



Hawkesbury City Council

attachment 1
to
item 242

Annual Report 2015/2016

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HAWKESBURY CITY COUNCIL

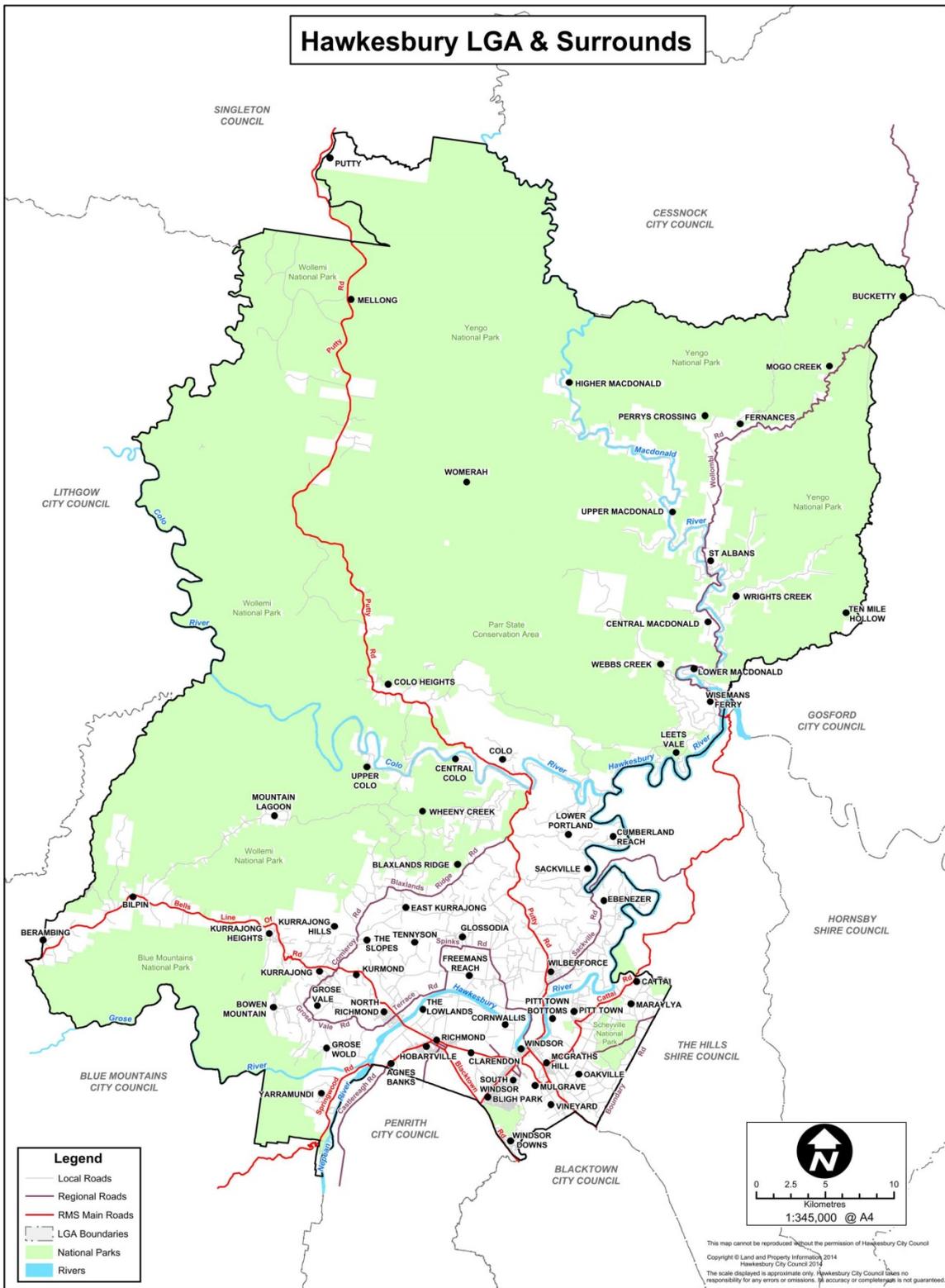
ANNUAL REPORT

2015-2016



SHAPING OUR FUTURE

Hawkesbury LGA & Surrounds



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Mayor's Message

This Annual Report details Council's achievements in relation to the Hawkesbury Community Strategic Plan 2013-2032(CSP) and reflects on the commitment of Councillors and staff towards addressing the priorities of the community.

The past year has been challenging, not just for this Council but for local government generally, as a result of the NSW State Government's proposal to implement amalgamations and boundary changes.

Hawkesbury City Council, supported by its community was able to clearly demonstrate that the proposal put forward to merge it with part of The Hills Shire Council did not make economic sense; nor was it geographically or socially appropriate. The Minister for Local Government therefore decided not to proceed with the proposal. I thank the community for their support in helping to keep our Hawkesbury unique. There is no doubt that the majority of our residents did not want a merger that would change the nature of our area.

Throughout 2015/2016 Council has continued to improve its services to the community. The opening of the \$2 million Hawkesbury Leisure and Learning Centre in Richmond added significantly to the functionality of the former Senior Citizen Centre making it a centrepiece for a wide range of activities.

Significant water access improvements were made to our beautiful river system, whilst \$500,000 was spent on a new jetty at Governor Phillip Park, Windsor. Upgrades also included stabilising the riverbank and formalising the access pathway between the boat ramp and existing pontoon. The boat ramp at Holmes Drive Reserve in Cumberland Reach received a \$100,000 upgrade, and the jetty at Hanna Park, North Richmond received a \$40,000 renovation.

High value items completed during the past year as part of road construction and maintenance included the reconstruction of three bridges, Upper Colo Road Bridge No. 8, Upper Colo Wrights Creek Road Bridge, St Albans and Stannix Park Road Bridge, Wilberforce, which significantly improved road safety for our residents'.

Major environmental improvements were achieved by participating in one of the biggest LED street light replacement projects in NSW, the Light Years Ahead project. This project was funded by the Australian Government and Council. More than 650 mercury vapour lights were replaced with LED street lights in residential streets of Bligh Park, Clarendon, Cornwallis, Freemans Reach, Oakville, Pitt Town, South Windsor, Wilberforce, Windsor, Windsor Downs and Vineyard saving some \$740,000 and more than 3,260 tonnes of carbon dioxide emissions over the next 20 years.

Council has formalised the Regional Strategic Alliance with Blue Mountains and Penrith City councils to take a leadership role in planning and governing the Western Sydney sub-region. Together, we are also looking at ways to achieve operational efficiencies to benefit all.

Further details about achievements during the 2015/2016 financial year can be found in this Annual Report. This is the last report of the current Council. I will be retiring from civic office at the upcoming election after five years as Mayor of the City of Hawkesbury. I am proud of the many achievements that have been made over this period and thank my fellow Councillors for their dedication.



Councillor Kim Ford
Mayor of Hawkesbury

Acting General Manager's Message

As the Mayor has indicated this Annual Report highlights many of Council's achievements over the past year. Accompanying this Annual Report is The End of Term Report of the current Council which measures the progress made in implementing the Hawkesbury Community Strategic Plan (CSP). This is the first such report under the Integrated Planning and Reporting system and much work has been done to develop appropriate indicators to measure our achievements. As these measures require baselines, there are still a number of areas where we are working on gathering appropriate data.

The End of Term Report reflects that of the 68 indicators for which data is available 91% of the indicators record that we are either on track or headed in the right direction in implementing the plan. This is a very pleasing result and one which Council should be very proud of.

The implementation of the new system has been challenging but has provided an opportunity for Council to reflect on the achievements it has made.

This report also gives an overview of Council's organisational structure and details of the serving Councillors. It outlines Council's Health and Safety initiatives and reports on such matters as completed works.

Within this report you will find statutory reporting requirements which cover such areas as access to government information and planning agreements which may be of interest.

This Annual Report, together with the accompanying Audited Financial Statements, End of Term Report and State of the Environment Report have been produced in accordance with Sections 428 and 428A of the *NSW Local Government Act, 1993* and Clause 217 of the *NSW Local Government (General) Regulation, 2005*. The Financial Statements reflect how Council's income was derived and allocated during the past financial year and serve to indicate where your rate contribution is spent. The State of the Environment Report has been prepared to report on the CSP Theme 'Caring for our Environment' and to information the preparation of the next CSP.



Mr Laurie Mifsud
Acting General Manager

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Key Highlights and Achievements 2015/2016

- Council launched its first-ever public place recycling program at the Hawkesbury Show in an effort to make the event more sustainable. The program included 'Recycling Rovers' who engaged with the crowds and randomly rewarded patrons with gift vouchers when they disposed of their waste material in the right bins.
- Reconstruction of Upper Colo Road Bridge No. 8, Upper Colo and Wrights Creek Road Bridge, St Albans were completed.
- Stannix Park Road Bridge, Wilberforce was replaced using \$721,000 funding from the State Government Local Infrastructure Renewal Scheme.
- Major car park upgrades and landscaping were completed at Smith Park, Richmond.
- New CCTV cameras and LED lighting was installed in Richmond Park.



'Recycling Rovers' at the Hawkesbury Show



Richmond Park

- A new jetty at Governor Phillip Park, Windsor was installed with the upgrades also including stabilising the riverbank, and formalising the access pathway between the boat ramp and the existing pontoon.

- Boat ramp and jetty upgrades were completed – boat ramp at Holmes Drive Reserve in Cumberland Reach received a \$100,000 upgrade and the jetty at Hanna Park, North Richmond received a \$40,000 upgrade using Council funds and matching funding from the Roads and Maritime Services – NSW Boating Now Program.



Hanna Park jetty



New jetty at Governor Phillip Park, Windsor

- Council received funding through the Partners in Recovery Innovation Fund to deliver training and to improve service response and clinical support for people living with issues of squalor and/or hoarding. This enabled Council to coordinate the delivery of training to mental health clinicians, General Practitioners and frontline workers throughout the Penrith, Blue Mountains, Hawkesbury and Lithgow local government areas. The project saw an increased capacity within the regional health system to provide appropriate referral, intervention and support for people with issues of squalor and hoarding, and raised the profile of this issue in the community.
- Completion and event launch of new accessible fitness equipment at the fitness trail at Ham Common, Clarendon – an additional eight wheelchair accessible exercise stations were installed along the existing trail that was created in 2010, providing additional amenities for all users of the reserve, especially those with physical support needs.
- Council commenced a three year (2015-2017) naming rights sponsorship for the Sydney Blues and Roots Festival, ensuring the longevity of the event in the Hawkesbury.



Accessible fitness equipment at the fitness trail at Ham Common



Sydney Blues and Roots Festival

- Council participated in one of the biggest LED street light replacement projects in NSW, Light Years Ahead. More than 650 mercury vapour lights were replaced with LED street lights in residential streets of Bligh Park, Clarendon, Cornwallis, Freemans Reach, Oakville, Pitt Town, South Windsor, Wilberforce, Windsor, Windsor Downs and Vineyard.
- Completion and event launch of the new \$2 million Hawkesbury Leisure and Learning Centre – a major facelift to what was previously the Richmond Senior Citizens Centre consisting of an extension to the former building to create multi-purpose activity spaces including a wet-area/art studio, a dividable activity hall with a sprung-wooden floor to accommodate exercise classes and dancing, plus a small audio-visual theatre.



Light Years Ahead



Hawkesbury Learning and Leisure Centre

- Council continued to actively engage with community, business and government groups to develop the best ideas for sustainable growth in our region and identify projects that deliver employment and economic prosperity to the area as part of the Hawkesbury Horizon Project – supporting the revitalisation of our major towns.



Hawkesbury Horizon participants



Hawkesbury Horizon Project Team (L-R) Councillor Kim Ford, Mayor of Hawkesbury; Robert Prestipino, Director Vital Places; Kate Charters- Regional Economic Development Policy and Practise specialist; Suzanne Stuart, Senior Strategic Environmental Planner (HCC); Matthew Owens, Director City Planning (HCC); Peter Jackson, General Manager (HCC) and Shari Hussein, Strategic Planning Manager.

- Following the No Merger for Hawkesbury decision announced by the State Government, Council will be revising its previously submitted Fit for the Future Plan that provides 20 strategies to ensure Council becomes sustainable by 2020/2021 and Council has commenced implementing sustainability strategies.
- An important aspect of the Fit for the Future Action plan is the Regional Strategic Alliance (RSA) that Council has now signed with the Blue Mountains and Penrith City Councils. The RSA will involve collective planning, action and advocacy and increased operating efficiencies through economies of scale and shared service arrangements. It has the capacity to deliver ongoing and sustainable benefits to residents and better strategic outcomes for Council.



