



Hawkesbury City Council

attachment 1
to
item 137

Delivery Program 2013–2017
Progress Report:
1 July 2014 to 30 June 2015

date of meeting: 25 August 2015
location: council chambers
time: 6:30 p.m.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-01 Prepare strategies for town centres and villages that also showcase our heritage and character			
OP2-1.1 Work with community event organisers to develop events that showcase and build on strengths of towns and villages	2014 - Number of successful events	Achieved	Council worked with local community groups and organisations in a range of events staged throughout the City - Freedom of City, Richmond Swim Centre 50th Birthday, Bligh Park Precinct Upgrades opening, Kurrajong Memorial Park Upgrades opening, Garden Competition, Animal Shelter Open Day, Waste to Art Competition, Christmas calendar of events. Australia Day Awards Ceremony and calendar of events, Anzac Day Commemoration and calendar of events and Hawkesbury Show Sponsorship of Sydney Blues and Roots Festival and Tom Quilty Gold Cup. Held meetings with Destination NSW and to assist event organisers and develop future events. Awards review undertaken and presented to Civics and Citizenship Committee.
DP-02 Prepare and commence implementation of Windsor and Richmond Master Plans			
OP2-2.1 Continue to prepare Hawkesbury Regional Revitalisation Strategy	2014 - Draft Strategy prepared	Partially completed	Four workshops were held. Hawkesbury Horizon Initiative working group was formed and first meeting was held in June 2015.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-2.2 Develop an integrated works program aligned with the priorities identified within Master Plans and Windsor Foreshore Parks Plan of Management	2014 - Integrated Works Program reported to Council for consideration following public exhibition	Scheduled to commence	This project is pending the outcome of the Hawkesbury Horizon Initiative.
DP-03 Develop a program of events and model for conducting them successfully			
OP2-3.1 Resource the planning of activities which celebrate community diversity in conjunction with inter-agency organising committees	2014 - Number of events supported	Delivered	Council supported 12 programs of activities associated with Alzheimers Awareness Week, Graffiti Removal Day, International Day for People with Disability, NAIDOC Week, Sorry Day, Harmony Day, Paint Hawkesbury REaD, Youth Week, Seniors Week, International Women's Day and Refugee Week, and Bike Weekend.
OP2-3.2 Prepare events OMS and procedure	2014 - Events OMS and Procedure developed	Completed	Event procedure for events on public land was developed and approved by MANEX. Pilot program implemented.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-3.3 Develop a program including Flagship events	2014 - Community satisfaction with events	Completed	Program of events developed for Christmas, Australia Day, Anzac Day and National Trust Heritage Festival. Program of Civic events staged throughout the City - Freedom of City, Richmond Swim Centre 50th Birthday, Bligh Park Precinct Upgrades opening, Kurrajong Memorial Park Upgrades opening, Garden Competition, Animal Shelter Open Day, Waste to Art Competition Australia Day Awards Ceremony and calendar of events, Anzac Day Commemoration and calendar of events and Hawkesbury Show Sponsorship of Sydney Blues and Roots Festival and Tom Quilty Gold Cup. Meetings were held to develop future events.
DP-04 Implement the Hawkesbury Residential Land Strategy			
OP2-4.1 Complete Social Impact Assessments for relevant planning proposals to identify social infrastructure requirements based on benchmarks within the Hawkesbury Residential Land Strategy	2014 - Social Impacts Assessments completed for relevant planning proposals	Completed	A preliminary Social Impact Assessment was completed for the Vineyard Precinct. Comments on the Draft Social Infrastructure Assessment for Vineyard Precinct was forwarded to Department of Planning.
OP2-4.2 Investigate, prepare and assess planning proposals in accordance with recommendations of the Hawkesbury Residential Land Strategy	2014 - Investigations and planning proposals consistent with the Hawkesbury Residential Land Strategy	Achieved	Six planning proposals were received, seven "Gateway" determinations were received, one planning proposal was gazetted.



DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-05 Establish partnerships with developers and community housing providers				
OP2-5.1	Explore Council and private land with potential for development for community housing in partnership with Wentworth Community Housing and developers	2014 - Investigations undertaken and reported to Council	Completed	Investigation completed and outcomes were reported to Council in February 2015.
DP-06 Develop and implement a Rural and Resource Lands Strategy				
OP2-6.1	Seek funding to develop a Rural and Resource Land Strategy	2014 - Funding for Rural and Resource Land Strategy obtained and work commenced	Partially achieved	Funding has been provided for in Council's 2015/2106 budget.
DP-07 Review and implement the Heritage Strategy				
OP2-7.1	Implement agreed priority actions within the Heritage Strategy in partnership with Heritage Advisory Committee	2014 - Priority actions of the Heritage Strategy implemented	Partially completed	Priority actions were implemented and grant funding was obtained for most 2015/16 projects.
OP2-7.2	Prepare heritage inventory sheets and a planning proposal to facilitate the listing of additional heritage items in the Hawkesbury Local Environmental Plan	2014 - Planning proposal reported to Council	Partially completed	Draft heritage inventory sheets were prepared.



DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-08 Develop and implement strategies to deliver sustainable services and facilities				
OP2-8.1	Continuing assessment and monitor existing building services and facilities against industry standard	2014 - Assessments undertaken. Monitor and record actions for improvements	Completed	95% of the Council's property portfolio was assessed and is being entered into the corporate data base for modelling for renewal and maintenance regimes.
OP2-8.2	Identify and seek resources to fund identified service levels and to meet total life cycle costs for infrastructure maintenance and renewal for Waste Management	2014 - Services provided as funding allows	Achieved	Services were provided within budget allocations.
OP2-8.3	Demonstrate leadership by implementing sustainability principles	2014 - Reduction in ecological footprint of Waste Management Branch	Achieved	Power consumption at South Windsor Sewage Treatment Plant (STP) was reduced due to instalation of new aeration blowers. Recycled water facility provided 15.54 ML reuse water which offset the need to use potable water.
OP2-8.4	Develop library services strategically and in response to social, economic and environmental changes, and in accordance with State Library NSW benchmarks	2014 - Implement 2014/2015 strategies in Library Action Plan	Partially completed	2014/2015 priority actions of Library Action Plan 2013-2017 were commenced.
OP2-8.5	Identify benchmarks for the provision of community services and facilities for population catchments in partnership with the Human Services Advisory Committee (HSAC)	2014 - Benchmarks identified	Completed	Benchmarks were identified for specific population catchments in partnership with the Human Services Advisory Committee.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-8.6 Prepare asset management strategies and plans to deliver sustainable services and facilities	2014 - Strategies and plans prepared	Partially achieved	Draft Asset Management Strategy and Asset Management Plans were prepared and reviewed.
OP2-8.7 Promote Council's Sustainable Events Policy	2014 - Review Sustainable Events Policy and Guidelines	Completed	This policy is no longer required to be promoted under funding arrangements however all event organisers who submit applications to Council are advised of the policy and guidelines.
DP-09 Implement the Hawkesbury Floodplain Risk Management Plan			
OP2-9.1 Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan in partnership with the Floodplain Risk Management Advisory Committee	2014 - Commencement of priority actions of the Hawkesbury Floodplain Risk Management Plan	Commenced	Priority actions were discussed and investigated with the Hawkesbury-Nepean Valley Floodplain Review Taskforce to determine responsibility and priorities.
DP-10 Implement the Road Safety Action Plan			
OP2-10.1 Implement priority activities and campaigns in the Road Safety Action Plan as negotiated with Roads and Maritime Services	2014 - Annual action plan developed and implemented	Completed	All five projects in the Road Safety Action Plan were completed. These included Road Safety Behaviour campaign, Learner Driver Workshops, Anti-Speeding campaign, Child restraints program and NSW Bike Week. Three other Council funded projects were also completed.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-11 Implement the Crime Prevention Strategy for Windsor and Richmond CBDs			
OP2-11.1 Integrate Crime Prevention through Environmental Design (CPTED) Principles in urban renewal works linked to Windsor and Richmond Master Plans	2014 - CPTED Principles incorporated into works program	Scheduled to commence	This is awaiting completion of Hawkesbury Horizons Initiative.
DP-12 Implement the Natural Hazards Resilience Study			
OP2-12.1 Develop responses to risks identified in the Natural Hazards Resilience Study	2014 - Analysis undertaken and reported	Partially completed	A consultant was contracted to complete an assessment of adaption planning measures.
DP-13 Participate with other authorities in the planning and implementation of their safety plans			
OP2-13.1 Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land	2014 - Program developed and implemented	Completed	Relevant staff are members of the Bush Fire Management Committee and have developed an extensive hazard reduction program.
OP2-13.2 Convene Local Emergency Management Committee meetings in accordance with statutory requirements	2014 - LEMC meetings held and secretariat support provided	Achieved	Meetings held as required.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-14 Lobby for improved environmental flows			
OP2-14.1 Undertake lobbying action as a result of Council resolutions dealing with these issues	2014 - Lobbying undertaken	Completed	All actions identified as a result of Council resolutions were actioned as required.
DP-15 Lobby and take action to improve water quality			
OP2-15.1 Provide pump out services to limit nutrients and pollutants from onsite sewerage management systems entering waterways	2014 - Pump out service provided within agreed timeframes	Delivered	Pumpout services were provided within agreed timeframes.
OP2-15.2 Provide a trade waste service to commercial and industrial premises	2014 - Trade waste service provided in accordance with service standards and levels	Delivered	Trade waste services were provided within service standards and levels.
OP2-15.3 Continued operation and maintenance of sewage treatment plants and major pump stations to service the community	2014 - Sewage treatment plants and major pump stations alarms responded to within one hour	Achieved	Sewage treatment plant and major pump station alarms were responded to within one hour.
OP2-15.4 Continued operation and maintenance of minor pump stations to service the community	2014 - Minor pump stations alarms responded to within four hours	Achieved	Minor pump station alarms were responded to within four hours.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-15.5 Sewage treatment plants, pump stations, and reticulation systems to transport and treat sewage	2014 - EPA license conditions met	Partially achieved	Works and process improvements were identified and implemented to ensure licence requirements are met for all parameters. 90% compliance.
OP2-15.6 Implement the Upper Hawkesbury River Estuary Study and Management Plan	2014 - Priority actions determined and costed and funding sought	Partially completed	The plan was adopted by Council on 9 September 2014. Implementation of select high priority actions has commenced.
OP2-15.7 Reduce gross pollutants entering waterways through the provision of Gross Pollutant Traps	2014 - Gross pollutants captured, measured and reported	Achieved	Gross Pollutant Traps were monitored on a regular basis and cleaned as necessary. A total of 80 tonne of waste was removed.
DP-16 Lobby and take action to improve river management actions, including elimination of wakeboard boats to minimise bank erosion			
OP2-16.1 Participate in the Hawkesbury Nepean Local Government Advisory Group	2014 - Meetings attended as required	Achieved	Council staff attended the Hawkesbury Nepean Local Government Advisory Group meetings.
OP2-16.2 Undertake lobbying action as a result of Council resolutions dealing with these issues	2014 - Lobbying undertaken	Completed	All actions identified as a result of Council resolutions were actioned as required.
OP2-16.3 Undertake studies and investigations as a result of Council resolution on river dredging licence application	2014 - Investigation and relevant studies completed and reported to Council	Partially completed	Hawkesbury River dredging business case findings were presented to a Councillor briefing session in June 2015.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-16.4 Prepare relevant application(s)/permits to authorities for river dredging (subject to Council resolution)	2014 - Relevant application(s) for River dredging activity submitted to relevant authorities	Not achieved	Licence application for dredging is to be considered post completion of the business case. Grant application to undertake additional studies required for dredging licence application was unsuccessful.

