



Attachment 1 to Item 54

Progress Report on the 2021/2022
Operational Plan for period 1 July
2021 to 31 December 2021

Date of meeting: 15 March 2022
Location: By audio-visual link Time:
6:30 p.m.

HAWKESBURY CITY COUNCIL

PROGRESS REPORT

OPERATIONAL PLAN

2021/2022

JULY – DECEMBER 2021



www.hawkesbury.nsw.gov.au

Cover photo –Windsor Town Centre Lane Artworks

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OUR HAWKESBURY

JULY 1 TO DECEMBER 31 2021

VISION

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

ABOUT THIS REPORT

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

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

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

This report provides our six monthly update on the organisation's progress and performance during the 1 July 2021 – 31 December 2021 period in delivering actions outlined in Council's 2021-2022 Operational Plan.

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HOW TO READ THIS REPORT

The focus for this report is to outline the progress Council has made on the 2021-2022 Operational Plan during the six month period, 1 July 2020 – 31 December 2021. This progress report contributes to the 2017-2022 Delivery Program.

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

HOW WE MEASURE OUR PROGRESS

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

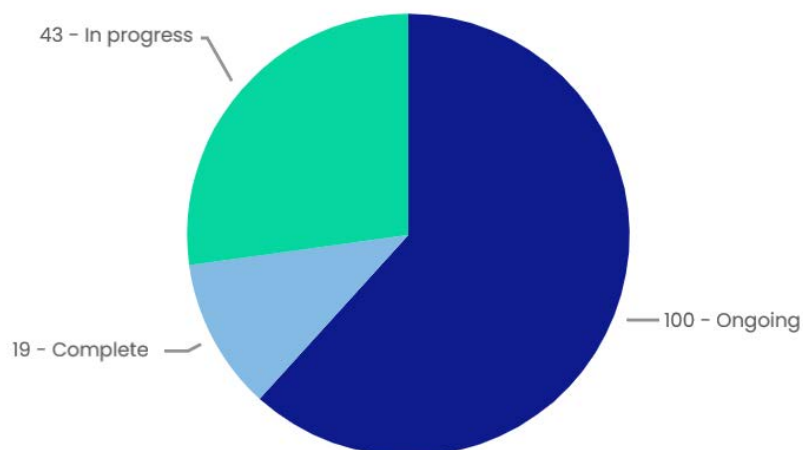
HOW THE INFORMATION IS REPORTED

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

OPERATIONAL PLAN PROGRESS SNAPSHOT

Period 1: 1 July – 31 December 2021

At the close of the period 1 July 2021 – 31 December 2021 all of Council's 162 operational plan actions were deemed ongoing, complete or in progress with the exception of two which are not due to start or on hold.

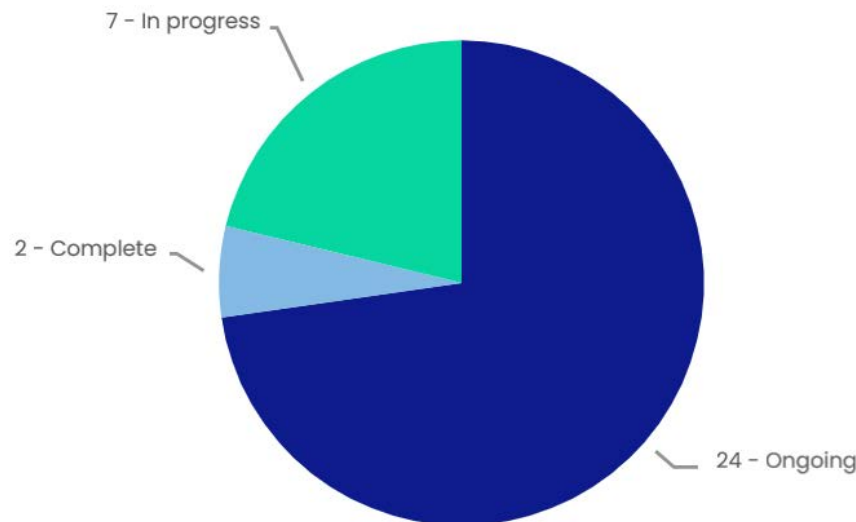


OUR LEADERSHIP

FOCUS AREA ONE

What it means to you:

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



ACHIEVEMENTS

- Continued to progress a number of matters through the relationships and partnerships, including advocacy work in relation to developer contributions, health planning, delivery of the Liveability Program, Waste and circular economy.
- Engaged our community through workshops and surveys on a project to improve our Customer Experience.
- Launched the Local Jobs Board - a centralised portal for all local people to advertise or look for local jobs.
- Adopted our Voluntary Planning Agreement (VPA) Policy on 13 October 2020.
- Delivered the organisation's first Employee Engagement Survey, the Hawkesbury Heartbeat, with 72% of our employees providing feedback on how to make Council an even better place to work.

NEXT SIX MONTHS

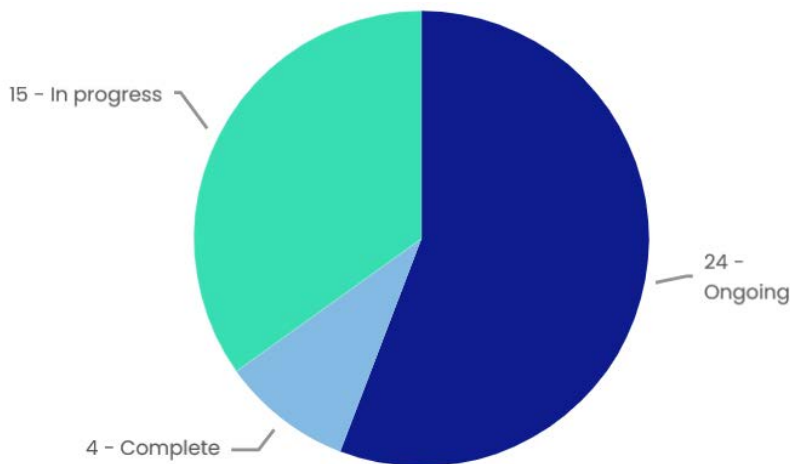
- Finalise and embed the reviewed and improved Customer Experience program.
- Deliver the organisation's updated Integrated Planning and Reporting document suite.
- Continue improvements to the organisation's internal planning processes
- Enhancing communication and engagement with the community.
- Continuing business improvement process throughout the organisation.
- Continuing to build relationships with external stakeholders for the benefit of the Hawkesbury.
- Review the organisational structure in line with organisational priorities.
- Deliver organisational culture improvement programs.

OUR COMMUNITY

FOCUS AREA TWO

What it means to you:

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



ACHIEVEMENTS

- Supported bushfire and flood affected residents through community outreach sessions and assistance to access financial support or free of charge services
- Supported bushfire and flood affected businesses through initiatives include tourism and business mentoring programs, workshops, webinars, and training opportunities
- Adopted the Hawkesbury Local Housing Strategy.
- Delivered safety programs and traffic studies of priority school and pedestrian zones
- Finalised Plans of Management and Masterplans for Colbee Park and Woodbury Reserve following extensive community consultation.
- Was successful in a funding submission for \$1,4000,000 to process fire-impacted green waste remaining on private and Council.

NEXT SIX MONTHS

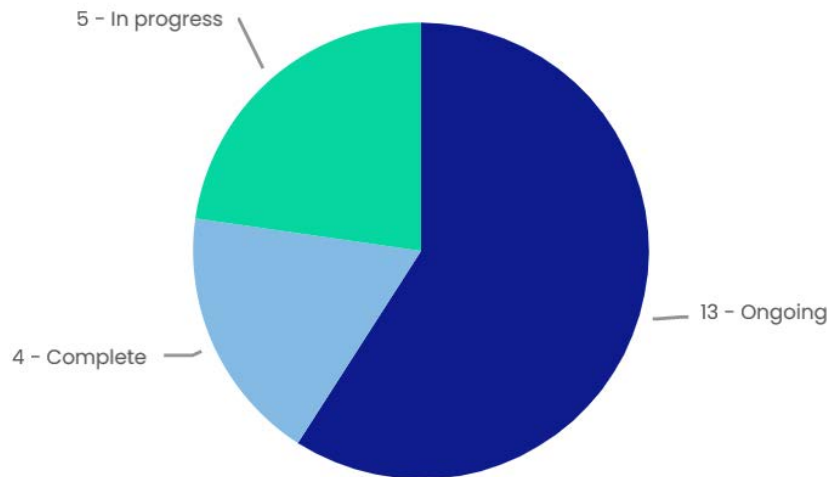
- Continue to support efforts for bushfire and flood affected businesses and community members
- Further enhancing relationships with external stakeholders in the for the benefit of disadvantaged groups in the Hawkesbury with Windsor Police, NSW Department of Housing and Community Services and Wentworth Community Housing
- Providing community outreach, safety, recovery, volunteering and events programs within public health order restrictions.

OUR ENVIRONMENT

FOCUS AREA THREE

What it means to you:

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



ACHIEVEMENTS

- Participated with other Hawkesbury River councils with respect to the preparation of a whole of river Coastal Management Program
- Continued to improve onsite septic management facility inspection programs, including the completion of a community survey.
- Removed bushfire damaged trees near dwellings, buildings and those restricting access on private property
- Provided over 20,000 plants to the local general public as well as bushfire affected community projects
- Completed the installation of a ground mounted solar farm at the South Windsor water treatment facility
- Delivered a series of videos to assist the community with respect to energy efficiency, including Heating and Cooling, Hot Water, Insulation and Sealing, Solar Power, Standby Power, Understanding Energy Bills, and House Batteries.

NEXT SIX MONTHS

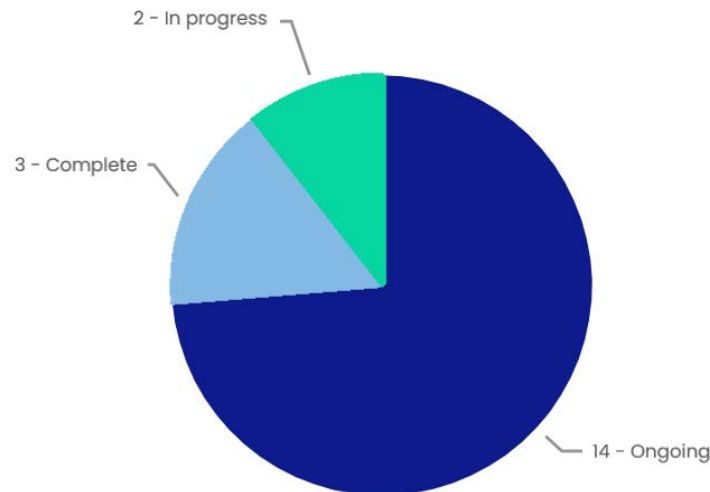
- Finalising Council's Waste strategy
- Finalising the Strategic Biodiversity Land Use Planning Framework
- Continuing to incorporate recycled materials in road construction and rehabilitation projects
- Continuing to roll out a program of retrofitting LED street lighting, roof-mounted solar panel systems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

OUR ASSETS

FOCUS AREA FOUR

What it means to you:

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



ACHIEVEMENTS

- Initiated a "Safety First" road safety campaign around schools in the Hawkesbury
- Received multiple grants as part of federal government economic stimulus packages which assisted Council in delivering road repairs across the local government area
- Implemented accessibility improvements to the Hawkesbury Regional Museum funded via the Clubgrants Arts and Culture Infrastructure program
- Utilised approximately 6,000 tonnes of recycled road base across roads projects
- Worked closely with Peppercorn management to ensure essential transport services continued to be provided throughout COVID-19 pandemic restrictions and with consideration to financial hardship.

