



attachment 1  
to  
item 35

Delivery Program 2013-2017  
Progress Report:  
1 July 2016 - 31 December 2016

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





DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
<b>DP-01 Prepare strategies for town centres and villages that also showcase our heritage and character</b>			
OP4-01.01 Work with community event organisers to develop events that showcase and build on strengths of towns and villages	Number of events	Delivered	Events conducted were the Hawkesbury Garden Competition, Macquarie Park Boat Launch Facility opening, Waste 2 Art, Shop.Cook.Save, Community Appreciation Party, Garage Sale Trail, Natalie Burton Memorial Award Ceremony, Local Government Week, Mayoral Christmas Appeal
<b>DP-02 Prepare and commence implementation of Windsor and Richmond Master Plans</b>			
OP4-02.01 Continue to progress Hawkesbury Horizon Initiative	Investigate Regionally Significant Projects	Commenced	A consultant was engaged to prepare the Hawkesbury River Foreshore Investigation business case and feasibility study
<b>DP-03 Develop a program of events and model for conducting them successfully</b>			
OP4-03.01 Resource the planning of activities which celebrate community diversity in conjunction with inter-agency organising committees	Number of events supported	Partially delivered	During this period Council has supported two activities associated with NAIDOC Week and International Day for People with Disability. Planning commenced for activities associated with Harmony Day, Youth Week, Seniors Week and International Women's Day
OP4-03.02 Implement Procedure for Events on Public Land	Procedure implemented	Partially completed	A procedure was piloted and is to be further refined before final implementation



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-03.03 Develop and promote a program of events run by Council and assist in promoting community events	Program developed and assistance provided to community event organisers	Commenced	Development of a Council events program commenced. Ongoing promotion of Council and community events was undertaken through Council's Events Facebook Page
<b>DP-04 Implement the Hawkesbury Residential Land Strategy</b>			
OP4-04.01 Assist the Department of Planning and Environment in the planning and release of the North West Growth Centre Vineyard Precinct	Assistance provided as required	Delivered	Assistance was provided as requested. The public exhibition of the draft plan commenced in December 2016
OP4-04.02 Investigate, prepare and assess Planning Proposals in accordance with recommendations of the Hawkesbury Residential Land Strategy	Investigations and planning proposals consistent with Hawkesbury Residential Land Strategy	Achieved	Four planning proposals were received/prepared, three planning proposals were not proceeded with, one planning proposal was finalised
<b>DP-05 Establish partnerships with developers and community housing providers</b>			
OP4-05.01 Investigate and report on affordable rental housing partnership proposals for Council's consideration	Affordable Rental Housing Partnerships reported to Council	Commenced	A proposal for an affordable housing partnership on Council land was developed by Wentworth Community Housing. This is to be presented to Council for consideration
<b>DP-06 Develop and implement a Rural and Resource Lands Strategy</b>			
OP4-06.01 Seek funding to develop a Rural and Resource Land Strategy	Funding sought	Not delivered	Funding options not available



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments	
<b>DP-07 Review and implement the Heritage Strategy</b>				
OP4-07.01	Implement agreed priority actions within the Heritage Strategy in partnership with the Heritage Advisory Committee	Priority actions of the Heritage Strategy implemented	Commenced	Seven grant were provided to commerical properties in Windsor and Richmond under the Local Heritage Assistance Fund 2016 – 2017. The Heritage Trail signage for Peninsula Precinct, Windsor was designed
<b>DP-08 Develop and implement strategies to deliver sustainable services and facilities</b>				
OP4-08.01	Continuing assessment and monitoring of existing building services and facilities against industry standards	Assessments undertaken. Monitor and record actions for improvements	Partially delivered	Building audits completed on services and facilities rated using the National Asset Management System Standard. Models developed and needs analysed
OP4-08.02	Promote and foster business process review during the annual budget process and, where appropriate, implement outcomes of the review	Processes reviewed and implemented where appropriate	Commenced	A review was conducted on the Workshop and Stores at Council's Depot, the recommendations resulting from this review are being considered to determine optimal implementation. As part of implementing Council's Fit for the Future Plan, all of Council's services are to be reviewed. Specific processes will be identified as part of the development of the 2017/2018 Draft Operational Plan, due to commence in February 2017



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-08.03 Develop library services strategically and in response to social, economic and environmental changes, and in accordance with State Library NSW benchmarks	Implement 2016/2017 strategies in Library Action Plan	Partially completed	In order to meet Library user needs: collections were updated and new types of collections developed; library spaces were improved and furnishings replaced or refurbished; social media and online tools were developed to promote, provide information and communicate with library patrons; library programs were evaluated and developed
OP4-08.04 Identify benchmarks as required for the provision of community services and facilities for existing and future communities in partnership with Human Services Advisory Committee (HSAC)	Benchmarks identified	Completed	Benchmarks were identified as required
OP4-08.05 Undertake a base line review of current service delivery model and develop a transitional project to align services, roles and processes with Council's strategic goals	Current operating model review completed by 31 July 2016. Revised operating model developed by 30 September 2016	Commenced	A review of services to ensure consistency with Council's strategic goals commenced
<b>DP-09 Implement the Hawkesbury Floodplain Risk Management Plan</b>			
OP4-09.01 Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan in partnership with the Floodplain Risk Management Advisory Committee	Commencement of priority actions of the Hawkesbury Floodplain Risk Management Plan	Commenced	The majority of action items such as Emergency Management related to the Jim Anderson Bridge and Evacuation Routes are subject to the outcomes of the Hawkesbury Nepean Floodplain Review Taskforce. Council is awaiting for the final report from the Taskforce
<b>DP-10 Implement the Road Safety Action Plan</b>			



