



# **Attachment 1 to Item 201**

---

## 2021/2022 Annual Report

Date of meeting: 22 November 2022  
Location: Council Chambers  
Time: 6:30 p.m.



# HAWKESBURY CITY COUNCIL

---

## ANNUAL REPORT 2021/2022



[www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au)



# STATEMENT OF COMMITMENT TO FIRST NATIONS PEOPLES

Council acknowledges the Darug and Darkinjung peoples as the Custodians and Traditional Owners of the land throughout the Hawkesbury.

Council recognises the continuing connection of First Nations people to their Country and respects the cultures and histories of Aboriginal and Torres Strait Islander peoples as the first peoples of this land.

# ABOUT THIS REPORT

Under the NSW Government's Integrated Planning and Reporting framework for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term. The Community Strategic Plan sits above all other Council Plans and Policies. Its purpose is to identify the Hawkesbury community's priorities and aspirations for the future. The strategies within it take into consideration the issues and pressures that affect the community and the level of resources realistically available. Given this, the significance of the Community Strategic Plan to the community, and to Council, is of the highest order and ensuring that it is fully reflective of the Hawkesbury community's aspirations is viewed as critical. The aim of the Annual Report is to provide the community with a status of how Council is progressing toward achieving the Community Strategic Plan. This report will focus on the period 1 July 2021 to 30 June 2022, showing what action Council has undertaken towards achieving the goals described by our community.





# Contents

<b>Statement of Commitment to First Nations Peoples</b>	<b>2</b>	<b>Integrated Planning And Reporting Framework</b>	<b>32</b>
<b>About This Report</b>	<b>3</b>	Planning For a Sustainable Future the Process	32
<b>A Message From Our Leaders</b>	<b>6</b>	<b>Our Councillors</b>	<b>34</b>
<b>The Hawkesbury</b>	<b>8</b>	Councillor representation July 2021 - November 2021	34
History and sense of place -		Councillor Representation December 2021 - June 2022	35
A vibrant city with a rural feel	8	<b>Committees and Bodies</b>	<b>37</b>
Who We Are	9	Work Health and Safety,	38
People of the Hawkesbury	10	Injury Management and Risk	38
What We Do	10	Organisational Structure	39
Most Popular Industries	11	<b>Statutory Report – Local Government Act 1993</b>	<b>40</b>
Our Income	11	Section 428	40
Our Customer Service Statistics	12	Section 508	40
<b>Special Considerations For This Period</b>	<b>13</b>	Clause 217	42
Changes to the Local Government election cycle	13	<b>Equal Opportunities</b>	<b>63</b>
The COVID-19 Pandemic	13	<b>Access to Government Held Information</b>	<b>65</b>
The March 2022 Flood	13	Format of Council Information	65
<b>Our Key Directions</b>	<b>15</b>	Policy for Access to Information	66
2021/2022 Snapshot of Our Activities,		Open Access and Proactive Release	66
Program and Projects	15	Processing Applications for Access to Information	67
<b>Our Leadership</b>	<b>15</b>	<b>Government Information (Public Access) Act (GIPA)</b>	<b>68</b>
We Encouraged An Informed Community And Enabled Meaningful		Impact of the Government Information	
Engagement	15	(Public Access) Act (GIPA Act)	72
More ways to communicate with us	15	Planning Agreement	72
We built strong relationships and shared responsibilities with		Swimming Pool Inspections	72
stakeholders	17	Public Interest Disclosures Act 1994 and Regulation	72
Advocating for the Hawkesbury through Strategic Partnerships	18	<b>Our Operational Plan Actions</b>	<b>73</b>
<b>Our Community</b>	<b>20</b>	Our Leadership	74
Community Support	21	Our Community	79
Community Sponsorship	21	Our Environment	85
Helping Our Homeless	21	Our Assets	90
Making our communities safer	22	Our Future	93
Our Library, Museum and Gallery	23		
Promoting and Respecting our Heritage	23		
Proudly supporting our volunteers	24		
<b>Our Environment</b>	<b>25</b>		
Protecting and restoring our waterways	25		
Hawkesbury's War On Waste	26		
Our energy got a whole lot 'greener'	26		
Keeping people healthy and safe during COVID-19	27		
<b>Our Assets</b>	<b>28</b>		
We are rebuilding Hawkesbury's future	28		
Infrastructure projects we delivered in 2021/2022	29		
<b>Our Future</b>	<b>30</b>		
Supporting our local businesses	30		
Revitalising our town centres through the			
Liveability Project	31		
Planning for our future	31		

## A MESSAGE FROM OUR LEADERS

The Councillors at Hawkesbury City Council are proud to share the Annual Report for 2021/2022, which outlines how Council has been serving our community.

This report details our performance against our commitments as set out in Council's Plans - Community Strategic Plan 2022-2042, the Delivery Program 2022-2026, Operational Plan 2022/2023 and the Long Term Financial Plan 2022-2032. The Annual Report provides an analysis of our financial performance and demonstrates the breadth of our operations and the diversity of services delivered to the Hawkesbury community.

The past 12 months have again proven to be a huge challenge for the Hawkesbury. Our City again faced the mammoth challenge of a major flood in March 2022 while still recovering from the February 2021 flood, and while residents and businesses were emerging from nearly two years of pandemic restrictions and lockdowns.



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

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

**Councillors July 2021 to November 2021 (part of Council term 2016 to 2021).**

It has been inspiring to witness the resilience of the Hawkesbury in the face of these challenges and setbacks. Local emergency services and volunteer groups have stepped up in the face of adversity and provided invaluable support to locals in need. Our Community Hubs continue to take a lead role in assisting our community to build connection and resilience to help support us in future. Recovery would not be possible without the tireless efforts of everyone involved.

Council remains steadfast in its commitment to repair the widespread damage to its infrastructure – particularly roads – caused by consecutive flood events. While early progress was slow due to a statewide scarcity of skilled labour and materials, progress has significantly improved in recent months, especially in our more isolated communities where roads provide essential connections to the rest of the Hawkesbury.



Despite these challenges, Council has made numerous important gains. With the support of the Australian and NSW Governments, our Bushfire Local Economic Recovery projects have delivered new and improved community infrastructure to the residents of Bilpin, Colo Heights and the Macdonald Valley. In Richmond, Windsor and South Windsor, work has begun on revitalising these important town centres to make them more appealing to live, visit and do business – thanks to funding under the Western Sydney City Deal agreement.

Council continues to effectively manage its financial position to plan ahead for future improvements that benefit our community while also maintaining infrastructure in the Hawkesbury such as parks, recreational facilities, roads, bridges, community buildings and facilities, and vibrant events.

We continue to deliver essential services to the community, including waste, sewerage, stormwater services, community services and cultural services. Other services provided include city planning and corporate services.



**L-R:** Cllr Amanda Kottash, Cllr Les Sheather, Cllr Danielle Wheeler, Cllr Eddie Dogramaci, Cllr Patrick Conolly (Mayor), Cllr Barry Calvert (Deputy Mayor), Cllr Sarah McMahon, Cllr Jill Reardon, Cllr Mary Lyons-Buckett, Cllr Nathan Zamprogno, Cllr Paul Veigel, Cllr Shane Djuric.

**Councillors December 2021 to June 2022.**

**Local Government Election held on 4 December 2021 having being postponed from September 2020.**

In this report, you will find a snapshot of the actions, programs, services and projects we have delivered over 2021/2022.

We hope you enjoy reading about the 2021/2022 year and we thank you for your continued support and direction.

# THE HAWKESBURY

## HISTORY AND SENSE OF PLACE – A VIBRANT CITY WITH A RURAL FEEL

The Hawkesbury is a unique area located in the Hawkesbury River Valley. It is the largest Local Government Area in the Sydney Metropolitan Region, covering approximately 2,776km<sup>2</sup>.

The Hawkesbury and its townships, rural villages and landscapes share a rich and enduring indigenous and European cultural heritage.

Prior to European settlement the area was inhabited by the Darug and Darkinjung peoples for over 40,000 years. The Hawkesbury River (known as Dyarubbin by the Darug people) was a focus for those people. Its tributaries and floodplains provided abundant natural resources and were places of strong social and spiritual significance for the First Australians. It has been estimated that there were up to 3,000 Aboriginal people living in the Hawkesbury area in 1788.

European explorers first arrived in The Hawkesbury in 1789. It is the third oldest European settlement in Australia. Windsor (originally Green Hills) which was established in 1794, is one of five 'Macquarie Towns', four of which are located within the Hawkesbury. Governor Macquarie had a profound influence on the development and landscapes of the Hawkesbury, which included naming the townships of Windsor, Richmond, Wilberforce and Pitt Town and the layout of their streets, cemeteries and town squares.

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

The Hawkesbury is therefore classed as a metropolitan-rural area by virtue of its location and its natural assets, including its natural beauty, its five rivers and their tributaries, its mountains, national parks and wilderness areas. The heritage towns of Windsor, Richmond, Pitt Town, Wilberforce and Ebenezer are all located within the Hawkesbury.

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

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

# WHO WE ARE

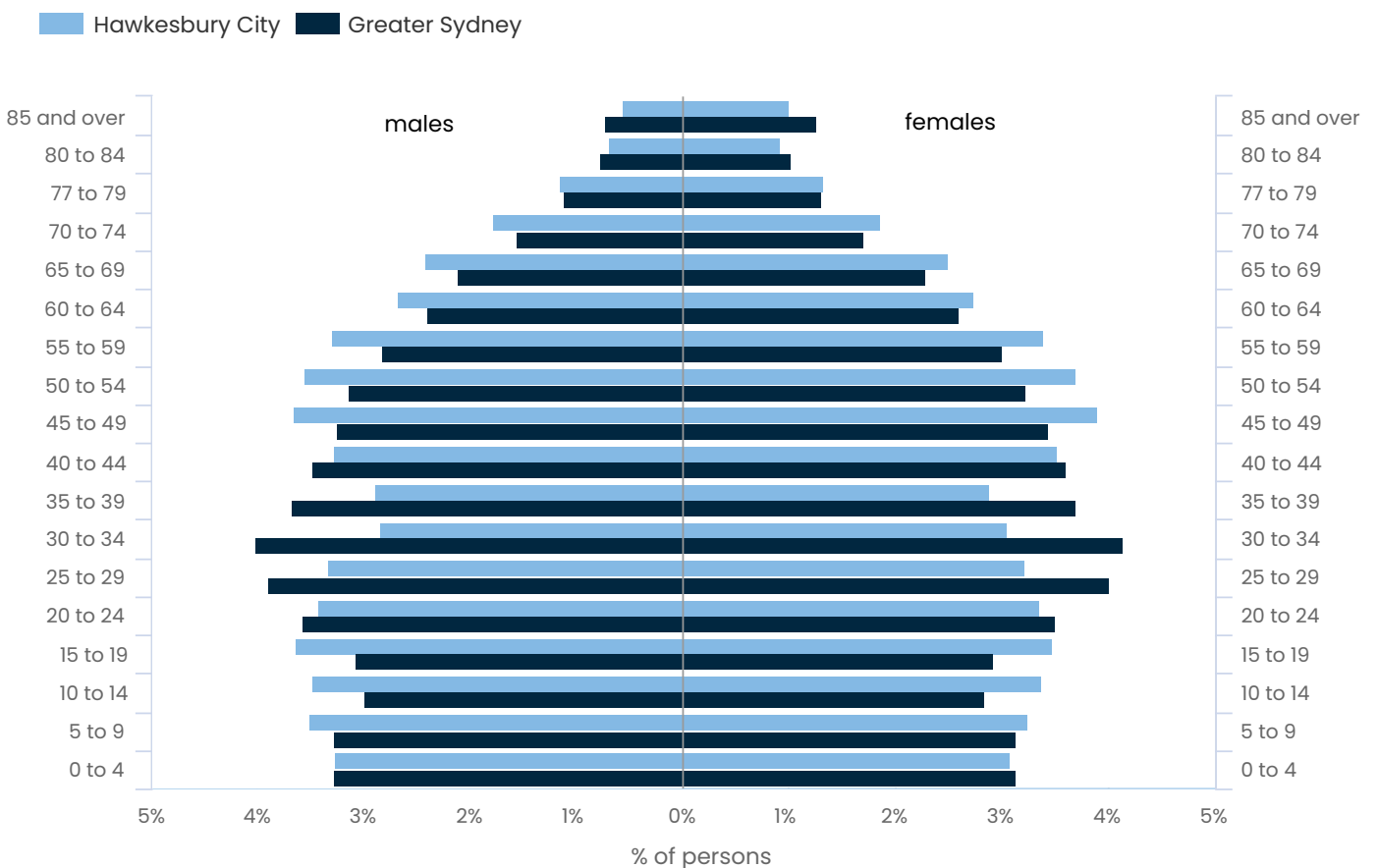
## ALL STATISTICAL INFORMATION SOURCED FROM AUSTRALIAN BUREAU OF STATISTICS CENSUS 2021

The Hawkesbury’s population of approximately 67,581 live in 64 towns, villages and rural localities each with very different identities, communities and stories comprising of floodplains, rural lands and national parks. Our population is dispersed with approximately 0.24 persons per hectare. Comparing us with Greater Sydney shows there is a higher proportion of people in the younger age groups (0 to 17 years) as well as a higher proportion of people in the older age groups (60+ years) here in the Hawkesbury.

The major differences between the age structure were:

- A larger percentage of ‘older workers and pre-retirees’ (13.7% compared with 12.0%)
- A larger percentage of ‘secondary schoolers’ (7.9% compared with 7.1%)
- A smaller percentage of ‘young workforce’ (13.1% compared with 15.5%)
- A smaller percentage of ‘parents and homebuilders’ (18.4% compared with 21.51%)

## AGE-SEX PYRAMID, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991–2021 (Enumerated data). Compiled and presented in profile.id by .id (informed decisions).





# PEOPLE OF THE HAWKESBURY



The three largest ancestries here are Australian, English and Irish.



13.3% of people here are born overseas, compared with 39% in Greater Sydney.



3,735 people (or 5.6% of the population here) reported needing help in their day-to-day lives due to disability.



3.52% of households are made up of couples with children.

The number of households increased by 1,513 between 2016–2021. The largest changes in family/household types in Hawkesbury City between 2016–2021 were:

- Couples without children (+799 households)
- Couples with children (+211 households)
- Lone person (+622 households)
- One-parent families (+139 households)

## WHAT WE DO

The size of our labour force in 2021 was 33,363, of which 10,495 were employed part-time and 18,658 were full-time workers.

In 2021, we had a higher proportion in employment, and a lower proportion unemployed compared with Greater Sydney. Overall, 96.8% of the labour force was employed (0.0% of the population aged 15+), and 3.2% unemployed (0.0% of the population aged 15+), compared with 94.9% and 5.1% respectively for Greater Sydney.



27.6% of our people had a vocational qualification in 2021, higher than Greater Sydney. This represents an increase of 1,078 people since 2016.

## MOST POPULAR INDUSTRIES



Construction  
(4,621 people  
employed or 16.9%)



Health care and  
social assistance  
(2,952 people  
employed or 10.8%)



Retail trade  
(2,466 people  
employed or 9.0%)

The major differences between the jobs held by the population of Hawkesbury City and Greater Sydney were:

- A larger percentage of persons employed in construction (16.9% compared with 8.5%)
- A larger percentage of persons employed in agriculture, forestry and fishing (5.3% compared with 0.5%)
- A smaller percentage of persons employed in professional, scientific and technical services (3.96% compared to 12.3%)
- A smaller percentage of persons employed in financial and insurance services (1.0% compared to 6.3%).



13.0% of the population reported doing some form of voluntary work in 2021. This was a greater proportion than Greater Sydney.



26% of the population reported performing 15 hours or more of unpaid domestic work, compared with 20.4% for Greater Sydney.



6,323 carers were providing unpaid assistance to a person with a disability, long term illness or old age in 2021. This represents 11.6% of the population aged 15+

## OUR INCOME



Household income levels in the Hawkesbury shows there was a smaller proportion of high income households (those earning \$3,000 per week or more) and a lower proportion of low income households (those earning less than \$900 per week) in 2021 when compared with Greater Sydney. Overall, 25.2% of the households earned a high income and 30% were low income households, compared with 22.1% and 21.3% respectively for Greater Sydney.

## CUSTOMER SERVICE STATISTICS

<b>174</b>	<b>PUBLIC SWIMMING POOL INSPECTIONS</b>
<b>2,604</b>	<b>PLANNING CERTIFICATES</b>
<b>3,659</b>	<b>DEVELOPMENT REQUESTS</b>
<b>645</b>	<b>DEVELOPMENT APPLICATIONS</b>
<b>94</b>	<b>MODIFICATIONS APPLICATIONS</b>

<b>1,481</b>	<b>RATING CERTIFICATES</b>
<b>440</b>	<b>DRAINAGE DIAGRAMS</b>
<b>102</b>	<b>CEMETERY BURIAL/INTERMENT BOOKINGS</b>
<b>566</b>	<b>PRIVATE CERTIFIER CERTIFICATES</b>
<b>375</b>	<b>BUILDING INSPECTIONS</b>
<b>1,986</b>	<b>SMF INSPECTIONS</b>
<b>226</b>	<b>DRIVEWAY INSPECTIONS</b>
<b>5,028</b>	<b>ONLINE ENGAGEMENTS VIA YOURHAWKESBURY-YOURSAY</b>
<b>4,597</b>	<b>COUNCIL FACEBOOK ACCOUNT FOLLOWERS</b>
<b>987</b>	<b>HAWKESBURY EVENTS FACEBOOK ACCOUNT FOLLOWERS</b>
<b>201</b>	<b>INSTAGRAM FOLLOWER</b>
<b>44,760</b>	<b>NURSERY SOLD PLANTS</b>
<b>1,942</b>	<b>BUILDING COMPLIANCE - RECEIVED ILLEGAL DEVELOPMENT ENQUIRIES</b>
<b>294</b>	<b>FOOD INSPECTIONS</b>



Copyright Destination NSW



# SPECIAL CONSIDERATIONS FOR THIS PERIOD

## CHANGES TO THE LOCAL GOVERNMENT ELECTION CYCLE

The Office of Local Government, via the Council Circular distributed on 25 March 2020 announced that: The September 2020 Local Government elections be postponed to address the risks posed by the COVID-19 Pandemic at the time. Current Councillors continued to hold their civic offices until the next ordinary election was held in December 2021, thus extending the term of Council to five years. The postponement of elections had implications for the activities councils are required to undertake for Integrated Planning and Reporting cycles. In general, the Office of Local Government extended the current Integrated Planning and Reporting cycle for 12 months, with the next cycle to be truncated to three years. Due to these changes, the 2017-2021 Delivery Program was effectively extended for an additional year, with the 2021/2022 Operational Plan built in relation to it and creating a 'fifth year' of the Delivery Program. This Annual Report reports on the fifth year.

## THE COVID-19 PANDEMIC

The COVID-19 Pandemic continued to have impacts on the wider economy together with a major impact on the various face-to-face services and activities delivered by Council. The 'new normal' which involved public health order restrictions being placed on the State without warning from time to time mean that Council's operations needed to remain dynamic and flexible. More than anything, the health and safety of Council employees, local businesses and our community remains our number one priority. Council continued to prioritise communication and support through the COVID-19 Pandemic.

## THE MARCH 2022 FLOOD

The March 2022 floods occurred barely 12 months on from the February 2021 floods, causing inundation and significant damage in suburbs and towns adjacent to the Hawkesbury, Macdonald and Colo Rivers. Whereas the February 2021 flood peaked at 12.9 metres in Windsor, the March 2022 flood peaked at 13.7 metres. The duration of the flood was also much longer.

Much of the Hawkesbury was still in the process of recovery from the February 2021 flood when the March 2022 flood event occurred. This flood compounded issues around infrastructure maintenance and caused further isolation of outlying communities – particularly in and around the Macdonald Valley and Colo.

Following the March 2022 flood, Council established a dedicated Infrastructure Recovery Team to manage the mammoth task of repairing the estimated \$200 million in required road repairs stemming from the 2021 and 2022 floods. This team allows for a focused approach to flood repairs without affecting the delivery of other important budgeted projects.

Our Community Hubs continue to take a lead role in assisting our community to build connection and resilience to help support us in future. Recovery would not be possible without the tireless efforts of everyone involved.

It is also noted that the Hawkesbury experienced further significant flooding in July 2022 outside of this reporting period which has placed further challenges in front of Council and the Community.



## LOCAL GOVERNMENT WEEK AWARDS 2022

Council was recognised for its work in keeping the community informed during the March and July 2022 floods with a RH Dougherty Award at this year's Local Government Week Awards on 4 August 2022.

Council won in the *Excellence in Communications* (30,000–70,000 population) category. Initiatives included an online information hub which was preprepared and ready within minutes of flood warnings being issued and which was kept updated with up-to-the-minute information, a weekly email update to subscribers outlining flood recovery and project updates, and an SMS alert system providing rapid updates to subscribers in the event of emergency road closures.

*Council's Waste Services Survey – Community Consultation* was a finalist in the same category.

# OUR KEY DIRECTIONS

## 2021/2022 SNAPSHOT OF OUR ACTIVITIES, PROGRAM AND PROJECTS

### OUR LEADERSHIP

Our community told us to 'be a respected civic leader through consistent, transparent and engaged decision making that the community can understand.' To achieve this:

#### WE ENCOURAGED AN INFORMED COMMUNITY AND ENABLED MEANINGFUL ENGAGEMENT

We've held many engagement processes via our online platform, YourHawkesbury-YourSay. We also ask for your feedback on masterplans and plans of management for our parks. Every year, we asked for your feedback on our Operational Plan and budget and in 2021 received over 35 submissions to that Plan alone. Our corporate website [www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au) has a new clean and user-friendly look to it, which provides a better customer experience. There are currently 29 different online forms the community can use on our website to request a service, report a problem, make payments, address Council and panels, book a space, make an application or make a nomination. We also used our website as a hub for information for residents in relation to COVID-19 restrictions and the March 2022 flood.

#### MORE WAYS TO COMMUNICATE WITH US

We've made changes to increase the number of customer service functions online. We've added more online forms to our website to make it easier and faster for people - day or night, seven days a week. These forms allow you to request a bin, report dumped rubbish, report a pothole and so much more. To view these forms, go to [www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au)

We adopted a Community Engagement Policy, a Digital Communications Strategy and an updated Media Policy to guide and continuously improve our approach in engaging with our community. We've delivered quarterly Community Newsletters which showcase our upcoming events, completed construction projects and community consultations. We also continued publishing annual community reports to showcase our year in review every year. We've taken to social media, with a strong presence and growing follower base of over 13,000 across multiple social media platforms. The use of social media has been particularly useful over the past 18 months to keep our community informed and up-to-date.

#### IT'S YOUR HAWKESBURY - HAVE YOUR SAY!

YourHawkesbury-YourSay is one of the ways Hawkesbury City Council involves the community in its decision making processes. This online community engagement hub is a place for you to get involved, find out information and have your say about important issues and projects in the Hawkesbury. We appreciate you have local knowledge, skills and experience to offer and we want to make the most out of your feedback when making decisions.



## **WE BUILT STRONG FINANCIAL SUSTAINABILITY FOR NOW AND FUTURE GENERATIONS**

We kept ourselves accountable by undertaking four internal audits across various functional areas of Council:

- Internal Audit Function Review
- Asbestos Management
- Asset Planning and Management
- Transport for NSW DRIVES (database used by Regulatory Services)

The carrying out of internal audits allows Council to evaluate compliance with legislative requirements, manage risk, and improve business processes.

In early 2022 Council commenced the process for establishing a new Audit, Risk and Improvement Committee with an independent chair and members, as required by the Local Government Act.



## **WE BUILT STRONG RELATIONSHIPS AND SHARED RESPONSIBILITIES WITH STAKEHOLDERS**

We worked with and advocated on behalf of the Hawkesbury community in relation to a range of needs including emergency services, Grose River crossing, Lower Portland ferry, sullage pump-outs, infrastructure corridors, North Richmond bridge, development contributions, flooding, heritage and homelessness. We continued working with the Western Sydney Regional Organisation of Councils (WSROC) on a range of initiatives including waste, urban heat, renewable energy and LED lighting. We signed a Memorandum of Understanding on health matters with eight Councils from the Western Parkland City group, two State government Local Health Districts and two Commonwealth Government Primary Health Networks in 2019.

