks Road, Glossodia</li> <li>• Road Rehabilitation of McGrath Road, McGraths Hill</li> <li>• Road Rehabilitation of Grose Vale Road, Grose Vale</li> <li>• Road Rehabilitation of Grose Wold Road, Grose Wold</li> <li>• Road Rehabilitation of Greggs Road, Kurrajong</li> <li>• Road Rehabilitation of Tennyson Road, Tennyson</li> <li>• Sealing of a number of gravel roads within St Albans</li> <li>• Sealing of Fairey Road, South Windsor</li> </ul>
<b>Building Renewals</b>	No Building Renewals were projected to be funded from the SRV during 2018/2019.
<b>Public Domain Renewals</b>	A further \$96K of public domain renewals were delivered, including: <ul style="list-style-type: none"> <li>• Ham Common, Clarendon</li> <li>• Half Moon Farm</li> <li>• Governor Phillip Park, Windsor</li> </ul>
<b>Public Domain Upgrades</b>	No Public Domain Upgrades were projected to be funded from the SRV during 2018/2019.
<b>New Shared Pathways</b>	An additional \$236K of new shared pathways were constructed, including <ul style="list-style-type: none"> <li>• Woods Road, South Windsor</li> <li>• Collith Avenue, South Windsor</li> <li>• Cox Street, South Windsor</li> <li>• Argyle Street, South Windsor</li> <li>• Macquarie Street, Windsor</li> <li>• Bourke Street, Richmond</li> </ul>
<b>Increased opex</b>	\$212K was allocated to additional operational programs, with the remaining \$324K identified in the SRV application redirected to deliver more road renewals and upgrades.

## Clause 217(1)(a) Overseas Visits

No overseas visits were undertaken during 2018/2019 by Councillors, Council staff or other persons representing Council.

## Clause 217(1)(ai)(I to viii) Payment of Councillor Expenses

The total amount expended during 2018/2019 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees as shown in Section 428 (4) (b).

Mayoral fees	\$42,120
Councillor fees (12 x \$18,416)	\$231,720
Councillor expenses	\$90,730
<b>TOTAL</b>	<b>\$364,570</b>

This amount includes the following costs:

i.	Dedicated Office Equipment	Nil
ii.	Telephone Calls	\$2,096
iii.	Attendance at Conferences and Seminars	\$30,840
iv.	Training and Skill Development	\$700
v.	Interstate Visits (included in iii, above)	\$10,998
vi.	Overseas Visits (included in iii, above)	Nil
vii.	Expenses of Spouses, Partners or Accompanying Persons	Nil
viii.	Child Care	Nil

All figures above are exclusive of GST.

Council's Policy for Payment of Expenses and Provision of Facilities to Councillors is available at Council's website [www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au).

# Annual Report 2018/2019



## Conferences attended by Councillors 2018/2019

In line with Council's policy, the type and cost of conferences attended by Councillors is reported below. Total costs were \$30,840 being \$19,842 for intrastate visits and \$10,998 for Interstate visits. No overseas visit was undertaken during 2018/2019.

Name of Conference	Date and Place	Councillor Attended
Cities Power Partnership National Summit	18 -19 October, 2018 Kiama, NSW	Clr Lyons-Buckett
2018 Local Government NSW Annual Conference	21 - 23 October 2018 Albury, NSW	Clr Calvert Clr Lyons-Buckett Clr Richards Clr Ross Clr Wheeler
Australian Smart Communities Workshop	31 October 2018 Sydney, NSW	Clr Rasmussen
Sydney Planning Summit	28 - 29 November 2018 Sydney, NSW	Clr Lyons-Buckett Clr Rasmussen Clr Richards Clr Wheeler
2019 Local Government NSW Tourism Conference	17 - 19 March, 2019 Terrigal, NSW	Clr Garrow Clr Richards
2019 Floodplain Management Australia National Conference (*)	15 - 17 May 2019 Canberra, ACT	Clr Lyons-Buckett
Rethinking the Urban Forest Inaugural Conference	24 May 2019 Marrickville, NSW	Clr Wheeler
2019 National General Assembly of Local Government (*)	16 - 19 June 2019 Canberra, ACT	Clr Lyons-Buckett Clr Wheeler Clr Zamprogno

(\*) Interstate Travel

## Clause 217(1)(a2) Major Contracts Awarded in excess of \$150,000

### Construction and Maintenance

Name of Contractor	Nature of Goods or Services	Total Value(\$)
Bernipave Pty Ltd	Supply and Placement of Asphalt	2,947,830.13
MJ & MD Skinner Earthmoving P/L	Road Sealing and Rehabilitation	2,005,451.98
Savage Earthmoving	Restoration of Footpaths and kerb & Gutter and Hire of Trucks and Plant	1,047,039.69
L J Follington Construction Pty Ltd	Hire of Plant and Trucks	814,854.15
State Asphalt Services Pty Ltd	Road Sealing	793,042.30
Tono Ferry Services Pty Ltd	The Caretaking & Operation of the Lower Portland Ferry	524,377.50
Metromix Pty Ltd	Road Base Materials	511,460.12
Northshore Landscapes	Supply of Bulk Materials for Civil Construction	483,487.71
Complete Linemarking Services P/L	Linemarking	348,882.67
Wormleaton Earthmoving Pty Ltd	Hire of Plant & Equipment	382,379.80
Grants Concreting Pty Ltd	Restoration of Footpaths and kerb & Gutter	303,629.26
Gilbert & Roach	Plant and Equipment	283,925.13
Guardrail Installations Aust Pty Ltd	Safety Barriers	273,926.18
P & M Galea	Hire of Plant & Equipment	182,806.80
Conplant Pty Ltd	Hire of Plant	151,330.47
Timber Restoration Systems	Refurbishment of Timber Bridge	148,475.83
Durkin Constructions	Road design	144,831.94
Kennards Plant Hire	Hire of Plant & Equipment	142,879.66
Fulton Hogan Pty Ltd	Road mix	138,199.04
	<b>TOTAL</b>	<b>11,628,810.36</b>



