



Hawkesbury City Council

attachment 1
to
item 31

Progress Report on the
2020/2021 Operational Plan for
the period July to December
2020

date of meeting: 23 February 2021
location: council chambers and
by audio-visual link
time: 6:30 p.m.

HAWKESBURY CITY COUNCIL

PROGRESS REPORT

OPERATIONAL PLAN 2020/2021
JULY – DECEMBER 2020



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- Cover : Windsor Town Centre Lane Artworks
- Page 3 – Destination NSW: Wildwood Garden, Bilpin

OUR HAWKESBURY

July to December 2020

Vision

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

About this report

Our role as Council is to use our community's vision to guide our plans for the future. Our long term Community Strategic Plan, "The Hawkesbury 2036: It's Our Future" outlines just that.

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

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

This report provides our six monthly update on the organisation's progress and performance during the 1 July 2020 – 31 December 2020 period in delivering actions outlined in Council's 2020/2021 Operational Plan.



L-R Back Row: Councillor Sarah Richards, Councillor Patrick Conolly (Mayor September 2020 – current), Councillor Barry Calvert (Mayor until September 2020), 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.



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CONTENTS






HOW TO READ THIS REPORT	7
OUR LEADERSHIP	6
OUR COMMUNITY	7
OUR ENVIRONMENT	8
OUR ASSETS	9
OUR FUTURE	10
DETAILED ACTION UPDATES	11

HOW TO READ THIS REPORT

The focus for this report is to outline the progress Council has made on the 2020/2021 Operational Plan during the six month period, 1 July 2020 – 31 December 2020. This progress report contributes to the 2017–2021 Delivery Program.

The Delivery Program outlines Council's four year plan to meet the Community Strategic Plan. The Community Strategic Plan has five focus areas: Our Leadership, Our Community, Our Environment, Our Assets and Our Future.

HOW WE MEASURE OUR PROGRESS

	Complete	This action has been completed
	Ongoing	This forms part of Council's ongoing works and services
	In progress	Council is currently working on this project and expects to complete it on time
	Not Due to Start or On-hold	Work has not begun on this action
	Off-track	Work on this action is delayed and may not be completed on time

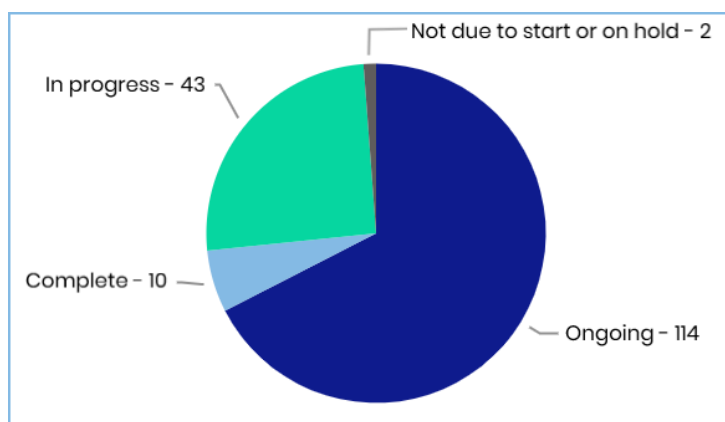
HOW THE INFORMATION IS REPORTED

High level summaries describing the progress of the Operational Plan under each of our Focus Areas are presented at the beginning of the report, along with some key achievements for this period and actions to look forward to in the next six months. A more detailed status report on all actions is provided from page 11. It is important to note that this report does not contain an update on every service and activity provided by Council.

OVERALL OPERATIONAL PLAN PROGRESS SNAPSHOT

Period 1: 1 July – 31 December 2020

At the close of the period 1 July 2020 – 31 December 2020 all of Council's 169 Operational Plan actions were deemed ongoing, complete or in progress with the exception of two which are not due to start or on hold.

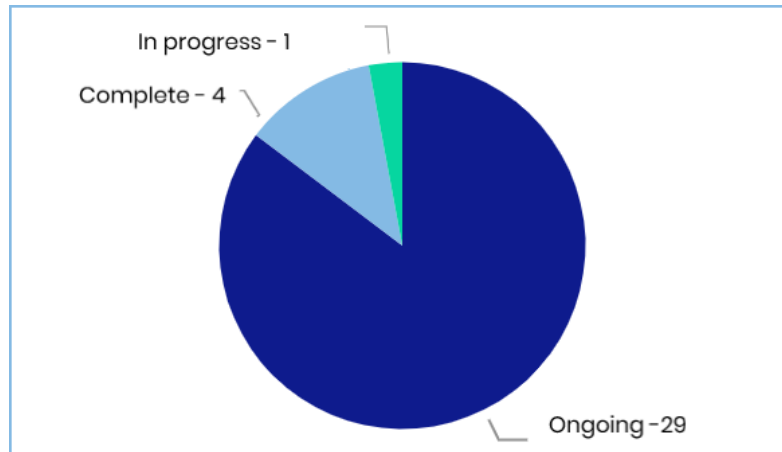


OUR LEADERSHIP

Focus area one

What it means to you:

Council is a respected civic leader through consistent, transparent and engaged decision making that the community can understand.



ACHIEVEMENTS

- Launched Council's new look website
- Completed the 'City Planning Applications and Certificates' and 'Customer Service Standards and Complaints' internal audits to inform future service improvements
- Implemented a new internal software solution for managing audit management actions, leading to improved reporting to the Audit Committee
- The Voluntary Planning Agreement and Employment Lands Strategy were both adopted by Council
- The organisation's leadership development program saw 33 employees complete the Diploma of Leadership and Management Course
- Work on Council's Sustainability Strategy is near completion
- Implemented a number of business improvement processes, some of which were based on internal audit recommendations

NEXT SIX MONTHS

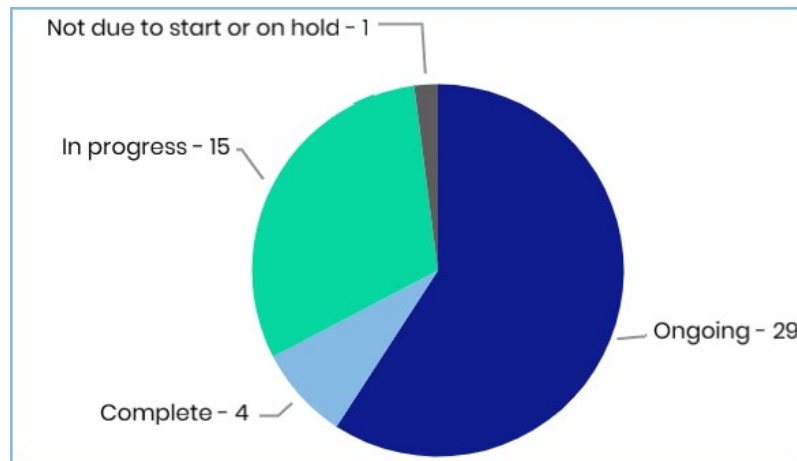
- Further improvements to the organisation's internal planning processes
- Enhancing communication and engagement with the community
- Continuing business improvement process throughout the organisation
- Continuing to build relationships with external stakeholders for the benefit of the Hawkesbury
- Completing the organisation's Sustainability Strategy

OUR COMMUNITY

Focus area two

What it means to you:

Council partners with our community and key service providers to deliver outcomes that support a connected, healthy and inclusive Hawkesbury



ACHIEVEMENTS

- Supported bushfire effected residents through community outreach sessions and access to financial support or free ofcharge services
- Supported bushfire effected businesses through initiatives including tourism and business mentoring programs, workshops, webinars, and training opportunities
- Resolved and signed the Sydney City Deals Health Alliance Memorandum of Understanding
- The Library, Museum and Gallery collection catalogues are now online with 430 artworks, 2,336 Museum objects and 25,614 Library images accessible
- Secured grant funding for mental health programs including social dance programs, youth bushfire preparedness and music therapy programs for Rural FireServices volunteers
- Adopted Council's Local Housing Strategy, and Interim Flood Policy

NEXT SIX MONTHS

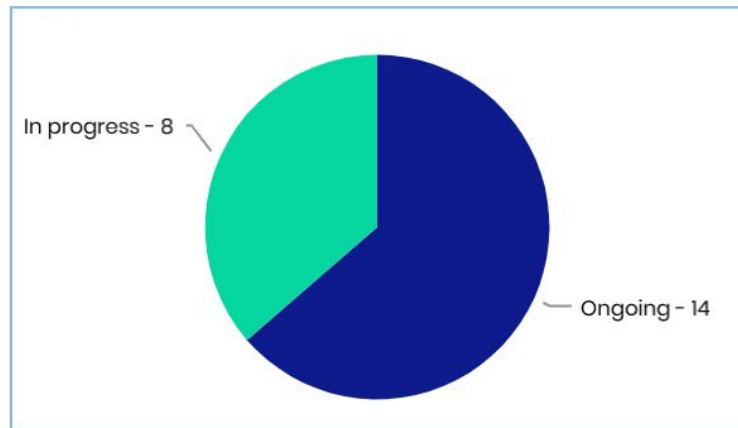
- Continue to support efforts for bushfire and flood effected businesses and community members
- Completion of master plans and public domain plans for Richmond, Windsor and South Windsor
- Finalisation of a Volunteer Strategy, policy and procedure to standardise and maximise Council's volunteer programs
- Further enhancing relationships with external stakeholders in the for the benefitof disadvantaged groups in the Hawkesbury with Windsor Police Local Area Command , NSW Department of Housing and Community Services and Wentworth Community Housing
- Providing community outreach, safety, recovery, volunteering and events programs within public health order restrictions

OUR ENVIRONMENT

Focus area three

What it means to you:

Council will, through leadership, stewardship and education, ensure that our natural and built environment is protected and enhanced for the current community and for future generations.



ACHIEVEMENTS

- Participated with other Hawkesbury River Council's with respect to the preparation of a whole of river Coastal Management Program
- Council's Draft Net-Zero Strategy was placed on public exhibition
- Removed bushfire damaged trees near dwellings, buildings and those restricting access on private property
- Provided access to a planning consultant, waiving fees and contributions for bushfire impacted residents
- Drafted the Urban Heat Toolkit, Regional Electric Vehicle Roadmap, and Draft Heatwave and Preparedness Response Framework in partnership with WSROC
- Delivered a series of videos to assist the community with respect to energy efficiency, including Heating and Cooling, Hot Water, Insulation and Sealing, Solar Power, Standby Power, Understanding Energy Bills, and House Batteries.

NEXT SIX MONTHS

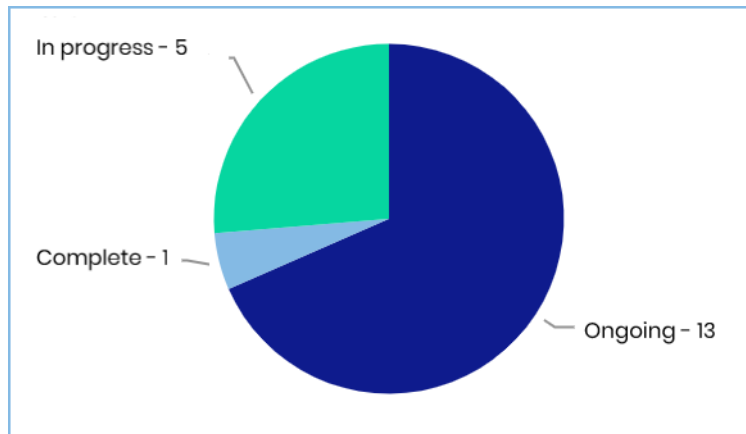
- Finalising Council's Waste Strategy and Strategic Biodiversity Land Use Planning Framework
- Continuing to incorporate recycled materials in road construction and rehabilitation projects
- Continuing to roll out a program of retrofitting LED street lighting, roof-mounted solar panel systems and more energy efficient projects
- Continuing to deliver waste education programs within public health order restrictions

OUR ASSETS

Focus area four

What it means to you:

Council will provide, upgrade and maintain assets to support our community



ACHIEVEMENTS

- A "Safety First" road safety campaign was initiated around schools in the Hawkesbury
- Successfully received multiple grants as part of federal government economic stimulus packages which assisted Council in delivering road repairs across the local government area
- Utilised approximately 6,087 tone of recycled road base across roads projects
- Worked closely with Peppercorn management to ensure essential transport services continued to be provided throughout COVID-19 Pandemic restrictions and with consideration to financial hardship
- Implemented an new client facing booking software to allow for improved access to activity spaces at Windsor Library

NEXT SIX MONTHS

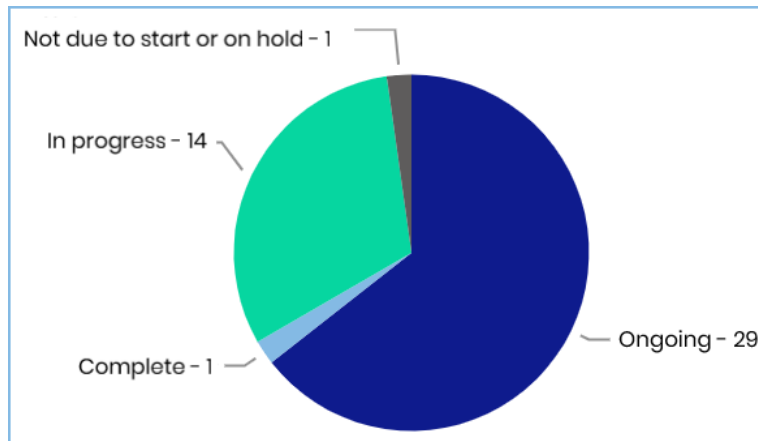
- Finalisation of the Hawkesbury Local Strategic Planning Statement
- Completing all works under the Hawkesbury Mobility Plan
- Progressing Council's long-term asset management planning

OUR FUTURE

Focus area five

What it means to you:

Hawkesbury City Council will be a place that is vibrant, attractive and welcoming that treasures and celebrates our shared history, environment, local economy and lifestyle.