We continue to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles.

This includes participating on working groups for:

- Social Determinants of Health - Framework and prioritisation tool
- Social Connectedness - Framework
- Health Impact Statement
- Health Workforce Strategy.

Along with Blue Mountains Council and Penrith City Council we worked through a range of projects including a joint auditing program, tourism initiatives, and waste and asset management projects as part of the Regional Strategic Alliance until the Alliance was dissolved in 2019.

## ADVOCATING FOR THE HAWKESBURY THROUGH STRATEGIC PARTNERSHIPS

Throughout this term, we continued to strengthen our relationships with strategic partners to advocate for the best outcomes for our community. Some of these partners include:

- Commonwealth Government and its agencies
- State Government and its agencies.
- Resilient Sydney – a joint initiative lead by the City of Sydney and the Rockefeller 100 Resilient Cities Program with the support at the NSW Government. Greater Sydney Commission and the 33 metropolitan Councils.
- Western Sydney Regional Organisation of Councils (WSROC) – a collective ‘voice to those issues which are crucial for Greater Western Sydney’s growing population. We are one of five local Councils that are members of WSROC, jointly representing the Councils and communities of Greater Western Sydney, as well as developing resource sharing and other cooperative projects. We continue to work together on a number of issues including waste, urban heat and environmental sustainability.
- Western Sydney City Deal – a collaborative approach across three tiers of government (federal, state and local) to create world-class jobs, better transport and infrastructure, and a great quality of life through the vision of the Western Parkland City.
- Destination NSW – to put Hawkesbury Tourism on the map. The partnership we created here saw a dramatic increase in site visits to our tourism website [www.discoverthehawkesbury.com.au](http://www.discoverthehawkesbury.com.au) particularly over the June long weekend.
- University of Western Sydney, TAFE, Royal Australian Air Force, Hawkesbury Showground and the Hawkesbury Racing Club continue to provide services, employment and other opportunities for the people of the Hawkesbury.

## WE ENCOURAGED SHARED RESPONSIBILITY FOR EFFECTIVE LOCAL COMPLIANCE

We developed an internal reporting mechanism to ensure compliance with legislative requirements as legislation is updated. This keeps our employees informed and up-to-date with any changes to legislation governing the work they do. We completed an internal delegations audit, including a review of all delegations for employees and implementing a software program to ensure sign off and understanding of the delegations employees hold and work within. We implemented a business planning process for each of Council’s business units, describing items such as resources, policies, procedures, core activities, delegations and contracts for which each unit is responsible. This process is currently under review again to develop key performance indicators and help build the upcoming new delivery program.



## **WE SUPPORTED THE OPERATION OF THE ORGANISATION THROUGH THE PROVISION OF EFFECTIVE AND EFFICIENT CORPORATE SUPPORT SERVICES**

We implemented the Pulse software package to improve visibility of projects and audits across the organisation. We strengthened the organisation's Work Health and Safety and Risk function and improved systems and processes. We boosted the availability of the Employee Assistance Program through the bushfire, floods and COVID-19 Pandemic to provide our employees with access to assistance for their mental health, while they worked to support the community. For two years, we delivered leadership training to managers, coordinators, team leaders and key employees across the organisation to enhance our capabilities in people leadership, planning, budgeting, project management and change management. To create a more meaningful connection for our employees to the outcomes they work towards for our community, we reviewed and implemented a new performance appraisal process which was met with great internal feedback. We've also begun a project to introduce a workplace flexibility policy, procedure and guidelines to improve our ability to adapt to changes presented by the COVID-19 Pandemic, with customer service continuing to be at the heart of this. Offering workplace flexibility will also help us retain and attract the right people for the organisation.



## OUR COMMUNITY

Our community told us to 'Partner with our community and key service providers to deliver outcomes that support a connected, healthy and inclusive Hawkesbury'. To achieve this:

In 2021/2022 the Hawkesbury was impacted by further major flooding events which significantly changed community need, scope, and delivery of community projects. These overarching considerations have shaped how the Community Team have focused efforts for service delivery with the need to dynamically pivot service provision between preparedness, response, and recovery post fires and through multiple flooding events.

The Community team broadened its approach to deliver further outreach into community with the development and delivery of the Community Recovery Officer role, Community Hubs, Tech Connect and Bright Ideas grant funded projects. These projects and services will continue into the 2022/2023 period.

Examples of activities include:

- We delivered Pop Up Recovery Support direct to flood affected streets and provided support with establishment and day-to-day running of Recovery Centres at South Windsor and Wisemans Ferry.
- We successfully developed subsequently successful applications for the Community Hubs, Bright Ideas, and Tech Connect projects to work with the communities – particularly those disadvantaged by distance from services, issues with telecommunications access and direct disaster impact.
- The Community Hubs project delivering place-based information, support, referral and activities in Bilpin, Colo Heights, Wilberforce and St Albans. The Community Hubs have facilitated close-to-home access to a range of Government, NGO and mental health and wellbeing support for residents.
- The Community Hubs project has also developed an online Hub with a range of accessible supports and resources. This was particularly helpful to the community during COVID-19 restrictions.
- The Bright Ideas project has provided support to community groups and associations with establishment, governance and training. We have run grants supports workshops and established the online Hawkesbury Learning Hub. This project also delivers support for Volunteers and Community Leaders through the Everyday Leaders partnership with Lifeline.
- Through successful grant allocation by the EPA, we have been delivering an additional service through our Green Waste Project to remove dead and dangerous trees from public land and private property.
- We have developed and maintained a database of disaster affected residents drastically improving the timeliness of resident's connection to Recovery Support Services and providing regular, up-to-date information for community members about assistance and support for disaster impacted residents. We also kept our website and social media channels up to date with the most current information about recovery support and events.
- We facilitate regular networks of recovery and ongoing services – Government, NGO and grant funded to provide coordinated support of residents, working to induct new workers into the Recovery space and provide tailored, coordinated mapping of needs in response, information and support.
- We have delivered accredited First Aid training in outer areas of the Hawkesbury where this was identified as a critical need.

- We supported many and varied community events and activities from small community led activities to the Hawkesbury Show with a coordinated presence from Council and other recovery services (particularly mental health supports).
- We also delivered the Resilient Hawkesbury Grant program to communities impacted by the 2019/2020 Summer Bushfires grants of between \$500 and \$5,000 to undertake community-led events and programs for grass-roots activities that contribute to community recovery and resilience, including projects that support community wellbeing.

Largely, the services and programs offered and delivered by the Community team have been contingent on funding from the following agencies: Resilience NSW, Bushfire Local Economic Recovery Funding (BLERF), Nepean Blue Mountains Primary Health Network (NBMPHN), Bushfire Community Recovery Resilience Fund (BCRRF), Environment Protection Authority (EPA), Foundation for Rural and Regional Renewal (FRRR).

## COMMUNITY SUPPORT

Led delivery of events that promote healthy relationships and wellness for young people including Youth Week events, International Day Against Homophobia, Bi-Phobia, Interphobia and Transphobia (IDAHOBIT), Hope4U- a walk against suicide prevention, service support for delivery of the National Day of Healing and Naidoc week celebrations.

## COMMUNITY SPONSORSHIP

2021/2022 financial year with the budget of \$42,149 allocated to eight applicants.

## HELPING OUR HOMELESS

In 2019, the growth of tent encampment sites by the homeless in the area was beyond the scope of existing social housing and homelessness programs to respond to and solve. To resolve the problems, we put together a Project Group to support people sleeping rough in tent encampments in the Hawkesbury to exit homelessness and return these public spaces to the community. In the space of only 3 ½ months, members from the below agencies worked together to help 28 people find the housing placement they needed:

- Council
- Department of Communities and Justice – Housing
- Hawkesbury District Health Service – St John of God
- Hawkesbury's Helping Hands
- Hawkesbury Police Area Command
- Homelessness NSW
- Nepean Blue Mountains Local Health Mental Health team
- Platform Youth Services
- Wentworth Community Housing

Council continues to convene a homelessness working group that works to coordinate interventions and support for persons sleeping rough in the Hawkesbury.

## MAKING OUR COMMUNITIES SAFER

We've continued to collaborate and advocate for a safer Hawkesbury. We've partnered with key agencies such as the NSW Police Force and Transport for NSW to deliver projects to increase safety prevention the awareness in our community. In 2021/2022 we delivered:

- Tech Savvy Seniors workshops and training sessions at Council's Library. The partnership between the NSW Government and Telstra enabled this service to be provided in conjunction with Council. Weekly Tech Help services were also available to all community members.
- Road Safety programs including Graduated Licensing Scheme promotion, road rules education to encourage positive driver, pedestrian and passenger behavior awareness, speed awareness campaigns and child restraint fitting and checks. Pedestrian safety in and around school zones was delivered by working with schools in the Hawkesbury.
- The Dementia Friendly Hawkesbury Plan 2020-2022 to improve inclusion for people living with dementia and their carers. Feedback from participants of focus groups for people with dementia and carers, community surveys, local businesses/ services/ organisations, Hawkesbury Dementia Working Group, Dementia Australia and the Hawkesbury Access and Inclusion Advisory Committee assisted to develop the Plan.
- The Hawkesbury specific Youth Report produced by Mission Australia's Youth Survey, Australia's largest annual survey of young people in Australia providing a platform for young people to raise issues that concern them.
- The 2021 Youth Week carried out in a COVID safe way by the provision of funds for local activities arranged by youth services in the Hawkesbury region. These included workshops, movie nights and competitions for 12-18 year olds and provided a vehicle for local youth services to connect with young people and assist them following the significant challenges of bushfire, COVID and flooding events.
- Hawkesbury Family and Domestic Violence Action Plan activities have included membership on the project lead group, driving the development of crisis and short-term accommodation in the Hawkesbury; providing information at community events; participating and supporting interagency meetings and events held in partnership with Hawkesbury Action Network Against Domestic Violence (HANADV) and Zonta. These events include Reclaim the Night and 16 Days of Activism against Gender Violence.

Ongoing work continues with HANADV to ensure the local service system is working collaboratively to support victims and reduce occurrences of family and domestic violence in the Hawkesbury. Consultation remains underway to inform development of a renewed Family and Domestic Violence Action Plan in 2021/2022.



## OUR LIBRARY, MUSEUM AND GALLERY

This year has been characterised by significant discontinuity due to COVID-19 and numerous flooding events. Despite these setbacks, audience engagement has remained strong with an increase to historical public program participation from the year prior serving to underline the importance of the library service, Hawkesbury Regional Gallery and Hawkesbury Regional Museum in supporting the community to respond to and interpret the current challenges.

There have been significant access improvements to the Hawkesbury Regional Museum including the installation of a hearing loop. In addition, acoustic treatments were provided with the library spaces in addition to audio visual upgrades. Howe House benefited from rectification works to its balcony and fresh painting.

## PROMOTING AND RESPECTING OUR HERITAGE

We delivered a range of actions associated with Aboriginal and Non Aboriginal heritage guided by Council's Heritage Strategy, including:

- The Aboriginal Cultural Heritage Study was finalised and adopted by Council following engagement with local Aboriginal representative groups
- The Hawkesbury Heritage Study was progressed with a compilation of potential listings and research to inform new inventory sheets and updated sheets for existing listings
- The Local Heritage Assistance Fund was successfully completed based on recommendations for improvement of the Program from Council's Heritage Committee. The projects were completed despite the challenges for property owners to complete their projects during periods of flood and COVID-19
- Our Heritage Advisory Service continued to grow in popularity and demand with heritage property owners able to receive free expert advice with respect to their heritage properties
- The Application for State Listing of the Singleton's Mill Site at Kurrajong is being processed by Heritage NSW
- Council now has a full time Heritage Officer who has been able to advance heritage projects during the past year.

## PROUDLY SUPPORTING OUR VOLUNTEERS

We've also been proud of the work of our 57 Bushcare volunteers through 11 Bushcare groups. From the removal of invasive weeds to allow natural revegetation to occur, seed collecting, litter removal and supplementary plantings of sites and native plant propagation from the Hawkesbury Community Nursery, these volunteers have clocked 1,025 volunteer hours this year.

Nocturnal Nature Safaris and a Frog Hotel Workshop with Hawkesbury Bushcare and Hooked on Nature highlighting and showcasing the biodiversity and value of the Hawkesbury's essential habitat and native fauna at Charles Kemp Reserve, Redbank Creek and the Hawkesbury Community Nursery.

Corporate Volunteer Days at the Hawkesbury Community Nursery with VMWare, FactSet and DocuSign, as part of the Fire Recovery Grant; more of these corporate days would have occurred, but flood and COVID-19 impeded events.

The Bushcare volunteers were unable to attend their Bushcare sites for the most part of 2021 under COVID-19 restrictions, and ongoing flood issues as a result Council's accredited bush regeneration contractors have been maintaining these sites. Bushcare and Community Nursery Groups restarted after a COVID closed period in November 2021. Bushcare sites that have not been impacted the floods have been undertaking bush regen on their site. Those sites that are along the river have been assessed individually to evaluate if bush regen can continue and locations or parts of those sites where it can occur.

Two bumper issues of the Hawkesbury Bushcare newsletter 'Weed All About It' were produced to keep Bushcare volunteers informed, updated and educated on their environment during the COVID and flood period.

['Weed All About It' Volume 21 Issue 1 - Spring 2021](#)

['Weed All About It' Volume 22 Issue 1 - Summer 2022](#)

Clean Up Australia which was due to be held in March 2022 had to be postponed due to the flood event and a new date was set to hold this event on Sunday, 16 October 2022.

## OUR ENVIRONMENT

Our community told us to ‘through leadership, stewardship and education, ensure that our natural and built environment is protected and enhanced for the current community and for future generations’. To achieve this:

**“ WE VALUED, PROTECTED AND ENHANCED OUR UNIQUE NATURAL ENVIRONMENT ”**

We’ve kept our natural environment and the health of our community protected by conducting our Septic Safe program, designed to identify inefficient septic systems in our community on private property and help keep them working well. This mitigates the risk of dangerous levels of water and food contamination and outbreaks of disease.

### PROTECTING AND RESTORING OUR WATERWAYS

We’ve worked hard on actions to protect and restore the health of our waterways and wetlands. The actions stem from the Upper Hawkesbury River Estuary Coastal Zone Management Plan which have been undertaken with respect to:

- Water quality (including the first Waterways Health Card)
- Aquatic and riparian habitat
- Recreation and amenity
- Land use and development
- Foreshore protection
- Cultural heritage
- Current weeding programs, habitat planting works, bush regeneration works and soon to be installed interpretive signage, further support the objectives of this Coastal Zone Management Plan.

We’ve also been working with five other Councils along the Hawkesbury River in partnership to guide the long term, integrated and sustainable management of the Hawkesbury-Nepean River system and its catchments.

**We also kept our community’s health and safety front of mind. Even through COVID-19 Pandemic public health order restrictions, in the 2020/2021 period, we conducted 267 food inspections, 15 cooling tower inspections and investigated an additional 298 environmental health complaints.**

## HAWKESBURY'S WAR ON WASTE

We've continued to arm our community with the knowledge and tools they need to make the right decision about their waste for our environment.

Council completed extensive community engagement throughout February 2022 through its Waste Services Survey. A total of 1,908 residents completed the survey and provided valuable feedback for the development of Council's Waste and Resource Recovery Strategy and Council's new waste collection contracts commencing in mid-2023. Council was a finalist in the Local Government NSW Awards, Excellence In Communication, for the Waste Services Survey campaign.

In 2021/2022 the community recycled 5,185 tonnes of material through their household recycling bins, and 6,090 tonnes through their garden organics bins, which results in greenhouse gas emission, water, energy, and landfill space savings.

We held our annual Chemical CleanOut in December 2021, which allowed residents to dispose of household chemicals which results in a safer family home, and protection of our waterways and natural environment from potential pollution. In total, 274 residents attended the event.

The Hawkesbury Community Recycling Centre in 2021/2022 collected 74 tonnes of household problem waste such as paint, motor oil, batteries and gas bottles. This material is reused, recycled, and makes our family homes safer while helping the environment.

The Return and Earn program in Hawkesbury has resulted in 16 million containers being recycled since January 2021, which has saved the equivalent of 1,626 wheelie bins from landfill, 1 Olympic swimming pools of water, and 274 average household energy use per year.

## OUR ENERGY GOT A WHOLE LOT 'GREENER'

Protecting and caring for our environment goes right through our operations. Council negotiated a new energy agreement that commenced in January 2020 to buy 90% of all its power from solar farms in central New South Wales for the next 10 years. This, along with the energy we get from solar panels, amounts to 100% of Council's power needs for all our large sites and street lighting. We also continued to shift to lower power street lighting utilising LED fittings across all our suburbs.



## KEEPING PEOPLE HEALTHY AND SAFE DURING COVID-19

Our Environmental Health Team have always run routine food inspections for restaurants, cafes and food trucks to ensure owners are aware of the safety standards they need to meet. Due to the ongoing COVID-19 Pandemic Council continued to conduct abbreviated food hygiene checks as per NSW Food Authority requirements. These inspections were primarily conducted to check on basic food hygiene practices where the officer would make observations of the basics of food hygiene such as hand washing facilities and appropriate use of food grade sanitizer. The Environmental Health Team were there to help answer questions from businesses about abiding by public health orders while still being able to operate in a way that was safe for everyone. The inspection program returned to normal in November 2021 in line with the easing of COVID-19 restrictions.



# OUR ASSETS

## WE ARE REBUILDING HAWKESBURY'S FUTURE

The 2021/2022 financial year has seen widespread and significant damage and degradation of the Council's road network following successive natural disasters, both this financial year and previous years, and the prevailing wet conditions. This has resulted in direct damage arising from flood and storm events, which will be subject to claims by Council under the Disaster Recovery Funding Arrangements, as well as the indirect damage from failing pavements and underlying foundation material.

Significant and critical damage has been experienced on, but not limited to:

- Greens Road, Lower Portland
- Settlers Road, Lower MacDonal
- Upper Colo Road, Central and Upper Colo
- Grose Vale Road, North Richmond and Grose Vale
- West Portland Road, various suburbs
- Pitt Town Bottoms Road, Pitt Town Bottoms
- Valley Way, Glossodia
- Across the Richmond and Cornwallis Lowlands

Although not in this reporting period, the major flooding of early July 2022 prolonged the impacts and delayed the recovery efforts. At the time of writing this report, it is estimated that the cost of damages to Council's road network, from these two events, exceeds \$190 million.

To address this, Council established a dedicated Infrastructure Recovery Team with the express purpose of delivering the reconstruction effort. It is anticipated that the repairs from these natural disasters will progress through the next two years, subject to any further possible flooding.

Council's routine capital works program, the sealing, resealing and rehabilitation of our roads, was similarly impacted by the inclement weather, delaying or preventing some road works from proceeding to completion. Council has responded by increasing the level of maintenance activity, however acknowledges that in many cases the deterioration has progressed faster than Council has been able to respond to it. This will require an overhauled approach to Council's asset management which is planned for 2022/2023.

Although this reporting period has been heavily dominated by the road network, Council continues to deliver renewed buildings and facilities, parks, playgrounds and outdoor recreation spaces, including the completion of the Wilberforce Shopping Centre landscaping upgrade, Colonial Reserve Open Space Upgrade, planning for a pump track at Colonial Reserve and a new footpath through Ham Common to name a few.

## INFRASTRUCTURE PROJECTS WE DELIVERED IN 2021/2022

### Concrete Foot Paving

- Old Hawkesbury Road, McGraths Hill
- Plimsoll Street, McGraths Hill
- Pitt Town Road, McGraths Hill
- Wolseley Road, McGraths Hill
- McGraths Hill Road, McGraths Hill
- Ivy Avenue, McGraths Hill
- Macquarie Street, Windsor
- Kurmond Road, Kurmond
- Bells Line of Road, Kurrajong Heights
- Walker Street, South Windsor

### Roadworks

- Mileham Street, South Windsor
- Kurmond Road, Wilberforce
- Grose Vale Road, North Richmond
- Industry Road, Mulgrave
- Terrace Road, North Richmond
- Mill Road, Kurrajong
- Wire Lane, North Richmond
- Sanctuary Drive, Windsor Downs
- Old Stock Route/Brennans Dam Roads, Oakville/Vineyard
- Reedy Road, Catai
- Chestnuts Drive, Glossodia
- Scheyville Road, Scheyville
- Sackville Road, Sackville
- Willeroo Drive, Windsor Downs
- Grose Vale Road, Kurrajong – Raised pedestrian crossing
- Bonner and The Driftway, Agnes Banks – Installation of raised islands
- Colonial Drive, Bligh Park – Upgrade existing roundabout and pedestrian crossing

### Guard Rail Installation

- Bowen Mountain Road, Grose Vale
- Old Stock Route Road, Oakville
- Blaxlands Ridge Road, Blaxlands Ridge
- St Albans Road (Various Locations)

### Cycleways

- Stewart Street, South Windsor

### Passive recreational spaces upgrades

- Shade Shelter and shade sail – Bona Vista Park
- Fencing road side of the Bligh Park Basketball Court
- McMahon Park Water Station
- Pathway and tree planting and maintenance at Governor Philip Park
- Furniture repairs/upgrades
- Playground upgrade at Colonial Reserve Bligh Park
- Playground upgrade at South Windsor Park (netball Courts)
- Pathway extensions Ham Common
- Draft plans of management we completed for Fernadell Park, McQuade Park, Woodbury Reserve, Colbee Park and McMahon Park.

Council also had expenditure regarding the Bushfire grants for Bilpin, Colo Heights and St Albans:

- Upgrade of playground, toilets shelters and car park at Bilpin Reserve
- Upgrade of tennis court building, oval and new basketball court at Colo Heights Reserve
- Upgrade of playground and shelters at St Albans Reserve.

# OUR FUTURE

## SUPPORTING OUR LOCAL BUSINESSES

To continue to support the needs of our local businesses of the Hawkesbury, Council adopted a Business Recovery Plan in 2021. This Plan was prepared to help businesses recover from the external shocks of the bushfires, floods, and COVID-19 pandemic. Council was successful in receiving a \$200,000 grant from the Bushfire Local Economic Recovery Fund to enable implementation of various initiatives which included Industry engagement in the visitor economy and continuation of the Business Mentoring Program.

The Hawkesbury City Council Wayfinding and Signage Strategy was formally adopted by Council. The Wayfinding and Signage Strategy is the first stage of the Wayfinding and Signage project which aims to improve how visitors and residents are guided through the Hawkesbury LGA.

Council have also delivered many Economic Development activities including:

- An annual program of workshops and business seminars was delivered over 2021/2022. These covered varying topics including business adaptability, increasing on line presence and business planning.
- Manufacturing Workshop in partnership with WSU and AusIndustry
- Industry Engagement sessions on Tourism Ecosystem and 'Creating Awesome Tourism Experiences'.
- Refresh, rebound, reimagine workshop run in partnership with Business Connect and Council
- A local jobs board, online platform was created for local businesses to promote job vacancies and recruit locally
- Hawkesbury WSU Scholarship Program renewed until 2024
- The monthly business e-newsletter is distributed to the business community each month and provides relevant business information and updates.
- Hawkesbury Local Business Awards Sponsorship
- Small Business Month activities and the sponsorship of the Hawkesbury Business Conference
- Involved in the development of the Draft Western Parklands Authority Regional Economic Development Strategy.



## REVITALISING OUR TOWN CENTRES THROUGH THE LIVEABILITY PROJECT

Hawkesbury City Council created the Liveability Project to revitalise the town centres of Richmond, South Windsor and Windsor through public domain upgrades, place-making and activation initiatives, stakeholder partnerships and commercial opportunities. The design celebrates the existing heritage and enhances public places with the aim to re-energise the charm of the Hawkesbury region. Construction works in Richmond and South Windsor commenced in June 2022 with Windsor town centre currently pending Heritage NSW approvals.