DP-17 Review and implement the Waste Education Program

OP2-17.1 Implement the Waste Education Program	2014 - Waste Education Program reviewed and implemented	Partially completed	<p>The “Better Waste Recycling Fund” (funded by the NSW EPA’s Waste Less, Recycle More program) was commenced with eight waste education programs funded.</p> <p>Completed projects included an e-waste event, waste education, funding for a litter prevention project, and payment of subscription for the Garage Sale Trail for 2015-2017.</p> <p>Projects that were commenced included development and delivery of the 2015/16 Household Waste Guide, the Compost Revolution program, a Waste Guide for small to medium sized businesses, and a targeted recycling program that will deliver messages to residents around common contaminants in the recycling stream as well as recyclables that are commonly found in the garbage stream.</p>
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DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-18 Showcase a range of initiatives to reduce environmental footprint by use of recycled/renewable resource materials				
OP2-18.1	Commence implementation of Master Plan for Hawkesbury City Waste Management Facility	2014 - Implementation commenced	Partially completed	Draft Master Plan review was commenced. Review scheduled for completion by September 2015.
OP2-18.2	Coordinate projects identified in the Waste Sustainability Improvement Program (WaSIP)	2014 - Convene internal working group meetings and complete required reports to Office of Environment & Heritage	Achieved	Meetings were convened as required. Report provided to Office of Environment and Heritage in September 2014.
OP2-18.3	Recycling incorporated in building works projects undertaken by Council	2014 - Levels of recycling reported on project basis	Partially completed	Recycling was incorporated into projects. Reports are to be finalised.
OP2-18.4	Where appropriate, utilise recycled road-base material in order to reduce our dependency on non-renewable resources	2014 - Amount of recycled road-base used	Achieved	Recycled road base material was included in Council's tender for the procurement of road material. Quantity used was 15,500 tonne.
DP-19 Explore business opportunities in waste management				
OP2-19.1	Expand the operation of recycled water system at South Windsor Sewage Treatment Plant	2014 - Number of customers connected to recycled water system. Volume of recycled water used	Achieved	Eight sites were connected to the recycled water system. Total volume of recycled waster used was 15.54 ML.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-19.2 Provide domestic and commercial waste and recycling collection services to the community	2014 - Services provided to the community in accordance with customer service standards	Delivered	Services were provided to the community in accordance with the customer service standards.
DP-20 Review and implement the Water and Energy Saving Action Plans			
OP2-20.1 Compare and monitor top 10 water and energy use sites to benchmarks and set new goals	2014 - Reduce energy and water use to projected goals	Commenced	Metering of sites commenced.
OP2-20.2 Implement the Water Savings Action Plan	2014 - Budgeted works undertaken	Commenced	Works partially completed including dual flush cisterns, water saving taps and showers.
OP2-20.3 Implement the Energy Savings Action Plan	2014 - Budgeted works undertaken	Commenced	Works partially completed, including energy saving lighting.
DP-21 Encourage sustainable built environment			
OP2-21.1 Develop and adopt sustainability indicators	2014 - Sustainability indicators adopted	Completed	Sustainability indicators were adopted on 12 May 2015.
DP-22 Development and implement environmental education programs			



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-22.1 Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices	2014 - Information provided as required	Completed	Information on sustainable water usage was included with the outgoings for each tenant in August 2014.
OP2-22.2 Develop and implement education programs covering Environmental Health, Public Health, Waste Management and Development Compliance	2014 - Programs developed and actions implemented	Delivered	Education programs for environmental audits and recycling activities were undertaken.
OP2-22.3 Implement a program to work with local business to promote sustainable business practices through improvements in environmental health, pollution prevention and advice of other statutory requirements	2014 - Program delivered	Commenced	Environmental audits of industrial complexes were conducted. This program is ongoing.
OP2-22.4 Develop community awareness on environment and bush care values, threatened and endangered species	2014 - Workshops and educational opportunities provided	Completed	Two workshops were held for volunteers regarding both birds and frogs. A weekend excursion for volunteers to the Jenolan Caves was also carried out to give volunteers experience working on different vegetation communities.
DP-23 Demonstrate ecologically sustainable development by example			



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-23.1 Continued operation of recycled water systems at South Windsor and McGraths Hill Sewage Treatment Plants	2014 - Reduction of potable water used through increase in use of recycled water	Achieved	Total volume of recycled water used was 15.54 ML.
OP2-23.2 Provide assistance to Cleanup Australia Day volunteers	2014 - Assistance provided to Cleanup Australia Day volunteers	Delivered	Assistance was provided to volunteers as required.
OP2-23.3 Continued operation of Hawkesbury City Waste Management Facility	2014 - Facility open to the public every day except for Public Holidays in order to meet community's expectation of waste management and recycling services	Achieved	Facility was open every day except for public holidays.
OP2-23.4 Improve sustainable building practices	2014 - Standardised and innovative specifications used	Completed	Specifications utilised included lighting and metering on the Hawkesbury Leisure and Learning Centre.
OP2-23.5 Rate council offices using NABERS	2014 - Comparison to base year standard established	Scheduled to commence	To commence upon completion of new site metering and Building Computerised Management System installations currently 30% complete



DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-24 Develop an Integrated Land-use and Transport Strategy with partners and providers				
OP2-24.1	Seek funding and partnerships for the preparation of Transport Strategy for the Hawkesbury	2014 - Funding and partnerships sought	Commenced	Funding options being pursued where possible and when Council priorities allow.
DP-25 Engage with WSROC and other regional bodies to improve public transport services at a local and regional level				
OP2-25.1	Provide secretariat support to Local Traffic Committee	2014 - Support provided	Delivered	Traffic management and technical support provided to the Local Traffic Committee (LTC). LTC meetings were held each month except December. Agenda items for meetings were provided and associated actions completed.
OP2-25.2	Coordinate the implementation of the Hawkesbury Mobility Plan	2014 - Plan implemented	Completed	Scheduled works were completed. RMS funding for Stage 2 extension of shared pathway link from Bligh Park to South Windsor was confirmed.
OP2-25.3	Deliver community transport services in accordance with contracted outputs as negotiated with funding bodies	2014 - Contracted outputs achieved	Achieved	Contracted outputs were achieved.
DP-26 Complete data collection and set service levels for different categories of road				