ACHIEVEMENTS

- Commenced work on the Economic Development and Business Recovery Strategy
- Established Local Environmental Plan (LEP) and Development Control Plan Reference Group and have met twice with further meetings booked for 2021
- Council has adopted masterplans for the revitalisation of Richmond, Windsor and South Windsor
- Launching the lodgement process for all development applications through the NSW Government ePlanning portal
- Council's Communication and Engagement Strategy has been drafted
- Delivering Small Business Month, Business Bounce Back program and the continuation of the Business Advisory Service to support local businesses

NEXT SIX MONTHS

- Continuing to advocate for transport services and connections through Transport for NSW
- Reviewing Council's Integrated Planning and Reporting document suite
- Continuing to work with key stakeholders to progress plans for the development of an education, research and employment precinct at Clarendon
- Continuing to deliver events for communities can be connected and they can celebrate together, within public health order restrictions

DETAILED ACTION UPDATES

Focus area one: Our Leadership

1.1: Local leadership and effective governance – Provide representative, responsive accountable governance

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

DP2-01.01: Achieve an increased community awareness of Council's elected leaders roles and responsibilities

Action	Status	Comments
Develop and implement a program for regular engagement for Councillors with the community within distinct geographic areas across the Hawkesbury.	Ongoing	In addition to Council's regular cycle of Council meetings, Council and its elected members are continually looking for ways to engage the community. Council has continued to use a range of tools including Council Facebook where followers have increased to 10,500, Hawkesbury Events Facebook (8,200 followers), Hawkesbury Events Instagram (2,000 followers), Council website, Discover the Hawkesbury tourism website and the Hawkesbury Visitor Information Centre Facebook and Instagram. Council is also engaging using traditional media including media releases, online forms, quarterly newsletters (July and October). Councillors also have access to Councillor Facebook pages that many use as a way to engage with the local community.

1.2: Communication and engagement – Encourage an informed community and enable meaningful engagement

1.2.1: Provide open and clear lines of communication with the community that use the most current forms of digital technology.

DP2-02.01: Provide a diverse range of opportunities for the community to be involved and engaged, seeking to achieve this through adherence to the International Association Public Participation principles

Action	Status	Comments
Implement priority actions in the Digital Communication Strategy, including: – Expanding the customer service approach to online services – Review and improve Council's online engagement platform	Ongoing	The implementation of the Digital Strategy is progressing including: – Customer service continuing to be improved through the development of the online forms and promotion of the forms particularly during COVID-19 when the Customer Service Centre was closed to the public: – Increased digital delivery of information through the ongoing use and development of the Facebook and Instagram pages for the Hawkesbury Visitor Information Centre and the further use of the Facebook Messenger

Action	Status	Comments
Your Hawkesbury Your Say		<p>function</p> <ul style="list-style-type: none"> - The launch of Council's new look website - Ongoing development of Your Hawkesbury Your Say engagement tool to create sites to better inform our community about COVID-19, Bushfires and Bushfire Recovery and the Business Hub. Use of new tools on Your Hawkesbury Your Say including the Place Tool which allows residents to map their ideas at a particular location and also the Ideas Tool, which allows residents to tell us their ideas which can then be liked or commented on by others.
Launch Council's updated website and track usability for ongoing improvement	Ongoing	<p>Council's updated website went live as planned on 19 October 2020. The site has been well received with feedback being invited from the community. Analytics and reporting is progressing as data becomes available with automated reporting and a dashboard being developed. As part of this project a commitment was made to undertake seasonal quarterly reviews to revisit usage trends, search patterns and frequently accessed information based on analytical reporting. The summer quarterly review was undertaken as scheduled.</p>

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

DP2-03.01: Develop and implement community engagement programs

Action	Status	Comments
Continue to annually engage with the community about Council's roles and function through a range of mediums	Ongoing	<p>Council is continually looking for ways to better engage the community about the role and function of Council. Council has continued to use a range of tools including Council Facebook where followers have increased to 10,500, Hawkesbury Events Facebook (increased to 8,200 followers), Hawkesbury Events Instagram (2,000 followers), Council website, Discover the Hawkesbury tourism website and the Hawkesbury Visitor Information Centre Facebook and Instagram. Council is also engaging using traditional media including media releases, online forms, quarterly newsletters (Spring) and A Community Report (July). Due to COVID-19 Public Health Order Restrictions Council's opportunity to engage with the community has been restricted and Council were not able to undertake their regular round of public meetings in local towns and villages. Council were able to engage with the community about their civic role and functions at the Citizenship Ceremony in September 2020.</p>

1.2.3: Provide quality customer service to the community.

DP2-04.02: Implement Council's Customer Service Improvement Strategy to support the provision of reliable and responsive customer services

Action	Status	Comments
Implement recommendations from the 2020 Customer Service audit	Ongoing	Customer Service Standards and Complaints Internal Audit undertaken by Centium and Draft Internal Audit Report received September 2020. Draft Management Actions have been prepared for endorsement by the Executive Team, prior to being presented to Council's Audit Committee in February 2021.

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.

DP2-05.01: Develop and implement strategies to deliver sustainable services and facilities

Action	Status	Comments
Informed by the annual Audit Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	Ongoing	Following the annual internal audit program, multiple recommendations have been identified to improve Council's processes and services. These internal audit recommendations have led to the initiation of business improvements throughout the organisation. Council has also implemented a new internal software program for managing internal audit outcomes is currently being built. This has enhanced the organisation's ability to track and report on business improvements in relation to audit actions and deliver process improvements quicker.

DP2-05.02: Identify and seek alternative income streams

Action	Status	Comments
Test the new Voluntary Planning Agreement policy and procedures for development contribution plans and Voluntary Planning Agreements with the Vineyard development project.	Complete	Voluntary Planning Agreement Policy adopted by Council on 13 October 2020. Direction received from Minister's Delegate with respect to the Draft Vineyard Precinct Developer Contributions Plan on 22 August 2020. Amended Plan reflecting Minister's Delegate direction presented to Council on 29 September 2020 seeking endorsement to undertake public exhibition. Public exhibition undertaken in October and November 2020, with outcome to be reported to Council in early 2021 seeking adoption of the Contributions Plan. Adoption of the Contributions Plan will negate the need for Voluntary Planning Agreements within the Vineyard Precinct.

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

DP2-06.01: Develop and implement asset management strategies and plans to support sustainable service provision, in line with community expectations

Action	Status	Comments
Review Council's Long Term Asset Management Plan, in line with the long term financial plan, asset data and community feedback.	Ongoing	Inspections undertaken on an ongoing basis with conditions updated including works on new and renewal of assets. Programs and long term strategies have been updated on a continuing basis.

1.4: Reinforcing and establishing effective strategic partnerships - Build strong relationships and shared responsibilities

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.

DP2-08.01: Positive relationships with all tiers of government and peak bodies are pursued to enable Council to advise on the challenges and requirements of the Hawkesbury

Action	Status	Comments
Engage with and provide advice to relevant government agencies and peak bodies i.e. work with all levels of government via WSROC and City Deal through Planning Partnerships, Engineering Standards, and Liveability Grants.	Ongoing	Council has continued to engaged with a range of State agencies, WSROC and Western Parklands City Deals for issues such as: <ul style="list-style-type: none">- Developing draft Street Design Guidelines and Engineering Standards that can be considered for inclusion in the new Development Control Plan- Working with WSROC on initiatives relating to urban heat, waste and environmentally sustainable actions- Working with the newly formed Western Parklands City Deals Planning Delivery Unit on long standing development matters- Working with the Western Parklands City Deals Planning Partnership to submit a response to the review of developer contributions- Working with Transport for NSW in relation to a range of transport and traffic matters- Working with emergency services as part of the bushfire recovery program- Working with Destination NSW as part of the campaign to promote the Hawkesbury
Partner with the Western Sydney Investment Attraction Office on any economic development activities	Ongoing	The Economic Development team attend the regular Western Sydney Investment Attraction Office Network meetings and workshops and currently participating with input and providing information into the Regional Parklands Economic Development Strategy.

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

DP2-09.01: Develop and maintain partnerships that facilitate management of resources and funding

Action	Status	Comments
Work with strategic partners to pursue objectives in relation to: - Planning	Ongoing	Council has been working with relevant State agencies to resolve a number of planning matters including: - Housekeeping Local Environmental Plan (LEP) - Planning proposals in relation to Kurmond Kurrajong - Development applications that require state agency involvement or concurrence
Work with strategic partners to pursue objectives in relation to: - Asset Management	Complete	Council continues to liaise with adjoining Councils to jointly consider the provision of future projects and the management of existing assets. While the formal Regional Strategic Alliance (which included Hawkesbury City Council, Penrith Council and Blue Mountains Council) has been dissolved, informal information sharing continues.
Work with strategic partners to pursue objectives in relation to: - Auditing	Ongoing	Council has partnered with Blue Mountains City Council to engage Centium Pty Ltd to undertake internal audits during the 2020/2021 financial year. The City Planning - Applications and Certificates Audit has been completed and the Customer Services Standards and Complaints Audit has commenced. The following internal audits are scheduled to be undertaken during 2020/2021: - Roads and Maritime Services Drives Compliance Audit - Payroll Audit - Internal Audit Function Audit
Work with strategic partners to pursue objectives in relation to: - Employment	Ongoing	Council adopted its Employment Lands Strategy on 11 December 2020. This Strategy has a series of objectives including identifying and reviewing the existing employment lands in the area and allocate employment lands to be retained for future employment purposes.

Action	Status	Comments
Work with strategic partners to pursue objectives in relation to: - Environment and Sustainability	Ongoing	A range of opportunities have been progressed, including: - Continued involvement in the WSROC Energy Program - Continued involvement in the Sustainability Advantage Program - Department of Planning, Industry and Environment's - Adapt NSW including the webinar series - Membership of Department of Planning, Industry and Environment and LGNSW Climate Change Professional Officer Group.
Work with strategic partners to pursue objectives in relation to: - Leisure Centres	Ongoing	Council staff continue to work closely with the YMCA NSW regarding the management and operation of the Oasis Aquatic and Leisure Centre. Council is also working closely with PCYC NSW regarding the management of the Hawkesbury Indoor Stadium.
Work with strategic partners to pursue objectives in relation to: - Procurement	Ongoing	Opportunities for joint procurement activities are explored when available.
Work with strategic partners to pursue objectives in relation to: - Risk Management	Ongoing	Regular and ongoing discussions with Local Government leaders regarding contemporary risk management issues and their approach to resolving them, in particular - Development of corporate-wide Enterprise Risk Management Framework - Adoption of a systems-approach to risk involving identification, assessment and management of specific risks on the basis of overall risk rating - Review of organisational structure to ensure appropriate resources are in place to progress the development of Council's Enterprise Risk Management Framework - Review of organisational arrangements and their applicability to the new internal audit structure being pursued by the NSW State Government

Action	Status	Comments
Work with strategic partners to pursue objectives in relation to: - The Western Parkland City	Ongoing	Council continues to work with the Western Parkland Council's to deliver on actions within its Delivery Program including: - work on developer contributions - health initiatives - digital planning, - providing input into the planning for the rapid bus network
Work with strategic partners to pursue objectives in relation to: - Tourism	Ongoing	Council has continued working with Destination NSW to boost visitors to the Hawkesbury particularly following the impact of the bushfires, flood and COVID-19. Council has and will continue to work with Destination NSW as they continue the "River is Just the Beginning" Campaign and launch the "Now is the Time to Love the Hawkesbury" campaign.
Work with strategic partners to pursue objectives in relation to: - Transport	Ongoing	Range of opportunities investigated, including: Discussions with local bus company Busways who are investigating having a fleet of zero emission's buses operating within the LOCAL GOVERNMENT AREA . Transport for NSW with respect to strategic routes including Richmond Bridge Duplication Project.
Work with strategic partners to pursue objectives in relation to: - Waste Management	Ongoing	Collaboration with other Council's and WSROC is occurring on an informal and as needed basis.

1.5: Regulation and Compliance – Encourage a shared responsibility for effective local compliance

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

DP2-10.01: Comply with all statutory corporate planning and reporting requirements

Action	Status	Comments
Implement an improved corporate planning process for the organisation. This includes streamlining the Business Plan and Integrated Planning and Reporting Framework process, while ensuring Office of Local Government's requirements are met	Ongoing	Work has commenced on the improvement process for the integrated planning, reporting and budgeting process. This includes a review of the operational planning and budgeting for better alignment with each other and more streamlined processes internally
Manage the process in relation to the submission of grant applications to funding authorities.	Ongoing	Submission of grant applications to funding authorities managed, including monitoring of grant funded and matching expenditure, adjustments to budgets as part of the Quarterly Budget Review Statement process and assistance provided to relevant Branch Managers in relation to reporting for both grant applications, progress reporting and acquittals.
Continue planning to achieve the payment of a Sewer Dividend over the next 3 years.	Ongoing	All plans to deliver the sewer dividend are in progress and on track.
Finalise the Dashboard of Compliance with Legislative Requirements and Customer Service Standards.	Ongoing	In 2019 Council entered into an arrangement with a law firm, Kell Moore, for provision of a 6 monthly report of legislative updates linked to functions for which Council staff have delegation. Council continues to explore options for developing an electronic compliance register, and in the meantime systems are in place to inform managers of legislative changes notified by the Kell Moore report and making any necessary changes to delegations.