## PLANNING FOR OUR FUTURE

We want the Hawkesbury to be a place that is vibrant, attractive and welcoming, that treasures and celebrates our shared history as well as the environment, local economy and lifestyle. While planning documents may not seem exciting, they help guide and shape the future of development, business and industry and housing improvements in a way that ensures continual improvement for the Hawkesbury. We've been busy drafting new plans and reviewing and improving existing plans to align with community and environmental needs including:

- Council's Local Environmental Plan Review
- New Development Control Plan
- The Draft Environmental Sustainability Strategy
- Climate Change Risk Assessment and Adaptation Action Plan
- Urban Forest Strategy
- Ecological/Biodiversity Strategic Planning Framework
- Waste Education Strategy
- Hawkesbury-Nepean River Coastal Management Plan
- Draft of the Reconciliation Action Plan (RAP), which has been reviewed by our RAP Working Group and re-submitted to Reconciliation Australia
- Hawkesbury Destination Management Plan
- Parks plans of management and masterplans.

# INTEGRATED PLANNING AND REPORTING FRAMEWORK

## PLANNING FOR A SUSTAINABLE FUTURE THE PROCESS

The Hawkesbury Community Strategic Plan (CSP) was adopted by Council in 2009 and reviewed in 2017. The review of the Community Strategic Plan was supported by a Community Engagement Strategy. This latest review of the Community Strategic Plan provides a unique opportunity to review the overarching vision and strategy for the Hawkesbury to ensure it reflects the community's aspirations, and that the strategies are measurable. In reviewing the CSP, Council and the community considered:

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

Legislation requires that each newly-elected Council must review their Community Strategic Plan and develop a new Delivery Program by 30 June in the year following the local government elections. Council adopted a revised CSP in June 2022.

## COMMUNITY STRATEGIC PLAN

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

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



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

## RESOURCING STRATEGY

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources (ie., Time, money, assets and people) to actually carry them out.

The Resourcing Strategy consists of three components:

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

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

## DELIVERY PROGRAM

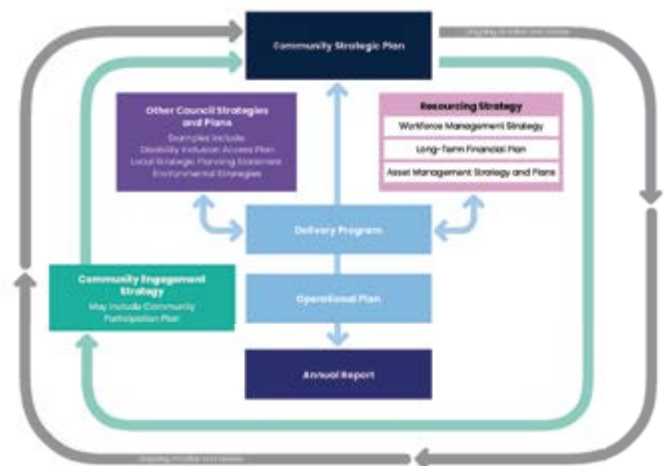
The Delivery Program details the principal activities to be undertaken by Council over a four-year period to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy. The Council must establish a new Delivery Program after each ordinary election of Councillors to cover the principal activities of the Council for the four-year period commencing on 1 July following an ordinary election. The General Manager must ensure regular progress reports are provided to the Council, reporting its progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every six months.

## OPERATIONAL PLAN

The Operational Plan spells out the details of the Delivery Program by identifying the projects, programs and the activities to be engaged in by Council during the year to achieve the commitments made in the Delivery Program. The Operational Plan includes Council's Statement of the Revenue Policy for the year covered by the Operational Plan.

## ANNUAL REPORT

The Annual Report is one of the key points of accountability between Council and the community. The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan. The report also includes some information that is prescribed by the Local Government (General) Regulation 2021. This information has been included in the Regulation because the State Government believes that it is important for community members to know about it, to help their understanding of how Council has been performing both as a business entity and a community leader.



# OUR COUNCILLORS

## COUNCILLOR REPRESENTATION JULY 2021 – NOVEMBER 2021

	Calvert	Conolly	Garrow	Kotlash	Lyons-Buckett	Rasmussen	Reynolds	Richards	Ross	Tree	Wheeler	Zamprogno
<b>Ordinary Meeting</b>	9/9	9/9	9/9	9/9	9/9	9/9	8/9	9/9	9/9	9/9	9/9	9/9
<b>Extraordinary Meeting</b>	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1
<b>Community Services Committee</b>	0/0	0/0						0/0				0/0
<b>Disaster &amp; Emergency Committee</b>	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1
<b>Environment Committee</b>		1/1		1/1				1/1				1/1
<b>Heritage Committee</b>							0/1				2/2	2/2
<b>Innovation &amp; Partnerships Committee</b>	2/2			2/2				2/2				2/2



**Councillor  
Patrick Conolly**  
Mayor



**Councillor  
Mary  
Lyons-Buckett**  
Deputy Mayor



**Councillor  
Barry Calvert**



**Councillor  
Emma-Jane  
Garrow**



**Councillor  
Amanda Kotlash**



**the late  
Councillor  
Paul Rasmussen**



**Councillor  
Peter Reynolds**



**Councillor  
Sarah Richards**



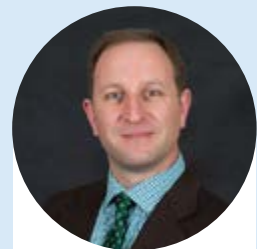
**Councillor  
John Ross**



**Councillor  
Tiffany Tree**



**Councillor  
Danielle Wheeler**



**Councillor  
Nathan  
Zamprogno**



# OUR COUNCILLORS

## COUNCILLOR REPRESENTATION DECEMBER 2021 – JUNE 2022

	Calvert	Conolly	Djuric	Dogramaci	Kotlash	Lyons-Buckett	McMahon	Reardon	Sheather	Veigel	Wheeler	Zamprogno
<b>Ordinary Meeting</b>	8/8	8/8	8/8	8/8	8/8	8/8	7/8	8/8	8/8	8/8	8/8	8/8
<b>Extraordinary Meeting</b>	2/2	2/2	2/2	2/2	2/2	2/2	2/2	2/2	2/2	2/2	2/2	2/2
<b>Community Services Committee</b>		1/2				1/2	2/2		2/2		2/2	
<b>Disaster &amp; Emergency Committee</b>	2/2	1/2	2/2	0/2	1/2	2/2	2/2	2/2	2/2	2/2	2/2	2/2
<b>Environment Committee</b>		1/1			1/1	0/1		1/1			1/1	
<b>Heritage Committee</b>			0/0			0/0		0/0			0/0	
<b>Innovation &amp; Partnerships Committee</b>	0/0	0/0						0/0		0/0		0/0



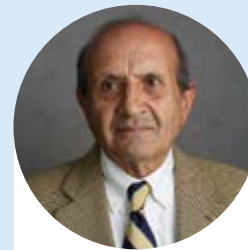
**Councillor Patrick Calvert**  
Mayor



**Councillor Barry Calvert**  
Deputy Mayor



**Councillor Shane Djuric**



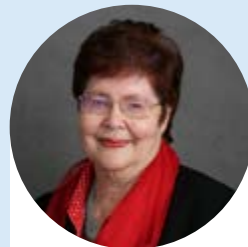
**Councillor Eddie Dogramaci**



**Councillor Amanda Kotlash**



**Councillor Mary Lyons-Buckett**



**Councillor Jill Reardon**



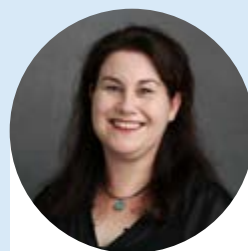
**Councillor Sarah McMahon**



**Councillor Les Sheather**



**Councillor Paul Veigel**



**Councillor Danielle Wheeler**



**Councillor Nathan Zamprogno**







# COMMITTEES AND BODIES

Council has a number of Committees and Bodies that provide advice to Council. Council is working closely with these Committees and Bodies in resourcing the future.

## OUR LEADERSHIP

- Audit, Risk and Improvement Committee
- CivicRisk Mutual Ltd
- General Manager's Performance Review Panel
- Western Sydney Regional Organisation of Councils

## OUR COMMUNITY

- clubGrants Local Committee
- Community Services Committee
- Hawkesbury Sister City Association
- Hawkesbury Sports Council
- Heritage Committee
- NSW Public Libraries
- Peppercorn Services Inc
- Western Sydney Academy of Sport

## OUR ENVIRONMENT

- Greater Sydney Local Land Services Local
- Hawkesbury River County Council Government Advisory Committee
- Bushfire Management Committee
- Greater Blue Mountains Area World Heritage Advisory Committee
- Environment Committee
- Disaster and Emergency Committee

## OUR ASSETS

- clubGrants Local Committee
- Western Sydney Academy of Sport
- McMahon's Park Management Committee

## OUR FUTURE

- Heritage Committee
- Western Sydney City Deal
- Forum on Western Sydney Airport (FOWSA)
- Innovation and Partnerships Committee
- Local Traffic Committee

## WORK HEALTH AND SAFETY, INJURY MANAGEMENT AND RISK

Council holds a NSW Workers Compensation Self Insurers Licence which has been maintained since August 1983. Council engages an external company to manage workers compensation and return to work on its behalf. In the reporting period Council experienced a 51% reduction in workers compensation costs and a 36% reduction in open claims.

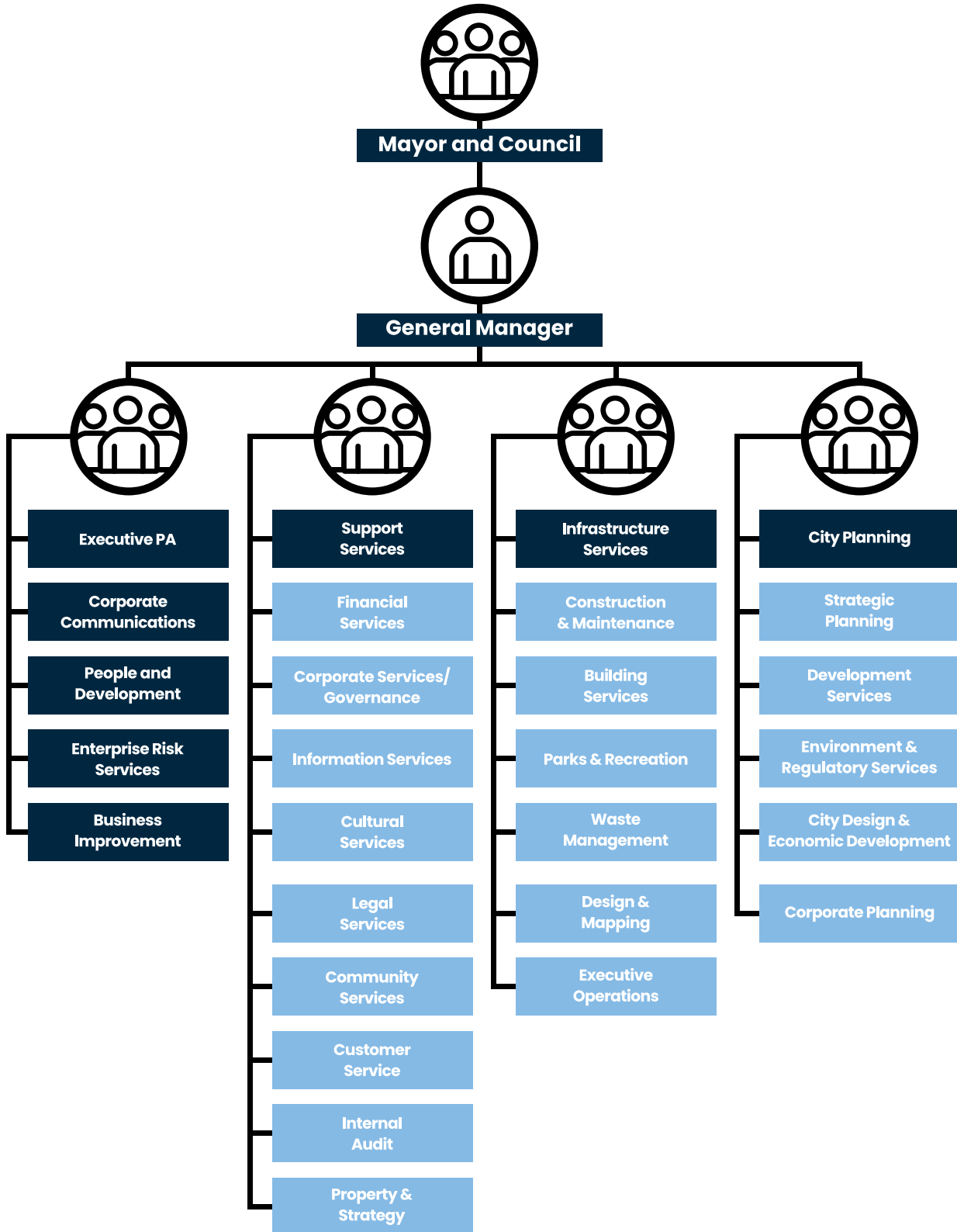
Council has a robust online Work Health and Safety and Injury Management system which is undergoing review to streamline and simplify and to align it with the AS/NZS 45001 - Occupational Health and Safety standard.

Council's Enterprise Risks Register was reviewed with an aim to consolidate risk where possible to reduce the number of risks and there are currently 150 Enterprise Risks. All risks were updated and the risk rating amended if applicable as actions are implemented to reduce the likelihood and/or consequence of a risk occurring and also considering any changes that had occurred in the reporting period. New risks were added to respond to legislative changes and/or changes in the operating context.

In the reporting period the predominant Workplace Health and Safety issue has been the COVID-19 Pandemic and keeping the community and visitors to the Hawkesbury safe. Council opened and closed facilities and amended service delivery models as the Public Health Orders changed. Many staff worked from home to reduce the transmission risk and many staff continue to work from home for a portion of the week as Council implements a flexible workplace policy. Throughout this period Council provided support to businesses on responding to COVID-19.

Another significant WHS issue in the period was the response to the March 2022 floods. Support and advice were provided to staff regarding fatigue management and addressing risk of working in flood impacted areas including increase snake and spider activity and risks associated with water contamination and handling flood waste. The flood also activated Council's Business Continuity Plan and after the floods comprehensive After Action Reviews were conducted at a section level and also at an organisational level. These After Action Reviews will inform changes to the overall Business Continuity Plan and section Business Continuity Plans under development.

# ORGANISATIONAL STRUCTURE



Council's Organisational Structure as at 30 June 2022



# STATUTORY REPORT – LOCAL GOVERNMENT ACT 1993

The following section provides responses to the requirements of Sections 428, 428A and 508 of the Local Government Act, 1993 and Clause 217 of the Local Government (General) Regulation, 2021.

## **SECTION 428(1) IMPLEMENTING COUNCIL'S DELIVERY PROGRAM 2017-2021**

This Annual Report 2021/2022 is reporting against the 2021/2022 Operational Plan. The Operational Plan is derived from Council's Delivery Program 2017-2021 which details the principal activities to be undertaken by Council over this four-year period to implement the five Focus Areas of the Hawkesbury Community Strategic Plan 2013-2023. The Delivery Program was extended for an additional year due to the deferral of Local Government elections arising due to the COVID-19 Pandemic.

The table showing the progress in achieving the Delivery Program Activities and Operational Plan Actions for the period 1 July 2021 to 30 June 2022 is provided at the end of this document.

## **SECTION 428(4)(A) FINANCIAL STATEMENTS**

Council's Audited Financial Reports for the 2021/2022 year are provided in a separate accompanying document.

## **SECTION 508 REPORT ON SPECIAL RATES VARIATION (BUILDING YOUR FUTURE PROGRAM)**

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

As at the end of 2021/2022, the Special Rates Variation has generated an additional \$7.5 million since the Special Rates Variation began in 2019/2020. Also contributing to an enhanced infrastructure renewal program is the Infrastructure Borrowings Program, which projected a further additional \$7 million of works to be delivered in 2021/2022.

Under the Building Your Future program, these funding programs enabled the following projects and programs to be delivered. It is to be noted that delivery of projects was impacted by the floods in March 2021 and March/April 2022. Works identified to be funded under this program have been carried forward to future years, subject to prioritisation on flood recovery works.

Item	Comment
<b>Road Renewals and Upgrades</b>	Council was able to work on the delivery of \$2.7M of Road Renewals and Upgrades, including: Road Rehabilitation of West Portland Road, Lower Portland Road Rehabilitation of Kentucky Drive, Glossodia Road Rehabilitation of Mawson Place, Pitt Town Road Rehabilitation of Scheyville Road, Maraylya Road Rehabilitation of Sanctuary Drive, Windsor Downs Replacement of Guardrail on Bicentennial Road, Webbs Creek Enhanced road resealing program Sealing of Douglas Street, North Richmond Sealing of Old East Kurrajong Road, East Kurrajong Sealing of Grandview Lane, Bowen Mountain Sealing of Greens Road, Lower Portland Sealing of Reedy Road, Maraylya Sealing of Packer Road, Blaxland Ridge Sealing of Wheelbarrow Ridge Road
<b>Building Renewals</b>	A further \$1.1M of Building Renewals works, including: Bensons Lane Sporting Complex Oasis Aquatic and Leisure Centre Richmond Family Centre Windsor Function Centre Campbell Street Reserve Amenities Wheeny Creek Amenities Powell Park Tennis Facilities Blaxland Ridge Community Centre Accessibility Improvements Peppercorn Place Bona Vista Park Amenities Colo Heights Bush Fire Shed Dight Street Offices
<b>Public Domain Renewals</b>	An additional \$0.2M of public domain renewals, including: Blaxland Crown Reserve South Windsor Park Ham Common, Clarendon Colo Heights Reserve
<b>Public Domain Upgrades</b>	Public Domain Upgrades of \$0.8M, including: Governor Philip Park Colbee Park Colonial Reserve Bona Vista Park Signage Program
<b>New Shared Pathways</b>	New pathways totaling \$0.1M, including: Johnston Street and Bootles Lane, Pitt Town Greenville Street, Pitt Town Arnell Drive, Bligh Park
<b>Increased Operational Programs</b>	Additional operational programs totaling \$1.3M were delivered, including: Roads maintenance Parks maintenance Business Improvement Volunteering and Community Development Environment and Sustainable Living Community Events and Marketing

## CLAUSE 217(1)(A) OVERSEAS VISITS

No overseas visits were undertaken during 2021/2022 by Councillors, Council staff or other persons representing Council.

## CLAUSE 217(1)(AI)(I TO VIII) PAYMENT OF COUNCILLOR EXPENSES

The total amount expended during 2021/2022 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees as shown in Section 428(4)(b).

Mayoral fees	\$53,942
Councillor fees	\$277,717
Councillor expenses	\$64,462
<b>TOTAL</b>	<b>\$396,121</b>

This amount includes the following costs:

<b>i.</b>	Dedicated Office Equipment	\$ 31,309
<b>ii.</b>	Telephone Calls	\$2,209
<b>iii.</b>	Attendance at Conferences and Seminars	\$10,973
<b>iiia.</b>	Provision of induction training for Councillors and Mayors	\$4,250
<b>iv.</b>	Training and Skill Development	\$900
<b>v.</b>	Interstate Visits (included in iii, above)	\$2,908
<b>vi.</b>	Overseas Visits (included in iii, above)	Nil
<b>vii.</b>	Expenses of Spouses, Partners or Accompanying Persons	Nil
<b>viii.</b>	Child Care	Nil

All figures above are exclusive of GST.

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

## CONFERENCES ATTENDED BY COUNCILLORS 2021/2022

Name of Conference	Date and Place	Councillor attended
Local Government NSW - Annual Conference	29 November 2021 Virtual - on line conference	Clr Conolly Clr Lyons-Buckett Clr Ross Clr Wheeler Clr Zamprogno
Local Government NSW Special Conference	28 February - 1 March 2022 Sydney, NSW	Clr Lyons-Buckett Clr Wheeler Clr Zamprogno
2022 Floodplain Management Australia Conference	17-20 May 2022 Virtual conference	Clr Lyons-Buckett
National General Assembly (NGA) of Local Government -	19-22 June 2022 Canberra, ACT	Clr Lyons-Buckett Clr Zamprogno



## CLAUSE 217 (1)(A2) CONTRACTS AWARDED BY COUNCIL

### CONSTRUCTION AND MAINTENANCE

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Bernipave Pty Ltd	Supply and Placement of Asphalt	6,874,620.85
MJ & MD Skinner Earthmoving P/L	Road Sealing and Rehabilitation	396,987.85
Planet Civil Pty Ltd	Civil Works and Roads	1,818,075.30
L J Follington Construction P/L	Minor Civil Works and Plant Hire	785,840.70
State Asphalt Services	Road Resealing	619,884.07
Tono Ferry Services	Operation of Lower Portland Ferry	487,594.92
Metromix Pty Ltd	Road Base Materials	619,409.04
Northshore Landscapes	Supply of Bulk Materials and Plant Hire	391,300.78
Complete Linemarking Services	Linemarking	183,219.07
P & M Galea	Hire of Plant	1,198,920.31
All Pavement Solutions	Bitumen Sealing	420,168.20
Azbuild Pty Ltd	Hire of Plant and Civil Works	1,373,244.82
Convil Group P/L	Civil Works	228,470.22
M & K Evans Haulage	Hire of Plant	154,843.09
Roadwork Solutions	Traffic Control	2,385,302.43
Cardia Group	Pipes	920,899.64
Complete Urban Pty Ltd	Design Services	346,433.82
Barker Ryan Stewart	Planning Consultants	309,006.50
Downer EDI Works	Asphalt	361,811.69
DSA Contracting	Civil Works	199,773.44
Enstruct Pty Ltd	Design Services	194,914.50
Fulton Hogan Industries	Road mix	201,967.76
Kennards Hire	Hire of Plant	213,590.73
Metal Fencing Specialists	Guardrails	196,519.40
Porter Plant Hire	Hire of Plant	313,664.43
PSM Consult Pty Ltd	Engineering Consultants	363,732.62
Public Works Advisory	Project Management	170,500.00
Slaney Excavations	Civil Works	587,273.53
J K Williams Contracting	Civil and road works	4,950,373.96
	<b>TOTAL</b>	<b>27,268,343.67</b>



## PROFESSIONAL SERVICES

Name of Contractor	Nature of Goods or Services	Total Value (\$)
CivicRisk Mutual	Insurance Contributions	1,836,011.00
Marsdens Law Group	Legal Services	269,627.86
Pikes & Verekers Lawyers	Legal Services	517,406.15
Complete Staff Solutions	Employment Agency	588,253.71
Building and Construction Long Service Levy	Long Service levy	163,395.20
Morrison Low Consultants	Recovery consultants	195,503.75
	<b>TOTAL</b>	<b>3,570,197.67</b>

## WASTE WATER MANAGEMENT

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Staples Bros (Nowra) P/L t/a Premier Pumpouts	Septic Tank and Collection Well Effluent Removal Service	2,214,443.69
Select Civil Pty Ltd	Waste Facility Plant Hire	443,338.67
Sage Automation	SCADA Systems	226,036.23
Bettergrow	Collection of Biosolids	189,697.92
Brandster Services	Effluent collection	335,836.90
Cleanaway Industrial Solutions	Effluent collection	750,389.20
Express Waste	Effluent Collection	654,404.85
EMT Pty Ltd	Civil Works	159,720.00
Fitt Resources	Equipment repairs	621,855.30
Ixom Operations	Water Treatment	233,566.93
Omega Chemicals	Chemicals for Treatment Plant	239,703.15
Redox Pty Ltd	Chemicals for Treatment Plant	153,734.23
Robson Civil Projects	Cell 6 construction	379,297.49
TCE Contracting	Rising Main C	2,529,168.49
	<b>TOTAL</b>	<b>9,131,193.05</b>

## PARKS AND RECREATION

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Tree Serve P/L	Arborist Services	686,559.50
Extreme Tree Services	Arborist Services	664,172.95
Brady Tree Services	Arborist Services	295,603.21
YMCA	Management and Operation of Hawkesbury Leisure Centre	304,348.33
Ecotune Bush Regeneration	Bush Regeneration	400,619.99
MJK Enterprises	Parks Inspection and Maintenance	187,704.00
Moduplay	Park Equipment	816,690.13
Proludic Pty Ltd	Park Equipment	236,799.53
	<b>TOTAL</b>	<b>3,592,497.64</b>