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-26.1 Use road data to assist in determining service levels based on funding available	2014 - Draft service levels prepared	Commenced	Pilot community workshops conducted and outcomes presented to relevant Directorates. Service levels to be established following community consultation.
DP-27 Explore best practice models for road maintenance			
OP2-27.1 Investigate best practice models for road maintenance	2014 - Implement best practice models	Completed	Ongoing review of best practise occurred. The procurement of suitable materials and appropriate plant and equipment was reviewed and altered where necessary to meet performance needs and community expectations.
DP-28 Undertake operational programs associated with roads and ancillary facilities			
OP2-28.1 Provide a town and village cleaning service	2014 - Street sweeping carried out in accordance with schedule road list	Completed	Daily street sweeping carried out in accordance with the scheduled road list.
OP2-28.2 Undertake road and footpath maintenance renewal programs and report their condition	2014 - Maintenance and renewal programs implemented	Completed	Necessary works were completed.
OP2-28.3 Construct, maintain and rehabilitate road related assets including road pavements and shoulders	2014 - Works completed on time and within budget	Completed	Necessary works were completed.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-28.4 Maintain the bridge network in accordance with condition assessment	2014 - Works completed on time and within budget	Completed	Necessary works were completed.
OP2-28.5 Construct, maintain and reconstruct kerb and gutter and foot paving	2014 - Works completed on time and within budget	Completed	Necessary works were completed.
OP2-28.6 Erect and maintain street names and line marking	2014 - Works completed on time and within budget	Completed	Necessary were works completed.
OP2-28.7 Undertake road and footpath inspections and report on their condition	2014 - Inspections undertaken and reported	Completed	Road condition was survey completed. Scheduled works were progressed.
OP2-28.8 Maintain car parking areas	2014 - Works completed on time and within budget	Completed	Maintenance work was carried out in accordance with program and any identified defects repaired.
DP-29 With providers and users, identify any telecommunication service shortfalls			



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-29.1 Liaise with service providers to understand service supply and shortfall matters for area	2014 - Information gathered and reported	Completed	Liaison occurred with telecommunication service and infrastructure providers on their involvement in the Digital Black Spot Program funding announced in December 2014. Funding for the installation of telecommunication towers to alleviate three Hawkesbury black spots and two black spots near the Hawkesbury was announced in June 2015.
DP-30 Lobby to improve delivery of services, including a range of services			
OP2-30.1 Lobby NBN Co to fast track roll out of NBN to remaining parts of the Hawkesbury	2014 - Lobbying undertaken as appropriate	Completed	Meetings were held with NBN Co. regarding the status and progress of NBN roll out in Hawkesbury.
OP2-30.2 Lobby other providers to improve range of services coverage	2014 - Lobbying undertaken as appropriate	Completed	Monitoring of issues was ongoing and raised with service providers as appropriate.
DP-31 Investigate telecommunications directions, in particular the digital era, and report			
OP2-31.1 Monitor telecommunication trends and indicators	2014 - Monitored and reported	Achieved	Reporting via website was progressed.



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DP-32 Define local and regional markets				
OP2-32.1	Monitor markets and trends	2014 - Investigations undertaken and reported	Achieved	Reporting via website was progressed. Also considered in the draft Economic Development Strategy.
DP-33 Implement a Tourism Strategy				
OP2-33.1	Prioritise actions from the Tourism Strategy	2014 - Action prioritised by Council	Commenced	Draft Tourism Strategy was presented to Council resulting in a subsequent Councillor Workshop held in July 2015. Revised draft Tourism Strategy to be presented to Council for adoption in first quarter of 2015/2016.
OP2-33.2	Seek funding sources for priority actions	2014 - Funding applications submitted	Not commenced	Pending adoption of Tourism Strategy.
DP-34 Develop a new brand for the "Hawkesbury"				
OP2-34.1	Complete Hawkesbury Brand Strategy	2014 - Strategy adopted	Commenced	Brand Strategy preparation was commenced. The timeframe for completion was extended due to commencement of concurrent key strategic projects that will provide input into the Brand Strategy.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-34.2 Prioritise actions from the Hawkesbury Brand Strategy. Seek funding sources for priority projects	2014 - Actions prioritised and funding sought	Scheduled to commence	Brand Strategy preparation commenced and timeframe re-scheduled due to concurrent key strategic projects commenced, which feed into the Brand project.
DP-35 Operate the Hawkesbury Visitor Information Centre as an accredited Level 2 Visitor Information Centre			
OP2-35.1 Operating hours, signage, training and other relevant criteria complied with to maintain Level 2 accreditation	2014 - Accreditation maintained	Achieved	Visitor Information Centre continued to operate at Level 2 accreditation.
DP-36 Monitor local economy and investigate high end jobs			
OP2-36.1 Investigate the nature of high end jobs and in the local area context	2014 - Investigations undertaken and reported	Commenced	Considered in draft Economic Development Strategy.
DP-37 Investigate innovation in local economy, including catalysts that enable industry/business to innovate			
OP2-37.1 Investigate the nature of innovation for business success in the local area context	2014 - Investigations undertaken and reported	Commenced	Considered in draft Economic Development Strategy.



DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-38 Support training of workforce to address job skills needs				
OP2-38.1	Identify and meet corporate and individual training needs	2014 - Learning opportunities including technical, personal and professional development that supports Council's objectives provided	Delivered	Continued investigation and delivery of corporate and individual training to suit the needs of the organisation in developing staff skills and knowledge was undertaken.
OP2-38.2	Undertake UWS Scholarship to support employment	2014 - Scholarship funded by Council and project managed by staff	Delivered	2015 Scholarship recipient selected by UWS and Council and advised in May 2015.
DP-39 Support training, networking and development of business community to address business skills and job creation and retention				
OP2-39.1	Continue to support traineeship, apprenticeship and work experience opportunities within Council	2014 - Successful liaison and support of opportunities to offer traineeships, apprenticeships and work experience to the community	Delivered	Ongoing recruitment of approved traineeships and supported work experience opportunities occurred.
OP2-39.2	Continue a program to employ two school based trainees and/or apprentices on an ongoing basis	2014 - Successful employment of two school based trainees and/or apprentices	Not achieved	Council was unable to attract any suitable school based apprentices or trainees.
OP2-39.3	Undertake a Small Business Week Event as a learning and networking opportunity for business	2014 - Event undertaken	Delivered	Event was undertaken in June 2015.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-39.4 Recognise business leaderships and successful business	2014 - Business awards programs sponsored	Commenced	Sponsorship of Local Business Awards approved in May 2015. Awards program commenced in June and is to run until September 2015.
DP-40 Implement the Hawkesbury Employment Lands Strategy			
OP2-40.1 Investigate, prepare and assess planning proposals in accordance with the recommendations of the Hawkesbury Employment Land Strategy	2014 - Investigations and planning proposals consistent with Employment Land Strategy	Achieved	Two planning proposals were received, one planning proposal was gazetted.
OP2-40.2 Promote key aspects of the Hawkesbury Employment Land Strategy	2014 - Promotional activities undertaken	Partially achieved	Promotional Booklet was deferred by Council. Alternative promotion is to be considered.
DP-41 Develop and implement an Economic Development Strategy			
OP2-41.1 Engage consultant	2014 - Consultant engaged	Completed	A consultant was engaged and preparation of the draft Economic Development Strategy commenced.
DP-42 Continue to lobby for retention of RAAF Base			



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-42.1 Prepare submissions in response to Federal and State Government processes involving RAAF Base	2014 - Submissions made as required	Completed	Submissions were provided as required. Defence and RAAF matters were monitored. Defence White Paper due second half of 2014/2015 was not released.
OP2-42.2 Facilitate the involvement of the community in Federal and State Governments processes involving RAAF Base	2014 - Advise the community of Federal and State Governments consultation processes	Completed	Undertaken on demand. Waiting communication from Federal Government.
DP-43 Review future options for retaining RAAF Base Richmond and use of facilities			
OP2-43.1 Investigate options for using RAAF Base for Defence and aviation related industries	2014 - Investigations undertaken and reported	Completed	Options reviewed subject to status of RAAF Base. Also considered in draft Economic Development Strategy.
DP-44 Investigate Defence and Aviation industry sectors contribution to the local economy			
OP2-44.1 Investigate RAAF Base, Defence and aviation industry's role in local economy	2014 - Trends and aviation indicators reported	Completed	Considered in draft Economic Development Strategy.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-45 Identify and seek feasible alternate income streams			
OP2-45.1 Review Council's revenue generating activities annually as part of the budget process	2014 - Revenue generating activities and associated fees and charges sustained	Completed	The 2015/2016 Operational Plan, adopted by Council in June 2015, included income estimated to be generated through fees and charges for revenue generating activities.
OP2-45.2 Promote and foster business process review during annual budget process and, where appropriate, implement outcomes of the review	2014 - Processes reviewed and implemented where appropriate	Completed	Process improvements were identified for further investigation during 2015/2016. Process improvement implementation on-going.
OP2-45.3 Prepare and submit applications to funding authorities	2014 - Number of applications submitted	Completed	33 grants applications were made in 2014/2015.
OP2-45.4 Provide rental income from Council owned properties under lease	2014 - Rental income received by Council as budgeted	Achieved	Rental income from Council properties was maximised. Tenancy rates remain at the highest level for recent years.
OP2-45.5 Prepare development contributions plans and Voluntary Planning Agreements as required	2014 - Plans prepared as required	Completed	Hawkesbury Section 94 Contributions Plan 2015 was finalised and commenced in June 2015. VPA for Redbank at North Richmond was finalised in August 2014. VPA for Jacaranda Ponds at Glossodia was endorsed by Council in May 2015.



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OP2-45.6 Ensure optimal utilisation and return on Council's funds	2014 - Council's funds invested in line with legislative requirements and Council's Investment Policy	Achieved	During 2014/2015 Council's funds were invested in line with legislative requirements and Council's Investment Policy. Council's Investment Policy was reviewed and adopted by Council in June 2015. Independent investment advice was obtained on a quarterly basis.
DP-46 Balanced budget that sustains our provision of services and assets			
OP2-46.1 Prepare asset management plans and long term funding need projections for sustainable asset service provision	2014 - Asset management plans for key infrastructure assets prepared	Partially completed	10 year expenditure projections in Council's draft Asset Management Plans were updated.
OP2-46.2 Determine revenue base required to sustain established service levels	2014 - Financial modelling undertaken and reported. Funding gap identified	Completed	The Long Term Financial Plan 2015 - 2025 was reviewed and is to be submitted to Council in July 2015. Council's "Fit for the Future" proposal, including strategies to address the identified funding gap, was endorsed by Council and submitted to the Independent Pricing and Regulatory Tribunal in June 2015.
OP2-46.3 Align Council's provision of services and assets with available funding to maintain a balanced budget	2014 - Balanced budget presented for 2014/2015	Achieved	The 2014/2015 Budget remained balanced for the financial year ended June 2015. Budgeted Expenditure remained funded by budgeted Income.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-46.4 Review Long Term Financial Plan to ensure Council's financial sustainability	2014 - Long term financial plan reviewed	Completed	The Long Term Financial Plan 2015 - 2025 was reviewed and was submitted to Council in July 2015 as part of the Resourcing Strategy 2015 - 2025.
OP2-46.5 Review and develop ten year operational and financial plans for Waste Management	2014 - Long term financial plan reviewed	Completed	Asset Management Plan was reviewed to align with Long Term Financial Plan.
DP-47 Support the contribution to the community by volunteers			
OP2-47.1 Promote the Cultural Services volunteer program	2014 - Cultural Services volunteers supported and valued through training and recognition programs. Number of volunteers	Delivered	In June 2015 the Cultural Services Branch recognised the significant achievement of 13 Library and Gallery Volunteers who have given 10 years of service. They were recognised at the Deerubbin Centre 10th birthday event through a special presentation and gift. During 2014/2015 there was a focus on updating the training of our 129 Cultural Services Volunteers. This has included RSA, Tourism, Front of House/Retail Training and Safe Food Handling. Some retirements occurred and recruitment drives and associated inductions and training of new volunteers occurred.
OP2-47.2 Support the community and volunteers with the Adopt-a-Road program	2014 - Number of active groups supported	Delivered	Ongoing support was provided to existing participants. Eight participants/project locations in progress.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-47.3 Support community management of community facilities (halls and community centres)	2014 - Community halls and community centres maintained to required standard	Achieved	691 requests for maintenance or management assistance were responded to within required timeframe.
OP2-47.4 Maintain the Community Volunteer Program at Companion Animal Shelter	2014 - Program maintained. Value of works-in-kind reported	Delivered	Volunteers successfully assisted staff with duties normally unachievable, such as giving "one on one" attention to animals and additional exercising of dogs.
OP2-47.5 Manage, support, encourage and develop volunteer Bush Care groups for bushland sites	2014 - Number of active Bush Care groups supported	Delivered	Bush care groups met regularly and a new bushcare group commenced at the George Street Reserve.
OP2-47.6 Support Rural Fire Service and State Emergency Service activities through works and funding contributions	2014 - Funding provided	Delivered	Funding and resourcing was provided as required.