## Professional Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
United Independent Pools	Insurance Contributions	713,249.84
Civic Risk West	Insurances	371,800.00
Marsdens Law Group	Legal Services	363,629.73
Pikes & Verekers Lawyers	Legal Services	350,898.26
Local Government Appointments	Employment Agency	215,378.67
Complete Staff Solutions	Employment Agency	164,382.80
The Centium Group	Audits	132,147.07
	<b>TOTAL</b>	<b>2,311,486.37</b>

## Waste Water Management

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Staples Bros. (Nowra) Pty Ltd t/a Premier Pumpouts	Septic Tank & Collection Well Effluent Removal Service	1,852,094.05
EMT Pty Ltd	Refurbishment of Tanks	467,696.90
Interflow Pty Ltd	Pipeline Construction	380,794.22
Civil Constructions Pty Ltd	Construction of Discharge Line	376,803.90
Select Civil	Waste Facility	366,542.22
Sage Automation	SCADA systems	221,506.24
Dynamic Pumps	Irrigation Repairs and Parts	201,211.07
Nowra Chemical Manufacturers Pty Ltd	Chemicals for Treatment Works	140,864.87
Bettergrow Pty Ltd	Collection, Transportation and Disposal of Biosolids	125,429.38
Xylem Water Solutions Australia Ltd	Water Treatment Services	124,247.09
Process Engineering Technologies	Refurbishment of Aeration System	121,968.00
	<b>TOTAL</b>	<b>4,379,157.94</b>

## Parks and Recreation

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Parkequip Pty Ltd	Park Equipment	677,441.60
YMCA of New South Wales	Management and Operation of the Hawkesbury Leisure Centres	502,741.18
Ecotune Bush Regeneration	Bush Regeneration	269,441.70
Court Craft (Aust) Pty Ltd	Tennis Court Maintenance	254,111.00
Undercover Landscapes Pty Ltd	Landscaping	232,121.40
Citywide Service Solutions	Landscaping	229,802.63
Tom Stoddart Pty Ltd	Park Equipment	174,729.50
Brady Tree Services Pty Ltd	Arborist Services	128,927.00
	<b>TOTAL</b>	<b>2,469,316.01</b>

## Regulatory Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
JJ Richards & Sons Pty Ltd	Garden Organic Collection and Processing Service	3,180,419.04
Cleanaway Pty Ltd	Kerbside Collection	553,914.17
	<b>TOTAL</b>	<b>3,734,333.21</b>

## Building Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Origin Energy	Electricity Major Sites	1,404,551.32
CMP Electrical (Australia) Pty Ltd	Electrical Repairs and Services	487,071.11
Endeavour Energy	Street Lighting	458,707.58
Katopa Holdings Pty Ltd T/as CBD Mechanical Electrical	Electrical Repairs and Services	453,276.55
ERM Power Retail Pty Ltd t/a ERM Business Energy	Supply of Electricity	361,889.57
Kelly Building Co	Oasis Refurbishment	322,909.36
The Green Guys	Solar Panels	217,724.54
Powerdirect Pty Ltd	Retail Electricity	167,127.05
Storm International Pty Ltd	Cleaning of Various Council Buildings	164,802.00
ARA Fire Protection	Fire Services	132,564.39
R Fleming & Sons	Painting and Roof Cleaning	130,406.85
	<b>TOTAL</b>	<b>4,301,030.32</b>

## General

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Western Region Automotive Sinclair Automotive & Sinclair Isuzu	Motor Vehicles	850,849.70
BP Australia Limited	Fuel	713,855.76
Nepean Motor Group	Motor Vehicles	638,456.29
City Hino	Plant items	533,990.13
Macquarie Bank Limited	Computer Equipment Leases	496,759.80
Technology One Ltd	Computer Software	433,362.79
Bucher Municipal	Vehicle parts	441,889.82
Garwood International	Plant Purchase	318,872.40
Ausroad Systems	Plant Purchase	304,587.80
Computer Systems Australia Pty Ltd	IT Professional Services	301,660.36
Caltex Australia Petroleum Pty Ltd	Fuel Purchases	286,171.17
Sydney Water	Water	214,256.38
Windsor Toyota	Motor Vehicles	179,551.07
Telstra	Telecommunications – NBN/Internet provisions	170,694.59
J Blackwood & Son Ltd	General Hardware	139,015.01
Adtrans Hino	Vehicle Repairs	132,184.26
	<b>TOTAL</b>	<b>6,156,157.33</b>

## Clause 217(1)(a3) Summary of Legal Proceedings

Total cost of proceedings

\$80,868

Address	Cost	Status
163 Glenidol Road, Oakville	\$2,110	S34 Conciliation Conference 11/09/2019. Agreement was not reached. Hearing set for 22 and 23 April 2020.
66 Wattle Crescent, Glossodia	\$8,444	S34 Conciliation Conference to be held prior to 12 July 2019 (with the exception of the Social Planners) Social Planners to have a s34 Conference after 31 July 2019. A without prejudice meeting was held on 17 September 2019. Hearing is set for 2-6 December 2019.
43 Bootles Lane, Pitt Town	\$2,579	Without prejudice meeting held with applicant on 7 May 2019. A further without prejudice meeting date to be set.
30 Bulga Street	\$3,740	S34AA conciliation conference and hearing 20 and 21 November 2019.
86 Arthur Phillip Drive, North Richmond	\$3,511	S34 Conciliation Conference held on 30/8/2019.  Directions hearing on 9 October 2019.  Section 34 agreement to be filed by 9 October 2019 if no agreement reached a hearing date to be set.
292 Fairey Road, South Windsor	\$3,234	S34 Conciliation conference to be held 26 November 2019.
382 Grose Vale Road North Richmond	\$0	S34 Conciliation Conference to be held on 28 February 2020.
Compulsory Acquisition – Bridge Street, Windsor	\$57,250	S34 conference held 21 August 2019 was adjourned until 13 November 2019 for parties to reach an Agreement.
1855 Putty Road, Colo	\$113,740	Matter still has an unresolved Court Order which revolves around vegetation management plan. Penalties have been imposed on a monthly basis and Council is in the process of seeking legal costs.