NEXT SIX MONTHS

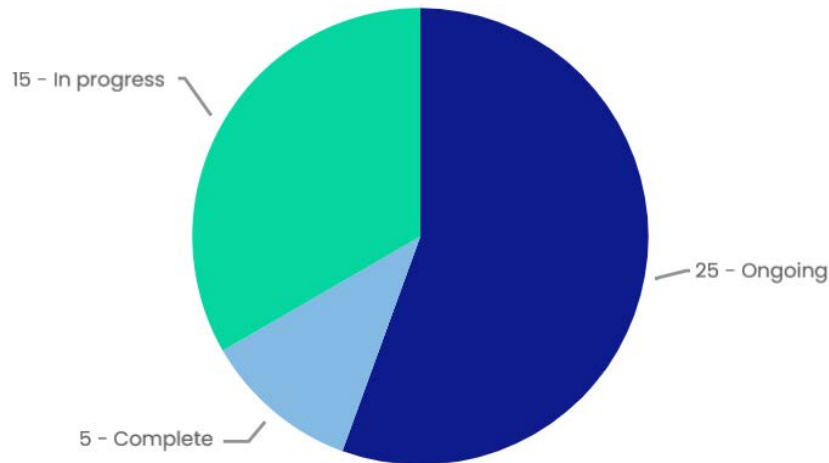
- Completing all works under the Hawkesbury Mobility Plan
- Progressing Council's long-term asset management planning
- Beginning the construction phase of the Hawkesbury Liveability program.

OUR FUTURE

FOCUS AREA FIVE

What it means to you:

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



ACHIEVEMENTS

- Commenced work on the Economic Development and Business Recovery Strategy
- Established Local Environmental Plan and Development Control Plan Reference Group to provide input into the review of these documents
- Adopted masterplans for the revitalisation of Richmond, Windsor and South Windsor and commended detail design
- Launched the lodgement process for all development applications through the NSW Government ePlanning portal
- Drafted Council's Communication and Engagement Strategy
- Delivered the Small Business Month, Business Bounce Back program and continued the Business Advisory Service to support local businesses.

NEXT SIX MONTHS

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

DETAILED ACTION UPDATES

1: Our Leadership

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

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

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

| Action | Comments |
|--|---|
| Develop and implement a program for regular engagement for Councilors with the community within distinct geographic areas across the Hawkesbury. | In addition to Council's regular cycle of Council meetings, Council and its elected members are continually looking for ways to engage the community. Council has continued to use a range of tools including Council Facebook where followers have increased to 14,000, Hawkesbury Events Facebook (9,000 followers), Hawkesbury Events Instagram (2,200 followers), Council website with 98 000 hits a month, Discover the Hawkesbury tourism website (6, 000 hits a month) and the Hawkesbury Visitor Information Centre Facebook (1,400 followers) and Instagram (2,100 followers). Council is also engaging using traditional media including media releases, online forms and quarterly newsletters. Councillors also have access to Councillor Facebook pages that many use as a way to engage with the local community. Council also manages the Mayor of Hawkesbury Facebook page which has 1,800 followers. |

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

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

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

| Action | Comments |
|--|---|
| Continuously review Council's website to track useability and ongoing improvements | Quarterly reviews continue to be undertaken in line with seasonal changes. As part of these reviews analytical information is assessed and changes made dependent upon site traffic, search history and frequently access information. The site continues to be well received and quarterly reviews will continue to be undertaken on a seasonal basis. |
| Implement priority actions in the Digital Communication Strategy, including: | The implementation of the Digital Strategy is progressing including: - The continued development and refinement of the Council website in response to customer analytics which drives content, quick links and web banners. |

| Action | Comments |
|---|---|
| <ul style="list-style-type: none"> - Expanding the customer service approach to online services - Review and improve Council's online engagement platform Your Hawkesbury Your Say | <ul style="list-style-type: none"> - Customer service continuing to be improved through the development of the online forms and promotion of the forms particularly during COVID-19 when the Customer Service Centre was closed to the public: - Ongoing development of digital information sources including the website, Facebook and Instagram and videos for the Council, Hawkesbury Events and Hawkesbury Visitor Information Centre page - Ongoing development of Your Hawkesbury Your Say engagement tool to create sites to better inform our community. |

1.2.2: Council's communication will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in the Hawkesbury

DP2-03.01: Develop and implement community engagement programs

| Action | Comments |
|--|---|
| Continue to annually engage with the community about Council's roles and function through a range of mediums | <p>Council adopted a Communication and Engagement Strategy in September 2021 which sets the strategic direction for our communication. The Strategy recognises that communication is about building trust, providing people with the information they need and celebrating our connections. Council is continually looking for ways to better engage the community about the role and function of Council. Council has continued to use a range of tools including Council Facebook where followers have increased to 14,000 Hawkesbury Events Facebook (9,000 followers), Hawkesbury Events Instagram (2,200 followers), Council website (98, 000 hits a month), Discover the Hawkesbury tourism website (6, 000 hits a month) and the Hawkesbury Visitor Information Centre Facebook (1,400 followers) and Instagram (2,100 followers). Council is also engaging using traditional media including media releases, online forms, quarterly newsletters and a Community Report (July). Council has also engaged with the community online using the Your Hawkesbury Your Say engagement tool. The top five projects had more than 500 submissions.</p> <p>Due to COVID-19 Public Health Order Restrictions Council's opportunity to engage with the community has been restricted and Council were not able to undertake their regular round of public meetings in local towns and villages. Council were able to engage with the community about their civic role and functions at the Citizenship Ceremonies in July and September 2021.</p> |

1.2.3: Provide quality customer service to the community.

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

| Action | Comments |
|--|---|
| Implement recommendations from the 2020 Customer Service audit | 'Livepro' Knowledge base software program purchased in July and Customer Service project officer engaged to research material, populate the data and train Customer Service Officers in the use . A soft launch 'Go live' - November 2021.The Customer Request Management System has been reviewed to enable improved tracking and reporting of customer requests. Community Focus Groups conducted in September / October by consultant. Consultant is currently developing a Customer Service Strategy. |

1.3: Financial Sustainability – Build strong financial sustainability for now and future generations

1.3.1: In all of Council's strategies, plans and decision making there will be a strong focus on financial sustainability.

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

| Action | Comments |
|---|--|
| Informed by the annual Audit Program, pursue business process reviews, and where appropriate, implement outcomes of the review. | Reviews of Council's services and facilities continues. Actions stemming from the Development Services Audit, Accessibility Audits, and Project Management continued to lead to business improvement processes |

DP2-05.02: Identify and seek alternative income streams

| Action | Comments |
|---|---|
| Test the new Voluntary Planning Agreement policy and procedures for development contribution plans and Voluntary Planning Agreements with the Vineyard development project. | Voluntary Planning Agreement Policy adopted by Council on 13 October 2020, and Vineyard Contributions Plan adopted by Council in February 2021. |

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

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

| Action | Comments |
|---|---|
| Review Council's Long Term Asset Management | Inspections undertaken on an ongoing basis with conditions updated including works on new and renewal of assets. Programs and long term |

| Action | Comments |
|---|---|
| Plan, in line with the long term financial plan, asset data and community feedback. | strategies have been updated on a continuing basis. |

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

1.4.1: Foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Hawkesbury.

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

| Action | Comments |
|--|--|
| Engage with and provide advice to relevant government agencies and peak bodies.i.e. work with all levels of government via WSROC and City Deal through Planning Partnerships, Engineering Standards, and Liveability Grants. | Council has continued to progress a number of matters through the relationships and partnerships with other levels of government, state agencies, WSROC and Western Parkland Councils. This includes advocacy work in relation to developer contributions, health planning, delivery of the Liveability Program, Waste and circular economy. |
| Partner with the Western Sydney Investment Attraction Office on any economic development activities | The City Design and Economic Development team attend regular economic development networking meeting and have been involved in the development of the regional economic development strategy. |

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

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

| Action | Comments |
|--|--|
| Work with strategic partners to pursue objectives in relation to: • Planning | Council has continued to advocate on a range of planning matters and proposed changes stemming from the State government such as the proposed Housing SEPP, Agri tourism, Bushfire Clearing Code, Warragamba Dam |
| Work with strategic partners to pursue objectives in relation to: • Asset Management | Not progressing due to cessation of the Strategic alliance group and project. |
| Work with strategic partners to pursue objectives in relation to: • Auditing | Council at its meeting on 12 October 2021 resolved to accept the tender proposal from Centium Pty Ltd for the provision of internal audit services to Council for the period ending 30 June 2024. The Transport for NSW Drives Compliance Audit has been completed and the Internal Audit Function Audit is in the final stages of completion. The following internal audits are also scheduled to be undertaken by Centium during 2021/2022: <ul style="list-style-type: none"> - Child Protection Compliance Audit - Asset Planning and Management Audit - Asbestos Management Audit - Transport for NSW Drives Compliance Audit |
| Work with strategic partners to pursue objectives in relation to: • Employment | Council has launched the Local Jobs Board. This is a centralised portal for all local people to insert or look for local jobs. It is a great initiative of Council to assist in supporting the economic recovery of Hawkesbury and another way of supporting our local businesses. |
| Work with strategic partners to pursue objectives in relation to: • Environment and Sustainability | A range of opportunities have been progressed, including: <ul style="list-style-type: none"> - WSROC Energy Program - Western Sydney Regional Waste Strategy and Programs - DPIE's Sustainability Advantage Program - Penrith - Hawkesbury Environmental Educators Network - PHEEN - Cities Power Partnership - Department of Planning, Industry and Environment's Adapt NSW - Membership of Department of Planning, Industry and Environment and LGNSW Climate Change Professional Officer Group - Endeavour Energy - grid resilience - Sydney Water - nutrient offsets opportunities - Local environmental groups including Hawkesbury Environment Network - Western Sydney University including Hawkesbury Resilience Project. |

| Action | Comments |
|---|--|
| Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> Leisure Centres | Council staff continue to work closely with the YMCA regarding the management and operation of the Oasis Aquatic and Leisure Centre. Council is also working closely with PCYC NSW regarding the management of the Hawkesbury Indoor Stadium. |
| Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> Procurement | Opportunities for joint procurement were explored when available during 2021/2022. |
| Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> Risk Management | Regular and ongoing discussions with Local Government leaders regarding contemporary risk management issues and their approach to resolving them, in particular <ul style="list-style-type: none"> - review of our corporate-wide Enterprise Risk Management Framework - Adoption of a systems-approach to risk involving identification, assessment and management of specific risks on the basis of overall risk rating - Review of organisational structure to ensure appropriate resources are in place to progress the development of Council's Enterprise Risk Management Framework - Review of organisational arrangements and their applicability to the new audit structure being pursued by the NSW State Government |
| Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> The Western Parkland City | Council has been working on strategic matters such as <ul style="list-style-type: none"> - health with other Councils and various Health bodies, - developer contributions - waste planning and circular economy - affordable housing |
| Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> Tourism | Council has continued working with Destination NSW to boost visitors to the Hawkesbury particularly following the impact of the bushfires, flood and COVID-19. Council has and will continue to work with Destination NSW as they continue the "River is Just the Beginning" Campaign and launch the "Now is the Time to Love the Hawkesbury" campaign. |
| Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> Transport | Range of opportunities investigated, including: <p>Discussions with local bus company Busways who are investigating having a fleet of zero emission's buses operating within the LGA.</p> <p>Transport for NSW with respect to strategic routes including evacuation routes and Richmond Bridge Duplication Project.</p> |
| Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> Waste | Collaboration with other Councils and WSROC is occurring on an informal and as needed basis. |

| Action | Comments |
|------------|----------|
| Management | |

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

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

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

| Action | Comments |
|---|--|
| Implement an improved corporate planning process for the organisation. This includes streamlining the Business Plan and Integrated Planning and Reporting Framework process, while ensuring Office of Local Government's requirements are met | All Hawkesbury City Council branch managers have developed Business Plans for their Business Units. These plans have been reviewed and a continuous improvement process has been put in place to improve the usability of the plans internally. Business Unit Actions have now been developed to show clear actions, responsibilities, measures and time frames for all actions each business unit is responsible for. Work is underway to build this in to council's Corporate Planning and Reporting program for increased clarity, accountability and better reporting back to our community. |
| Mange the process in relation to the submission of grant applications to funding authorities. | Submission of grant applications to funding authorities managed, including monitoring of grant funded and matching expenditure, adjustments to budgets as part of the Quarterly Budget Review Statement process and assistance provided to relevant Branch Managers in relation to reporting for both grant applications, progress reporting and acquittals. |
| Continue planning to achieve the payment of a Sewer Dividend over the next 3 years. | Progress by Council to achieve the Sewer dividend were successful, and now forms part of ongoing processes. |
| Finalise the Dashboard of Compliance with Legislative Requirements and Customer Service Standards. | Council has an arrangement with a law firm, Kell Moore, for provision of a 6 monthly report of legislative updates linked to functions for which Council staff have delegation. Council continues to explore options for developing an electronic compliance register, and in the meantime systems are in place to inform managers of legislative changes notified by the Kell Moore report and making any necessary changes to delegations. |