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

DP2-11.01: Develop and implement best practice processes and reporting measures

Action	Status	Comments
Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy.	Ongoing	During the period 1 July 2020 to the 31 Dec 2020, Council received 26 Customer Complaints and 28 Compliments in relation to Council Services and Staff. All were addressed using Council's Complaints and Compliments procedure.
Implement Sustainability Strategy including best practice processes and reporting measures.	In progress	First draft of the Sustainability Strategy has been prepared, and is being tailored in order to become an umbrella document that other strategies that relate to sustainability will sit under. The Draft Net Zero Strategy is the initial priority in terms of those documents, and following a Council resolution on 8 December 2020 is on public exhibition from 18 December 2020 to 15 February 2021. The Sustainability Strategy will be finalised with input from relevant internal stakeholders, including determining responsibilities for actions included within the Strategy.
Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and agreed management actions.	Ongoing	<p>Since 1 July 2020 the City Planning – Applications and Certificates Audit has been completed and the Customer Services Standards and Complaints Audit has commenced. The following internal audits are also scheduled to be undertaken during 2020/2021:</p> <ul style="list-style-type: none"> – Roads and Maritime Services Drives Compliance Audit – Payroll Audit – Internal Audit Function Audit <p>The progress of the Internal Audits and the implementation of the agreed management actions arising from the Audits are reported and monitored by the Audit Committee.</p>

1.5: Corporate Services – Support the operation of the organisation through the provision of effective and efficient corporate support services

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

DP2-12.01: Implement strategies identified in Council's Workforce Management Plan

Action	Status	Comments
Continue the implementation of strategies as identified in Council's Workforce Management Plan, including: <ul style="list-style-type: none"> - Equal Employment Opportunity (EEO) management plan implementation - Leadership Development - Workforce structure reviews to ensure best alignment for service delivery to the community 	Ongoing	Continued focus on implementing key workforce planning strategies to support the organisation, including:- <ul style="list-style-type: none"> - Corporate Policies – completed a review of the performance management and grievance handling policies, which provide a solid framework to manage performance and reduce unnecessary exposure to enterprise risks. - Corporate Systems – introduction of new IT systems and software to support people and development functions around employment screening, onboarding and learning. - EEO Management – in consultation with 'Pride in Diversity' the organisation is working to review employment related policies to promote inclusiveness and awareness of gender diversity and equality in the workplace - Leadership Development – the Everyday Leaders Program is continuing to be rolled out across the organisation, with 33 staff completing the Diploma of Leadership and Management in December 2020 - Workforce Structure – proactively partnering across the organisation to align business function and staffing resources to improve the delivery of outcomes. - People and Development Reporting – focus on providing regular reports to the Executive Team on key topics/information which impact on our people and performance so that they can be considered in delivery of strategic and operational outcomes. - Workforce Attraction and Retention Strategies – continuing work to develop the organisation's employee value proposition including developing strategies to provide a more inclusive approach to workplace flexibility to attract and retain staff. - Wellbeing – rolled out a survey to staff to better understand wellbeing issues and priorities for employees, which will serve as the basis for the development of a wellbeing strategy, linked to the workforce plan.

15:4: Council's workforce, systems and processes will support high performance and optimal service delivery for our community

DP2-13.01: Council's workforce, systems and processes will support high performance and optimal service delivery for our community

Action	Status	Comments
Finalise Council's Information and Communication Technology (ICT) Strategy.	Ongoing	A draft outline of the Information and Communications Technology (ICT) Strategy is being developed. The focus of the Strategy will be to ensure that Council's current and future technology needs are considered and met including our expanding mobile and remote workforce.
Participate in the development and implementation of the Digital Action Plan	Complete	The Western Parklands Council Digital Action Plan has been completed. Currently the Western Parklands Council is prioritising these actions. Council's participation in this program is ongoing.
Continue an organisation-wide program of Business Improvement processes linked to Council's Fit for the Future Strategies and Customer Service Outcomes.	Ongoing	<p>A number of business improvement projects have been underway within the organisation, including:</p> <ul style="list-style-type: none">- Section 64 Sewer: A process to allow Council to manage applications requested by residents, to connect into Council's sewerage management treatment plant, which was completed during this period.- Council's internal software program for managing audit management actions has been implemented- Fire Safety Program: A holistic compliance process to manage fire safety building requirements to reduce risks on occupants. Council's internal software program is currently being built, to deliver this process with testing being done in early 2020- Septic Management Facilities: A holistic compliance process to manage inspections to reduce risks on residents and the environment, has been finalised. Council's internal software program is currently being built, to deliver this process with beginning in 2020- Subsequent to the bushfires and floods, arrangements put in place to review processes and procedures associated with the organisation's response to natural disasters.

Focus area two: Our Community

2.1: Community safety is improved – Enable a shared responsibility for community safety and disaster management

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.

DP2-14.01: Implement Council's Hawkesbury Floodplain Risk Management Plan

Action	Status	Comments
Review and Update the Hawkesbury Flood Risk Management Study and Plan 2012	In progress	Preparation of consultancy brief including extensive engagement with relevant State agency stakeholders (Infrastructure NSW and Department of Planning, Industry and Environment) has been completed and issued to consultants. Assessment of consultant responses has been completed, and work is expected to commence early in 2021.
Undertake a Flood Risk Management Study and Plan for the MacDonald River, Colo River, Webbs and Greens Creek	In progress	Preparation of consultancy brief including extensive engagement with relevant State agency stakeholders (Infrastructure NSW and Department of Planning, Industry and Environment) has been completed and issued to consultants. Assessment of consultant responses has been completed, and work is expected to commence early in 2021.
Update the Hawkesbury Floodplain Risk Management Plan and Strategy	In progress	Preparation of consultancy brief including extensive engagement with relevant State agency stakeholders (Infrastructure NSW and Department of Planning, Industry and Environment) has been completed and issued to consultants. Assessment of consultant responses has been completed, and work is expected to commence early in 2021.

DP2-14.02: Implement Council's Natural Hazards Resilience Study

Action	Status	Comments
Implement priority actions from the interim Flood Policy through the Development Assessment process	Ongoing	The Interim Flood Policy was adopted by Council on 27 October 2020. The Policy has been implemented since the adoption date as there are no savings or transitional provisions pertaining to the Policy. The Policy has been implemented through the Development Assessment Process by determining the flood risk category of the property on which a proposal is located in conjunction with the provisions in the Schedule to the Flood Policy to ensure compliance with Clause 6.3(3)(a) of the Hawkesbury Local Environmental Plan (LEP) 2012 is achieved and Council can be satisfied that the proposal is compatible with the flood hazard of the land.

DP2-14.03: Participate with other authorities in the planning and implementation of their emergency and risk management plans

Action	Status	Comments
<p>In relation to the 2019/2020 bushfires and in regards to infrastructure:</p> <ul style="list-style-type: none"> - Repair roads damaged by Rural Fire Services vehicles - Replace damaged/destroyed road signs - Replace damages/destroyed boundary fencing - Investigate water supply options for future resilience 	Ongoing	<ul style="list-style-type: none"> - Repair roads damaged by Rural Fire Services vehicles: There was no known damage to sealed roads that can be directly related to Rural Fire Services vehicles. Any repairs required to unsealed roads were rectified through routine grading programs at no additional cost to Council - Replace damaged/destroyed road signs: Works are in progress to replace damaged road signs. Funding for these works has been allocated under the \$1.3M Commonwealth Bushfire Recovery funding - Replace damages/destroyed boundary fencing: Financial support available for boundary fencing continues to be problematic. The majority of fencing issues relate to properties adjoining National Parks and Crown land. Grant funding generally covers the expense of fencing material with the cost of installation being borne by the landholder. The recovery team continues to investigate financial support available for impacted residents. - Investigate water supply options for future resilience: Council is assessing the need and exploring suitable options to ensure future resilience around water supply.
<p>In relation to the 2019/2020 bushfires, support Business, Tourism and Industry by:</p> <ul style="list-style-type: none"> - Building on work and activities already underway within the community - Utilising local business as part of the recovery - Implementing buy local programs - Working with other State Government agencies to run business workshops - Implementing local tourist initiatives - Providing one-on-one support and mentoring to local businesses impacted directly and indirectly by the bushfires 	Ongoing	<p>Council has been working in collaboration with all levels of government, agencies, business groups, charities to deliver as much support possible to the business community. Business support initiatives include tourism and business mentoring programs, workshops, webinars, training opportunities and Mainstreet Recovery Programs. Council are currently developing an Economic Development and Business Recovery Plan for 2021/2022.</p>

Action	Status	Comments
Provide support to the community led Disaster Resilience Pilot Project west of the river.	Ongoing	Council support provided in conjunction with bushfire activities. Grant funding received for resilience planning coordinator to commence in early 2021.
Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land.	In progress	Hazard reduction program approved and implementation progressing as conditions permit with remaining works to be generally undertaken following fire season subject to weather conditions.

2.1.2: Make the Hawkesbury a friendly place where people feel safe.

DP2-15.01: Take action and develop partnerships to strengthen and achieve a safe and inclusive community

Action	Status	Comments
Implement Year 4 actions of the Hawkesbury Family and Domestic Violence Action Plan including holding White Ribbon events and establishing local partnerships to address key priorities, including funding for crisis accommodations, education programs and health services.	Ongoing	Ongoing actions underway from the Plan include: <ul style="list-style-type: none"> - Council participation in Domestic Violence Refuge project with Wentworth Community Housing and the Women's Cottage - Working with Primary Health Network to develop and implement referral pathways from General Practitioners to Domestic Violence services - Supporting project management of project to renovate the Women's Cottage facility in Richmond - Continued sector support provided through information sharing platforms including Hawkesbury e News, Hawkesbury Connect (Facebook platform) - Sponsorship of Reclaim the Night - online event
Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	Ongoing	Staff have reconvened the Homelessness Working Group - Windsor Police Area Command are key service partners in this project that coordinates interventions and referrals for persons sleeping rough in the Hawkesbury. Staff continue to attend the Community Safety Precinct Committee meeting and utilise crime statistics provided at this meeting to inform community development responses to local safety issues.
Implement priority activities and campaigns in the Road Safety Action Plan including child restraint fitting program and speed reduction campaigns	Ongoing	Due to COVID-19 Pandemic restrictions Council staff redirected funding ordinarily used at community and in-school events to develop a Learner Driver Program. The Program will continue to be rolled out commencing in February 2021 and will partner youth services and schools to refer young people requiring subsidised learner driver lessons to financial assistance to access learner driver instructor lessons. Child restraint fitting program will recommence in early 2021 (COVID-19 restrictions allowing)

Action	Status	Comments
Implement Year One actions of the Dementia Friendly Hawkesbury Plan including facilitation of a Dementia Expo and delivery of 'Dementia Friend' training to businesses and Council staff	In progress	<p>Due to COVID-19 Pandemic restrictions staff implemented actions from the Dementia Friendly Hawkesbury Action Plan that were permitted under the Public Health Order. Projects that have been developed include:</p> <ul style="list-style-type: none"> - Accessible business mentoring program - Council staff, consultants and people living with Dementia will work with two Hawkesbury businesses to develop accessible business guides and deliver changes to business operations - project outcomes will inform further work to roll out accessible business program more broadly within the Hawkesbury. - Dementia-Friendly dance and music therapy program - six 'mainstream' recreational and activity providers will be trained to provide certified dance and music therapy to carers and people living with Dementia in community settings. This project will increase accessible recreational opportunities throughout the Hawkesbury while providing people living with Dementia and their carers opportunities to continue to be engaged in recreational activities together, whilst returning therapeutic benefit.

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.

DP2-16.01: Resource the joint planning and provision of activities and programs which support healthy lifestyles

Action	Status	Comments
Pursue a local Memorandum of Understanding (MOU) with Nepean Blue Mountains Local health, Nepean Blue Mountains Primary Health network and St. John of God Hawkesbury District Health Services.	Ongoing	<p>Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2020. Council has also sought a Memorandum of Understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital, however the Local Health District is not pursuing a Memorandum of Understanding with all parties at this time. Council continues to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles.</p> <p>The working groups of the Health Alliance are as follows:</p> <ul style="list-style-type: none"> - Social Determinants of Health - Framework and prioritisation tool - Social Connectedness - Framework - Health Impact Statement - Health Workforce Strategy <p>Council staff are represented on the Social Determinants of Health - Framework and prioritisation tool, and the Health Impact Statement working groups</p> <p>The Health Alliance has carried forward actions from 2020 and will consider draft documents produced by each working group when it recommences meetings from February 2021</p>

Action	Status	Comments
Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA NSW and other stakeholders, including programs for people with chronic health conditions and accessible sports and recreation initiatives.	In progress	<p>Due to COVID-19 Pandemic restrictions staff implemented health and awareness lifestyle programs that seek to increase accessible sport and recreation activities that were permitted under the Public Health Order. Projects that have been developed include:-</p> <ul style="list-style-type: none"> - Accessible business mentoring program - Council staff, consultants and people with disabilities will work with two Hawkesbury businesses to develop accessible business guides and deliver changes to business operations - project outcomes will inform further work to roll out accessible business program more broadly within the Hawkesbury. - Dementia Friendly and accessible dance and music therapy program - six 'mainstream' recreational and activity providers will be trained to provide certified dance and music therapy to carers and people living with Dementia and people with disabilities in community settings. This project will increase accessible recreational opportunities throughout the Hawkesbury while providing people with disabilities, people living with Dementia and their carers opportunities to continue to be engaged in recreational activities together, whilst returning therapeutic benefit.

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

DP2-17.01: Implement the Hawkesbury Regional Open Space Strategy

Action	Status	Comments
Implement priority actions from the Hawkesbury Regional Open Space Strategy	Ongoing	A brief for the new Recreation and Open Space Strategy has been developed and referred to an adjoining Council for peer review. Given recent exhibition of the NSW Draft Public Spaces Charter, Draft NSW Guidelines for Open Space and Recreation, NSW Open Space Vision discussion paper and the anticipated draft NSW Design and Place State Environmental Planning Policy, the Strategy will be delayed until mid-2021 so that these new Guidelines can be properly addressed in the development of the Recreation and Open Space Strategy.
Action	Status	Comments
Implement the Fernadell Master Plan and Management Plan.	Ongoing	Contractors have consulted with the community and have developed a draft Plan of Management and Masterplan for Fernadell Park in Pitt Town. These Plans will be placed on public exhibition in early 2021 to encourage community participation and engagement.

2.3: Community partnerships continue to evolve – Increase the range of local partnerships and plan for the future

2.3.1: Encourage and facilitate community partnerships.

DP2-18.01: Provide financial and other support to assist community groups to build social capital through the sponsorship of community programs and events

Action	Status	Comments
Implement Community Sponsorship Program.	Ongoing	In accordance with the Community Sponsorship Strategy, Round One of the Community Sponsorship Program opened in October 2020. Due to low number of applicants Round One remained open until December 2020 whilst staff promoted grant opportunities further. Applications received under Round One will be reported to Council on 25 January 2021

2.3.2: Support and expand active volunteering

DP2-19.01: Support and resource active volunteerism within the community

Action	Status	Comments
Promote the Cultural Services volunteer program.	Ongoing	Volunteer activities have been significantly curtailed due to COVID-19 with a sharp reduction in the number of people available to volunteer and an inability to offer training programs with the volunteers over the reporting period. Following the shutdown of the Library, Museum and Gallery due to COVID-19, the number of volunteers has increased from a low of 12 at the Museum and Gallery to now being above 35 active volunteers at each facility. All volunteers across Council were sent a thank you pack in November 2020. Returning Library volunteers have been re-inducted. Previously active volunteers are prioritised for returning to prior commitments before a further volunteers recruitment will be undertaken.
Support Clean-up Australia Day volunteers.	Not Due To Start or On hold	Event to be held in March 2021, with site registrations currently open on the Clean Up Australia website. Promotion of the event is scheduled to occur in early 2021, subject to the current position with respect to COVID-19 restrictions.