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-10.01 Implement priority activities and campaigns in the Road Safety Action Plan as negotiated with Roads and Maritime Services	Annual action plan developed and implemented	Partially completed	Of four activities in the Road Safety Action Plan two have been completed, the Child Restraints Program and Learner/Driver workshops. Two remaining activities are due for completion by May 2017
<b>DP-11 Implement the Crime Prevention Strategy for Windsor and Richmond CBDs</b>			
OP4-11.01 Action on this activity is pending completion of Hawkesbury Horizon Initiative	N/A	N/A	
<b>DP-12 Implement the Natural Hazards Resilience Study</b>			
OP4-12.01 Implement priority actions of the Natural Hazards Resilience Study	Priority actions implemented	Scheduled to commence	Scheduled to commence in first half of 2017
<b>DP-13 Participate with other authorities in the planning and implementation of their safety plans</b>			
OP4-13.01 Work with Rural Fire Service to develop yearly hazard reduction programs on community managed land	Program developed	Completed	Meetings with RFS regarding the hazard reduction program were held in October 2016
OP4-13.02 Convene Local Emergency Management Committee (LEMC) meetings in accordance with statutory requirements	LEMC meetings held and secretariat support provided	Delivered	Meetings were held as required



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
<b>DP-14 Lobby for improved environmental flows</b>			
OP4-14.01 Undertake lobbying action as a result of Council resolutions dealing with these issues	Lobbying undertaken	Completed	All actions identified as a result of Council resolutions were actioned as required
<b>DP-15 Lobby and take action to improve water quality</b>			
OP4-15.01 Provide pump out services to limit nutrients and pollutants from onsite sewerage management systems entering waterways	Pump out service provided within agreed timeframes	Delivered	Pumpout services were provided within agreed timeframes
OP4-15.02 Provide a trade waste service to commercial and industrial premises	Trade waste service provided in accordance with service standards and levels	Delivered	Trade waste services were provided within service standards and levels
OP4-15.03 Continued operation and maintenance of sewage treatment plants, pump stations and reticulation in accordance with EPA licence to service the community	Sewage treatment plants and major pump stations alarms responded to within one hour. Minor pump stations alarms responded to within four hours. EPA license conditions met and service standards achieved	Partially achieved	<p>Sewage treatment plant and major pump station alarms were responded to within one hour. Minor pump station alarms were responded to within four hours.</p> <p>South Windsor Sewage Treatment Plant achieved 100 % compliance with licence conditions</p> <p>McGraths Hill Sewage Treatment Plant achieved full compliance with test results, with the exception of the 90th percentile limit for BOD</p>





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OP4-15.04	Reduce gross pollutants entering waterways through the provision of Gross Pollutant Traps	Gross pollutants captured, measured and reported	Achieved	Traps were monitored on a regular basis and cleaned as necessary. A total of 43 tonne of waste was removed
OP4-15.05	Implement the Upper Hawkesbury River Estuary Coastal Zone Management Plan	Commence implementation of priority actions	Commenced	Council received notification from the Minister for Planning that the CZMP has received certification under the Coastal Protection Act 1979
<b>DP-16</b>	<b>Lobby and take action to improve river management actions, including elimination of wakeboard boats to minimise bank erosion</b>			
OP4-16.01	Undertake lobbying action as a result of Council resolutions dealing with these issues	Lobbying undertaken	Completed	All actions identified as a result of Council resolutions were actioned as required
OP4-16.02	Participate in the Greater Sydney Local Land Service's Local Government Advisory Group	Meetings attended as required	Achieved	Meetings were attended as required
OP4-16.03	Undertake studies and investigations as a result of Council resolutions on river dredging licence application	Investigation and relevant studies completed and reported to Council	Commenced	A Business Case for Navigation Dredging of the Hawkesbury River between The Breakaway and Sackville Ferry was completed. Expressions of interest were sought from suitably qualified and experienced companies to obtain the necessary approvals and undertake dredging works. Expressions of interest are currently being assessed and to be reported to Council for consideration in early 2017
<b>DP-17</b>	<b>Review and implement the Waste Education Program</b>			



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-17.01 Review and implement Waste Education Programs	Waste Education Programs activities undertaken	Delivered	<p>Activities undertaken included a Waste2Art competition for school children in Kindergarten to Year 6, production and distribution of the "Household Waste Guide" to all service users, "Love Food Hate Waste" (food waste avoidance) public displays in conjunction with WSROC, an E-waste Recycling Event, Christmas Recycling (additional services) promotion and advertising, recycling bin contamination monitoring and education program for repeat offenders, the Garage Sale Trail – assisting the community to hold individual and communal garage sales, "Compost Revolution" subsidised sale of compost bins and worm farms, maintenance of Council recycling station for the collection of toner cartridges, alkaline batteries, CDs and DVDs, corks, and old mobile phone</p> <p>The Waste Education Officer was also available to provide individual advice to our community on the best way to manage their waste products on a daily basis</p>
<b>DP-18 Showcase a range of initiatives to reduce environmental footprint by use of recycled/renewable resource materials</b>			
OP4-18.01 Commence implementation of Strategic waste management plan for Hawkesbury City Waste management facility	Implementation commenced	Commenced	Preparation of Strategic Waste Management Plan was ongoing. The Plan is 90% complete



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments	
OP4-18.02	Where appropriate, utilise recycled road-base material in order to reduce our dependency on non-renewable resources	Amount of recycled road-base used	Achieved	Recycled road base material was included in Council's tender for the procurement of road material. Quantity used was 16,500 tonne
OP4-18.03	Undertake an audit of kerbside recycling services to establish use and contamination levels	Audit of identified properties completed	Scheduled to commence	Scheduled to commence in first half of 2017
<b>DP-19</b>	<b>Explore business opportunities in waste management</b>			
OP4-19.01	Provide domestic and commercial waste and recycling collection services to the community	Services provided to the community in accordance with customer service standards	Partially delivered	Recycling services were provided by JJ Richards with Council waste removal section servicing the community in accordance with customer service standards
OP4-19.02	Expand the operation of recycled water system at South Windsor Sewage Treatment Plant	Number of customers connected to recycled water system. Volume of recycled water used	Achieved	The number of customers increased from eight to nine. Total volume used was 99.82 ML
OP4-19.03	Review business models for the delivery of sewerage services	Ongoing review of business best practice	Completed	Decision to implement model yet to be made
OP4-19.04	Continued operation of Hawkesbury City Waste Management Facility	Facility open to the public every day except for Public Holidays in order to meet community's expectation of waste management and recycling services	Delivered	The facility was open every day except for public holidays