## REGULATORY SERVICES

Name of Contractor	Nature of Goods or Services	Total Value (\$)
J J Richards & Sons Pty Ltd	Garden and Recycling Collection and Processing	4,265,063.01
Cleanaway Pty Ltd	Kerbside Collection	706,981.16
Bingo Waste Services	Supply of Skip Bins	549,276.33
Dump It Bins	Supply of Skip Bins	238,647.20
Dump It (Major Works) Pty Ltd	Supply of Skip Bins and Associated services	192,357.00
<b>TOTAL</b>		<b>5,952,324.70</b>

## BUILDING SERVICES

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Origin Energy	Electricity and NUOS Charges	267,600.18
Endeavour Energy	Street Lighting	438,717.50
Simply Energy	Retail Electricity	1,266,509.59
The Green Guys	Solar Panels	293,843.17
CMP Electrical	Electrical Repairs and Services	1,405,023.11
Westbury Constructions	Building Works	2,363,259.59
Asset Plumbing Solutions	Plumbing works	168,384.31
Diamond Air Pty Ltd	Air Conditioning	244,689.50
Dynamic Pumps	Pump Services	186,682.44
Perfection Landscapes	Trade services	189,230.21
Equans Mechanical services	Electrical maintenance	157,560.70
Northern Fencing Specialists	Fencing	180,364.44
PJS Air	Air Conditioning services	195,357.25
Ste-Way Electrical	Security Services	220,082.32
<b>TOTAL</b>		<b>7,577,304.31</b>

## GENERAL

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Western Region Automotive	Motor Vehicles	457,994.38
BP Australia	Fuel	882,477.60
Vestone Capital Limited	Computer Equipment Leases	531,965.82
Technology One Ltd	Computer Software	944,700.37
Computer Systems Australia	IT Professional Services	243,237.90
CT Connect	Computer Software	174,020.00
Data#3 Limited	Software licenses	203,192.46
Ampol Australia	Fuel Purchases	271,137.13
Sydney Water	Water	233,010.57
Telstra	Telecommunications –NBN Internet	190,367.54
Windsor Auto Group	Vehicle Parts	774,067.85
Bucher Municipal	Vehicle Parts	252,409.04
NSW Electoral Commission	Elections	481,716.53
GWS Machinery	Plant Parts	151,066.28
Komatsu Australia	Plant	169,575.68
Place Design Group	Design Livability project	466,766.30
Volvo Group	Plant	233,552.73
	<b>TOTAL</b>	<b>6,661,258.18</b>

## CLAUSE 217(1)(A3) SUMMARY OF LEGAL PROCEEDINGS

Total cost of proceedings \$302,133

### LAND AND ENVIRONMENT COURT

Matter	Cost	Status
<p>Case Number 2021/334617</p> <p>Case Title Kenneth Bennett v Hawkesbury City Council</p> <p>Property 21 Vincents Road, Kurrajong</p>	\$12,238	<p>Application Appeal against Council's deemed refusal of Development Application DA0055/21, which seeks consent for the demolition of existing structures, tree removal, earthworks, road construction, 19 Seniors Housing dwellings and community title subdivision, conversion of existing barn to men's shed and columbarium with existing private cemetery.</p> <p>Status At hearing directions on 22 April 2022, proceedings were fixed for hearing on 27-28 July 2022.</p> <p>A Notice of Motion filed on 27 April 2022 granted the applicant leave to amend Development Application DA0055/21.</p>
<p>Case Number 2021/73203</p> <p>Case Title Jessica Resare Fox v Hawkesbury City Council</p> <p>Property 1280 West Portland Road, Lower Portland</p>	\$630	<p>Application Appeal against Council's Development Control Order No. 3, issued under section 9.34 of the EP&amp;A Act, ordering the removal of fencing.</p> <p>Status A Notice of Discontinuance was filed 2 July 2021. Proceedings were discontinued. A modified Development Control Order was issued on 25 June 2021 to be complied with by 1 October 2021. Compliance with the Order was confirmed 8 October 2021. The matter was finalised.</p>
<p>Case Number 2021/78418</p> <p>Case Title Hawkesbury City Council v Hawkesbury Riverside Gardens Pty Ltd</p> <p>Property 487 and 505 Pitt Town Bottoms Road, Pitt Town Bottoms</p>	\$1,127	<p>Application Declaration that the respondents have breached the EP&amp;A Act by carrying out development for the prohibited purpose of a caravan park in contravention of Section 4.3 of that Act.</p> <p>Declaration that the respondents have breached Section 68 of the Local Government Act by installing manufactured homes on the property without prior approval and/or in contravention of approval previously granted by Council.</p> <p>Status Consent orders disposing of proceedings were made on 11 June 2021 subject to four cabins being removed by 11 July 2021, and the remaining two by 10 November 2022. Site inspections were carried out by Council on 6 September 2021, 20 October 2021 and 10 November 2021 to ascertain compliance with the orders. All but one structure had been removed.</p>

Matter	Cost	Status
<p>Case Number 2021/185570</p> <p>Case Title Hawkesbury City Council v Huang Brother Pty Ltd</p> <p>Property 69 Blacktown Road, Freemans Reach</p>	\$7,570	<p>Application Declaration that the development consent granted by the Court to Development Application DA0280/13 on 6 February 2015 for the use of the property for intensive agricultural activities has lapsed.</p> <p>Declaration that the respondents have breached the EP&amp;A Act by, in contravention of Section 4.3(1)(a) of that Act, using the property for the purposes of intensive plant agriculture without having obtained development consent.</p> <p>Alternative declaration that the respondents have breached the EP&amp;A Act, using the property for the purposes of intensive agriculture otherwise in accordance with the Consent.</p> <p>Status Summons filed 28 June 2021.</p> <p>At directions hearing on 8 December 2021 proceedings adjourned to enable respondents to make a development application under Part 4 of the EP&amp;A Act by 4 February 2022. Directions hearing on 4 May 2022 listed matter for hearing on 13-15 December 2022.</p> <p>Development application DA0053/22 was submitted for the use of the property for Intensive Plant Agriculture. The application was refused 4 May 2022. Development application DA0264/22 was submitted for use of the property for Intensive Plant Agriculture. The application is yet to be determined.</p>
<p>Case Number 2021/186191</p> <p>Case Title Hawkesbury City Council v Huang Brother Pty Ltd</p> <p>Property 121A Batchelors Wharf Road, Freemans Reach</p>	\$6,145	<p>Application Declaration that respondents have breached the EP&amp;A Act by, in contravention of Section 4.2(1) of that Act, using the property for the purposes of intensive plant agriculture without having obtained development consent.</p> <p>Status Summons filed 29 June 2021.</p> <p>At directions hearing on 8 December 2021 proceedings adjourned for a further directions hearing to enable respondents to make a development application under Part 4 of the EP&amp;A Act by 4 February 2022. Directions hearing on 4 May 2022 listed matter for hearing on 13-15 December 2022.</p> <p>Development application DA0053/22 was submitted for the use of the property for Intensive Plant Agriculture. The application was refused 4 May 2022. Development application DA0264/22 was submitted for use of the property for Intensive Plant Agriculture. The application is yet to be determined.</p>



Matter	Cost	Status
<p>Case Number 2020/349413</p> <p>Case Title Hawkesbury City Council v Michael Anthony Laird</p> <p>Property 14C Yengo Drive, Putty</p>	\$25,597	<p>Application Declaration that the respondents have breached the EP&amp;A Act by carrying out the following development in contravention of that Act: Development for the purpose of a waste disposal facility where such development is prohibited Earthworks without development consent The removal and felling of trees in circumstances where such trees were protected under the Hawkesbury Development Control Plan 2002.</p> <p>Declaration that the respondents have breached the POEO Act by unlawfully transporting waste, use the property as a waste facility without lawful authority, unlawfully disposing of asbestos waste on the property, and reusing and recycling asbestos waste.</p> <p>Declaration that the respondent has breached the EP&amp;A Act by failing to comply with the terms of a Development Control Order on 12 September 2020.</p> <p>Declaration that the respondent has breached the POEO Act by failing to comply with the terms of a Prevention Notice issued on 19 October 2020 and a Clean-up Notice issued on 12 November 2020.</p> <p>Status Amended Summons filed 2 August 2021. Proceedings listed for 21 and 22 March 2022.</p> <p>Consent orders issued 21 March 2022. Respondents are permanently restrained from using the property as a waste disposal facility and carrying out further vegetation clearing and earthworks. The respondents are to pay Council's costs in the agreed sum of \$35,000.</p>
<p>Case Number 2022/52939 2022/91088</p> <p>Case Title 2022/52939 Hawkesbury City Council v Phillip Walton (Class 4)</p> <p>2022/91088 Pamela Gay Misius v Hawkesbury City Council (Class 1)</p> <p>Property 128 Mountain Avenue, Yarramundi</p>	\$8,255	<p>Application 2022/52939 Declaration that the respondents have breached the EP&amp;A Act by carrying out the following development in contravention of that Act on the property: Unauthorised building works to the existing residential dwelling without consent Construction of retaining walls and the installation of a fuel tank, shipping containers and racking without development consent Earthworks without development consent Use of the land for the purposes of a truck/transport depot without development consent Use of the land as a waste disposal facility, industry and/or depot as defined under the HELP 2012 where such uses are prohibited development Stockpiling of materials on the property The removal and felling of trees in circumstances where such trees were protected under the Hawkesbury DCP 2002.</p> <p>Declaration that respondents have breached the EP&amp;A Act by removing and felling trees on the property.</p> <p>Declaration that respondents have breached the POEO Act by unlawfully transporting waste to the property and using the property as a waste facility without lawful authority.</p> <p>Declaration that the respondents have breached the EP&amp;A Act by failing to comply with the terms of Development Control Orders issued under the EP&amp;A Act on 5 August 2020 and 14 September 2020.</p> <p>2022/91088 Appeal against refusal by Council of Development Application DA0364/20 for alterations and additions to the dwelling house at the property.</p> <p>Status Summons filed for Class 4 case on 23 February 2022. Application filed for Class 1 case on 20 March 2022.</p> <p>Class 4 proceedings adjourned. Class 1 listed for hearing from 8 to 9 September 2022.</p>

Matter	Cost	Status
<p>Case Number 2021/133020</p> <p>Case Title Hawkesbury City Council v Pierre Gebran Succar as the Executor of the Estate of the Late Tanya Succar</p> <p>Property 84 Livingston Street, Windsor</p>	\$6,786	<p>Application Declaration that the respondent has breached the EP&amp;A Act by failing to comply with the terms of a Development Control Order issued by Council on 10 January 2020 to demolish the shed/dwelling and all associated infrastructure on the property.</p> <p>Status Summons filed on 12 May 2021.</p> <p>Consent orders entered into on 2 July 2021. Respondent to complete the demolition of the shed/dwelling and all associated infrastructure at the property. The respondent to pay Council's costs in the sum of \$3,000.</p> <p>Site inspection on 29 April 2022 confirmed orders had been complied with. Costs have been recovered.</p>
<p>Case Number 2021/327085 2022/38370 2022/38384</p> <p>Case Title 2021/327085 Hawkesbury City Council v Benjamin John Sultana</p> <p>2022/38370 2022/38384 Benjamin John Sultana v Hawkesbury City Council</p> <p>Property 47 Wolseley Road, McGraths Hill</p>	\$10,945	<p>Application 2021/327085 Declaration that respondent breached the EP&amp;A Act by carrying out development, namely the prohibited purpose of a truck depot, transport depot, industry and/or depot as defined under the Hawkesbury LEP 2012, in contravention of that Act.</p> <p>Declaration that the respondent breached the EP&amp;A Act by carrying out development, namely the construction of concrete piping, roadway and platforms in contravention of that Act.</p> <p>Declaration that the respondent has breached the EP&amp;A Act by carrying out development, namely alterations and/or additions to the existing shed on the property.</p> <p>2022/38370 Appeal against the deemed refusal of Development Application DA0052/22 for Farm Building and Associated Driveway.</p> <p>2022/38384 Appeal against the deemed refusal of the building information certificate application no. BIC 3264.</p> <p>Status 2021/327085 Matter resolved. Costs of \$4,500 to be paid to Council. Respondent to rehabilitate property as per Council's Ecology Report.</p> <p>2022/38370 2022/38384 Application filed 9 February 2022.</p> <p>S34 Conciliation Conferences held on 20 July 2022 and 24 August 2022. Notice of Discontinuance filed 2 September 2022. Proceedings were discontinued on the terms that each party pay their own costs.</p>
<p>Case Number 2020/323302 2022/167212</p> <p>Case Title Wafaa Kara-Ali v Hawkesbury City Council</p> <p>Property 1855 Putty Road, Colo</p>	\$40,778	<p>Application 2020/323302 Appeal against Council's deemed refusal of Development Application DA0069/20 for an animal boarding or training establishment at the property.</p> <p>2022/167212 Appeal against Council's deemed refusal of Development Application DA0005/22 seeking consent for the construction of a dual occupancy dwelling at the property.</p> <p>Status 2022/323302 Judgment issued 23 July 2021. The appeal was upheld and Development Consent was granted to Development Application DA0069/20 for an animal boarding or training establishment – vegetation clearing, the construction of a stables building, the installation of a prefabricated staff building and the operation of an animal boarding or training establishment subject to conditions of consent.</p> <p>2022/167212 Notice of Motion listed on 2 September 2022 that Council agrees to the amendment of Development Application DA0005/22 and that the applicant lodge the amended application.</p>

Matter	Cost	Status
<p>Case Number 2022/18749</p> <p>Case Title Hawkesbury City Council v David Bugeja</p> <p>Property 198 Yarramundi Lane, Agnes Banks</p>	\$7,439	<p>Application A declaration that the Respondent has breached the EP&amp;A Act by failing to comply with the terms of a Development Control Order issued in relation to the property.</p> <p>A declaration that the Respondent has breach the EP&amp;A Act by carrying out development, namely the construction of a structure (described as a farm building) on the property.</p> <p>A declaration that the Respondent has breached the EP&amp;A Act by carrying out development, namely the use of the structure (described as a farm building) on the property for the purpose of rural supplied, as defined under the Hawkesbury LEP.</p> <p>Status Summons filed 21 January 2022.</p> <p>Listed for hearing on 5 and 6 April 2023.</p>
<p>Case Number 2020/357825</p> <p>Case Title Jeremy Drew Clark v Hawkesbury City Council</p> <p>Property 22 Bunya Crescent, Bowen Mountain</p>	\$15,777	<p>Application Appeal against deemed refusal to grant Development Consent to Development Application DA0507/19 for the erection of a split storey dwelling at the property.</p> <p>Status Section 26 Mediation held on 23 September 2021. Following on from mediation, there was preparation and review of a Deed of Release and Settlement. Section 34 Agreement filed 14 December 2021.</p> <p>Judgment issued on 20 December 2021 to uphold the appeal and grant Development Consent to the amended Development Application DA0507/19 for the erection of a split story dwelling at the property.</p>
<p>Case Number 2021/131213 2021/131214 2021/131215</p> <p>Case Title Hawkesbury City Council v Hadi Sead</p> <p>Property 57 Prentis Lane, Ebenezer</p>	\$21,005	<p>Application 2021/131213 – Vegetation clearing required development consent in circumstances where it was ancillary to a dwelling house, however no development consent was obtained. An order that the Defendant appear before Court to answer the charge that he committed an offence against Section 9.51 of the EP&amp;A Act, namely development ancillary to a dwelling house comprising the removal of trees at the property without development consent first having been obtained.</p> <p>2021/131214 – Vegetation clearing that was development that required consent, however a permit was not first obtained. An order that the Defendant appear before Court to answer the charge that he committed an offence against Section 9.51 of the EP&amp;A Act by carrying out development on the property, namely the removal of trees, which was forbidden by Section 4.3 of that Act without a permit first having been obtained under the provisions of the State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017.</p> <p>2021/131215 – Vegetation clearing that was prohibited under the EP&amp;A Act. An order that the Defendant appear before Court to answer the charge that he committed an offence against Section 9.51 of the EP&amp;A Act by carrying out development on the property, namely the removal of trees, which was forbidden by Section 4.3 of that Act without a permit first having been obtained under the provisions of the State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017.</p> <p>Status Summons filed on 10 May 2021.</p> <p>At directions hearing on 9 July 2021, the Defendant entered a plea of guilty.</p> <p>Judgment issued 1 April 2022. Defendant ordered to: Pay a fine to the sum of \$18,750 Commence works to undertake weed removal, install 38 fauna habitat boxes and plant 57 trees Pay Council's professional costs to the agreed sum of \$10,000.</p>

Matter	Cost	Status
<p>Case Number 2021/250891</p> <p>Case Title Carol Donvito v Hawkesbury City Council</p> <p>Property 100 Mileham Street, Windsor</p>	\$5,445	<p>Application Declaration that Development Consent for Development Application DA0406/12 issued by Council for alterations and additions to an existing building and use of the building as a boarding house at the property has not lapsed.</p> <p>Status Summons filed on 2 September 2021.</p> <p>Judgment issued 24 March 2022. The Court declared that the Development Consent for Development Application DA0406/12 for alterations and additions to an existing building and use of the building as a boarding house at the property has not lapsed. The Court made an order that costs are reserved.</p>
<p>Case Number 2021/45798</p> <p>Case Title Hawkesbury Riverside Retreat Limited v Hawkesbury City Council</p> <p>Property 78 Greens Road, Lower Portland</p>	\$69,923	<p>Application Appeal against deemed refusal of Development Application DA0769/15 for Caravan Park – Operation of a caravan park at the property.</p> <p>Status Judgment issued 14 July 2022. The appeal is upheld and Development Consent is granted to the amended Development Application DA0769/15 for the operation of a caravan park at the property.</p>
<p>Case Number 2021/14659</p> <p>Case Title Comleroy Road Kurrajong Pty Ltd v Hawkesbury City Council</p> <p>Property 816 Comleroy Road, Kurrajong</p>	\$10,181	<p>Application Appeal against the deemed refusal by Council of Development Application DA0250/20 for subdivision of land at the property.</p> <p>Status Notice of Motion listed on 22 February 2021 to change applicant from Kurrajong Park Estate to Comleroy Road Kurrajong Pty Ltd.</p> <p>Judgment issued 29 October 2021. Court ordered that: The applicant is to pay Council costs thrown away as a result of the amendments of the application for Development Consent in the sum of \$6,000 The appeal is upheld and Development Application DA0250/20 for the subdivision of the property into four Torrens title lots is determined by the grant of consent.</p>
<p>Case Number 2021/275141</p> <p>Case Title Guang Ping Lin v Hawkesbury City Council</p> <p>Property 109 Hanckel Road, Oakville</p>	\$7,934	<p>Application Appeal of actual refusal by Council of Development Application DA0140/20 for a dwelling house at the property.</p> <p>Status Proceedings listed for Section 34 conciliation conference and hearing on 21 and 22 February 2022.</p> <p>Judgment issued 25 February 2022. Court ordered that the appeal is upheld and Development Application DA0140/20 for the construction of a single storey residential dwelling with ancillary development comprising the installation of new wastewater and stormwater management systems at the property is approved.</p>
<p>Case Number 2022/106762</p> <p>Case Title Mepstead &amp; Associates Pty Ltd v Hawkesbury City Council</p> <p>Property 567 Windsor Road, Vineyard</p>	\$3,698	<p>Application Appeal against the deemed refusal by Council of Development Application DA0048/22 for a subdivision involving the demolition of existing structures, land clearing, earthworks, construction of roads, service infrastructure and subdivision to create 21 Torrens Title Lots in two stages at the property.</p> <p>Status Application filed on 13 April 2022.</p> <p>Proceedings listed for conciliation conference on 15 August 2022 and listed for a hearing on 13 October 2022.</p>

Matter	Cost	Status
<p>Case Number 2022/41056</p> <p>Case Title Sushil Rathee v Hawkesbury City Council</p> <p>Property 305 Commercial Road, Oakville</p>	\$6,424	<p>Application Appeal against the deemed refusal by Council of Development Application DA0367/21 for a subdivision involving demolition of existing structures, vegetation removal, construction of roads, temporary stormwater basin and creation of 39 Torrens Title residential lots at the property.</p> <p>Status Judgment issued on 1 July 2022. Court ordered that the appeal is upheld and the amended Development Application DA0367/21 for subdivision of the land to create 39 Torrens Title residential lots, demolition of existing structures, vegetation removal, construction of roads, temporary stormwater basin, landscaping works, utilities servicing, dam dewatering and battering work on the property is determined by grant of consent.</p>
<p>Case Number 2022/17052</p> <p>Case Title Universal Property Group Pty Ltd v Hawkesbury City Council</p> <p>Property 2 Harkness Road, Oakville</p>	\$17,197	<p>Application Appeal against deemed refusal by Council of Development Application DA0261/21 for a subdivision including the demolition of existing structures, subdivision into 20 Torrens Title lots, 2 superlots, construction of a public road, construction of residential flat buildings and associated landscaping and earthworks at the property.</p> <p>Status A Notice of Discontinuance was filed on 5 August 2022 where both parties consented to discontinue the proceedings.</p>
<p>Case Number 2022/17005</p> <p>Case Title Universal Property Group Pty Ltd v Hawkesbury City Council</p> <p>Property 283 Commercial Road, Vineyard 21-65 Harkness Road, Oakville</p>	\$4,792	<p>Application Appeal against the deemed refusal by Council of Development Application DA0322/21 for a subdivision including the demolition of existing structures, tree removal, earthworks, construction of public roads, construction of two temporary stormwater detention basins and subdivision of the properties into 168 single dwelling lots, one dual occupancy lot and two residual lots in two stages.</p> <p>Status Section 34 Agreement filed 28 September 2022. Parties reached an agreement in a conciliation conference.</p> <p>The terms of the decision as agreed by the parties are: The Applicant is to pay Council's costs thrown away as agreed or assessed The appeal is upheld and Development Consent be granted to the amended Development Application DA0322/21 for the demolition of existing structures, earthworks, construction of public roads, construction of two temporary stormwater detention basins and subdivision of the properties into 168 single dwelling lots, one dual occupancy and two residual lots in two stages.</p>
<p>Case Number 2020/80125</p> <p>Case Title Victor George Micallef v Hawkesbury City Council</p> <p>Property 542 Windsor Road, Vineyard</p>	\$9,581	<p>Application Appeal against deemed refusal by Council of Development Application DA0540/19 for a centre-based child care facility including the demolition of existing structures, construction of 115 place centre-based child care facility, associated car parking, signage and outdoor play areas at the property.</p> <p>Status Judgment issued on 21 July 2021. Court ordered that the appeal is upheld and that the amended Development Application DA0540/19 for demolition of existing structures, tree removal and the construction of a one storey centre based childcare facility accommodating a total of 115 children with 46 at grade parking spaces at the property is approved.</p>



## SUPREME COURT OF NEW SOUTH WALES

Matter	Cost	Status
<p>Case Number 2020/167934</p> <p>Case Title Marshall &amp; Marshall v Hawkesbury City Council</p> <p>Property 22 Price Lane, Agnes Banks</p>	\$188,693	<p>Application Claim filed 5 June 2020 for the following relief in regard to stormwater drainage issues on the property: An order requiring Council to abate the nuisance Damages, including exemplary damages for nuisance Equitable damages and mesne profits for trespass</p> <p>Costs Interest, including interest on costs Any further or other order the Court deems fit.</p> <p>Status Court ordered Plaintiffs to file and serve any lay and expert evidence by 12 November 2021, so that the matter be referred to Court annexed mediation. The matter was fixed for mediation on 24 February 2022.</p> <p>Council served a Calderbank offer on the Plaintiffs. To date, the offer is to yet to be responded to or accepted.</p> <p>Court stood the matter over for further directions on 8 July 2022 with drainage experts to confer and produce a joint report for the Court by 24 June 2022. The matter has been set down for a three-day hearing on 27 February to 1 March 2023.</p>
<p>Case Number 2021/220264 2022/269701</p> <p>Case Title 2021/220264 Hawkesbury City Council v Southern Chariot Stud Pty Ltd</p> <p>2022/269701 Hawkesbury City Council &amp; Brian Raymond Silvia in his capacity as Liquidator of Southern Chariot Stud Pty Ltd v Wafaa Kara-Ali</p> <p>Property 1855 Putty Road, Colo</p>	See Case Numbers 2020/323302 and 2022/167212	<p>Application 2021/220264 An application made under Sections 459A, 459C, 459P and 461 of the Corporations Act 2011 for winding up on the ground of insolvency.</p> <p>2022/269701 A declaration that the transfer of the property on 5 July 2019 from the Liquidator to the defendant is void and of no legal effect and an order that the defendant do all things necessary to effect a transfer of the property to the Liquidator.</p> <p>Status 2021/220264 Judgment issued 1 September 2021 for: The defendant to be wound up on the ground of insolvency under the Corporations Act 2001 Brian Silvia of FerrierSilvia be appointed as Liquidator of the defendant The defendant to pay Council's costs in the sum of \$7,948.</p> <p>2022/269701 Consent order made 13 September 2022 that Council give the usual undertaking as to damages, order pursuant to S74K of the Real Property Act 190 that the operation of Caveat AR976072 registered on title to the property be extended until further order.</p>

## LOCAL COURT

Matter	Cost	Status
Case Number 2020/346030 2021/9727 2020/9771 2021/9772  Case Title Prosecution of Jarvie for offences under the Companion Animals Act  Property N/A	\$2,666	Application 2020/346030 – Not complying with notice for re-registration of companion animal 2021/9727 – Owner of dog which attacks 2020/9771 – Not complying with notice for re-registration of companion animal 2021/9772 – Owner of dog which attacks  Status Matter was before Windsor Local Court on 29 April 2021. Jarvie confirmed his plea of not guilty to all offences. Determined that Windsor Local Court could not accommodate the number of witnesses and that the hearing would have to take place at Parramatta Local Court. Hearing date set for 12 May 2021.  Court order issued on 3 November 2021. All proceedings dismissed as they were withdrawn and the hearing date on 17 December 2021 was vacated.
Case Number 2021/193257  Case Title Hawkesbury City Council v Blake O'Brien  Property 315 and 349 St Albans Road, Lower Macdonald	\$4,270	Application Carrying out development without consent at the property.  Status O'Brien is the civil contractor who undertook the illegal works at the property. Fined \$20,000 by Windsor Local Court and ordered to pay Council \$9,500 in costs.