Action	Status	Comments
Support volunteer Bush Care groups.	Ongoing	The Bushcare volunteers were not able to attend their Bushcare sites in late 2020 under COVID-19 restrictions, as a result Council's accredited bush regeneration contractors have been maintaining these sites. The Bushcare Program has been working closely with external organisations to promote volunteer engagement in natural restoration including Penrith City Council, Greater Sydney Local Land Services and Hawkesbury Landcare.
Establish and Implement Civic Volunteer Program	In progress	Whilst work has continued on the suite of Volunteer documents, it has been hampered by a shift in staff resources to COVID-19 response related work. Draft documentation was required to be updated to align with emerging Volunteer standards relating to use of volunteers during the Pandemic. It is anticipated that the draft policy, procedure and Volunteer Strategy will be reported to Council's Executive Team in March 2021.
Implement and review the annual program of tourism familiarisation tours for Museum volunteers.	Ongoing	Council is currently developing a Volunteer Strategy and associated Policy and Operational Management Standard to standardise Council's approach to recruiting, managing and recognising volunteers across the organisation. Once the corporate framework has been developed and adopted, Council will recruit volunteers under the new system and engage them to implement an annual program of tourism familiarisation tours for Museum.

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

DP2-20.01: Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions

Action	Status	Comments
Continue a review of third party relationships, building upon learning from initial reviews.	In progress	The review of the third party relationship between Council and Peppercorn Services Inc was completed in May 2020. This was the first in the program of reviews. The review of Services of Peppercorn Services Inc established a framework and templates for subsequent reviews. The review of Hawkesbury River County Council was completed in September 2020 and reported to the Audit Committee, and then to Council in October 2020. Issues raised about the scope of the reviews conducted to date will be reported to a briefing of Councillors in advance of the progression of the balance of the reviews, including the review of the Hawkesbury Sports Council Inc.

Action	Status	Comments
Implement community awareness program	Ongoing	<p>Working in association with school principals and Parents and Citizens (P&C) Committees, community awareness programs targeting schools zones commenced in September 2019 and has continued throughout 2020. Education campaigns delivered and pedestrian safety information circulated to improve pedestrian safety in school zones. Community Safety and Compliance staff have rolled this program out across all schools for the first six weeks of each school term. Community Safety and Compliance staff continue to work with schools that are identified as having the greatest issues with driver behaviour, providing ongoing education and compliance presence to improve safety in and around school zones. This work has required significant staff resources due to the changed parent drop off practices associated with COVID-19 Pandemic, resulting in changes in traffic and pedestrian movement in and around school zones.</p>
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc, Hawkesbury Sports Council etc.).	In progress	<p>A formal audit of Council's third-party relationship with Peppercorn Services Inc was completed in March 2020. Peppercorn has an established Risk and Audit Subcommittee and in accordance with its purpose and delegated function, the Risk and Audit Subcommittee considered the report at its meetings on 25 May 2020 and 17 June 2020.</p> <p>The Risk Sub-Committee presented the report to the Board of Peppercorn Services Inc in July 2020. A renewed (draft) Memorandum of Terms of Delegation has been prepared by Council staff and will be reported to the Board of Peppercorn Services Inc in February 2021, following which the draft document will be reported to Council for endorsement.</p>

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

DP2-21.01: Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury

Action	Status	Comments
Encourage community involvement in the development of plans for the management of parks, in particular: <ul style="list-style-type: none"> - McMahon Park plan of management and master plan - All other parks plans of management 	Ongoing	Residents have had opportunities to provide comments and input into the Colbee Park Masterplan and Woodbury Reserve Masterplan. Further opportunities for community participation and engagement will arise when these draft plans are placed on public exhibition. Additional plans will be advertised in the second half of the year including McMahon Park, Kurrajong, Yarramundi Reserve and Navua Reserve, Macquarie Park and our generic plans of management.
Review parameters and goals of the Hawkesbury Sports Club in line with the Hawkesbury City Council Community Strategic Plan	Ongoing	Council staff have and continue to work closely with the Hawkesbury Sports Council, attending monthly executive meetings to provide advice. Funding has been allocated to the Hawkesbury Sports Council for them to implement their maintenance and capital works programs. Council staff have also worked with Hawkesbury Sports Council in the development of plans of management for their sites including Colbee Park and Woodbury Reserve. Council is also arranging for a third party review of the Hawkesbury Sports Council. The focus of the review will include but not be limited to the structure of the Sports Council, its governance, functions and how Council manages the relationship.

2.4: Community wellbeing and local services - Build on a sense of community and wellbeing

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.

DP2-22.01: Advocate for the provision of affordable and accessible health care, housing, aged care, mental health, youth and family services and other community services

Action	Status	Comments
In relation to the 2019/2020 bushfires and in regards to health and wellbeing: <ul style="list-style-type: none"> - facilitate community outreach, psychological and social support activities and services - building resilience and connection through community events and projects 	In progress	Actions delivered during reporting period include:- <ul style="list-style-type: none"> - successful funding submissions for a \$250,000 grant to develop the Resilient Hawkesbury Strategy - hosting community outreach consultation sessions at Upper Colo, Bilpin and St Albans with residents facilitating inter-Council meetings to share information and coordinate recovery efforts across multiple local government areas - continued to provide to the 'Step by Step Recovery Support Service' to provide one on one support to residents to access grants and community services

Action	Status	Comments
Participate on local, regional and State planning forums to advocate for the human service needs of the Hawkesbury.	Ongoing	<p>Key achievements during this period include:</p> <ul style="list-style-type: none"> - making a published submission to the Legislative Assembly on Homelessness Protocol to inform the new (draft) protocol that reflects the experiences of Hawkesbury community services and persons sleeping rough - supporting youth, NSW Department of Education and bushfire recovery services to deliver bushfire recovery sessions to high school students that focus on health and wellbeing following natural disaster - preparation of (draft) Health Impact Statement principles document for consideration of the Western Sydney City Deals Health Alliance - provision of support to community services to ensure residents could continue to access real-time information relating to service availability during COVID-19 Pandemic restrictions
Seek funding in partnership with Nepean Blue Mountains Primary Health Network to prepare a Community Health and Well-being Action framework.	Ongoing	<p>Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2020. Council has also sought a Memorandum of Understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital, however the Local Health District is not pursuing a Memorandum of Understanding with all parties at this time. Council continues to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles.</p> <p>The working groups of the Health Alliance are as follows:</p> <ul style="list-style-type: none"> - Social Determinants of Health - Framework and prioritisation tool - Social Connectedness - Framework - Health Impact Statement - Health Workforce Strategy <p>Council staff are represented on the Social Determinants of Health - Framework and prioritisation tool, and the Health Impact Statement working groups</p> <p>The Health Alliance has carried forward actions from 2020 and will consider draft documents produced by each working group when it recommences meetings from February 2021</p>

Action	Status	Comments
Seek funding to implement community resilience and mental health programs in particular mental health outreach programs.	In progress	<p>Significant funding opportunities have been available to non-government and not-for-profit organisations during the reporting period. Staff have worked with Hawkesbury agencies to develop partnership projects and support development of funding applications to deliver community resilience and mental health outreach programs.</p> <p>Funding submissions supported include</p> <ul style="list-style-type: none"> - Be & Co - social dance and mental health outreach program - Community Arts Project - bushfire recovery - Online Youth bushfire preparedness program - Music Therapy program for Rural Fire Services volunteers - Mental health support and tree removal coordinated program
Subject to flooding and other constraints, implement the priority actions of the Affordable Housing Working Group, in conjunction with Council's Human Services Advisory Committee including partnerships to deliver affordable rental housing.	Ongoing	<p>At its Ordinary Meeting on 8 December 2020, Council resolved to adopt the Hawkesbury Local Housing Strategy and submit the Strategy to the Department of Planning, Industry and Environment for endorsement. The Strategy contains key actions for Council relating to affordable housing including;</p> <ul style="list-style-type: none"> - review of Council's Planning Agreement Policy - preparation of an Affordable Housing Contribution Scheme - consideration of additional alternate implementation mechanisms to give effect to Council's Affordable Housing Policy <p>These matters will be reassigned to the Community Services Committee following endorsement of the Hawkesbury Local Housing Strategy by the Department of Planning, Industry and Environment</p>
Develop response to rough sleepers plan and develop collaborative governance model for Homeless hub	Complete	<p>Response to the Rough Sleepers Plan has been completed through finalisation of a Terms of Reference in November 2020 for the Homelessness Working Group that partners Council with Police, Health and Homelessness support agencies to coordinate service responses and interventions for people sleeping rough in the Hawkesbury.</p> <p>Collaborative governance model for Homeless Hub no longer being pursued due to Council instead support in access to and operation of effective local hubs, including "The Hive" operated by Hawkesbury's Helping Hands, and "Be & Co" mental health and homelessness outreach program.</p>

Action	Status	Comments
Implement priority actions of the Hawkesbury Rough Sleeper Action Plan.	Complete	Response to Rough Sleepers and implementation of priority actions within a Hawkesbury Rough Sleepers Action Plan has been completed through finalisation of a Terms of Reference in November 2020 for the Homelessness Working Group that partners Council with Police, Health and Homelessness support agencies to coordinate service responses and interventions for people sleeping rough in the Hawkesbury.

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

DP2-23.01: Undertake community consultation and engagement to understand community needs and service demands

Action	Status	Comments
Undertake community consultation and engagement to understand community needs and service demands.	Ongoing	<p>Council has been using the online Your Hawkesbury Your say tool to engage with the community during COVID-19 when there were limitations on the face to face engagement we could undertake with the community. There have been 25 projects with over 13,516 aware participants, 5,488 informed participants and more than 2,300 submissions, the majority of which were people signing the online petition for the Ring the Bell Campaign for Windsor Bridge.</p> <p>Community feedback was sought on a range of projects, the greatest responses been received from</p> <ul style="list-style-type: none"> - Ring the Bell Campaign for Windsor Bridge - Take the survey - The Draft Master Plan and Public Domain Plan, Liveability Project - Achieving Net Zero Emission and Water Efficiency - McMahon Park Plan of Management - Woodbury Reserve Plan of Management and Master Plan - Colbee Park Plan of Management and Draft Landscape Masterplan - Macquarie Park Plan of Management - Hawkesbury Business Hub <p>The feedback from the community assisted Council in their decision making. The community were invited to prioritise 5 projects options for Colbee Park, they told us how they are reducing emissions at home and at work and they also told us what further actions they would like to see Council take in the Achieving Net Zero Emissions and Water Efficiency, they voted on options for the Liveability Project, they told us how they use McMahons Park and what improvements they would like to see at the Park, Pitt Town residents were asked to prioritise their road upgrades. Residents also provided feedback on our several Public Exhibitions including our Rural Land Strategy, Local Housing Strategy, the Vineyard Precinct Section 7.11, Flood Policy and Works in Kind Policy.</p>

2.5: Cultural Development and Heritage – Encourage and support all residents to participate in all aspects of community, cultural and civic life

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

DP2-24.01: Work in partnership with government and non-government agencies to develop and deliver action plans for an inclusive community

Action	Status	Comments
Implement Year Four actions of Council's Disability Inclusion Access Plan including events that assist to develop positive attitudes towards people with disabilities, supporting volunteers and social groups and developing accessible local service directories	In progress	Year Four actions from Council's Disability Inclusion Action Plan that have been implemented and include: <ul style="list-style-type: none">- creation of accessible online and print material service information to ensure people with disabilities could access real-time information regarding service availability during COVID-19 Pandemic restrictions- delivery of Inclusion Award through Hawkesbury Small Business Awards- development of person-centered emergency preparedness project to develop people with disabilities as peer leaders to deliver emergency preparedness training in the Hawkesbury

DP2-24.02: Resource the planning of activities and events which celebrate community and cultural diversity in conjunction with inter-agency organising committees.

Action	Status	Comments
Develop Youth Action Plan to understand the needs of young people and plan Hawkesbury's future with them	In progress	Council staff work with youth services, schools and young people themselves to facilitate consultations with young people. Whilst staff have continued to work with agencies through Hawkesbury Youth Interagency, the necessary consultation with young people to develop a Youth Action Plan has been hampered by COVID-19 Pandemic restrictions. Council staff are working with youth groups and NSW Department of Education to determine multiple methods of consultation that can be undertaken regardless of COVID-19 Pandemic restrictions that will be implemented in 2021.

DP2-24.04: Provide a range of cultural and community programs and services, and civic events, that strengthen the capacity, well-being and cultural identity of our community

Action	Status	Comments
Adopt the Hawkesbury Cultural Development Plan for Library, Museum and Gallery	In progress	An Engagement Plan has been designed to foster conversations prior to the preparation of a draft Cultural Plan. Data and evidence gathered in this exercise will be used to inform the content of the forthcoming Cultural Plan. The Plan will also be used to validate potentially out of date work already undertaken and to clarify assumptions about the current and future desired role of Arts and Culture in the Hawkesbury Local Government Area. A Draft Cultural Plan is scheduled to be delivered to Council in mid-2021.
Develop Youth Action Plan to understand the needs of young people and plan Hawkesbury's future with them.	Ongoing	Council staff work with youth services, schools and young people themselves to facilitate consultations with young people. Whilst staff have continued to work with agencies through Hawkesbury Youth Interagency, the necessary consultation with young people to develop a Youth Action Plan has been hampered by COVID-19 Pandemic restrictions. Council staff are working with youth groups and NSW Department of Education to determine multiple methods of consultation that can be undertaken regardless of COVID-19 Pandemic restrictions that will be implemented in 2021.
Provide financial and other support to community groups to plan and deliver community events and activities.	Ongoing	Due to COVID-19 Pandemic restrictions, events and programs scheduled for delivery during reporting period have been held off until second half of 2020/2021. Council staff have continued to work with external service agencies and will support delivery of a range of community events in the first half of 2021.