## Clause 217(1)(a4) Work on Private Land

No resolutions were made during the reporting period for work to be carried out on private land that was partly or fully subsidised by the Council.

## Clause 217(1)(a5) Contributions/Donations

The total amount contributed under Section 356 of the Local Government Act, 1993 during the financial year was \$92,866 made up of the following amounts:

- \$86,866 distributed to 42 recipients in accordance with the provisions of Council's Community Sponsorship Program.
- \$6,000 distributed to 12 young people to support their participation in the Sister Cities Student Exchange Program.

## Clause 217(1)(a6) External Bodies Exercising Council Delegated Functions

Council has encouraged the active participation of residents in the management and operation of community facilities. Council also supports the involvement of residents in the coordination of Council programs and activities to ensure that these activities are sympathetic to the needs of residents.

To facilitate community participation, Council has delegated certain responsibilities to community management committees. These committees have been actively involved in the day-to-day management of long day care centres, pre-schools, community halls, neighbourhood centres and sporting and recreation facilities. Council has also delegated other functions to committees to ensure that residents can play an active and valuable role in the management of Council services and resources.

The delegation of responsibility for the care, control and management of Council facilities and functions occurs through Section 377 of the *Local Government Act 1993*.

### Child Care Centres

Care, control and management of community buildings (Childcare Centres) was delegated to the following Incorporated Associations and Management Committees:

Committees	Facilities/Location
Golden Valley Childrens Learning Centre Inc.	Glossodia
Greenhills Child Care Centre Inc.	South Windsor
Hobartville Long Day Pre School Inc.	Hobartville
McGraths Hill Childrens Centre Inc.	McGraths Hill
Elizabeth Street Extended Hours Preschool Inc.	North Richmond
Wilberforce Early Learning Centre Inc.	Wilberforce
Wilberforce Preschool Kindergarten Inc.	Wilberforce
Richmond Preschool Kindergarten Inc.	Richmond
Windsor Preschool Inc.	South Windsor
Bligh Park Childrens Centre Management Committee.	Bligh Park



## Community/Neighbourhood Centres, Halls and Other Buildings

Care, control and management of community buildings (Community Centres and Halls) have been delegated to the following Incorporated Associations and Committees:

Committees	Facilities/Location
Bilpin District Hall Inc.	Bilpin Hall
Blaxlands Ridge Community Centre Management Committee	Blaxlands Ridge Community Centre
Bligh Park Community Services	Tiningi Community/Youth Centre Bligh Park Neighbourhood Centre
Bowen Mountain Management Committee	Bowen Mountain Community Centre
Colo Heights Reserve Management Committee	Horrie Elley Hall, Colo Heights
Glossodia Community Information and Neighbourhood Centre Inc.	Glossodia Community Centre
Hawkesbury Skills Inc.	Hawkesbury Skills Centre, Bosworth Street, Richmond
Maraylya Progress Association	Maraylya Hall
McMahon Park Management Committee	Kurrajong Community Centre
North Richmond Community Centre Inc.	North Richmond Community Centre North Richmond Youth Centre Chas Perry Hall
Peppercorn Services Inc.	Hawkesbury Seniors Leisure and Learning Centre South Windsor Family Centre McGraths Hill Community Transport Depot
Richmond Community Services	Richmond Neighbourhood Centre
St Albans School of Arts Management Committee	St Albans School of Arts
Wilberforce School of Arts Inc.	Wilberforce School of Arts



## Peppercorn Services

Council continued to work in partnership with Peppercorn Services Inc. (PSI) to operate a range of community services.

During the 2018/2019 Financial Year the following services were provided to residents of the Hawkesbury by PSI.

- **Peppercorn Family, Community and Youth Services**
  - **Hawkesbury Family Support** - at home and centre based family support services including playgroups, parenting programs, and family fun days.
  - **Forgotten Valley Community Development Project** – delivered activities, events and learning programs to vulnerable and isolated residents and young people living in the Forgotten Valley area.
  - **Community Transport Options** – made available innovative transport options to support socially and geographically isolated people to access services.
- **Peppercorn Children's Services**
  - **Forgotten Valley Pre-Schools** – operated pre-school services from two venues in Wisemans Ferry and South Maroota to meet the developmental needs of children 0-6 years.
- **Peppercorn Transport**
  - **Community Transport** – delivered a range of coordinated transport services for transport disadvantaged people living in the Hawkesbury including isolated residents.
- **Peppercorn Life Skills**
  - **Come Dine with Me** - a meals program which provides a healthy lunch, social interaction and activities for socially and/or geographically isolated people living in the Hawkesbury.
  - **Home and Garden Maintenance** – delivered subsidised lawn mowing and garden maintenance service services to frail aged people, people with disabilities and their carers in the Hawkesbury and Penrith Local Government Areas. The service aims to support older people and younger people with a disability to maintain their independence and enable them to remain living in their own homes.
  - **Hawkesbury Leisure and Learning Centre** - a range of creative and flexible leisure and learning programs for residents continued to be delivered from this venue.
  - **Peppercorn Property** - Managed the day-to-day building operations of McGrath's Hill Bus Depot, South Windsor Family Centre and Hawkesbury Leisure and Learning Centre.

## Playing Fields and Parks

Care, control and management of active playing fields has been delegated to the Hawkesbury Sports Council Inc.