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

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

| Action | Comments |
|----------------------|---|
| Investigate customer | During the period 1 July 2021 to the 31 December 2021, Council received a |

| Action | Comments |
|--|---|
| service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy. | total of 16 Customer Complaints and 16 Compliments in relation to council Services and Staff. All were addressed using Council's Complaints and Compliments procedure. |
| Implement Sustainability Strategy including best practice processes and reporting measures. | Drafting of the Sustainability Strategy has continued, and is being tailored in order to become an umbrella document that other strategies that relate to sustainability will sit under. Given the focus on completing the Hawkesbury Net Zero Emissions and Water Efficiency Strategy during the year, work associated with completing the Sustainability Strategy is now being combined with the review and update of the Climate Change Adaptation Action Plan and Risk Assessment. This work is also closely related to the preparation of a Resilience Plan that is also currently being undertaken by Council. |
| Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and agreed management actions. | <p>Since 1 July 2021 the Transport for NSW Drives Compliance Audit has been completed and the Internal Audit Function Audit is in the final stages of completion. The following internal audits are also scheduled to be undertaken during 2021/2022:</p> <ul style="list-style-type: none"> - Child Protection Compliance Audit - Asset Planning and Management Audit - Asbestos Management Audit - Transport for NSW Drives Compliance Audit <p>The progress of the internal audits and the implementation of the agreed management actions arising from the internal audits are reported and monitored by the Audit Committee.</p> |

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

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

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

| Action | Comments |
|--|---|
| Continue the implementation of strategies as identified in Council's Workforce Management Plan, including: <ul style="list-style-type: none">- Equal Employment Opportunity (EEO) management plan implementation- Leadership Development- Workforce structure reviews to ensure best alignment for service delivery to the community | <p>Delivered the organisation's first Employee Engagement Survey, the Hawkesbury Heartbeat, with 72% of our employees providing feedback on how to make Council an even better place to work</p> <p>The Leadership Development Program – 'Everyday Leaders' continues with approximately another 40 staff to complete the program by the end of 2021. Government funding as part of the Smart and Skilled program has been secured for another 20 placements on the Diploma of Leadership and Management. The training has been fundamental in developing a consistent leadership strategy across the organisation by increasing capacity and noticing a significant lift in leadership capabilities.</p> <p>The People and Development Branch continues to provide support across the organisation with service reviews to ensure that we have structure in place aligned to service delivery.</p> <p>Work has also commenced on reviewing equity and diversity policies and procedures to align with workforce planning strategy.</p> |

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

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

| Action | Comments |
|--|---|
| Implement year one actions from Council's Information and Communication Technology (ICT) Strategy. | The IT Leadership Team have held a number of workshops and identified the key pillars for this Strategy and reviewed a number of ICT strategies from other councils and links to the Community Strategic Plans. A number of key workstreams have been identified and indicative tasks within these streams are being considered and feedback from the organisation will be sought. The focus of the Strategy will be to ensure that Council's current and future technology needs are considered and met including our expanding mobile and remote workforce. |
| Continue an organisation-wide program of Business Improvement processes . | Current actions underway are a Service Sustainability Strategy and a Customer Experience Framework. Other business improvement activities continue across a number of service areas. |

2: Our Community

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

2.1.1: Meet the needs of our community through effective flood, fire and other natural disaster management plans that promote the protection of life, property and infrastructure.

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

| Action | Comments |
|--|--|
| Review and Update the Hawkesbury Flood Risk Management Study and Plan 2012 | Necessary approvals have been sought and issued by the funding body in June 2021 with respect to the consultants brief, work plan and selected consultants. Preparation of the consultants brief in particular required considerable levels of collaboration with various NSW State Government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services. |
| Undertake a Flood Risk Management Study and Plan for the MacDonald River, Colo River, Webbs and Greens Creek | Necessary approvals have been sought and issued by the funding body in June 2021 with respect to the consultants brief, work plan and selected consultants. Preparation of the consultants brief in particular required considerable levels of collaboration with various NSW State Government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services. |
| Update the Hawkesbury Floodplain Risk Management Plan and Strategy | Necessary approvals have been sought and issued by the funding body in June 2021 with respect to the consultants brief, work plan and selected consultants. Preparation of the consultants brief in particular required considerable levels of collaboration with various NSW State Government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services. |

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

| Action | Comments |
|---|--|
| Implement priority actions from the interim Flood Policy through the Development Assessment process | A Flood Policy and Schedule has been adopted by Council and the Rreport Templates and Conditions of Consent have been updated to reflect the provisions of the Policy and Schedule. The State Governemnt has also updated the Flood Clause in the Hawkesbury Local Environemtal Plan 2012. |

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

| Action | Comments |
|---|--|
| <p>In relation to the 2019/2020 bushfires and in regards to infrastructure:</p> <ul style="list-style-type: none"> - Repair roads damaged by Rural Fire Services vehicles - Replace damaged/destroyed road signs - Replace damages/destroyed boundary fencing - Investigate water supply options for future resilience | <ul style="list-style-type: none"> • Repair roads damaged by Rural Fire Services vehicles <p>There was no known damage to sealed roads that can be directly related to RFS vehicles. Any repairs required to unsealed roads were rectified through routine grading programs at no additional cost to Council</p> <ul style="list-style-type: none"> • Replace damaged/destroyed road signs <p>Works are in progress to replace damaged road signs. Funding for these works has been allocated under the \$1.3M Commonwealth Bushfire Recovery funding</p> <ul style="list-style-type: none"> • Replace damages/destroyed boundary fencing <p>Financial support available for boundary fencing continues to be problematic. The majority of fencing issues relate to properties adjoining National Parks and Crown land. Grant funding generally covers the expense of fencing material with the cost of installation being borne by the landholder.</p> <p>The recovery team continues to investigate financial support available for impacted residents.</p> <ul style="list-style-type: none"> • Investigate water supply options for future resilience <p>Council is assessing the need and exploring suitable options to ensure future resilience around water supply.</p> |
| <p>In relation to the 2019/2020 bushfires, support Business, Tourism and Industry by:</p> <ul style="list-style-type: none"> - Building on work and activities already underway within the community - Utilising local business as part of the recovery - Implementing buy local programs - Working with other State Government agencies to run business workshops - Implementing local tourist initiatives - Providing one-on-one support and mentoring to local businesses impacted | <p>Council has been working in collaboration with all levels of government, agencies, business groups, charities to deliver as much support possible to the business community. Business support initiatives include tourism and business mentoring programs, workshops, webinars, training opportunities and Mainstreet Recovery Programs. Council adopted a Business Recovery Plan (BRP) in 2021. The BRP identified 25 practical actions for a two-year period.</p> |

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

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

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

| Action | Comments |
|---|--|
| Implement Year 4 actions of the Hawkesbury Family and Domestic Violence Action Plan including holding White Ribbon events and establishing local partnerships to address key priorities, including funding for crisis accommodations, education programs and health services. | Year 4 actions implemented include holding event for Reclaim the Night, 16 Days of Activism and online promotion of domestic violence support services and awareness campaigns during COVID-19. A review of the Family and Domestic Violence Action Plan has been undertaken and an update provided at a Councillor Briefing. This review will form the basis of further engagement to be undertaken in 2022 to inform the development of a renewed Family and Domestic Violence Action Plan. |
| Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety. | Staff have reconvened the Homelessness Working Group. Windsor Police Area Command are key service partners in this project that coordinates interventions and referrals for persons sleeping rough in the Hawkesbury. Staff continue to attend the Community Safety Precinct Committee meeting and utilise crime statistics provided at this meeting to inform community development responses to local safety issues Staff worked closely with Windsor Police throughout the flood and the COVID-19 Pandemic to ensure a coordinated response to local safety issues that arose during emergency response and recovery |
| Implement priority activities and campaigns in the Road Safety Action Plan including child restraint fitting program and speed reduction campaigns | Due to the COVID-19 Pandemic restrictions Council staff redirected funding ordinarily used at community events to deliver safety around schools program and traffic studies of priority school and pedestrian zones. |
| Implement Year One actions of the Dementia Friendly Hawkesbury Plan including facilitation of a Dementia Expo and delivery of 'Dementia Friend' training to businesses and Council staff | Year 1 actions from the Dementia Friendly Hawkesbury Plan that were implemented include - Dementia Friend training to community services and businesses - Person Centred Emergency Preparedness planning training delivered to community members, emergency services and community services - online dementia awareness campaigns promoted - Exercise facilitators trained in delivery of "Ageless Grace" dementia friendly movement to music program The Year 1 actions from the Plan that aimed to bring people physically together are on hold due to COVID-19 restrictions |

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

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

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

| Action | Comments |
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| Pursue a local Memorandum of Understanding (MOU) with Nepean Blue Mountains Local health, Nepean Blue Mountains Primary Health network and St. John of God Hawkesbury District Health Services. | <p>Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2019. Council has also sought a Memorandum of Understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital, however the Local Health District is not pursuing a Memorandum of Understanding with all parties at this time.</p> <p>Council continues to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles.</p> <p>The working groups of the Health Alliance are as follows:</p> <ul style="list-style-type: none">• Social Determinants of Health – Framework and prioritisation tool• Social Connectedness – Framework• Health Impact Statement• Health Workforce Strategy <p>Council staff are represented on the Social Determinants of Health – Framework and prioritisation tool, and the Health Impact Statement working groups. The Health Alliance is continuing to work on documents produced by each working group.</p> |
| Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA NSW and other stakeholders, including programs for people with chronic health conditions and accessible sports and recreation initiatives. | <p>Delivery and support of health awareness and active lifestyle programs were on hold for this period due to COVID-19 restrictions.</p> |

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

DP2-17.01: Implement the Hawkesbury Regional Open Space Strategy

| Action | Comments |
|---|---|
| Implement priority actions from the Hawkesbury Regional Open Space Strategy | The Hawkesbury Regional Open Space Strategy requires updating. The Executive Team have determined to develop a broader strategy that includes community and cultural spaces in addition to open space and recreation. Strategic Planning are now responsible for the development of this plan. Once the plan is developed, new priorities for open space and recreation will be identified which can be included in future operational plans. |
| Implement the Fernadell Master Plan and Management Plan. | Following community consultation on the draft Plan of Management and Masterplan for Fernadell Park in 2020/21, the draft Masterplan has been amended in response to feedback received. |

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

2.3.1: Encourage and facilitate community partnerships.