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
<b>DP-20 Review and implement the Water and Energy Saving Action Plans</b>			
OP4-20.01	No action - budgeted works completed in previous years	N/A	N/A
<b>DP-21 Encourage sustainable built environment</b>			
OP4-21.01	Development Control Plan and other relevant planning documents reviews to include provisions encouraging comprehensive sustainability actions above the minimum required by BASIX	Sustainability provisions included in relevant reviewed documents	Commenced A comprehensive review of the Hawkesbury Development Control Plan commenced
OP4-21.02	Support retention of Sustainable Living Guide website	Sustainable Living Guide link retained on Council's website for financial year	Delivered Sustainable Living Guide was available on Council's website at <a href="http://sustainability.hawkesbury.nsw.gov.au">http://sustainability.hawkesbury.nsw.gov.au</a>
<b>DP-22 Development and implement environmental education programs</b>			
OP4-22.01	Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices	Information provided as required	Delivered Information was provided as necessary



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments	
OP4-22.02	Develop and implement a tactical compliance program to raise awareness of illegal dumping	Programs developed and delivered	Partially delivered	A special operation targeting illegally dumped waste commenced on 1 July 2016 and is scheduled to finish on 30 June 2017. The goal of the operation is to establish an overall baseline of illegal dumping in the Hawkesbury and to establish the overall cost to the community
OP4-22.03	Develop and implement a targeted program to support improved environmental management controls in small/medium enterprises	Programs developed and delivered	Scheduled to commence	Scheduled to commence in first half of 2017
OP4-22.04	Undertake the inspection of regulated commercial premises in accordance with a risk based program	Inspections undertaken	Achieved	Inspections of septic systems, food, public swimming pools, skin penetration and legionella premises were undertaken in accordance with legislative requirements
OP4-22.05	Develop community awareness on environment and bush care values, threatened and endangered species	Number of workshops and educational opportunities provided	Commenced	A bush regeneration workshop was held at Lower MacDonald in partnership with TAFE
<b>DP-23</b>	<b>Demonstrate ecologically sustainable development by example</b>			
OP4-23.01	Continued operation of recycled water systems at South Windsor and McGraths Hill Sewage Treatment Plants	Reduction of potable water used through increase in use of recycled water	Achieved	Total volume used was 99.82 ML



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-23.02 Incorporate ecologically sustainable building practices into Council projects	Water and energy efficient products and technology used Sustainable and renewable building materials used and recycling included in work undertaken	Commenced	Capital works undertaken included sustainable and efficient products. Works included recycling requirements
OP4-23.03 Rate Council buildings using NABERS	Comparison to base year established	Not commenced	Waiting finalisation of metering installations partially completed



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments	
<b>DP-24 Develop an Integrated Land-use and Transport Strategy with partners and providers</b>				
OP4-24.01	Seek funding and partnerships for the preparation of a Transport Strategy for the Hawkesbury	Funding and partnerships sought	Not achieved	Funding options not available. Partnerships being discussed with NSW Roads and Maritime Service and others
<b>DP-25 Engage with WSROC and other regional bodies to improve public transport services at a local and regional level</b>				
OP4-25.01	Provide support to the Local Traffic Committee	Support provided	Delivered	Traffic management and technical support was provided to the Local Traffic Committee (LTC). LTC meetings were held each month except December. Agenda items for meeting were provided and associated actions completed
OP4-25.02	Coordinate the implementation of the Hawkesbury Mobility Plan	Annual works program implemented	Completed	Phase 3 extension of Bligh Park to South Windsor shared pathway was completed. Pedestrian improvements at intersection of Church Street and Argyle Street, South Windsor were completed
OP4-25.03	Deliver community transport services in accordance with contracted outputs as negotiated with funding bodies	Contracted outputs achieved	Achieved	Outputs were achieved
<b>DP-26 Complete data collection and set service levels for different categories of road</b>				
OP4-26.01	Use road data to assist in determining service levels based on priorities and funding available	Model updated and utilised to establish priorities and affordability of service options	Completed	Road data and modeling was utilised in determining projects and cost estimates



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments	
<b>DP-27 Explore best practice models for road maintenance</b>				
OP4-27.01	Identify potential models for road maintenance delivery	Models identified	Completed	Best practice models were reviewed and implemented where appropriate. Review of sealing options commenced
<b>DP-28 Undertake operational programs associated with roads and ancillary facilities</b>				
OP4-28.01	Provide a town and village cleaning service	Town and village cleaning and presentation carried out in accordance with schedule	Delivered	Street sweeping was carried out daily in accordance with the scheduled road list
OP4-28.02	Undertake road and footpath inspections to develop and implement maintenance and renewal programs	Maintenance and renewal programs development and implemented	Completed	Works were identified and completed on a priority basis
OP4-28.03	Construct, maintain and rehabilitate road related assets including road pavements and shoulders	Works completed on time and within budget	Completed	Works were scheduled in accordance with program requirements
OP4-28.04	Maintain the bridge network in accordance with condition assessment	Works completed on time and within budget	Completed	Works were schedule in accordance with program requirements
OP4-28.05	Construct, maintain and reconstruct kerb and gutter and foot paving	Works completed on time and within budget	Completed	Works were scheduled on a priority basis and in accordance with program requirements





DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-28.06 Erect and maintain street names and line marking	Works completed on time and within budget	Completed	Works were scheduled in accordance with program requirements
OP4-28.07 Maintain car parking areas	Works completed on time and within budget	Completed	Works were schedule in accordance with program requirements
<b>DP-29 With providers and users, identify any telecommunication service shortfalls</b>			
OP4-29.01 Liaise with service providers to understand service supply and shortfall matters for area	Information gathered and reported	Completed	NBNCo provided Council with an update on the NBN fixed wireless rollout in November 2016. NBNCo advised of its consultation with community on new infrastructure provision
<b>DP-30 Lobby to improve delivery of services, including a range of services</b>			
OP4-30.01 Lobby NBN Co to continue the fast track roll out of NBN to remaining parts of the Hawkesbury	Lobbying undertaken as appropriate	Completed	Mobile Blackspot Program Round 2 funding was announced in December 2016. Funding was provided for a mobile tower at St Albans. The Council nominated site was supported by the MacDonald Valley Association in order improve mobile phone service in St Albans
OP4-30.02 Lobby other providers to improve the range of services and coverage	Lobbying undertaken as appropriate	Completed	Lobby was undertaken as required
<b>DP-31 Investigate telecommunications directions, in particular the digital era, and report</b>			