Other Parks and Cemeteries have been delegated to the following Committees:

Committees	Facilities/Location
Bowen Mountain Park Management Committee	Bowen Mountain Park
McMahon Park Management Committee	McMahon Park
St Albans Sport and Recreation Association	St Albans
St Albans Cemetery Committee	St Albans Cemetery
Lower Portland Cemetery Committee	Lower Portland Cemetery

## Hawkesbury River County Council

Controlling and suppressing of all declared Noxious Weeds has been delegated to Hawkesbury River County Council.

## Oasis Aquatic and Leisure Centre and Hawkesbury Indoor Stadium

The Oasis Aquatic and Leisure Centre and the Hawkesbury Indoor Stadium are owned by Council. These Centres are operated and managed on behalf of Council by YMCA NSW.



## Clauses 217(1)(a7) and (a8) Interests and Participation in Corporations, Partnerships, Cooperatives, Joint Ventures, Syndicates or other bodies

### Civic Risk Mutual (CRM)

Council is a member of an independent insurance and risk management discretionary mutual, Westpool, established in 1988 and following recent rebranding is now known as Civic Risk West.

This mutual consists of eleven Councils – Blacktown, Blue Mountains, Camden, Fairfield, Hawkesbury, Liverpool, Orange, Parramatta, Penrith, Shellharbour and Wollongong City Councils and the alliance provides opportunities for members to self-manage public liability and professional indemnity claims, to purchase a variety of insurance products and to share risk management strategies.

Currently, Civic Risk West purchases public liability, professional indemnity, corporate travel, and group personal accident insurances.

Civic Risk West, in association with its sister organisation, Civic Risk Metro, has established United Independent Pools (UIP), now rebranded as Civic Risk Mutual (CRM) which now self manages motor vehicle, tools of trade, industrial special risks (Property), Councillors, Officers, Statutory Liability, Crime (internal fraud and electronic theft), Cyber, public liability and Casual Hirers insurance covers.

Council also holds a number of smaller specialised insurance policies specific to Council needs.

Through the ability of these mutual associations to self-insure and group purchase insurance significant savings have been achieved in the level of premiums paid by the Council, particularly in comparison to potential premiums had Council approached the insurance market as a single entity.

In addition, much is gained by councils being able to share experiences, initiatives and ideas in areas such as risk management, claims

management strategies, fleet management, property protection, security, work health safety and workers compensation, etc. Council continues to reap the benefits of this alliance which now actively covers all lines of insurance.

Additional advantages to being a member of this independent pool include;

- Establishing a capital adequacy benchmark of 150% of the APRA Minimum Capital Requirement.
- Returning approximately \$6,910,000 surplus capital back to its members over the past five years.
- Maintaining stable contributions for members.

Civic Risk Mutual is managed by a representative group of elected members and senior officers from all member councils and is funded by contributions based on independent actuarial assessment.

### Regional Strategic Alliance

A Regional Strategic Alliance was formed in 2016 in order to achieve cost efficiencies through sharing arrangements between Hawkesbury City Council, Blue Mountains City Council and Penrith City Council.

As at 30 June 2019 the ongoing benefits of the Regional Strategic Alliance were being reviewed in light of other regional collaborations including the Western City Deals.

## Hawkesbury River County Council

The HRCC has been established under the *Local Government Act 1993*. It covers the areas of The Hills Shire, Blacktown, Penrith and Hawkesbury City Councils and has responsibility for the management, control and suppression of declared noxious weeds on these areas of the River. This single purpose authority has responsibility for a combined area of 3,823km<sup>2</sup> and by the forming of a larger area, local government boundary problems are avoided.

Funds are provided by levies upon the four constituent councils with the State Government providing some grant funding. Resource sharing is achieved as resources are used over a larger area of operations.

HRCC strategic objectives follow the guidance provided by the development of their member Council 'Community Strategic Plans' and the NSW Invasive Species Plan.

In order of priority they are as follows:

- prevent the establishment of new weed species
- eliminate the spread of new and existing weed species
- reduce the impact of widespread weeds on key assets
- support the community, industry and government stakeholders to have the ability and long term commitment to manage weeds.

Further information on HRCC is available at [www.hrcc.nsw.gov.au](http://www.hrcc.nsw.gov.au)

## Hawkesbury Companion Animal Shelter

Council has, for the past several years, provided an animal shelter establishment for the caring of impounded and unwanted dogs for Penrith, Hills Shire Council and Hornsby Council areas, as well as its own.

The arrangement is performed under an agreement between Council and the participating councils, and provides for the housing and administration of impounded cats

and dogs, rehoming of unwanted animals, and euthanasia of those animals that are unsuitable for rehoming.

The four councils work closely together and with animal welfare agencies, to ensure as many animals as possible are reunited with their owners or found foster or permanent homes, where the owners can't be found.

The companion animal controllers from Penrith, Hornsby and the Hills Shire Councils use the administration facilities at Council's animal shelter to complete documentation needed in the administration of the impounding processes and exchange ideas and methods of controlling companion animals in their respective council areas.

During 2018/2019, the Shelter and its staff in conjunction with a number of welfare agencies achieved rehoming rates of over 60% for cats and 90% for dogs over the financial year, which were for animals that were suitable for rehoming.

## Hawkesbury Sister City Association – International Sister Cities

Council has two international sister cities, being Temple City, California USA (established 1984) and KyoTamba, Kyoto JAPAN (established 1988, nee Tamba).

The Sister City Program is managed by Council officers in conjunction with the Hawkesbury Sister City Association Inc.(Association) , which was established in 1984 by the then Hawkesbury Shire Council. The Association manages community and cultural activities of the program, which mainly involves the student exchange program to and from the sister cities. Council manages other activities of the program, including Mayoral communications, civic events and exchanges. The Sister City Program operates as a low cost Community – Council partnership.

Council recognises the strength of our sister cities relationships that have been cemented over the years, primary through the student exchange programs. The exchange program has created many lasting friendships for our citizens, members of the Association and



Council. The importance of the program is reflected in Council's ongoing policy position and delegation of authority to the Association to assist Council to promote international understanding through friendship in the community and to conduct exchange programs to strengthen this understanding.

