



Hawkesbury City Council

Attachment 1
to
item 242

2007/2008 Annual Report

date of meeting: 25 November 2008
location: council chambers
time: 5:00 p.m.

Annual Report 2007/2008

This Annual Report together with Audited Financial Statements and State of the Environment report has been produced in accordance with Section 428 of the NSW Local Government Act (1993). Financial Statements and the State of the Environment Report are produced in separate volumes. It is the first to be produced under Council's new General Manager, Peter Jackson appointed in September 2007.

The City of Hawkesbury has risen to meet many challenges over the past few years. In addition to degrading infrastructure, the Council, like many in NSW has had to deal with increasing expenditure costs with diminishing revenue and general financial sustainability issues.

Through careful management of its assets, resources and finances Council has been able deal efficiently and effectively with a wide range of competing demands for services and facilities and will continue to do so into the future.

Hawkesbury's geographical location on the urban fringe of metropolitan Sydney presents many challenges and is complicated by the tyranny of distance in governing over an expanse of nearly 2800 square kilometres within the local government area. Dealing with pressures for development as well as the community's desire to maintain their rural lifestyle benefits are some of the many issues faced by Council. Strategic land use planning has been identified as a major priority.

In order to deal with these issues, the Council has developed a 10 year Financial Plan and with the community's assistance is moving towards a 10 year Community Strategic Plan. The Strategic Planning process was a priority of Council during this year with Councillor, community and staff consultations being undertaken in order to provide input into the development of a Community Strategic Plan which will ultimately reflect the vision of the people of the Hawkesbury for the future.

In the meantime Council currently has a Strategic Plan with objectives to achieve up to 2009 and will continue to prioritise these on an annual basis through the management plan process. This Annual Report summarises Council's business practices and performance against strategic objectives outlined in the Management Plan for 2007/2008.

The Strategic Plan serves as the main link between Council's other statutory documents and planning instruments. It provides the everyday reference points and guiding principles that underpin Council's charter under the Local Government Act, including the Management Plan, Local Environment Plan (LEP), Development Control Plan (DCP) and importantly in terms of measuring the performance in the Annual Report.

The past year has seen a number of major initiatives of Council being completed and new initiatives undertaken including opening of the new Hawkesbury Regional Museum building and the launch of the first exhibitions by the Governor of New South Wales, Her Excellency Professor Marie Bashir AC CVO and the newly opened South Windsor Family Centre becoming fully operational taking its place in a long-term plan to create a community precinct which will house a wide range of services to respond to the needs of children and families within the City. Seniors of the area received a very interesting new facility in the form of a restaurant style meals service called "Beaches Restaurant", that operates out of the Seniors Leisure and Learning Centre in Richmond.

The Hawkesbury has indeed come of age being well equipped with some excellent community and cultural facilities.



Table of Contents

Table of Contents	1
Councillors 2007/2008	5
Organisational Structure	6
Section 428 (2) (a) Financial Statements	7
Section 428 (2) (b) Performance in Terms of Principal Activities	7
Strategic Planning Process	7
Council's Vision	9
City Planning	9
Community / Lifestyle	9
Infrastructure Services	9
Business Development.....	10
Environment	10
Council's Strategic Plan	11
Management Plan 2007-2008 Strategic Task - Performance Measures and Current Position	13
Management Plan 2007-2008 Operational Task - Performance Measures and Current Position	15
General Manager	15
General Manager - Insurance Risk Management	15
General Manager - Workers Compensation	16
General Manager - Strategic Activities	18
General Manager - Human Resources	20
General Manager - Corporate Communication	22
General Manager - Elected Members	25
General Manager - Executive Management.....	26
City Planning	28
City Planning - Community Administration.....	28
City Planning - Sewage Management Facilities	33
City Planning - Health Services	34
City Planning - Pollution Control.....	35
City Planning - Development Control & Regulations	36
City Planning - Animal Control	37
City Planning - Strategic Land Use	38
City Planning - Road Safety Programs	44
City Planning - Parking Control	45
City Planning - Domestic Waste Management	46
Infrastructure Services	47
Infrastructure Services - Sullage Services	47
Infrastructure Services - Roads to Recovery	48
Infrastructure Services - RTA Funding	49
Infrastructure Services - Environmental Stormwater.....	50



Infrastructure Services - Parks	51
Infrastructure Services - Recreation	53
Infrastructure Services - Roadworks Maintenance	54
Infrastructure Services - Roadworks Construction	55
Infrastructure Services - Kerb, Guttering & Drainage	56
Infrastructure Services - Carpark Maintenance	57
Infrastructure Services - Survey Design & Mapping	58
Infrastructure Services - Administrative Building	59
Infrastructure Services - Community Buildings	59
Infrastructure Services - Works Depot.....	60
Infrastructure Services - Operations Management.....	60
Infrastructure Services - Street Cleaning	61
Infrastructure Services - Ferry Operations.....	61
Infrastructure Services - Fire Control	62
Infrastructure Services - Emergency Services	62
Infrastructure Services - Cogenerations Plant.....	63
Infrastructure Services - Hawkesbury City Waste Management Facility	64
Infrastructure Services - Sewerage	65
Support Services	66
Support Services - Computer Services.....	66
Support Services - Records	67
Support Services - Cultural Precinct - Library	68
Support Services - Financial Planning.....	70
Support Services - Accounting Services.....	71
Support Services - Rating Services	73
Support Services - Investment Debt Servicing	74
Support Services - Corporate Services & Government	75
Support Services - Word Processing.....	76
Support Services - Supply.....	77
Support Services - Property Development.....	78
Support Services - Reception	79
Support Services - Fleet Management	80
Support Services - Cultural Precinct - Gallery	81
Support Services - Legal Services	83
Support Services - Printing & Sign Writing	84
Support Services - Museum	85
Business Activities.....	86
Business Activities - Hawkesbury Leisure Centre	86
Section 428 (2) (c) State of the Environment Report	87
Section 428 (2) (d) Condition of Public Works	88
Public Buildings	88



Community Buildings	89
Administration Building	89
Public Roads.....	90
Drainage	91
Bridges	91
Windsor Sewerage Scheme	92
Section 428 (2) (e) Summary of Legal Proceedings.....	94
Mayoral and Councillor Fees and Expenses	95
Section 428 (2) (f)	95
Section 428 (2) (r) and Clause 217 (1) (a) Overseas visits	95
Section 428 (2) (r) and Clause 217 (1) (a1) (I to viii) Payment of Councillor Expenses.....	95
Section 428 (2) (g) Senior Staff	96
Section 428 (2) (h) Major Contracts Awarded for amounts over \$150 000.....	97
Section 428 (2) (i) Bush Fire Hazard Reduction Programs	100
Section 428 (2) (j) Multicultural Services	100
Section 428 (2) (k) Work on Private Land.....	101
Section 428 (2) (l) Contributions/ Donations	101
Section 428 (2) (m) Human Resources Activities.....	101
Section 428 (2) (n) Activities to Implement EEO Management Plan.....	103
EEO Policy Statement.....	103
Section 428 (2) (o) External Bodies Exercising Council Delegated Functions	104
Section 428 (2) (p) Controlling Interest in Companies.....	107
Section 428 (2) (q) Partnerships, Co-operatives & Joint Ventures.....	107
Section 428 (2) (r) Additional Information by Regulations.....	111
Access and Equity Actions for 2007/2008 (by key areas).....	114
Freedom of Information	122
Contact Arrangements	122
Statement Of Affairs	122
Access To Information	123
Policy For Access To Information	124
Annual Statistical Reports	127
Comparison To 2006/2007	130
Impact Of The Freedom Of Information Act	130
Section F	131
Section G.....	131



Diagram Index

Councillors 2007/2008.....	5
Organisational Structure	6
Strategic & Operational Planning Process	8



Councillors 2007/2008

Mayoral Term September 2007 - September 2008



**Councillor Bart Bassett
(Mayor)**



**Councillor Ted Books
(Deputy Mayor)**



Councillor Barry Calvert



Councillor Kevin Conolly



Councillor Trevor Devine



Councillor Dianne Finch



Councillor Christine Paine



Councillor Bob Porter



Councillor Paul Rasmussen



Councillor (Dr) Rex Stubbs



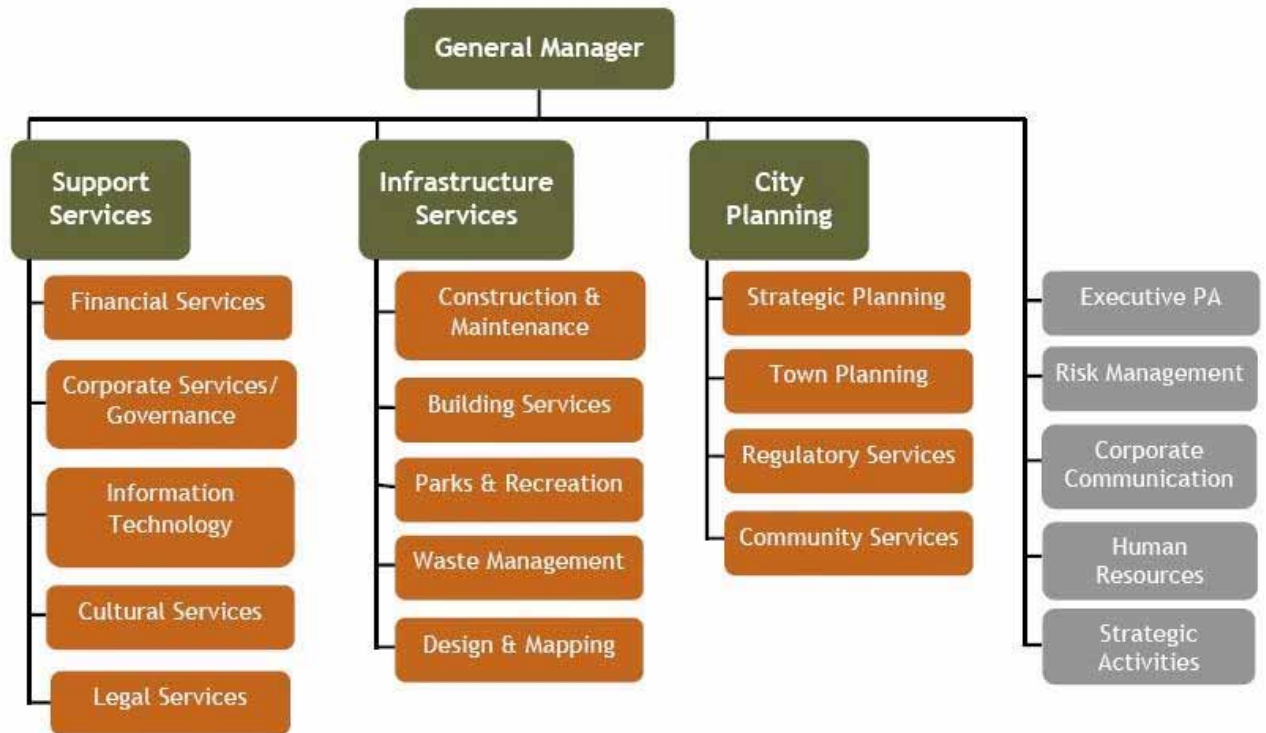
Councillor Neville Wearne



Councillor Leigh Williams



Organisational Structure





Section 428 (2) (a) Financial Statements

See separate report.