L-R: Mayor of Hawkesbury, Councillor Kim Ford, Mayor of Penrith City, Councillor Ross Fowler and Blue Mountains Mayor, Councillor Mark Greenhill

- Council continued to expand its community consultation methods to allow residents another avenue by which they can have input into some of the major issues and projects within our City, using the Your Hawkesbury-Your Say online community engagement site.
- Council conducted a service level review community consultation including six public meetings, seven 'Listening Kiosks' and targeted meetings, and a telephone and online survey. This provided the opportunity to engage with and consult with over 200 people at the public meetings, 685 people at the Listening Kiosk, 405 respondents to the telephone survey, and 87 people through the online survey. This provides valuable input into Council's future decision making processes.



Listening Kiosk



Service Level Review - Community Consultation

Councillors

July 2015 - June 2016



Councillor Kim Ford
(Mayor)



**Councillor (Dr)
Warwick Mackay
(OAM)**

(Deputy Mayor)
(2015-2016)



**Councillor Barry
Calvert**



**Councillor
Patrick Conolly**



**Councillor Mike
Creed**



**Councillor Mary
Lyons-Buckett**



**Councillor
Christine Paine**



**Councillor Bob
Porter**
(Deputy Mayor)
(2014-2015)



**Councillor Paul
Rasmussen**



**Councillor Jill
Reardon**

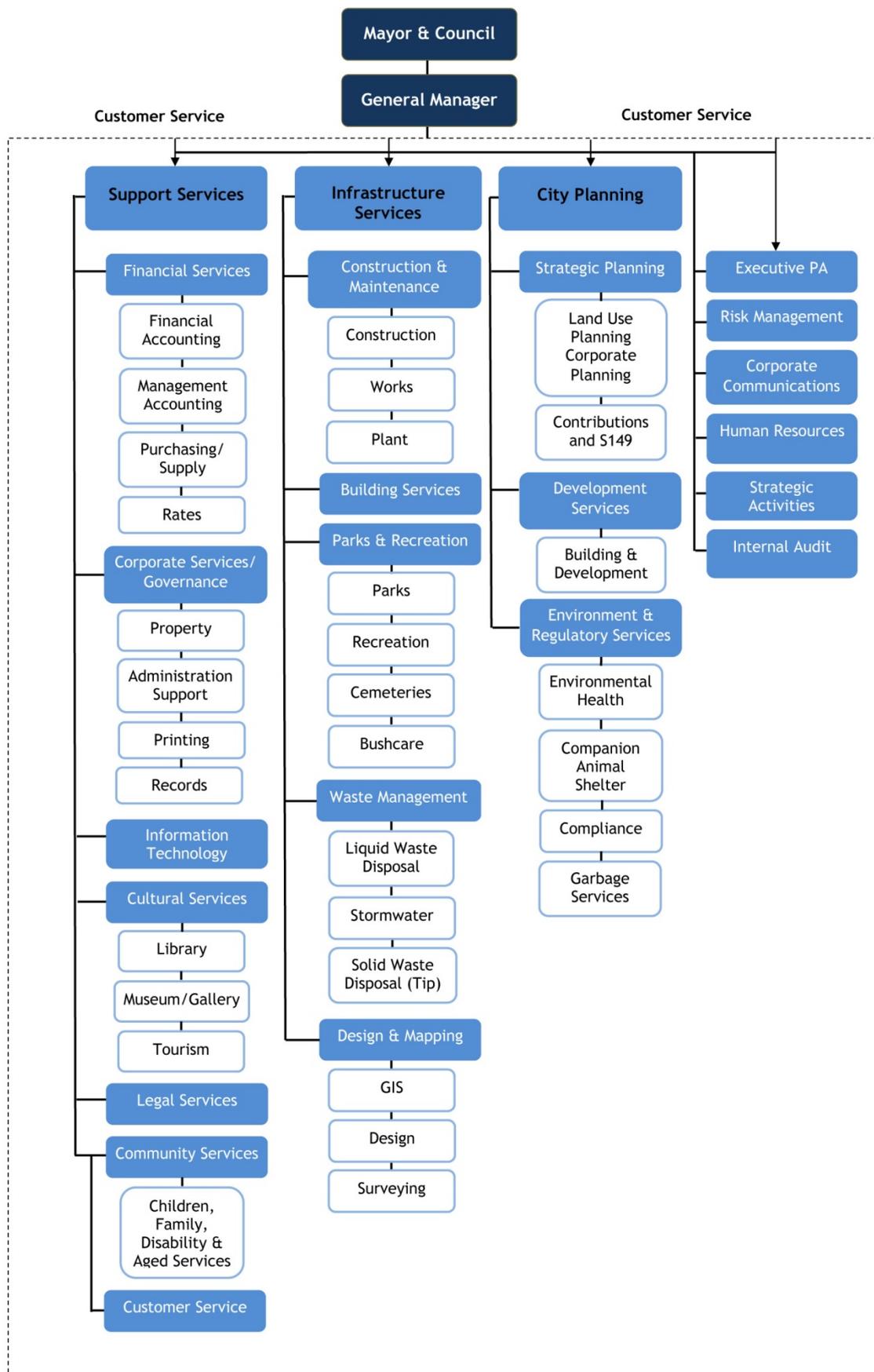


**Councillor Tiffany
Tree**



**Councillor Leigh
Williams**

Organisational Structure



Council functions

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

The principal functions of each of these areas are:

General Manager

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

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

City Planning

The City Planning Division (City Planning) is comprised of three branches being Strategic Planning, Development Services and Environment and Regulatory Services.

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

Strategic Planning

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

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

Development Services

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

Environment and Regulatory Services

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

Infrastructure Services

The Infrastructure Services Division (Infrastructure Services) is made up of five branches; Construction and Maintenance, Building Services, Parks and Recreation, Waste Management, and Design and Mapping Services. The overall responsibilities of the division essentially involve the construction and maintenance of all Council's physical assets including civil maintenance and construction including roads, bridges and drainage, building construction and maintenance, plant and ferry management, flood mitigation, parks construction and maintenance, survey and design and the operation of swimming centres, sewerage and waste.

The Construction and Maintenance Branch provide, maintain, and improve all the road related assets including road pavements, shoulders, table drains, kerb and gutter, foot paving, drainage, signs and line marking, street sweeping and car parking areas.

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

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

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

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

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

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

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

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

Support Services

The Support Services Division (Support Services) is comprised of the Community Services (including the Customer Services Unit), Corporate Services and Governance, Cultural Services, Financial Services and Information Services Branches of Council. Support Services also deals with the provision of legal services to Council.

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

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

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

The Cultural Services Branch includes the Hawkesbury Central Library, Hawkesbury Regional Gallery, Hawkesbury Regional Museum in Windsor and the Richmond Branch Library, as well as the Visitors Information Centre at Clarendon and is responsible for the delivery of Council's Cultural Plan.

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

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

Work Health and Safety

Overview

Following the successful outcomes of the WorkCover NSW Self Insurance Audit in August 2014, there has been much effort put into addressing both those issues identified in the preparation for the audit and those issues from the audit. This required a substantive rewrite of Councils Work Health Safety and Injury Management (WHS&IM) System to comply with updates to WHS Legislation and the SafeWork National Audit Tool in the lead up to the August 2014 audit. Recently Council has been engaged in the consultation of proposed new Self-insurance licence provisions which will place a higher focus on the treatment for injured workers and better results for Return to Work.

Health and Safety Initiatives

Council's Annual WHS Review and Planning Report identified the following as high priority WHS issues for 2015/2016 to be individually championed throughout Council by the Senior Management Team (MANEX).

1. Incident Reporting – Corrective Action

The enhancement of organisational Incident Reporting – Corrective Action was championed by the General Manager & Acting General Manager and achieving the incident reporting KPI of 95%. This project will remain ongoing and a substantial part of the corporate safety systems.

2. Asbestos Register

This is an ongoing project personally championed by the Director Infrastructure Services and controlled by the Manager Building Services. Council has in excess of 300 buildings, all of which have to be audited for the presence of Asbestos Containing Materials (ACM). Identified ACMs must be signed, inspection and management plans developed and the centralised register updated. This project is progressing well with all major sites completed. Additionally, this project has been leveraged to extend the auditing to include a full Hazop review thus extending the project to identifying and controlling other potentially hazardous substances in the workplace. The project has successfully been the subject of a 3rd party audit investigating compliance with both the legislation and prevailing Codes of Practise.

3. Inspection Testing and Monitoring Database

There are a large number of site specific structures, plant, equipment and materials as well as legislated health surveillance that require inspection, testing and monitoring. The development of this database and implementation of systemically driven IT&M programs across all Council operations was championed by the Director Support Services. An interim spread sheet has been developed to drive this process and a full database was developed. Collection and uploading of data is on track for completion by December 2016. This initiative is ongoing.

4. WHS&IM Document Review

Championed by the Director City Planning this is a programmed review and update of all systems documentation to ensure compliance with the WHS Act, Regulations, new Codes of Practise and the Corporate style guide. This initiative is ongoing.



5. General Safety Initiatives

Championed by the Manager Risk Management Services additional safety initiatives were designed to support due diligence and through so doing, generate continuous improvement in safety. Initiatives included:

- a) establishing a register of those with whom Council holds WHS joint responsibilities and ensuring duty of care provisions are met by all parties
- b) monthly detailed reporting to MANEX on WHS, Insurance and Workers Compensation issues
- c) ensuring that Council's safety Audit program is fully implemented across Council with results summarised for attention
- d) review of Council's WHS training program to ensure currency and achievability.

Council continues to strive towards achieving its stated safety goal of "zero injuries in the workplace".

Statutory Report - Local Government Act 1993

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

Section 428 (1) Implementing Council's Delivery Program

Council's Delivery Program 2013-2017 details the principal activities to be undertaken by Council over a four year period to implement the five themes of the CSP.

These themes are:

- Looking after People and Place
- Caring for the Environment
- Linking the Hawkesbury
- Supporting Business and Local Jobs
- Shaping our Future Together.

The accompanying Operational Plan 2015/2016 spells out the details of the Delivery Program by identifying the actions Council proposed to achieve the commitments made in the Delivery Program.

The relationship between Council's Community Strategic Plan, Delivery Program, Operational Plan and the Annual Report is shown in the diagram below.



The following table shows the progress in achieving the Delivery Program activities and Operational Plan actions for the period 1 July 2015 to 30 June 2016.