Council renewed its relationship with Kyotamba in February 2007 with the re-signing of the Sister City Agreement by Mayor of Hawkesbury, Councillor (Dr) Rex Stubbs (OAM) and Mayor of Kyotamba Town, Shigeki Matsubara when visiting the Hawkesbury. The Mayors of Temple City and Kyotamba have visited the Hawkesbury area as part of delegations from their cities in recent years.

In 2010, Council recognised the 25<sup>th</sup> anniversary of the sister cities friendship with Temple City and its community during a visit to the Hawkesbury by the Temple City Sister City Association. In 2014, Council celebrated the 25<sup>th</sup> anniversary of the sister cities friendship with Kyotamba. In 2018, Council celebrated the 30<sup>th</sup> anniversary of the sister cities friendship with Kyotamba at a function on 10 August 2018: Many exchange students and their families over the 30 years attended as well as the 2018 Exchange Students from Kyotamba, Hawkesbury and Temple City. The Consul-General of Japan Mr. Keizo Takewaka and the Director of the Japan Local Government Centre in Sydney Mr Hirotono Akaiwa and his staff also attended.

The student exchange program enables young citizens of the Hawkesbury to visit our sister cities and experience new cultures by staying with sister cities families. Annual student exchange visits to the sister cities take place around September/ October. Up to six high school students (Year 9 or Year 10) are selected to visit each sister city. Reciprocal student exchanges visits to from the sister cities to the Hawkesbury occur around July/ August.

Hawkesbury students and their families fund their exchange visit to the sister cities, and the Association funds related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

2018 marks the 30th anniversary of the student exchange program between Hawkesbury and Kyotamba which has involved around 350 Japanese and Australian students since the program began.

In 2018 Tina Tallack was recognised for her involvement in the program with a Sister Cities Life Membership. Tina has been involved in the Student Exchange program not only in a professional manner, as the President for many years, but also in a personal way when her daughter Geraldine participated as an exchange student to Japan 1992.

Many lasting friendships have been formed between the students (and families) and adults who have participated in the cultural exchanges and between the Association's members who make the program a success. The program is at a stage where children of parents who were once exchange students are now participating in the student exchange program to our sister cities. The inter-generational success of the exchange visits is a major achievement of the Association.

On 24 February 2009, Council extended the Association's delegation of authority to further promote the benefit of exchange programs with our City-Country Alliance Councils (Cabonne Shire Council and Weddin Shire Council) with our international sister cities and Hawkesbury citizens.

## **City - Country Alliances with Cabonne and Weddin Councils**

Council has two City-Country Alliances, one with Cabonne Shire Council and one with Weddin Shire Council. The Alliances were created on 16 May 2007, when the councils formally signed the Alliance Memorandum of Understandings. The MOUs state:

*"Hawkesbury City Council and Cabonne Council*

*Hawkesbury City Council and Cabonne Council have this day signed a Memorandum of Understanding that will promote a greater awareness and understanding of our respective areas,*

*lifestyles, to seek and explore areas of mutual benefit for our communities. Under this agreement both Councils agree to act as facilitators within their local government areas to bring together local community groups and organisations in the sporting, education, business and cultural fields and to encourage them to participate in exchanges between the two areas that will lead to greater understanding and involvement between the two communities.*

*The Councils also agree to undertake activities that will benefit both Councils through the exchange of staff and the sharing of information on processes and procedures which may also lead to the formation of strategic alliances in areas of mutual interest.*

*The Councils trust that through this Memorandum of Understanding many lasting friendships will be formed and many activities undertaken to the long-term benefit and advantage of our respective communities. "*

*" Hawkesbury City Council and Weddin Shire Council*

*Hawkesbury City Council and Weddin Shire Council have this day signed a Memorandum of Understanding that will promote a greater awareness and understanding of our respective areas, lifestyles, to seek and explore areas of mutual benefit for our communities.*

*Under this agreement both Councils agree to act as facilitators within their local government areas to bring together local community groups and organisations in the sporting, education, business and cultural fields and to encourage them to participate in exchanges between the two areas that will lead to greater understanding and involvement between the two communities.*

*The Councils also agree to undertake activities that will benefit both Councils through the exchange of staff and the sharing of information on processes and*

*procedures which may also lead to the formation of strategic alliances in areas of mutual interest.*

*The Councils trust that through this Memorandum of Understanding many lasting friendships will be formed and many activities undertaken to the long-term benefit and advantage of our respective communities."*

The City-Country Alliance Program is managed by Council officers in conjunction with officers of Cabonne Council and Weddin Council and program partners, like the Hawkesbury Sister City Association. Alliance exchanges can include Councillor exchanges, Council corporate exchanges and community exchanges.

Country alliance councils have in previous years participated in Council activities as exchanges including Council's show tent at the annual Hawkesbury Agricultural Show (and other tourism activities), Hawkesbury Eisteddfod, Macquarie 2010 Bicentenary celebrations, Sister Cities Mayoral visits, staff visits (staff-buddies). Council has participated in Country alliance activities as exchanges including Mayoral visits to Cabonne and Weddin in August 2013, attendance at the Henry Lawson Festival (Weddin) by the Mayor, councillors or staff (June, 2014, 2015, 2017), staff visits.

Hawkesbury Sister City Association Inc. is a partner of the City-Country program and its delegation was extended to include City-Country Alliance activities.

## **Stormwater Partnership**

Council is part of a collaborative including the Western Sydney University (WSU), Sydney Water and industrial groups which formulated a stormwater drainage reuse facility for a large catchment within Richmond. Council contributes to the ongoing operation and maintenance of the program which provides environmental improvement through the treatment of stormwater.