DP-48 Provide sustainable support for community groups

OP2-48.1 Manage Deerubbin Centre community rooms for use by community groups	2014 - Community rooms made available to community groups	Delivered	46 community groups used the community rooms during 2014/2015.
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DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-48.2 Provide financial support to assist community groups to build social capital through sponsorship of community programs and events	2014 - Financial support in accordance with Community Sponsorship Program and club Grants provided	Delivered	Three rounds of Community Sponsorship program were delivered with 38 organisations or individuals receiving \$71,127. ClubGRANTS 2014 completed with 11 organisations receiving \$67,460. Southern Phone Grants Scheme commenced in the Hawkesbury with seven organisations sharing in \$25,000.
OP2-48.3 Undertake Sister Cities and City Country-Alliance Program in conjunction with Hawkesbury Sister City Association	2014 - Working relationship maintained and reported to Council	Delivered	Relationship with Hawkesbury Sister City Association was maintained. Hawkesbury students participated in outbound student exchange visits to sister cities and sister cities students participated in inbound student exchange visits.

DP-49 Lobby other levels of government to deliver the services and infrastructure for which they are responsible

OP2-49.1 Participate on local, regional and State planning forums to advocate for human services needs of the Hawkesbury	2014 - Meetings attended as required	Completed	Council staff attended all (nine) targeted planning forums.
OP2-49.2 Respond to planning documentation/proposals developed by State and Federal governments in relation to services and infrastructure strategies	2014 - Comments provided as required	Completed	Submissions were made on State and Federal service and infrastructure plans/proposals as required.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-49.3 As appropriate, lobby for the provision and/or improvement of government services and infrastructure for the area	2014 - Lobbying undertaken as appropriate	Completed	Representations were made in appropriate circumstances regarding government services and infrastructure in the area.
DP-50 Develop and maintain partnerships that facilitate management of resources and funding			
OP2-50.1 Maintain and develop Council's participation in Westpool and UIP to enhance Council's various insurances	2014 - Participation maintained and satisfactory results for various insurances received	Achieved	All insurance programs were renewed with both Mutuals.
OP2-50.2 Manage the Agreement for the operation and management of the Hawkesbury Leisure Centres	2014 - Formal meetings of representatives of the Contractor and relevant Council staff held every three months. Reports and other documentation provided by the Contractor as required under the Agreement	Achieved	Formal meetings were held on 2 September 2014, 25 November 2014, 30 March 2015 and 1 June 2015 between Council staff and representatives of YMCA NSW to discuss the management and operation of the Centres. Also, a number of informal meetings and discussions took place. Reports and various documentation as required was received by Council from YMCA NSW including monthly financial and attendance reports and the 2013/2014 Annual Report.
OP2-50.3 Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc)	2014 - Funding and statutory requirements, as negotiated with funding bodies, achieved	Achieved	Peppercorn Services Inc. complied with all funding and statutory requirements.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-50.4 Provide financial support to the Hawkesbury River County Council	2014 - Support provided	Delivered	Funding was provided.
OP2-50.5 Provide Animal Shelter services to the community including housing and management of straying and surrendered companion animals, administration of legislative requirements and working with other animal welfare organisation to maintain a high rehoming rate of companion animals in Council's care	2014 - Animal Shelter is managed to accommodate the community's needs, with rehoming rates of 80% or above for dogs and 23% or above for cats	Achieved	Rehoming rates of dogs increased to 90% and cats to 60% with the assistance of the welfare groups that Council works with.
OP2-50.6 Support Hawkesbury Sports Council activities through planning and funding contributions	2014 - Funding provided	Delivered	Funding was provided.
OP2-50.7 Adopt the Hawkesbury Homeless Action Plan (HHAP) in conjunction with the Hawkesbury Housing Forum (HHF) and Council's Human Services Advisory Committee	2014 - HHAP reported to Council for adoption	Completed	The HHAP was adopted by Council in July 2014.
OP2-50.8 Review all Council event partnerships to ensure that efficient use of funding and resources is achieved	2014 - Review undertaken	Partially completed	Award review undertaken and presented to Civic and Citizenship Committee. Event Sponsorship agreement developed and implemented for a number of events.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-51 Develop best practice processes and reporting measures			
OP2-51.1 Provide support to the Audit Committee	2014 - Support provided	Delivered	Audit Committee meetings were held in accordance with meeting schedule. Agendas were prepared and appropriate support provided.
OP2-51.2 Conduct audits in accordance with Council's plan	2014 - Audits completed and recommendations implemented	Completed	Audits were undertaken in accordance with adopted Audit Plan. Audits were completed and recommendations implemented.
OP2-51.3 Provide reliable and responsive customer services	2014 - Service delivered meets advertised Customer Contact and Customer Service Standards	Partially achieved	Council logged 38,854 customer requests between 1 July 2014 and 30 June 2015. Approximately 33,025 (85%) were completed in required timeframe.
OP2-51.4 Maintain and test Council's Information Technology Disaster Recovery Plan	2014 - Information Technology Disaster Recovery Plan up to date with alternative site maintained and testing schedule in place	Partially completed	Site redesigned and implemented. Failover testing is to be undertaken and documentation to be finalised pending any changes required.
OP2-51.5 Maintain and update Council's information technology infrastructure and corporate applications	2014 - Council's information technology infrastructure and corporate applications maintained and upgraded as required	Completed	Significant upgrades occurred to network and server infrastructure in line with lease expiry and with implementation of new Data Centre in Council's Main Administration Building. Corporate Applications were maintained with essential upgrades and improvements.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-51.6 Maintain currency of the Business Continuity Plan	2014 - Business Continuity Plan is current	Completed	Business Continuity Plan document was updated in August 2014 to version 4.0 and was distributed to relevant staff.
OP2-51.7 Develop and implement best practice procurement processes throughout Council	2014 - Processes compliant and implemented	Achieved	Review of procurement policies and procedures was ongoing to achieve continual improvement. Council participated in the WSROC Regional Roadmap Project to ensure that best practice on an industry wide basis was maintained. Random audits on compliance with Council's policies and procedures and relevant legislation were conducted.
OP2-51.8 Deliver telephone enquiry and front counter services to Council's customers in accordance with performance indicators	2014 - Performance benchmarks achieved	Achieved	Council received 76,146 telephone calls and 26,746 front counter enquiries.
OP2-51.9 Investigate customer service complaints in accordance with process and timeframes within Complaints Policy	2014 - Number of complaints finalised within required timeframes	Achieved	27 customer complaints received and addressed using Council's Complaint Management procedures.
OP2-51.10 Complete external reaccreditation process against the International Customer Service Standard	2014 - Council achieves ICSS re-accreditation	Postponed	Due to workload requirements associated with preparation of Council's "Fit for the Future" proposal, this action has been deferred until 2015/2016.