Section 428 (2) (b) Performance in Terms of Principal Activities

Strategic Planning Process

The strategic planning cycle is a continuous process of measuring performance against objectives, strategies and targets that have been set in advance.

Strategic planning, forecasting, budgeting and monitoring of actual expenditure are all essential components in the implementation and execution of a strategy that moves an organisation toward its objectives. When any component is performed in isolation however, it risks providing little value. Council's role is to integrate all of their relevant decisions so they are based on the ongoing accumulation of relevant information in line with their strategic objectives.

Strategic Planning must separate the strategic elements from the operational ones. Once a strategic focus is identified, priorities for future expenditure can be decided and translated to the operational plan level.

Strategic Plans need a structure that is easy to follow, that is "drilled down" from the vision and objectives to the next level, as shown in diagram 3. That level includes Goals, Strategies and Key Performance Indicators (KPIs).

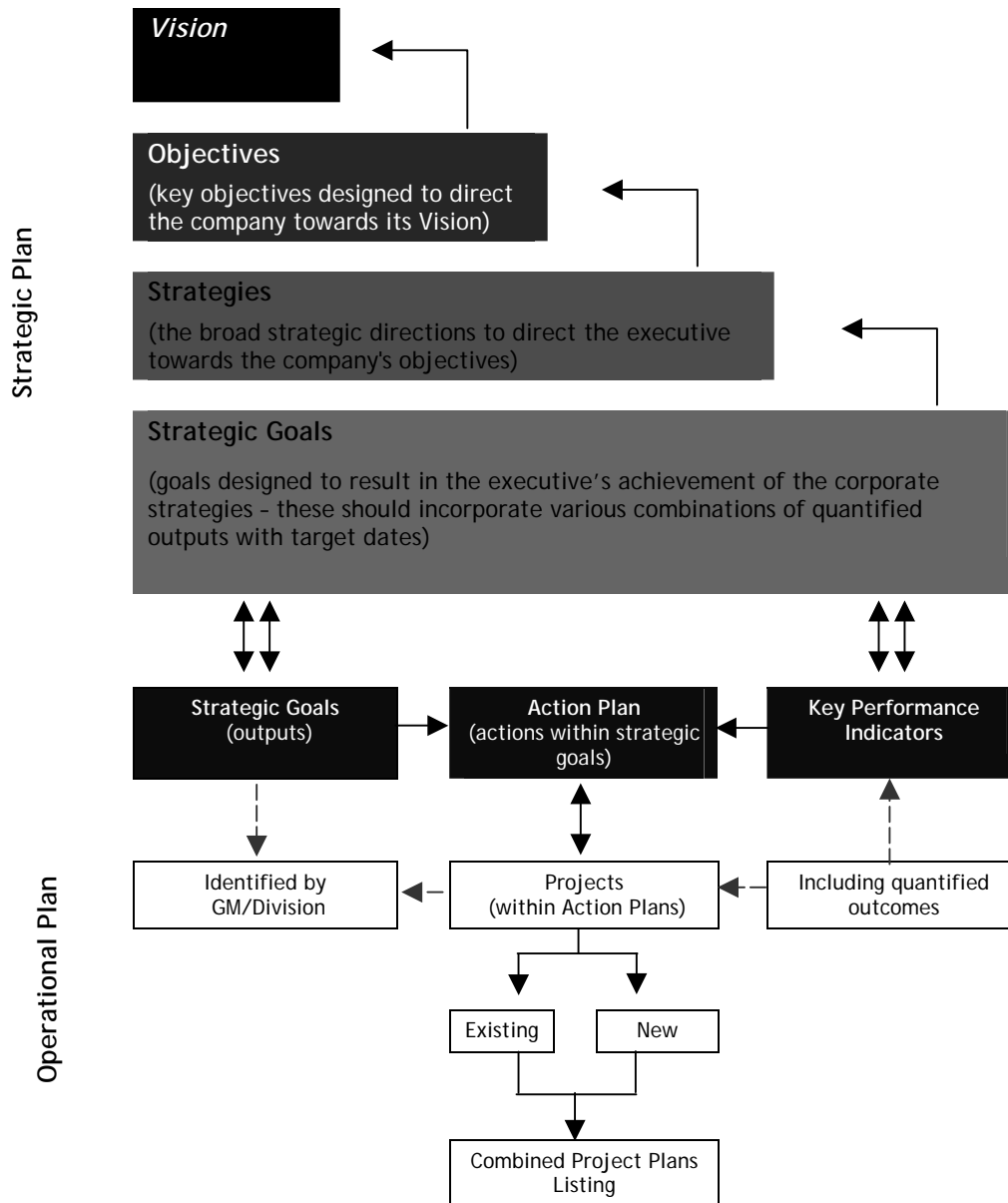


Diagram 3 - Strategic and Operational Planning Process

The importance of performance measurement goes beyond just keeping score. The real key to an effective performance measurement system is to have a good strategy that measures criteria according to efficiency and effectiveness for each goal, strategy and tactic.

Indicators need to be SMART- specific, measurable, action-orientated, relevant and timely. An effective performance management system should help Council to:

- Identify opportunities and problems in a timely fashion;
- Determine priorities and allocate resources based on those priorities;
- Change measurements when the underlying processes and strategies change;
- Delineate responsibilities, understand actual performance relative to responsibilities; and reward and recognise accomplishments.

Monitoring progress against the detailed plan is vital because it shows whether the organisation is on target. An analogy is to travel a road on a journey without knowing the names of townships, descriptions of landmarks or the locations of road junctions. These are essential and vital indicators for a successful and timely journey.



Council's Vision

Council's Vision for the Hawkesbury is simple and explicit to reduce confusion and limit subjective interpretations. Council has determined the following set of elements to ensure its intent becomes a reality.

Lifestyle, Environment, Access and Opportunity @ Hawkesbury

There are five main areas where strategic directions have been set. Under each of these key broad areas are performance measures set to be completed by specific target dates. The objectives and key performance indicators are provided for each of the five main areas.

City Planning

Investigating and planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

To achieve this Council will:

1. Investigate and document the impact of population growth to identify future requirements for land, employment, human services and infrastructure.
2. Develop and implement a communication strategy to educate and inform community and business about future needs.
3. Establish processes and develop flexible plans that will enable the City to respond to change.
4. Develop partnerships and regional networks and implement strategies for community engagement.
5. Establish mechanisms to ensure strategic directions are reflected in operational plans.

Community / Lifestyle

An informed community working together through strong local and regional connections.

To achieve this Council will:

1. Establish processes that build community capacity to identify and respond to diversity and difference.
2. Build community connections by supporting information linkages, life-long learning and access to local meeting spaces.
3. Work in partnership with community and government to implement community plans to meet the social, health, safety, leisure and cultural needs of the City.

Infrastructure Services

A network of towns, villages and rural localities connected by well-maintained public and private infrastructure which supports the social and economic development of the City.

To achieve this Council will:

1. Establish a framework to define and equitably manage the infrastructure demands of the City.
2. Implement processes to identify and respond to the infrastructure requirements (information, access and mobility) of groups with special needs.
3. Implement infrastructure strategy to underpin the social, cultural and commercial development of the City.
4. Invest in technological and engineering innovation to improve the safety, accessibility and value of public infrastructure.



Business Development

A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City.

To achieve this Council will:

1. Establish operational capacity to foster partnerships that support business innovation and investment.
2. Define attributes that distinguish the City and identify opportunities for growing and creating new niche industries.
3. Implement business strategy for the City to generate employment opportunities consistent with the Hawkesbury mission.

Environment

Sustainable and livable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.

To achieve this Council will:

1. Promote environmental awareness and encourage community participation in management of natural, cultural and heritage assets.
2. Develop a land use planning strategy for sustainable development and protection of important cultural, heritage and natural assets.
3. Implement plans and controls to manage and reduce waste and promote the environmental health of the City.
4. Identify and implement appropriate actions to protect and rehabilitate the natural environment.





Council's Strategic Plan

VISION: Lifestyle, Environment, Access and Opportunity @ Hawkesbury

MISSION: To create opportunities for a variety of work and lifestyle choices in a healthy, natural environment

	Planning	Community / Lifestyle	Infrastructure	Business Development	Environment
OBJECTIVES	OBJECTIVES: (key objectives design to direct Council towards its Vision)				
	Investigating and planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.	An informed community working together through strong local and regional connections.	A network of towns, villages and rural localities connected by well-maintained public and private infrastructure, which supports the social and economic development of the City.	A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City.	Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.
STRATEGIC DIRECTIONS	STRATEGIC DIRECTIONS: (the broad strategic directions for the executive to move towards Council's objectives)				
	Investigate and document the impact of population growth to identify future requirements for land, employment, human services and infrastructure.	Establish processes that build community capacity to identify and respond to diversity and difference.	Establish a framework to define and equitably manage the infrastructure demands of the City.	Establish operational capacity to foster partnerships that support business innovation and investment.	Promote environmental awareness and encourage community participation in management of natural, cultural and heritage assets.
	Develop and implement a communication strategy to educate and inform community and business about future needs.	Build community connections by supporting information linkages, life-long learning and access to local meeting spaces.	Implement processes to identify and respond to the infrastructure requirements (information, access and mobility) of groups with special needs.	Define attributes that distinguish the City and identify opportunities for growing and creating new niche industries.	Develop a land use planning strategy for sustainable development and protection of important cultural, heritage and natural assets.