## CLAUSE 217(1)(A4) WORK ON PRIVATE LAND

Dangerous tree removal on private land as a result of the bushfires of 2019/2020 was undertaken totaling \$676,396 funded from the NSW Government.

Clean up assistance due to the 2020 flood was also undertaken at eight properties in Central Colo, Upper Colo, Wheeny Creek and Pitt Town Bottoms at a cost of approximately \$20,000 (final exact cost is unable to be provided as clean up at one property is has not been completed).

## CLAUSE 217(1)(A5) CONTRIBUTIONS/DONATIONS

The total amount contributed during the financial year was made up of the following amounts:

- \$26,870 to 8 recipients in accordance with the provisions of Council's Community Sponsorship Program
- \$20,000 to 6 participates as part of the Hawkesbury Scholarship Program awarded to students of Western Sydney University
- \$22,399 to the Womens' Cottage to cover annual rent on a Council Investment Property
- \$36,000 to 8 recipients in accordance with the provisions of Council's Event Sponsorship Program.

## CLAUSE 217(1)(A6) EXTERNAL BODIES EXERCISING COUNCIL DELEGATED FUNCTIONS

Council encourages the active participation of residents in the management and operation of community facilities. Council also supports the involvement of residents to plan and deliver programs, services and projects that support a connected, healthy and inclusive Hawkesbury.

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

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

### CHILD CARE CENTRES

Care, control and management of community buildings that operate childcare services have been delegated to the following Incorporated Associations and Management Committees:

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

This Hawkesbury Early Intervention Centre wasn't included in the annual report but was listed in the report to Council in 2017 (and is listed again in the report that went to Council on 13 September 2021. There may be a reason it isn't shown in the annual report or it could have been missed.

## COMMUNITY/NEIGHBOURHOOD CENTRES, HALLS AND OTHER BUILDINGS

Care, control and management of community buildings considered as community centres and halls have been delegated to the following Incorporated Associations and Committees:

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

## PEPPERCORN SERVICES

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

During the 2021/2022 Financial Year the following services were provided to residents of the Hawkesbury by PSI.

### Peppercorn Family Services:

Hawkesbury Family Support – at home and centre based family support services including playgroups, parenting programs, and family fun days.

### Peppercorn Children's Services:

Forgotten Valley Pre-Schools – operated pre-school services from two venues in Wisemans Ferry and South Maroota to meet the developmental needs of children 0-6 years.

### Peppercorn Transport:

Community Transport – delivered a range of coordinated transport services for transport disadvantaged people living in the Hawkesbury including isolated residents.

**Peppercorn Aged Services :**

Come Dine with Me – a meals program which provides a healthy lunch, social interaction and activities for socially and/or geographically isolated people living in the Hawkesbury.

Home and Garden Maintenance – delivered subsidised lawn mowing and garden maintenance service services to frail aged people, people with disabilities and their carers in the Hawkesbury and Penrith Local Government Areas. The service aims to support older people and younger people with a disability to maintain their independence and enable them to remain living in their own homes.

Hawkesbury Leisure and Learning Centre – a range of creative and flexible leisure and learning programs for residents continued to be delivered from this venue.

**Peppercorn Property:**

Managed the day-to-day building operations of McGrath's Hill Bus Depot, South Windsor Family Centre and Hawkesbury Leisure and Learning Centre.

**CARERS RECOGNITION ACT 2012**

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

**DISABILITY INCLUSION ACT 2014**

The Hawkesbury Disability Inclusion Action Plan was developed following broad consultation with people with disabilities, details of which have been provided to the Disability Council NSW. Actions and strategies within the Hawkesbury Disability Action Plan support the goals of the Disability Inclusion Act 2014. Council's Access and Inclusion Advisory Committee comprised of seven community representatives including people with disabilities and the Committee oversaw and monitored the implementation of the Plan at bi-monthly meetings.

Hawkesbury City Council is committed to ensuring local services, facilities and programs delivered by council are inclusive and accessible to all in the community. Council is working on undertaking consultation with the community to develop a new Disability Inclusion Action Plan developed in line with the NSW Disability Inclusion Action Planning Guidelines for Local Government.



## PLAYING FIELDS AND PARKS

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

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

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

## HAWKESBURY RIVER COUNTY COUNCIL

The Hawkesbury River County Council (HRCC) was established by proclamation and falls under the Local Government Act 1993. Under the Biosecurity Act 2015, HRCC as the Local Control Authority for The Hills Shire, Blacktown, Penrith and Hawkesbury City Councils, has a legal responsibility to manage the biosecurity risk posed or likely to be posed by the impacts of priority weeds (formerly known as noxious weeds) on human health, the economy, community and environment. This single purpose authority has responsibility for a combined area of 3,823km<sup>2</sup> and is able to work across Council boundaries.

Funds are provided by levies upon the four constituent councils with the State Government providing some grant funding.

HRCC's strategic objectives are realised through strategic planning and their Local Priority Weeds Plan which guides the implementation of the Biosecurity Act 2015.

Information about this can be found at [hrcc.nsw.gov.au/weed-information/weed-inspection-process](http://hrcc.nsw.gov.au/weed-information/weed-inspection-process)

## OASIS AQUATIC AND LEISURE CENTRE AND HAWKESBURY INDOOR STADIUM

The Oasis Aquatic and Leisure Centre and the Hawkesbury Indoor Stadium are owned by Council. The Oasis Aquatic and Leisure Centre is operated and managed on behalf of Council by YMCA NSW. The Indoor Stadium is managed by the PCYC, NSW under a lease arrangement.

## **CLAUSES 217(1)(A7) AND (A8) INTERESTS AND PARTICIPATION IN CORPORATIONS, PARTNERSHIPS, COOPERATIVES, JOINT VENTURES, SYNDICATES, OR OTHER BODIES**

### **CIVICRISK MUTUAL**

Hawkesbury City Council is a member of an independent insurance and risk management discretionary mutual, now known as CivicRisk Mutual Ltd.

CivicRisk Mutual Ltd is not an insurance company nor agency. It is a self-managed, self-funded mutual owned and operated entirely by members. The mutual provides a mechanism for the sourcing of insurance for member councils.

The cost of risk management through insurance is distributed to member councils in the form of an annual contribution.

Through CivicRisk Mutual Ltd, Council holds insurances in areas including public liability, professional indemnity, property, motor vehicle, Information Technology and councilor's and managers liability cover.

In addition, CivicRisk Mutual Ltd has assisted Council by supporting excellence in claims management, cost effectiveness in operations and value for money risk management solutions.

The benefits of Council being a member of CivicRisk Mutual Ltd include:

- Collective bargaining for the best Insurance rates.
- Access to funding for Council initiated projects to manage and mitigate risks.
- Dedicated claims management assistance.

### **HAWKESBURY COMPANION ANIMAL SHELTER**

Council provides an animal shelter establishment for the caring of impounded and unwanted dogs. Hawkesbury's Companion Animal Shelter provides this service for the residents of the Hawkesbury, Penrith, Hills Shire, Hornsby and Cumberland Council areas.

This service is performed under an agreement between Hawkesbury Council and the participating councils, and provides for the housing and administration of impounded cats and dogs. The five councils work closely together and with animal welfare agencies, to ensure as many animals as possible are reunited with their owners or found foster or permanent homes, where the owners can't be found.

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

## **HAWKESBURY SISTER CITY ASSOCIATION INTERNATIONAL SISTER CITIES**

Council and the Hawkesbury community have two international sister cities, Temple City, California USA (established 1984) and Kyo Tamba, Kyoto Japan (established 1988, nee Tamba).

The Sister City Program is managed by Council in conjunction with the Hawkesbury Sister City Association Inc. (Association), which was established in 1984.

The Association manages community and cultural activities of the program, which mainly involves the student exchange program to and from the sister cities. Council manages other activities of the program, including Mayoral communications, civic events and exchanges. The Sister City Program operates as a low cost Community – Council partnership. Due to the COVID-19 Pandemic these activities were not run in 2021/2022.

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

## **CITY – COUNTRY ALLIANCES WITH CABONNE AND WEDDIN COUNCILS**

Council has two City–Country Alliances, with Cabonne Shire Council and Weddin Shire Council to promote a greater awareness and understanding of different areas and lifestyles between rural and city locations.

The City–Country Alliance Program is managed by Council with exchanges including Councillor exchanges, Council corporate exchanges and community exchanges.

## **LOWER PORTLAND FERRY SERVICE**

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

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

A major overhaul of the ferry is required to be undertaken every three years, as a requirement of running a public passenger service.

The Tono Group Pty Ltd were awarded a three-year contract to operate the Lower Portland Ferry service. The contract amount for the three year term is \$1,295,790 plus annual CPI increases. The total cost of operation will be shared on a 50:50 basis between The Hills Shire Council and Hawkesbury City Council. The next out of water survey (major overhaul) had been scheduled for March 2022, however on advice received by Council, was able to be deferred.

The ferry currently operates between 6:00 am – 10:00 pm, seven days per week.

# EQUAL OPPORTUNITIES

## CLAUSE 217((1)(A9))

### EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

In line with Council's policy, the following activities were carried out during 2021/2022 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

- Ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including, specific qualifications/ licences, special skills or experience, including where applicable reference to broader industry skills and experience.
- EEO responsibilities are included in all job descriptions
- Introduction of flexible work procedures in order to attract and retain employees with carers' responsibilities by offering flexible work options across the organisation where possible.
- Introduced new staff Values through staff briefing sessions to ensure the alignment of strong values and behaviours across Council.

### EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

In line with Council's policy, the following activities were carried out during 2021/2022 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

- Ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including, specific qualifications/ licences, special skills or experience, including where applicable reference to broader industry skills and experience.
- EEO responsibilities are included in all job descriptions
- Introduction of flexible work procedures in order to attract and retain employees with carers' responsibilities by offering flexible work options across the organisation where possible.

## CLAUSE 217(1)(B) AND (C) GENERAL MANAGER AND SENIOR STAFF REMUNERATION

There were four senior staff positions employed under contract by Council between 1 July 2021 and 30 June 2022. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the Office of Local Government and are subject to performance agreements.

Between 1 July 2021 and 30 June 2022, the General Manager's Total Remuneration Package (TRP) was \$330,000 and the TRP's of the three Directors referred to above, totaled \$777,571.

The above TRPs include the following:

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

## CLAUSE 217(1)(E) ANNUAL CHARGE FOR STORMWATER MANAGEMENT SERVICES

In 2021/2022 Council levied an annual charge for stormwater management services. The charges levied are shown in the table on the following page.

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

## CLAUSE 217(1)(F) ACTIVITIES RELATING TO COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATIONS

During 2021/2022, Council completed and lodged all Companion Animal Shelter data collection returns with the Office of Local Government as required by legislation, including data relating to dog attacks.

Council provides three dog off leash areas located at:

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



# ACCESS TO GOVERNMENT HELD INFORMATION

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

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

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

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

## FORMAT OF COUNCIL INFORMATION

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

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

In recent years Council has also taken steps to increase the amount of archived records which are available in electronic format, such as information contained in microfilm and information from the previous Windsor Municipal and Colo Shire Councils, in order to improve the ability of staff to locate and search these records.

## POLICY FOR ACCESS TO INFORMATION

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

The GIPA Act has been in force since 2010. Pursuant to this legislation, Council:

- Has an adopted Access to Information Policy. The objective of the policy is to describe Council's principles regarding public access to information and to facilitate the processing of requests for such access.
- Prepared an Information Guide, which is reviewed annually. This identifies information held by Council and how to obtain that information.
- Revised its Privacy Management Plan in 2013, in accordance with the Privacy and Personal Information Protection Act 1998 to protect the public from disclosure of personal information.

## OPEN ACCESS AND PROACTIVE RELEASE

The following Council documents are proactively released in accordance with Sections 6 and 7 of the GIPA Act and Council's Information Guide. These documents are available for inspection at Council offices and/or on Council's website at no charge:

- Agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)
- Annual financial reports
- Annual Report
- Annual reports of bodies exercising functions delegated by Council.
- Any Codes referred to in the Local Government Act, 1993
- Applications under Part 1 of Chapter 7 of the Local Government Act, 1993 for approval to erect a building, and associated documents, subject to restrictions outlined in the GIPA Act
- Auditor's report
- Code of Conduct
- Code of Meeting Practice
- Delivery Plans, Operational Plans and Resourcing Strategies
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the Local Government Act, 1993
- Development applications (within the meaning of the Environmental Planning and Assessment Act, 1979) and associated documents, subject to restrictions outlined in the GIPA Regulations
- EEO Management Plan
- Environmental planning instruments, development control plans and contributions plans made under the Environmental Planning and Assessment Act, 1979 applying to land within the Council's area
- Land register
- Leases and licenses for use of public land classified as community land

- Local policies adopted by the Council concerning approvals and orders
- Minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Payment of Expenses and Provision of Facilities to Councillors Policy
- Plans of land proposed to be compulsorily acquired by the Council
- Plans of management for community land records of approvals granted, any variation from local
- Policies with reasons for the variation, and decisions made on appeals concerning approvals
- Register of investments
- Returns as to candidates' campaign donations
- Returns of the interests of councillors, designated persons and delegates
- The register of graffiti removal work kept in accordance with Section 67 C of the Local Government Act, 1993.

## PROCESSING APPLICATIONS FOR ACCESS TO INFORMATION

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

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

- If granting public access is prohibited under relevant legislation
- The General Manager or Public Officer (or other delegated staff member) believe granting access to a particular document is contrary to the public interest
- Taking the result of any consultation process into account.

When requesting access to personal or commercially sensitive information, a formal access application is usually required and will attract an application fee, as well as processing charges of \$30 per hour.

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

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

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

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

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

## GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT (GIPA)

### Annual Statistical Reports

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

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

Reviews carried out	Information made publicly available
No	No

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

Total number of applications received	66
---------------------------------------	----

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

Number of Applications Refused	
Wholly	0
Partly	6
Total	6

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

The following tables provide statistical information about access applications received during 2021/2022 and are in accordance with the provisions of the Regulation.

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

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	4	10	2	0	0	3	0	1
Not for profit organisation or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	15	0	1	0	7	0	0
Members of the public (Other)	7	16	2	6	2	5	0	0

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

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

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	1	0	0	0	0	0	0	0
Access applications (other than personal information applications)	13	41	4	7	2	15	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

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



**Table 7: Invalid applications**

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

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

Consideration	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	6
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table 9.

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

Consideration	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	1
Individual rights, judicial processes and natural justice	42
Business interests of agencies and other persons	1
Environment, cultural, economy and general matters	0
Secrecy provisions	2
Exempt documents under interstate Freedom of Information legislation	0

**Table 10: Timeliness**

Timeframe	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	48
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	14
<b>Total</b>	<b>62</b>

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

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

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

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

Type of applicant	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

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

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

## IMPACT OF THE GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT (GIPA ACT)

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

Financial year	Number of informal requests
2021-2022	557
2020-2021	636
2019-2020	629
2018-2019	539
2017-2018	537
2016-2017	619
2015-2016	660
2014-2015	701
2013-2014	791
2012-2013	733

There were no enquiries or appeals involving the Ombudsman.

There were no (internal) privacy reviews under Part 5 of the Privacy and Personal Information Protection Act 1998.

The number of informal access requests decreased from 636 in 2020/2021 to 557 in 2021/2022.

The number of formal access requests reduced slightly from 71 in 2020/2021 to 66, following a steady increase in prior years. There were however a number of requests which required extensive research and records searches.

The continued high number of formal requests (and the scope and complexity of some of them) and staff availability in the second half of the reporting period, resulted in a higher than usual number of formal access requests not being processed within the statutory timeframe. This also impacted Council's Customer Service Standard target of 10 working days for basic informal requests.

In addition, Council was unable to conduct a review of its proactive release program as required by Section 7(3) of the GIPA Act.

### PLANNING AGREEMENT

No Voluntary Planning Agreements were entered into during the 2021/2022 period.

### SWIMMING POOL INSPECTIONS

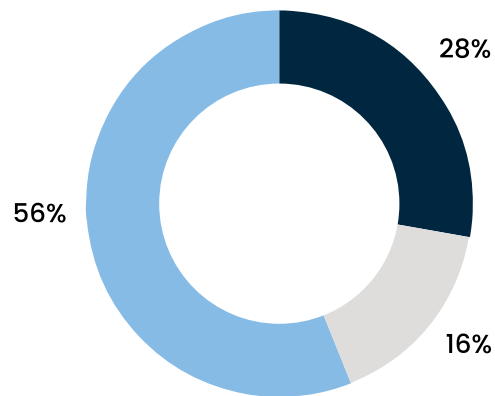
Council issued 121 Pool Compliance Certificates between 1 July 2021 and 30 June 2022. A total of 68 inspections resulted in the issuance of non-compliance. A total of 174 inspections were undertaken by Council (including private swimming pools).

### PUBLIC INTEREST DISCLOSURES ACT 1994 AND REGULATION

Council at its meeting on 12 April 2016 adopted a revised Internal Reporting Policy (Public Interest Disclosures Act 1994). During the 2021/2022 period, no public interest disclosures were received.

# OUR OPERATIONAL PLAN ACTIONS

At the end of June 2022, almost 28% of reportable 2021/2022 Operational Plan actions were reported as completed, just under 16% identified as in progress for completion.








Year	2021/2022
✓ <b>COMPLETED</b>	<b>28%</b>
▶ <b>IN PROGRESS</b>	<b>16%</b>
● <b>ONGOING</b>	<b>56%</b>

■ Ongoing
 ■ In Progress
 ■ Completed








# OUR LEADERSHIP

 **COMPLETED**
 **IN PROGRESS**
 **ONGOING**

Operational Plan Action	Description	Annual Comment	Status
<b>1.1: Local leadership and effective governance</b> - Provide representative, responsive accountable governance			
<b>1.1.1: Councils elected leaders will actively connect and collaborate with the community.</b>	Develop and implement a program for regular engagement for Councilors with the community within distinct geographic areas across the Hawkesbury.	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 online tools including Council Facebook where followers have increased to 19,000, Hawkesbury Events Facebook (9,200 followers), Hawkesbury Events Instagram (2,300 followers), Council website with 98,000 hits a month. Council uses their online engagement platform Your Hawkesbury Your Say to facilitate community engagement. Council is also engages using traditional media, media releases, a monthly page in the two local newspapers, mail outs, quarterly newsletters delivered to residents, flyers delivered to the community and at community hubs, the Mayor on Air on local radio.  Online community meetings were held with the residents of Greens Road, Macdonald Valley and Upper Colo.	 <b>ONGOING</b>
<b>1.2: Communication and engagement</b> - Encourage an informed community and enable meaningful engagement			
<b>1.2.1: Provide open and clear lines of communication with the community that use the most current forms of digital technology.</b>	Continuously review Council's website to track useability and ongoing improvements.	Quarterly reviews of the website were undertaken prior to each seasonal change. Each review looked at analytical information relating to site traffic, search history and frequently accessed information along with user feedback which is used to identify areas for improvement or change. The site continues to be well received and quarterly reviews will continue to be undertaken on a seasonal basis.	 <b>COMPLETED</b>
	Implement priority actions in the Digital Communication Strategy, including: <ul style="list-style-type: none"> <li>Expanding the customer service approach to online services</li> <li>Review and improve Council's online engagement platform Your Hawkesbury Your Say.</li> </ul>	The implementation of the Digital Strategy is progressing including: <ul style="list-style-type: none"> <li>The continued development and refinement of the Council website in response to customer analytics which drives content, quick links and web banners.</li> <li>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:</li> <li>Ongoing development of digital information sources including the website, Facebook and Instagram and videos for the Council, Hawkesbury Events and Hawkesbury Visitor Information Centre page.</li> <li>Ongoing development of Your Hawkesbury Your Say engagement tool to create sites to better inform our community by adding additional functions to the platform.</li> </ul>	 <b>ONGOING</b>
<b>1.2.2: Councils communication will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in the Hawkesbury.</b>	Continue to annually engage with the community about Council's roles and functions through a range of mediums.	Council's Communication and Engagement Strategy sets the strategic direction for our communication. The Strategy recognises that communication is about building trust, providing people with the information they need and celebrating our connections. 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 19,000 Hawkesbury Events Facebook (9,200 followers), Hawkesbury Events Instagram (2,200 followers), Council website (98, 000 hits a month). Council is also engaging using traditional media including media releases, information in the two local newspapers, online forms, quarterly newsletters (September, January) and a Community Report (July). Council has also engaged with the community online using the Your Hawkesbury Your Say engagement tool. The top five projects had more than 5,000 submissions.  Council has also held online public meetings for the communities of Upper Colo and Greens Road, Lower Portland.	 <b>ONGOING</b>
<b>1.2.3: Provide quality customer service to the community.</b>	Implement recommendations from the 2021 Internal Customer Service audit.	The 2019/2020 Customer Service Internal Audit identified 15 Management Actions. Of these 5 Management Actions are complete and 10 are currently on track to be delivered in 2022/2023. The Management Actions which are complete include a review of the channels in which customer complaints are lodged and the creation of a centralised, prioritised customer request system.	 <b>ONGOING</b>



Operational Plan Action	Description	Annual Comment	Status
<b>1.3: Financial Sustainability</b> <b>- Build strong financial sustainability for now and future generations</b>			
<b>1.3.1: In all of Councils strategies, plans and decision making there will be a strong focus on financial sustainability.</b>	Informed by the annual Audit Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	Reviews of business processes and services remains continuous and ongoing.	● <b>ONGOING</b>
	Test the new Voluntary Planning Agreement Policy and procedures for development contribution plans and Voluntary Planning Agreements with the Vineyard development project.	Voluntary Planning Agreement Policy adopted by Council on 13 October 2020, and Vineyard Contributions Plan adopted by Council in February 2021.	✓ <b>COMPLETED</b>
<b>1.3.2: Meet the needs of the community now and into the future by managing Councils assets with a long-term focus.</b>	Review Council's Long Term Asset Management Plan, in line with the long term financial plan, asset data and community feedback.	Following the impacts of natural disasters in March and April, and Council's focus on responding to these, the review of the Asset Management Plan has been deferred to 2022/2023.	● <b>ONGOING</b>
<b>1.4: Reinforcing and establishing effective strategic partnerships</b> <b>- Build strong relationships and shared responsibilities</b>			
<b>1.4.1: Foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Hawkesbury.</b>	Engage with and provide advice to relevant government agencies and peak bodies i.e. work with all levels of government via WSROC and City Deal through Planning Partnerships, Engineering Standards, and Liveability Grants.	Council has worked with WSROC on a range of initiatives including local government recognition, waste and urban heat. Council has continued to work through the City Deal Memorandum of Understanding to develop a range of strategies to improve access to health services and increase digital inclusion. Council has worked with the Western Sydney Planning Partnership to develop draft engineering standards, a Draft Regional Economic Development Strategy and Western Sydney Street Design Guidelines.	▶ <b>IN PROGRESS</b>
	Partner with the Western Sydney Investment Attraction Office on any economic development activities.	The City Design and Economic Development team attended regular economic development networking meetings and continued with the development of the Draft Regional Economic Development Strategy.	✓ <b>COMPLETED</b>