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

| Action | Comments |
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| Implement Community Sponsorship Program. | There were a low number of applicants received under Round One of the Community Sponsorship Program for the 2021/2022 financial year. Council extended the closing date of this round until 31 December 2022 with applicants to be reported to Council in the first quarter of 2022. |

2.3.2: Support and expand active volunteering

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

| Action | Comments |
|--|---|
| Promote the Cultural Services volunteer program. | <p>In June 2021 all volunteer actions were suspended following the lockdowns. A program of regular contact with volunteers was established quickly following the closure of all facilities.</p> <p>Volunteers have since been able to resume their engagement with the library, museum and gallery following the resumption of the public engagement across the service areas.</p> |
| Support Clean-up Australia Day volunteers. | <p>The Clean Up Australia Day Event for 2021 was able to be undertaken in 2021, with 13 registered community sites and 150 volunteers who collected more than 5,000kg of litter. A Flood Community Clean Up day was also held in May across 4 sites and 50 volunteers.</p> <p>Additionally, Council undertook household problem waste collection events where a total of 1,820kg of material was dropped off. Further, two electronic waste collection events were held with 300kg of material collected.</p> |
| Support volunteer Bush Care groups. | <p>The Bushcare volunteers were unable to attend their Bushcare sites for the most part of 2021 under COVID-19 restrictions, as a result Council's accredited bush regeneration contractors have been maintaining these sites. Bushcare and Community Nursery Groups restarted after a COVID-19 closed period in November 2021.</p> <p>A bumper issue of the Bushcare newsletter 'Weed All About It' Volume 21 Issue 1; was produced to keep Bushcare volunteers informed, updated & educated on their environment during the COVID-19 period. https://www.hawkesbury.nsw.gov.au/your-spaces/bushland-management/bushcare/bushcare-newsletters</p> |
| Establish and Implement Civic Volunteer Program | <p>The flood event in March 2021 required staff to review draft volunteer documents and develop new approaches to leverage the significant amount of individuals and organisations that present as spontaneous volunteers following a disaster. Staff coordinated a clean up event in partnership with Clean Up Australia, and coordinated resident access to charities to assist with clean up and restoration for flood impacted residents. The Volunteer Coordinator positions is currently being advertised – once filled this staff person will finalise a draft policy, procedure and Volunteer Strategy will be reported to Council's Executive Team in the first half of 2022.</p> |
| Implement and review the annual program of | <p>Due to the COVID-19 Pandemic, Council's Volunteer Program has not been as active as in previous years. Council is currently developing a</p> |

| Action | Comments |
|--|--|
| tourism familiarisation tours for Museum volunteers. | Volunteer Strategy and associated Policy and Operational Management Standard to standardise Council's approach to recruiting, managing and recognising volunteers across the organisation. Once the corporate framework has been developed and adopted, Council will recruit volunteers under the new system and engage them to implement an annual program of tourism familiarisation tours for the Museum. |

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

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

| Action | Comments |
|--|--|
| Continue a review of third party relationships, building upon learning from initial reviews. | Councillors considered a report in December 2021 regarding Third Party Reviews and the scope. Work is continuing to undertake third party reviews and implement actions from completed reviews. |
| In conjunction with school principals and Parents and Citizens (P & C) committees, implement community safety awareness programs in and around schools | Working in association with school principals and Parents and Citizens (P&C) committees, community awareness programs targeting schools zones has continued throughout 2021. Education campaign delivered and pedestrian safety information circulated to improve pedestrian safety in school zones. Community Safety and Compliance staff continue to work with schools that are identified as having the greatest issues with driver behaviour, providing ongoing education and compliance presence to improve safety in and around school zones. This work has resulted in a number of significant pedestrian infrastructure improvement projects successfully gaining funding for construction, including at Pitt Town Public School and Windsor Park Public School. |
| Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc, Hawkesbury Sports Council etc.). | A formal audit of Council's third-party relationship with Peppercorn Services Inc was completed in March 2020. Peppercorn has an established Risk and Audit Subcommittee and in accordance with its purpose and delegate function, the Risk and Audit Subcommittee considered the report at its meetings on 25 May 2020 and 17 June 2020. The Risk Sub-Committee presented the report to the Board of Peppercorn Services Inc in July 2020. A renewed (draft) Memorandum of Terms of Delegation is being prepared jointly with a Service Level Agreement in line with the framework to be applied to all third -party relationships, both of which will be reported to Council for endorsement in the first half of 2022. |

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

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

| Action | Comments |
|---|---|
| Encourage community involvement in the development of plans for the management of parks, in particular: <ul style="list-style-type: none">• McMahon Park plan of management and master plan• All other parks plans of management | Plans of Management and Masterplans for Colbee Park and Woodbury Reserve were finalised following extensive community consultation. The Colbee Park Plan of Management was adopted on 27 July 2021. A Public Hearing was held on 9 August to re-categorise the community land at Woodbury Reserve and consultation on the final draft Plan of Management and Masterplan for Woodbury Reserve closed on 21 September 2021. Final draft plans of management were developed for Yarramundi/Navua Reserve, McMahon Park and McQuade Park. |
| Review parameters and goals of the Hawkesbury Sports Club in line with the Hawkesbury City Council Community Strategic Plan | Council staff have and continue to work closely with the Hawkesbury Sports Council, attending monthly executive meeting to provide advice. Funding has been allocated to the Hawkesbury Sports Council for them to implement their maintenance and Capital works programs. Council staff have also worked with Hawkesbury Sports Council in the development of plans of management for their sites including Colbee Park and Woodbury Reserve. Council is also arranging for a third party review of the Hawkesbury Sports Council. The focus of the review will include but not limited to the structure of the Sports Council, its governance, functions and how Council manages the relationship . |

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

2.4.1: Work in partnership with government and community organisations to improve services and facilities for disadvantaged and vulnerable groups, and to build stronger and more cohesive communities.

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

| Action | Comments |
|---|---|
| In relation to the 2019/2020 bushfires and in regards to health and wellbeing: - facilitate community outreach, psychological and social support activities and services - building resilience and connection through community events and projects | Actions delivered during reporting period include: - continued delivery of recovery activities through the Community Advice and Assistance Hubs in disaster impacted communities via online and face to face events - successful funding submission for \$1,400,000 to process fire-impacted green waste remaining on private and Council properties - continued facilitation of inter-Council meetings to share information and coordinate recovery efforts across multiple local government areas |
| Participate on local, regional and State planning forums to advocate for the human service needs of the Hawkesbury. | Key achievements during this period include: - provision of support to community services to ensure residents could continue to access real-time information relating to service availability during the COVID-19 Pandemic restrictions - coordinating flood response with State agencies - included provision of information for residents, establishing resident database and coordinating Recovery Centres - working with Resilience NSW to capture impacts of floods on residents and prioritise service access assistance - delivery of governance training to volunteer management committees and groups to build the governance capability of Hawkesbury-based incorporated associations |
| Seek funding to implement community resilience and mental health programs in particular mental health outreach programs. | Staff have worked with non-government and not-for-profit organisations during reporting period securing funding to deliver a range of projects particularly related to disaster recovery. Staff have worked with Hawkesbury agencies to develop partnership projects and support development of funding applications to deliver community resilience and mental health outreach programs. |
| Subject to flooding and other constraints, implement the priority actions of the Affordable Housing Working Group, in conjunction with Council's Human Services Advisory | At its Ordinary Meeting 8 December 2020 Council resolved to adopt the Hawkesbury Local Housing Strategy and submit the Strategy to the Department of Planning, Industry and Environment for endorsement. The Strategy contains key actions for Council relating to affordable housing including: - review of Council's Planning Agreement Policy - preparation of an Affordable Housing Contribution Scheme |

| Action | Comments |
|---|---|
| Committee including partnerships to deliver affordable rental housing. | <ul style="list-style-type: none"> - consideration of additional alternate implementation mechanisms to give effect to Council's Affordable Housing Policy <p>These matters will be reassigned to the Community Services Committee following endorsement of the Hawkesbury Local Housing Strategy by the Department of Planning, Industry and Environment</p> |
| Implement priority actions of the Hawkesbury Rough Sleeper Action Plan. | <p>Response to Rough Sleepers and implementation of priority actions within a Hawkesbury Rough Sleepers Action Plan has been completed through finalisation of a Terms of Reference. A Homelessness Working Group that partners Council with Police, Health and Homelessness support agencies to coordinate service responses and interventions for people sleeping rough in the Hawkesbury continues to meet on a monthly basis.</p> |

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

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

| Action | Comments |
|--|---|
| Undertake community consultation and engagement to understand community needs and service demands. | <p>Council's communication and engagement activities will be guided by the recently adopted Engagement Strategy. Face to face engagement has been limited because of COVID-19 restrictions however Council has been able to undertake the following engagement:</p> <ul style="list-style-type: none"> • Zoom community meetings with residents of Greens Road and Upper Colo • Your Hawkesbury Your Say online engagement tool for written submissions. The top five engagements on Your Hawkesbury Your Say were <ul style="list-style-type: none"> - South Windsor Park - Playground Upgrade - Sullage Pumpout - Council Committee News - War on Waste and Living Sustainable - Woodbury Reserve Plan of Management • Facebook to share stories and information. The post with the highest reach was the Pump track - Woodbury Masterplan with 44,500 people reached • Flyers and signage at key locations • Community newsletter in July and December to inform and encourage engagement • Mayor on Air radio segments and media releases to inform and encourage engagement |

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

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

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

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

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

| Action | Comments |
|--|--|
| Adopt the Hawkesbury Cultural Development Plan for Library, Museum and Gallery | A review of work completed to date has been undertaken with updates to the document being made on the basis of the changing community and cultural development needs within the Hawkesbury Local Government Area over the recent period. Following the completion of the current draft Cultural Plan a community engagement exercise will be undertaken. |
| Develop Youth Action Plan to understand the needs of young people and plan Hawkesbury's future with them. | Council staff work with youth services, schools and young people themselves to facilitate consultations with young people. Whilst staff have continued to work with agencies through Hawkesbury Youth Interagency, the necessary consultation with young people to develop a Youth Action Plan has been hampered by COVID-19 restrictions. Council staff are working with youth groups and NSW Department of Education to determine multiple methods of consultation that can be undertaken regardless of COVID-19 pandemic restrictions that will be implemented in 2022. |
| Provide financial and other support to community groups to plan and deliver community events and activities. | Community event delivery has been impacted due to COVID-19 restrictions. Events supported during this period included 16 Days of Activism Against Domestic Violence. |

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

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

| Action | Comments |
|--|--|
| Work with PCYC NSW to progress planning for the design and delivery of a Police Community Youth Club for the Hawkesbury | Council and the Police and Community Youth Club (PCYC) entered into a management agreement for the operation of the Hawkesbury Indoor Stadium as a PCYC from 1 July 2020, to allow for additional time to negotiate the terms of the Development Agreement and Agreement for Lease. |
| Continue to update and maintain the online Library, museum and gallery collection catalogues and make them online accessible | The Library, Museum and Gallery collection catalogues are now online with more than 430 artworks, 2336 Museum objects and 25,614 Library images currently accessible to the public. Work to maintain the collection catalogue will remain on-going. Improvements to the museum and gallery catalogue will be undertaken as a discrete project following the completion of this work. |

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

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

| Action | Comments |
|--|---|
| Recognise, conserve and promote the area's history and heritage for current and future generations | <p>During the reporting period:</p> <p>A total of 14 history programs were presented for 434 participants</p> <p>198 new items added to the catalogue and 1617 new items of ephemera were digitised</p> <p>Currently the number of images is 97,438 with 26,315 now available to view online</p> <p>A total of 22 years of historical rate books have been transcribed with 5 volumes available via the online catalogue</p> <p>A further 4 oral histories have been added to a Amplify project at the State Library of NSW</p> |

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

| Action | Comments |
|--|---|
| Review and implement agreed priority actions of Council's Heritage Strategy. | <p>Through Council's Heritage Committee, the actions within the three year rolling Heritage Strategy were reviewed at Committee Meetings in October 2020 and March 2021 prior to being adopted by Council in August 2021.</p> <p>Implementation of the various actions occurs on an ongoing basis, particularly with respect to the annual Local Heritage Assistance Fund, and Heritage Advisory Service.</p> |

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

| Action | Comments |
|---|--|
| Work with respective Committees to produce a range of media to promote the areas heritage. | All opportunities used to promote the Hawkesbury's history and heritage, including: Local Heritage Assistance Fund (record number of projects funded) Heritage Advisor (increased use of service) Release of funding opportunities through NSW Heritage Continued preparation of Information Sheets and Guidelines |
| Develop new opportunities to share and promote the area's history and heritage through exhibitions and publications | The Paradise Lost exhibition at the Hawkesbury Regional Museum has been launched. This exhibition explores the history of the local theme park Paradise Gardens at Cattai. Paradise Lost highlights the long forgotten, once popular Paradise Gardens through historical souvenirs, photographs, film footage, memorabilia and stories. During the reporting period the Hawkesbury Central Library has featured a display focused on the centenary of the RAAF. Patrons are encouraged to learn the history of the RAAF base in Richmond. |

3: Our Environment

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

3.1.1: Encourage effective management and protection of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.