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

DP2-25.01: Provide a range of cultural and community programs and services that strengthen the capacity, well-being and cultural identity of our community

Action	Status	Comments
Work with PCYC NSW to progress planning for the design and delivery of a Police Community Youth Club for the Hawkesbury	Ongoing	Council and the Police and Community Youth Club (PCYC) entered into a management agreement for the operation of the Hawkesbury Indoor Stadium as a PCYC from 1 July 2020, to allow for additional time to negotiate the terms of the Development Agreement and Agreement for Lease.

Action	Status	Comments
Continue to update and maintain the online Library, museum and gallery collection catalogues and make them online accessible	Complete	The Library, Museum and Gallery collection catalogues are now online with 430 artworks, 2,336 Museum objects and 25,614 Library images currently accessible to the public. Work continues to add items and objects to the collection. Recommendations for improvements to the software are being actively pursued in conjunction with the developers.

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

DP2-26.01: Provide a range of history and cultural heritage programs and exhibitions

Action	Status	Comments
Provide museum collection programs which celebrate our significant heritage and history and manage the museum's history collection.	Ongoing	<p>Between 1 July 2020 and 31 December 2020, the Museum presented a reduced program of cultural heritage activities and exhibitions.</p> <ul style="list-style-type: none"> - Preparation for the significant Uncovered exhibition was undertaken with the installation entering the final stages in late December - Talk: Migration from 80,000 YBP to 2000 CE: The Making of Australia - Talk: Invisiblising The Orphans cancelled due to low numbers - Promotion of week Museum Online content devised and presented during the COVID shutdown <p>Upcoming activities include:</p> <ul style="list-style-type: none"> - Preparations for a new temporary Flood exhibition are underway - Talk: Emeritus Professor Grace Karskens - Candlelit Tour
Recognise, conserve and promote the area's history and heritage for current and future generations	Ongoing	<ul style="list-style-type: none"> - Council held 12 history related events with total 304 participants attending (included 149 Zoom attendees) - A total 100,033 images held with 4,492 new images added. Of these 25,614 are accessible online with 691 added during the reporting period - The Local Studies Collection added 81 new items

DP2-26.02: Review and implement Council's Heritage Strategy

Action	Status	Comments
Review and implement agreed priority actions of Council's Heritage Strategy.	Ongoing	<p>Actions from the current Heritage Strategy are implemented on an ongoing basis, including:</p> <p>Local Heritage Assistance Fund (record number of projects funded)</p> <ul style="list-style-type: none"> - Heritage Advisory Service (increasing use of service) - Inclusion of heritage matters within Local Strategic Planning Statement <p>Commencement of review of Development Control Plan provisions</p> <ul style="list-style-type: none"> - Continued preparation of Information Sheets and Guidelines - Consideration of an updated Heritage Strategy has commenced, including input and feedback at the Heritage Advisory Committee on 29 October 2020.
Review and implement agreed priority actions of Council's Heritage Strategy	In progress	<p>Actions from the current Heritage Strategy are implemented on an ongoing basis, including:</p> <ul style="list-style-type: none"> - Local Heritage Assistance Fund (record number of projects funded) - Heritage Advisory Service (increasing use of service) - Inclusion of heritage matters within Local Strategic Planning Statement - Commencement of review of Development Control Plan provisions - Continued preparation of Information Sheets and Guidelines <p>Consideration of an updated Heritage Strategy has commenced, including input and feedback at the Heritage Advisory Committee on 29 October 2020.</p>

DP2-26.03: Through the Masterplanning processes for the revitalization of the Richmond and Windsor Town Centres provide opportunity to consider the recognition and promotion of the areas history and heritage

Action	Status	Comments
As part of the master planning for Richmond, Windsor and South Windsor, conduct an archaeological study of the South Windsor Presbyterian cemetery in Windsor Richmond and surrounding open space to inform the detailed design of the masterplan	Complete	<p>An archaeological study has been conducted of the South Windsor Presbyterian Cemetery in South Windsor. This will now be utilised to inform the detailed design of the masterplan.</p>

DP2-26.04: Provide a range of media to recognise and promote the area's history and heritage

Action	Status	Comments
Work with respective Committees to produce a range of media to promote the areas heritage.	Ongoing	All opportunities used to promote the Hawkesbury's history and heritage, including: <ul style="list-style-type: none">- Local Heritage Assistance Fund (record number of projects funded)- Heritage Advisor (increased use of service)- Release of funding opportunities through NSW Heritage Continued preparation of Information Sheets and Guidelines
Expand the range of the Library Local Studies Fact Sheets and Museum exhibition Fact Sheets	Ongoing	During the reporting period two new fact sheets were produced: <ul style="list-style-type: none">- Local Studies Fact Sheet – Researching World War I Soldiers- Museum Fact Sheet – Food Bowl Farming

Focus area three: Our Environment

3.1: The natural environment is protected and enhanced – Value, protect and enhance our unique natural environment

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.

DP2-27.01: Manage and protect our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships

Action	Status	Comments
Develop a 'whole of river' management plan with other Council's along the Hawkesbury river	In progress	Stage 1 (Scoping Study) of the 'whole of river' management plan has been completed and presented to Environmental Sustainability Advisory Committee on 11 May 2020. Project has progressed to Stage 2 – Determining the Risks, Vulnerabilities and Opportunities, with discussion with respect to governance and funding arrangements between the combined Council's progressed.
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Ongoing	Implementation of priority actions of the Coastal Zone Management Plan have continued during the period, including: <ul style="list-style-type: none">- Water Quality Monitoring Program – 1st Report Card received from Department of Planning, Industry and Environment based on data collected by Council. report Card was presented to the Environmental Sustainability Advisory Committee on 11 May 2020. Ongoing collection of data has continued in order to inform the preparation of the 2nd and 3rd Report Cards.- Updating of Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions – inclusion as part of review of existing provisions associated with Local Environmental Plan (LEP) and Development Control Plan (DCP) Reference Group- Continued participation with Hawkesbury River Council's with respect to preparation of a whole of River Coastal Management Program.

3.1.2 Act to protect and improve the natural environment including working with key agency partners

DP2-28.01: Take action and engage with relevant government agencies and community groups to protect the natural environment

Action	Status	Comments
Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program	Ongoing	A business improvement process was conducted internally to increase efficiencies for Sewage Management Facility (SMF) inspections and due for completion in early 2021. This business improvement process has ensured that the SMF Team have successfully completed all required SMF inspections and plumbing and drainage inspection scheduled for the 6 month period. The SMF team have conducted a total of 982 SMF inspections and 164 Plumbing and Drainage Inspections within the first 6 months of the 2020 - 2021 financial year whilst adhering to appropriate COVID - 19 safety practices.
Work with key agencies to investigate illegal land use actives such as the Natural Resource Access Regulator, Environmental Planning Authority and Department of Primary Industries to undertake investigations.	Ongoing	Council has when required continued to work with relevant government agencies and consultants including NSW Police, WaterNSW, Natural Resource Access Regulator and NSW Environmental Protection Agency in order to investigate compliance and environmental matters reported to Council. Matters range from activities involving pollution and illegal works along of waterways, noise complaints, operating outside of development approvals, illegal works and illegally dumped rubbish and breaches of development consent.
Work with key stakeholders for the protection of the natural environment, including: <ul style="list-style-type: none"> - Land Care - Greater Sydney Local Land Services - Penrith Council - Hawkesbury River Council - NSW Department of Planning, Industry and Environment 	Ongoing	Council's Environmental Team has been working closely with external organisations to promote natural restoration. These organisations include Penrith City Council, Greater Sydney Local Land Services, Department of Planning, Industry and Environment and Hawkesbury Landcare

3.1.3 Minimise our community's impacts on habitat and biodiversity and protect areas of conservation value.

DP2-29.01: Develop and implement programs that encourage the community to care for the natural environment

Action	Status	Comments
Grow endemic plants at the community nursery for parks, reserves, and Land-care groups.	Ongoing	During the first six months of 2020/2021 financial year the Hawkesbury Community Nursery produced 40,763 plants by tubing up (forestry tubes). Council has sold 30,031 plants with 11,268 of those plants contract grown. The range of customers includes; sales to the public, Hawkesbury City Council, Penrith City Council, Bushcare Groups, Bush Regeneration Contractors, Landcare, Birdlife Australia, Greening Australia, Hawkesbury River County Council and the Greater Sydney Local Land Services. .
<p>In relation to the 2019/2020 bushfires and in regards to waste and environmental planning:</p> <ul style="list-style-type: none"> - Removing damaged trees on private property near dwellings, associated fences, outbuildings and vehicular access, or near other buildings such as farm buildings - Providing access to a planning consultant, waiving fees and contributions - Removing illegally dumped waste 	Ongoing	<ul style="list-style-type: none"> - Council has removed damaged trees on private property near dwellings, associated fences, outbuildings and vehicular access, or near other buildings such as farm buildings Council is in the process of applying for grant funding to remove trees on private property that do not fall within Council's current criteria. - Providing access to a planning consultant, waiving fees and contributions - Planning consultants are currently being made available to bushfire impacted residents and the waiving of fees and contributions have been allowed for under the \$1.3M Commonwealth Bushfire Recovery funding - Removing illegally dumped waste: illegally dumped waste was not an issue within the Hawkesbury local government area.

Action	Status	Comments
Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land.	Ongoing	<p>Council continues to undertake land management activities across 36 reserves throughout the Hawkesbury, including Argyle Bailey, Cattai Bridge, Charles Kemp, Wilberforce Cemetery, St Albans Park and Settlers Road, Skeleton Rocks, Half Moon Farm, Sackville Mission, Oakville Park, Ebenezer Park, South Creek, Green Hills Burial Ground, Governor Phillip Park, Macquarie Park, Deerubbin Park, Howe Park, The Breakaway, George Street, Hanna Park, Hawkesbury Park, Navua, Riverside Drive, Yarramundi, Chain of Ponds, Woodbury, Glossodia Park, Pughs Lagoon, Bushells Lagoon, Redbank Creek, Diamond Hill, Singleton's, Matheson Park, Bellbird Hill and Upper Colo.</p> <p>Council continues to expend funding received to support environmental restoration activities from the following organisations: \$51,200 received through Save our Species program to ensure the survival of threatened ecological communities at Singleton's reserve, Matheson Park and Diamond Hill and \$15,000 received from Office of Environment and Heritage for estuary health monitoring</p>
Undertake necessary studies and strategy to prepare for the commencement of the Cumberland Plain Conservation Plan	In progress	<p>Preparation of the Strategic Biodiversity Land Use Planning Framework has commenced and is nearing completion. Preparation of submission to the Draft Cumberland Plain Conservation Plan that was considered by Council's Environmental Sustainability Advisory Committee and subsequently Council on 29 September 2020 prior to lodging submission with department of Planning, Industry and Environment.</p>
<p>Implement priority actions of the Hawkesbury Ecological/Biodiversity Framework such as</p> <ul style="list-style-type: none"> - Update Council's GIS Mapping to reflect new mapping - Update legislative maps to reflect new mapping 	In progress	<p>Preparation of the Strategic Biodiversity Land Use Planning Framework has commenced and is nearing completion. The Framework includes updates to mapping and new Development Control Plan (DCP) provisions.</p>

3.1.4 Use a range of compliance measures to protect the natural environment.

DP2-30.01: Identify, investigate and resolve unauthorised and environmentally harmful development

Action	Status	Comments
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance & Enforcement Policy.	Ongoing	The Building Compliance Team have continued to investigate reports in relation to illegal development. The Building Compliance Team has for the six month period received 1,302 illegal development related enquiries and tasks. As tasks received by this Team concern matters relating to development compliance, legislative timeframes set and the complexity of some of the matters sometimes result in investigations lasting for extended periods of time. The Building Compliance Team are achieving a completion rate of around 60%, as some of these matters can take anywhere between two weeks to 12 months (some taking longer) to resolve.

3.2: To live sustainably and reduce our ecological footprint - Identify and make best use of our local resources and awareness of contribution to the environment

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

DP2-31.01: Develop and implement community sustainability programs

Action	Status	Comments
Review and implement Council's Waste Education Program.	Ongoing	Due to COVID-19 restrictions on in person attendance at different stages throughout the year, the War on Waste workshops continue to be offered in an online format. Participation in regional waste programs has continued. Finalisation of the Waste Strategy which is expected to be completed in early 2021 will inform the preparation of the ongoing waste education program.

3.2.2: Alternative forms of energy are embraced throughout the Hawkesbury.

DP2-32.01: Investigate and implement alternative energy forms where feasible

Action	Status	Comments
Implement renewable energy and energy efficient projects.	In progress	Council has undertaken major projects across its highest energy use buildings. Works are also scheduled to be finished this financial year on the solar panel roll out program, demonstrating Council's commitment to reducing green house gas emissions whilst undertaking this work on a sustainable economic basis.

3.2.3 Become a carbon neutral Local Government Area

DP2-33.01: Investigate opportunities and take action to assist Council in becoming a carbon neutral organisation

Action	Status	Comments
Finalise the Hawkesbury Sustainability Strategy	In progress	First draft of the Hawkesbury Sustainability Strategy has been prepared, and is being tailored in order to become an umbrella document that other strategies that relate to sustainability will sit under. The Draft Net Zero Strategy is the initial priority in terms of those documents, and following a Council resolution on 8 December 2020 is on public exhibition from 18 December 2020 to 15 February 2021. The Sustainability Strategy will be finalised with input from relevant internal stakeholders, including determining responsibilities for actions included within the Strategy.
Work with Western Sydney Regional Organisation of Councils Ltd (WSROC) on projects specifically targeting Council's work towards becoming a carbon neutral organisation and working towards Council's net zero (Year) goals, including the: <ul style="list-style-type: none"> - Energy program - Waste management Program - Climate change program - Heat smart program - Development of urban heat clauses for the Local Environmental Plan (LEP) and Development Control Plan 	Ongoing	Continued to work with WSROC on the Energy Program outcomes, including: <ul style="list-style-type: none"> - Draft Urban Heat Toolkit developed - Drafting a Regional Electric Vehicle Roadmap - Business Energy Advisory Program has been rolled out within the local government area , - Draft Heatwave and Preparedness Response Framework developed - Continued to engage on regional waste education opportunities.