Operational Plan Action	Description	Annual Comment	Status
<b>1.4.2: Achieve higher strategic capacity through strategic alliances and partnerships.</b>	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>• Planning</li> </ul>	Council works with a range of strategic partners to develop strategies that inform management of resources and funding. Strategic partners include The Greater Cities Commission, Western Parklands City, Western Sydney Planning Partnership, Infrastructure NSW and Resilience NSW.	 <b>IN PROGRESS</b>
	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>• Employment</li> </ul>	Council has continue to deliver actions within its adopted strategies as related to employment, including offering Hawkesbury Local Job Boards as an initiative where local businesses can advertise their job vacancies and recruit locals at no cost, maintaining a business database to promote employment and business information, and targeted business support programs.	 <b>IN PROGRESS</b>
	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>• Environment and Sustainability</li> </ul>	A range of opportunities have been progressed, including: <ul style="list-style-type: none"> <li>• WSROC Energy Program</li> <li>• Western Sydney Regional Waste Strategy and Programs</li> <li>• DPIE's Sustainability Advantage Program</li> <li>• Penrith - Hawkesbury Environmental Educators Network – PHEEN</li> <li>• Cities Power Partnership</li> <li>• Department of Planning, Industry and Environment's Adapt NSW</li> <li>• Membership of Department of Planning, Industry and Environment and LGNSW Climate Change Professional Officer Group</li> <li>• Endeavour Energy - grid resilience</li> <li>• Sydney Water - nutrient offsets opportunities</li> <li>• Local environmental groups including Hawkesbury Environment Network</li> <li>• Western Sydney University including Hawkesbury Resilience Project.</li> </ul>	 <b>ONGOING</b>
	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>• Leisure Centres</li> </ul>	Council staff continue to work closely with the YMCA 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.	 <b>COMPLETED</b>
	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>• Procurement</li> </ul>	Opportunities for joint procurement were explored when available during 2021/2022.	 <b>COMPLETED</b>

Operational Plan Action	Description	Annual Comment	Status
	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>Risk Management</li> </ul>	Regular and ongoing discussions with Local Government leaders regarding contemporary risk management issues and their approach to resolving them, in particular: <ul style="list-style-type: none"> <li>Developing of corporate-wide Enterprise Risk Management Framework</li> <li>Adopting a systems approach to risk involving identification, assessment and management of specific risks on the basis of overall risk rating</li> <li>Review the organisational structure to ensure appropriate resources are in place to progress development of Council's Enterprise Risk Management Framework</li> <li>Review of organisational arrangements and how they apply to the new audit structure being pursued by the NSW State Government.</li> </ul>	● <b>ONGOING</b>
	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>The Western Parkland City</li> </ul>	Council has continued to work with strategic partners in the Western Parkland City this includes and is not limited to Western Sydney University on a range of initiatives including Placemaking Planning, Master Planning and in collaboration with Sydney Water on the Circular Economy.	▶ <b>IN PROGRESS</b>
	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>Tourism</li> </ul>	Council continued working with Destination NSW to boost visitors to the Hawkesbury, particularly following the impact of the bushfires, flood and COVID-19. Council continued to work with ----Destination NSW and has held a number of events to boost tourism in the Hawkesbury.	● <b>ONGOING</b>
	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>Transport</li> </ul>	Range of opportunities investigated, including: <ul style="list-style-type: none"> <li>Discussions with local bus company Busways who are investigating having a fleet of zero emission's buses operating within the LGA.</li> <li>Transport for NSW with respect to strategic routes including evacuation routes and Richmond Bridge Duplication Project.</li> </ul>	● <b>ONGOING</b>
	Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> <li>Waste Management</li> </ul>	Collaboration with other councils and WSROC is occurring on an informal and as needed basis. Council continues to explore opportunities to partner with industry and academia on the pursuit of its objectives in relation to Waste Management, the Circular Economy and Net Zero.	● <b>ONGOING</b>
<b>1.5: Regulation and Compliance</b>			
<b>- Encourage a shared responsibility for effective local compliance</b>			
<b>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.</b>	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.	Work commenced on the improvement process for the integrated planning, reporting and budgeting process. This includes a review of operational planning and budgeting for better alignment with each other and more streamlined processes internally.	● <b>ONGOING</b>
	Manage the process in relation to the submission of grant applications to funding authorities.	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.	● <b>ONGOING</b>
	Continue planning to achieve the payment of a Sewer Dividend over the next three years.	Progress by Council to achieve the Sewer dividend were not successful due to Rising Main C failure and costs to repair.	● <b>ONGOING</b>
	Finalise the Dashboard of Compliance with Legislative Requirements and Customer Service Standards.	Council has an arrangement with a law firm, Kell Moore, for the 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.	● <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<b>1.5.2: Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council.</b>	Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy.	During the reporting period, Council received 39 customer compliments and 72 customer complaints in relation to Council services and staff.  Council has reviewed, updated and prepared a Customer Service Experience Policy, Customer Service Experience Framework, Customer Service Charter, Service Experience Standards and a Complaints, Compliments and Feedback Policy. These documents are currently in a draft format.	● <b>ONGOING</b>
	Implement Sustainability Strategy including best practice processes and reporting measures.	Drafting of the Environmental Sustainability Strategy has continued, and is being tailored in order to become an umbrella document that other strategies that relate to sustainability will sit under. Given the focus on completing the Hawkesbury Net Zero Emissions and Water Efficiency Strategy during the year, work associated with completing the Sustainability Strategy is now being combined with the review and update of the Climate Change Adaptation Action Plan and Risk Assessment. This work is also closely related to the preparation of a Resilience Plan that is also currently being undertaken by Council.	▶ <b>IN PROGRESS</b>
	Conduct internal audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and agreed management actions.	Since 1 July 2021, the internal audits have been completed:  <ul style="list-style-type: none"> <li>Internal Audit Function Review Internal Audit</li> <li>Transport for NSW Drives Compliance Internal Audit</li> <li>Asbestos Management Internal Audit</li> <li>Asset Planning and Management Internal Audit.</li> </ul> <p>The Child Protection Compliance Internal Audit is in the final stages of completion.</p> <p>Progress of internal audits and implementation of agreed management actions arising from internal audits are reported and monitored by the Audit, Risk and Improvement Committee and the Executive Leadership Team.</p>	✓ <b>COMPLETED</b>
<b>1.6: Corporate Services - Support the operation of the organisation through the provision of effective and efficient corporate support services</b>			
<b>1.6.1: Council will seek to attract, develop and retain highly skilled staff and a highly capable workforce</b>	Continue the implementation of strategies as identified in Council's Workforce Management Plan, including: Equal Employment Opportunity (EEO) management plan implementation Leadership Development Workforce structure reviews to ensure best alignment for service delivery to the community.	A total of 49 participants graduated from the Diploma of Leadership and Management program in 2021/2022. This has greatly assisted in increased leadership capability within the Council. Another 42 participants have enrolled in the program with an expected graduation in 2023. The program has targeted all current and future leaders within the Council.	● <b>ONGOING</b>
<b>1.6.2: Councils workforce, systems and processes will support high performance and optimal service delivery for our community</b>	Commence implementation of Year One Actions from Council's Information and Communication Technology (ICT) Strategy.	The IT Leadership Team are developing a draft ICT Strategy that includes key workstreams and high level tasks. The Information Services Team are working to develop an accompanying Operational Plan. This Plan will identify specific tasks within each of these workstreams allowing the Team to link individual performance measures to the Community Strategic Plan. The focus of the Strategy and Operational Plan will be to ensure that Council's current and future technology needs are considered and met. To do this the Strategy and Operational Plan must be flexible enough to adjust as technology evolves and business requirements change.	▶ <b>IN PROGRESS</b>
	Continue an organisation-wide program of Business Improvement processes linked to Council's Fit for the Future Strategies and Customer Service Outcomes.	Reviews of business processes and services remains continuous and ongoing.	● <b>ONGOING</b>

# OUR COMMUNITY

 **COMPLETED**
 **IN PROGRESS**
 **ONGOING**

Operational Plan Action	Description	Annual Comment	Status
<b>2.1: Community safety is improved</b>			
<b>- Enable a shared responsibility for community safety and disaster management</b>			
<b>2.1.1: Meet the needs of our community through effective flood, fire and other natural disaster management plans that promote the protection of life, property and infrastructure.</b>	Continuously develop the Hawkesbury Floodplain Risk Management Plan and Strategy, including undertaking Flood Risk Management Studies of specific risk areas.	Necessary approvals have been sought and issued by the funding body in June 2021 with respect to the consultants brief, work plan and selected consultants. Preparation of the consultants brief in particular required considerable levels of collaboration with various NSW State Government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services.	 <b>COMPLETED</b>
	Implement priority actions from the interim Flood Policy through the Development Assessment process.	A Flood Policy and Schedule has been adopted by Council and the Report Templates and Conditions of Consent have been updated to reflect the provisions of the Policy and Schedule. The State Government has also updated the Flood Clause in the Hawkesbury Local Environmental Plan 2012.	 <b>COMPLETED</b>
	In relation to the 2019/2020 bushfires and in regards to infrastructure: <ul style="list-style-type: none"> <li>Replace damaged/destroyed road signs</li> <li>Replace damages/destroyed boundary fencing</li> <li>Investigate water supply options for future resilience.</li> </ul>	Action not relevant to FY2021/2022.	 <b>COMPLETED</b>
	In relation to the March 2021 Hawkesbury River Flood and in regards to infrastructure, undertake a process of replacing or repairing damaged/destroyed roads, bridges and other Council-owned infrastructure.	Council facilitated a range of initiatives to support disaster impacted residents including the EPA Green Waste Removal Program, administering funding to wellness initiatives, support services offered through the Community Hubs, and partnering with Red Cross and Lifeline to deliver targeted wellbeing programs.	 <b>COMPLETED</b>
	In relation to the 2019/2020 bushfires, support Business, Tourism and Industry by: <ul style="list-style-type: none"> <li>Building on work and activities already underway within the community</li> <li>Utilising local business as part of the recovery</li> <li>Implementing buy local programs</li> <li>Working with other State Government agencies to run business workshops</li> <li>Implementing local tourist initiatives</li> <li>Providing one-on-one support and mentoring to local businesses impacted directly and indirectly by the bushfires.</li> </ul>	Council has worked 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.	 <b>ONGOING</b>
	Provide support to the community led Disaster Resilience Pilot Project west of the River.	Council support provided in conjunction with bushfire activities. Grant funding received for resilience planning coordinator. Project commenced, auspiced by Peppercorn. Actions identified will be implemented by the FRRR working group.	 <b>COMPLETED</b>
	Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land.	Hazard reduction program approved and implemented as conditions permit, for Council owned or managed lands. Council has supported and contributed to the Bushfire Management Committee's Risk Management Plan.	 <b>COMPLETED</b>





Operational Plan Action	Description	Annual Comment	Status
<b>2.1.2: Make the Hawkesbury a friendly place where people feel safe.</b>	Implement 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.	Key Year 4 actions of the Hawkesbury Family and Domestic Violence Action Plan that were delivered in partnership include commencement of construction of short term accommodation for women and children who have experienced domestic violence, and delivery of awareness events such as 16 days of Activism, White Ribbon and Reclaim the Night.	▶ <b>IN PROGRESS</b>
	Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	Council worked in partnership with the Police at community events to deliver safety messages and collateral, including YouthFest and Hawkesbury Show	● <b>ONGOING</b>
	Implement priority activities and campaigns in the Road Safety Action Plan including child restraint fitting program and speed reduction campaigns.	Council promoted road safety social media campaigns and a child restraint fitting program.	● <b>ONGOING</b>
	Implement Year Two actions of the Dementia Friendly Hawkesbury Plan including facilitation of a Dementia Expo and delivery of 'Dementia Friend' training to businesses and Council staff.	Council delivered online awareness campaigns, delivered inclusive dance-therapy training and dementia inclusion awareness through the Zero Barriers Project.	▶ <b>IN PROGRESS</b>
<b>2.2: Participation in recreational and lifestyle activities is increased - Encourage and enable our community to participate in a healthy lifestyle</b>			
<b>2.2.1: Healthy, active ageing programs are promoted in partnership with government agencies and community organisations.</b>	Seek funding in partnership with Nepean Blue Mountains Primary Health Network to prepare a Community Health and Well-Being Action framework.	Council facilitated a range of initiatives to support disaster impacted residents including the EPA Green Waste Removal Program, administering funding to wellness initiatives, support services offered through the Community Hubs, and partnering with Red Cross and Lifeline to deliver targeted wellbeing programs.	✓ <b>COMPLETED</b>
	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.	Online promotion only of health awareness and active lifestyle programs of YMCA NSW during this period.	● <b>ONGOING</b>
<b>2.3: Community partnerships continue to evolve - Increase the range of local partnerships and plan for the future</b>			
<b>2.3.1: Encourage and facilitate community partnerships.</b>	Implement Community Sponsorship Program.	In the 2021/2022 financial year \$42,149 was allocated to eight applicants through the Community Sponsorship Program.	● <b>ONGOING</b>



Operational Plan Action	Description	Annual Comment	Status
<b>2.3.2: Support and expand active volunteering</b>	Promote the Cultural Services volunteer program.	There were 50 Library volunteers during the reporting period working on a variety of projects including assisting with children's activities, local and family history projects, assisting at technology workshops, at Library events and offering Justice of the Peace services. During the library COVID-19 closure period, the Library was able to offer online JP services. Training sessions in zoom were offered for Library volunteers with 15 people attending. 12 cultural services volunteers attended Accidental Counsellor training program. A volunteer day-trip to nearby artistic and heritage sites was undertaken, as well as an afternoon tea with service awards and gifts. The Museum has 15 active volunteers at the museum and 28 active volunteers in the gallery. The Gallery and Museum has trialed an online new rostering system.	✔ <b>COMPLETED</b>
	Support Clean-up Australia Day volunteers.	The Clean Up Australia Day Event for 2022 was not able to be undertaken due to the March 2022 flood event with a new date rescheduled in October 2022.	▶ <b>IN PROGRESS</b>
	Support volunteer Bush Care groups.	Bushcare volunteers were unable to attend their Bushcare sites for the most part of 2021 under COVID-19 restrictions, and ongoing flood issues. Instead Council's accredited bush regeneration contractors maintained these sites. Bushcare and Community Nursery Groups restarted in November 2021.  Two issues of the Hawkesbury Bushcare newsletter 'Weed All About It' were produced to keep Bushcare volunteers informed, updated and educated on their environment during the COVID-19 and flood period.  Nocturnal Nature Safaris and a Frog Hotel Workshop with Hawkesbury Bushcare and Hooked on Nature highlighting and showcasing the biodiversity and value of the Hawkesbury's essential habitat and native fauna at Charles Kemp Reserve, Redbank Creek and the Hawkesbury Community Nursery.	✔ <b>COMPLETED</b>
	Establish and Implement Civic Volunteer Program.	Due to COVID-19 restrictions, the volunteer program for the most part was not active during this reporting period. In 2022/2023 Council will finalise and launch its Volunteer Strategy to increase its Civic Volunteer Program.	● <b>ONGOING</b>
	Implement and review the annual program of tourism familiarisation tours for Museum volunteers.	Opportunities for tourism familiarisation activities with volunteer was limited within the reporting period. However, 22 library, museum and gallery volunteers enjoyed a visit to Tarella Cottage, the Ori Café and the Norman Lindsay Gallery on 21 June 2022.	▶ <b>IN PROGRESS</b>
<b>2.3.3: Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions.</b>	Continue a review of third party relationships, building upon learning from initial reviews.	The program of Third Party Reviews is continuing, with preparations made in the second half of the financial year for the conduct of the review of the Hawkesbury Sports Council. Implementation of actions from reviews conducted to date is also continuing.	▶ <b>IN PROGRESS</b>
	In conjunction with school principals and Parents and Citizens ('P and C') committees, implement community safety awareness programs in and around schools.	The 'Safety Around Schools' program was delivered as a partnership project between Council, Windsor Police and Transport for NSW. Through this program Council educates parents to improve driver behaviour and increase safety of pedestrians in and around school zones.	● <b>ONGOING</b>
	Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services.	There are two Council staff and one Councillor on the Board of Peppercorn Services Inc providing corporate governance support to the organisation.	● <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<b>2.3.4: Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury.</b>	Encourage community involvement in the development of plans for the management of parks.	Plans of Management and Masterplans for Colbee Park and Woodbury Reserve were finalised following extensive community consultation. The Colbee Park Plan of Management was adopted on 27 July 2021. A Public Hearing was held on 9 August 2021 to re-categorise the community land at Woodbury Reserve and consultation on the final draft Plan of Management and Masterplan for Woodbury Reserve closed on 21 September 2021. Final draft plans of management were developed for Yarramundi/Navua Reserve, McMahon Park and McQuade Park.  Woodbury Reserve Masterplan and Plan of Management was adopted on 8 February 2022.	● <b>ONGOING</b>
	Review parameters and goals of the Hawkesbury Sports Club in line with the Hawkesbury City Council Community Strategic Plan.	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.	✓ <b>COMPLETED</b>
<b>2.4: Community wellbeing and local services - Build on a sense of community and wellbeing</b>			
<b>2.4.1: Work in partnership with government and community organisations to improve services and facilities for disadvantaged and vulnerable groups, and to build stronger and more cohesive communities.</b>	<ul style="list-style-type: none"> <li>In relation to the 2019/2020 bushfires and March 2021 Hawkesbury River Flood, and in regard to health and wellbeing:</li> <li>Facilitate community hubs to provide assistance to disaster impacted communities (mental health, financial counselling, social support)</li> <li>Build resilience through informing and implementing community development initiatives related to the Infrastructure NSW Flood Preparedness Project</li> <li>Develop a Resilient Hawkesbury Strategy</li> <li>Develop place-based community continuity action plans to be implemented in partnership with the Local Emergency Management Committee and Hawkesbury community services.</li> </ul>	Opportunities for tourism familiarisation activities with volunteer was limited within the reporting period. However, 22 library, museum and gallery volunteers enjoyed a visit to Tarella Cottage, the Ori Café and the Norman Lindsay Gallery on 21 June 2022.	● <b>ONGOING</b>
	Participate on local, regional and State planning forums to advocate for the human service needs of the Hawkesbury.	Council works through the Western Parklands and Greater Cities Commission to highlight the specific needs of the Hawkesbury on these regional planning platforms.	● <b>ONGOING</b>
	Seek funding to implement community resilience and mental health programs in particular mental health outreach programs.	Council has attracted funding to implement community resilience and mental health programs during the reporting period including the Bright Ideas Nepean Blue Mountains Primary Health Network funded position, and the Community Hubs as funded by Resilience NSW.	● <b>ONGOING</b>
	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.	Following completion of key planning documents that influence the opportunities for an increase in Affordable Housing stock in the Hawkesbury, a workshop will be held in 2023 in conjunction with social and affordable housing providers to determine how to best progress outstanding actions from the Affordable Housing Working Group.	▶ <b>IN PROGRESS</b>
	Implement priority actions of the Hawkesbury Rough Sleeper Action Plan.	The Hawkesbury Rough Sleeper Action Plan was delivered during the 2019/2020 period. Council continues to work with partner agencies to support persons experiencing homelessness to access and maintain alternate accommodation.	● <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<b>2.4.2: Provide flexible services that can adapt to changing community needs and service demands.</b>	Undertake community consultation and engagement to understand community needs and service demands.	<p>Council's communication and engagement activities are guided by the Communication and Engagement Strategy. Face to face engagement has been limited because of COVID-19 restrictions however Council has been able to undertake the following engagements:</p> <ul style="list-style-type: none"> <li>Zoom community meetings with residents of Greens Road, Macdonald Valley and Upper Colo</li> <li>Your Hawkesbury Your Say online engagement tool for written submissions.</li> </ul> <p>The top five engagements on Your Hawkesbury Your Say were:</p> <ul style="list-style-type: none"> <li>Waste Service survey</li> <li>Flood Recovery Information</li> <li>Skate Park or BMX Track project</li> <li>South Windsor Park playground</li> <li>Grose River Bridge</li> </ul> <ul style="list-style-type: none"> <li>Facebook to share stories and information. The post with the highest reach was the Windsor Bridge update after the March 2022 floods with 94, 975 people reached</li> <li>Flyers and signage at key locations with bar codes with easy access to surveys</li> <li>Community newsletter in July, December and January to inform and encourage engagement</li> <li>Mayor on Air radio segments and media releases to inform and encourage engagement.</li> </ul>	● <b>ONGOING</b>
<b>2.5: Cultural Development and Heritage</b>			
<b>- Encourage and support all residents to participate in all aspects of community, cultural and civic life</b>			
<b>2.5.1: Encourage and support all residents to participate in all aspects of community, cultural and civic life</b>	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.	Key actions delivered during this period include the Zerio Barriers Project to increase business accessibility in the Hawkesbury and digital inclusion training through the Tech Savvy program.	● <b>ONGOING</b>
	Adopt the Hawkesbury Cultural Development Plan for Library, Museum and Gallery.	The development of the Cultural Plan has been rolled over into the next reporting cycle and is now due within the reporting cycle for 2022/2023. This additional timing will allow us to best respond to the changing Arts and Cultural needs the local community and visitors to the Hawkesbury.	● <b>ONGOING</b>
	Develop Youth Action Plan to understand the needs of young people and plan Hawkesbury's future with them.	Planning for young people in the Hawkesbury will be undertaken as part of the social planning work currently underway to develop a Community Wellbeing Outcomes Framework for the Hawkesbury.	● <b>ONGOING</b>
	Provide financial and other support to community groups to plan and deliver community events and activities.	Community events supported during this period include Hope Walk, International Women's Day, Seniors Week, YouthFest, National Day of Healing, NAIDOC, Reclaim the Night and 16 Days of Activism.	● <b>ONGOING</b>
<b>2.5.2: Provide community and cultural services through a range of affordable and accessible facilities.</b>	Continue to update and maintain the online Library, Museum and Gallery collection catalogues and make them accessible online.	The total number of library stock in the catalogue is currently 184,719 items and 128,428 total digital stock. Total number of Local studies items is 18,095 which was 37 separate entries catalogued for this reporting cycle. Some of these entries cover multiple items. The Gallery features 430 artworks and the has 2,336 Museum items available in the online collection.	✓ <b>COMPLETED</b>