Council also partners WSU and industry groups in the Co-operative Research Centre (CRC) for irrigation futures. The CRC

undertakes research into the provision of safe, potable water supplies including the provision of adequate water supplies to agriculture, environmental flows and recreation sites.

## Lower Portland Ferry Service

The Lower Portland Ferry service provides a link across the Hawkesbury River at Lower Portland to service both the local and wider community.

Whilst the contract and operational costs are shared equally between Hawkesbury City Council and The Hills Shire Council, the management of the service and day-to-day operation is the responsibility of Hawkesbury City Council.

A major overhaul of the ferry is required to be undertaken every three years, as a requirement of running a public passenger service. The next out of water survey is scheduled for second half of 2019.

Tono Group Pty Ltd operate the Lower Portland Ferry service on a contract basis.

The ferry currently operates between 5am - midnight, seven days per week.

## Clause 217((1)(a9) Equal Opportunities

### Equal Employment Opportunity Management Plan

In line with Council's policy, the following activities were carried out during 2018/2019 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

- ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including, specific qualifications/licences, special skills or experience, including where applicable reference to broader industry skills and experience.
- that EEO responsibilities are included in all job descriptions

- Introduction of flexible work procedures in order to attract and retain employees with carers' responsibilities by offering flexible work options across the organisation where possible.
- Commenced a review of complaints and grievance handling policy and procedures to provide a more structure and transparent approach.
- Focus on improving communication across all areas of the organisation with Staff Briefing Sessions to reinforce organisation values and an inclusive approach delivery of organisational goals and objectives.

### Equal Employment Opportunity Policy Statement

In line with Council's policy, the following activities were carried out during 2018/2019 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

- ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including, specific qualifications/licences, special skills or experience, including where applicable reference to broader industry skills and experience.
- that EEO responsibilities are included in all job descriptions
- Introduction of flexible work procedures in order to attract and retain employees with carers' responsibilities by offering flexible work options across the organisation where possible.
- Commenced a review of complaints and grievance handling policy and procedures to provide a more structure and transparent approach.
- Focus on improving communication across all areas of the organisation with Staff Briefing Sessions to reinforce organisation values and an inclusive approach delivery of organisational goals and objectives.

## Clause 217(1)(b) and (c) General Manager and Senior Staff Remuneration

There were four senior staff positions employed under contract by Council between 1 July 2018 and 30 June 2019. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the OLG and are subject to performance agreements.

Between 1 July 2018 and 30 June 2019 the General Manager's Total Remuneration Packages (TRP) was \$299,428 and the TRP's of the three Directors referred to above, totalled \$754,300.

The above TRPs include the following:

- salary component of the package
- defined employers contribution to any superannuation scheme
- the total value of non-cash benefits elected under the package (i.e. Council supplied vehicle)
- FBT payable by Council for any non-cash benefits.

## Clause 217(1)(e) Annual charge for stormwater management services

In 2018/2019 Council levied an annual charge for stormwater management services. The charges levied are shown in the table below.

Category	Annual Charge
Residential	\$25.00
Residential Strata	\$12.50
Business	\$25.00 per 350m <sup>2</sup> , or part thereof, up to a maximum of \$1,500
Business Strata	Pro-rata of the above, based on land valuation apportionment

## Clause 217(1)(f) Activities relating to compliance with the Companion Animals Act and Regulations

During 2018/2019, Council completed and lodged all Companion Animal Shelter data collection returns with the OLG as required by legislation, including data relating to dog attacks. During this period, Council had an expenditure of \$976,823, and an income of \$722,207, which gives a net expense/loss to Council of \$254,616 for animal control. This represents an improvement from the previous financial year where the net expense/loss to Council was \$260,307.

Council introduced a mandatory desexing program of all animals sold through the Hawkesbury Animal Shelter during the 2012/2013 financial year in an attempt to reduce the number of unwanted pets in our community as a result of accidental pregnancy. Council, with the assistance of the Animal Welfare League and the Cat Society, conducts reduced price desexing clinics throughout the year as well.

Council has achieved during the 2018/2019 period rehoming rates of over 60% for cats and 90% for dogs, which is for animals that were suitable for rehoming. This achievement is only possible because of Council's dedicated staff, and the continued association with, and the help from, the animal welfare organisations in our local area, as well as the rest of NSW and other states within Australia.

Council provides three dog offleash areas located at:

- Pool Park, South Windsor
- Yarramundi Reserve, Yarramundi
- Peel Park, North Richmond.

The Companion Animals Fund money received by Council, has been used to offset the expenditure for companion animal management activities as stated above. Other Statutory Reporting Requirements.



## Access to Government held information

The public may request access to Council's records under the *Government Information (Public Access) Act 2009* (GIPA Act). Dependent upon the type of request, some mandatory fees and processing charges (in accordance with Council's Fees and Charges) are payable under the GIPA Act.

Requests under the GIPA Act may be made by way of formal or informal access to information requests. Formal access to information requests must be accompanied by a \$30 application fee. Both formal and informal requests are required in writing using Council forms (available on Council's website), or by directing a written request to:

The Right to Information Officer  
Hawkesbury City Council  
PO Box 146  
WINDSOR NSW 2756

Further information is available on Council's website. Alternatively, enquiries may be directed to Council's Governance Section on (02) 4560 4444 during office hours Monday to Friday 8:30am to 5pm.

## Format of Council information

The Council takes great care to maintain and manage records in hard copy and electronic formats. Council's computerised records management system ensures that all records are well managed and retained over specified periods of time in accordance with the *Local Government Act, 1993* and *State Records Act 1998*.

All of Council's business documentation is entered into this system and distributed to the appropriate area for action, allowing the Council to respond to correspondence and requests. In addition, paper documentation, mostly in relation to building and development applications, is kept on site and at the NSW Government Records Repository at Kingswood.

In recent years Council has also taken steps to increase the amount of archived records which

are available in electronic format, such as information contained in microfilm and information from the previous Windsor Municipal and Colo Shire Councils, in order to improve the ability of staff to locate and search these records.