3.3: We reduce, reuse and recycle – Identify ways for our community to reduce, reuse and recycle waste

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

DP2-34.01: Finalise and commence implementation of a Waste Management Strategy

Action	Status	Comments
Commence implementing priority actions of the Waste Management Strategy.	Ongoing	The Draft Waste Strategy is nearing completion and is due to be presented to Council in early 2021. The Strategy will then be placed on public exhibition before being adopted.

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

DP2-35.01: Develop and implement environmental sustainability and climate change education programs

Action	Status	Comments
Facilitate advice on request from tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	In progress	Preparation of videos was completed during the period in order to assist the community and tenants with respect to energy efficiency, including Heating and Cooling, Hot Water, Insulation and Sealing, Solar Power, Standby Power, Understanding Energy Bills, and House Batteries.

3.4: The sustainability of our environment is improved – Encourage and enable our community to make sustainable choices

3.4.1: Work with businesses and tourism operators to promote good practice and sustainability principles.

DP2-36.01: Undertake the industrial premises audit program

Action	Status	Comments
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment.	Ongoing	Council's Environmental Health Team due to COVID-19 restrictions have not yet conducted an industrial audit. As restrictions ease over the next six months audit inspections will be scheduled in for inspection.

DP2-36.02: Undertake the inspection of regulated commercial premises in accordance with a risk based program

Action	Status	Comments
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements and relevant Council Policies.	Ongoing	<p>Due to the financial impacts of COVID-19 the Environmental Health Team focused primarily on COVID inspections and environmental health complaints. As of September 2020, given that some restrictions in NSW had eased and businesses were returning to almost normal routine inspections re-commenced and will continue for the remainder of the financial year. As a result between 1 July 2020 and 30 December 2020, the Environmental Health Team has completed the following routine inspections:</p> <ul style="list-style-type: none"> - 38 Food inspections - 4 Public swimming pool inspections - 4 Skin penetration inspections - 10 COVID Inspections - 164 Environmental Health complaints - 0 Cooling Tower premises inspections

3.4.2: Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.

DP2-37.01: Investigate opportunities and act to encourage development that is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources

Action	Status	Comments
Finalise the review of Hawkesbury Development Control Plan(DEVELOPMENT CONTROL PLAN)	In progress	Local Environmental Plan (LEP) /Development Control Plan (DCP) Reference Group established and have met twice to date with further meetings scheduled from January – June 2021. Reference Group have already provided valuable input from consultants and representatives in the development sector. Review of the current Development Control Plan has been undertaken and comparison with other local government areas also completed. A draft Table of Contents/list of topics for the new Development Control Plan to address has been prepared, and first round of consultation with internal stakeholders completed.
Incorporate ecologically sustainable building and road construction practices into Council projects.	In progress	Where possible recycled material is used to maintain existing road assets and construct new works. A quantity of approximately 6,087 tonne of recycled road base was used on numerous projects during this period.

Focus area four: Our Assets

4.1: Transport infrastructure & connections – Creating an integrated and well maintained transport system is an important local priority

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.

DP2-38.01: Explore and implement solutions to traffic congestion on our major roads

Action	Status	Comments
Undertake a review of parking requirements and provisions in Windsor and Richmond, and implement solutions to address identified parking issues.	Ongoing	<p>The Community Enforcement Team monitored all timed parking areas within the Hawkesbury, successfully investigating all parking related enquiries that were submitted to Council. The last 6 months have been challenging with the impacts of the COVID-19 Pandemic which affected the numbers of parking infringement issued. Notwithstanding this Council's Community Enforcement Team investigated 156 parking related enquiries and issued 935 parking infringements.</p> <p>A "Safety First" campaign was initiated around schools in the Hawkesbury in July of 2019, which resulted in information delivered to all schools and parents regarding safe parking around schools, a follow up education period around schools was delivered in February 2020 and will be re-visited when school re-commence in 2021.</p> <p>The "Safety First" campaign was quite successful in ensuring road and pedestrian safety around schools during the last 6 months of the 2020 / 2021 financial year resulting in 45 penalty notices being issued for various school zone offences.</p> <p>Council is still in the process of assessing the parking provisions as part of the development of the master plans and public domain plans for Windsor, Richmond and South Windsor. It is anticipated that these plans will identify actions required in relation to parking for these centres.</p> <p>Council's Community Enforcement Team have been involved in reviewing all of Council provided car parking areas and the 'Condition of Entry' signs which exist at the entrances of these areas and are currently under re-design to reflect current legislative requirements. Works have also been requested to re-line mark all of these car park areas.</p> <p>Signage around our town centers are reviewed regularly to ensure that the information provided is clear and accurate including the Windsor Mall and other public parking areas.</p> <p>Other street signs are reviewed when officers are enforcing parking areas and requests to update signs is submitted as required.</p>

Action	Status	Comments
Utilise Council Traffic models to assess traffic impact of projects and planning proposals in the final stages of the comprehensive Traffic Study of the Hawkesbury.	Complete	Completed traffic models to assess traffic impact of projects and planning proposals as part of the development of Council's comprehensive Traffic Study of the Hawkesbury.

DP2-38.02: Advocate for the provision of major transport services and linkages to improve transport connections within and external to the City

Action	Status	Comments
Work with NSW Roads and Maritime Services (RMS) and provide input on their projects such as the Richmond to North Richmond upgrade, Windsor Bridge, HCC Traffic Study and other projects as required.	Ongoing	Council has provided feedback on the planning and investigations for the additional river crossing to North Richmond and is awaiting the consultation documentation from Transport for NSW.
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	Ongoing	Continued advocacy and input into the Richmond Bridge Duplication Project through Transport for NSW. Completion of the Hawkesbury Local Government Area Wide Traffic Study assists in Council's advocacy for transport related matters.

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

DP2-39.01: Establish and maintain relationships with transport providers and other levels of government to improve and extend public transport services

Action	Status	Comments
Work with Peppercorn Services Inc. and other providers to improve access to community transport services.	Ongoing	Council staff and Council representatives worked closely with Peppercorn Services management to ensure essential transport services continued to be provided throughout COVID-19 Pandemic restrictions and with consideration to the financial hardship being experienced by many service users. During this time staff also supported a review of existing fleet and fee schedule in conjunction with Peppercorn management .

4.1.3: 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.

DP2-40.01: Undertake operational programs associated with construction and maintenance of roads and ancillary facilities

Action	Status	Comments
Works and activities are undertaken in accordance with the Capital Works Program and Operational Plan.	In progress	Works and maintenance activities are being undertaken in accordance with approved budget and construction program.

4.1.4: Provide mobility links throughout the City to connect our centres, parks and facilities.

DP2-41.01: Review and implement the Hawkesbury Mobility Plan

Action	Status	Comments
Seek funding to prepare an Active Transport Plan for the Hawkesbury.	Ongoing	Funding has been sought and received from the following Authorities: <ul style="list-style-type: none"> - Transport for NSW – REPAIR Program, funding received for the rehabilitation of the of King Road, Wilberforce (complete) - Federal Government Roads to Recovery Funding ongoing (complete) - Transport for NSW (Active Transport Program), realignment of a section of Scheyville Road north of Old Pitt Town Road (design stage) - Natural Disaster funding (nearing completion) - State Government – Flood Mitigation (ongoing)
Implement Council's road, footpath and cycleway program	In progress	The Capital Works Program for road and path construction is in progress and the following projects have been completed: Concrete Foot Paving <ul style="list-style-type: none"> - Cycleway South Windsor - Pedestrian Access and Management Plan (PAMP) - Charles Street, North Richmond. - Riverview Street, North Richmond - Andrew Thompson Drive. McGraths Hill - Hereford Street, Hobartville - Laurence Street, Hobartville - Windsor Street, Richmond Road Works <ul style="list-style-type: none"> - Curtis Road, Mulgrave - King Road, Wilberforce - Freemans Reach Road, Freemans Reach

Action	Status	Comments
		<ul style="list-style-type: none"> - Bull Ridge Road, East Kurrajong - Brabyn Street, Windsor. - Shepherds Road, Freemans Reach - Spinks Road, Glossodia - Ham Street, South Windsor - Dickson Lane, South Windsor - Old Hawkesbury Road, Vineyard (seal gravel road) - Eather Lane, South Windsor. - Ross Street, Windsor. - Pebbly Hill Road, Maraylya - Reseal Program (in progress) - Natural Disaster Program. The emergency and immediate restoration works have been completed and the repair of embankment failures is now in progress.

4.2: Utilities – Facilitate the delivery of infrastructure through relevant agencies and Council’s own works

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

DP2-42.01: Design, construct, operate and maintain Council’s wastewater, stormwater and solid waste facilities to ensure efficient and effective best practices

Action	Status	Comments
Continue to explore opportunities to increase use of the recycled water system at the South Windsor Sewage Treatment Plant.	Ongoing	Council has engaged a consultant to assess use options for recycled water in Windsor. These findings are due for completion in early 2021.

DP2-42.02: Assist other levels of government to deliver the utility infrastructure for which they are responsible.

Action	Status	Comments
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Ongoing	Ongoing representations made for both Operational and Strategic service provision. Negotiations held with Transport for NSW to achieve best outcomes from approved and planned projects including Windsor Bridge replacement and route studies for the additional Richmond crossing.

Action	Status	Comments
Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	In progress	<p>The Draft Hawkesbury Local Strategic Planning Statement includes the theme Infrastructure and Collaboration, which includes a series of actions associated with planning for infrastructure requirements.</p> <p>Finalisation of the Hawkesbury Local Strategic Planning Statement is nearing completion.</p> <p>Following receipt of feedback from the Greater Sydney Commission following the review for assurance purposes on 24 July 2020, the amended Hawkesbury Local Strategic Planning Statement was considered by Council at its Ordinary Meeting on 10 November 2020 where Council resolved to submit the amended Hawkesbury Local Strategic Planning Statement for assurance purposes.</p> <p>The outcome of the Greater Sydney Commission assurance process is expected in the near future, and the final version of the Hawkesbury Local Strategic Planning Statement will be presented to Council for adoption in early 2021.</p>

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

DP2-43.01: Plan for the infrastructure needs of the community and identify infrastructure requirements for new development

Action	Status	Comments
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Ongoing	<p>The Draft Hawkesbury Local Strategic Planning Statement includes the theme Infrastructure and Collaboration, which includes a series of actions associated with planning for infrastructure requirements.</p> <p>Continued advocacy and input into the Richmond Bridge Duplication Project through Transport for NSW.</p> <p>Completion of the Hawkesbury Local Government Area Wide Traffic Study assists in Council's advocacy for transport related matters.</p>

4.3: Places & Spaces – Provide the right places and spaces to serve our community

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

DP2-44.01: Provide passive recreation opportunities in accordance with the Hawkesbury Regional Open Space Strategy

Action	Status	Comments
Quality passive recreational spaces are provided and enhanced.	Ongoing	<p>The following works were undertaken in the first six months of 2020/2021:</p> <ul style="list-style-type: none">- Memorial Park Kurrajong playground upgrade was completed in September 2020.- The Hawkesbury Regional Open Space Strategy is being finalised and expanded to include community facilities, given potential synergies between recreation and community facilities.- The tender for the upgrade of Maraylya, Freemans Reach and Blaxland Ridge Tennis Courts was completed and assessed. The contractors have been engaged to commence work in the second half of the year.- A Request for Quotation for the Landscape Design and Detailed Survey of the Deerubbin Park carpark in has been completed and assessed. The contractors have been engaged with the detailed design being completed in early 2021. <p>Conservation specialists have been engaged to undertake the conservation works of the Richmond Park Cannons. Apart conservation of the cast barrels new carriages will be built to represent the original form from the early 1900's. This is a significant conservation project and will be ready for ANZAC Day 2021.</p>

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

DP2-45.01: Provide active recreation opportunities in accordance with the Hawkesbury Regional Open Space Strategy

Action	Status	Comments
Manage active recreational spaces in accordance with strategies and available resources.	Ongoing	<p>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.</p>

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

DP2-46.01: Provide sustainable support for community groups

Action	Status	Comments
Implement upgrades to activity spaces in Windsor Central Library	Ongoing	New client facing booking software has been implemented to allow for improves access to activity spaces at Windsor Library. Further improvements to the available technology within the hireable spaces are scheduled to be made over the coming months.

DP2-46.02: Prepare design briefs for redevelopment of community precincts and upgrade of community facilities

Action	Status	Comments
Finalise design brief for redevelopment of the North Richmond Community Precinct.	In progress	The development of a design brief will be undertaken in early to mid 2021. Initial engagement with key stakeholders has been undertaken and will continue as this project progresses.

4.3.4: Manage commercial spaces available for business and investment across the Hawkesburys local centres.

DP2-47.01: Seek to optimize occupancy rates for Council owned commercial properties

Action	Status	Comments
Seek to optimise occupancy rates and rental returns for Council owned commercial properties.	Ongoing	Due to the COVID Pandemic the New South Wales Government enacted the Retail and Other Commercial Leases (COVID-19) Regulation. This restricts Council's ability to increase rents to tenants affected by the Pandemic, further Council has provided rental relief to affected tenants. Three tenants vacated during the Pandemic and one new tenant has been approved to occupy a retail space. Council staff will continue to advertise vacant premises on Council's website and on Facebook.

4.3.5: 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.

DP2-48.01: Provide administrative and commercial spaces on behalf of the community

Action	Status	Comments
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	In progress	<p>A grant application through Clubgrants Arts and Culture Infrastructure program has been successful and will mean accessibility improvement works will take place at the Museum, including:</p> <ul style="list-style-type: none"> - Replacing two hard-to-open entrance doors with automatic sliding doors - Installing push button technology for internal doors - Installing a hearing loop - Creating a rest area in the foyer with improved seating for mobility, hearing, sight impaired and frail - Installing a drinking fountain in the foyer. <p>In the Windsor Library, due to COVID-19, a click and collect service was temporarily put in place. This required the reconfiguration of the Library foyer space to allow for adequate distancing and safe collection and return of collection items.</p>
Implement Council's building maintenance program	Ongoing	<p>Council continues to undertake its maintenance program across the portfolio of over 330 building sites. Works includes painting, servicing of plant and machinery, ensuring security and fire services are adequate, actively repairing and check electrical safety, lifts and automatic door operation servicing, cleaning, plumbing and drainage compliance and service, and all general repairs to buildings.</p>

Focus area five: Our Future

5.1: Strategic Planning Governance – Encourage informed planning, balanced growth and community engagement

5.1.1: Council's planning is integrated and long term.