Operational Plan Action	Description	Annual Comment	Status
<b>2.5.3: Recognise, conserve and promote the area's history and heritage for current and future generations.</b>	Recognise, conserve and promote the area's history and heritage for current and future generations.	<p>The Library held 30 history related programs with 926 participants attending, a 27% increase from last year. The photo collection has grown to 96,596 with 26,326 now available online. A batch image uploader has been developed by the library which will significantly increase the number of images online in the coming year. Total number of Local studies collection items is 18,095 an increase of 37 entries for this reporting cycle. During the COVID-19 lockdown period, staff transcribed a number of Council's historical rate books with 5 of these now online to view. 29 Hawkesbury local history stories have been included on Amplify platform for transcribing and are more discoverable and accessible to the local community.</p> <p>The Museum presented 5 history talks and ran history tours for 412 people comprising of school aged students, seniors and specialist history groups. The Museum developed a mini-museum dementia kit focusing on historical items which will be rolled out further in 2022/2023.</p>	 <b>ONGOING</b>
	Review and implement agreed priority actions of Council's Heritage Strategy.	<p>Through Council's Heritage Committee, the actions within the three year rolling Heritage Strategy were reviewed at Committee Meetings in October 2020 and March 2021 prior to being adopted by Council in August 2021.</p> <p>Implementation of the various actions occurs on an ongoing basis, particularly with respect to the annual Local Heritage Assistance Fund, and Heritage Advisory Service.</p>	 <b>ONGOING</b>
	Work with respective Committees to produce a range of media to promote the areas heritage.	<p>All opportunities used to promote the Hawkesbury's history and heritage, including:</p> <ul style="list-style-type: none"> <li>• Local Heritage Assistance Fund (record number of projects funded) Heritage Advisor (increased use of service)</li> <li>• Release of funding opportunities through NSW Heritage</li> <li>• Continued preparation of Information Sheets and Guidelines.</li> </ul>	 <b>ONGOING</b>
	Develop new opportunities to share and promote the area's history and heritage through exhibitions and publications.	<p>The Library created and updated 11 Fact Sheets relating to Local and family history during the past 12 months. Weekly social media posts were created for the Library using images from our collection. Some of these posts were viewed by over 10,000 people. The library presented exhibitions including the Hawkesbury Sketchbook of Charles Condor and RAAF history (100 years of the of the RAAF base in Richmond).</p> <p>The Museum presented the Paradise Lost exhibition which focused on the social history surrounding Paradise Gardens at Cattai which operated in the 1970s and 1980s. Additionally, the first stage of 11 Stories From the River Dyarubbin was presented featuring an audio walk focused on stories of the history of Dyarubbin's first people, the Dharug, colonial contact, settlement and frontier violence, floods and farming, geology, ecology and sustainability. 11 Stories From the River Dyarubbin is a collaborative public art work led by composer/ producer Oonagh Sherrard.</p>	 <b>COMPLETED</b>

# OUR ENVIRONMENT

 COMPLETED

 IN PROGRESS



 ONGOING

Operational Plan Action	Description	Annual Comment	Status
<b>3.1: The natural environment is protected and enhanced</b> - Value, protect and enhance our unique natural environment			
<b>3.1.1: Encourage effective management and protection of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.</b>	Develop a 'whole of river' management plan with other Council's along the Hawkesbury River.	Council has continued involvement and participation in the whole of Hawkesbury River Coastal Management Plan project in partnership with other Hawkesbury River councils. Stage 1 (Scoping Study) and Stage 2 (Determining the Risks, Vulnerabilities and Opportunities) have been completed, which has included the engagement of a Project Coordinator to progress the Plan. Note, Council's current Upper Hawkesbury Coastal Zone Management Plan remains in place until the combined Plan is completed.	 IN PROGRESS
	Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Implementation of priority actions of the Coastal Zone Management Plan has continued during the period, including: Water Quality Monitoring Program - Report Cards received from Department of Planning, Industry and Environment based on data collected by Council. Ongoing collection of data has continued in order to inform the preparation of further Report Cards given the funding has been obtained to continue the monitoring program. Updating of LEP and DCP provisions - inclusion as part of review of existing provisions Continued participation with Hawkesbury River councils with respect to preparation of a whole of river Coastal Management Program. In partnership with other Hawkesbury River councils, the Stage 1 (Scoping Study) and Stage 2 (Determining the Risks, Vulnerabilities and Opportunities) have been completed, which has included the engagement of a Project Coordinator to progress the Plan. Note, Council's current Upper Hawkesbury Coastal Zone Management Plan is still able to be relied upon to support funding applications under the NSW Governments Coastal Management Program up until December 2021.	 IN PROGRESS
<b>3.1.2: Act to protect and improve the natural environment including working with key agency partners.</b>	Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program.	A total of 1,400 'Approvals to Operate' were issued over the reporting period. This equates to approximately 15% of all on-site septic systems within the Hawkesbury LGA being of an acceptable standard. Of those systems inspected, 156 individual systems were found to be requiring attention in order to be considered acceptable. Close to 2,000 inspections overall were completed in the period by the team.	 COMPLETED
	Work with key agencies to investigate illegal land use activities such as the Natural Resource Access Regulator, Environmental Planning Authority and Department of Primary Industries to undertake investigations.	Council joined forces with the Environmental Protection Authority and Windsor Local Police to conduct an operation aimed at combating unlawful dumping of material in the Local Government Area. The operations were a success and Infringements were issued to offenders. Future joint operations are in the planning stage.	 ONGOING
	Work with key stakeholders for the protection of the natural environment, including: <ul style="list-style-type: none"> <li>Land Care</li> <li>Greater Sydney Local Land Services</li> <li>Penrith Council</li> <li>Hawkesbury River County Council</li> <li>NSW Department of Planning, Industry and Environment.</li> </ul>	Council's environmental team has been working closely with external organisations to promote natural restoration. These organisation include Penrith, The Hills Shire, Central Coast, Northern Beaches and Ku-ring-gai Councils, Greater Sydney Local Land Services, Department of Planning and Environment, Hawkesbury River County Council, NSW Department of Planning, Industry and Environment - The Foundation for National Parks and Wildlife and Hawkesbury Landcare.	 COMPLETED

Operational Plan Action	Description	Annual Comment	Status
<b>3.1.3: Minimise our community's impacts on habitat and biodiversity and protect areas of conservation value.</b>	Grow endemic plants at the community nursery for parks, reserves, and Land-care groups.	<p>During the 21/22 financial year, the Hawkesbury Community Nursery sold 44759 plants. The range of customers includes; sales to the public, Hawkesbury City Council, Penrith City Council, Bushcare Groups, Bush Regeneration Contractors, Landcare, local schools and Richmond TAFE, Greening Australia, Greater Sydney Local Land Services, Greater Sydney Local Landcare and Foundation for National Parks and Wildlife. While the general public was the largest customer (15752 plants), Greening Australia, Greater Sydney Landcare and plants supplied to Bushfire Recovery from a grant from Foundation for National Parks and Wildlife showed strong uptake.</p> <p>Volunteers have returned weekly and we have held 6 corporate volunteer events totaling over 100 attendees propagating more than 8000 plants. These corporate events are in partnership with the Foundation for National Parks &amp; Wildlife.</p> <p>Native plant giveaways from the Hawkesbury Community Nursery at the Hawkesbury Show and citizenship ceremonies continue annually.</p>	✓ <b>COMPLETED</b>
	<p>In relation to the 2019/2020 bushfires and in regard to waste and environmental planning:</p> <ul style="list-style-type: none"> <li>Removing damaged trees on private property near dwellings, associated fences, outbuildings and vehicular access, or near other buildings such as farm buildings</li> <li>Providing access to a planning consultant, waiving fees and contributions.</li> </ul>	Action not relevant to FY2021/2022.	✓ <b>COMPLETED</b>
	Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land.	<p>Council continues to undertake land management activities across 36 reserves throughout the Hawkesbury. This work continues to protect and enhance the Hawkesbury's riparian corridors, endangered ecological communities, wildlife corridors and high-value ecosystems.</p> <p>Council also continued to expend funding received to support environmental restoration activities from various agencies and organisations.</p>	✓ <b>COMPLETED</b>
	Undertake necessary studies and strategy to prepare for the commencement of the Cumberland Plain Conservation Plan.	<p>Preparation of Council's Strategic Biodiversity Land Use Planning Framework was completed in February 2021.</p> <p>A submission to the Draft Cumberland Plain Conservation Plan was considered by Council in September 2020 and subsequently lodged with the Department of Planning, Industry and Environment. The Plan has now been finalised by the NSW Government.</p>	● <b>ONGOING</b>
	<p>Implement priority actions of the Hawkesbury Ecological/Biodiversity Framework such as:</p> <p>Update Council's GIS Mapping to reflect new mapping</p> <p>Update legislative maps to reflect new mapping.</p>	Preparation of the Strategic Biodiversity Land Use Planning Framework has been substantially completed, with the recommendations/outcomes informing the review of the LEP and preparation of the new Development Control Plan.	▶ <b>IN PROGRESS</b>
<b>3.1.4: Use a range of compliance measures to protect the natural environment.</b>	Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance and Enforcement Policy.	Council Compliance staff have been involved in the investigation and successful prosecution of several unauthorised and environmentally harmful developments.	✓ <b>COMPLETED</b>










Operational Plan Action	Description	Annual Comment	Status
<b>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</b>			
<b>3.2.1: Our community is informed and acts to reduce our ecological footprint.</b>	Review and implement Council's Waste Education Program.	The Waste Education Program was reviewed and tailored to take into account the ongoing COVID-19 pandemic with no face to face opportunities able to be implemented. This has involved the continuation of War on Waste workshops being provided in an online format, in addition to a series of Sustainability initiatives including preparation of a video series loaded to Council's website providing practical and useful tips with respect to energy efficiency and solar power. Officers have continued involvement with respect to preparation of the new Waste Strategy which is likely to include a range of actions related to education, awareness and forming partnerships to deliver projects that minimise waste to landfill.	● <b>ONGOING</b>
<b>3.2.2: Alternative forms of energy are embraced throughout the Hawkesbury.</b>	Implement renewable energy and energy efficient projects.	Works have been completed at a number of Council owned sites including:- <ul style="list-style-type: none"> <li>• St Albans RFS, St Albans School of Arts of 10Kw battery facilitated roof top PV systems</li> <li>• Colo Heights Community Centre of 10Kw battery facilitated roof top PV systems</li> <li>• Bilpin Community Hall with installations of 10Kw battery facilitated roof top PV systems</li> <li>• South Windsor Sewer Treatment Works ground mounted 195Kw solar farm which completed a 295Kw system for the site supplying 40% of the energy requirements</li> <li>• Further we have planned rooftop systems for upcoming Pitt Town Community Centre, Elizabeth Street Childcare and Chas Perry Before and After day Care Centre.</li> </ul>	✔ <b>COMPLETED</b>

Operational Plan Action	Description	Annual Comment	Status
<b>3.2.3: Become a carbon neutral Local Government Area.</b>	Finalise the Hawkesbury Sustainability Strategy.	Drafting of the Environmental Sustainability Strategy has continued, and is being tailored in order to become an umbrella document that other strategies that relate to sustainability will sit under. Given the focus on completing the Hawkesbury Net Zero Emissions and Water Efficiency Strategy during the year, work associated with completing the Sustainability Strategy is now being combined with the review and update of the Climate Change Adaptation Action Plan and Risk Assessment. This work is also closely related to the preparation of a Resilience Plan that is also currently being undertaken by Council.	 <b>IN PROGRESS</b>
	Work with Western Sydney Regional Organisation of Councils (WSROC) on projects specifically targeting Council's work towards becoming a carbon neutral organisation, including the: <ul style="list-style-type: none"> <li>• Energy program</li> <li>• Waste management program</li> <li>• Climate change program</li> <li>• Heat Smart Program</li> <li>• Development of urban heat clauses for the Local Environmental Plan and Development Control Plan.</li> </ul>	<p>Council's environmental team has been working closely with external organisations to promote natural restoration. These organisation include Penrith, The Hills Shire, Central Coast, Northern Beaches and Ku-ring-gai Councils, Greater Sydney Local Land Services, Department of Planning and Environment, Hawkesbury River County Council, NSW Department of Planning, Industry and Environment – The Foundation for National Parks and Wildlife and Hawkesbury Landcare.</p> <p>In addition to adopting the Hawkesbury Net Zero Emissions and Water Efficiency Strategy in March 2021, Council has continued to work with WSROC on various environmental initiatives, including:</p> <p>Western Sydney Energy Program: Council's involvement in this Program has achieved annual savings from 2018 to 2023: \$29,000, and additional savings in first two years of the Western Sydney Energy Program: \$58,000. Activities delivered for Council included:</p> <ul style="list-style-type: none"> <li>• Support in business case development, through to final analysis and reporting for LED Street Lighting project (cumulative streetlight cost savings of more than \$145,196 and emissions reduction of approximately 850 tonnes of Carbon dioxide equivalent gases through Light Years Ahead regional collaboration) - Accessed external funding (mix of Community Energy Efficiency Project grant and Energy Saving Credits income) of \$280,833 as part of Light Years Ahead</li> <li>• Business Energy Advice Program: Collaborative community information and outreach program for Western Sydney small businesses</li> <li>• Support to include ecologically sustainable development (ESD) and low carbon precinct-level interventions in urban planning, and collaboration to develop energy-related planning controls</li> <li>• Participant in regional EV roadmap focusing on council fleet and charging infrastructure</li> <li>• Sharing of information across councils of best practice approaches.</li> </ul> <p>Turn Down The Heat Strategy and Programs: Heatwaves has been identified as the number one ongoing risk for Greater Sydney. As part of this WSROC project Council has been able to be part of successful grant applications including the HeatSmart Project (helping vulnerable community members and building capacity in community services around extreme heat) and Urban Heat Toolkit: LEP and DCP clause development to address extreme heat.</p> <p>Waste: Western Sydney Regional Waste Strategy and Programs: This allows Council to participate in a number of regional projects including on litter and illegal dumping, waste education, waste infrastructure analysis and planning, as well as to collaborate and stay informed from the other Council members and EPA.</p>	 <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<b>3.3: We reduce, reuse and recycle</b> <b>- Identify ways for our community to reduce, reuse and recycle waste</b>			
<b>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.</b>	Commence implementing priority actions of the Waste Management Strategy.	Waste Strategy being updated to include collection by City Planning. Report to Council this quarter.	● <b>ONGOING</b>
<b>3.3.2: Undertake community education on best practice environmental sustainability and climate change issues.</b> <b>DP2-35.01: Develop and implement environmental sustainability and climate change education programs.</b>	Facilitate advice on request from tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	Ongoing promotion and awareness of the series of videos prepared 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.	● <b>ONGOING</b>
<b>3.4: The sustainability of our environment is improved</b> <b>- Encourage and enable our community to make sustainable choices</b>			
<b>3.4.1: Work with businesses and tourism operators to promote good practice and sustainability principles.</b> <b>DP2-36.01: Undertake the industrial premises audit program.</b>	Undertake the industrial premises audit program.	Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment.	✓ <b>COMPLETED</b>
<b>DP2-36.02: Undertake the inspection of regulated commercial premises in accordance with a risk based program.</b>	Undertake the inspection of regulated commercial premises in accordance with a risk based program.	Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements and relevant Council Policies.	✓ <b>COMPLETED</b>
<b>3.4.2: Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.</b>	Finalise the review of Hawkesbury Development Control Plan (DCP).	A total of 10 meetings have been held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (seven) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted.	▶ <b>IN PROGRESS</b>
	Incorporate ecologically sustainable building and road construction practices into Council projects.	Our current efforts is directed towards incorporating the use of recycled materials into the construction processes where applicable. The suppliers are also encouraged to demonstrate how they practice and implement innovative approach with the delivery of various projects. This is a sustainable approach aimed at reducing landfill including waste/ disposal minimisation.	● <b>ONGOING</b>

# OUR ASSETS

 **COMPLETED**
 **IN PROGRESS**
 **ONGOING**

Operational Plan Action	Description	Annual Comment	Status
<b>4.1: Transport infrastructure and connections - Creating an integrated and well maintained transport system is an important local priority</b>			
<b>4.1.1: Our roads and other transport infrastructure will be planned and provided to ensure connected, efficient and safe movement for all modes of transport.</b>	Undertake a review of parking requirements and provisions in Windsor and Richmond, and implement solutions to address identified parking issues.	Council has identified problem parking areas within the Local Government Area, and is set to implement various strategies targeted at addressing these issues.	 <b>COMPLETED</b>
	Work with NSW Roads and Maritime Services (RMS) and Transport for NSW and provide input on their projects in the Hawkesbury local government area.	Council continues to work closely with Transport for NSW (previously Roads and Maritime Services), on regional road transport projects including: <ul style="list-style-type: none"> <li>Richmond Bridge Duplication</li> <li>Hawkesbury Nepean Valley Road Resilience Project</li> <li>High pedestrian activity areas</li> <li>Emergency response and network resilience to flooding.</li> </ul>	 <b>COMPLETED</b>
	Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	A range of opportunities have been investigated, including: <ul style="list-style-type: none"> <li>Discussions with local bus company Busways who are investigating having a fleet of zero emission's buses operating within the Hawkesbury Local Government Area.</li> <li>Transport for NSW with respect to strategic routes including evacuation routes and Richmond Bridge Duplication Project.</li> </ul>	 <b>ONGOING</b>
<b>4.1.2: Establish and maintain relationships with transport providers and other levels of government to improve and extend public transport services.</b>	Work with Peppercorn Services Inc. and other providers to improve access to community transport services.	Key outcomes achieved during this reporting period include the provision of community transport services during flood events, and an increase in the provision of transport services in outlying areas of the Hawkesbury.	 <b>ONGOING</b>
<b>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.</b>	Works and activities are undertaken in accordance with the Capital Works Program and Operational Plan.	Council's road network has suffered extensive damage and degradation following natural disasters and prevailing unfavourable climatic conditions. Works and maintenance activities are being prioritised to address the worst of the road damage and Council had completed scoping of damage from the March/April 2022 flood event. Damage claims were being prepared ahead of submission to Transport for NSW for determination and funding of repairs.	 <b>ONGOING</b>
<b>4.1.4: Provide mobility links throughout the City to connect our centres, parks and facilities.</b>	Seek funding to prepare an Active Transport Plan for the Hawkesbury.	This is an on-going activity and efforts are directed towards securing grant funding from both state and federal sources where applicable to supplement Council's allocated funding to achieve this goal.	 <b>ONGOING</b>
	Implement Council's road, footpath and cycleway program.	This is an on-going activity and efforts are directed towards securing grant funding from both state and federal sources where applicable to supplement Council's allocated funding to achieve this goal.	 <b>ONGOING</b>







Operational Plan Action	Description	Annual Comment	Status
<b>4.2: Utilities</b>			
<b>- Facilitate the delivery of infrastructure through relevant agencies and Councils own works</b>			
<b>4.2.1: Our community's current and future utility infrastructure needs (water, sewer, waste, stormwater, gas, electricity and telecommunications) are identified and delivered.</b>	Continue to explore opportunities to increase use of the recycled water system at the South Windsor Sewage Treatment Plant.	Council is currently expanding the existing recycled water system to the Church Street Park and McGraths Hill sewage treatment plant.	● <b>ONGOING</b>
	Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Ongoing representations have been made to public utility and asset owners including Sydney Water, Endeavour Energy and Transport for NSW for both Operational and Strategic service provision, particularly in the emergency response phase of those utilities' operations. Council continues to be involved in the planning for the Richmond Bridge duplication, Hawkesbury Nepean Valley Resilient Roads Project and has been advocating for the upgrade of the Pitt Town Evacuation Route.	✓ <b>COMPLETED</b>
	Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	The Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.  The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.	● <b>ONGOING</b>
<b>4.2.2: New development and infrastructure provision is aligned and meets community needs.</b>	Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Voluntary Planning Agreement Policy adopted by Council on 13 October 2020, and Vineyard Contributions Plan adopted by Council in February 2021.  Additionally, the Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.  The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.	✓ <b>COMPLETED</b>
<b>4.3: Places and Spaces - Provide the right places and spaces to serve our community</b>			
<b>4.3.1: Provide a variety of quality passive recreation spaces including river foreshores, parks, bushland reserves and civic spaces to enhance our community's health and lifestyle.</b>	Quality passive recreational spaces are provided and enhanced.	The following works were undertaken in the reporting period: <ul style="list-style-type: none"> <li>Deerubbin Park Landscape design and remediation of the Northern Boundary, completed on the 27 September 2021. Stage 2 Works currently scheduled for completion 12 November 2022.</li> <li>Governor Phillip Park (Additional Car and Boat Parking)</li> </ul> Car park layout design (stage 1 works) has been amended to include additional parking bays on Western side of site. Stage 1 works of the car park upgrades including the construction of a concrete walkway from the car park to the existing Power Boat Club house was completed on the 27 November 2021. Stage 2 works were on 18 February 2022.  Bona Vista Park - A shade shelter was added to Bona Vista Playground, a shade shelter placed over a picnic setting and 10 shade trees planted.  Detail design work for Colbee Park Master Plan has commenced with this work due to be completed by December 2022	● <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<b>4.3.2: Provide a variety of quality active recreation spaces including playgrounds, sporting fields, pool, stadium and multipurpose centres to enhance our community's health and lifestyle.</b>	Manage active recreational spaces in accordance with strategies and available resources.	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.	✓ COMPLETED
<b>4.3.3: Provide a variety of quality shared spaces including meeting spaces accommodating public art, cultural and environmental amenity to enhance our community's health and lifestyle.</b>	Continue to improve Cultural spaces to better support the community in the use of our spaces.	During the reporting period sound proofing was added to the library study rooms at the Central Library. Improvements to audio-visual facilities in the Charles Harpur room were also made. Howe House benefited from rectification works on its balcony and received fresh painting. Additionally a grant was received for an Interpretation Plan for Howe House with the work expected to be completed in 2022-23. The completed plan will provide a roadmap to future heritage interpretation opportunities at Howe House. Grant funded accessibility improvements were made to the Hawkesbury Regional Museum which now features sliding doors and a hearing loop. A further grant has been received in order to modernise the lighting within the Hawkesbury Regional Gallery which will improve energy efficiency, operability and aesthetic presentation of art. Digital equipment was purchased in support of enhanced program delivery for people unable to attend our programming as a result of either flooding or the pandemic.  Additionally, the first stage of 11 Stories From the River Dyarubbin was presented featuring an audio walk and experiential public artwork focused on stories of the history of Dyarubbin's first people, the Dharug, colonial contact, settlement and frontier violence, floods and farming, geology, ecology and sustainability. 11 Stories From the River Dyarubbin is a collaborative public art work led by composer/ producer Oonagh Sherrard.	✓ COMPLETED
	Prepare a Masterplan of North Richmond Town Centre to include the community precincts and community facilities and council carparks.	A Masterplan of North Richmond Town Centre to include the community precincts and community facilities and council carparks has been developed in draft as part of the Place Planning Process.	✓ COMPLETED
<b>4.3.4: Manage commercial spaces available for business and investment across the Hawkesbury's local centres.</b>	Seek to optimise occupancy rates and rental returns for Council owned commercial properties.	Optimised occupancy rates by leasing three new properties, leaving only 3 vacant shops and 5 vacant offices. Due to COVID-19 legislation, Council was unable to apply rental increases to impacted tenants. This meant that leases could not be renewed to market rate or CPI increases applied under existing leases. With restrictions ending in March 2022, staff are working with tenants to renew leases and the managing agent to attract new tenants.	● ONGOING
<b>4.3.5: Provision by Council of the administrative and commercial spaces on behalf of the community including the Councils Administrative Buildings, Local Libraries, Gallery, Museum and heritage buildings.</b>	Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	During the reporting period sound proofing was added to the library study rooms at the Central Library. Improvements to audio-visual facilities in the Charles Harpur Room were also made. Howe House benefited from rectification works on its balcony and received fresh painting. Additionally a grant was received for an Interpretation Plan for Howe House with the work expected to be completed in 2022-23. The completed plan will provide a roadmap to future heritage interpretation opportunities at Howe House. Grant funded accessibility improvements were made to the Hawkesbury Regional Museum which now features sliding doors and a hearing loop. A further grant has been received in order to modernise the lighting within the Hawkesbury Regional Gallery which will improve energy efficiency, operability and aesthetic presentation of art exhibitions.	✓ COMPLETED
	Implement Council's building maintenance program.	Ongoing maintenance of council facilities covering reactive and planned programs relating to building fabric, hydraulics, electrical, lifts and auto doors, security systems, fire services, communications, cleaning, air conditioning and pool services.	● ONGOING