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

| Action | Comments |
|--|--|
| Develop a 'whole of river' management plan with other Council's along the Hawkesbury river | Council has continued involvement and participation in the whole of Hawkesbury River Coastal Management Plan project in partnership with other Hawkesbury River councils. Stage 1 (Scoping Study) was completed and presented to Council's Environmental Sustainability Advisory Committee, and subsequently Council. The project has progressed to Stage 2 (Determining the Risks, Vulnerabilities and Opportunities), which has included the engagement of a Project Coordinator to progress the Plan. Note, Council's current Upper Hawkesbury Coastal Zone Management Plan is still able to be relied upon to support funding applications under the NSW Governments Coastal Management Program up until December 2021. |
| Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan. | Implementation of priority actions of the Coastal Zone Management Plan has continued during the period, including: Water Quality Monitoring Program – Report Cards received from Department of Planning, Industry and Environment based on data collected by Council. Ongoing collection of data has continued in order to inform the preparation of further Report Cards given the funding has been obtained to continue the monitoring program. Updating of LEP and DCP provisions – inclusion as part of review of existing provisions Continued participation with Hawkesbury River councils with respect to preparation of a whole of river Coastal Management Program. In partnership with other Hawkesbury River councils, the Stage 1 (Scoping Study) was completed and presented to Council's Environmental Sustainability Advisory Committee, and subsequently Council. The project has progressed to Stage 2 (Determining the Risks, Vulnerabilities and Opportunities), which has included the engagement of a Project Coordinator to progress the Plan. Note, Council's current Upper Hawkesbury Coastal Zone Management Plan is still able to be relied upon to support funding applications under the NSW Governments Coastal Management Program up until December 2021. |

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

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

| Action | Comments |
|---|---|
| Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program | The team have continued to undertake inspections in accordance with the provisions of the NSW Septic Safe Program |
| Work with key agencies to investigate illegal land use activities such as the Natural Resource Access Regulator, Environmental Planning Authority and Department of Primary Industries to undertake investigations. | Council staff have continued to undertake joint enforcement activities with other agencies particularly following the March 2021 floods and the range of illegal works undertaken along the waterways that are managed by State agencies |
| Work with key stakeholders for the protection of the natural environment, including: <ul style="list-style-type: none">- Land Care- Greater Sydney Local Land Services- Penrith Council- Hawkesbury River Council- NSW Department of Planning, Industry and Environment | Councils environmental team has been working closely with external organisations to promote natural restoration. These organisations include Penrith, The Hills Shire, Central Coast, Northern Beaches and Ku-ring-gai Councils, Greater Sydney Local Land Services, Department of Planning, Industry and Environment, Hawkesbury River County Council, NSW Department of Planning, Industry and Environment - The Foundation for National Parks and Wildlife and Hawkesbury Landcare |

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

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

| Action | Comments |
|---|---|
| Grow endemic plants at the community nursery for parks, reserves, and Land-care groups. | <p>The first 6 month of this financial year, the Hawkesbury Community Nursery sold just under 20000 plants. The range of customers includes; sales to the public, Hawkesbury City Council, Penrith City Council, Bushcare Groups, Bush Regeneration Contractors, Landcare, local schools and Richmond TAFE, Greening Australia, Greater Sydney Local Land Services, Greater Sydney Local Landcare and Foundation for National Parks and Wildlife. While the general public was the largest customer (6900 plants), Greening Australia, Greater Sydney Landcare and plants supplied to Bushfire Recovery from a grant from Foundation for National Parks and Wildlife showed strong uptake. The Nursery has also taken orders for more than 15000 plant, to be delivered before June 2022.</p> <p>Although the opportunities for volunteering were limited due to COVID-19 restrictions, there has been a strong interest in cooperate volunteers.</p> |
| <p>In relation to the 2019/2020 bushfires and in regards to waste and environmental planning:</p> <ul style="list-style-type: none"> - Removing damaged trees on private property near dwellings, associated fences, outbuildings and vehicular access, or near other buildings such as farm buildings - Providing access to a planning consultant, waiving fees and contributions - Removing illegally dumped waste | <ul style="list-style-type: none"> • Removing damaged trees on private property near dwellings, associated fences, outbuildings and vehicular access, or near other buildings such as farm buildings <p>This continues to be the biggest issue amongst residents impacted by bushfire. Whilst the trees that comply with Council criteria have been removed, other trees on private property continue to be an issue for residents. Council is in the process of applying for grant funding to remove trees on private property that do not fall within Council's current criteria.</p> <ul style="list-style-type: none"> • The waiving of fees and contributions have been allowed for under the \$1.3M Commonwealth Bushfire Recovery funding • Removing illegally dumped waste <p>Illegally dumped waste was not an issue within the Hawkesbury LGA.</p> |
| Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land. | <p>Council continues to undertake land management activities across 36 reserves throughout the Hawkesbury, including Argyle Bailey, Cattai Bridge, Charles Kemp, Wilberforce Cemetery, St Albans Park & Settlers Rd, Skeleton Rocks, Half Moon Farm, Sackville Mission, Oakville Park, Ebenezer Park, South Creek, Green Hills Burial Ground, Governor Phillip Park, Macquarie Park, Deerubbin Park, Howe Park, The Breakaway, George Street, Hanna Park, Hawkesbury Park, Navua, Riverside Drive, Yarramundi,</p> |

| Action | Comments |
|--|--|
| | <p>Chain of Ponds, Woodbury, Glossodia Park, Pughs Lagoon, Bushells Lagoon, Redbank Creek, Diamond Hill, Singleton's, Matheson Park, Bellbird Hill and Upper Colo. This work continues to protect and enhance the Hawkesbury's riparian corridors, endangered ecological communities, wildlife corridors and high-value ecosystems.</p> <p>Council continues to expend funding received to support environmental restoration activities from the following organisations: \$32,684 received through Save our Species program to ensure the survival of threatened ecological communities at Singleton's reserve, Matheson Park and Diamond Hill, \$15,000 received from the Department of Planning, Industry & Environment for estuary health monitoring and from Greater Sydney Local Land Services, \$20,000 for Giant Reed control in the Macdonald Valley and \$40,000 for Post-bushfire habitat recovery at Bellbird Hill, Navua and Yarramundi reserves.</p> <p>\$5,500 received from RFS Bushfire Mitigation fund to implement an Asset Protection zone in Woodbury reserve adjacent to Glossodia Public school.</p> <p>Native plant giveaways from the Hawkesbury Community Nursery at the Hawkesbury Show & citizenship ceremonies.</p> <p>Nocturnal Nature Safaris with Hawkesbury Bushcare & Hooked on Nature highlighting & showcasing the biodiversity & value of the Hawkesbury's essential habitat & native fauna at Charles Kemp Reserve.</p> <p>Corporate Volunteer Day at the Hawkesbury Community Nursery with HP as part of the Fire Recovery Grant.</p> |
| Undertake necessary studies and strategy to prepare for the commencement of the Cumberland Plain Conservation Plan | <p>Preparation of Council's Strategic Biodiversity Land Use Planning Framework was completed in February 2021.</p> <p>A submission to the Draft Cumberland Plain Conservation Plan was considered by Council in September 2020 and subsequently lodged with the Department of Planning, Industry and Environment. The Plan has not yet been finalised by the NSW Government.</p> |
| Implement priority actions of the Hawkesbury Ecological/Biodiversity Framework such as | Preparation of the Strategic Biodiversity Land Use Planning Framework has been substantially completed, with the recommendations/outcomes informing the review of the LEP and preparation of the new Development Control Plan. |

| Action | Comments |
|---|----------|
| <ul style="list-style-type: none"> - Update Council's GIS Mapping to reflect new mapping - Update legislative maps to reflect new mapping | |

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

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

| Action | Comments |
|--|--|
| Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance & Enforcement Policy. | Council officers have continued to deliver the compliance and enforcement policy and investigating illegal building activities, illegal dumping and illegal works along the waterways following the March 2021 floods. |

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

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

DP2-31.01: Develop and implement community sustainability programs

| Action | Comments |
|---|---|
| Review and implement Council's Waste Education Program. | The Waste Education Program was reviewed and tailored to take into account the ongoing COVID-19 pandemic with no face to face opportunities able to be implemented. This has involved the continuation of War on Waste workshops being provided in an online format, in addition to a series of Sustainability initiatives including preparation of a video series loaded to Council's website providing practical and useful tips with respect to energy efficiency and solar power. Officers have continued involvement with respect to preparation of the new Waste Strategy which is likely to include a range of actions related to education, awareness and forming partnerships to deliver projects that minimise waste to landfill. |

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

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

| Action | Comments |
|---|--|
| Implement renewable energy and energy efficient projects. | Of the stage 1 -11 solar panel projects we have now finalised and begun the ground mounted solar farm at the South Windsor Treatment Works to include more efficient panels with higher output over a smaller footprint. |

| Action | Comments |
|--------|--|
| | <p>This project is now completed. A further roll out of 5 additional systems is also 50% completed for St Albans, Colo Heights, Bilpin and South Windsor.</p> <p>Works to replace the gas fired heating system at Oasis Aquatic centre with the latest refrigerant based heat pump system which will result in removing the large carbon footprint of gas heating from the pool is now in commissioning ie (%% complete</p> <p>Future projects include street lighting LED retrofits to replace the complement of our street lights with LEDS is underway with a completion date expected of 30 June 22</p> <p>Building lighting LED retrofits are also underway for 8 sites.</p> <p>Our Dighi street AC upgrade has now been completed and the Peppercorn Building AC replacement works has now started. Both these projects will reduce energy consumption significantly and remove R22 refrigerant systems from our properties.</p> |

3.2.3: Become a carbon neutral Local Government Area

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

| Action | Comments |
|--|---|
| Finalise the Hawkesbury Sustainability Strategy. | Drafting of the Sustainability Strategy has continued, and is being tailored in order to become an umbrella document that other strategies that relate to sustainability will sit under. Given the focus on completing the Hawkesbury Net Zero Emissions and Water Efficiency Strategy during the year, work associated with completing the Sustainability Strategy is now being combined with the review and update of the Climate Change Adaptation Action Plan and Risk Assessment. This work is also closely related to the preparation of a Resilience Plan that is also currently being undertaken by Council. |
| <p>Work with Western Sydney Regional Organisation of Councils (WSROC) on projects specifically targeting Council's work towards becoming a carbon neutral organisation, including the:</p> <ul style="list-style-type: none"> - Energy program - Waste management program - Climate change program - Heat smart program - Development of urban heat clauses for the Local Environmental Plan and Development Control Plan | <p>In addition to adopting the Hawkesbury Net Zero Emissions and Water Efficiency Strategy in March 2021, Council has continued to work with WSROC on various environmental initiatives, including:</p> <p>Western Sydney Energy Program: Council's involvement in this Program has achieved annual savings from 2018 to 2023: \$29,000, and additional savings in first two years of the Western Sydney Energy Program: \$58,000. Activities delivered for Council included:</p> <ul style="list-style-type: none"> • support in business case development, through to final analysis and reporting for LED Street Lighting project (cumulative streetlight cost savings of more than \$145,196 and emissions reduction of approximately 850 tonnes of Carbon dioxide equivalent gases through Light Years Ahead regional collaboration) • accessed external funding (mix of Community Energy Efficiency Project grant and Energy Saving Credits income) of \$280,833 as part of Light Years Ahead • Business Energy Advice Program: Collaborative community information and outreach program for Western Sydney small businesses • Support to include ecologically sustainable development (ESD) and low carbon precinct-level interventions in urban planning, and collaboration to develop energy-related planning controls • Participant in regional EV roadmap focusing on council fleet and charging infrastructure • Sharing of information across councils of best practice approaches. <p>Turn Down The Heat Strategy and Programs:</p> <ul style="list-style-type: none"> • Heatwaves has been identified as the number one ongoing risk for Greater Sydney. As part of this WSROC project Council has been able to be part of successful grant applications including the HeatSmart Project (helping vulnerable community members and building capacity in community services around extreme heat) and Urban Heat Toolkit: LEP and DCP clause development to address extreme heat. <p>Waste:</p> |