DP2-49.01: Council's planning is consistent with the Office of Local Governments Integrated Planning and Reporting Framework

Action	Status	Comments
Ensure Council's planning is consistent with the Office of Local Government's Integrated Planning and reporting Framework.	Ongoing	Council has met all Office of Local Government Integrated Planning and Reporting guidelines. Further to this, Council has now implemented a more functional Planning and Reporting software program which has made reporting to the community easier and more readily available. A business improvement process to further enhance Council's planning and budgeting processes internally is also underway.

DP2-49.02: Implement Council's Fit for the Future strategies (refer to Appendix 1)

Action	Status	Comments
Implement Council's Fit for the Future strategies.	Ongoing	All Fit for the Future Strategies have been implemented throughout the organisation, and have now become business as usual. This has provided Council with the capacity to deal with the financial stresses and demands associated with the bushfires, floods and COVID-19 Pandemic.

5.1.2: Council's decision making on all matters is transparent, accessible and accountable.

DP2-50.01: Council meetings are held in accordance with the Code of Meeting Practice and Council resolutions are documented and available

Action	Status	Comments
Ensure compliance with Code of Meeting Practice	Ongoing	Council's Code of Meeting Practice (the Code) was adopted on 18 February 2020, and applies to all meetings of Council and meetings of Council committees. In relation to ordinary Council meetings, Council has complied with the provisions of the Code dealing with the timing and frequency of meetings, notice of meetings to the public and Councillors, and notice to Councillors of the agenda and business papers. In accordance with the Code Council has published on its website and made available hard copies of the agenda and associated business papers for Council and committee meetings. Council has properly recorded the declarations by Councillors and committee members of conflicts of interests. At its Ordinary Meeting on 13 October 2020 Council tables the Returns of Interests of Councillors, and Designated Persons lodged with the General Manager by 30 September 2020.

Action	Status	Comments
		Council has met the requirements of the Code to deal with record and make available a podcast of each meeting, and the requirement to keep full and accurate minutes of the proceedings of meetings and to publish the confirmed minutes on Council's website.
Process informal and formal requests for Council information and complete required reporting.	Ongoing	Council received 24 formal applications for access to information under the Government Information (Public Access) Act. The information relating to these applications was included in Council's published Disclosure Log as required by the Act. Council also received 362 informal access applications during this reporting period.

5.1.3: Council will continually review its service provision to ensure best possible outcomes for the community.

DP2-51.01: Undertake community engagement relating to service level reviews

Action	Status	Comments
Conduct a community satisfaction survey for the Hawkesbury	In progress	Planning for community engagement for the review of Council's Community Strategic Plan and Four-Year Delivery program is underway. The Plan for overall stakeholder engagement for this review was taken to the Executive Team in December 2020 and approved. Part of this engagement is conducting a Community Satisfaction Survey mid to late 2021.

5.1.4: Encourage increased community participation in planning and policy development.

DP2-52.01: Encourage increased community participation in planning and policy development

Action	Status	Comments
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements.	In progress	Engagement with the community has occurred during the period with respect to: <ul style="list-style-type: none"> - Draft Local Housing Strategy - Draft Employment Lands Strategy - Draft Works in Kind Policy - Draft Flood Policy - Draft Net Zero Emissions and Water Efficiency Strategy - Draft Rural Lands Strategy - Draft Markets Policy - Draft Master Plans and Public Domain Plans for Windsor, South Windsor and Richmond

5.1.5 The needs of our community will be reflected in Local, State and Regional Plans.

DP2-53.01: Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans

Action	Status	Comments
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	Ongoing	Regular meetings held with a range of Government representatives, including: <ul style="list-style-type: none">- Local, Commonwealth and State elected representatives- Commonwealth and State Government representatives via Western Sydney City Deal Implementation Committee- Greater Sydney Commission Commissioners- Department of Planning and Environment representatives- Environmental Protection Agency representatives- Transport for NSW representatives- Rural Fire Services representatives- Office of Emergency Management representatives- State Emergency Services representatives- Participating in Western Parkland Authority's 'Blueprint' and Economic Development Strategy

5.2: Management of Aboriginal and Non Aboriginal and the Built Environment – Value, protect and enhance our built environment as well as our relationship to Aboriginal and Non Aboriginal history

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

DP2-54.01: Review and implement Council's Heritage Strategy

Action	Status	Comments
Complete the Hawkesbury Aboriginal Heritage Study	In progress	In addition to seeking feedback from Aboriginal representative groups who had been consulted as part of the Study, the Draft Hawkesbury Aboriginal Heritage Study was presented to the Heritage Advisory Committee Meeting on 29 October 2020. Amendments to the Draft Study are being made, and expected to be completed in early 2021.
Finalise the Hawkesbury Heritage Study, including the Aboriginal Cultural Heritage study.	In progress	In addition to seeking feedback from Aboriginal representative groups who had been consulted as part of the Study, the Draft Hawkesbury Aboriginal Heritage Study was presented to the Heritage Advisory Committee Meeting on 29 October 2020. Amendments to the Draft Study are being made, and expected to be completed in early 2021. The Hawkesbury Heritage Study has continued, but progress has been severely limited by no dedicated internal resource and the availability of the appointment consultant due to the COVID-19 Pandemic.

Action	Status	Comments
Continue the development of the Museum's grant funded Indigenous and endemic edible garden project, in partnership with Western Sydney University and the Merana Aboriginal Community Organisation for the Hawkesbury Inc.	In progress	The Museum's Create NSW grant funded Indigenous and endemic edible garden project has been disrupted by COVID-19. Council is unable to meet with the key stakeholders within the indigenous community. An extension of one year has been granted by the funding body, therefore the completion date is now 31 December 2021.

5.2.2: Encourage and implement progressive urban design, sensitive to environment and heritage issues.

DP2-55.01: Explore and implement progressive urban design, sensitive to environment and heritage issues

Action	Status	Comments
Review the Hawkesbury Local Environmental Plan (LEP) and finalise Hawkesbury Development Control Plan	In progress	Local Environmental Plan (LEP) /Development Control Plan (DCP) Reference Group established and have met twice to date with further meetings scheduled from January – June 2021. Reference Group have already provided valuable input from consultants and representatives in the development sector. Review of current Development Control Plan (DCP) has been undertaken and comparison with other local government areas also completed. A draft Table of Contents/list of topics for the new Development Control Plan to address has been prepared, and first round of consultation with internal stakeholders completed.
Complete masterplan and public domain plans for town centre revitalisation of Richmond, Windsor and South Windsor, with consideration for heritage and environmental actions.	In progress	The master plans for Richmond, Windsor and South Windsor have been adopted by Council at the Ordinary meeting of 29 September 2020. A design team has been engaged and the project is moving into detailed design phase. This will include the consideration of progressive urban design, sensitive to environment and heritage issues.

5.2.3 Sympathetic adaptive and creative uses for heritage sites and buildings across the City will be encouraged and promoted.

DP2-56.01: Encourage and promote sympathetic adaptive and creative uses of heritage sites and buildings

Action	Status	Comments
Review and amend the Hawkesbury Local Environmental Plan (LEP) 2012 and Hawkesbury Development Control 2002 as required	Ongoing	<p>In addition to the establishment of the Local Environmental Plan (LEP) /Development Control Plan (DCP) Reference Group and work associated with the review of the Local Environmental Plan (LEP) /Development Control Plan (DCP) Local Environmental Plan (LEP) Amendments were progressed to finalisation including:</p> <ul style="list-style-type: none"> - 377 Bells Line of Road, Kurmond (29 June 2020) - 631 Bells Line of Road, Kurrajong (4 December 2020) - 74 Longleat Lane, Kurmond (24 April 2020) <p>Hawkesbury Housekeeping LOCAL ENVIRONMENTAL PLAN (LEP) Amendment (23 December 2020).</p>

5.2.4: As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture.

DP2-57.01: Develop and implement a Reconciliation Action Plan

Action	Status	Comments
Implement year One actions of the Hawkesbury Reconciliation Action Plan.	In progress	<p>The Draft Reconciliation Action Plan has been presented on three occasions to Reconciliation Australia for endorsement; the fourth iteration of the Draft Plan is currently sitting with Reconciliation Australia and awaiting approval. Once the Draft Plan has been endorsed by Reconciliation Australia, the Draft Reconciliation Action Plan will be reported to Council for approval to place on public exhibition</p>

5.3 Shaping our Growth – Respond proactively to planning and the development of local infrastructure

5.3.1: Growth and change in the Hawkesbury will be identified, planned for and valued by the community.

DP2–58.01: Prepare and implement necessary strategies to inform land use, infrastructure and service plans

Action	Status	Comments
Implement the Local Strategic Planning Statement	In progress	Finalisation of the Hawkesbury Local Strategic Planning Statement is nearing completion. Following receipt of feedback from the Greater Sydney Commission following the review for assurance purposes on 24 July 2020, the amended Hawkesbury Local Strategic Planning Statement was considered by Council at its Ordinary Meeting on 10 November 2020 where Council resolved to submit the amended Hawkesbury Local Strategic Planning Statement for assurance purposes. The outcome of the Greater Sydney Commission assurance process is expected in the near future, and the final version of the Hawkesbury Local Strategic Planning Statement will be presented to Council for adoption in early 2021.
Commence implementation of the NSW State Government the ePlanning portal – the online system for lodgment of development applications	Ongoing	Lodgment of all types of development applications through the NSW State Government ePlanning portal is mandatory as of 31 December 2020. The Property and Rating system has been updated with events and appropriate procedures have been put in place to ensure that internal processes are able facilitate the acceptance and processing of applications. The website has been updated and an add is scheduled for the Newspaper on 24 December 2020 advising the community of the lodgment requirements.

DP2–58.02: Lobby other levels of government to deliver the infrastructure and services for which they are responsible.

Action	Status	Comments
Participate in the Planning Partnerships Group. This group comprises the 8 Council's within the Western Parkland City, Blacktown City Council, Department of Planning, Infrastructure and Environment, Transport for NSW, Sydney Water and Greater Sydney Commission	Ongoing	The Western Parkland Council's have continued to develop their role in providing regional leadership on strategic issues including: <ul style="list-style-type: none"> - submitting a response into the Current and Future provision of health services in the region - supporting several health projects such as affordable access to fruit and vegetables - working with the state agencies on regional transport planning - working with the newly formed Western Parkland Authority on the development of a Blueprint and Economic Development Strategy for the region

5.3.2: The diverse housing needs of our community will be met through research, active partnerships and planned development.

DP2-59.01: Establish partnerships with developers and community housing providers

Action	Status	Comments
Building on the work of the Affordable Housing Working Party, investigate affordable rental housing opportunities and partnerships.	Ongoing	<p>At its Ordinary Meeting on 8 December 2020, Council resolved to adopt the Hawkesbury Local Housing Strategy and submit the Strategy to the Department of Planning, Industry and Environment for endorsement. The Strategy contains key actions for Council relating to affordable housing including;</p> <ul style="list-style-type: none"> - review of Council's Planning Agreement Policy - preparation of an Affordable Housing Contribution Scheme - consideration of additional alternate implementation mechanisms to give effect to Council's Affordable Housing Policy <p>These matters will be reassigned to the Community Services Committee following endorsement of the Hawkesbury Local Housing Strategy by the Department of Planning, Industry and Environment</p>

DP2-59.02: In conjunction with regional stakeholders plan and implement a Regional Housing Strategy

Action	Status	Comments
Implement priority actions from the Draft Local Housing Strategy	Ongoing	<p>The Draft Local Housing Strategy was prepared, publicly exhibited and adopted by Council at its Ordinary Meeting on 8 December 2020.</p> <p>The adopted Local Housing Strategy will be submitted to Department of Planning, Industry and Environment for endorsement in early 2021.</p>

5.3.3: Plan for a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character.

DP2-60.01: Develop and implement a Rural and Resource Land Strategy

Action	Status	Comments
Implement priority actions from the Rural Lands Strategy.	Ongoing	<p>The Draft Rural Lands Strategy was reported to Council on 8 December 2020. Public Exhibition period extends from 18 December 2020 to 15 February 2021, and a post exhibition report is expected to be presented to Council in March 2021, subject to the number and content of submissions received.</p>

DP2-60.02: Prepare necessary strategies to inform landuse plans and education awareness programs based on a peri-urban context

Action	Status	Comments
Complete the Rural Landscape Character Assessment for all rural areas of the Hawkesbury.	Not Due To Start or On hold	Commencement of the Rural Landscape Character Assessment not due to start until completion of Hawkesbury Rural Lands Strategy.

5.4: Celebrating our Rivers – Protect, enhance and celebrate our rivers

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

DP2-61.01: Implement the Hawkesbury Horizon Initiative

Action	Status	Comments
Continue to develop plans to attract business to the Hawkesbury, including plans for the Clarendon precinct	In progress	An initial concept has been developed for the Clarendon precinct to allow for key stakeholder engagement in 2021.

5.4.2: Develop active partnerships and implement programs designed to improve the health of our rivers and river banks.

DP2-62.01: Implement Council's Upper Hawkesbury River Estuary Coastal Zone Management Plan

Action	Status	Comments
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan. including: <ul style="list-style-type: none"> - Undertake water quality monitoring - Update of Local Environmental Plan (LEP) and Development Control Plan provisions - Preparation of Fact Sheets/Guidelines for targeted land uses 	Ongoing	Implementation of priority actions of the Coastal Zone Management Plan has continued during the period, including: <ul style="list-style-type: none"> - Water Quality Monitoring Program – 1st Report Card received from Department of Planning, Industry and Environment based on data collected by Council. The report Card was presented to the Environmental Sustainability Advisory Committee on 11 May 2020. Ongoing collection of data has continued in order to inform the preparation of the 2nd and 3rd Report Cards. - Updating of Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions – inclusion as part of review of existing provisions associated with the Local Environmental Plan (LEP) and Development Control Plan (DCP) Reference Group - Continued participation with Hawkesbury River Council's with respect to preparation of a whole of River Coastal Management Program.