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-31.01 No Action – completed in previous years and progressed in Activity 30	N/A	N/A	



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
<b>DP-32 Define local and regional markets</b>			
OP4-32.01	Monitor markets and trends	Details provided on website. Local economy profile and Investment prospectus available	Partially completed Economic and community demographic data was made available on Council's website. Development of a new business website progressed
<b>DP-33 Implement a Tourism Strategy</b>			
OP4-33.01	Progress the priority actions of the Tourism Strategy	Tourism Working Group established and meets Hawkesbury Tourism website redevelopment completed, live and usage tracked. Visitor Services resources review completed and reported.	Partially achieved The Tourism working group met. Tourism website redevelopment progressed and is expected to go live in the first half of 2017. A visitor services review commenced. Finalisation of review is subject to effective tourism website deployment
OP4-33.02	Seek funding sources for priority projects	Funding applications submitted. Lobbying undertaken with partners targeting State government agencies.	Commenced Funding opportunities are subject to State Government tourism programs availability and associated criteria and Destination NSW's new approach to regional marketing opportunities. The tourism partnership with the Regional Strategic Alliance councils progressed. The partnership will enable a regional approach to targeting funding opportunities
<b>DP-34 Develop a new brand for the "Hawkesbury"</b>			



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-34.01 Develop Hawkesbury Brand Strategy	Strategy reported to Council	Commenced	A consultants brief was prepared and expressions of interest will be sought shortly
<b>DP-35 Operate the Hawkesbury Visitor Information Centre as an accredited Level 2 Visitor Information Centre</b>			
OP4-35.01 Operating hours, signage, training and other relevant criteria complied with to maintain Level 2 accreditation	Accreditation maintained	Achieved	The Hawkesbury VIC Level 2 accreditation was maintained
<b>DP-36 Monitor local economy and investigate high end jobs</b>			
OP4-36.01 Ongoing monitoring of local economy and high end jobs	Details provided on website	Partially completed	Economic data was provided on Council's website along with community strategic planning background work. Relevant data and reports were incorporated into Council's new business webpage
<b>DP-37 Investigate innovation in local economy, including catalysts that enable industry/business to innovate</b>			
OP4-37.01 Identify partners who can help the local economy innovate	Partnerships established and joint projects (catalysts) identified. Partnership established with UWS/Hawkesbury Campus and NSW TAFE Richmond Campus	Partially completed	Council staff meet with WSU's Vice Chancellor about the university's intention for the Hawkesbury Campus to be a centre of excellence for agriculture/food security and environmental research. Council is awaiting further advise from WSU on support and partnership next steps. TAFE NSW was subject to an operational review and not in position to progress a partnership



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments	
<b>DP-38 Support training of workforce to address job skills needs</b>				
OP4-38.01	Identify and meet corporate and individual training needs	Learning opportunities including technical, personal and professional development that supports Council's objectives provided	Achieved	Continued delivery of identified corporate and individual training occurred to support the needs of the organisation in developing skills and knowledge
OP4-38.02	Sponsor a UWS Scholarship to support training of a resident and local employment	Scholarship funded by Council	Scheduled to commence	The scholarship is to be awarded in the first half of 2017
<b>DP-39 Support training, networking and development of business community to address business skills and job creation and retention</b>				
OP4-39.01	Support traineeship, apprenticeship and work experience opportunities within Council	Employment of trainees and apprentices and work experience placements offered to students	Achieved	Continued recruitment of approved traineeship positions occurred and where available opportunities were provided to support work experience placement programs for secondary and tertiary students
OP4-39.02	Employ two school based trainees and/or apprentices on an ongoing basis	Two school based trainees and/or apprentices employed	Partially achieved	Council was unable to attract school based apprentices and trainees. Two apprentices are currently employed via New Apprenticeship provider
OP4-39.03	Undertake a Small Business Week Event as a learning and networking opportunity for business	Event undertaken	Scheduled to commence	Scheduled to be conducted in June 2017



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-39.04 Recognise business leadership and successful local businesses	Business Awards programs sponsored	Scheduled to commence	Scheduled to be conducted in June 2017
OP4-39.05 Promote the business support and training offerings of the Australian and State governments and their agents, higher education, RTOs and other local business networking groups	<p>Details provided on website</p> <p>Provide meeting space for training providers to meet businesses locally</p> <p>Attend events/ meetings to progress training offerings locally</p> <p>Support enhanced engagement of UWS/ Hawkesbury Campus and NSW TAFE Richmond Campus with local businesses</p>	Achieved	<p>Details of government training and programs was communicated via Council's website and via email to business groups operating in area. Council space was provided to the Western Sydney Business Centre to enable business training and support to be provided locally. Events were attended on demand. WSU Hawkesbury Campus was flagged as an agriculture and environmental sciences research hub by the university. Partnership progressed with WSU at their request</p>
OP4-39.06 Make representations on local economy and business issues	Make submissions on training, skills and jobs needs of the local economy as required	Completed	<p>Submissions were made on demand as government enquiries arose. Monitoring of changes in business and education rules was undertaken to assess local impact on business performance. Monitoring of Aviation Policy and Defence Policy was undertaken as aviation (commercial) and RAAF Base Richmond (airfield) have particular interest for the area</p>
OP4-39.07 Support the participation of young people at local and regional employment exhibitions and information sessions	Number of forums held	Partially achieved	Council supported the participation of young people at 18 local employment events with high schools and two regional employment exhibitions