| Action | Comments |
|--|---|
| | <p>Western Sydney Regional Waste Strategy and Programs:</p> <p>This allows Council to participate in a number of regional projects including on litter and illegal dumping, waste education, waste infrastructure analysis and planning, as well as to collaborate and stay informed from the other Council members and EPA.</p> |
| <p>Work with Western Sydney Regional Organisation of Councils Ltd (WSROC) on environmental initiatives working towards Council's net zero (Year). Initiatives include:</p> <ul style="list-style-type: none"> - Energy program - Waste management program - Climate change program - Heat smart program - Development of Urban Heat clauses for Council's LEP and DCP | <p>Council has continued to work with WSROC on various environmental initiatives, including:</p> <p>Western Sydney Energy Program: Council's involvement in this Program has achieved annual savings from 2018 to 2023: \$29,000, and additional savings in first two years of the Western Sydney Energy Program: \$58,000. Activities delivered for Council included:</p> <ul style="list-style-type: none"> • support in business case development, through to final analysis and reporting for LED Street Lighting project (cumulative streetlight cost savings of more than \$145,196 and emissions reduction of approximately 850 tonnes of Carbon dioxide equivalent gases through Light Years Ahead regional collaboration) o accessed external funding (mix of Community Energy Efficiency Project grant and Energy Saving Credits income) of \$280,833 as part of Light Years Ahead • Business Energy Advice Program: Collaborative community information and outreach program for Western Sydney small businesses • Support to include ecologically sustainable development (ESD) and low carbon precinct-level interventions in urban planning, and collaboration to develop energy-related planning controls • Participant in regional EV roadmap focusing on council fleet and charging infrastructure • Sharing of information across councils of best practice approaches. <p>Turn Down The Heat Strategy and Programs:</p> <ul style="list-style-type: none"> • Heatwaves has been identified as the number one ongoing risk for Greater Sydney. As part of this WSROC project Council has been able to be part of successful grant applications including the HeatSmart Project (helping vulnerable community members and building capacity in community services around extreme heat) and Urban Heat Toolkit: LEP and DCP clause development to address extreme heat. <p>Waste:</p> <p>Western Sydney Regional Waste Strategy and Programs:</p> <p>This allows Council to participate in a number of regional projects including on litter and illegal dumping, waste education, waste infrastructure analysis and planning, as well as to collaborate and stay informed from the other Council members and EPA.</p> |

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

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

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

| Action | Comments |
|--|---|
| Commence implementing priority actions of the Waste Management Strategy. | Council's Waste Strategy continues to be developed. |

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

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

| Action | Comments |
|---|---|
| Facilitate advice on request from tenants of Council leased buildings on caring for their environment and implementing sustainable practices. | Ongoing promotion and awareness of the series of videos prepared in order to assist the community and tenants with respect to energy efficiency, including Heating and Cooling, Hot Water, Insulation and Sealing, Solar Power, Standby Power, Understanding Energy Bills, and House Batteries. |

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

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

DP2-36.01: Undertake the industrial premises audit program

| Action | Comments |
|--|---|
| Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment. | Council has continued to undertake the industrial premises audit program targeting businesses that pose significant threat to the environment |

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

| Action | Comments |
|--|--|
| Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements and relevant Council Policies. | COVID-19 impacts have impacted the delivery of the program (inspection programs were halted for a period of time). |

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

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

| Action | Comments |
|--|---|
| Finalise the review of Hawkesbury Development Control Plan (DCP) | A total of 10 meetings have been held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted. The drafting of both the LEP Amendments and new Development Control Plan is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP Amendments and draft Development Control Plan. |

| Action | Comments |
|--|--|
| Incorporate ecologically sustainable building and road construction practices into Council projects. | Where possible recycled material is used to maintain existing road assets and construct new works. A quantity of approximately 6,000 tonne of recycled road base was used on numerous projects during this period. |

4: Our Assets

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

4.1.1: Our roads and other transport infrastructure will be planned and provided to ensure connected, efficient and safe movement for all modes of transport.

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

| Action | Comments |
|--|---|
| Undertake a review of parking requirements and provisions in Windsor and Richmond, and implement solutions to address identified parking issues. | Additional parking officers were brought on from November 2021 to undertake the school safety parking program, ensure that parking inspection program was undertaken in the town centres and also addressing illegal truck parking across the industrial areas. |

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

| Action | Comments |
|---|--|
| Work with NSW Roads and Maritime Services (RMS) and provide input on their projects such as the Richmond to North Richmond upgrade, Windsor Bridge, HCC Traffic Study and other projects as required. | Council has provided feedback on the planning and investigations for the additional river crossing to North Richmond. Transport for NSW are undertaking further community consultation and investigation into three options. |
| Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury. | A range of opportunities has been investigated, including: <ul style="list-style-type: none">- Discussions with local bus company Busways who are investigating having a fleet of zero emission's buses operating within the Hawkesbury Local Government Area.- Transport for NSW with respect to strategic routes including evacuation routes and Richmond Bridge Duplication Project. |

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

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

| Action | Comments |
|---|--|
| Work with Peppercorn Services Inc. and other providers to improve access to community transport services. | Council staff and Council representatives worked closely with the management of Peppercorn Services Inc to ensure essential transport services continued to be provided throughout the COVID-19 Pandemic restrictions. |

4.1.3: Have a comprehensive transport system of well maintained local and regional linkages that are financially and environmentally sustainable and respond to community safety, priorities and expectations.

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

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

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

DP2-41.01: Review and implement the Hawkesbury Mobility Plan

| Action | Comments |
|--|--|
| Seek funding to prepare an Active Transport Plan for the Hawkesbury. | Funding has been sought and received from the following Authorities: <ul style="list-style-type: none">- Transport for NSW - REPAIR Program- Federal Government Roads to Recovery Funding ongoing- Transport for NSW (Active Transport Program)- Natural Disaster funding- State Government - Flood Mitigation (ongoing) |
| Implement Council's road, footpath and cycleway program | Concrete Foot Paving <ul style="list-style-type: none">• Argyle Street, South Windsor• Walker Street, South Windsor• Ham Street, South Windsor• Plimsoll Street, McGraths Hill• Wolseley Road, McGraths Hill• Old Hawkesbury Road, McGraths Hill Road Works <ul style="list-style-type: none">• Reedy Road - Seal Gravel Road• Mileham Street, South Windsor |

| Action | Comments |
|--------|---|
| | <ul style="list-style-type: none"> • Mill Road, Kurrajong (150m section north of Little Wheeny Creek) • Grose Vale Road, North Richmond (Heavy patches) • Wire Lane, North Richmond (Section south of Kurmond Rd) • Argyle Street, South Windsor (North side, Mileham St to Fairey Rd) • Kurmond Road, Wilberforce (Further extension generally between Blacktown & Lock Rds) • Terrace Road, north Richmond (Northern and Southern approaches to Redbank Ck) • Industry Road, Mulgrave (Between Groves Ave & past Bunning's driveway) • Sanctuary Drive, Windsor Downs (Between Willeroo & Richmond Rd) • The Driftway Road Rehab (West of Waste Management Facility) • Kurmond Road, Freemans Reach • Racecourse Road, Clarendon • Kurmond Road, Kurmond • Willeroo Drive, Wndsor Downs • Mears Road, McGraths Hill • Mileham Street, South Windsor (Northerly from Kingsley Close for a distance of 150m) <p>Natural Disaster Program</p> <p>The emergency and immediate restoration works have been completed and the repair of embankment failures are now in progress subject to full funding from Resilience and Transport for NSW).</p> |

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

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

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

| Action | Comments |
|---|---|
| Continue to explore opportunities to increase use of the recycled water system at the South Windsor Sewage Treatment Plant. | Council is currently expanding the existing recycled water system to the Church Street Park and McGraths Hill sewage treatment plant. |

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

| Action | Comments |
|--|--|
| Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development. | Ongoing representations made for both Operational and Strategic service provision. Negotiations held with Transport for NSW to achieve best outcomes from approved and planned projects. |
| Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement. | <p>The Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.</p> <p>The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.</p> |

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

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

| Action | Comments |
|--|---|
| Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs. | <p>Voluntary Planning Agreement Policy adopted by Council on 13 October 2020, and Vineyard Contributions Plan adopted by Council in February 2021.</p> <p>Additionally, the Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.</p> <p>The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.</p> |

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

4.3.1: Provide a variety of quality passive recreation spaces including river foreshores, parks, bushland reserves and civic spaces to enhance our community's health and lifestyle

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

| Action | Comments |
|--|--|
| Quality passive recreational spaces are provided and enhanced. | <p>The following works were undertaken in 2020/21:</p> <ul style="list-style-type: none">-Deerubbin Park Landscape design: The Detailed Landscape design was amended at the end of March 21 to include the remediation of the Northern Boundary severely eroded during the March 21 flood events. The contract for the remediation of the Northern Boundary, forming part of stage 1 works was awarded to AZBuilt Pty Ltd on the 20th August 2021 with works completed on the 27th September 2021 <p>Tender submissions for stage 2 works are currently being evaluated, and it is anticipated that the contract for these works be awarded by the end of February 2022.</p> <ul style="list-style-type: none">- Governor Phillip Park (Additional Car & Boat Parking) Car park layout design (stage 1 works) has been amended to include additional parking bays on Western side of site (adjacent to paddocks), which will form part of stage 2 works. Stage 1 works of the car park upgrades including the construction of a concrete walkway from the car park to the existing Power Boat Club house was completed on the 27th November 2021. The contract for stage 2 works was awarded on the 1st November 2021. The works have been delayed by inclement weather however they are now due to be completed by the end of February 2022 (weather permitting). |

4.3.2: Provide a variety of quality active recreation spaces including playgrounds, sporting fields, pool, stadium and multipurpose centres to enhance our community's health and lifestyle

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

| Action | Comments |
|--|--|
| Manage active recreational spaces in accordance with strategies and available resources. | Mowing, spraying and cleaning programs were implemented. These programs vary from weekly, up to six monthly rotation. Council staff mow and maintain over 68 sites on a monthly basis, cleaning 37 toilets 19 BBQs on a minimum weekly basis and contractors are mowing and maintaining a further 60 outlying sites. |

4.3.3: Provide a variety of quality shared spaces including meeting spaces accommodating public art, cultural and environmental amenity to enhance our community's health and lifestyle

DP2-46.01: Provide sustainable support for community groups

| Action | Comments |
|--|--|
| Continue to improve Cultural spaces to better support the community in the use of our spaces | <p>Digital equipment has been purchased to further enhance digital delivery of programming for people who have been unable to attend our physical spaces due to lockdown during the reporting period.</p> <p>Upgrades to activity spaces including sound proofing works of meeting rooms and study rooms has been completed.</p> <p>An accessibility audit of the Deerubbin Centre was undertaken and has indicated several areas of improvement that can be made to continue to improve our cultural spaces with numerous improvements to be considered for further upgrades into the future.</p> |

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

| Action | Comments |
|--|--|
| Prepare a Masterplan of North Richmond Town Centre to include the community precincts and community facilities and council carparks. | A Masterplan of North Richmond Town Centre to include the community precincts and community facilities and council carparks has been developed in draft as part of the Place Planning Process. |

4.3.4: Manage commercial spaces available for business and investment across the Hawkesbury's local centres.

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

| Action | Comments |
|--|--|
| Seek to optimise occupancy rates and rental returns for Council owned commercial properties. | <p>Due to the COVID-19 Pandemic Greater Sydney stay-at-home-orders from 21 June 2021, two tenants vacated leased premises. No enquiries have been received for vacant premises.</p> <p>Council staff will continue to advertise vacant premises on Council's website and on Facebook. Council's managing agent for the Old Hawkesbury Hospital and Hawkesbury Professional Chambers will continue to advertise vacancies in those buildings.</p> |

4.3.5: Provision by Council of the administrative and commercial spaces on behalf of the community including the Council's Administrative Buildings, Local Libraries, Gallery, Museum and heritage buildings.