Looking After People and Place

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-01	Prepare strategies for town centres and villages that also showcase our heritage and character			
OP3-1.1	Work with community event organisers to develop events that showcase and build on strengths of towns and villages	Number of successful events	Achieved	Assistance was provided to Sydney Blues and Roots Festival, White Ribbon Ride, Christmas Lights Program and Hanna Park Carols. Discussions commenced with NSW State Association Caravan Rally. Conducted Hawkesbury Garden Competition, Official Opening Governor Phillip Park boat ramp and jetty, Grandparents Day Hawkesbury Library, Waste 2 Art competition, Mayoral Christmas Appeal and Christmas at the Library celebration, Australia Day Awards, Hawkesbury Sports Awards Program, Hawkesbury Show, and Local Government Week celebrations.
OP3-1.2	Implement Heritage Walking trail for Peninsula Precinct, Windsor	Implementation of Heritage Walking trail for Peninsula Precinct, Windsor is commenced	Partially completed	Research and concept was presented to Council's Heritage Advisory Committee. Quotes for sign construction and installation were received.
DP-02	Prepare and commence implementation of Windsor and Richmond Master Plans			
OP3-2.1	Continue to prepare Hawkesbury Horizon Initiative	Draft Initiative reported to Council	Completed	Progress and proposed future actions were reported to Council in December 2015. An update report was provided to Council in May 2016.
DP-03	Develop a program of events and model for conducting them successfully			
OP3-3.1	Resource the planning of activities which celebrate community diversity in conjunction with inter-agency organising committees	Number of events supported	Achieved	Council supported activities associated with NAIDOC Week, International Day for People with Disability, Harmony Day, Youth Week, Seniors Week International Women's Day, and Sorry Day.
OP3-3.2	Implement Procedure for Events on Public Land and develop Procedure for Events on Private Land	Procedures developed and implemented	Partially completed	Public land procedure is to be reviewed following pilot event before full implementation. Drafting commenced on procedure for private land.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP3-3.3	Develop and promote a program of events run by Council and assist in promoting community events	Community satisfaction with events	Achieved	Hawkesbury Events Facebook Page was maintained and followed by in excess of 2,800 people. Calendar of events was published for Australia Day Awards, Local Government Week and Christmas. New Australia Day Awards program and new Hawkesbury Sports Awards program was launched. An online entry system was developed for all awards.
DP-04 Implement the Hawkesbury Residential Land Strategy				
OP3-4.1	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 required.
OP3-4.2	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	Thirteen planning proposals were received, one planning proposal was finalised.
DP-05 Establish partnerships with developers and community housing providers				
OP3-5.1	Investigate and report on affordable rental housing partnership proposals for Council's consideration	Affordable Rental Housing Partnerships reported to Council	Partially completed	Feasibility of affordable rental housing project in William Street, North Richmond was completed by Wentworth Community Housing. Outcome is to be reported to Council.
DP-06 Develop and implement a Rural and Resource Lands Strategy				
OP3-6.1	Seek funding to develop a Rural and Resource Land Strategy	Funding sought	Partially achieved	No external funding opportunities were available. It is proposed to utilise internal funding for part of this project in 2016/2017.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-07 Review and implement the Heritage Strategy				
OP3-7.1	Implement agreed priority actions within the Heritage Strategy in partnership with the Heritage Advisory Committee	Priority actions of the Heritage Strategy implemented	Partially achieved	Heritage Advisory Committee met in August and December 2015 and March and May 2016. Grants were provided via the Local Heritage Assistance Fund, Colonial Heritage Mobile App development was progressed, Maintenance of heritage cemeteries was ongoing. New three year (2016-2019) Strategy was endorsed by Heritage Advisory Committee in December 2015.
DP-08 Develop and implement strategies to deliver sustainable services and facilities				
OP3-8.1	Continuing assessment and monitor existing building services and facilities against industry standards	Assessments undertaken. Monitor and record actions for improvements	Completed	Modelling was continually reviewed and will be updated with new asset audits as an ongoing process.
OP3-8.2	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	Partially completed	Business process reviews were conducted on several items previously identified, with optimal outcomes implemented. Remaining items previously identified for review have commenced or are partially completed. A Fit for the Future (FFTF) Implementation Team was formed in order to ensure that process reviews identified as part of the FFTF process are completed and recommendations from these reviews are implemented.
OP3-8.3	Develop library services strategically and in response to social, economic and environmental changes, and in accordance with State Library NSW benchmarks	Implement 2014/2015 strategies in Library Action Plan	Partially achieved	Progress was made against collection performance, including weeding and vendor reviews. Library space at Central Library was reviewed with library revitalisation action plan in place, including introducing technology throughout the library, reducing collection size and creating multifunctional spaces. A new young adult space was created. Self checkers were reviewed - patrons can now be more independent and can renew items, borrow and make reservations. New returns room and desk design was designed, re-upholstering of chairs was completed. Library website redesign was substantially completed.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP3-8.4	Identify benchmarks for the provision of community services and facilities for population catchments in partnership with Human Services Advisory Committee (HSAC)	Benchmarks identified	Completed	Benchmarks were identified through Social Impact Assessments and other tools, as required, in consultation with the Human Services Advisory Committee.
OP3-8.5	Assess community satisfaction results in relation to service levels provided by infrastructure and facilities. Identify affordable Asset Management strategies to improve delivery of services and facilities that meets community need	Asset Management improvement action included in the Asset Management Planning process	Partially achieved	The 2015 Community Survey was undertaken to measure the community's satisfaction with Council provided services and infrastructure. Further engagement with the community is proposed to determine desired levels of service. This will facilitate further refinement of the asset management improvement plan.
DP-09 Implement the Hawkesbury Floodplain Risk Management Plan				
OP3-9.1	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	Implementation of the majority of action items in the Plan are subject to the outcomes of the Hawkesbury Nepean Floodplain Review Taskforce. An update was provided to Council's Floodplain Risk Management Advisory Committee on 3 December 2015. Council is awaiting for the final report from the Taskforce.
DP-10 Implement the Road Safety Action Plan				
OP3-10.1	Implement priority activities and campaigns in the Road Safety Action Plan as negotiated with Roads and Maritime Services	Annual action plan developed and implemented	Completed	Six of six activities in the Road Safety Action Plan were delivered.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-11 Implement the Crime Prevention Strategy for Windsor and Richmond CBDs			
OP3-11.1	Action on this activity is pending completion of Hawkesbury Horizon Initiative	N/A	N/A
DP-12 Implement the Natural Hazards Resilience Study			
OP3-12.1	Undertake priority analysis of proposed actions	Analysis undertaken and reported	Completed
Analysis was completed and reported to Council in February 2016.			
DP-13 Participate with other authorities in the planning and implementation of their safety plans			
OP3-13.1	Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land	Program developed and implemented	Partially completed
Program was developed and commenced.			
OP3-13.2	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.			



**Caring for
Our Environment**

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-14 Lobby for improved environmental flows				
OP3-14.1	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.
DP-15 Lobby and take action to improve water quality				
OP3-15.1	Provide pump out services to limit nutrients and pollutants from onsite sewerage management systems entering waterways	Pump out service provided within agreed timeframes	Achieved	Pumpout services were provided within agreed timeframes.
OP3-15.2	Provide a trade waste service to commercial and industrial premises	Trade waste service provided in accordance with service standards and levels	Achieved	Trade waste services were provided within service standards and levels
OP3-15.3	Continued operation and maintenance of sewage treatment plants and major pump stations to service the community	Sewage treatment plants and major pump stations alarms responded to within one hour	Achieved	Sewage treatment plant and major pump station alarms were responded to within one hour.
OP3-15.4	Continued operation and maintenance of minor pump stations to service the community	Sewage treatment plants and major pump stations alarms responded to within one hour	Achieved	Sewage treatment plant and major pump station alarms were responded to within one hour.
OP3-15.5	Sewage treatment plants, pump stations, and reticulation systems to transport and treat sewage	EPA license conditions met	Partially achieved	Licence requirements not met for all parameters. South Windsor Sewage Treatment Plant 100 % compliance except for volume monitoring one day due to equipment failure. McGraths Hill Sewage Treatment Plant Oil and grease - was not complied for 100 percentile limit and volume limit exceeded due to heavy wet weather.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP3-15.6	Reduce gross pollutants entering waterways through the provision of Gross Pollutant Traps	Gross pollutants captured, measured and reported	Achieved	Gross Pollutant Traps were monitored on a regular basis and cleaned as necessary. A total of 227 tonnes of waste was removed.
OP3-15.7	Implement the Upper Hawkesbury River Estuary Study and Management Plan	Priority actions determined and costed and funding sought	Commenced	Preparation of fact sheets commenced.
DP-16	Lobby and take action to improve river management actions, including elimination of wakeboard boats to minimise bank erosion			
OP3-16.1	Participate in the Hawkesbury Nepean Local Government Advisory Group	Meetings attended as required	Achieved	Meetings were attended as required.
OP3-16.2	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.
OP3-16.3	Undertake studies and investigations as a result of Council resolution on river dredging licence application	Investigation and relevant studies completed and reported to Council	Partially completed	Hawkesbury River dredging Business Case completed. Expressions of Interest were invited for river dredging works.
OP3-16.4	Prepare relevant application(s) / permits to authorities for river dredging (subject to Council resolution)	Relevant application(s) for River dredging activity submitted to relevant authorities	Commenced	Expressions of Interest were invited for river dredging works. The scope of the expression of interest included further investigation works, application for dredging license and other associated permits and regulatory approvals.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-17 Review and implement the Waste Education Program				
OP3-17.1	Implement Waste Education Programs	Waste Education Programs activities undertaken	Delivered	Programs under the Better Waste Recycling Fund (NSW EPA) were implemented, including National Recycling Week activities, Waste 2 Art competition, promotion of extra recycling services over Christmas, mailout of Household Waste Guide 2015/2016, promotion of Clean Up Australia, an E-waste event, various displays and promotions for Local Government Week, National Tree Day and the Hawkesbury Show, various newspaper notices and radio advertisements. Compost Revolution commenced. The Business Waste Officer position was filled. A 10 week program targeting domestic roadside waste was carried out.
DP-18 Showcase a range of initiatives to reduce environmental footprint by use of recycled/renewable resource materials				
OP3-18.1	Commence implementation of strategic waste management plan for Hawkesbury City Waste management facility	Implementation commenced	Commenced	The preparation of a Strategic Waste Management Plan was ongoing, the plan is 80% complete.
OP3-18.2	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 28,500 tonne.
DP-19 Explore business opportunities in waste management				
OP3-19.1	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	Number of customers (eight) was maintained. Total volume used was 6.726 ML.
OP3-19.2	Provide domestic and commercial waste and recycling collection services to the community	Services provided to the community in accordance with customer service standards	Achieved	Services were provided to the community in accordance with customer service standards.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
OP3-19.3	Review business models for the delivery of sewerage services	A best practice business model determined for the delivery of sewerage services	Completed	A report reviewing service delivery model options was completed.
DP-20 Review and implement the Water and Energy Saving Action Plans				
OP3-20.1	No action - budgeted works completed in previous years	N/A	N/A	N/A
DP-21 Encourage sustainable built environment				
OP3-21.1	Develop and adopt sustainability indicators in partnership with the Sustainability Advisory Committee	Sustainability indicators adopted	Completed	Sustainability indicators were adopted by Council in May 2015.
DP-22 Development and implement environmental education programs				
OP3-22.1	Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices	Information provided as required	Delivered	Relevant information was provided as necessary.
OP3-22.2	Develop and implement education programs covering Environmental Health, Public Health, Waste Management and Development compliance	Programs developed and actions implemented	Delivered	Education programs were developed for environmental audits, environmental health, public health and development compliance. Food handling seminars were held in August, November 2015 and April 2016.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
OP3-22.3	Implement and expand industrial audit program to work with local businesses to promote sustainable business practices through improvements in environmental health, pollution prevention and advice of other statutory requirements	Program delivered	Postponed	Environmental audits of industrial complexes not commenced due to insufficient staff resources. A revised audit program is scheduled to be developed and implemented in 2016/2017.
OP3-22.4	Develop community awareness on environment and bush care values, threatened and endangered species	Workshops and educational opportunities provided	Delivered	A bird educational event was carried out in October 2015 as well as the 2016 Bushcare Landcare awards.
DP-23	Demonstrate ecologically sustainable development by example			
OP3-23.1	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 6.726 ML.
OP3-23.2	Provide assistance to Cleanup Australia Day volunteers	Assistance provided to Cleanup Australia Day volunteers	Delivered	Waste associated with Cleanup Australia Day was removed from designated sites and taken to Council's Waste Management Facility.
OP3-23.3	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	Achieved	The facility was open every day except for public holidays.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
OP3-23.4	Incorporate ecologically sustainable building practices into Council projects	Water and energy efficient products used. Sustainable and renewable building materials used	Achieved	Water and energy efficient devices and sustainable and renewable building materials were incorporated into building works where appropriate. Reporting software is to be implemented to enable effective on time reporting.
OP3-23.5	Rate Council buildings using NABERS	Comparison to base year established	Postponed	Scheduled to commence in 2016/2017.



Linking the Hawkesbury

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-24	Develop an Integrated Land-use and Transport Strategy with partners and providers			
OP3-24.1	Seek funding and partnerships for the preparation of a Transport Strategy for the Hawkesbury	Funding and partnerships sought	Partially completed	Draft consultant's brief has been prepared and funding opportunities pursued.
DP-25	Engage with WSROC and other regional bodies to improve public transport services at a local and regional level			
OP3-25.1	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 meetings were provided and associated actions completed.
OP3-25.2	Coordinate the implementation of the Hawkesbury Mobility Plan	Annual works program implemented	Completed	The Mobility Plan works program for 2015/2016 was completed.
OP3-25.3	Deliver community transport services in accordance with contracted outputs as negotiated with funding bodies	Contracted outputs achieved	Achieved	78% of contracted outputs achieved as of 31 May 2016 (most recent data) with usage trends indicating that 100% of targets will be achieved by 30 June 2016.
DP-26	Explore best practice models for road maintenance			
OP3-26.1	Use road data to assist in determining service levels based on funding available	Draft service levels prepared	Partially completed	Road condition was assessed and modelling of maintenance strategy was commenced.
DP-27	Explore best practice models for road maintenance			
OP3-27.1	Identify potential models for road maintenance delivery	Models identified	Achieved	The review of best practice was ongoing. The procurement of suitable materials and appropriate plant and equipment were reviewed and altered where necessary to meet performance needs and community expectations.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-28 Undertake operational programs associated with roads and ancillary facilities				
OP3-28.1	Provide a town and village cleaning service	Town and village cleaning and presentation carried out in accordance with schedule	Completed	Daily street sweeping was carried out in accordance with the scheduled road list.
OP3-28.2	Undertake road and footpath maintenance renewal programs and report their condition	Maintenance and renewal programs implemented	Completed	Necessary works were completed.
OP3-28.3	Construct, maintain and rehabilitate road related assets including road pavements and shoulders	Works completed on time and within budget	Completed	Necessary works were completed.
OP3-28.4	Maintain the bridge network in accordance with condition assessment	Works completed on time and within budget	Completed	Necessary works were completed.
OP3-28.5	Construct, maintain and reconstruct kerb and gutter and foot paving	Works completed on time and within budget	Completed	Necessary works were completed.
OP3-28.6	Erect and maintain street names and line marking	Works completed on time and within budget	Completed	Necessary works were completed.
OP3-28.7	Undertake road and footpath inspections and report on their condition	Inspections undertaken and reported	Not commenced	Road condition inspections are conducted on a four year cycle. Next round of inspections scheduled for 2016/2017.
OP3-28.8	Maintain car parking areas	Works completed on time and within budget	Completed	Maintenance work was carried out in accordance with program and any identified defects repaired.
DP-29 With providers and users, identify any telecommunication service shortfalls				
OP3-29.1	Liaise with service providers to understand service supply and shortfall matters for area	Information gathered and reported	Achieved	Liaison was undertaken in conjunction with Mobile Black Spot Program Round 2 announced December 2015. Lobbying was undertaken in conjunction with meetings with NBN Co staff about the NBN Rollout Plan for the Hawkesbury.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-30 Lobby to improve delivery of services, including a range of services				
OP3-30.1	Lobby NBN Co to continue the fast track roll out of NBN to remaining parts of the Hawkesbury	Lobbying undertaken as appropriate	Achieved	Lobbying was undertaken in conjunction with meetings with NBN Co staff about the NBN Rollout Plan for the Hawkesbury.
OP3-30.2	Lobby other providers to improve range of services coverage	Lobbying undertaken as appropriate	Completed	Lobbying was undertaken in conjunction with Mobile Black Spot Program, which involved other telco providers and supported community groups bid for Mobile Black Spot infrastructure and funds into area.
DP-31 Investigate telecommunications directions, in particular the digital era, and report				
OP3-31.1	Monitor telecommunication trends and indicators	Monitored and reported	Completed	Monitoring and reporting was undertaken as required.