	Planning	Community / Lifestyle	Infrastructure	Business Development	Environment
	Establish processes and develop flexible plans that will enable the City to respond to change.	Work in partnership with community and government to implement community plans to meet the social, health, safety, leisure and cultural needs of the City.	Implement infrastructure strategy to underpin the social, cultural and commercial development of the City.	Implement business strategy for the City to generate employment opportunities consistent with the Hawkesbury mission.	Implement plans and controls to manage and reduce waste and promote the environmental health of the City.
	Develop partnerships and regional networks and implement strategies for community engagement.		Invest in technological and engineering innovation to improve the safety, accessibility and value of public infrastructure.		Identify and implement appropriate actions to protect and rehabilitate the natural environment.
	Establish mechanisms to ensure strategic directions are reflected in operational plans.				



Management Plan 2007-2008 Strategic Task - Performance Measures and Current Position

PLANNING PROCESS	KPI	PROGRESS END JUNE 2008
Revenue generation strategy in place with non-rate revenue equivalent to X% of total revenue.	3% of other revenue increase.	Certain user fees and charges have grown in excess of 3% from 2006/2007 to 2007/2008, however, rates coverage has remained constant.
Prepare strategy for future residential and employment land release.	Strategy adopted by Council.	Employment Land Strategy commenced, expect completion December 2008. Residential Strategy to commence early 2009 following Community Strategic Plan progress.
COMMUNITY / LIFESTYLE	KPI	PROGRESS END JUNE 2008
Stage 2 of community indicators project.	Consultation Strategy developed and initiated. Target completion by June 2008.	Deferred to 2009
Targets for new social infrastructure and human services identified.	Targets adopted by Council.	Priorities changed following restructures. Community Strategic Plan set as priority to assist the development of suitable targets.
INFRASTRUCTURE	KPI	PROGRESS END JUNE 2008
Develop Asset Replacement / Renewal Policy to ensure satisfactory asset condition.	Policy adopted by Council.	Draft Policy being developed.
BUSINESS DEVELOPMENT	KPI	PROGRESS END JUNE 2008
Location Based info-services available to assist businesses.	Services available in 50% of locations identified.	Organisational Structure/resource allocation changed prior to financial/action year. Rolled into promotion of existing business services (other agencies) & presence on Council website that is being developed.
Technology Park zoned for ICT/Biotech/Enviro-Science type businesses.	Appropriate sites adopted by Council with zoning issues resolved.	Preferred location (& sites) considered in Dept Defence's Richmond Base Study released 11/08/07 & in Hawkesbury Employment Lands Study underway. Timeframe for rezoning of location/ sites too short & subject to other decision processes, stakeholders & partner involvement.
Research and Development partnerships established.	25% of identified partnerships established.	Organisational structure/ resource allocation changed prior to financial/ action year. Subject to Technology Park strategy above
Joint Venture entered into with property consortia for development of target growth areas.	Joint venture agreement in place. Contracts signed with Commercial organisations.	Macquarie St Properties Project underway with 'joint venture' approach initiated. Approach reviewed & discontinued by (CR: 27/05/08). New



		approached being explored.
ENVIRONMENT	KPI	PROGRESS END JUNE 2008
Complete environmental audit of Council operations.	Report to Council with recommendations.	Audit undertaken as part of Energy Savings and Water savings Action Plans. Will be reported to Council upon adoption of plans by Minister.



Management Plan 2007-2008 Operational Task - Performance Measures and Current Position

General Manager

General Manager - Insurance Risk Management

Strategic Objective:
An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To provide an adequate level of civil liability protection and general insurance cover for Council activities and assets.	1.1 Review and placement of insurance program.	All disclosures and renewal proposals completed satisfactorily and on time.	All renewal and proposal forms completed and submitted to the Brokers as scheduled.
	1.2 Provide timely, accurate and quality Risk Management and insurance advice.	Advice to satisfaction of customers.	Regular Risk Management & Insurance program updates provided as required and where appropriate to GM and Manex.
2. To ensure strategies are in place to manage & minimise Council's exposure to public & internal risks.	1.3 Compliance with Westpool's Risk Management practices and reduction in claims.	Enhance staff awareness of risk exposure and risk management techniques through appropriate education programs.	Regular Risk Management & Insurance program updates provided as required and where appropriate to GM and Manex.
	1.4 Manage Council's insurance claims in a cost effective manner.	Monthly claims reviews and status reports of large claims reported to Manex.	Monthly review undertaken within the Branch and large claims updates provided to Manex as available.



General Manager - Workers Compensation

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To ensure a safe workplace environment that meets legislative requirements and guidelines.	1.1 Monitor compliance with OH & S Act and Regulations.	Monthly workplace inspection returns by 10th of each month.	Monthly Workplace inspections have been detailed through a system of training Senior and Middle Management. System Audits have revealed occasional opportunities for improvement which have been the subject of Corrective Action within the Council OHS&IM System.
	1.2 Develop a process for training employees on managing projects to reflect higher levels of OH&S compliance.	Continuous improvements assessed and implemented prior to commencing projects	An ongoing program of OHS Compliance audits has been developed and rolled out. Audit results are communicated and training initiated.
	1.3 Develop and conduct safety training programs as required.	Complete Training Needs Analysis and initiate training for Core OHS elements	OHS Training needs are reviewed as part of the Council wide Staff Position Description Reviews
	1.4 Monitor claims performance and provide monthly reports on claims made.	Acceptance by WorkCover of monthly claims data.	Monthly Workers Compensation data submitted to WorkCover as scheduled and accepted.
	1.5 Provide effective rehabilitation programs for staff with work related injuries and report monthly.	Accurate monthly reports to Manex for employee injury management and return to work programs.	The monthly review of active Workers Compensation claims & associated Rehabilitations is under constant review to ensure meaningful dissemination of information whilst maintaining confidentiality.
	1.6 OHS&IM System achieves compliance with WorkCover Model for Self Insurers	Achieve compliance with WorkCover Self Insurers OHS Audit.	OHS&IM Audit 2007 compliant and now working to the 2008 Audit in September 2008.
	1.7 Maintain Workers Compensation Self Insurers licence	Complete Annual Self Insurers licence renewal in accordance with Work Cover's Licensing policy by 31st October.	Annual Licence material submitted and accepted as scheduled.



General Manager - Workers Compensation

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
	1.8 Achieve compliance with the WorkCover Self Insurers Case Management Guide	90% compliance with Worker's Annual Case Management Audit	Case Management Audit undertaken and as expected a number of 'Corrective Actions" received and a schedule of remedial actions initiated with the result that the entire system will shortly be complaint in preparation of another audit in October/November 2008.
	1.9 Information sharing and continuous improvement	Actively support and attend peak bodies and industry group meetings.	Actively participating with other Self Insurers to ensure current knowledge of Licence requirements.



General Manager - Strategic Activities

Strategic Objective:

A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Facilitate economic development and growth via strategies that build local workforce capabilities; support success through modern infrastructure; and attract new investment	1.2 Masterplan - Technology Business precinct.	Subject to RAAF Richmond Base Study (Dept of Defence), complete 25% by June	Study released by Dept Defence released 11 August 2007. Masterplan's future, subject to corporate & local land use directions (in light of Dept. of Planning directions), resources & other strategic matters. Dept. Defence report did not provide basis for Masterplan to be instigated. On hold, due to changed priorities during course of reporting period.
2. Support business development activities that facilitate business networks, and encourage entrepreneurial alliances.	1.3 Business Multiplier program	Guide Bridge-to-Bridge Festival program, inc. annual review of B2B working group by June	Council resolution of 11 December 2007 to reform the B2B working group as a Advisory Committee of Council. Constitution of Advisory committee to be considered by Council in fourth quarter. Management review completed, but not reported to Council within last quarter, due to other priorities.
3. Effectively and efficiently manage organisational resources to develop corporate capability, maintain integrity and appropriate employee skills.	2.1 Contractual relationships with external service providers.	Complete review of all contracts twice p.a., inc. annual review in June	All contracts completed and reviewed in accordance with target.
	2.2 Sister Cities relationships.	Activities maintained within budget & annual review in June	All activities within budget and review of program completed in accordance with target.



General Manager - Strategic Activities

Strategic Objective:

A prosperous community sustained by a diverse local economy that encourages innovation and enterprise to attract people to live, work and invest in the City

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
	2.3 Secondary Education relationships	Complete review of UWS Undergraduate Scholarship Agreement 2006-2011 twice p.a., inc. annual review in June	All reviews completed in accordance with target.
	2.4 Business Networks	Establish relationships with Govt Departments/Agencies & industry groups to facilitate access to business networks & development opportunities, by June.	Relationships established and on going development in accordance with target including participation in projects e.g. tourism (e.g. regional strategic council alliances, industry liaison, Tourism NSW, tourism Australia; Greater Blue Mountains Drive, National Landscapes).
	3.1 Executive support to Council and Committees of Council.	Reporting to Council & Committees within meeting cycles.	Completed in accordance with target.



General Manager - Human Resources

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To develop, review and implement effective Human Resource strategies, policies and programs that meet the corporate objectives and legislative requirements.	1.1 Recruitment and selection of quality staff within established policies and procedures meeting all legislative requirements.	Recruitment process commenced within two weeks of approval by General Manager.	All recruitment for 2007/2008 commenced within 2 weeks approval by the General Manager.
		Number of appointments where qualification, skills and experience criteria are successfully filled within two months of first public advertising.	Total fifty five (55) appointments for 2007/2008 meeting qualifications, skills and experience required.
	1.2 An induction program for new staff and individual/ corporate training needs identified and actioned within budget provision.	Induction requirements for new staff actioned within first week of commencement.	Induction of all new staff on first day of commencement.
		Training database providing monthly reports to Management on training activities of staff.	Training database revamped and now includes all training activities including OH&S. Ability to report quarterly training activities to Management being formalised.
	1.3 Support and advice to Management and Staff in relation to Award interpretation and industrial issues.	90% of industrial disputes resolved internally.	All industrial disputes resolved internally or will be resolved through ongoing discussions.
		All legislative changes and statutory requirements actioned and complied with.	All legislative and statutory requirements complied with.
Fortnightly discussion sessions for Senior Management.		Not implemented.	



General Manager - Human Resources

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
	1.4 Salary Administration and Performance Management systems meeting organisational and legislative requirements.	Annual and probationary performance reviews 95% completed by scheduled dates.	Annual and probationary reviews given to Managers and returned by scheduled dates.
		Performance Management system reviewed and accepted by Management and Staff by June.	Performance management system reviewed and draft of new system provided to GM for consideration.
	1.5 OH & S skills analysis, audit and training plan identified for all positions and staff within the organisation.	Investigate the compilation of a skills database for inclusion in each position description by June.	Ongoing liaison with Risk Management for a competency database to be established for all positions.
		Develop & implement a skills audit by December. Develop a skills gap analysis & training plan by June 2008.	Skills audit assessment completed but no gap analysis or training plans developed due to problems with extracting information from spreadsheets.