DP-52 Comply with all statutory planning and reporting requirements



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-52.1 Implement and review Human Resources/Industrial Relations policies, procedures and delegations to meet legislative requirements	2014 - All Human Resources / Industrial Relations policies procedures meet legislative requirements	Achieved	Ongoing review and updating of existing policies and procedures met legislative requirements.
OP2-52.2 Prepare annual licence, National Pollution Inventory, NSW Office of Water Performance reports for McGraths Hill and South Windsor Sewage Treatment Facilities. Prepare monthly, quarterly, annual licence reports for the Hawkesbury City Waste Management facility	2014 - All reports submitted to relevant authorities within required timeframes	Completed	All reports were completed and sent to relevant authorities within required timeframe.
OP2-52.3 Review and monitor Council's Work Health and Safety Strategy and Plan	2014 - Registers current and maintained. Successful completion of Workcover audit. Emergency management plans developed	Partially completed	Registers were created and maintained. Emergency Plans were established and tested. Inspection, testing and monitoring of registers is a corporate initiative over 2 years and is near completion.
OP2-52.4 Provide animal shelter reporting in line with legislative requirements issued by the Division of Local Government	2014 - Animal shelter reports submitted to the relevant authority within the required deadline	Achieved	Reports were provided to the Office of Local Government as required.
OP2-52.5 Report Public Interest Disclosure (PIDS) in accordance with legislative requirements	2014 - Reports provided to the NSW Ombudsman	Completed	No Public Interest Disclosures were received. Reports were provided to the NSW Ombudsmans Office as required.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-52.6 Forward privacy complaints immediately to the Office of the Privacy Commissioner	2014 - Complaints forwarded as required	Completed	No privacy complaints were received.
OP2-52.7 Complete and report Pecuniary Interest Returns in accordance with legislative requirements	2014 - Pecuniary Interest Returns completed and reported to Council	Completed	Completed pecuniary interest returns for all Councillors and Designated Persons were received and reported to Council. There are were a total of 97 Designated positions in Council.
OP2-52.8 Review the Policy for the Payment of Expenses and Provision of Facilities to Councillors	2014 - Policy reviewed, adopted and submitted to the Office of Local Government	Completed	The Policy for the Payment of Expenses and Provision of Facilities to Councillors was reviewed and placed on public exhibition in October 2014. The Policy was adopted by Council in November 2014 and submitted to the Office of Local Government.
OP2-52.9 Review Council's Publication Guide in accordance with legislative requirements	2014 - Publication Guide reviewed and submitted to the Office of Information Commission	Completed	The Publication Guide was reviewed and is now called the Information Guide in accordance with relevant legislation.
OP2-52.10 Provide financial reporting in line with legislative requirements and Guidelines issued by the Office of Local Government	2014 - Financial reports submitted to the relevant authority within the required deadline	Completed	All financial reports and returns as required by the Office of Local Government were completed and submitted to both the OLG and Council within the regulated reporting periods.
OP2-52.11 Ensure sound administration of rates and charges across the Local Government Area in line with legislative requirements	2014 - Rating categorisation, Rates Levy and charges determined in line with legislative requirements	Completed	Rating categorisation, Rates Levy and Charges were determined in line with legislative requirements.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-52.12 Maintain financial information in line with legislative requirements	2014 - Accounting records maintained in line with applicable legislation and Accounting Standards	Achieved	Accounting records were maintained in line with relevant legislation and Accounting Standards. An unqualified audit opinion was received for the audit conducted on the 2013/2014 Financial Statements issued in October 2014.
OP2-52.13 Prepare Quarterly Budget Review Statements	2014 - Quarterly Budget Review Statements submitted to Council	Completed	Quarterly Budget Review Statements were submitted to Council at the following meetings: 25 November 2014, 24 February 2015, 26 May 2015.
OP2-52.14 Prepare Council's Resourcing Strategy	2014 - Resourcing Strategy prepared and submitted to the Office of Local Government	Completed	Resourcing Strategy 2015-2025 was prepared and submitted to OLG following Council meeting on 28 July 2015.
OP2-52.15 Prepare Council's Annual Report	2014 - Report prepared and published	Completed	Council's 2013/2014 Annual Report, including 2013/2014 Annual Financial Statements, was submitted to Council on 11 November 2014 and forwarded to the Office of Local Government and published on Council website within required timeframe.
OP2-52.16 Manage onsite sewage management systems effectively through the "septic safe" program	2014 - Onsite sewage management systems are managed based on risk through the "septic safe" program	Delivered	The septic safe program was conducted to meet and exceed the required 120 inspections per month.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-52.17 Investigate complaints of unauthorised development and development not complying with conditions of consent	2014 - Action taken to correct breaches in accordance with legislative requirements. Number and type of development complaints recorded and completed	Achieved	213 requests for investigation were received. 157 requests related to development without consent and 54 requests related to development not in accordance with conditions of consent. 108 matters were completed with 103 matters ongoing.
OP2-52.18 Prepare Council's 2015/2016 Operational Plan	2014 - Operational Plan prepared and adopted by Council	Completed	2015/2016 Operational Plan was adopted by Council on 23 June 2015.