Supporting Business and Local Jobs

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-32 Define local and regional markets				
OP3-32.1	Monitor markets and trends	Investigations undertaken and reported, and considered in Action 41	Partially completed	Investigations were ongoing. Reporting via website was delayed due to IT resources. See Action 41.
DP-33 Implement a Tourism Strategy				
OP3-33.1	Prioritise actions from the Tourism Strategy	Actions prioritised by Council	Completed	Tourism Strategy was adopted by Council on 25 October 2015, with seven priorities. A tourism working group was established, website improvements were undertaken, and the regional tourism alliance with Blue Mountains and Penrith was established.
OP3-33.2	Seek funding sources for priority projects	Funding applications submitted	Achieved	Funding sources for the Tourism Strategy were sought via the regional tourism alliance, Council's budget process, and relevant Federal and State government programs were monitored for funding opportunities.
DP-34 Develop a new brand for the "Hawkesbury"				
OP3-34.1	Develop Hawkesbury Brand Strategy	Strategy reported to Council	Postponed	Delayed due to NSW Government Council merger proposal and associated guidelines for strategic projects during the merger period.
DP-35 Operate the Hawkesbury Visitor Information Centre as an accredited Level 2 Visitor Information Centre				
OP3-35.1	Operating hours, signage, training and other relevant criteria complied with to maintain Level 2 accreditation	Accreditation maintained	Achieved	Hawkesbury VIC Level 2 accreditation was maintained.
DP-36 Monitor local economy and investigate high end jobs				
OP3-36.1	Ongoing monitoring of local economy and high end jobs	Results reported as appropriate, and considered in Action 41	Completed	Completed. See Action 41.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-37 Investigate innovation in local economy, including catalysts that enable industry/business to innovate				
OP3-37.1	No action – investigations completed in 2014/2015. Information gathered to be utilised in Action 41	N/A	N/A	
DP-38 Support training of workforce to address job skills needs				
OP3-38.1	Identify and meet corporate and individual training needs	Learning opportunities including technical, personal and professional development that supports Council's objectives provided	Delivered	Corporate and professional development training programs were delivered to support continuous improvement of skills and knowledge to meet operational resourcing and workforce planning initiatives.
OP3-38.2	Continue UWS Scholarship to support employment	Scholarship funded by Council	Completed	2016 Scholarship funds were provided to WSU. WSU awarded scholarship to student based on Council's Policy.
DP-39 Support training, networking and development of business community to address business skills and job creation and retention				
OP3-39.1	Continue to support traineeship, apprenticeship and work experience opportunities within Council	Successful liaison and support of opportunities to offer traineeships, apprenticeships and work experience to the community	Delivered	Continued placement of traineeships was achieved with a 100% completion rate. Work experience programs were offered to support school and tertiary study programs when available.
OP3-39.2	Continue a program to employ two school based trainees and/or apprentices on an ongoing basis	Successful employment of two school based trainees and/or apprentices	Not achieved	Council was unable to attract school based apprentices and trainees.
OP3-39.3	Undertake a Small Business Week Event as a learning and networking opportunity for business	Event undertaken	Completed	Small Business Week was held in June 2016.
OP3-39.4	Recognise business leaderships and successful business	Business awards programs sponsored	Delivered	Sponsorship funds were provided to Awards operator.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP3-39.5 Promote and support business development and assist activities of State and Federal Governments and other providers (RTOs) and make representations on local business and economy issues	Details provided on website. Attend meetings that address local business and economy issues. Make submissions to public consultation items.	Delivered	Commissioner of Small Business's Small Business Bus visits to area were facilitated. Western Sydney Business Centre business advice service days was increased to twice per month.
OP3-39.6 Support the participation of young people at local and regional employment exhibitions and information sessions	Number of forums held	Commenced	Monthly 'Job Savvy' workshops promoted and delivered to young people (including schools). Planning completed for Hawkesbury Job Forum 2016 to be delivered in second half of 2016. Disability Employment Expo to be held in August 2016.
DP-40 Implement the Hawkesbury Employment Lands Strategy			
OP3-40.1 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 proposals was received. Processing of three planning proposals continued. No planning proposals finalised.
DP-41 Develop and implement an Economic Development Strategy			
OP3-41.1 Draft Economic Development Strategy prepared	Draft Economic Development Strategy reported to Council	Postponed	Delayed due to NSW Government Council merger proposal and associated guidelines for strategic projects during the merger period.
DP-42 Continue to lobby for retention of RAAF Base			
OP3-42.1 Prepare submissions in response to Federal and State Government processes involving RAAF Base	Submissions made as required	Partially completed	A submission was provided to proposed Western Sydney (Badgerys Creek) Airport draft EIS and draft Airport Plan, including commentary on RAAF Base. Defence White Paper due 2016/2017.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
OP3-42.2	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	Delivered	The community was advised of exhibition of proposed Western Sydney (Badgerys Creek) Airport draft EIS and draft Airport plan and associated public meeting hosted by the Federal Government via website and Airport interest call to action.
DP-43 Review future options for retaining RAAF Base Richmond and use of facilities				
OP3-43.1	Investigate options for using RAAF Base for Defence and aviation related industries	Investigations undertaken and reported	Partially completed	See Action 41. Options are to be reviewed subject to status of RAAF Base in Defence White Paper due 2016/2017.
DP-44 Investigate Defence and Aviation industry sectors contribution to the local economy				
OP3-44.1	No action – investigations completed in 2014/2015. Information gathered to be utilised in Action 41.	N/A	N/A	N/A



Shaping Our Future Together

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-45	Identify and seek feasible alternate income streams			
OP3-45.1	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	Completed	The 2016/2017 Operational Plan was adopted by Council in June 2016 and included income estimated to be generated through existing, new and amended fees and charges for revenue generating activities.
OP3-45.2	Prepare and submit applications to funding authorities	Number of applications submitted	Completed	Applications were submitted as required.
OP3-45.3	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 as per lease agreements.
OP3-45.4	Prepare development contributions plans and Voluntary Planning Agreements as required	Plans prepared as required	Completed	Section 94A Contributions Plan 2015 became effective on 17 December 2015. Section 64 Contribution Plan - Stormwater Infrastructure for Pitt Town - Contribution Area 1, November 2015 became effective on 3 March 2016. Three voluntary planning agreements were exhibited. Ongoing discussions occurred with applicants regarding preparation of voluntary planning agreements associated with planning proposals in the Kurmond and Kurrajong Rural Residential / Large Lot Residential Investigation Area.
OP3-45.05	Ensure optimal utilisation and return on Council's funds	Council's funds invested in line with legislative requirements and Council's Investment Policy	Achieved	All funds were invested in line with legislative requirements and Council's Investment Policy. Council's Investment Policy was reviewed and adopted by Council in June 2016. Independent investment advice was obtained on a quarterly basis.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-46	Balanced budget that sustains our provision of services and assets			
OP3-46.1	Prepare asset management plans and long term funding need projections for sustainable asset service provision	Asset Management Plans for key infrastructure assets prepared	Completed	Asset Management prediction model for all infrastructure assets has been built and initial Asset Management Plans prepared for infrastructure assets. These will require updating following adoption of Council's Fit For the Future sustainability model.
OP3-46.2	Align Council's provision of services and assets with available funding to maintain a balanced budget	Balanced Budget presented for 2016/2017	Achieved	The 2015/2016 Budget remained balanced for the financial year ended June 2016. Budgeted expenditure remained funded by budgeted income.
OP3-46.3	Review the Long Term Financial Plan to ensure Council remains financially sustainable	Long Term Financial Plan reviewed by June 2016	Postponed	The review of Council's Long Term Financial Plan (LTFP) was deferred until 2016/2017. It was determined that due to the Fit for the Future reassessment process, September 2016 Council elections, 2016/2017 review of the Hawkesbury Community Strategic Plan, and community consultation in relation to both service levels and appropriate resourcing, it would be more economical to conduct the review of the LTFP once the above has been completed. The reviewed LTFP will be submitted for Council's consideration in 2016/2017.
OP3-46.4	Identify strategies to address Council's long-term sustainability	Strategies identified and submitted to Council for consideration	Completed	20 strategies were endorsed by Council as part of the submission of the Fit for the Future (FFTF) process in June 2015. Review of these strategies was undertaken to ensure Council obtains a "Fit" status, as part of the FFTF reassessment process.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-47	Support the contribution to the community by volunteers			
OP3-47.1	Promote the Cultural Services volunteer program	Cultural Services volunteers supported and valued through training and recognition programs. Number of volunteers	Achieved	Library Museum Gallery (LMG) Volunteers were supported through training Achieved including - training and induction days, WHS induction sessions, guide training and individual training of volunteers to assist with specific tasks. 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. At the annual National Volunteer Week event, volunteers were presented with certificates for 5 and 10 years service with 5 volunteers reaching their 10 years service. In June 2016 there are 136 volunteers. Almost 50% of LMG volunteers have remained with Council for 5 years or more, this is an excellent retention rate.
OP3-47.2	Support the community and volunteers with 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 Work Health and Safety matters.
OP3-47.3	Support community management of community facilities (halls and community centres)	Community halls and community centres maintained to required building standard. Level of utilisation	Partially achieved	329 requests for maintenance or management assistance were responded to within required timeframe. Community halls and centres were maintained to required standard.
OP3-47.4	Maintain the Community Volunteer Program at the Companion Animal Shelter	Program maintained	Achieved	Volunteers assisted Council staff with duties that would normally be unachievable, such as giving "one on one" attention to the animals and additional exercising of the dogs.
OP3-47.5	Manage, support, encourage and develop volunteer Bush Care groups for bushland sites	Number of active Bush Care groups supported	Delivered	14 Bush Care groups were supported.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
OP3-47.6	Support the Rural Fire Service and State Emergency Service activities through works and funding contributions	Funding provided	Delivered	Funding and support was provided.
DP-48	Provide sustainable support for community groups			
OP3-48.1	Manage Deerubbin Centre community rooms for use by community groups	Community rooms made available to community groups	Achieved	510 Deerubbin Centre Community room bookings were managed by library staff. This represented a total of 3,665 hours of usage and 9,645 users.
OP3-48.2	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	Community Sponsorship was delivered with 47 organisations or individuals receiving \$70,595. ClubGRANTS 2015 completed with 13 organisations receiving \$80,472. \$25,000 was allocated under Southern Phone Grants Program.
OP3-48.3	Undertake Sister Cities and City Country Alliance Program in conjunction with the Hawkesbury Sister City Association	Continue Sister Cities Program and reported annually to Council	Completed	Payments were made to program partner in line with budget allocation. Student exchanges occurred July-August (in-bound) and September-October (out-bound).
DP-49	Lobby other levels of government to deliver the services and infrastructure for which they are responsible			
OP3-49.1	Participate on local, regional and State planning forums to advocate for human services needs of the Hawkesbury	Meetings attended as required	Completed	Meetings attended included Hawkesbury Community Care Forum, Primary Health Network Transport Advisory Committee, Targeted Early Intervention Program reform regional working group, LGNSW Transport Review, Hawkesbury Area Network Anti Domestic Violence.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
OP3-49.2	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.
OP3-49.3	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-50	Develop and maintain partnerships that facilitate management of resources and funding			
OP3-50.1	Maintain and develop Council's participation in Westpool and UIP to enhance Council's various insurances	Participation maintained and satisfactory results for various insurances received	Achieved	Insurance program was maintained.
OP3-50.2	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 29 September 2015, 9 December 2015, 1 March 2016 and 28 June 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 were undertaken. Reports and various documentation as required were received by Council from YMCA NSW in accordance with the Contract.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP3-50.3 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 and outcomes were met. Third Party Verification was obtained for Peppercorn Services Inc.
OP3-50.4 Provide financial support to the Hawkesbury River Country Council	Support provided	Delivered	Financial support was provided in July 2015.
OP3-50.5 Provide and seek opportunities to improve Animal Shelter services to the community including housing and management of straying and surrendered companion animals, administration of legislative requirements and working with other animal welfare organisations to maintain a high rehoming rate of cats and dogs in Council's care	Animal shelter is managed to accommodate the community's needs, with a rehoming rate of 90% or above for dogs and 60% or above for cats per month	Achieved	Rehoming rates averaged 94% for dogs and 71% for cats. Assistance through various welfare groups helped maintain rehoming rates.
OP3-50.6 Develop the partnership with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs	Partnership reviewed	Commenced	Partnership review was incorporated into the preparation of a draft Sports Plan.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
OP3-50.7	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	Council's Homelessness Policy 2016 was adopted. Homelessness Resource Cards were printed and distributed in conjunction with the Hawkesbury Housing Forum. Hawkesbury Helping Resource brochure was printed and is to be distributed.
OP3-50.8	Review Council event partnerships to ensure that efficient use of funding and resources is achieved	Partnerships reviewed as required	Completed	Favourable financial partnerships were developed with Windsor RSL for Hawkesbury Sports Awards and renegotiated with Richmond Club for Australia Day Awards. Christmas Lights partnerships were reviewed.
DP-51	Develop best practice processes and reporting measures			
OP3-51.1	Provide support to Development Application Monitoring Advisory Committee (DAMAC)	Support provided	Delivered	Ongoing support was provided to DAMAC by reporting progress of development applications (except during the period of proposed amalgamations) on a three monthly basis.
OP3-51.2	Explore opportunities to improve application processing times for development	Opportunities explored and reported to DAMAC	Achieved	Processes were continuously reviewed to improve application processing times and as a result a more streamlined system is proposed to be development and implemented.
OP3-51.3	Provide reliable and responsive customer services	Service delivered meets advertised Customer Contact and Customer Service Standards	Partially achieved	Council logged 40,294 customer requests with 85% being completed within the required timeframe.
OP3-51.4	Review Council's Information Technology Disaster Recovery process	Process has been reviewed	Partially completed	IT disaster recovery process was reviewed and simplified. Configuration was completed and the system made live. Documentation of the business continuity process was commenced for the purposes of preparing an Information Systems Business Continuity Plan in 2016/2017.
OP3-51.5	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.