General Manager - Corporate Communication

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To communicate and inform the community and other key stakeholders, of Council services and issues, in an efficient and effective manner.	1.1 Year 1 Objectives of Communication Strategy Undertaken	95% completed by June	First and second quarterly newsletters produced and distributed. Review undertaken and reported to Council. Community Report and New Residents Guide readied for publication and circulation in July. Assistance provided in implementation of Customer Service and Communication Strategy projects.
	1.2 Media relationships reviewed and enhanced	Review of media services contract Sept and March. Regular meetings and contact with all local media.	Media services contract reviewed and results communicated to Hawkesbury Independent. Meetings held with media representatives. Media services contract lapsed due to closure of the Independent Newspaper. Mayoral Column and Council Notices transferred to Hawkesbury Courier until further action determined. Media kits provided for Museum building opening , inaugural exhibitions launch and Youth Week.
	1.3 Issues Management Advice and Monitoring	Regular updates provided to General Manager	Various issues monitored and appropriate advice provided to media. Most issues handled by issue of media release and media comment. Provided input to MANEX, and attended pre and post business paper meetings.



General Manager - Corporate Communication

Strategic Objective:
An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
	1.4 Media stories generated.	50% take up ratio of media releases in local newspapers. 90% of generated media releases published in at least one local newspaper.	152 media comments were provided and 161 media releases were issued during 07/08. Over the year 85.9% of releases were published in at least one local paper. There was a 52.2% total pick up rate across all local media. Pet of the week and available breeds lists were distributed from the animal shelter to media. Mayoral columns were written and issued weekly.
	1.5 Strategic Cross Functional Working Groups organised and progressed	Project Plans accomplished within timeframes set.	Organised activities for Manager's Meetings. Assisted cross functional teams including, Councillor Elections Committee, Intranet Review, Dataworks Review, Website Review, Customer Service / Communication Strategy Coordination Team, and Process Improvement.



General Manager - Corporate Communication

Strategic Objective:
An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
	1.6 Manage civic events, publications and public relation activities.	Programs reviewed by June	Sports Medal Awards Ceremony, Local Government Week, Community Christmas Function and Australia Day Awards organised and held. Richmond Pool Communication Plan developed and implemented. Natalie Burton Award and School Citizenship programs arranged. Citizen of the Month program continued and new Young Citizen of the Season program implemented. Assistance provided for Hawkesbury Regional Museum Building Opening and Inaugural Exhibitions launch. Hawkesbury Show and UWS Displays undertaken. 2 Quarterly Newsletters issued. New Residents brochure and 2008 Community Report developed ready for production. 44 speeches written for Mayor and Councillors. Organisation's advertising overseen. Internal procedures and 6 staff newsletters written. Fortnightly Councillor Newsletter produced.



General Manager - Elected Members

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To ensure elected officials are remunerated in accordance with the Local Government Act.	1.1 Monthly payments to elected officials completed on time.	100% compliance.	Payments made within appropriate timeframes.
2. To attend external conferences relevant to Council's strategic direction and activities in a cost effective manner.	2.1 Number of conferences attended where subject matter relates to strategic concepts in Council's Plan.	100% compliance.	Conferences attended relate to strategic matters affecting the Council.
3. To identify, report and develop concepts and strategies arising from Councillor exposure to external conferences.			



General Manager - Executive Management

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To ensure a safe workplace environment that meets legislative requirements and guidelines.	1.1 To assess compliance with OH&S Act and Regulations.	In accordance to system audit by Workcover achieving 3 or greater.	System audit undertaken by Work Cover in September, 2007. Council achieved a rating of 3 or better in each of the 4 elements audited. Preparations underway for September, 2008 audit.
2. Develop and maintain corporate procedures to ensure a safe workplace.	2.1 To assess the effectiveness of Council's OH&S system and corporate compliance.	Reduce number of loss time injuries by 10% or at least match the Workcover Industry average.	On Target
	2.2 Resource allocation to facilitate the implementation of OH&S strategies.	Consistent with comparable local government councils per staff unit.	Resource allocation consistent with other Councils.
3. To ensure effective salary and performance structures in place for executive management and monitor divisional performance.	3.1 The Annual Performance Review is conducted.	June.	Review commenced in June and expected to be completed by end of July 2008 having regard to Council requirements.
	3.2 To assess the effectiveness of managing and developing human resources.	Uncertified Sick leave days < 5.00.	Achieved.
		Training & Development \$ > 1% budget and 90% satisfaction with training courses.	Achieved.
		Annual leave < 8 weeks.	Continually under review. Balancing resource priorities with reduction.
	3.3 To assess the effectiveness of managing financial resources.	Actual performance vs Budget +/- 5.00%.	Under review on an ongoing basis, with subsequent financial results considered to be satisfactory.
Carryforward projects < 35% of budget.		Currently under review for year ending 2007.	



General Manager - Executive Management

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
	3.4 To assess the effectiveness of responding to customer communications.	Correspondence replied to within 14 days.	Review in progress.
	3.5 To assess the effectiveness of achieving strategic and operational performance objectives.	95% Strategic & Operational Targets Achieved.	Community Strategic Plan under review/development as shown targets and objectives have altered to improve objectives and direction.
	3.7 To assess the level of customer's satisfaction in dealing with Council.	Reduce % complaints : Total correspondence.	Under review.
		> 80% customer satisfaction within performance area.	



City Planning

City Planning - Community Administration

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Manage grants and donations programs to meet the community's social, health, safety, leisure and cultural needs.	1.1 Access funds for initiatives to improve community linkages.	Achieve required milestones for operation of grants and donations programs.	Milestones for administration of Community Sponsorship program achieved. In total 44 organisations or individuals were approved for sponsorship to the value of \$50,008.
2. In conjunction with community committees, resource and support the planning of activities which celebrate community diversity and promote community harmony.	2.1 Promote events.	Program of activities developed and implemented with NSW Govt time frame.	Council has contributed more than \$16,000 to sponsor events including r NAIDOC Week, Disability Awareness Day, Seniors Week, Youth Week, Harmony Day, International Women's Day and Refugee Week.
3. Identify funding options to establish programs to improve community linkages and meet the social, health, safety, leisure and cultural needs of the community.	3.1 Source external investments to expand establish services and activities.	10% growth in community service grant receipts.	Funding applications to value of \$696,154 have been submitted.. \$183,880 been received for new community transport, women's day event, transition to work, seniors meal program, youth harm minimisation and lawn-mowing + maintenance project (a 15% increase in community service grant receipts).



City Planning - Community Administration

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
4. Work in conjunction with community and user groups to design and operationalise community facilities (as identified in Section 94 Contributions Plan).	4.1 Implement works as identified in Section 94 Contributions Plan.	Achieve consultation and design targets within required time-frames	Design and DA for Kurrajong Community Centre completed and approved. Renovations to Dungeon and Richmond Band Room completed (non Sec 94 funded).
		Committee established to manage operations of South Windsor Family Centre by June.	47 requests for maintenance responded to within 3 working days from 377 Committees of Council. (a total of 206 for the year to date)1 AGM attended.
5. Support and resource Council Section 377 committees with delegated responsibility for the day-to-day management of Council facilities and services.	5.1 Assist Council's Section 377 Committees.	Requests responded to within 3 working days.	Contracted outputs for all externally funded services have been achieved
6. Provide Project Management Services.	6.1 Achieve all funding and statutory requirements as negotiated.	Contracted outputs achieved.	Milestones for administration of Community Sponsorship program achieved. In total 44 organisations or individuals were approved for sponsorship to the value of \$50,008.



City Planning - Heritage

Strategic Objective:

Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide Heritage Advice to the Public.	1. Meet demand for Heritage Advisory Service.	100% of all requests actioned.	Target Achieved
2. Provide professional comment to Council in response to Development Applications.	2. Development Application comments received on time.	Comments received within 28 days of referral.	Target Achieved
3. Provide grants assistance for building conservation.	3. All applications reviewed and recommended to Council.	Report to Council within 10 weeks of application.	Council resolved not to provide any further funding no longer applicable.



City Planning - Building Control

Strategic Objective:
A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide development assessment services for Class 1 -10 buildings.	1.1 Turn around time for Development Applications.	Average 40 days, Median 35 Days.	Average 29 Median 20 days
2. Provide building certification and inspection services.	1.2 Age of current Development Applications- ratio of Development Applications older than 40 days to newer than 40 days.	0.7:1	0.4:1
3. Provide 149D building certificate services.	1.3 Customer satisfaction.	80% overall satisfaction.	Meeting target
4. Regulate places of public entertainment.	2.1 Market share of certification and inspection services.	80% of Market.	Meeting target
5. Provide technical advice to customers, via phone and counter.	2.2 Cost effectiveness of contestable services.	Full cost recovery.	Meeting target
	2.3 Turn around time for Construction Certificates	21 days after Development Application consent issued	Meeting target
	3.1 Ten day turnaround time for 149D Certificates	80% completed	Meeting target



City Planning - Development Control

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide development application assessment services.	1.1 Turn around time for Development Applications.	Average 40 days, Median 35 days	Average 29 Median 20 days
2. Provide subdivision certification and inspection services.	1.2 Age of Current Development Application, ratio of Development Applications older than 40 days to newer than 40 days.	0.7:1	0.4:1
3. Provide 149 planning certificate services.	3.1 Ten day turnaround time for 149 Certificates.	90% completed	94% of Certificates issues within target timeframe.
4. Provide customer advice including pre Development Application lodgement, telephone enquiries and by appointment.			
5. Statutory contribution to NSW Department of Planning.			



City Planning - Sewage Management Facilities

Strategic Objective:

Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Conduct inspections of onsite Sewage Management Facilities (SMF) in the city for compliance with legislative requirements.	1.1 Inspections are conducted in accordance with Council's adopted program.	Complete 140 inspections / month.	The target of 140 inspections has been exceeded by approx 35% or more each month.
		Approvals to operate SMF are issued within 21 days of inspection.	All approvals were issued within the 21 day period or shorter.
		Rectification work documentation is sent within 21 days from inspection.	Rectification documents were issued within the required time limits.
		Annual report completed in June on compliance to Council's adopted program.	Monthly reports are prepared and submitted to the Reg. Serv. Manager.
2. Provide advice to the community on use and maintenance of sewage management facilities.	2.1 Accurate information is given to assist the community with on-site sewage management issues.	90% satisfaction of customers.	Customer service levels of satisfaction are being achieved.