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

| Action | Comments |
|---|--|
| Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users. | <p>Accessibility improvements have been made to the Hawkesbury Regional Museum funded via the Clubgrants Arts and Culture Infrastructure program. Works to improve the accessibility include installing a hearing loop, creating a rest area, installing automatic sliding doors.</p> <p>Restoration upgrades to Howe House including exterior painting and repairs to the veranda have been completed.</p> <p>An accessibility audit of the Deerubbin Centre was undertaken and has indicated several areas of improvement that can be made to continue to improve our cultural spaces.</p> <p>A number of temporary artworks have been installed within the Deerubbin Centre to entice visitors, including a mural project funded through a NAIDOC week grant.</p> |
| Implement Council's building maintenance program | <p>Council continues to undertake its maintenance program across the portfolio of over 330 building sites.</p> <p>Works includes painting, servicing of plant & machinery, ensuring security and fire services are adequate, actively repairing and check electrical safety, lifts and automatic door operation servicing, cleaning, plumbing and drainage compliance and service, and all general repairs to buildings. Special mention is made of recent audit updates that have been 90% completed for an overall Asset system audit and included safety re-inspections of all asset containing asbestos</p> |

5: Our Future

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

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

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

| Action | Comments |
|--|--|
| Ensure Council's planning is consistent with the Office of Local Government's Integrated Planning and reporting Framework. | <p>Council has continued to comply with the Office of Local Government (OLG) planning and reporting framework.</p> <p>Work has commenced on the review of the Community Strategic Plan and development of the new Delivery Program, Operational Plan and Resourcing Strategies, in line with integrated planning and reporting requirements.</p> |

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

| Action | Comments |
|--|--|
| Implement Council's Fit for the Future strategies. | <p>Whilst implementation of existing strategies continues, the organisation has recently undertaken a Service Sustainability project and is currently developing a strategy to identify priority projects to increase efficiencies and financial sustainability.</p> |

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

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

| Action | Comments |
|---|---|
| Ensure compliance with Code of Meeting Practice | <p>Council's Code of Meeting Practice (the Code) was adopted by resolution on 23 February 2021, when amendments were made concerning the notice required for the inclusion of questions in Council Meeting Business Papers, and the reporting of questions taken on notice at Council Meetings. Following the Council election in December 2021 all Councils are required to review the Code.</p> <p>Council has met the requirements of the Code to deal with record and make available a podcast of each meeting, and the requirement to keep full and accurate minutes of the proceedings of meetings and to publish the confirmed minutes on Council's website.</p> |
| Process informal and formal requests for Council information and complete required reporting. | <p>Council received 37 formal applications for access to information under the Government Information (Public Access) Act. The information relating to these applications was included in Council's published Disclosure Log as required by the Act.</p> <p>Council also received 307 informal access applications during this</p> |

| Action | Comments |
|--------|-------------------|
| | reporting period. |

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

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

| Action | Comments |
|--|--|
| Conduct a community satisfaction survey for the Hawkesbury | The Community Satisfaction Survey was run from the 27th of July to 10th of August 2021. There were 401 residents interviewed by phone on a range of questions relating to overall satisfaction with Council's services and assets. These results were presented to Council and placed on Council's website. They are also being used throughout the organisation to shape our strategies, service delivery and planning. |

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

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

| Action | Comments |
|--|---|
| Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements. | Engagement with the community has occurred during the period with respect to: Amended Flood Policy (to reflect changes to legislation by NSW State Government) Individual Planning Proposals, most notably the Jacaranda Development, |

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

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

| Action | Comments |
|---|---|
| Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans. | Council continues for advocate for the needs of the Hawkesbury in local, state and regional plans. The 'blueprint' issued by the NSW Government in December 2021 is reflective of this. |

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

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

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

| Action | Comments |
|--------|----------|
|--------|----------|

| Action | Comments |
|---|---|
| Complete the Hawkesbury Aboriginal Heritage Study | The draft Hawkesbury Aboriginal Cultural Heritage Study was completed in February 2021. Further consultation on the draft was undertaken with Aboriginal representative groups and elders who had provided input into the preparation of the Study. The draft Study was subsequently considered by Council's Heritage Committee on 22 July 2021 who recommended that Council publicly exhibit the draft. Council considered the draft Study at its Ordinary Meeting on 10 August 2021 and resolved to place the Study on public exhibition. The public exhibition is set to be undertaken between 2 September – 1 October, after which all submissions will be considered by Council prior to formal adoption of the final Study. |
| Finalise the Hawkesbury Heritage Study, including the Aboriginal Cultural Heritage study. | <p>The draft Hawkesbury Aboriginal Cultural Heritage Study was completed in February 2021. Further consultation on the draft was undertaken with Aboriginal representative groups and elders who had provided input into the preparation of the Study. The draft Study was subsequently considered by Council's Heritage Committee on 22 July 2021 who recommended that Council publicly exhibit the draft. Council considered the draft Study at its Ordinary Meeting on 10 August 2021 and resolved to place the Study on public exhibition. The public exhibition is set to be undertaken between 2 September – 1 October, after which all submissions will be considered by Council prior to formal adoption of the final Study.</p> <p>Progress on the Heritage Study has been impacted upon by the COVID-19 pandemic both in 2020 and 2021 in terms of the consultants ability to undertake the necessary fieldwork and further research into potential individual heritage listed properties. The ability to progress this project has also been impacted upon by not having a dedicated heritage resource within Council, although it should be noted that funding is included in the 2021/2022 budget for a Senior Heritage Officer which is a role that can progress the various heritage projects.</p> |
| Continue the development of the Museum's grant funded Indigenous and endemic edible garden project. | The Museum's Create NSW grant funded Indigenous and endemic edible garden project has been disrupted during this year due to the COVID-19 Pandemic. A brief for the landscaping works for the project has been re-developed. Timelines for finalisation will be negotiated with the successful company. |

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

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

| Action | Comments |
|-----------------------|---|
| Review the Hawkesbury | A total of 10 meetings have been held with the Local Environmental Plan |

| Action | Comments |
|---|--|
| Local Environmental Plan and finalise Hawkesbury Development Control Plan | (LEP)/Development Control Plan (DCP) Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. There were six Councillor workshops held with respect to both the LEP Amendments and preparation of the new DCP, as each chapter has been drafted. The drafting of both the LEP Amendments and new DCP is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the Draft LEP Amendments and Draft DCP. |
| Complete masterplan and public domain plans for town centre revitalisation of Richmond, Windsor and South Windsor, with consideration for heritage and environmental actions. | The masterplan and public domain plans for the town centre revitalisation of Richmond, South Windsor and Windsor were developed and adopted by Council 29 September 2020. |

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

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

| Action | Comments |
|---|---|
| Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required | <p>A number of individual planning proposals were progressed towards finalisation during the period, including:</p> <p>Redbank zoning anomalies (April 2021) Park Road, Mulgrave (June 2021).</p> <p>Further work has progressed in terms of the Council led LEP review and new Development Control Plan. This includes a total of 10 meetings held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted. The drafting of both the LEP Amendments and new Development Control Plan is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP Amendments and draft Development Control Plan.</p> |

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

DP2-57.01: Develop and implement a Reconciliation Action Plan

| Action | Comments |
|--|--|
| Implement year One actions of the Hawkesbury Reconciliation Action Plan. | The Draft Reconciliation Action Plan has been presented on four occasions to Reconciliation Australia for endorsement; the fifth iteration of the Draft Plan is currently sitting with Reconciliation Australia and awaiting approval. Once the Draft Plan has been endorsed by Reconciliation Australia, the Draft Reconciliation Action Plan will be reported to Council for approval to place on public exhibition. |

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

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

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

| Action | Comments |
|---|--|
| Implement the Local Strategic Planning Statement | <p>The Hawkesbury Local Strategic Planning Statement (LSPS) was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel.</p> <p>The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.</p> |
| Continue utilising the NSW State Government's ePlanning portal for an increasing number of development application types. | <p>The following applications dealt with by Development Services are now lodged through the NSW State Government Planning Portal;</p> <ul style="list-style-type: none">- Development Applications- Modification to Development Applications- Construction Certificates- Occupation Certificates- Subdivision Works Certificates- Subdivision Certificates <p>Applications under Section 68 of the Local Government Act are not yet accepted through the planning portal as that involves other Departments across Council which have not yet got processes in place to deal with these applications. It is anticipated that this will become mandatory in the near future.</p> |

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

| Action | Comments |
|---|--|
| Participate in the Planning Partnerships Group. This group comprises the 8 Councils within the Western Parkland City, Blacktown City Council, Dept of Planning, Infrastructure and Environment, Transport for NSW, Sydney Water and Greater Sydney Commission | Council has continued working with the Planning Partnership Group as we have worked together on the Aerotropolis planning and understanding the impacts of the proposed changes for developer contributions. |

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

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

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

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

| Action | Comments |
|--|---|
| Implement priority actions from the Draft Local Housing Strategy | <p>The Hawkesbury Local Housing Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan.</p> <p>As required, the Local Housing Strategy was submitted to the Department of Planning, Industry and Environment for endorsement with a series of ongoing discussions having been held with the Department in this respect. Endorsement of the Hawkesbury Local Housing Strategy is expected to be issued by the Department of Planning, Industry and Environment in late August/early September 2021.</p> |

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

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

| Action | Comments |
|---|--|
| Implement priority actions from the Rural Lands Strategy. | <p>Council's Rural Lands Strategy was adopted by Council in March 2021, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan. 0</p> <p>Andrew Kearns 29/08/2021 11:45 AM</p> <p>Q1, 2020-2021 80% Ongoing Draft Rural Lands Strategy reported to Council 8 December 2020. Public Exhibition period extends from 18 December 2020 to 15 February 2021, and a post exhibition report is expected to be presented to Council in March 2021, subject to the number and content of submissions received.</p> |

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

| Action | Comments |
|--|---|
| Complete the Rural Landscape Character Assessment for all rural areas of the Hawkesbury. | The Hawkesbury Rural Lands Study was adopted by Council in March 2021 which provides for a landscaped based assessment of rural character from which to base a Rural Landscape Character Assessment when this commences. It should also be noted that the Department of Planning, Industry and Environment is currently preparing Standard Instrument clauses relating to consideration of character, and the outcome and finalisation of that work will inform the Rural Landscape Character Assessment. |

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

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

DP2-61.01: Implement the Hawkesbury Horizon Initiative

| Action | Comments |
|---|--|
| Continue to develop plans to attract business to the Hawkesbury, including plans for the Clarendon precinct | A Draft Clarendon precinct Plan has been developed and the commencement of Pace Plans has begun. This will includes towns, villages and places across the Hawkesbury and will involve community and Councillor engagement. |

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

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

| Action | Comments |
|---|---|
| <p>Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan. including:</p> <ul style="list-style-type: none"> - Undertake water quality monitoring - Update of Local Environmental Plan and Development Control Plan provisions - Preparation of Fact Sheets/Guidelines for targeted land uses | <p>Implementation of priority actions of the Coastal Zone Management Plan has continued during the period, including:</p> <p>Water Quality Monitoring Program - Report Cards received from Department of Planning, Industry and Environment based on data collected by Council. Ongoing collection of data has continued in order to inform the preparation of further Report Cards given the funding has been obtained to continue the monitoring program.</p> <p>Updating of LEP and DCP provisions - inclusion as part of review of existing provisions</p> <p>Continued participation with Hawkesbury River councils with respect to preparation of a whole of river Coastal Management Program. In partnership with other Hawkesbury River councils, the Stage 1 (Scoping Study) was completed and presented to Council's Environmental Sustainability Advisory Committee, and subsequently Council. The project has progressed to Stage 2 (Determining the Risks, Vulnerabilities and Opportunities), which has included the engagement of a Project Coordinator to progress the Plan. Note, Council's current Upper Hawkesbury Coastal Zone Management Plan is still able to be relied upon to support funding applications under the NSW Governments Coastal Management Program up until December 2021.</p> |

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

DP2-63.01: Implement the Hawkesbury Floodplain Risk Management Plan

| Action | Comments |
|---|---|
| Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan, including: - Review and Update the Hawkesbury Flood Risk Management Study and Plan 2012 | <p>A new Flood Policy was adopted by Council in October 2020 and subsequently amended in June 2021 due to changes in NSW Flood Planning Legislation.</p> <p>With respect to the review and update of the Hawkesbury Flood Risk Management Study and Plan 2012, necessary approvals have been sought and issued by the funding body in June 2021 with respect to the consultants brief, work plan and selected consultants. Preparation of the consultants brief in particular required considerable levels of collaboration with various NSW State Government agencies, including Department of Planning, Industry and Environment, Infrastructure NSW, and State Emergency Services.</p> |

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

| Action | Comments |
|---|---|
| Implement priority actions from the Employment Lands Strategy, such as updating Council's Local Environmental Plan and Development Control Plan | <p>Council's Employment Lands Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan.</p> <p>A total of 10 meetings have been held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted. The drafting of both the LEP Amendments and new Development Control Plan is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP Amendments and draft Development Control Plan.</p> |

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

5.5.1: Revitalise and enhance our two significant town centres of Windsor and Richmond, to create thriving centres each with its own character that attracts residents, visitors and businesses.