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP3-51.6	Maintain currency of the Business Continuity Plan	Business Continuity Plan is current	Achieved	Business Continuity Plan is current.
OP3-51.7	Develop and implement best practice procurement processes throughout Council	Best practice procurement processes maintained	Achieved	Review of procurement policies and procedures was ongoing to achieve continual improvement. Several new procedures and accompanying templates were developed to assist staff implement best practice processes and comply with both legislation and Council's Operational Management Standard (OMS). Implementation of a Contracts Module was commenced. Random audits on compliance with Council's OMS were conducted.
OP3-51.8	Deliver telephone enquiry and front counter services to Council's customers in accordance with performance indicators	Performance benchmarks achieved	Achieved	Council logged 40,294 customer requests with 85% being completed within the required timeframe. Council received 65,322 telephone calls and 32,945 front counter enquiries.
OP3-51.9	Investigate customer service complaints and compliments in accordance with process and timeframes within Complaints Policy	Number of complaints finalised within required timeframes	Achieved	25 customer complaints were received and addressed using Council's Complaint Management procedures.
OP3-51.10	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 2016/2017.
OP3-51.11	Provide support to the Audit Committee	Support provided	Delivered	Ongoing support to the Audit Committee was provided.
OP3-51.12	Conduct audits in accordance with Council's plan	Audits completed and recommendations implemented	Completed	Audits were undertaken in accordance with Annual Plan.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP3-51.13 Develop an implementation plan to deliver Enterprise Risk Management (ERM) to the organisation	Implementation Plan developed and ERM policy adopted	Not completed	Funding to develop the plan was secured and quotation for plan development was sought.
DP-52 Comply with all statutory planning and reporting requirements			
OP3-52.1 Implement and review Human Resources/Industrial Relations policies, procedures and delegations to meet legislative requirements	Implementation Plan developed and ERM policy adopted	Not completed	Funding to develop the plan was secured and quotation for plan development was sought.
OP3-52.2 Prepare required licence, National Pollution Inventory, NSW Office of Water Performance reports for McGraths Hill and South Windsor sewage treatment systems. Prepare required licence reports for the 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.
OP3-52.3 Review and monitor 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 completed	WHS Site Audit program partially completed. Management reports were restructured and workers compensation licence returns were submitted.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP3-52.4 Provide animals shelter reporting in line with legislative requirements issued by the Department of Local Government	Animal shelter reports submitted to the relevant authority within the required deadlines	Completed	All reports were provided to the Office of Local Government as required.
OP3-52.5 Report Public Interest Disclosure (PIDs) in accordance with legislative requirements	Reports provided to the NSW Ombudsman	Completed	PID six monthly and annual reports were prepared and lodged.
OP3-52.6 Forward privacy complaints immediately to the Office of the Privacy commissioner	Complaints forwarded as required	Completed	No privacy complaints were received.
OP3-52.7 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 due date and report forwarded to Council.
OP3-52.8 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	Policy was reviewed and Office of Local Government informed.
OP3-52.9 Review Council's Publication Guide in accordance with legislative requirements	Publication Guide reviewed and submitted to the Office of Information Commission	Completed	Council's Information Guide was revised in July 2015.
OP3-52.10 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 were completed and submitted to both the OLG and Council within the regulated reporting periods.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP3-52.11 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.
OP3-52.12 Maintain financial information in line with legislative requirements	Accounting records maintained in line with applicable legislation and Accounting Standards	Achieved	Accounting records were maintained in line with relevant legislation and Accounting Standards. An unqualified audit opinion was received for the audit conducted on the 2014/2015 Financial Statements issued in October 2015.
OP3-52.13 Prepare Quarterly Budget Review Statements	Quarterly Budget Review Statements submitted to Council in line with legislative requirements	Completed	Quarterly Budget Review Statements were submitted to Council on 24 November 2015, 23 February 2016 and 31 May 2016.
OP3-52.14 Prepare Council's Resourcing Strategy	Resourcing Strategy prepared and submitted to Office of Local Government	Postponed	The review of Council's Resourcing Strategy has been deferred until after the September 2016 Council election. It was determined that due to the Fit for the Future reassessment process, upcoming Council election, review of the Community Strategic Plan and community consultation in relation to both service levels and appropriate resourcing, it would be more economical to conduct the review of the Resourcing Strategy once the above has occurred.
OP3-52.15 Prepare Council's Annual Report	Report prepared and published prior to deadline of 30 November	Completed	Council's 2014/2015 Annual Report, including 2014/2015 Annual Financial Statements, was submitted to Council on 10 November 2015 and forwarded to the Office of Local Government and published on Council's website within the required timeframe.
OP3-52.16 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	The septic safe program was successfully completed with more than 120 inspections each month.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP3-52.17 Investigate complaints of unauthorised development and development not complying with conditions of consent	Action taken to correct breaches in accordance with legislative requirements. Number and type of development complaints recorded and completed	Achieved	Investigations were conducted for breaches of legislation and enforcement action taken where required.
OP3-52.18 Prepare Council's 2016/2017 Operational Plan	Operational Plan prepared and adopted by Council	Completed	The 2016/2017 Operational Plan was adopted by Council on 14 June 2016.
OP3-52.19 Prepare 2013-2017 Delivery Program progress reports	Progress reports reported to Council	Completed	Progress reports were provided to Council on 25 August 2015 and 23 February 2016.
OP3-52.20 Coordinate the implementation of asset management in accordance with the Office of Local Government's Integrated Planning Reporting Framework – "Fit for the Future"	Office of Local Government requirement for Asset Planning met	Achieved	Office of Local Government Asset Management Planning requirements were satisfied and refinement processes commenced.
OP3-52.21 Statutory statistical reports are provided to relevant State agencies on development activity	Statistical reports are provided to relevant State agencies	Completed	The Local Development Monitoring Data (DAs) was submitted to the Department of Planning and Environment in November 2015.
OP3-52.22 Prepare and forward all relevant statutory reports for Crown lands	Statutory reports submitted on time	Partially achieved	The 2015/2016 report was collated.
OP3-52.23 Prepare and forward all relevant statutory reports for roads and associated infrastructure	Statutory reports submitted on time	Completed	All statutory reports were submitted on time.

DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-53	Develop and implement a communication strategy to increase community understanding of council responsibilities and operations			
OP3-53.01	Implement communication tools to increase community understanding of Council's responsibilities and operations	Communication tools implemented and engagement with community expanded	Achieved	"No merger" campaign was implemented with success. 25 online community engagement projects were established. A display was held at Hawkesbury Show.
DP-54	Undertake community engagement and have dialogue with the community in setting affordable and sustainable service levels and standards			
OP3-54.1	Undertake 2015 Community Survey	Survey undertaken and findings presented to Council	Completed	The 2015 Community Survey was conducted and results were presented to Councillors.
OP3-54.2	Establish service levels to be delivered based on community's expectations	Appropriate and affordable service levels established	Partially completed	The 2015 Community Survey was undertaken to measure community satisfaction with Council provided services and infrastructure. Further engagement with the community is proposed to determine desired levels of service.
OP3-54.3	Develop the Hawkesbury Cultural Plan Resourcing Strategy	Hawkesbury Cultural Plan Resourcing Strategy prepared	Postponed	Scheduled to commence in 2016/2017.
OP3-54.4	Develop Community Engagement Strategy to assist in setting affordable and sustainable levels of service	Community Engagement Strategy developed	Delivered	The 2015 Community Survey was undertaken to measure community satisfaction with Council provided services and infrastructure. Further engagement with the community is proposed to determine desired levels of service.
DP-55	Demonstrate decisions made are transparent, fair, balanced and equitable and supported by appropriate resource allocations			
OP3-55.1	Implement communication tools to demonstrate transparency and accountability	Communication tools implemented and engagement with community expanded	Delivered	Community engagement was expanded with 23 projects established on Council's online community engagement website.
OP3-55.2	Council meeting cycle meets legislative requirements	At least 10 Council meetings held each year, in different months	Achieved	Council Meeting cycle met legislative requirements.
OP3-55.3	Review committees and membership annually	Review undertaken and reported to Council	Completed	Structure and membership was reviewed and considered by Council in September 2015 as part of the Extra Ordinary meeting for the election of Mayor, Deputy Mayor and Committee representation.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP3-55.4 Provide community access to Council information	Government Information Public Access (GIPA) Act complied with	Completed	Both formal and informal access applications were processed in accordance with requirements.
OP3-55.5 Compile Business Papers for Council meetings	All Business Papers are accurately compiled in accordance with relevant legislation and Council procedures	Completed	Business papers for meetings were prepared and distributed.
OP3-55.6 Implement the recommendation of the Hawkesbury Youth Summit 2015	Recommendations implemented	Achieved	Youth Summit Recommendations were implemented and substantially achieved.
OP3-55.7 Maintain and monitor online access to development application information consistent with statutory requirements	DA Tracker Information maintained and monitored consistent with statutory requirements	Achieved	DA Tracker information was monitored and maintained every week.
OP3-55.8 Maintain Fines and Orders Appeal Assessment Panel of Council	Panel meets policy requirements	Achieved	Panel met on an "as needed" basis to consider appeals lodged in accordance with policy requirements.
OP3-55.9 Coordinate implementation of Hawkesbury Cultural Plan actions	Priority actions implemented	Postponed	Scheduled to commence in 2016/2017.
OP3-55.10 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. Other legal advice was provided within agreed timeframes. Monthly reports were received from both of Council's Solicitors outlining outstanding matters.
OP3-55.11 Provide Survey, Design and Spatial Information Systems services and support	Service and support provided	Delivered	Survey, design and Spatial Information System services and support were provided and on schedule in accordance with program targets.