City Planning - Health Services

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To enhance environmental protection and environmental health standards through education and statutory compliance.	1.1 Conduct inspections, review of premises for compliance with the public health statutory requirements.	Complaints about unhealthy conditions responded to within 48 hours. 20 premises are inspected each month.	Complaints of unhealthy conditions are responded to within 48hrs or much sooner if able to. Target numbers have been exceeded most months.
	1.2 Conduct Food Handling Training courses.	Three training courses are conducted each year. 90% customer satisfaction in training course from evaluation survey.	Three courses have been conducted with high participation rates and 98% satisfaction rating.
	1.3 Conduct inspections of Caravan Parks to measure compliance with legislative requirements.	Complaints about caravan parks are responded to within 96 hours of receipt.	All complaints were responded to with 48hrs of receipt.
2. Work in partnership with the Dept of Health conducting mosquito surveillance for the detection of the Ross River Virus.	2.1 Conduct mosquito surveillance program between December and April at nominated sites.	Completed in accordance with Dept of Health Surveillance Program.	Mosquito surveillance was conducted between December and April with high numbers of mosquitos being caught. Awaiting report from NSW Health on the results or the analysis.



City Planning - Pollution Control

Strategic Objective:

Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Pollution Incidents are investigated to protect the local environment and potential health risk to the community.	1.1 Pollution Incidents are investigated.	Appropriate action initiated within 24hrs.	All known pollution incidents were responded to within 24 hrs of notification or sooner.
2. Financially contribute to the operations of the Hawkesbury River County Council.	2.1 Contributions to Hawkesbury River County Council is funded.	Contributions forwarded within 21 days of request.	Contribution was forwarded in full within the required time period.



City Planning - Development Control & Regulations

Strategic Objective:

Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Investigate and take appropriate action in relation to unauthorised development.	1.1 Conduct inspection of suspected illegal development and implement actions.	Action initiated within 72 hrs.	Suspected illegal development were inspected within the target period.
2. Control disposal of derelict and abandoned vehicles.	2.1 Investigate complaints of derelict vehicles and monitor streets and bushland for the existence of abandoned vehicles and take appropriate impounding action or disposal.	Responded to within 72 hrs.	Suspected illegal development were inspected within the target period.
3. Monitor compliance with development approval conditions.	3.1 Complaints of non compliance with development consent conditions are investigated and appropriate action taken.	Responded to within 72 hrs.	Suspected illegal development were inspected within the target period.



City Planning - Animal Control

Strategic Objective:

A network of towns, villages and rural localities connected by well-maintained public and private infrastructure, which supports the social and economic development of the city.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide adequate care of animals housed at the animal shelter.	1.1 Animals are cared for with adequate food and housing and homes are found for as many animals as possible.	80% dogs rehomed.	80% or more of dogs are rehomed each month and have been for the whole 12 month period.
2. Carry out patrols of the city area for roaming cats and dogs.	2.1 Patrols are conducted where complaints are received of roaming dogs.	Within 48 hrs of receipt of the complaint.	Patrols have been conducted within 48hrs of complaint being received over the past year.
3. Provide education to the community on responsible pet ownership.	3.1 School visits are conducted at the shelter and at schools throughout the year with the assistance of the Petpep program.	100% satisfaction of school groups participating.	There has been 100% satisfaction by the groups who have attended over the past year.
		Four school visits per year	5 School visits have been conducted.
4. Maintain registration and microchipping records.	4.1 Process records.	Registration and microchipping records to be completed within 14 working days.	This target has been met each month.



City Planning - Strategic Land Use

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Maintain and update Hawkesbury Local Environmental Plan.	1.1 Prepare Local Environmental Plans as resolved by Council and/ or as directed by Dept of Planning.	Zero successful court challenges against LEP structure	Completed
2. Maintain and update Hawkesbury Development Control Plan.	2.1 Maintain and update Hawkesbury's Development Control Plan.	Zero successful court challenges against DCP structure	Completed
3. Service Council committees as required.	3.1 Service Council's Heritage Advisory Committee.	Quarterly	Completed
4. Participate in State Government planning reforms and sub regional planning processes.	4.1 Respond to the Dept of Planning requests for information and assistance.	As Directed by Dept Planning	Completed
5. Co-ordinate/Manage Employment lands Strategy.	5.1 Manage Employment land strategy	Report Final to Council	Draft Strategy completed
6. Preparation work for Land use Strategy	6.1 Prepare work for Land Use Strategy		Ongoing



City Planning - Strategic Community Planning

Strategic Objective:
An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Establish processes that build community capacity to identify and respond to diversity and difference.	1.1 Civic Index and Diversity Index equation calculated.	June	Incomplete
	1.2 Liveability Index equation calculated.	June	Incomplete
	1.3 Social Planning Process- priorities for all directorates included in Strategic Plan.	June	Completed
2. Build community connections by supporting information linkages, life-long learning and access to local meeting spaces.	2.1 Tasks for Community Planning Advisory Committee (CPAC).	Quarterly Meetings	Completed
3. Work in partnership with community and government to implement community plans to meet the social, health, safety, leisure and cultural needs of the city.	3.1 Complete the Hawkesbury Futures Demographic Study.	December	Completed
	3.2 Community Indicators Project (Stage 1)- Consultation Strategy developed and initiated.	June	Incomplete



City Planning - Strategic Community Planning

Strategic Objective:
An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
4. Co-ordinate Community Survey	4.1 Community Survey Phone Survey completed	August	Completed
	4.2 Focus group meetings completed	September	Completed
	4.3 Report to Council	November	Completed



City Planning - Strategic Infrastructure Planning

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Review and Finalise Asset Management Plans for Roads, Stormwater, Parks, Building and Wastewater assets	1.1 Draft Asset Management Plans for Roads, Stormwater, Parks, Building and Wastewater reviewed and finalised	September	Target met
2. Asset management improvement action plan finalised	2.1 Prepare and submit asset management improvement plan to SPAC/Council	September	Prepared and referred to Manex
3. Develop Asset Management Plan for Waste Services	3.1 Prepare initial Waste Services Asset Management Plan	April	To be completed



City Planning - Strategic Corporate Planning

Strategic Objective:
An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Maintain and update Council's land use management information systems.	1.1 Update Policy Register upon resolution of Council.	Instruct relevant staff to update register within 14 days of Council resolution	Council resolved to adopt four (4) new policies and archived seventeen (17) policies.
	1.2 Convert HLEP 1989 into Standard Template Local Environmental Plan	New plan to Dept of Planning by April 2008	Draft plan submitted to Department of Planning. Waiting Section 65 certificate to enable exhibition.
	1.3 Maintain and update LEP, Section 149 Certificates, Proclaim and GIS system.	149 certificates 100% accurate, other updated within 7 days of gazetted changes.	Maintenance and additions to Proclaim and GIS occurred in order to improve and maintain accuracy of Section 149 certificate system. One (1) amendment to LEP occurred (Amendment 151).
2. Maintain and update Council's Section 94 and 94A Development Contribution Plans	2.1 Maintain and update Section 94 & Section 94A developer contribution plans.	Reviewed annually	Various discussions held with Department of Planning regarding proposed change to development within Pitt Town Catchment Area. Waiting release of guidelines for new Developer Contribution system from Department of Planning.
3. Service Council Committees as required.	3.1 Service Council's Floodplain Management Committee.	As adopted by Council	FRMC meetings held in July, September, November, February, April and June



City Planning - Strategic Environmental Planning

Strategic Objective:

Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Enhance, preserve and protect the environment through a strategic environmental management approach that is transparent, efficient and dynamic.	1.1 Produce the State of the Environment Report.	November	On Target
	1.2 Maintain the State of the Environment Reporting Indicators Database	September	This matter should be finalised by September
	1.3 Prepare annual progress report for the Water Savings Action Plan and submit to DEUS.	August	Draft WSAP has been reviewed by Manex a further extension has been granted by DECC due date 30th September 2008
	1.4 Prepare annual progress report for the Energy Savings Action Plan and submit to DEUS.	November	Draft ESAP has been reviewed by Manex a further extension has been granted by DECC due date 30th September 2008
	1.5 Provide comments and advise to external and internal bodies on environmental issues.	Within 21 days of request	All submissions completed as required within 21 days of request or otherwise stipulated
	1.6 Produce and maintain the Operational Plan and quarterly reviews	Quarterly	Operational Plan quarterly reviews completed as required.
	1.7 Provide in-house training on environmental issues	One topic per quarter.	Salinity training 24th August- Building in a Saline Environment, Soil Erosion & Sedimentation Control 18th October 2007 , Contaminated Land Mgt Act review to be held in August 2008 for 27 Internal employees



City Planning - Road Safety Programs

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide a road safety program which incorporates a comprehensive approach to preventing road trauma through the development of integrated education, engineering and enforcement programs.	1.1 Develop and implement Council/RTA Action Plan to reflect local trends, statistics and priorities.	Action Plan developed. Project strategies and timelines met by September	2007-2008 Action Plan completed. Implementation has been deferred due to staff vacancy.
	1.2 Links established with partner organisations to develop local interventions and solutions.	Meetings of Road Safety Forum held (with representatives from Police, Health and RTA)	Ongoing staff vacancy has precluded achievement of target for this year.
	1.3 Links developed within Council to deliver a whole-of-Council approach to the prevention of road trauma.	Coordinator attends 95% of the Local Traffic Committee meetings.	Ongoing staff vacancy has precluded achievement of target for this year.
2. Identify the mobility needs of vulnerable road users and develop solution to address these needs	2.1 Develop and implement Council/RTA Action Plan to reflect local trends, statistics and priorities.	Action Plan developed. Project strategies and timelines met by September	Ongoing staff vacancy has precluded achievement of target for this year.



City Planning - Parking Control

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. City streets and car park areas are patrolled for compliance with time limit and parking restriction signage.	1. Streets and car parks are patrolled and monitored for compliance with restriction signage in a safe and reasonable manner.	100% Compliance.	This target has been met throughout the year past.
2. Parking infringements are issued correctly for offences committed.	2. Parking infringements are issued correctly for offences committed.	99% Compliance.	This target has been met throughout the year past.