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

| Action | Comments |
|--|---|
| Implement the Liveability Program across Windsor, South Windsor, and Richmond town centres | The Implementation of the Liveability Program is underway. Detailed Design is in final stages and awaiting Heritage NSW approval. An expression of Interest process has been run to seek suitably qualified contractors for the construction phase of the project. Next stages are select tender and construction phase. |
| Implement the Liveability Program across Windsor, South Windsor, and Richmond town centres | The Implementation of the Liveability Program is underway. Detailed Design is in final stages and awaiting Heritage NSW approval. An expression of Interest process has been run to seek suitably qualified contractors for the construction phase of the project. Next stages are select tender and construction phase. |
| Work with community event organisers to develop events that showcase and build on strengths of towns and villages. | <p>Council held Light Up Windsor Street Festival 22 December and Light Up Windsor Light Projections 18-24 December. 10 000 people came along and enjoyed the Street Festival including Christmas markets, live and roving entertainment. The event was delivered with the Windsor Business Group and supported by businesses in Windsor Mall and George Street Windsor.</p> <p>Despite COVID-19 restrictions Council has been working with community event organisers to plan and hold events in our towns and villages. Council has sponsored community events as part of the Events Sponsorship Program that builds on the strengths of the towns and villages, like Richmond Good Food Markets, Light Up Windsor, Retro Vintage and Steampunk Festival and Dinner by the River however only The Richmond Good Food Markets and Light Up Windsor was able to proceed. The other events have been rescheduled to 2022.</p> |

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

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

| Action | Comments |
|--|---|
| In conjunction with key partners, deliver an annual calendar of events | <p>The annual event calendar has continued to be refined and updated. Council works with event partners including sponsors and local community, sporting and business groups to deliver events for the Hawkesbury.</p> <p>There are five iconic annual events – Light Up Windsor, Australia Day on the Hawkesbury, Hawkesbury Communities Pool Party, Savour the Flavour and Hawkesbury Fest which are held through the year. COVID-19 restrictions required events held between July and December to be transformed and we held:</p> <ul style="list-style-type: none">• Council continues to work with the Windsor Business Group on the Light Up Windsor Street Festival 22 December and Light Up Windsor Light Projections 18–24 December. It is important we work closely with this group to assist with communication, promotion and endorsement to local businesses within Windsor Town Centre. A strong relationship has been built with these local businesses which is encouraging and positive and will only assist with the event's growth.• Council is working with Hawkesbury Harvest to assist with filtering information through to local businesses that might be interested in attending Savour the Flavour in 2022.• Council continues to support and work with many event organisers such as the Hawkesbury Remakery to deliver events like the 'Retro Vintage Steam Punk Festival' which will take place in Windsor Mall. This event has been rescheduled to 2022 due to COVID-19 restrictions.• The PCYC attended the Hawkesbury Communities Pool Party. |

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

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

| Action | Comments |
|--|--|
| Continue the implementation of Place-Making Strategies including undertaking a program to review and renew wayfinding and signage. | Place Making Strategies have been implemented including the trial of a parklet at Richmond Town Centre. The Wayfinding and Signage Project has been in the strategy development phase and the next stage is detailed design. |

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

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

DP2-67.01: Develop and implement annual events programs

| Action | Comments |
|---|--|
| Maintain and refine annual events calendar. | <p>The annual event calendar has continued to be refined and updated. There are five iconic annual events – Light Up Windsor, Australia Day on the Hawkesbury, Hawkesbury Communities Pool Party, Savour the Flavour and Hawkesbury Fest which are held through the year. COVID-19 restrictions required events held between July and December to be transformed and we held:</p> <ul style="list-style-type: none">• Online Citizenship Ceremony in July and September, on National Citizenship Day• Volunteer Appreciation Party transformed to the sending of gifts to our volunteers in November for 160 volunteers• Hawkesbury Christmas Appeal during November and December with donations for flood affected residents. Peppercorn coordinated the collection and distribution of goods• Light Up Windsor Street Festival 22 December and Light Up Windsor Light Projections 18-24 December. 10 000 people came along and enjoyed the Street Festival including Christmas markets, live and roving entertainment. The event was delivered with the Windsor Business Group and supported by businesses in Windsor Mall and George Street Windsor. <p>Not all the Council sponsored events were able to be held due to COVID-19 restrictions. Three went ahead as planned and the remaining events will have their funds rolled over until 2022 when the event will proceed.</p> |

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

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

| Action | Comments |
|---|--|
| Develop master plans for Kurrajong, North Richmond, Pitt Town and Clarendon Precinct and gain Community feedback through an exhibition process. | <p>The commencement of Place Plans has begun. This includes towns, villages and places across the Hawkesbury and will involve community and Councillor engagement.</p> |

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

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

DP2-69.05: Develop a Hawkesbury Brand Strategy.

| Action | Comments |
|---|---|
| Building on the work of Destination NSW, prepare a Scoping Study for a Hawkesbury Branding and Communication Strategy | <p>A Communication and Engagement Strategy was adopted by Council in September 2021 and will be reviewed in 6 months to seek input from the new Council. The Strategy builds on the work of Destination NSW and recognises the significance of the community and visitors to the Hawkesbury. It also identifies a series of future communication and engagement actions.</p> <p>Council is continuing to build its brand recognition through the Visitor Information Centre's Discover the Hawkesbury tourism website however between July and October 2021 the VIC closed it's doors due to COVID-19lockdown. The Discover the Hawkesbury tourism website and social media continued to updated however website traffic was down but social media engagement increased by 9% for Instagram and 7% for Facebook.</p> <p>The Corporate Style Brand Guide has been completed and sets the framework for all Council's corporate collateral.</p> |

DP2-69.09: Develop and implement an Economic Development Strategy

| Action | Comments |
|---|--|
| Promote the use of Australian Tourism Data Warehouse (ATDW) by local tourism operators. Promote the availability of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund. | Council has obtained a \$200k from the Bushfire Recovery fund and is continuing to deliver projects that will provide ongoing training and mentoring to tourist operators and networking opportunities to build tourist packages. |
| Implement actions from the Hawkesbury Economic Development and Business Recovery Plan. Projects include: * Review and enhance the WSU scholarship program. * Continue the delivery of Council's business communication such as the monthly e-newsletter. * Provide ongoing support to local businesses through the COVID-19 Pandemic and business recovery from the 2019/2020 bushfires and flood | The implementation of the Hawkesbury Economic Development and Business Recovery Plan is well underway with the review and enhancement of the Hawkesbury WSU Scholarship Program completed and the program has been renewed until 2024. The monthly business e-newsletter is distributed to the business community each month and provides relevant business information and updates. Ongoing business support continues with the delivery of business webinars, business visits and business engagement. |

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

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

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

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

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

| Action | Comments |
|--|--|
| <ul style="list-style-type: none"> * Design and deliver a program of workshops, Business 101 seminars, and skills development opportunities to increase knowledge and capacity to help local businesses adapt, grow and increase resilience. * Support increased networking among existing business owners and support business events and awards programs. *Promote Council-owned spaces for businesses to meet and network. | A program of workshops and webinars has been developed and delivered to the business community. This includes topics such as social media upskilling, marketing tools, cash flow management, business management and Back to Business Post Covid. Council worked in partnership with the Australian Tax Office and Western Sydney Business Centre to deliver the business program. |

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

5.8.1: Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region.

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

| Action | Comments |
|---|---|
| Implement Local Strategic Planning Statement | <p>The Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area.</p> <p>The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.</p> |
| Implement priority actions from the Employment Lands Strategy, including: - Commence planning for the Clarendon Employment Precinct - Update of Local Environmental Plan & Development Control Plan | <p>Council's Employment Lands Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan.</p> <p>Planning for the Clarendon Employment Precinct has commenced, but ongoing engagement with relevant stakeholders is required.</p> <p>A total of 10 meetings have been held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted. The drafting of both the LEP Amendments and new Development Control Plan is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP Amendments and draft Development Control Plan.</p> |

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

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

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

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

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

| Action | Comments |
|---|---|
| Pursue opportunities such as the Greater Sydney Commission District Plan and City Deal to press for retention and expansion of the RAAF and related activities at Richmond. | Council continues to advocate for the retention of the RAAF Base at Richmond, together with advocating for precinct planning with our strategic partners in the precinct. |

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

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

| Action | Comments |
|---|--|
| Ensure the retention of agricultural lands through relevant planning processes. | Council's Rural Lands Strategy was adopted by Council in March 2021, and is being implemented through informing the final version of the current Hawkesbury Local Strategic Planning Statement. The Rural Lands Strategy is also informing the LEP Review process and preparation of the new Hawkesbury Development Control Plan. |
| Implement priority actions from the Sustainability Strategy | Drafting of the Sustainability Strategy has continued, and is being tailored in order to become an umbrella document that other strategies that relate to sustainability will sit under. Given the focus on completing the Hawkesbury Net Zero Emissions and Water Efficiency Strategy during the year, work associated with completing the Sustainability Strategy is now being combined with the review and update of the Climate Change Adaptation Action Plan and Risk Assessment. This work is also closely related to the preparation of a Resilience Plan that is also currently being undertaken by Council. |

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

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

| Action | Comments |
|--|---|
| Implement Local Strategic Planning Statement including identified priorities and actions associated with Land Use Policy documents such as: Update of Local Environmental Plan 2012 and Development Control Plan 2002 to reflect adopted Hawkesbury Local Strategic Plan | <p>The Hawkesbury Local Strategic Planning Statement was adopted by Council in February 2021 following notification from the Greater Sydney Commission that the Statement had been approved by the Assurance panel. The Statement includes the key theme of Infrastructure and Collaboration with a series of actions included with respect to planning for and delivering identified infrastructure for the local government area. The Statement is a 20 year land use plan that is reviewed periodically or when significant changes in legislation or new strategies are prepared and is implemented continuously over that 20 years period.</p> <p>Further work has progressed in terms of the Council led LEP review and new Development Control Plan. This includes a total of 10 meetings held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted. The drafting of both the LEP Amendments and new Development Control Plan is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP Amendments and draft Development Control Plan.</p> |
| Implement priority actions from the Employment Lands Strategy such as: - Commence planning for the Clarendon Employment Precinct - Update Council's Local Environmental Plan & Development Control Plan | <p>Council's Employment Lands Strategy was adopted by Council in December 2020, with key recommendations being incorporated into the LEP Review process and preparation of new Development Control Plan. Planning for the Clarendon Employment Precinct has commenced, but ongoing engagement with relevant stakeholders is required.</p> <p>A total of 10 meetings have been held with the LEP/DCP Reference Group since establishing in November 2020, with these meetings continuing to provide highly valuable input and advice on Council's preparation of LEP Amendments, and new Development Control Plan. A series of Councillor workshops (six) have also been held with respect to both the LEP Amendments and preparation of the new Development Control Plan, as each chapter has been drafted. The drafting of both the LEP Amendments and new Development Control Plan is nearing completion, with feedback and input to be sought from the community prior to Council's consideration of the draft LEP Amendments and draft Development Control Plan.</p> |