## Policy for Access to Information

Council recognises and promotes the public's right to access a broad range of Council information and documents. Council encourages open and transparent governance and well informed community debate.

On 1 July 2010, the GIPA Act replaced the *Freedom of Information Act* and Section 12 of the *Local Government Act 1993*. In accordance with the new legislation, Council:

- adopted an Access to Information Policy on 29 June 2010. The Access to Information Policy was reviewed in 2018, and an updated version of the Policy was adopted on 13 March 2018. The objective of the policy is to describe Council's principles regarding public access to information and to facilitate the processing of requests for such access.
- prepared an Information Guide, which is reviewed annually. This identifies information held by Council and how to obtain that information.
- revised its Privacy Management Plan in 2013, in accordance with the *Privacy and Personal Information Protection Act 1998 (NSW)* to protect the public from disclosure of personal information.

## Proactive Release

The following Council documents are proactively released in accordance with Sections 6 and 7 of the GIPA Act and Council's Information Guide.

These documents are available for inspection at Council offices and/or on Council's website at no charge:

- agendas and business papers for Council and Committee meetings (but not including business papers for



matters considered when part of a meeting is closed to the public)

- annual financial reports
- Annual Report
- annual reports of bodies exercising delegated Council functions
- any Codes referred to in the *Local Government Act, 1993*
- applications under Part 1 of Chapter 7 of the *Local Government Act, 1993* for approval to erect a building, and associated documents, subject to restrictions outlined in the GIPA Act
- Auditor's report
- Code of Conduct
- Code of Meeting Practice
- Delivery Plans, Operational Plans and Resourcing Strategies
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the *Local Government Act, 1993*
- development applications (within the meaning of the *Environmental Planning and Assessment Act, 1979*) and associated documents, subject to restrictions outlined in the *GIPA Regulations*
- EEO Management Plan
- environmental planning instruments, development control plans and contributions plans made under the *Environmental Planning and Assessment Act, 1979* applying to land within the Council's area
- land register
- leases and licences for use of public land classified as community land
- local policies adopted by the Council concerning approvals and orders
- minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Payment of Expenses and Provision of Facilities to Councillors Policy
- plans of land proposed to be compulsorily acquired by the Council
- plans of management for community land
- records of approvals granted, any variation from local policies with reasons

for the variation, and decisions made on appeals concerning approvals

- register of delegations
- register of investments
- returns as to candidates' campaign donations
- returns of the interests of councillors, designated persons and delegates
- the register of graffiti removal work kept in accordance with Section 67 C of the *Local Government Act, 1993*.

## Processing Applications for Access to Information

Access to documents other than those listed as proactively released or open access information is provided in accordance with Section 8 of the GIPA Act. No fees are payable for viewing of documents under an informal access request, however archive retrieval fees and other processing charges for photocopies or electronic copies of documents are applied.

Requests to view other documents will be considered in line with the following:

1. if granting public access is prohibited under relevant legislation
2. the General Manager or Public Officer (or other delegated staff member) believe granting access to a particular document is contrary to the public interest
3. taking the result of any consultation process into account.

When requesting access to sensitive information, or when processing a request would amount to a substantial diversion of Council resources, a formal access application is required and will attract an application fee, as well as processing charges of \$30 per hour.

There are exceptions where a 50% discount of processing charges may be applied (excluding the \$30 application fee), which are outlined in Section 65 and 66 of the GIPA Act, and GIPA Guideline 2. In cases where the applicant is requesting access to their own personal information only, no processing charges will be applied for the first 20 hours of processing.

If access to a document or any information is restricted, the customer will be given written justification for the restriction and the details for options of review.

Council's Access to Information Policy aims to meet the objective of open and transparent governance and encourages community input on matters before the Council. Customers are able to request access to a range of Council information in various formats, as required by the GIPA Act.

Privacy of members of the public is recognised through withholding access to personal information where the release of information would compromise individual safety, constitutes an unreasonable disclosure of personal information or is contrary to the public interest or outcome of the third party consultation process.

Council has developed a Privacy Management Plan and Codes of Practice in accordance with the *Privacy and Personal Information Protection Act, 1998 (NSW)* to protect the public from disclosure of personal information.



## Government Information (Public Access) Act (GIPA) - Annual Statistical Reports

Section 125 of the GIPA Act requires councils to prepare an annual report on their obligations under the Act. That report is to contain information prescribed by Clause 7 of the GIPA Regulations. This information is set out below.

### 7(a) Details of any review carried out by the agency under section 7(3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out	Information made publicly available
Yes	Yes

An internal audit of "Provision of Information to the Public" was conducted in September 2018 in order to assess Council's compliance with the GIPA Act and overall effectiveness in the areas of provision of information and privacy management. One of the recommendations of the audit is that Council's website be reviewed, and a section for information of significant community interest be added to the "Open Access Information" page on the website. A survey was posted on Council's website in June 2019 allowing public users to submit their suggestions for what they would like to see on the new website. This action is scheduled to take place in December 2019, following the delivery of Council's new website design.

Council commenced making podcasts of all Council meetings and Local Planning Panel meetings available for public download from Council's website starting from June 2018.

### 7(b) The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received	27
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### 7(c) The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	
Wholly	0
Partly	3
Total	3

## 7(d) Information, as set out in the form required by the tables in Schedule 2, relating to the access applications (if any) made during the reporting year

The following tables provide statistical information about access applications received during 2018-2019 and are in accordance with the provisions of the Regulation.

**Table 5: Number of applications by type of applicant and outcome\***

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	1	5	0	1	0	0	0	0
Not for profit organisation or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	7	0	0	0	2	0	0
Members of the public (Other)	6	6	2	1	0	0	0	0

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 6.



**Table 6: Number of applications by type of applicant and outcome**

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	7	18	2	2	0	2	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

\* A "personal information application" is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

**Table 7: Invalid applications**

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41) of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently become valid applications	0



**Table 8: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	3
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table .