5.4.3: Encourage agricultural production, vegetation conservation, tourism, recreation and leisure uses within our floodplains

DP2-63.01: Implement the Hawkesbury Floodplain Risk Management Plan

Action	Status	Comments
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan, including: – Review and Update the Hawkesbury Flood Risk Management Study and Plan 2012	Ongoing	New Flood Policy 2020 adopted by Council on 27 October 2020 following extensive engagement with and input from Council's Floodplain Risk Management Advisory Committee. The review of the Study and Plan has commenced, including preparation of consultancy brief that included extensive engagement with relevant state agency stakeholders (Infrastructure NSW and Department of Planning, Industry and Environment) which has been completed and issued to consultants. Assessment of consultant responses has completed, and work is expected to commence early in the New Year.

DP2-63.02: Explore business opportunities in green space to use floodplain lands

Action	Status	Comments
Implement priority actions from the Employment Lands Strategy, such as updating Council's Local Environmental Plan (LEP) and Development Control Plan	Ongoing	The Draft Employment Lands Strategy reported to Council on 11 August 2020. Public Exhibition was undertaken between 11 September to 12 October 2020, and a post exhibition report was presented to Council on 8 December 2020 where Council adopted the Strategy. Implementation of the Strategy has included identification of Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions to be updated or added.

5.5: Reinforcing our dynamic places – the revitalisation of our town centres and growth of our business community

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.

DP2-64.01: Take action to revitalise and enhance the Windsor and Richmond town centres in order to create thriving centres each with its own character that attracts residents, visitors and businesses.

Action	Status	Comments
Commence implementation of public domain improvements in Windsor, South Windsor and Richmond including the shop front facade improvement project and the Windsor mall mural project.	Ongoing	The South Windsor Business operators and owners have been engaged in discussions regarding the options of a Façade and Shop Front improvement program for the area. An initial report was tabled at the 8 December 2020 Ordinary Council meeting. Further investigations will be made with a further report to Council in 2021.

Action	Status	Comments
Implement the Liveability Program across Windsor, South Windsor and Richmond town centres	In progress	The implementation of the Liveability Program is underway. A Design Team has been engaged to undertake the detailed Design phase of the three town centres.
Work with community event organisers to develop events that showcase and build on strengths of towns and villages.	Ongoing	Council began the year working with community event organisers to hold events in our towns and villages. Council has sponsored community events as part of the Events Sponsorship Program that builds on the strengths of the towns and villages, like Light Up Windsor, Music in the Park at Kurrajong, Hanna Park Carols and Richmond Rotary Carols however these events have had to be cancelled or postponed due to the COVID-19 Public Order. While events like Light Up Windsor were unable to be held Council has installed Christmas trees in the towns of Richmond and Windsor and installed festoon lighting in Windsor to showcase the town and encourage visitors to the area and promote the towns and villages.

5.5.2: Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and community connection.

DP2-65.01: Develop opportunities for the active involvement of residents and business to participate in precinct planning activities.

Action	Status	Comments
In conjunction with key partners, deliver an annual calendar of events	Ongoing	Council has an annual program of events. A number of the events are held in conjunction with key partners. Due to COVID-19 Health Order restrictions these partnership or sponsored events were not able to be held this year.

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

DP2-66.01: Prepare and implement strategies to activate town centres and villages that also showcase our heritage and character

Action	Status	Comments
Continue the implementation of Place Making Strategies including: <ul style="list-style-type: none"> - Shopfront improvements - Public art/mural projects - Activation through testing of concepts - Launch a pilot parklet project 	Ongoing	A Pilot Parklet Project was undertaken in South Windsor to test the activation. The South Windsor Pilot Parklet trial has concluded on 4 December 2020 and the Parklet has been removed. Feedback on the Parklet will now be finalised and the findings included in the discussions during the design phase of the Liveability Project for South Windsor.

5.6 Instigating Place Making Programs – Celebrate our creativity and cultural expression

5.6.1: Foster and promote an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another.

DP2-67.01: Develop and implement annual events programs

Action	Status	Comments
Maintain and refine annual events calendar.	Ongoing	<p>Council has an annual program of events where communities can be connected and they can celebrate together. The annual events program includes a two of the Hawkesbury's iconic events between July to December, Hawkesbury Fest and Light Up Windsor. Unfortunately due to the COVID-19 Public Health Order Restrictions these events were not able to be held in 2020. There was a series of online events with Hawkesbury Fest held online in July which created an opportunity to showcase to the community the range of services that Council offer. The Citizenship Ceremony was held online on Citizenship Day in September. The other online campaign that Council was able to host in September was the Emergency Preparedness Week. The Event Sponsorship Program had nominated a series of events to be sponsored by Council however these events were not able to go ahead due to COVID-19. Council is currently in discussion with event organisers to identify future dates for the postponed events once the Public Health restrictions are relaxed.</p> <p>A detailed list of all the Council events and activities including iconic events, sponsored events and events at the Hawkesbury Libraries Regional Gallery and regional Museum are listed on the What's On tab on the Council website.</p> <p>The Visitor Information Centre's 'Discover the Hawkesbury' website also has a What's On in the Hawkesbury listing that identifies all the latest events and things to do across the Hawkesbury. The Council Facebook and Visitor Information Centre Instagram and Facebook support and promote the events calendar and what's on.</p>

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

DP2-68.01: Encourage and facilitate community engagement and participation associated with Masterplanning processes

Action	Status	Comments
Finalise and exhibit town centre masterplans for Richmond, Windsor and South Windsor.	Complete	Public exhibition was undertaken for the masterplans for Richmond, Windsor and South Windsor. These documents were endorsed and adopted by Council at the Ordinary Council Meeting of 29 September 2020.

5.7: Tourism/Economic Development – Promote our community as the place to visit, work and invest

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

DP2-69.05: Develop a Hawkesbury Brand Strategy.

Action	Status	Comments
Building on the work of Destination NSW, prepare a Scoping Study for a Hawkesbury Branding and Communication Strategy	In progress	A Draft Communication and Engagement Strategy has been prepared and will be reported to Council in 2021. The Strategy acknowledges the work of Destination NSW and the content from River is Just the Beginning campaign. It also identifies a series of communication and engagement actions.

DP2-69.09: Develop and implement an Economic Development Strategy

Action	Status	Comments
Promote the use of Australian Tourism Data Warehouse (ATDW) by local tourism operators. Promote the availability of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund.	Ongoing	As a result of the bushfires, flood and COVID-19 Council has worked closely with relevant government bodies to provide support to the business community and has rolled out a number of programs such as the "Bounce Back Program". Council has also worked with Destination NSW as they rolled out the "Love your Hawkesbury" social media campaign.
Commence the implementation of priority actions of the Economic Development Strategy, including: - Launching the Hawkesbury Economic Development Strategy at a launch event with local and larger businesses - Implementing a local business education program - Supporting other local business initiatives	Ongoing	The Economic Development and Business Recovery Strategy is currently being developed. This document is a two-year document designed to focus on recovery and alignment with the Regional Economic Development Strategy currently in development by the Western Sydney Parkland Authority.

5.7.2: Working in partnership we will develop the Hawkesbury tourism product to enhance and strengthen opportunities within our tourism sector.

DP2-70.01: Work with tourism sector and other parties to develop a local and regional approach to tourism

Action	Status	Comments
In the context of the Hawkesbury Tourism Strategy and the Hawkesbury Destination Management Plan and Action Plan 2017-2021, work with the Regional Strategic Alliance partners and the Hawkesbury Visitor Economy Advisory Committee, to identify and pursue opportunities to grow local tourism.	Ongoing	To deliver on the Hawkesbury Destination Management Plan and pursue opportunities to grow local tourism Council worked in partnership with Destination NSW on delivering a Marketing Campaign. 'Love the Hawkesbury' was created to build on the 'Now's The Time to Love NSW' campaign to capitalise on the multi-million dollar domestic marketing program. The 'Love the Hawkesbury' campaign shone a light on the Hawkesbury and was then followed with 'The River's Just the Beginning' campaign. The Visitor Information Centre received an upgrade which enhances the visitor experience when seeking information and to promote tourism activities. Work continues in promoting the Hawkesbury region through social media and digital platforms.

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

DP2-71.01: Facilitate access to learning opportunities for business and employees to improve business ethics and practices

Action	Status	Comments
<p>Convene meetings and events for businesses, including:</p> <ul style="list-style-type: none"> - a series of workshops run through Business Connect on Social Media for small businesses - Customer Service 101 - LinkedIn the new Facebook for Businesses - A series of workshops run with Australian Tax Office including Tax Essentials for small business - A series of support initiatives was run for business to support those affected by the recent disasters this includes workshops, business advisory sessions and a seminar From Surviving to Thriving. - Waste reduction education programs 	Ongoing	A variety of business events, programs, seminars and training opportunities have been implemented. Some of these include Small Business Month in October 2020. This initiative was launched in partnership with the Hawkesbury Chamber of Commerce, and activities included a key note speaker Robert Gerish and various initiatives such as the Australian Taxation Office (ATO) webinar series. November saw the Tourism Industry Seminar being held where Tourism Operators came together to share experiences and Challenges as well as network. The continuation of the Business Advisory service to support businesses in partnership with Business Connect. Council have continued to deliver a dedicated business newsletter to ensure the business community is kept up to date with the latest business information.

5.8: Industry – Increase the range of local industry opportunities and provide effective support to continued growth

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.

DP2-72.01: Planning instruments and other land use documents are to include provisions to provide a range of business activities consistent with environmental constraints and strengths of Hawkesbury

Action	Status	Comments
Implement Local Strategic Planning Statement	Ongoing	Finalisation of the Hawkesbury Local Strategic Planning Statement is nearing completion. Following receipt of feedback from the Greater Sydney Commission following the review for assurance purposes on 24 July 2020. The amended Hawkesbury Local Strategic Planning Statement was considered by Council at its Ordinary Meeting on 10 November 2020 where Council resolved to submit the amended Hawkesbury Local Strategic Planning Statement for assurance purposes. The outcome of the Greater Sydney Commission assurance process is expected in the near future, and the final version of the Hawkesbury Local Strategic Planning Statement will be presented to Council for adoption in early 2021.
Implement priority actions from the Employment Lands Strategy, including: – Commence planning for the Clarendon Employment Precinct – Update of Local Environmental Plan (LEP) & Development Control Plan	Ongoing	The Draft Employment Lands Strategy was reported to Council on 11 August 2020. Public Exhibition was undertaken between 11 September to 12 October 2020, and a post exhibition report was presented to Council on 8 December 2020 where Council adopted the Strategy. Implementation of the Strategy has included identification of Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions to be updated or added. Ongoing implementation with respect to recommendations, including precinct planning for Clarendon Precinct.

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

DP2-73.01: Monitor changes in employment and investigate jobs skills and skills of the future and growth sectors

Action	Status	Comments
Identify and develop strategic relationships with potential partners.	Ongoing	Regular meetings held with a range of Government representatives, including: <ul style="list-style-type: none">- Local, Commonwealth and State elected representatives- Senior Commonwealth, now Head of Treasury and State Secretary NSW Premier and Cabinet- Commonwealth and State Government representatives via Western Sydney City Deal Implementation Committee- Greater Sydney Commission Commissioners- Department of Planning and Environment representatives- Environmental Protection Agency representatives- Transport NSW representatives- Rural Fire Services representatives- Office of Emergency Management representatives- State Emergency Services representatives

5.8.3: Actively support the retention of the Richmond Royal Australian Airforce Base and enhanced aviation related industry, building on existing facilities.

DP2-74.01: Advocate for the retention of RAAF Base Richmond

Action	Status	Comments
Pursue opportunities such as the Greater Sydney Commission District Plan and City Deal to press for retention and expansion of the RAAF and related activities at Richmond.	Ongoing	Work has commenced on the development of a masterplan for the Clarendon Precinct which includes the RAAF Base at Richmond.

5.8.4: Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.

DP2-75.01: Work in partnership with businesses, community and public health agencies to promote access to safe, nutritious, affordable and sustainably produced food.

Action	Status	Comments
Ensure the retention of agricultural lands through relevant planning processes.	In progress	Preparation of the Draft Rural Lands Strategy was progressed, and reported to Council on 8 December 2020. The public exhibition period extends from 18 December 2020 to 15 February 2021, and a post exhibition report is expected to be presented to Council in March 2021, subject to the number and content of submissions received. Recommendations from an adopted Strategy will inform the update of Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions.
Implement priority actions from the Sustainability Strategy	In progress	First draft of the Sustainability Strategy has been prepared, and is being tailored in order to become an umbrella document that other strategies that relate to sustainability will sit under. The Draft Net Zero Strategy is the initial priority in terms of those documents, and following a Council resolution on 8 December 2020 is on public exhibition from 18 December 2020 to 15 February 2021. The Sustainability Strategy will be finalised with input from relevant internal stakeholders, including determining responsibilities for actions included within the Strategy.

5.8.5: Plan for the continuance and growth of agricultural industry uses with in the Hawkesbury.

DP2-76.01: Planning instruments and other landuse documents to include provisions for agricultural business activities within environmental constraints and strengths of the Hawkesbury

Action	Status	Comments
Implement Local Strategic Planning Statement including identified priorities and actions associated with Land Use Policy documents such as: Update of Local Environmental Plan (LEP) 2012 and Development Control Plan 2002 to reflect adopted Hawkesbury Local Strategic Plan	Ongoing	Finalisation of the Hawkesbury Local Strategic Planning Statement is nearing completion. Following receipt of feedback from the Greater Sydney Commission following the review for assurance purposes on 24 July 2020. The amended Hawkesbury Local Strategic Planning Statement was considered by Council at its Ordinary Meeting on 10 November 2020 where Council resolved to submit the amended Hawkesbury Local Strategic Planning Statement for assurance purposes. The outcome of the Greater Sydney Commission assurance process is expected in the near future, and the final version of the Hawkesbury Local Strategic Planning Statement will be presented to Council for adoption in early 2021.
Implement priority actions from the Employment Lands Strategy such as: - Commence planning for the Clarendon Employment Precinct - Update Council's Local Environmental Plan (LEP) & Development Control Plan	Ongoing	The Draft Employment Lands Strategy was reported to Council on 11 August 2020. Public Exhibition was undertaken between 11 September to 12 October 2020, and a post exhibition report was presented to Council on 8 December 2020 where Council adopted the Strategy. Implementation of the Strategy has included identification of the Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions to be updated or added. Ongoing implementation with respect to recommendations, including precinct planning for Clarendon Precinct.



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