**DP-40 Implement the Hawkesbury Employment Lands Strategy**



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments	
OP4-40.01	Investigate, prepare and assess Planning Proposals in accordance with the recommendations the Hawkesbury Employment Land Strategy	Investigations and planning proposals consistent with Employment Land Strategy	Achieved	One planning proposal was reported to Council
<b>DP-41</b>	<b>Develop and implement an Economic Development Strategy</b>			
OP4-41.01	Progress the priority actions of the Economic Development Strategy	Priorities identified and reported	Not commenced	Draft economic development strategy currently being prepared
<b>DP-42</b>	<b>Continue to lobby for retention of RAAF Base</b>			
OP4-42.01	Prepare submissions in response to Federal and State Government processes involving RAAF Base	Submissions made as required	Not commenced	No government processes required comment
OP4-42.02	Facilitate the involvement of the community in Federal and State Governments processes involving RAAF Base	Advise the community of Federal and State Governments consultation processes	Not commenced	No government processes required comment
<b>DP-43</b>	<b>Review future options for retaining RAAF Base Richmond and use of facilities</b>			



## Supporting Business and Local Jobs

2013-2032

DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-43.01 Monitor Defence Policy and Aviation Policy	Submissions made to public consultation documents. Lobbying undertaken as required. Seek understanding of the Australian government and Defence's intentions for the Base, including joint use of the Base and report	Completed	Aviation Policy was monitored, in particular as it relates to the new Western Sydney Airport at Badgerys Creek. Planning and operational documents for the new Western Sydney Airport (eg. Airport Plan, EIS, Community Forum) were reviewed and responded to. The community was informed about the proposed airport and how they could be involved in processes
OP4-43.02 Investigate options for using RAAF Base for Defence and aviation related industries	Seek understanding of NSW Rural Fire Services' joint use of the Base in the short and long term	Scheduled to commence	Scheduled to commenced in first half of 2017
<b>DP-44 Investigate Defence and Aviation industry sectors contribution to the local economy</b>			
OP4-44.01 No action – investigations completed in 2014/15. Information gathered to be utilised in Action 41.	N/A	N/A	





DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
<b>DP-45 Identify and seek feasible alternate income streams</b>			
OP4-45.01 Review Council's revenue generating activities annually as part of the Operational Plan process	Existing revenue generation activities sustained and opportunities for additional activities identified and implemented where feasible	Commenced	The 2017/2018 annual budget process commenced in October 2016. Council's revenue generating activities and associated fees and charges are currently under review
OP4-45.02 Prepare and submit applications to funding authorities	Number of applications submitted	Achieved	17 applications were lodged
OP4-45.03 Provide rental income from Council owned properties under lease	Rental income received by Council in accordance with the adopted budget	Achieved	Rental income was received
OP4-45.04 Prepare development contributions plans and Voluntary Planning Agreements as required	Plans prepared as required	Achieved	One Section 64 plan was adopted by Council. Three VPAs were reported to Council. One VPA was exhibited
OP4-45.05 Ensure optimal utilisation and return on Council's funds	Council's funds invested in line with legislative requirements and Council's Investment Policy	Partially delivered	All Council's funds were invested in line with legislative requirements and Council's Investment Policy. Council's Investment Policy is scheduled to be reviewed by June 2017. Independent investment advice was obtained on a quarterly basis
<b>DP-46 Balanced budget that sustains our provision of services and assets</b>			



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-46.01 Prepare asset management plans and long term funding need projections for sustainable asset service provision	Asset Management Plans for key infrastructure assets prepared	Commenced	An Asset Management Working Party was formed and met weekly to review and prepare Asset Management Plans (AMPs) based on three alternative levels of funding. Once the AMPs have been prepared and costing finalised, the associated funding will be incorporated in the review of the Long Term Financial Plan scheduled to commence in April 2017
OP4-46.02 Align Council's provision of services and assets with available funding to achieve a break even operating result	Achieve operating performance result in line with Fit for the Future proposal	Commenced	The 2017/2018 Draft Operational Plan process commenced in October 2016 with the aim of continuing the provision of Council's services at current levels. Identification of efficiency savings, in line with Council's Fit for the Future Plan, commenced. It is expected that a draft budget will be reported to Council in April 2017
OP4-46.03 Implement Fit for the Future strategies to secure Council's long-term sustainability	Strategies identified and submitted to Council for consideration and implementation	Commenced	Council adopted an amended Fit for the Future (FFTF) Plan, incorporating a range of strategies, in November 2016. The FRTF Plan was submitted to the Office of Local Government to determine the Plan's impact on Council's FFTF status. A working party was formed to implement the strategies within the FFTF Plan, this included identification of responsible officers for each strategy and development of a timeframe for implementation



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-46.04 Review the Long Term Financial Plan to ensure Council remains financially sustainable as measured against the Fit of the Future benchmarks	Long Term Financial Plan reviewed by June 2017	Commenced	The review of Council's Long Term Financial Plan (LTFP) is undertaken annually as part of the budget process. The 2017/2018 Budget process commenced in October 2016. Assumptions, service levels, revenue base and the impact of the draft Budget 2017/2018 on the LTFP will be considered in preparing the LTFP. The LTFP, as part of the Resourcing Strategy 2017-2027 will be reported to Council in June 2017
<b>DP-47 Support the contribution to the community by volunteers</b>			
OP4-47.01 Promote the Cultural Services volunteer program	Cultural Services volunteers supported and valued through training and recognition programs. Number of volunteers.	Achieved	Support for the Library Museum Gallery (LMG) Volunteers included training and updating front of house skills, WHS induction sessions, and individual training of volunteers to assist with specific tasks such as the Art and Dementia program at the Gallery and collection management at the Museum. Recognition for volunteers included an annual Christmas Party, visits to other museums and galleries, farewell afternoon teas, and volunteer specific public programs such as talks and workshops. The volunteer program is well promoted through the community and Council retains a high number of volunteers, currently 131
OP4-47.02 Support the Adopt-a-Road program	Number of participants supported	Delivered	Ongoing support was provided to participants at eight project locations. The program is currently not supporting new sites due to WHS matters