**Table 9: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act**

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	1
Individual rights, judicial processes and natural justice	17
Business interests of agencies and other persons	0
Environment, cultural, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table 10: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	27
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	1
<b>Total</b>	<b>28</b>

**Table 11: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

Applications	Decision varied	Decision upheld	Total
Internal review	0	1	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>

\* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table 12: Applications for review under Part 5 of the Act (by type of applicant)**

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

**Table 13: Applications transferred to other agencies under Division 2 of Part 4 of the Act**

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

## Impact of the Government Information (Public Access) Act (GIPA Act)

Council supports open government and has policies to maximise customer access to information through inspection and copying of documents, and conducting regular Council meetings which are open to the public.

Financial year	Number of informal requests
2018-2019	539
2017-2018	537
2016-2017	619
2015-2016	660
2014-2015	701
2013-2014	791
2012-2013	733

There were no enquiries or appeals involving the Ombudsman.

There were no privacy reviews during 2018/2019, 2017/2018, 2016/2017, 2015/2016 or 2014/2015. One (internal) review was lodged with Council in 2013/2014 under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

Although the number of informal access requests appears to be decreasing each year, this is being compensated for by an increase in additional duties being undertaken by the Governance team. However, the processing times for informal access requests continues to be within Council's Customer Service Standard target of 10 working days for most basic requests.

The number of formal requests also decreased significantly in 2018/2019 compared with previous years. However, the types of requests received this year were in some cases sensitive requests that required a much more thorough and nuanced degree of analysis than has been required by most requests in previous years. Notably, Council received both its first third party internal review application, and its first NSW Civil & Administrative Decisions Tribunal (NCAT)

review application in 2019. The percentage of applications where access to the information was refused in full has decreased significantly compared to previous years, indicating that Council is now conducting the public interest test more rigorously and choosing to release more information in response to formal requests.

In September 2018, an internal audit of Provision of Information to the Public was conducted by Council's appointed internal auditor, Centium. The objective of the audit was to assess Council's effectiveness with regards to compliance with the GIPA Act, including the provision of information and protection of privacy.

The key findings of the review were that Council's Governance Branch has a high level of expertise regarding the GIPA Act, and there are no pressing issues with Council's processing of formal or informal access requests. The audit recommended that Council should consider measures such as additional training to improve the understanding of the GIPA Act across the organisation, and consider broadening the responsibility for providing access to information to other Council departments outside the Governance Branch. The audit also recommended routine reviews of Council's relevant policies and procedures, including the incorporation of GIPA-related clauses into policies and procedures organisation-wide. The management actions resulting from the audit are scheduled to be completed between June 2019 to December 2020.

In May 2019, Council resolved to place on public exhibition an amended Provision of Information and Interaction between Councillors and Staff Policy, which was developed in response to Council's new Code of Conduct adopted in March 2019. The new Policy addresses the rights of Councillors to access information through the GIPA Act and other means, and also the responsibilities of Councillors with regards to dealing with Council information and documents. The new Policy is expected to be adopted early in the 2019/2020 financial year.

## Planning Agreements

No Voluntary Planning Agreements were entered into during the 2018-2019 period.

During the 2018/2019 period, Council entered into the following Voluntary Planning Agreements:

Voluntary Planning Agreement for 219 Bells Line of Road, North Richmond – the Voluntary Planning Agreement enabling Council to levy a \$30,000 monetary contribution for the additional housing lot arising from the future subdivision of the subject site was executed by Council on 29 March 2019.

Voluntary Planning Agreement for 452 Greggs Road, Kurrajong – the Voluntary Planning Agreement enabling Council to levy a \$30,000 monetary contribution for an additional housing lot arising from the future subdivision of the subject site was executed by Council 29 March 2019.

Voluntary Planning Agreement for 1442 and 1442A Kurmond Road, Kurmond – the Voluntary Planning Agreement enabling Council to levy a \$30,000 monetary contribution for each additional housing lot arising from the future subdivision of the subject site was executed by Council 29 March 2019.

## Public Interest Disclosures Act 1994 and Regulation

Council at its meeting on 12 April 2016 adopted a revised Internal Reporting Policy (*Public Interest Disclosures Act 1994*). No public interest disclosures were received in 2018/2019, which were the same as during 2017/2018.

## Swimming Pool Inspections

Council issued 82 Pool Compliance Certificates between 1 July 2018 and 30 June 2019. 24 inspections resulted in the issuance of non-compliance. Two Tourist and Visitor Accommodation was inspected.

## Carers Recognition Act 2012

Council has been assessed as a human service agency under the Common Care Standards Review process by Department of Health and Ageing. All service provision, assessment and referral processes were deemed to be compliant against all relevant Acts, including the *Carers Recognition Act 2010*.

## Disability Inclusion Act 2014

The Hawkesbury Disability Inclusion Action Plan was developed following broad consultation with people with disabilities, details of which have been provided to the Disability Council NSW. Actions and strategies within the Hawkesbury Disability Action Plan support the goals of the Disability Inclusion Act 2014. Council's Access and Inclusion Advisory Committee comprises of seven community representatives including people with disabilities and the Committee oversee and monitor implementation of the Plan at bi-monthly meetings. Of the 30 Year Two actions in the adopted Plan, 28 actions have been achieved. Activities included training library staff in use of assistive technology, events to raise profile of access and inclusion, development of play-spaces to meet expressed needs of people with disabilities, delivery of partnership project to increase employment opportunities for people with disabilities. submission of CCTV application for North Richmond shopping precinct, established project to provide outreach access to mental health services, provided Auslan interpretation and accessible transport options to Council consultations and convened sector-wide interagencies to improve access to services for people with disabilities.





This document contains important information.  
If you do not understand it, contact the  
Telephone Interpreter Service on 131 450.



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