City Planning - Domestic Waste Management

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To provide the waste collection service.	1.1 Service missed bins.	24 hours from notification	Missed bins have been serviced within 24hrs where our staff have been responsible for the missed collection.
2. To provide the recycling service for the community.	2.1 Manage recycling contracts.	Zero non conformance to contract conditions.	There have been nil non conformances over the past twelve months.
	2.2 Increase domestic recycling activities and community participation through education and the provision of increased recycling service.	5% annual increase	Target increases have been met.
3. To provide the Kerb Side Collection Service.	3.1 Manage kerbside collection service contracts	100% compliance with contract conditions.	There have been nil non conformances over the past twelve months.
4. Provide waste education to the Hawkesbury community.	4.1 Education programs are developed and presented to the community to encourage recycling and waste avoidance.	Annual program designed by March	The program was designed and is being implemented.



Infrastructure Services

Infrastructure Services - Sullage Services

Strategic Objective:
A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To provide high quality sullage service to the community.	1.1 Compliance to EPA approved post closure plan.	Rehabilitation of Racecourse Road Sludge Disposal Depot by June.	Completed
		Rehabilitation of Blaxland Ridge Effluent Maturation Ponds by June.	Completed
	1.2 Implementation of Sullage Collection Contract.	100% compliance with contract conditions.	On Target



Infrastructure Services - Roads to Recovery

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Undertake Roads to Recovery works.	1.1 Identify suitable works program for consideration by Council.	Inspections conducted of road condition and data base maintained.	Program Complete
		Reports prepared on time.	Reports submitted to RRR Authority on time
		Implement adopted works program over 3 years.	Adopted Works Program on target.
		Accept funding within 14 days of receipt.	All funding requirements have been achieved.



Infrastructure Services - RTA Funding

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Undertake works on Regional Roads to meet our obligations to the Roads Traffic Authority.	1.1 Completion of maintenance works program.	June.	The RTA Block Grant has been fully expended on Regional Roads
	1.2 Roads are maintained.	Maintenance completed in accordance with sound engineering principles.	Compliant
	1.3 Dangerous situations where known are acted upon immediately.	95% urgent repairs made safe within 24 hours and repaired within 1 month.	Compliant



Infrastructure Services - Environmental Stormwater

Strategic Objective:

Sustainable and liveable communities that respect, preserve and manage the heritage, cultural and natural assets of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Progressively implement initiatives adopted by Council as part of the Environmental Stormwater Levy Program.	1.1 Operation of gross pollutant traps (GPT's).	Two completed by June.	GPT maintenance and cleaning ongoing
	1.2 Prepare and implement water quality monitoring framework for GPT's.	Quarterly.	N/A As per Council resolution Dec 07 - water quality program to start July 08
		Publish Quarterly results on web page.	N/A As per Council resolution Dec 07
	1.3 Implement community programs.	Bligh Park by June.	N/A As per Council resolution Dec 07
		Redbank Creek catchment by June.	N/A As per Council resolution Dec 07
		MacDonald Valley catchment by June.	N/A As per Council resolution Dec 07
	1.4 Implement remediation works as identified within the "Bushland affected by stormwater audit".	One site per year.	N/A As per Council resolution Dec 07



Infrastructure Services - Parks

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To manage all passive open space under Council's care and control.	1.1 Open space is maintained for passive recreational purposes.	According to the level of usage, lawns kept below 150mm	Overall the growth of grass this season has meant that lengths did not meet the criteria at times. As the cooler months approached this was rectified.
		All toilets/facilities cleaned and bins emptied weekly (as per works schedule)	Completed as per works schedule.
2. To manage all bushland under Council's care and control.	2.1 Maintain and restore Bushland areas.	Match funds for at least four bush regeneration projects.	Grants received for Yarramundi Reserve, Navau Reserve, Redback Creek Reserve, Settlers Road Reserve, South Creek Restoration Site, Mill Road Reserve(2), George Street Reserve, Bellbird Hill Reserve, Upper Colo Reserve and Half Moon Farm.
3. To manage all cemeteries under Council's care and control.	3.1 Richmond Cemetery to be managed in a sensitive and effective manner.	Lawns maintained below 150mm	The good growing season has meant that areas have been above this level. Staff are now on top of this and are meeting requirements.
4. Contributions to outside bodies for action recreation.	4.1 External recreational providers (377 Committee's) are supported.	Funds allocated quarterly.	Funding distributed - Hawkesbury Sports Council receive funds 6 monthly as requested.



Infrastructure Services - Parks

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
		Land Mgt staff to attend 80% of meetings.	Meetings attended.-Hawkesbury Sports Council, McMahons Park and SWBM Weed Committee(2).
		Quarterly reports to be received within 14 days	Completed as per timeframe allocated.
5. To manage trees on nature strips and road verges.	5.1 Street trees maintained for aesthetic and safety purposes	Develop a Street Tree Master Plan for Key streets in Richmond	With key staff leaving this has not evenuated. It is envisaged that this will be developed over the next year.



Infrastructure Services - Recreation

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Manage all Council's recreational assets.	1.1 Council's recreational playgrounds and skate parks managed to an acceptable level.	Quarterly safety inspection undertaken of all Skate parks and playgrounds.	Quarterly inspections carried out.
		Recreation information published on internet and updated quarterly.	All four recreation programs were developed and published on the internet.
2. Supervise all the operation of Richmond Swimming Pool.	2.1 Manage Richmond Pool to service the community.	100% compliance to Dept of Health guidelines.	Richmond Pool is being upgraded to meet these guidelines.
		Richmond Pool open to the community as per advertised opening hours.	Richmond Pool has been opened as advertised except on Sunday, 13 January 2008 when the pool opened at 2:00pm instead of 10:00am. Procedures were amended to ensure that this does not reoccur.



Infrastructure Services - Roadworks Maintenance

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Undertake roadworks maintenance to ensure a safe and healthy community.	1.1 Completion of maintenance program for roads.	Works are completed within budget	Some over expenditure has occurred due to frequent heavy rain and concerns for public safety.
		Works are completed on time	Compliant
	1.2 Measure the response to road damage.	95% urgent repairs made safe within 24 hours and repaired within 1 month	Compliant
		Generate PMS monthly reports for sealed roads.	Reports are generated on a needs basis



Infrastructure Services - Roadworks Construction

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Undertake roadworks construction program to ensure a safe and healthy community.	1.1 Completion of construction program for roads.	Tendering /quotation process commences within four weeks following receipt of design details.	Compliant
		Works are completed within budget following the completed tendering process.	Compliant
	1.2 Measure the response to road damage.	Works are completed on time following the completed tendering process.	Some delays have been experienced due to community consultation, poor weather conditions and tendered rate exceeding available budget. Necessitating a redesign.
		95% urgent repairs made safe within 24 hours and repaired within 1 month.	Compliant



Infrastructure Services - Kerb, Guttering & Drainage

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To undertake the re-construction, maintenance and repair of kerb and gutter and footpath network in accordance with the maintenance Works Schedule.	1.1 Completion of the Maintenance Program.	June.	Kerb & Gutter and Footpaving works have been fully completed. The K & G Budget may also include Drainage Works. The Drainage component has been carried forward due to design issues.
	1.2 To monitor the level of service response to dangerous situations where known.	Acted upon within 24 hours.	Compliant
2. Undertake drainage construction repair and maintenance in accordance with the maintenance schedule and established priorities.	2.1 Reschedule maintenance and establish priorities.	As requested within 7 days.	Compliant



Infrastructure Services - Carpark Maintenance

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Undertake maintenance and repair of carpark surface and associated facilities.	1.1 Provide safe and functional carpark with clearly visible signs, symbols and lines.	Works completed within budget.	Compliant.
		Signs and lines are provided in accordance with RTA standards.	Compliant.



Infrastructure Services - Survey Design & Mapping

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide Engineering designs for Council's operations program and other projects.	1.1 Designs undertaken.	Meet 95% service level.	Target partly met. Designs outstanding due to variable constraints needing to be met such as land acquisition, REF etc.
2. Provide Engineering survey for Council's operation program and other projects.	2.1 Field surveys undertaken.	Survey output to meet 95% level of regulation standards.	Target met.
3. Mapping system provided for users with various needs.	3.1 Complete Data input and maintenance of mapping system.	Assets data entered into system LEP, Linens within 7 days of notification.	Target met.



Infrastructure Services - Administrative Building

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Building is maintained in accordance with Works Program.	1.1 Operation of communications	98% uptime.	100% achieved
	1.2 Operation of air conditioner.	96% uptime.	100% achieved
	1.3 Operation of Emergency generator.	Zero Failures.	Generator has been tested and has not been needed to come on line

Infrastructure Services - Community Buildings

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Buildings are maintained in accordance with Works Program.	1.1 Completion of the Works Program.	Buildings are maintained for their designed use within budget.	Work is behind schedule due to other works and staff constraints.
		New construction completed within budget.	Museum completion end Nov 2007, Kurrajong Community Centre not achieved due to extended community consultation required and undertaken
		Maintenance performed in a timely manner.	Day to day maintenance completed as required



Infrastructure Services - Works Depot

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide functional Works Depot facilities to enable safe and convenient access to Stores, Work Shop, Office and Storage area.	1.1 Undertake maintenance and repairs.	Works completed on time and within budget.	Compliant

Infrastructure Services - Operations Management

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Ensure Plant usage is costed to appropriate projects.	1.1 Adopted charges are balanced with plant reserve fund.	100% Compliance.	Compliant



Infrastructure Services - Street Cleaning

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide the level of service to maintain a vibrant and clean city for residents and visitors.	1.1 Monitor street cleaning service to designated streets, Township and Central Business District to ensure streets are kept tidy.	Sweeper responds to works request within 24 hours of receipt.	Compliant
	1.2 Maintain street litter bins to Central Business District and designated areas .	Bins cleared between 1-5 times a week.	Compliant
		Damaged bins repaired within 2 days of request.	Compliant

Infrastructure Services - Ferry Operations

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide a reliable Lower Portland Ferry Service.	1.1 Maintenance carried out to ensure optimal use of operation.	100% compliance to maintenance schedule.	Compliant - Commercial vessel Licence Retained
	1.2 Ferry service provided.	100% compliance to contract and specifications.	Compliant



Infrastructure Services - Fire Control

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Implement the Service Level Agreement with the Rural Fire Service to provide protection to life and property when threatened by fire.	1.1 Service Level Agreement is completed and funding provided.	Funding provided within 14 days of request.	Achieved
		100% compliance with conditions of agreement.	Service Level agreement still under review.

Infrastructure Services - Emergency Services

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To provide facilities for local SES units to a standard acceptable to the Director General in accordance with the State Emergency Services Act.	1.1 Maintenance and operation of SES Building.	Controllers Yearly review completed and forwarded to regional headquarters.	Achieved.
	1.2 Maintain operation readiness.	Complete activity report and forwarded to state headquarters at the completion of each incident.	Achieved.
	1.3 Provision of funds.	Funds processed in accordance with Council's adopted budget.	Achieved.