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-47.03 Support community management of community facilities (halls and community centres)	Community halls and community centres maintained to required building standard. Level of utilisation.	Partially delivered	350 requests for maintenance or management assistance were responded to within required timeframe. November 2016 utilisation survey indicates levels of utilisation have been maintained
OP4-47.04 Maintain the Community Volunteer Program at the Companion Animal Shelter	Program maintained	Delivered	Volunteers assisted Council staff with duties that would normal be unacheivable, such as giving "one on one" attention to the animals and additional excercising of dogs
OP4-47.05 Manage, support, encourage and develop volunteer Bush Care groups for bushland sites	Number of active Bush Care groups supported	Commenced	Support was provided to nine Bush Care groups
OP4-47.06 Support the Rural Fire Service and State Emergency Service activities through works and funding contributions	Funding and operational support provided	Delivered	Funding and support was provided
OP4-47.07 Provide assistance to Cleanup Australia Day volunteers	Assistance provided to Cleanup Australia Day volunteers	Scheduled to commence	Cleanup Australia Day is to occur in March 2017. Assistance will be provided to volunteers as required
<b>DP-48 Provide sustainable support for community groups</b>			
OP4-48.01 Manage Deerubbin Centre community rooms for use by community groups	Community rooms made available to community groups	Achieved	366 Deerubbin Centre Meeting Room bookings were managed by Library staff. This represented a total of 2,259 hours of usage and 9,730 users



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-48.02 Provide financial support to assist community groups to build social capital through sponsorship of community programs and events	Financial support in accordance with Community Sponsorship Program and club Grants provided	Delivered	Two rounds of Community Sponsorship program were delivered with 40 organisations or individuals receiving \$77,284. The Community Sponsorship budget was fully committed. ClubGRANTS 2016 was completed with 19 organisations receiving \$65,952
OP4-48.03 Undertake Sister Cities and City Country Alliance Program, in conjunction with Hawkesbury Sister City Association	Sister Cities Program funded and reported to Council	Achieved	Program funding was provided. An annual report is to be provided in second half of 2017
<b>DP-49 Lobby other levels of government to deliver the services and infrastructure for which they are responsible</b>			
OP4-49.01 Participate on local, regional and State planning forums to advocate for human services needs of the Hawkesbury	Meetings attended as required	Commenced	Local forums facilitated included the Hawkesbury Disability Employment Expo, Nepean Regional Mental Health Forum and Hawkesbury Family and Domestic Violence Forum. The Hawkesbury Mental Health Forum is scheduled for March 2017
OP4-49.02 Respond to planning documentation/proposals developed by State and Federal governments in relation to services and infrastructure strategies	Comments provided as required	Completed	Submissions were made on State and Federal service and infrastructure plans/proposals as required
OP4-49.03 As appropriate, lobby for the provision and/or improvement of government services and infrastructure for the area	Lobbying undertaken as appropriate	Completed	All actions identified as a result of Council resolutions were actioned as required



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments	
<b>DP-50</b>	<b>Develop and maintain partnerships that facilitate management of resources and funding</b>			
OP4-50.01	Maintain and develop Council's participation in Westpool and UIP to enhance Council's various insurances	Membership maintained	Completed	Proposal forms for all lines of insurance were completed and all insurance programs renewed
OP4-50.02	Manage the Agreement for the operation and management of the Hawkesbury Leisure Centres	Formal meetings of representatives of YMCA NSW and relevant Council staff held every three months. Reports and other documentation provided by YMCA NSW as required under the Agreement	Achieved	Formal Meetings were held on 26 September 2016 and 12 December 2016 between Council staff and representatives of YMCA NSW to discuss the management and operation of the Centres. Also a number of informal meetings and discussions have taken place. Reports and various documentation as required were received by Council from YMCA NSW in accordance with the Contract
OP4-50.03	Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc.)	Funding and statutory requirements, as negotiated with funding bodies, achieved	Achieved	Contracted outputs were achieved
OP4-50.04	Provide financial support to the Hawkesbury River County Council	Support provided	Delivered	Financial support was provided
OP4-50.05	Support the partnership with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs	Partnership maintained	Delivered	Financial and professional support was provided



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-50.06 Provide Companion Animal Shelter services to the community	Rehoming rates of 90% or above for dogs and 60% or above for cats per month achieved	Achieved	Rehoming rates of dogs are currently trending to 90% and cats to 60%. This is made possible with the continued assistance of the welfare groups that Council works with
OP4-50.07 Implement the priority actions of the Hawkesbury Homelessness Action Plan in conjunction with the Hawkesbury Housing Forum's Working Group	Priority actions implemented	Partially completed	Updated Resource Cards were printed and distributed for 2016/2017. Resource fliers are to be distributed in early 2017. Staff training for Homeless Policy completed in October 2016
OP4-50.08 Manage event partnerships to ensure that efficient use of funding and resources is achieved	Sponsorship agreements executed	Achieved	Sponsorship agreements were executed with the Windsor Business Group and Kurrajong Community Forum for the Christmas Lights Program, the NSW State Association of Caravan Club Rally, and the Blues and Roots Festival. Assistance was provided to the White Ribbon Ride, the St Albans Writers Festival and the Winter Christmas Poker Run. Sponsorship agreements for St Matthews Birthday Bash 2017 and Equifest 2017 were drafted
<b>DP-51 Develop best practice processes and reporting measures</b>			
OP4-51.01 Provide support to Development Application Monitoring Advisory Committee (DAMAC)	Support provided	Delivered	Support was provided
OP4-51.02 Explore opportunities to improve application processing times for development	Opportunities explored and reported to DAMAC	Achieved	DAMAC reports were prepared on a quarterly basis and system improvements were made