OP2-52.19 Prepare 2013-2017 Delivery Program progress reports	2014 - Progress reports reported to Council	Completed	Progress reports were provided to Council on 26 August 2014 and 24 February 2015.
OP2-52.20 Statutory statistical reports are provided to relevant State agencies on development activity	2014 - Statistical reports are provided to relevant State agencies	Completed	The Local Development Monitoring Data (DAs) was submitted to the Department of Planning and Environment in October 2014.
OP2-52.21 Prepare and forward all relevant statutory reports for Crown lands	2014 - Statutory reports submitted on time	Completed	Report was completed in October 2014.
OP2-52.22 Prepare and forward all relevant statutory reports for roads and associated infrastructure	2014 - Statutory reports submitted on time	Completed	All statutory reports were submitted on time.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-52.23 Coordinate the implementation of asset management in accordance with the Office of Local Government's Integrated Planning Reporting Framework	2014 - Office of Local Government requirement for Asset Planning met	Partially completed	OLG Asset Management Plan requirements satisfied. Asset Management Policy, draft Asset Management Strategy and Asset Management Plans were prepared. Asset Management Plans informed the Long Term Financial Plan. Asset management improvement tasks in progress. Planning underway to undertake community engagement regarding level of service.
DP-53 Develop and implement a communication strategy to increase community understanding of council responsibilities and operations			
OP2-53.1 Implement communication tools to increase community understanding of Council's responsibilities and operations	2014 - Increased satisfaction in Community Survey	Delivered	"News From Council" column published in the Hawkesbury Gazette and "From The Mayor's Desk" on Council's website implemented to increase understanding. Hawkesbury Events Facebook page established.
DP-54 Undertake community engagement and have dialogue with the community in setting affordable and sustainable service levels and standards			
OP2-54.1 Commence planning for the 2015 Community Survey	2014 - Planning and preparation completed	Commenced	Preliminary preparation commenced. Scheduled for completion in early 2015/2016.
OP2-54.2 Establish service levels to be delivered based on community's expectations	2014 - Appropriate and affordable service levels established	Commenced	Pilot community workshops conducted and outcomes presented to relevant Directorates.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-54.3 Develop the Hawkesbury Cultural Plan and Resourcing Strategy	2014 - Hawkesbury Cultural Plan Resourcing Strategy prepared	Commenced	Preparation of plan commenced.
DP-55 Demonstrate decisions made are transparent, fair, balanced and equitable and supported by appropriate resource allocations			
OP2-55.1 Implement communication tools to demonstrate transparency and accountability	2014 - Increased satisfaction in Community Survey	Commenced	"From the Mayor's Desk" web based column implemented". News from Council monthly advert continued. Community engagement online platform further developed and promoted to increase means of communication.
OP2-55.2 Council meeting cycle meets legislative requirements	2014 - At least 10 Council meetings held each year, in different months	Achieved	Meeting schedule met legislative requirements.
OP2-55.3 Review committees and membership annually	2014 - Review undertaken and reported to Council	Completed	Structure and membership reviewed and considered by Council in September 2014 as part of the Extra-Ordinary meeting for the election of Mayor, Deputy Mayor and Committee representation.
OP2-55.4 Provide community access to Council information	2014 - Government Information Public Access (GIPA) Act complied with	Completed	GIPA applications processed within statutory timeframes and Council's service standard. 68 Formal, and 702 Informal applications were completed.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-55.5 Compile Business Papers for Council meetings	2014 - All business papers are accurately compiled in accordance with relevant legislation and Council procedures	Achieved	A total of 41 Business Papers were accurately compiled, including Ordinary, Extra-Ordinary, Confidential and Supplementary business papers.
OP2-55.6 In conjunction with service providers and young people plan and stage Hawkesbury Youth Summit 2014	2014 - 2014 Youth Summit held	Achieved	2012 Youth Summit recommendations achieved. 2015 Youth Summit held in April 2015.
OP2-55.7 Maintain and monitor online access to development application information consistent with statutory requirements	2014 - DA Tracker information maintained and monitored consistent with statutory requirements	Delivered	DA tracker information was monitored and maintained every week.
OP2-55.8 Maintain Fines and Orders Appeals Assessment Panel of Council	2014 - Panel meets policy requirements	Delivered	Panel met on an "as needed" basis to consider appeals lodged in accordance with policy requirements.
OP2-55.9 Coordinate implementation of Hawkesbury Cultural Plan actions	2014 - Annual action plan developed and implemented in accordance with resourcing strategy	Partially achieved	To be carried over to 2015/2016.



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP2-55.10 Provide legal services to Council	2014 - Urgent legal advice provided to Council within 24 hours and other legal advice provided within agreed timeframes. Monthly reports received from Council's Solicitors outlining outstanding legal matters.	Achieved	All urgent legal advice was provided immediately or within 24 hours of initial request. Other legal advice was provided within agreed timeframes. Monthly reports were received from both of Council's Solicitors outlining outstanding matters.
OP2-55.11 Provide survey, design and Spatial Information System services and support	2014 - Service and support provided	Delivered	Survey, design and Spatial Information System services and support was provided and delivered in accordance with program targets.