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP3-55.12 Implement Capital Works Program	Capital works carried out in accordance with construction program	Partially delivered	Delivery of projects and works was undertaken in accordance with program targets other than where external factors including approvals or weather affected construction timing.
OP3-55.13 Coordinate implementation of Hawkesbury Access and Inclusion Plan	Number of actions implemented	Partially achieved	Priority Actions were implemented and substantially achieved.

Section 428 (2) End of term Report

Council's End of Term Report is provided in a separate accompanying document.

Section 428 (4) (a) Financial Statements

Council's Audited Financial Reports for the 2015/2016 year are provided in a separate accompanying document.

Section 428A State of the Environment Report

Council's State of the Environment Report is provided in a separate accompanying document.

Section 508 Report on Special Variation (Infrastructure Renewal Program)

On 27 June 2007, 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 for costs associated with an infrastructure renewal program.

Relevant information relating to the projects and programs identified in the Infrastructure Renewal Program Estimates contained within the 2015/2016 Budget Estimates is provided below:

Item	Comment
Essential Grading - Unsealed Roads	\$41,564 has been utilised on grading work at a number of locations including Upper Macdonald Road, Greens Road and Settlers Road.
Resheeting - Unsealed Roads	\$96,404 has been utilised to provide a granular surface over Packer Road, Mountain Lagoon Road, Greens Road and Upper Colo Road.
Road Rehabilitation - Various Locations	\$531,054 has been expended on the repair of failed road sections on the sealed network.
Road shoulder renewal	\$143,943 has been utilised to improve road shoulders at a number of locations as follows: <ul style="list-style-type: none">• Park Road, Vineyard• Kentucky Drive, Glossodia• Kurmond Road, North Richmond• Brahma Road & Terrace Road, North Richmond• Smith Road, Oakville• Wheelbarrow Ridge Road, Colo Heights• Mount View Close, Kurrajong Hills• Mitchell Drive, Glossodia• Dunns Road, Maraylya.
Road Rehabilitation - Francis Street, Richmond	\$12,929 was expended on deep lift asphalt patches in vicinity of the primary schools.

Item	Comment
Various Locations Kerb, Gutter and Drainage	\$136,000 was expended under this program at the following locations: <ul style="list-style-type: none"> • William Cox Drive, Hobartville • Robertson Street, Kurrajong • Francis Street, Richmond • Elizabeth Avenue, Kurmond • King Road, Wilberforce • James Street, South Windsor • West Market Street, Richmond • Jersey Road, Richmond • Town Street, Hobartville • George Street, South Windsor • Lennox Street, Richmond.
Clear Drainage Structures/Channels, Pipes and Pits	\$17,582 was utilised in relining a substantial section of a failing drainage line in Francis Street, Richmond (opposite the Richmond Club).
Wilberforce Carpark, Wilberforce	A total of \$9,354 was expended on replacing defective sections of kerb ramp and carpark pavement.
Reconstruct Failed Footpaving - Various Locations	\$130,000 has been expended on this program at the following locations: <ul style="list-style-type: none"> • Keda Court, North Richmond • Alexander Street, Bligh Park • March Street, Richmond • College Street, Richmond • Elizabeth Street, North Richmond • Bona Vista Drive, Pitt Town • Francis Street, Richmond • Lennox Street, Richmond.
Installation of New Concrete Footpaving	\$70,000 has been expended on the provision of new concrete foot path to improve pedestrian accesses at the following locations: <ul style="list-style-type: none"> • Bells Line of Road, Kurmond – New path & pram ramp for a disabled parking bay • George Road, Wilberforce to Shops – Carpark and parking bays for long vehicles • Old Sackville Road, Wilberforce – Outside Operations Depot adjoining the existing carpark • Hawkesbury Valley Way – Connecting the missing section from Seven 11 to George Street, Windsor.
Richmond Pool Richmond	\$5,000 was spent on replacing the shade shelter over the playground.
Colo Reserves in General	\$3,715 was used to improve access to the new canoe launching facility at Colo Park.
Carparks in Parks	\$18,000 has been carried forward to cover additional replacement of the car park bollards in Richmond Park.
McQuade Park	\$120,263 was spent to upgrade both car parks within McQuade Park. The remaining \$159,259 will be carried forward to complete the works in 2016/2017.
Macquarie Park	\$17,838 has been spent on the upgrade of the car park. This project is part of a major upgrade of the site with a canoe launching facility, pathways, landscaping.
Memorials/Monuments - Parks	These funds have been carried over to cover the cost of re-lettering names on the war memorials.
Smith Park	\$10,644 was spent on landscaping (in conjunction with the car park upgrade).

Item	Comment
Construct Fencing/Gates	\$21,032 was spent on replacement of fencing in a number of reserves. The remaining \$5,843 will be brought forward to upgrade fencing in 2016/2017.
Governor Phillip Park	\$32,575 was spent to upgrade the jetty.
Bins/Furniture Replacement in Parks	\$44,639 was spent on bin and furniture replacement in a number of parks and streetscapes. The remaining \$21,295 will replace furniture in 2016/2017.
Sports Council Capital Contribution	\$52,000 was given to the Hawkesbury Sports Council to upgrade the South Windsor Tennis courts/building.
Amenities - Bilpin Park	Council has been awaiting the transfer of land from the National Parks and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2016/2017 to be spent once the process has been finalised.
Shelters - Bilpin Park	Council has been awaiting the transfer of land from the National Parks and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2016/2017 to be spent once the process has been finalised.
Playground - Bilpin Park	Council has been awaiting the transfer of land from the National Parks and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2016/2017 to be spent once the process has been finalised.
Car Park - Bilpin Park	Council has been awaiting the land to be given back to them from the National Park and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2016/2017 to be spent once the process has been finalised.
Hawkesbury Oasis Swimming Centre, South Windsor	Budget \$141,000. Works include replacement of building management system, fire services, ceiling tiles and part of the funding for the change room facilities refurbishments. These works will be completed in 2016/2017.
St Albans School of Arts Hall, St Albans	\$2,138 was spent on repairs to the building fabric of the hall.
Governor Phillip Boat Club, Windsor	\$21,530 was spent to replace the roof of the boat club.
North Richmond Neighbourhood Centre, North Richmond	\$25,000 was spent to replace part of the roof of the centre. Other works were funded by maintenance budgets.
Deerubbin Centre, Windsor	\$55,000 was spent on upgrading part of the CCTV cameras at the centre. This funding was complemented by maintenance budgets.
Security Panel Replacements	\$13,851 was spent on the security system upgrade at Richmond Grandstand, Richmond, and the upgrade of modems and antennas at various sites.
Richmond Pool, Richmond	\$41,791 was spent on part of the accessible and family amenities. This was complemented by Section 94 funding.

Clause 217 (1) (a) Overseas visits

No overseas visits were undertaken during 2015/2016 by Councillors, Council staff or other persons representing Council.

Clause 217 (1) (a 1) (i to viii) Payment of Councillor Expenses

The total amount expended during 2015/2016 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	\$40,090
Councillor fees (12 x \$18,380)	\$220,560
Councillor expenses	\$128,701
TOTAL	\$389,351

This amount includes the following costs:

i.	Dedicated Office Equipment	\$11,843.92
ii.	Telephone Calls	\$13,200.64
iii.	Attendance at Conferences and Seminars	\$31,022
iv.	Training and Skill Development	Nil
v.	Interstate Visits (included in iii, above)	\$15,432
vi.	Overseas Visits (included in iii, above)	\$Nil
vii.	Expenses of Spouses, Partners or Accompanying Persons	\$314
viii.	Child Care	Nil

Council's Policy for Payment of Expenses and Provision of Facilities to Councillors is available at Council's website www.hawkesbury.nsw.gov.au.

Conferences attended by Councillors 2015/2016

In line with this policy, the type and cost of conferences attended by Councillors is reported below. Total costs were \$31,022 being \$15,590 for Intrastate visits and \$15,432 for Interstate visits. No overseas visit was undertaken during 2015/2016.

Name of Conference	Date and Place	Councillor attended
2015 Local Government NSW Water Management Conference	24 - 26 August 2015 Bowral, NSW	Clr (Dr) Mackay OAM
2015 Local Government NSW Annual Conference	11 - 13 October 2015 Rosehill, NSW	Clr Barry Calvert Clr Mike Creed Clr Mary Lyons-Buckett Clr Christine Paine
National Sister Cities Conference	9 - 11 November 2015 Rooty Hill, NSW	Clr Calvert
National Local Roads & Transport Congress	17 - 19 November 2015 Ballarat VIC	Clr Rasmussen Clr Reardon
2016 Local Government NSW Tourism Conference	9 - 11 March 2016 Byron Bay, NSW	Clr Rasmussen
56 th Floodplain Management Australia Conference	17 - 20 May 2016 Shoalhaven, NSW	Clr Porter Clr Reardon

2016 National General Assembly of Local Government

19 - 22 June 2016
Canberra, ACT

Clr Lyons-Buckett
Clr Paine
Clr Rasmussen

Clause 217 (1) (a 2) Major Contracts Awarded in excess of \$150,000

Construction and Maintenance

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Complete Linemarking Services Pty Ltd	Pavement Marking Services	136,177
H & M Civil	Plant Hire	164,698
Lord Earthmoving	Plant hire	190,754
Maybury Marine Pty Ltd	Hire of Plant and Trucks	217,144
Grants Concreting	Concrete Works	240,257
Kelbon Project Services	Concrete works	243,408
Metromix Pty Ltd	Supply of Bulk Materials for Civil Construction	298,000
Bucher Municipal Pty Ltd	Vehicle Parts	413,072
Tono Ferry Services Pty Ltd	Operation of Lower Portland Ferry	479,996
Gilbert & Roach Pty Ltd	Acquisition of Motor Vehicles	512,618
Savage Earthmoving	Kerb and Gutter - Freemans Reach	547,443
The Trustee for Northshore Landscapes	Supply of Bulk Materials for Civil Construction	706,233
L J Follington Construction Pty Ltd	Hire of Plant and Trucks	845,882
Hawkesbury Road Maintenance Pty Ltd	Road Maintenance	921,036
Rocktown Pty Ltd	Civil Works	1,241,004
MJ & MD Skinner Earthmoving Pty Ltd	Concrete Works/Civil Works	1,524,623
State Asphalt Services Pty Ltd	Road Sealing	1,720,927
Bernipave Pty Ltd	Supply and Placement of Asphaltic Concrete	1,780,413
Delaney Civil Pty Ltd	Bridge Works	2,257,559
	TOTAL	14,441,244

Professional Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Marsdens Law Group	Legal Services	140,962
Complete Staff Solutions	Temporary Staff Hire	145,923
Recoveries & Reconstruction (Aust) Pty Ltd	Debt Recovery Services	168,190
Pikes & Verekers Lawyers	Legal Services	238,964
Computer Systems Australia Pty Ltd	IT Professional Services	274,433
Hays Specialist Recruitment (Australia) Pty Ltd	Temporary Staff Hire	279,641
Westpool Contribution	Insurance Contributions	509,300
United Independent Pools Insurance	Insurance Contributions	554,983
	TOTAL	2,312,396

Waste Water Management

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Environmental Earth Sciences	Environmental Monitoring and Professional Services For Hawkesbury City Waste Management	177,377
Nowra Chemical Manufacturers Pty Ltd	Chemicals	211,061
Transpacific Industrial Solutions	Sullage/Effluent Collection	338,616
Bettergrow Pty Ltd	Collection, Transportation and Disposal of Biosolids at South Windsor Sewage Treatment Plant	400,192
Redox Pty Ltd	Chemicals for Treatment Works	418,530
Staples Bros. (Nowra) Pty Ltd	Provision of a Septic Tank & Collection Well Effluent Removal Service	1,395,338
	TOTAL	2,941,114

Parks and Recreation

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Extreme Tree Services	Arborist and Other Tree Services	147,235
YMCA	Management of Leisure Centres	152,871
Blue Tongue Eco-systems T/F Reynolds Family Trust	Bush Regeneration	181,553
Eco-Tune Bush Regeneration	Bush Regeneration	252,387
Fleetwood Urban Pty Ltd	Landscaping	303,200
SMC Marine	Bank construction	593,112
	TOTAL	1,630,358

Regulatory Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Transpacific Cleanaway Pty Ltd	Kerbside Collection	440,476
JJ Richards & Sons Pty Ltd	Garden Organic Collection and Processing Service	2,900,845
	TOTAL	\$3,341,321