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-51.03 Provide reliable and responsive customer services	Service delivered meets advertised Customer Contact and Customer Service Standards	Partially achieved	Council logged 21,253 customer requests with 86% being completed within the required timeframe
OP4-51.04 Review Council's Information Technology Disaster Recovery process	Process has been reviewed with a revised, simplified system put in place	Partially completed	Draft documentation was prepared. Failover testing was undertaken in November 2016. This testing was successful however highlighted some changes in processes and procedures which will be implemented. Testing will be undertaken for corporate systems in early 2017
OP4-51.05 Maintain and update Council's information technology infrastructure and corporate applications	Council's information technology infrastructure and corporate applications maintained and upgraded as required	Achieved	Council's information technology infrastructure and corporate applications were maintained and upgraded as required
OP4-51.06 Maintain currency of the Business Continuity Plan	Business Continuity Plan is current	Partially completed	A review of the Business Continuity Plan commenced. The review is scheduled for completion in early 2017
OP4-51.07 Implement best practice procurement processes throughout Council	Compliance with procurement processes	Partially achieved	Review of procurement policies and procedures was ongoing to achieve continual improvement. Several new and amendments to current Operational Management Standards were implemented. Implementation of a Contracts Management Module commenced. Regular random audits on compliance with Council's policies and procedures and relevant legislation were conducted





DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-51.08 Deliver telephone enquiry and front counter services to Council's customers in accordance with performance indicators	Performance benchmarks achieved	Achieved	Council received 31,510 telephone calls and 10,854 front counter enquiries. Response time benchmarks were achieved
OP4-51.09 Investigate customer service complaints and compliments in accordance with process and timeframes within Complaints Policy	Number of complaints finalised within required timeframes	Achieved	Eight customer complaints were received and addressed using Council's Compliant Management procedures within required time frames
OP4-51.10 Complete external reaccreditation process against the International Customer Services Standard	Council achieves ICSS reaccreditation	Postponed	Due to workload requirements associated with preparation of Council's Fit for the Future proposal, this action was deferred to 2017
OP4-51.11 Provide support to the Audit Committee	Support Provided	Delivered	Support was provided
OP4-51.12 Conduct audits in accordance with Council's plan	Audits completed and recommendations implemented	Partially completed	Audits were undertaken in accordance with the adopted plan
OP4-51.13 Develop an implementation plan to deliver Enterprise Risk Management (ERM) to the organisation	Implementation Plan developed and ERM policy adopted	Scheduled to commence	Scheduled to commence in first half of 2017
<b>DP-52</b>	<b>Comply with all statutory planning and reporting requirements</b>		



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-52.01 Review and develop Human Resources/Industrial Relations policies, procedures and delegations to meet legislative requirements	Human Resources/Industrial Relations policies, procedures and delegations meet legislative requirements	Completed	Ongoing review and updating of existing polices, procedures and delegations to meet legislative requirements occurred. New policies and procedures were developed as required to meet legislative requirements
OP4-52.02 Prepare all statutory and licencing reports for McGraths Hill and South Windsor sewage treatment systems and Hawkesbury City Waste Management Facility	All reports submitted to relevant authorities within required timeframes	Achieved	All reports were completed and sent to relevant authorities as required
OP4-52.03 Compliance with Council's Work Health and Safety Strategy and Plan	Audit schedule implemented and maintained. Management reports tabled as agreed. Workers compensation licence returns submitted as required	Partially delivered	Self Insurer licence renewal was submitted. Management reports to MANEX and Safety Committee were provided. The audit program was temporarily halted to investigate possible redefining of the audit system
OP4-52.04 Provide Companion Animal reports in line with legislative requirements	All reports submitted to relevant authorities within required timeframes	Partially achieved	Reports were provided to the Office of Local Government as required
OP4-52.05 Manage onsite sewage management systems effectively through the "septic safe" program	Onsite sewage management systems are managed based on risk through the "septic safe" program	Achieved	On-site sewage management systems were inspected in accordance with the Septic Safe Program. This is ongoing and all required inspections required for 2016/2017 are on track for completion



<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Status</b>	<b>Six Monthly Comments</b>
OP4-52.06 Identify, investigate and resolve unlawful and unauthorised development	Investigations are completed and compliance action taken	Achieved	Investigations were conducted for breaches of legislation and enforcement action taken where required. All investigations and actions were conducted within legislative and customer service timeframes
OP4-52.07 Report Public Interest Disclosure (PIDs) in accordance with legislative requirements	Reports provided to the NSW Ombudsman	Completed	Reports were provided
OP4-52.08 Forward privacy complaints immediately to the Office of the Privacy Commissioner	Complaints forwarded as required	Completed	Complaints were forwarded as necessary
OP4-52.09 Complete and report Pecuniary Interest Returns in accordance with legislative requirements	Pecuniary Interest Returns completed and reported to Council	Completed	All returns were lodged by the due date
OP4-52.10 Review the Policy of the Payment Expenses and Provision of Facilities to Councillors	Policy reviewed, adopted and submitted to the Office of Local Government	Completed	The Policy was reviewed and adopted by Council
OP4-52.11 Review Council's Publication Guide in accordance with legislative requirements	Publication Guide reviewed and submitted to the Office of Information Commission	Completed	Council's Publication Guide was reviewed
OP4-52.12 Provide statutory statistical reports to relevant State agencies on development activity	Statistical reports are provided to relevant State agencies as required	Completed	Annual development activity report was submitted in September 2016



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-52.13 Prepare and forward all relevant statutory reports for Crown lands	Statutory reports submitted on time	Completed	Statutory report was completed and submitted in October 2016
OP4-52.14 Prepare and forward all relevant statutory reports for roads and associated infrastructure	Statutory reports submitted on time	Delivered	Reports were prepared and submitted on time
OP4-52.15 Provide financial reporting in line with legislative requirements and Guidelines issued by the Office of Local Government	Financial reports submitted to the relevant authority within the required deadline	Completed	All financial reports and returns as required by the Office of Local Government (OLG) were completed and submitted to both the OLG and Council within the regulated reporting periods
OP4-52.16 Ensure sound administration of rates and charges across the Local Government Area in line with legislative requirements	Rating categorisation, Rates Levy and charges determined in line with legislative requirements	Completed	Rating categorisation, Rates Levy and Charges were determined in line with legislative requirements. Rates structure review commenced
OP4-52.17 Maintain financial information in line with legislative requirements	Accounting records maintained in line with applicable legislation and Accounting Standards	Completed	Accounting records were maintained in line with relevant legislation and Accounting Standards. An unqualified audit opinion was received for the audit conducted on the 2015/2016 Financial Statements
OP4-52.18 Prepare Quarterly Budget Review Statements	Quarterly Budget Review Statements submitted to Council in line with legislative requirements	Partially completed	The September 2016 Quarterly Budget Review Statement (QBRS) was adopted by Council on 29 November 2016. The December 2016 QBRS is scheduled to be included in the Business Paper for 28 February 2017 for Council's consideration