Infrastructure Services - Cogenerations Plant

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Manage Cogeneration Plant in an economical viable manner with minimal disruption to tenants.	1.1 Operation of plant.	Less than 4 break downs per annum.	Achieved.
	1.2 Maintain temperatures within the complex.	No complaints from tenants.	Minimal complaints - temperature affected by power outages.
	1.3 Maintain temperature and humidity within the gallery area to standard requirements.	Stay within preset range.	Temperature and humidity maintained within ranges required



Infrastructure Services - Hawkesbury City Waste Management Facility

Strategic Objective:

A network of towns, villages and rural localities connected by well- maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Operate and maintain the Hawkesbury City Waste Management Facility.	1.1 Maintain and operate the Hawkesbury City Waste Management Facility in accordance with EPA licence	100% compliance, no breaches of license conditions.	95% compliance - Methane at two test site above DECC licence limits - DECC advised and consultant recommendations have been undertaken to mitigate
2. Provide assistance to the Clean up Australia Day activities.	2.1 Assist volunteers.	Annual assistance given. All waste collected within 96 hrs of the event	Achieved.
3. Service the Community- Open every day except Good Friday & Christmas Day			Achieved.



Infrastructure Services - Sewerage

Strategic Objective:

A network of towns, villages and rural localities connected by well maintained public and private infrastructure, which supports the social and economic development of the City

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To provide and maintain a high quality sewage treatment service to the community.	1.1 Sewage Treatment Plants and major pump stations alarms responded.	Respond to alarms within 1 hour.	Achieved.
	1.2 Minor pump stations alarms responded.	Respond to alarms within 4 hours.	Achieved.
2. To provide and maintain a high quality trade waste service to the community.	1.3 Sewer choke response.	Respond to notification within 2 hours.	Achieved.
	1.4 Licence conditions met.	No breaches to EPA license conditions.	95% compliance - Breaches in Faecal Coliforms 90%ile, Ammonia - N 90% for SWSTP and Oils & Greases 100%ile MHSTP
	2.1 Monitor trade waste.	Keep database updated.	Achieved.



Support Services

Support Services - Computer Services

Strategic Objective:

A network of towns, villages and rural localities connected by well-maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1 To provide access to Information Services and Technology to meet corporate objectives.	1.1 Meet with IT Committee, web committee, system custodians & sub committees.	Meet a minimum of 3 times per year.	Exceeded the target for the year with 12 meetings.
	1.2 Manage the system.	98% System up time for network, email & internet system.	Met target for the whole year.
		Review annually IT Policies that affect users.	Met target for the whole year and developed new OMS for Security, email usage and Internet usage
	1.3 Access to application support and an IT Helpdesk.	100% access from 8am to 5.30pm.	Met target for the year



Support Services - Records

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To provide a Records and Document Management storage, inquiry, disposal and customer service facility.	1.1 Registration of daily inwards paper correspondence.	90% within 8 business hours, 100% within 12 business hours	Met target over the year
	1.2 Register inward faxes and customer emails.	Within 1 working hour of receipt	Met target over the year
	1.3 Creation of New Dataworks customer names in the Central Names Database.	No more than 200 new customer names outstanding at end of month	Met the target over the year and it gets substantially exceeded now.
	1.4 Postage of outwards correspondence via Australia Post.	Mail posted by 4.30pm	Met target over the year



Support Services - Cultural Precinct - Library

Strategic Objective:
An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide a free and accessible public library service to the people of the City of the Hawkesbury as well as the wider community	1.1 Promote use of the library	5% increase in library visitors	211,718 people visited both libraries during Jul 07-Jun 08 - a 1.2% decrease from Jul 06-Jun 07 (214,309). The nature of Library users has changed such that they are more active and have higher and often very specific expectations of staff, collections and services, and visits are often of longer duration due to the enhanced public space.
		5% increase in new library memberships	3,246 new memberships during Jul 07-Jun 08; 98 fewer than during Jul 06-Jun 07 (3,344). The total membership is 29,755 which is approximately 50% of the Hawkesbury population, which is just above the baseline suggested by the State Library of NSW.
2. Encourage community participation in lifelong learning	2.1 Enhance access to information and learning tools	5% increase in computer use	38,559 computer bookings recorded for both libraries during Jul 07-Jun 08. A .12% increase from Jul 06-Jun 07 (38,512). May indicate a plateauing trend after exponential increase over the previous three years due to increased space and available PCs. Two new PCs have been introduced into the Technology room during this year, bringing the total to 14. Patrons accrued 910 hours on the Ancestry database during Jun 07-Jul 08 a 27% increase from Jun 06-Jul 07 (716 hours).
		5% increase in inquiries	5,679 enquiries for Jul 07-Jun 08 which is a 20.6% increase on Jul-Jun 07 figures. The trend is that enquiries are of greater complexity and requiring more staff time.



Support Services - Cultural Precinct - Library

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
3. Effectively and efficiently manage cultural services and promote community use of the Cultural Precinct	3.1 Increase integration of library and gallery programs	5% increase in integrated programs	Integrated school visits in the library, gallery and museum for K-6 schools. Volunteer Co-ordinator initiated training and associated planning. There was a 12.44% increase in Storytime (2595) and 40% increase in attendance at the Hawkesbury Family History Group meetings (460). Overall Jun 07-Jul 08 activities for library totalled 4768 which is a 9.20% increase from 06-07 period (4366)
	3.2 Promote community's use of community rooms located in Deerubbin Centre	5% increase in number of hours community rooms are used	4,530 hours of usage recorded for Community Rooms for Jul 07-Jun 08 which is a 10% increase on Jul 06-Jun 07 figures.



Support Services - Financial Planning

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Financial Planning - to manage based on a comprehensive financial strategy.	1.1 To ensure a planned approach to Council programming.	Management Plan adopted by June	Achieved for 2007/08.
	1.2 Assess the effective implementation of Council's Long Term Financial Strategy.	Quarterly Reviews completed within 60 days of end of quarter	Third quarter target achieved, Fourth quarter on target.
		Review LTFP annually	Target achieved.
2. Management Reporting - maintain effective and informative internal management reporting to meet corporate requirements.	2.1 Ensure that financial reporting is timely, accurate and informative.	Executive reports within 14 days of EOM	Target achieved.
		Managers Reports distributed within 5 days EOM	Target achieved.
	2.2 Assess the ability of Council to properly budget for and manage the Resources that are available to fulfil its management plan.	Carried forward < 25% funding	Not on target, carry forwards are > 25%.
		Actual Performance vs budget forecasts +/- 5%	Target achieved.
3. Systems Management - develop and maintain the accounting systems	3.1 Ensure the integrity of the financial systems	Review FSP annually	Target achieved.
		Review project strategy monthly	Target achieved.



Support Services - Accounting Services

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Accounts Payable - To ensure the prompt and accurate payment of Council's Creditors.	1.1 Assess the effectiveness of payment processing of creditors.	85% invoices paid by due date	Target achieved.
2. Payroll - To ensure the timely and accurate processing of payroll.	2.1 Assess the accuracy of payroll processing and meet deadlines.	99% accuracy in payroll processing	Progressing to target.
3. Debtors - To ensure the timely and accurate processing of accounts receivable.	3.1 Assess effectiveness of Debtor accounts settlement.	90% debtors accounts paid within 90 days	Not on target, greater focus will be applied to this area.
		Debtors on arrangements paid within 12 months	Not on target, greater focus will be applied to this area.
4. Statutory Compliance - To ensure Council's compliance with external regulatory and taxation legislation.	4.1 Assess the accuracy and timeliness of S94 Register Updates.	S94 Register reconciled within 5 days EOM	Target achieved.
	4.2 Assess the adequacy of and strategically manage Council's reserves.	Reconciliation of reserves within 5 days EOM	Target achieved.
	4.3 Assess Council's compliance with taxation and other regulatory legislation.	BAS & Diesel Fuel submitted within 5 days EOM	Target achieved.
		FBT submitted by due date	Target achieved.
		ABS & DLG returns submitted by due date	Target achieved.
5. Cash Management - To ensure Council has	5.1 Assess the effectiveness of Council's cash flow management.	Bank Reconciliation within 5 days EOM	Target achieved.



Support Services - Accounting Services

Strategic Objective:
Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
sufficient cash resources to meet future commitments.		Unrestricted Current Ratio > 2.00	Target achieved.
6. Financial reporting - To provide statutory financial accounts to stakeholders in compliance with the legislative requirements	6.1 Ensure that financial reporting is timely and accurate	Statutory financial reports submitted by due date	Achieved for 2006/07, on target for 2007/08.
	6.2 Ensure that audit recommendations are implemented in a timely manner.	95% audit recommendations implemented by due date.	Progressing and will be on target by second quarter of next year.
	6.3 Assess the effectiveness of Council's financial management practices & policies and compliance with prescribed legislation	Unqualified Audit Opinion	Target achieved.



Support Services - Rating Services

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Rating Services - To ensure the accuracy of Council's computer based rating and property information system and efficient collection of rate revenue.	1.1 Assess the accuracy and timeliness of distributing rating notices.	Rate Notices issued by due date with 95% accuracy.	Target achieved.
	1.2 Assess the turnaround time for issuing s603 certificates.	Issued within 3 Working Days.	Target achieved.
	1.3 Assess the accuracy of Council property database.	Updates within 5 Working Days.	Target achieved.
2. Debt Recovery - To minimise Council's exposure to outstanding debts through effective debt recovery procedures.	2.1 Assess the effectiveness of Council's collection process for outstanding rates.	Rate Arrears < 5.00%.	Not on target. Actions have commenced to improve this area.
3. Cashiers - To ensure the accurate processing of receipts.	3.1 Assess the effectiveness and accuracy of Council's receipting system.	Ensure cash discrepancies are less than 0.1% of total receipts.	Target achieved.



Support Services - Investment Debt Servicing

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To ensure the investment strategy maximises the return on Council's investment portfolio.	1.1 Assess the effectiveness of Council's investment strategies to maximise returns on investment.	ROI > 90 Day Bank Bill Rate	Not on target, 2007/08 returns are affected by the share market volatility resulting in lower than benchmark returns.
	1.2 Ensure that Council's investment strategy compares with industry standards.	Review Investment Policy annually	Achieved for 2007/08.
2. To ensure the appropriate utilisation of loan facilities in accordance with policy.	2.1 Ensure the prompt and accurate payment of loan interest and redemption.	Payments made by due date.	Target achieved.
	2.2 Assess the ability of Council capacity to service outstanding debt.	Debt Service Ratio < Industry Benchmark 10%	Target achieved.