Building Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Fabranamics	Supply and install new amenities building	143,626
Kompass Group	Extension of Hawkesbury Learning & Leisure Centre	202,892
AGL Sales Pty Ltd	Electricity Supply	205,157
Doust Automation & Control Pty Ltd	Building Management Systems Upgrade	213,860
Powerdirect Pty Ltd	Retail Electricity	217,781
Endeavour Energy	Street Lighting	364,228
Katopa Holdings Pty Ltd T/as CBD Mechanical Electrical	Electrical Repairs and Services	368,754
Itech Corp	Electrical Engineers	388,774
Origin Energy	Electricity major sites	394,351
CMP Electrical (Australia) Pty Ltd	Electrical Repairs and Services	426,164
Energy Australia	Power usage street lighting and major sites	513,283
Hix Group	Electrical Services	513,283
Storm International	Cleaning of various Council buildings	794,400
Kellyville Building Pty Ltd	Modifications to Hawkesbury Oasis and Various Child Care Centres	1,281,045
	TOTAL	6,027,598

General

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Bakers Construction & Industrial Hardware	General Hardware	101,480
Uplinx Group Pty Ltd	Telephone System	104,168
Data#3 Limited Software Licences	Computer Software	114,550
Telstra Telephone	Telecommunications – NBN/Internet provisions	187,243
Sydney Water	Water	227,449
Caltex Australia Petroleum Pty Ltd	Fuel Purchases	252,754
Volvo Commercial Vehicles	Motor Vehicles	363,304
Macquarie Bank Limited	Computer Equipment Leases	364,257
Nepean Motor Group	Motor Vehicles	409,452
Windsor Toyota	Motor Vehicles	420,788
Western Region Automotive Sinclair Automotive & Sinclair Isuzu Ute	Motor Vehicles	484,906
Technology One Ltd	Computer Software	530,096
BP Australia Limited	Bulk diesel & petrol	549,354
	TOTAL	4,109,801

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

Proceedings finalised	\$188,023
Proceeding not finalised (continuing)	\$51,751

Project Name	Cost	Status
Proceeding finalised		
Minister for Local Government and Ors	\$26,378	Land and Environment Court proceedings – Forced Council Amalgamation – Proposal withdrawn by State Government
Celik	\$2,324	Local Court proceedings – Non-compliance of a Clean Up Notice – Matter proven – Council awarded costs
Basscave P/L	\$20,610	Land and Environment Court proceedings – Class 1 Appeal against refusal of Development Application – Court upheld refusal
M & B Investments	\$35,096	Land and Environment Court proceedings - Appeal against refusal of Development Application – Matter Upheld – Approved with deferred commencement
Turner and Whan	\$4,927	Land and Environment Court proceedings – Class 4 Appeal against Refusal of Development Application – Matter Discontinued – Council awarded partial costs
Flint	\$4,068	Local Court proceedings – Unregistered dog infringement – Matter proven – Council awarded partial costs
Ogg	\$27,128	Land and Environment Court proceedings – Class 1 Appeal against Deemed Refusal of Development Application – Matter Upheld – Approved subject to conditions
Planet Warriewood	\$31,979	Land and Environment Court proceedings – Appeal against Refusal of Development Application by JRPP – matter upheld – Approved subject to conditions
Murphy	\$3,150	Local Court proceedings – Parking infringement – Matter proven – Penalty notice issued
PRJM P/L	\$23,885	Land and Environment Court proceedings - Appeal against refusal of Development Application – Matter Upheld – Appeal dismissed
Dogramaci	\$8,478	Land and Environment Court proceedings – Appeal against infringement notice – Matter proven
Basscave	\$0	Land and Environment Court proceedings – Class 4 Appeal against Refusal of Development Application – Matter upheld – Costs application to be heard

Project Name	Cost	Status
Proceeding finalised		
Onetenn	\$19,940	Land and Environment Court proceedings – Class 1 Appeal against Refusal of Development Application – Judgement reserved
Bentley and Bacic	\$16,054	Land and Environment Court proceedings – Class 1 Appeal against Refusal of Development Application – Judgement reserved
GMR Schembri Pty Ltd	\$0	Land and Environment Court proceedings – Appeal against Deemed Refusal of Development Application
PRJM P/L	\$2,198	Land and Environment Court proceedings – Appeal against Refusal of Development Application
PRJM P/L	\$2,627	Land and Environment Court proceedings – Appeal against Refusal of Development Application
PRJM P/L	\$10,932	Land and Environment Court proceedings – Class 4 Appeal against Enforced Proceedings – matter adjourned pending outcome of appeals

Clause 217 (1) (a 4) Work on Private Land

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

Clause 217 (1) (a 5) Contributions/Donations

The total amount contributed under Section 356 of the *Local Government Act, 1993* during the financial year was \$79,167 made up of the following amounts:

- \$73,167 distributed to 46 recipients in accordance with the provisions of Council's Community Sponsorship Program
- \$6,000 distributed to 12 young people to support their participation in the Sister Cities Student Exchange Program.

Clause 217 (1) (a 6) External Bodies Exercising Council Delegated Functions

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

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

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

Child Care Centres

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

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

Community/Neighbourhood Centres, Halls and Other Buildings

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

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

Peppercorn Services

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

During the 2015/2016 Financial Year the following services were provided to residents of the Hawkesbury by PSI:

- **Peppercorn Family, Community and Youth Services**
 - **Hawkesbury Family Support** - at home and centre based family support services including playgroups, parenting programs, and family fun days.
 - **Forgotten Valley Community and Youth Development Project** – delivered activities, events and learning programs to vulnerable and isolated residents and young people living in the Forgotten Valley area and continued to publish the Forgotten Valley Views.
 - **Youth Transport Options** – made available innovative transport options to support socially and geographically isolated young people to access services.
- **Peppercorn Children's Services**
 - **Forgotten Valley Pre-Schools** – operated pre-school services from two venues in Wisemans Ferry and South Maroota to meet the developmental needs of children 0-6 years.
- **Peppercorn Transport**
 - **Community Transport** – delivered a range of coordinated transport services for disadvantaged people living in the Hawkesbury including isolated residents.
- **Peppercorn Life Skills**
 - **Come Dine with Me** - a centre-based 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, Penrith and Blue Mountains 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 Seniors Leisure and Learning Centre** - a range of creative and flexible leisure and learning programs for senior residents continued to be delivered from this venue. During 2015/2016 work began on the extension and refurbishment of the Centre and the programs provided at the Centre were relocated to various temporary venues at Windsor, Richmond and North Richmond. The extension and refurbishment works were completed in 2015/2016.
- **Peppercorn Property**
 - Managed the day-to-day building operations of McGrath's Hill Bus Depot, South Windsor Family Centre and Hawkesbury Seniors Leisure and Learning Centre.

Playing Fields and Parks

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

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

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

Other Programs

The following Committees have been established by Council to provide advice in regard to certain program and activities:

- Human Services Advisory Committee
- Hawkesbury Civics and Citizenship Committee
- Waste Management Advisory Committee
- Heritage Advisory Committee
- Floodplain Risk Management Advisory Committee
- Audit Committee
- Hawkesbury Access and Inclusion Advisory Committee
- Development Application Monitoring Advisory Committee
- Sustainability Advisory Committee
- Local Traffic Committee.

In addition, Council has delegated responsibility to various Committees for the management of Council funded or auspiced services including the following:

- McMahon's Park Management Committee
- Hawkesbury Sports Council
- Peppercorn Services Inc.
- Hawkesbury Sister City Association.

Hawkesbury River County Council

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

Aquatic and Leisure Centre and Indoor Stadium

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

Clauses 217 (1) (a 7) and (a 8) Interests and Participation in Corporations, Partnerships, Cooperatives, Joint Ventures, Syndicates or other bodies

Council did not hold a controlling interest in any company during the 2015/2016 financial year.

In an endeavour to achieve efficiencies in its operations, Council has formed alliances and/or undertakes initiatives with other councils and organisations in areas such as joint purchasing arrangements via participation in the Western Sydney Regional Organisation of Councils (WSROC); pooled insurances arrangements via Westpool; the operation of its Companion Animal Shelter by entering into an agreement with Penrith, Hornsby and The Hills Shire Councils facilitating the use of Hawkesbury's facility. This latter alliance has alleviated the need for those Councils to establish their own facility and enabled a more economical use of resources.

Westpool/United Independent Pools (UIP)

Council is a member of Westpool, which is an insurance and risk management discretionary mutual, established in 1988 and now consists of ten Councils – Blacktown, Blue Mountains, Camden, Fairfield, Hawkesbury, Liverpool, Parramatta, Penrith, Shellharbour and Wollongong City Councils.

This alliance provides opportunities for members to self-manage public liability and professional indemnity claims, to purchase a variety of insurance products and to share risk management strategies. Currently public liability, professional indemnity, corporate travel, and group personal accident insurances are purchased by Westpool. Westpool, in association with its sister organisation, Metro Pool has established United Independent Pools (UIP) which now self manages motor vehicle and tools of trade, industrial special risks (Property), Councillors and Officers, Statutory Liability and Crime (internal fraud and electronic theft), Cyber and public liability and Casual Hirers insurance covers. Council also holds a number of smaller specialised insurance policies specific to Council needs. Through the ability of these mutual associations to self-insure and group purchase insurance it is considered that significant savings have been achieved in the level of premiums paid by the Council in comparison to potential premiums had Council approached the insurance market as a single entity.

In addition, much is gained by councils being able to share experiences, initiatives and ideas in areas such as risk management and claims management strategies, fleet management, property protection and security, Work Health Safety, workers compensation, etc. Council continues to reap the benefits of this alliance which now actively covers all lines of insurance.

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

Hawkesbury River County Council

The HRCC has been established under the *Local Government Act 1993*. It covers the areas of The Hills Shire, Blacktown, Penrith and Hawkesbury City Councils and has responsibility for the management, control and suppression of declared noxious weeds on these areas of the River. This single purpose authority has responsibility for a combined area of 3,823km² and by the forming of a larger area, local government boundary problems are avoided.

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

HRCC strategic objectives follow the guidance provided by the development of their member Council 'Community Strategic Plans' and the NSW Invasive Species Plan. In order of priority they are as follows:

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

Further information on HRCC is available at www.hrcc.nsw.gov.au

Hawkesbury Companion Animal Shelter

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

During the 2014/2015 period, Council was approached by Hornsby Council to provide impounding services for their area which was approved by Council and implemented.

The arrangement is performed under an agreement between Council and the participating councils, and provides for the housing and administration of impounded cats and dogs, rehoming of unwanted animals, and euthanasia of those animals that are unsuitable for rehoming.

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

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

During 2015/2016, the Shelter and its staff in conjunction with a number of welfare agencies achieved rehoming rates of 71% for cats and 94% for dogs per month, for animals that were suitable for rehoming.

Hawkesbury Sister City Association – International Sister Cities

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

The Sister City Program is managed by Council officers in conjunction with the Hawkesbury Sister City Association Inc.(Association) , which was established in 1984 by the then Hawkesbury Shire Council. The Association mainly undertakes the activities of the program, managing the community and cultural exchanges on behalf of Council. Council undertakes other activities of the program, managing Mayoral communications, civic exchanges and the like.

Council renewed its Sister City Program Policy on 10 July 2007 and at the same time formally delegated authority to the Hawkesbury Sister City Association, Inc. *"to promote, on the Council's behalf, international understanding at all levels of the local community on a continuing basis with Sister Cities as determined from time to time by the Association and Council, and to develop and conduct sporting, youth, cultural and other appropriate exchange programs in association with established Sister City relationships."*

The Association undertakes student exchange visits on an annual basis and adult exchange visits on an on-demand basis. These exchange visits allows Hawkesbury residents to visit our sister cities to experience new cultures and for exchange students to live with sister cities families. Annual student exchange visits to the sister cities take place around September/October. Up to six high school students (e.g. Year 9 or Year 10) are selected to visit each sister city. Reciprocal student exchanges from sister cities visit the Hawkesbury area at the same time around July/August. Students and their families fund the exchange visits and the Association funds related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

Many lasting friendships have been formed between the students (and families) and adults who have participated in the cultural exchanges and between the Association's members who make the program a success program.

Council renewed its relationship with Kyotamba in February 2007 with the re-signing of the Sister City Agreement by Mayor of Hawkesbury, Councillor (Dr) Rex Stubbs (OAM) and Mayor of Kyotamba Town, Shigeiki Matsubara when visiting the Hawkesbury area.

Since 1988, over 330 Hawkesbury exchange students have visited Temple City and Kyotamba.

On 24 February 2009, Council extended the Association's delegation to give authority "*to promote, on Council's behalf, understanding at all levels of the local community on a continuing basis with Sister Cities and/or City-Country Alliances as determined from time to time by the Association and Council, and to develop and conduct sporting, youth, cultural and other appropriate exchange programs in association with established Sister City relationships and/or City-Country Alliances*". The extension of the delegation to include the City – Country Alliance partnerships was undertaken to enable the Association to facilitate exchanges with our country alliance councils and their communities, similar to those at the international level.