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-52.19 Prepare 2013-2017 Delivery Program progress reports	Progress reports reported to Council	Completed	A six month Delivery Program progress report was reported to Council in August 2016
OP4-52.20 Prepare Council's End of Term report	End of Term report reported to Council	Completed	Council's End of Term report was reported to Council in August 2016
OP4-52.21 Prepare Council's Annual Report	Report prepared and published prior to deadline of 30 November 2016	Completed	The 2015/2016 Annual Report, including Annual Financial Statements, was reported to Council in November 2016
OP4-52.22 Review Council's Community Strategic Plan	Community Strategic Plan reviewed and adopted by Council	Commenced	Preparation of Council's Community Strategic Plan commenced
OP4-52.23 Prepare Council's 2017 - 2021 Delivery Program	Delivery Program prepared and adopted by Council	Scheduled to commence	Scheduled to commence in first half of 2017
OP4-52.24 Prepare Council's Resourcing Strategy	Resourcing Strategy prepared and submitted to Office of Local Government	Commenced	The review of Council's Resourcing Strategy is undertaken annually as part of the budget process. The 2017/2018 Budget process commenced. Assumptions, service levels, revenue base and the impact of the draft budget 2017/2018 on the Resourcing Strategy will be reviewed. The Resourcing Strategy 2017-2027 will be submitted for Council's consideration in June 2017



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-52.25 Prepare Council's 2017/2018 Operational Plan	Operational Plan prepared and adopted by Council	Commenced	Preparation of the Operational Plan 2017/2018 commenced in October 2016 with preparation of draft budgets. The draft Operation Plan is scheduled to be reported to Council in April 2017
<b>DP-53 Develop and implement a communication strategy to increase community understanding of council responsibilities and operations</b>			
OP4-53.01 Implement communication tools to increase community understanding of Council's responsibilities and operations	Communication tools implemented and engagement with community expanded	Achieved	Council's focus was on a Levels of Service Review with seven public meetings and six information kiosks at shopping centres. Council's community engagement site Engagement HQ was expanded with 12 projects added to the site
<b>DP-54 Undertake community engagement and have dialogue with the community in setting affordable and sustainable service levels and standards</b>			
OP4-54.01 Develop Community Engagement Strategy to assist in setting affordable and sustainable levels of service	Community Engagement Strategy developed	Completed	A Community Engagement Strategy was developed and adopted by Council. Stage 1 of the engagement was completed, this included seven public meetings and six information kiosks at shopping centres
OP4-54.02 Establish service levels to be delivered based on community's expectations	Appropriate and affordable service levels established	Commenced	Stage 1 consultations were completed
<b>DP-55 Demonstrate decisions made are transparent, fair, balanced and equitable and supported by appropriate resource allocations</b>			



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-55.01 Develop and maintain communication tools to demonstrate transparency and accountability	Engagement with community expanded	Delivered	Expanded direct communication through Levels of Service consultation occurred in August 2016. Preparations for next round of consultation for Levels of Service and Community Strategic Plan commenced
OP4-55.02 Council meeting cycle meets legislative requirements	At least 10 Council meetings held each year, in different months. Business Papers made available to the public in accordance with Council's Code of Meeting Practice	Partially achieved	Requirements were achieved for 2016. Council's Meeting schedule prepared for 2017 will ensure the legislative requirements are achieved
OP4-55.03 Review committees and membership annually	Review undertaken and reported to Council	Completed	A review of membership of committees was undertaken and considered by Council on 27 Septemebr 2016
OP4-55.04 Provide community access to Council information	Government Information Public Access (GIPA) Act complied with	Completed	Access was provided in accordance with legislation
OP4-55.05 Implement the recommendations of the Hawkesbury Youth Summit 2015	Recommendations implemented	Partially achieved	Implementation of six Youth Summit Recommendations commenced through ongoing projects, planning, forums, and events including: high school anti-bullying program, Green Health Zone-Mental Health Event, transportation options planning, Youth Summit planning, Ability Options-Youth Employment information sessions, and HSC study days at the Hawkesbury Library



DP Strategy and OP Action	Output Measure	Status	Six Monthly Comments
OP4-55.06 Provide access to development application information consistent with statutory requirements	Information publicly available consistent with statutory requirements	Delivered	Council's online DA Tracking tool was updated on a daily basis
OP4-55.07 Maintain Fines and Orders Appeal Assessment Panel of Council	Panel meets as required	Achieved	The panel met on an "as needed" basis to consider appeals lodged in accordance with policy requirements
OP4-55.08 Coordinate implementation of Hawkesbury Cultural Plan actions	Priority actions implemented	Commenced	Cultural services and programs delivered include exhibitions, public programs, events and collections
OP4-55.09 Provide legal services to Council	Urgent legal advice provided to Council within 24 hours and other legal advice provided within agreed timeframes. Monthly reports received from Council's Solicitors outlining outstanding legal matters	Achieved	All urgent legal advice was provided immediately or within 24 hours of initial request. All other legal advice was provided within agreed timeframes. Monthly reports were received from both of Council's Solicitors outlining outstanding matters
OP4-55.10 Provide Survey, Design and Spatial Information Systems services and support	Service and support provided	Delivered	Survey, design and Spatial Information System services and support was provided on schedule and in accordance with program targets
OP4-55.11 Coordinate implementation of Hawkesbury Access and Inclusion Plan	Number of actions implemented	Achieved	Audits of carparks and streetscapes were undertaken. The delivery of local NDIS information sessions was supported by Council. The Hawkesbury Disability Employment Expo was held