# OUR FUTURE

 **COMPLETED**
 **IN PROGRESS**
 **ONGOING**

Operational Plan Action	Description	Annual Comment	Status
<b>5.1: Strategic Planning Governance - Encourage informed planning, balanced growth and community engagement</b>			
<b>5.1.1: Councils planning is integrated and long term.</b>	Ensure Council's planning in consistent with the Office of Local Government's Integrated Planning and reporting Framework.	Council has met all Office of Local Government Integrated Planning and Reporting guidelines and Council has implemented a more functional Planning and Reporting software program which has made reporting to the community easier and more readily available. A continuous business improvement process to further enhance Council's planning and budgeting processes internally is also underway.	 <b>ONGOING</b>
	Implement Council's Fit for the Future strategies.	All Fit for the Future Strategies have been implemented throughout the organisation, and have become business as usual. This provided Council with capacity to deal with the financial stresses and demands associated with the bushfires, floods and COVID-19 Pandemic. A further project to identify opportunities for continued sustainable service delivery is scheduled to commence in September 2021.	 <b>ONGOING</b>
<b>5.1.2: Councils decision making on all matters is transparent, accessible and accountable.</b>	Ensure compliance with Code of Meeting Practice.	Following a review as required within 12 months of the Council elections in December 2021, Council's Code of Meeting Practice (the Code) was adopted by resolution on 29 March 2022. When the Code was adopted amendments were made to adopt new mandatory provisions of the Model Code of Conduct, as well as non-mandatory provisions concerning the attendance of Councillors at Council and Committee meetings by audio-visual link.  Council has met the requirements of the Code to 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.	 <b>ONGOING</b>
	Process informal and formal requests for Council information and complete required reporting.	Council received 66 formal applications for access to information under the Government Information (Public Access) Act during the full year reporting period. The information relating to these applications was included in Council's published Disclosure Log as required by the Act. Council also received 557 informal access applications.	 <b>ONGOING</b>
<b>5.1.3: Council will continually review its service provision to ensure best possible outcomes for the community.</b>	Conduct a community satisfaction survey for the Hawkesbury.	The 2021 Community Satisfaction Survey was run from 27 July to 10 August 2021 with 401 residents surveyed. Results of the survey will be published to Council's website and be used to inform the review of Council's Community Strategic Plan and four-year delivery program as well as all other planning documents for Council.	 <b>COMPLETED</b>
<b>5.1.4: Encourage increased community participation in planning and policy development.</b>	Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements.	Engagement with the community occurred during the period with respect to: <ul style="list-style-type: none"> <li>• New Development Control Plan</li> <li>• Individual Planning Proposals</li> </ul>	 <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<b>5.1.5: The needs of our community will be reflected in Local, State and Regional Plans.</b>	Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	Regular meetings continue to be held with a range of government representatives, including: <ul style="list-style-type: none"> <li>Local, Commonwealth and State elected representatives</li> <li>Commonwealth and State Government representatives via Western</li> <li>Sydney City Deal Implementation Committee</li> <li>Greater Cities Commission Commissioners</li> <li>Department of Planning and Environment representatives</li> <li>Environmental Protection Agency representatives</li> <li>Transport NSW representatives</li> <li>Rural Fire Services representatives</li> <li>Resilience NSW representatives</li> <li>State Emergency Services representatives</li> <li>Participating in Western Parkland Authority's 'Blueprint' and Economic Development Strategy.</li> </ul>	● <b>ONGOING</b>
<b>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</b>			
<b>5.2.1: Our planning and actions will ensure that Aboriginal and Non Aboriginal heritage are integral to our City.</b>	Finalise the Hawkesbury Aboriginal Cultural and Hawkesbury Heritage Studies including the Aboriginal Cultural Heritage study.	The Hawkesbury Aboriginal Cultural Heritage Study was completed in February 2022. Further consultation on the draft was undertaken with Aboriginal representative groups and elders who had provided input into the preparation of the Study.  Progress on the Heritage Study has been impacted upon by the COVID-19 Pandemic both in 2020 and 2021 in terms of the consultants ability to undertake the necessary fieldwork and further research into potential individual heritage listed properties. The appointment of a full time heritage officer has enabled heritage projects, including this Study to be progressed.	● <b>ONGOING</b>
	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.	The Museum's grant funded Indigenous and endemic edible garden project has been disrupted during this year due to the COVID-19 Pandemic and flooding events. timelines for the delivery of the project have been renegotiated with the funding body and the project will be completed in the 2022/2023 reporting cycle.	● <b>ONGOING</b>
<b>5.2.2: Encourage and implement progressive urban design, sensitive to environment and heritage issues.</b>	Review the Hawkesbury Local Environmental Plan and finalise Hawkesbury Development Control Plan.	A total of 10 meetings have been held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (seven) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted.	▶ <b>IN PROGRESS</b>
	Complete masterplan and public domain plans for town centre revitalisation of Richmond, Windsor and South Windsor, with consideration for heritage and environmental actions.	The masterplan and public domain plans for the town centre revitalisation of Richmond, South Windsor and Windsor were developed and adopted by Council 29 September 2020.	✓ <b>COMPLETED</b>
<b>5.2.3: Sympathetic adaptive and creative uses for heritage sites and buildings across the City will be encouraged and promoted.</b>	Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required.	A number of individual planning proposals were processed during the period.  Further work has progressed in terms of the Council led LEP review and new Development Control Plan. This includes a total of 10 meetings held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted.	● <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<b>5.2.4: As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture.</b>	Implement actions of the Hawkesbury Reconciliation Action Plan.	Finalisation of the draft Reconciliation Action Plan is not yet complete. It is planned that the draft Plan will be prepared and forwarded to Reconciliation Australia for endorsement by the end of the 2022 calendar year.	● <b>ONGOING</b>
<b>5.3: Shaping our Growth - Respond proactively to planning and the development of local infrastructure</b>			
<b>5.3.1: Growth and change in the Hawkesbury will be identified, planned for and valued by the community.</b>	Implement the Local Strategic Planning Statement.	The Hawkesbury Local Strategic Planning Statement (LSPS) was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel. The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.	✓ <b>COMPLETED</b>
	Continue utilising the NSW State Government's ePlanning portal for an increasing number of development application types.	The following applications dealt with by Development Services are now lodged through the NSW State Government Planning Portal: <ul style="list-style-type: none"> <li>• Development Applications</li> <li>• Modification to Development Applications</li> <li>• Construction Certificates</li> <li>• Occupation Certificates</li> <li>• Subdivision Works Certificates</li> <li>• Subdivision Certificates</li> </ul> Applications under Section 68 of the Local Government Act are not yet accepted through the planning portal as that involves other Departments across Council which have not yet got processes in place to deal with these applications.	✓ <b>COMPLETED</b>
	Participate in the Planning Partnerships Group. This Group comprises the 8 Councils within the Western Parkland City, Blacktown City Council, Department of Planning, Infrastructure and Environment, Transport for NSW, Sydney Water and Greater Sydney Commission.	Staff continue to participate in the Western Sydney Planning Partnership's Group to pursue infrastructure and services outcomes for the Hawkesbury and have supported development of the Draft Blueprint, a central resource that identifies the existing, future and emerging priorities required to deliver the vision for the Western Parkland City.	▶ <b>IN PROGRESS</b>

Operational Plan Action	Description	Annual Comment	Status
<b>5.3.2: The diverse housing needs of our community will be met through research, active partnerships and planned development.</b>	Building on the work of the Affordable Housing Working Party, investigate affordable rental housing opportunities and partnerships.	Following completion of key planning documents that influence the opportunities for an increase in Affordable Housing stock in the Hawkesbury, a workshop will be held in 2023 in conjunction with social and affordable housing providers to determine how to best progress outstanding actions from the Affordable Housing Working Group.	▶ <b>IN PROGRESS</b>
	Implement priority actions from the Draft Local Housing Strategy.	The Hawkesbury Local Housing Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan.  As required, the Local Housing Strategy was submitted to the Department of Planning, Industry and Environment for endorsement with a series of ongoing discussions having been held with the Department in this respect. Endorsement of the Hawkesbury Local Housing Strategy was issued by the Department of Planning, Industry and Environment in September 2021.	▶ <b>IN PROGRESS</b>
<b>5.3.3: Plan for a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character.</b>	Implement priority actions from the Rural Lands Strategy.	Council's Rural Lands Strategy was adopted by Council in March 2021, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan.	▶ <b>IN PROGRESS</b>
	Complete the Rural Landscape Character Assessment for all rural areas of the Hawkesbury.	The Hawkesbury Rural Lands Study was adopted by Council in March 2021 which provides for a landscaped based assessment of rural character from which to base a Rural Landscape Character Assessment when this commences. It should also be noted that the Department of Planning and Environment is currently preparing Standard Instrument clauses relating to consideration of character, and the outcome and finalisation of that work will inform the Rural Landscape Character Assessment.	✓ <b>COMPLETED</b>
<b>5.4: Celebrating our Rivers - Protect, enhance and celebrate our rivers</b>			
<b>5.4.1: Celebrate and use our rivers for a range of recreation, leisure, tourism and event activities.</b>	Continue to develop plans to attract business to the Hawkesbury, including plans for the Clarendon precinct.	A Draft Clarendon precinct Plan has been developed and the commencement of Place Plans has commenced. This includes towns, villages and places across the Hawkesbury and will involve community and Councillor engagement. A Regional Western Parklands Investment Attraction brochure has commenced in development phase where Hawkesbury will be featured along with all the Western Parklands Councils.	✓ <b>COMPLETED</b>
<b>5.4.2: Develop active partnerships and implement programs designed to improve the health of our rivers and river banks.</b>	Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan, including: <ul style="list-style-type: none"> <li>Undertake water quality monitoring</li> <li>Update of Local Environmental Plan and Development Control Plan provisions</li> <li>Preparation of Fact Sheets/ Guidelines for targeted land uses.</li> </ul>	Implementation of priority actions of the Coastal Zone Management Plan has continued during the period, including: Water Quality Monitoring Program – Report Cards received from Department of Planning, Industry and Environment based on data collected by Council. Ongoing collection of data has continued in order to inform the preparation of further Report Cards given the funding has been obtained to continue the monitoring program. Updating of LEP and DCP provisions – inclusion as part of review of existing provisions. Continued participation with Hawkesbury River councils with respect to preparation of a whole of river Coastal Management Program. In partnership with other Hawkesbury River councils, the Stage 1 (Scoping Study) and Stage 2 (Determining the Risks, Vulnerabilities and Opportunities) have been completed, which has included the engagement of a Project Coordinator to progress the Plan. Note, Council's current Upper Hawkesbury Coastal Zone Management Plan is still able to be relied upon to support funding applications under the NSW Governments Coastal Management Program up until December 2021.	● <b>ONGOING</b>





Operational Plan Action	Description	Annual Comment	Status
<b>5.4.3: Encourage agricultural production, vegetation conservation, tourism, recreation and leisure uses within our floodplains.</b>	Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan, including: <ul style="list-style-type: none"> <li>Review and Update the Hawkesbury Flood Risk Management Study and Plan 2012.</li> </ul>	<p>A new Flood Policy was adopted by Council in October 2020 and subsequently amended in June 2021 due to changes in NSW Flood Planning Legislation.</p> <p>With respect to the review and update of the Hawkesbury Flood Risk Management Study and Plan 2012, necessary approvals have been sought and issued by the funding body in June 2021 with respect to the consultants brief, work plan and selected consultants. Preparation of the consultants brief in particular required considerable levels of collaboration with various NSW State Government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services.</p>	● <b>ONGOING</b>
	Implement priority actions from the Employment Lands Strategy, such as updating Council's Local Environmental Plan and Development Control Plan.	<p>Council's Employment Lands Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan.</p> <p>A total of 10 meetings have been held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted. The drafting of both the LEP Amendments and new Development Control Plan is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP Amendments and draft Development Control Plan.</p>	● <b>ONGOING</b>
<b>5.5: Reinforcing our dynamic places - The revitalisation of our town centres and growth of our business community</b>			
<b>5.5.1: Revitalise and enhance our two significant town centres of Windsor and Richmond, to create thriving centres each with its own character that attracts residents, visitors and businesses.</b>	Implement the Liveability Program across Windsor, South Windsor, and Richmond town centres.	Implementation of the Liveability Program is well underway. A Tender Procurement Process was run to engage Contractors to undertake the Construction Phase in Richmond and South Windsor town centres. Detailed Design was completed for Windsor Town and the project scope was changed as part of Council resolutions, and therefore detailed design plans were reviewed and redesigned and submitted and awaiting Heritage NSW approval. Following Heritage approval the next stage is select tender and construction phase for Windsor Town Centre.	● <b>ONGOING</b>
	Work with community event organisers to develop events that showcase and build on strengths of towns and villages.	<p>Council held Light Up Windsor Street Festival 22 December and Light Up Windsor Light Projections 18-24 December. Approximately 10 000 people came along and enjoyed the Street Festival including Christmas markets, live and roving entertainment. The event was delivered with the Windsor Business Group and supported by businesses in Windsor Mall and George Street Windsor.</p> <p>Despite COVID-19 restrictions Council has been working with community event organisers to plan and 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 Richmond Good Food Markets, Light Up Windsor, Kurrajong's Music in the Park.</p>	● <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<p><b>5.5.2: Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and community connection.</b></p>	<p>In conjunction with key partners, deliver an annual calendar of events.</p>	<p>The annual event calendar has continued to be refined and updated. Council works with event partners including sponsors and local community, sporting and business groups to deliver events for the Hawkesbury. Council has sponsored both community and business events.</p> <ul style="list-style-type: none"> <li>• Council continues to work with the Windsor Business Group on the Light Up Windsor Street Festival 22 December and Light Up Windsor Light Projections 18-24 December. It is important we work closely with this group to assist with communication, promotion and endorsement to local businesses within Windsor Town Centre. A strong relationship has been built with these local businesses which is encouraging and positive and will only assist with the event's growth.</li> <li>• Council sponsors the Hawkesbury Show held by the Hawkesbury District Agricultural Association</li> <li>• Council is working with Hawkesbury Harvest and a range of local producers in preparation for Savour the Flavour in October 2022.</li> <li>• Council continues to support and work with many event organisers such as the Richmond School of Arts to deliver events like the Fantasia Showstoppers Musical Theatre Drama and the Kurrajong Community Forum on Music in the Park.</li> </ul> <p>Council delivers five iconic annual events – Hawkesbury Fest, Savour the Flavour, Light Up Windsor, Australia Day on the Hawkesbury, a tent at Hawkesbury Show which are held through the year. COVID-19 restrictions had an impact on the delivery of events which were programed between July and December.</p>	<p>● <b>ONGOING</b></p>
<p><b>5.5.3: Assist our town and village centres to become vibrant local hubs.</b></p>	<p>Continue the implementation of Place- Making Strategies including undertaking a program to review and renew wayfinding and signage across the local government, particularly in, around, and to our town centres and villages.</p>	<p>Place Making Strategies have been implemented including the trial of a parklets in Richmond Town Centre in 2021. Ongoing engagement with the business community has been undertaken by the Place Making Officer in relation to the Liveability Project, Wayfinding and Signage and other business support initiatives and opportunities being offered by Council and partners. The Wayfinding and Signage Project has been in the strategy development phase and the detailed design phase has concluded with next stage moving into Tender Procurement for a Contractor to manufacture and supply signs.</p>	<p>✓ <b>COMPLETED</b></p>
<p><b>5.6: Instigating Place Making Programs – Celebrate our creativity and cultural expression</b></p>			
<p><b>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.</b></p>	<p>Maintain and refine annual events calendar.</p>	<p>The annual event calendar has continued to be refined and updated, particularly in response to COVID-19 restrictions. The events held were:</p> <ul style="list-style-type: none"> <li>• Online Citizenship Ceremony in July and September, on National Citizenship Day</li> <li>• Volunteer Appreciation Party transformed to the sending of gifts to our volunteers in November</li> <li>• Hawkesbury Christmas Appeal during November and December with donations for flood affected residents. Peppercorn coordinated the collection and distribution of goods</li> <li>• Light Up Windsor Street Festival 22 December and Light Up Windsor Light Projections 18-24 December. 10 000 people came along and enjoyed the Street Festival including Christmas markets, live and roving entertainment. The event was delivered with the Windsor Business Group and supported by businesses in Windsor Mall and George Street Windsor.</li> <li>• Australia Day on the Hawkesbury, Citizenship Ceremony and Australia Day Awards in January Hawkesbury Show Council Tent in May over 3 days Citizenship Ceremony in June.</li> </ul>	<p>● <b>ONGOING</b></p>



Operational Plan Action	Description	Annual Comment	Status
<b>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.</b>	Develop master plans for Kurrajong, North Richmond, Pitt Town and Clarendon Precinct and gain Community feedback through an exhibition process.	Preparation of Place Plans including community engagement has begun for Kurrajong, Kurmond and Bilpin amongst other towns, villages and places across the Hawkesbury. The Draft Place Plan has been developed and will be reviewed following all the community engagement and presented to Councillors for public exhibition in 2022/ 2023.	● <b>ONGOING</b>
<b>5.7: Tourism/ Economic Development – Promote our community as the place to visit, work and invest</b>			
<b>5.7.1: Working in partnership we will actively market our City and our capabilities to existing and potential businesses, visitors, investors.</b>	Building on the work of Destination NSW, prepare a Scoping Study for a Hawkesbury Branding and Communication Strategy.	<p>A Communication and Engagement Strategy was adopted by Council in September 2021 and will be reviewed to seek input from the new Council. The Strategy builds on the work of Destination NSW and recognises the significance of the community and visitors to the Hawkesbury. It also identifies a series of future communication and engagement actions.</p> <p>Council is continuing to build its brand recognition through the Visitor Information Centre's Discover the Hawkesbury tourism website and social media sites including Facebook and Instagram.</p> <p>A Corporate Style Brand Guide has been prepared and sets the framework for all Council's corporate collateral.</p>	▶ <b>IN PROGRESS</b>
	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.	<p>A comprehensive Tourism Operator Business engagement analysis was undertaken in 2021, the outcomes of which drove targeted engagement with and support of the business community. In addition to promoting the Australian Tourism Data Warehouse and the availability of Destination NSW funding, Council has delivered programs including:</p> <ul style="list-style-type: none"> <li>• Expansion of Business Bounce Back Mentoring Program;</li> <li>• Business training, support and industry networking sessions; and</li> <li>• Development of a Visitor Economy Action Plan named the Destination management Plan.</li> </ul>	▶ <b>IN PROGRESS</b>
	<p>Implement actions from the Hawkesbury Economic Development and Business Recovery Plan. Projects include:</p> <ul style="list-style-type: none"> <li>• Review and enhance the WSU scholarship program.</li> <li>• Continue the delivery of Council's business communication such as the monthly e-newsletter.</li> <li>• Provide ongoing support to local businesses through the COVID-19 Pandemic and business recovery from the 2019/2020 bushfires and 2020 and 2021 floods.</li> </ul>	The implementation of the Hawkesbury Business Recovery Plan is well underway with the review and enhancement of the Hawkesbury WSU Scholarship Program completed and the program has been renewed until 2024. The monthly business e-newsletter is distributed to the business community each month and provides relevant business information and updates. Ongoing business support continues with the delivery of business webinars, business visits and business engagement.	✓ <b>COMPLETED</b>
<b>5.7.2: Working in partnership we will develop the Hawkesbury tourism product to enhance and strengthen opportunities within our tourism sector.</b>	Work with Destination NSW, Destination Sydney Surrounds North and operators to identify and pursue opportunities to grow local tourism.	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. Throughout the COVID-19 Pandemic, brochures available for purchase in hard copy at the Visitor Information Centre were converted to e-brochures and made available for purchase online, which proved to be quite popular with the rise in people taking up bushwalking during lock-down restrictions. Work continues in promoting the Hawkesbury region through social media and digital platforms.	● <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<b>5.7.3: Businesses are encouraged and upskilled to adopt more ethical and sustainable practices.</b>	<ul style="list-style-type: none"> <li>Design and deliver a program of workshops, Business 101 seminars, and skills development opportunities to increase knowledge and capacity to help local businesses adapt, grow and increase resilience.</li> <li>Support increased networking among existing business owners and support business events and awards programs</li> <li>Promote Council-owned spaces for businesses to meet and network.</li> </ul>	An annual program of workshops and business seminars was delivered over 2021 - 2022. These covered varying topics including business adaptability, increasing on line presence and business planning. A series of Tourism Industry Engagement sessions were run which was complimented by a mentoring program this was commenced in 2021 - 2022 and will continue to run into the next financial year. Council owned spaces was heavily promoted for business to meet and network through the business events held.	✓ <b>COMPLETED</b>
<b>5.8: Industry - Increase the range of local industry opportunities and provide effective support to continued growth</b>			
<b>5.8.1: Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region.</b>	Implement Local Strategic Planning Statement.	<p>The Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.</p> <p>The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.</p>	● <b>ONGOING</b>
	Implement priority actions from the Employment Lands Strategy, including: <ul style="list-style-type: none"> <li>Commence planning for the Clarendon Employment Precinct</li> <li>Update of Local Environmental Plan and Development Control Plan.</li> </ul>	<p>Council's Employment Lands Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan.</p> <p>Planning for the Clarendon Employment Precinct has commenced, but ongoing engagement with relevant stakeholders is required.</p> <p>A total of 10 meetings have been held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted. The drafting of both the LEP Amendments and new Development Control Plan is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP Amendments and draft Development Control Plan.</p>	● <b>ONGOING</b>
<b>5.8.2: Increase the focus on jobs and innovation to build on our strengths and achieve a diverse industry base.</b>	Identify and develop strategic relationships with potential partners.	<p>Regular meetings held with a range of government representatives, including:</p> <ul style="list-style-type: none"> <li>Local, Commonwealth and State elected representatives</li> <li>Commonwealth and State Government representatives via Western Sydney City Deal Implementation Committee</li> <li>Greater Sydney Commission Commissioners- Department of Planning and Environment representatives</li> </ul>	● <b>ONGOING</b>
<b>5.8.3: Actively support the retention of the Richmond Royal Australian Airforce Base and enhanced aviation related industry, building on existing facilities.</b>	Pursue opportunities such as the Greater Sydney Commission District Plan and City Deal to press for retention and expansion of the RAAF and related activities at Richmond.	Work has commenced on the development of a masterplan for the Clarendon precinct which includes the Royal Australian Air Force (RAAF) base at Richmond.	● <b>ONGOING</b>

Operational Plan Action	Description	Annual Comment	Status
<b>5.8.4: Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.</b>	Ensure the retention of agricultural lands through relevant planning processes.	Council's Rural Lands Strategy was adopted by Council in March 2021, and is being implemented through informing the final adopted version of the Hawkesbury Local Strategic Planning Statement. The Rural Lands Strategy is also informing the LEP Review process and preparation of the new Hawkesbury Development Control Plan.	 <b>ONGOING</b>
	Implement priority actions from the Sustainability Strategy.	Drafting of the Sustainability Strategy has continued, and is being tailored in order to become an umbrella document that other strategies that relate to sustainability will sit under. Given the focus on completing the Hawkesbury Net Zero Emissions and Water Efficiency Strategy during the year, work associated with completing the Sustainability Strategy is now being combined with the review and update of the Climate Change Adaptation Action Plan and Risk Assessment. This work is also closely related to the preparation of a Resilience Plan that is also currently being undertaken by Council.	 <b>ONGOING</b>
<b>5.8.5: Plan for the continuance and growth of agricultural industry uses with in the Hawkesbury.</b>	Implement Local Strategic Planning Statement including identified priorities and actions associated with Land Use Policy documents such as: <ul style="list-style-type: none"> <li>• Update of Local Environmental Plan 2012 and Development Control Plan 2002 to reflect adopted Hawkesbury Local Strategic Plan.</li> </ul>	<p>The Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.</p> <p>The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.</p> <p>Further work has progressed in terms of the Council led LEP review and new Development Control Plan. This includes a total of 10 meetings held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted.</p>	 <b>ONGOING</b>
	Implement priority actions from the Employment Lands Strategy such as: <ul style="list-style-type: none"> <li>• Commence planning for the Clarendon Employment Precinct</li> <li>• Update Council's Local Environmental Plan and Development Control Plan.</li> </ul>	<p>Council's Employment Lands Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan.</p> <p>Planning for the Clarendon Employment Precinct has commenced, but ongoing engagement with relevant stakeholders is required.</p> <p>A total of 10 meetings have been held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted.</p>	 <b>ONGOING</b>



Address	366 George Street, Windsor NSW 2756
Mailing Address	PO Box 146, Windsor NSW 2756
Phone	(02) 4560 4444
Email	<a href="mailto:council@hawkesbury.nsw.gov.au">council@hawkesbury.nsw.gov.au</a>
Website	<a href="http://www.hawkesbury.nsw.gov.au">www.hawkesbury.nsw.gov.au</a>
Office Hours	Monday to Friday 8:30am - 5pm