In 2010, Council recognised the 25th anniversary of the Sister Cities friendship with Temple City and its community during a visit by the Temple City Sister City Association. In 2014, Council celebrated the 25th anniversary of the Sister Cities friendship with Kyotamba.

Mayors of Temple City and Kyotamba have visited the Hawkesbury area as part of delegations from their cities in recent years.

In February 2014, the news of the death of Jean Peare, OAM, founding chairperson and life member of the Association was received. Jean's invaluable contribution to the success of the Sister City program over the last 30 years is acknowledged.

In 2015/2016, eleven young citizen of the Hawkesbury visited Temple City and Kyotamba as part of the student exchange program.

City - Country Alliances with Cabonne and Weddin Councils

Council has two City-Country Alliances, one with Cabonne Council and one with Weddin Council. The Alliances were created on 16 May 2007, when Council formally signed each Alliance Memorandum of Understandings (MOU) (after Council adopted the Alliance MOUs at its meeting on 11 December 2007). The MOUs state:

"Hawkesbury City Council and Cabonne Council

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

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

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

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

"Hawkesbury City Council and Weddin Shire Council

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

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

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

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

The City-Country Alliance Program is managed by Council officers in conjunction with officers of Cabonne and Weddin Councils and program partners and interested community groups.

Alliance exchanges can include Councillor exchanges, Council corporate exchanges and community exchanges. Cabonne and Weddin councils often participate in Council's show tent at the annual Hawkesbury Agricultural Show, as a tourism activity. The Mayor of Hawkesbury, Councillor Kim Ford, and the General Manager visited the Cabonne and Weddin areas in August 2013 and the Mayor also visited the Weddin area over a weekend in June 2014, at the invitation of the council to coincide with the Henry Lawson Festival, which is an annual event held in the area.

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

Note: The NSW Government has been pursuing a Stronger Councils agenda, and in May 2016 it announced a number of new merged councils and councils subject to boundary adjustments. The NSW Government proposes to merge Cabonne Council with Blayney and Orange councils. At September 2016 the merger is pending, as the proposal is subject to legal action in court. <https://www.strongercouncils.nsw.gov.au/pending-councils/blayney-shire-cabonne-and-orange-city-councils/>

If a decision is made to merge the three councils, Council staff will contact the new merged council to understand its intentions with the Cabonne-Hawkesbury City-Country Alliance.

Stormwater Partnership

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

Council also partners WSU and industry groups in the Co-operative Research Centre (CRC) for irrigation futures. The CRC undertakes research into the provision of safe, potable water supplies including the provision of adequate water supplies to agriculture, environmental flows and recreation sites.

Lower Portland Ferry Service

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

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

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

Tono Ferry Services Pty Ltd operate the Lower Portland Ferry service on a contract basis with two years remaining.

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

Clause 217 (1) (a 9) Equal Employment Opportunities

Equal Employment Opportunity Management Plan

In line with Council's policy, the following activities were carried out during 2015/2016 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 work outside normal working hours, specific licences, special skills or experience are required
- EEO Information including Operational Management Standards for EEO, Grievance Handling and Harassment Prevention included as part of the Induction Kit for all new staff.

Equal Employment Opportunity Policy Statement

Council is committed to ensuring a workplace free of discrimination and harassment. This commitment is based on the intention to ensure that Council complies with Equal Employment Opportunity Legislation by providing a work environment conducive to encouraging positive and productive working relationships between all employees.

Council will endeavour to ensure that no discrimination takes place in the application of all Council policies, practices and procedures and that all employees enjoy equal access to opportunities within the organisation. Employment decisions will be based on the individual merit of each applicant/employee.

Council is committed to achieving the following EEO objectives:

- to ensure all employees are treated fairly
- to provide all employees with equal access to opportunities that will utilise or develop their skills
- to keep all policies and procedures consistent with EEO principles
- to support morale and motivation by increasing employee confidence in the fairness of our work practices and access to employment opportunities
- to ensure achievement of our objectives through our EEO initiatives
- all employees will have equal opportunity in the workplace based on merit, without favour or discrimination.

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 2015 and 30 June 2016. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the OLG and are subject to performance agreements.

Between 1 July 2015 and 30 June 2016 the General Manager's Total Remuneration Packages (TRP) was \$283,823 and the TRP's of the three Directors referred to above, totalled \$685,200.

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 2015/2016 Council did not levy an annual charge for stormwater management services.

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

During 2015/2016, Council completed and lodged all Companion Animal Shelter data collection returns with the OLG as required by legislation, including data relating to dog attacks. During this period, Council had an expenditure of \$1,030,757 and an income of \$745,663, which gives a net expense/loss to Council of \$285,094 for animal control. This represents an increased expense/loss of \$144,351 from the previous financial year.

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

Council achieved rehoming rates of 71% for cats and 94% for dogs for animals that were suitable for rehoming. This achievement is only possible because of Council's dedicated staff, and the continued association with, and the help from, the animal welfare organisations in our local area, as well as the rest of NSW and other states within Australia.



Council provides three dog offleash areas located at:

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

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

Other Statutory Reporting Requirements

Access to Government held information

Contact Arrangements

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 copying charges (in accordance with Council's Fees and Charges) are payable under the GIPA Act.

Requests under the GIPA Act may be made by way of a Formal or Informal access to information requests. Formal access to information requests must be accompanied by a \$30 application fee. These 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.

Access to Information

The Council takes great care to maintain and manage records in Hard Copy Files/Documents 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 Council's business documentation is entered into this system and distributed to the appropriate area for action, allowing the Council to respond faster to correspondence and requests. In addition, paper documentation is kept on site and at the NSW Government Records Repository at Kingswood.

On 1 July 2010 the *Government Information (Public Access) Act 2009* (GIPA Act) replaced the *Freedom of Information Act* and section 12 of the *Local Government Act 1993*. In accordance with the new legislation, Council:

- Adopted an Access to Information Policy on 29 June 2010, which is currently under review. 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, amongst other things, information held by Council and how to obtain that information.
- Revised its Privacy Management Plan in 2013, in accordance with the *Privacy and Personal Information Protection Act 1998 (NSW)* to protect the public from disclosure of personal information.

Policy for Access to Information

Introduction

In adopting an open file policy for access to information, Council recognises and promotes the public's right to broad ranging access to Council information and documents. Council encourages open and transparent governance and well informed community debate.

Proactive Release (No Charge)

The following Council documents are included under proactive release in accordance with the GIPA Act and Council's Information Guide, they are available for inspection at no charge:

- agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)
- annual financial reports
- Annual Report
- annual reports of bodies exercising delegated Council functions
- any Codes referred to in the *Local Government Act, 1993*
- applications under Part 1 of Chapter 7 of the *Local Government Act, 1993* for approval to erect a building, and associated documents, subject to restrictions outlined in the *GIPA Act, 2009*
- 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 Act, 2009*
- EEO Management Plan
- environmental planning instruments, development control plans and contributions plans made under the *Environmental Planning and Assessment Act, 1979* applying to land within the Council's area
- land register
- leases and licences for use of public land classified as community land
- local policies adopted by the Council concerning approvals and orders
- minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Payment of Expenses and Provision of Facilities to Councillors Policy
- plans of land proposed to be compulsorily acquired by the Council
- plans of management for community land
- records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- register of delegations
- register of investments
- returns as to candidates' campaign donations
- returns of the interests of councillors, designated persons and delegates
- the register of graffiti removal work kept in accordance with Section 67 C of the *Local Government Act, 1993*.

Processing Applications for Access to Information

Access to documents other than those listed as freely available is provided in accordance with the GIPA Act. No fees are payable for viewing the documents under an informal access request, however copying charges may be applied.

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

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

When requesting access to sensitive information, or a number of documents which would amount to an unreasonable diversion of Council resources, a formal access application is required and will attract an application fee, as well as processing charges of \$30 per hour. There are exceptions where only 50% of the fees will be charged. In the case of requesting personal information, no 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 reasons for the restriction and the details for options of review.

Conclusion

This policy aims to meet the objective of open and transparent governance and encourages community input on matters before the Council. Privacy of the complainants is also recognised through denial of access where the release of information would compromise individual safety, constitutes an unreasonable disclosure of personal information or is contrary to public interest or consultation process.

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

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

Section 125 of the *Government Information (Public Access) Act 2009* (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 the GIPA Act. This information is set out below.

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

Reviews carried out	Information made publicly available
Yes	Yes

The update of Council's Information Guide continued and further minor amendments have been made, which were submitted to the Information and Privacy Commission (IPC) in August 2016.

Council has continued to review its Access to Information Policy which will endeavour to continue to make information available to the public whilst also considering the requirements of copyright law and the challenges of technology.

In 2015/2016 Council examined ways in which information can be made available to the public in the form of public registers, as required by the relevant legislation. In particular, the creation of a register as required by Section 308 of the *Protection of the Environment Operations Act 1997*, which is now available for inspection. The volume of scanning of archived building and development records increased, so many more files can now be accessed in electronic format as opposed to the ordering the hard copy from off-site storage.

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	36
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7(c) The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	
Wholly	0
Partly	0
Total	0

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 2015/2016 and are in accordance with the provisions of the Regulation.

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

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	5	0	0	0	0	0	0
Not for profit organisation or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	8	1	2	0	0	0	1
Members of the public (Other)	4	8	4	1	1	0	0	1

* 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 B.

Table B: Number of applications by type of applicant and outcome

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	6	20	4	2	1	0	0	2
Access applications that are partly personal information applications and partly other	0	1	1	1	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 C: Invalid applications

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

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

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
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 E.

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

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	25
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 F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	34
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	34

Table G: 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
Total	0	0	0

* 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 H: Applications for review under Part 5 of the Act (by 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 I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

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

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

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.

The introduction of the GIPA legislation and the community's increased awareness of information being available has placed a greater resource commitment on the organisation's behalf in providing access to documents; with the increasing number of Formal Access Applications (listed above) impacting on Council's activities by increasing the amount of time Council commits to researching, compiling and providing the required documents; as well as the financial cost incurred when retrieving files from its off-site storage facility.

There were 660 Informal Access applications processed in 2015/2016, 701 in 2014/2015, 791 in 2013/2014 and 733 during the 2012/2013 financial year.

Council's policies and procedures are being reviewed to ensure consistency and provide guidelines to staff, to complement the formal training provided to staff in August 2015. This includes explaining the procedures involved in determining a request and assisting the applicant in identifying the nature of the information being sought and providing an opportunity to narrow the scope of requests.

There were no enquiries or appeals involving the Ombudsman.

Council, at its meeting on 12 November 2013, adopted a revised Privacy Management Plan, in accordance with the *Privacy and Personal Information Protection Act 1998*.

There were no privacy reviews during 2015/2016 and 2014/2015, compared to one (internal) review being lodged with Council in 2013/2014 under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

Planning Agreements

On 20 August 2014, Council entered into a Voluntary Planning Agreement (VPA) with entities collectively known as the North Richmond Joint Venture (NRJV). The VPA provides for the upgrading of existing road and community infrastructure in North Richmond to cater for approximately 1,400 residential allotments and ancillary development on land known as Redbank at North Richmond.

In summary, the VPA contains commitments from NRJV to undertake certain works and make contributions to Council and the Roads and Maritime Service (RMS). These commitments include:

1. \$26.38M by way of works or monetary contributions on intersection works to Bells Line of Road and a new bridge crossing at Yarramundi
2. provision and dedication of open space (including Cumberland Plain Woodland) and drainage areas at no cost to Council plus five years maintenance
3. provision and dedication of a 500m² community centre on a 1000m² allotment which may be wholly contained on the subject land adjacent to Peel Park, or a combination of Peel Park and the subject land
4. provision of off street parking, training spaces, sports amenity building and multi-use courts within Peel Park
5. provision of designated off street cycleway, open space kick about areas, amenities buildings including toilets and picnic areas to open space areas
6. provision of a 1.2 kilometre concrete shared cycleway/pedestrian footpath
7. provision of 15 bus stops and shelters
8. contribution to a place making support program in conjunction with Council.

Since the VPA was entered into Council staff have had various meetings with NRJV regarding the implementation of VPA. Discussion has centred on the provision of open spaces, community and recreational facilities, and road works. NRJV have employed a Place Manager as proposed by Item 4.1 of Schedule 2 of the VPA.



Public Interest Disclosures Act 1994 and Regulation

Council at its meeting on 12 April 2016 adopted a revised Internal Reporting Policy (*Public Interest Disclosures Act 1994*). No public interest disclosures were received in 2015/2016, which was the same as during 2014/2015.

Swimming Pool Inspections

Council issued 125 Pool Compliance Certificates and have undertaken 165 inspections between 1 January and 30 June 2016.

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*.