Support Services - Corporate Services & Government

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provision of effective and efficient corporate and governance support.	1.1 Applications assessed under Section 12 of the Local Government Act	75% of applications initially responded to within 2 working days of receipt of each application.	Target achieved
	1.2. Applications assessed under the Freedom of Information Act	Applications completed in accordance with statutory requirements.	Target achieved
	1.3 Development and review of Corporate Services and Governance policies.	Policies are implemented and reviewed in accordance with legislative requirements.	Target achieved



Support Services - Word Processing

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Compile and distribute Council Meeting agendas, minutes and action items and provide an efficient and effective typing and document presentation and processing system for Council.	1.1 Compilation of Council Business Papers.	Forwarded to Publishing Manager by 12 noon on the Thursday prior to the Meeting.	Target achieved.
	1.2 Compilation of Council Meeting Minutes.	Draft completed and distributed to Senior Staff within 48 hours after meeting.	Target achieved.
	1.3. Distribution of Action Items from Council Meeting Minutes.	Distributed to Senior Staff within 4 working hours from approval of draft minutes.	Target achieved.
	1.4. Distribution of Questions Without Notice.	Distributed to Senior Staff within 8 working hours from approval of draft minutes.	Target achieved.
	1.5. Council Business Papers completed for publication on Council's website.	Forwarded to IT prior to 12 noon on the Friday before the meeting.	Target achieved - Any supplementary reports are posted on website immediately after being distributed to Councillors.
	1.6. Provide word processing, software user and help desk support.	Requests for support are responded to within 1 working hour.	Target achieved - Requests for support are responded to immediately.
	1.7. Preparation of word documents.	Completed and returned within 2 working days.	Target achieved.



Support Services - Supply

Strategic Objective:

Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Maintain a manageable inventory stock level to satisfy Council's requirements and cost.	1.1 Minimal inventory investment and inventory losses.	95% Inventory Accuracy as reported in stock takes	Target achieved.
2. Manage the process of acquiring goods, works and services, spanning the whole cycle from identification of needs through to end of a services contract or the end of useful life of an asset. Providing measurable benefits in value for money obtained on a whole of life basis through open and effective competition.	2.1 Procurement strategies are aligned with Corporate objectives.	100% compliance	Achieved.
	2.2 Develop Procurement Guidelines.	December	Guidelines drafted for consideration.
	2.3 Training and support of Purchasing system users.	95% competency level maintained	New staff trained when required.
	2.4 Implement cost effective methods of procurement for low cost items.	Relative reduction in the annual purchase costs	Purchase card system fully implemented.
	2.5 Response to Supply enquires.	General enquiries within 24 hours	Target achieved.
	2.6 Response to Quotation requests.	Quotation requests within 10 working days- for non complex needs and 25 working days for complex needs.	Target achieved.



Support Services - Property Development

Strategic Objective:
Investigating and Planning the City's future in consultation with our community, and co-ordinating human and financial resources to achieve this future.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Co-ordination and management of Council's property portfolio including the acquisition and sale of property, leasing of property, road closures and openings.	1.1 Vacancies for leased premises in Council's property portfolio.	Greater than 90% occupancy rates.	Target achieved
	1.2 Inspections of Council's leased residential properties.	Each residential property inspected annually during October to December.	Target achieved
	1.3 Inspections of Council's leased Commercial/Retail properties.	Each commercial/retail property inspected annually during January to March.	Target achieved
	1.4 Consumer Price Index reviews implemented for the relevant leases.	100% of CPI reviews implemented within 2 months of review date.	Target achieved
	1.5 Process lease options and lease renewals.	100% of tenants notified within 3 to 6 months of termination dates.	Target achieved
	1.6 Monitoring payments of property rentals for leased premises in Council's property portfolio.	85% or greater property rentals paid when due.	Target achieved
	1.7 Actioning of Council resolutions regarding property sales and acquisitions.	Initial action commenced within 5 working days of approved Council resolutions.	Target achieved



Support Services - Reception

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provision of an efficient reception and telephone service to Councillors, Council staff and the public and to promote the image of Council as being courteous, efficient and effective.	1.1 The reception desk is staffed during business hours.	100% attended during business hours.	Target Achieved.



Support Services - Fleet Management

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To manage Council's fleet to meet corporate objectives	1.1 Managed in accordance with policies and procedures.	Vehicles to achieve minimum 25,000 klm annualised.	Target achieved.
		Monthly reports completed and communicated.	Target achieved.
		Vehicles to be maintained in accordance with manufacturers recommendations.	Target achieved.
		All vehicles are inspected quarterly to ensure maintained.	Target achieved.
		Vehicles are replaced on time and within budget.	Target achieved.



Support Services - Cultural Precinct - Gallery

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide free and accessible exhibitions to the people of the City of the Hawkesbury as well as the wider community	1.1 Provide a program of exhibitions	Seven exhibitions presented, with up to three of these curated in-house - per annum	Exceeded target with eleven exhibitions presented. Additionally, BloodLines: Art and the Horse shown at Albury, Tamworth, Muswellbrook and Dubbo Regional galleries as part of Visions Tour and Julie Harris Survey shown at Coffs Harbour Regional Gallery
2. Encourage community participation in arts and culture	2.1 Increase community participation in arts and culture	5% increase in Gallery visitors	8936 visitors to the Gallery during July - 07 - June 08 which is 83.75% of last years visitors. However, when figures from touring exhibitions BloodLines and Julie Harris Survey are taken into account there is a 50% increase in visits to exhibitions that profile the Hawkesbury.
		80% satisfaction rating from visitors	Exceeded target. Over 97% visitor satisfaction as reported in Museums & Galleries NSW audience survey. A diverse exhibition program targets different sections of the community to specific exhibitions
		Community groups assisted to stage 24 cultural activities at the Deerubbin Centre per annum	Community groups assisted with their exhibition programs and events in Stan Stevens Studio and Tebbutt Room Operation Art: Children's Art for Westmead Hospital with week-long children's workshops, TAFE teachers exhibition, MTAS, FOHAC and other local art groups, WARES antiques roadshow. Professional advice and support offered.
3. Effectively and efficiently manage cultural services and promote community use of	3.1 Increase integration of library, gallery and museum programs 3.2 Promote community's use of the	5% increase in Cultural Services integrated programs	Integrated school visits in the library, gallery and museum for K-6 schools, Volunteer Coordinator initiated training and associated planning.



Support Services - Cultural Precinct - Gallery

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
the Cultural Precinct	Cultural Precinct	16 workshops or audience development activities presented per annum	Exceeded target. During this period, TAFE lecture series, TAFE horse studies group, GEMS morning teas and Christmas parties, 9 exhibition opening events, over 20 artists and curator talks, life drawing and adult-tailored workshops, 9 school visits and 5 school holiday workshops presented.



Support Services - Legal Services

Strategic Objective:

A network of towns, villages and rural localities connected by well-maintained public and private infrastructure, which supports the social and economic development of the City.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Support sound corporate governance.	1.1 Timely advice on corporate and divisional matters.	Service levels monitored Quarterly	Not formally completed however, legal advice has been provided in a timely manner.
	1.2 Effective project management.	Monthly Monitoring of outstanding matters	Monitored monthly by MANEX



Support Services - Printing & Sign Writing

Strategic Objective:

An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provision of a quality and efficient printing and sign writing services for Councillors, Council staff, the public and external customers.	1.1 Accurate and timely printing and binding of Council Business Papers.	Councillors - completed by 4:00pm on the Thursday prior to the meeting.	Targets met
		Others-completed by 12 noon on the Friday prior to meeting.	Targets met
	1.2 Provide timely quotes to external organisations for small print jobs.	Quotations provided within 2 working days of request.	All quotes provided as requested
	1.3 Acceptance of competitive quotes provided to external customers.	Acceptance of 80% of quotes provided.	Acceptance rate over 90%
	1.4 Preparation of emergency signage for road closures, diversions and the like.	Provided within 1 working day from request.	100% completed
	1.5 Provide printing and sign writing services to meet the requirements of Council and external customers.	90% of works completed within agreed timeframes.	Targets met 100%
1.6 Regular cleaning, maintenance and testing of Print Room machinery.	Each item of machinery cleaned and tested monthly and maintained as required by the relevant maintenance schedules.	Attained target	



Support Services - Museum

Strategic Objective:
An informed community working together through strong local and regional connections.

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. Provide accessible exhibitions to the people of the City of the Hawkesbury as well as the wider community	1.1 Permanent museum exhibition that delivers on the river/land/people thematic structure is developed and installed	Permanent museum exhibition is opened in March 2008	Target met. Official opening of museum building held 9 February 2008. Official opening of semi-permanent and temporary exhibitions 18 May 2008.
2. Encourage community participation in history and heritage	2.1 Increase community participation in history and heritage	60 museum volunteers are recruited, trained and involved in delivering history and heritage services from the museum	Target met. 60 active volunteers have been recruited and trained and are delivering history and heritage services at the Museum. Volunteers have participated in collections conservation and significance assessment workshops as well as a learning excursions to other museums. They assisted in promoting the museum at the Hawkesbury Show.
3. Provide high quality heritage programs that contribute to cultural tourism in the Hawkesbury	3.1 Develop and promote heritage programs that target audiences outside the LGA	1 heritage activity per quarter is targeted to attract visitors into the City of the Hawkesbury	Target met. 170 people attended on the museum building opening day. NSW Governor Marie Bashir officiated at exhibitions opening. 1,732 visitors from 18 May - end June 08



Business Activities

Business Activities - Hawkesbury Leisure Centre

Strategic Objective:

A network of towns, villages and rural localities connected by well maintained public and private infrastructure, which supports the social and economic development of the City

Service Statements	Key Performance Indicators	Target	Progress at 30 June 2008
1. To provide and maintain a high quality sewage treatment service to the community.	1.1 Centre is operated and maintained in accordance with the YMCA Licensing Review Checklist.	95% compliance to Quarterly audit.	The Management of YMCA has indicated that the annual financial statements are to be forwarded to Council in mid July 2008. Previous statements indicate that the 2007/2008 financial year will be close to budget and will be a significant improvement on the 2006/2007 financial year.



Section 428 (2) (c) State of the Environment Report

As a requirement of the Local Government Act 1993, Councils must submit an annual State of the Environment (SOE) Report within five months of the completion of the financial year. A comprehensive report is to be prepared every four years (within 12 months of the local government elections) and supplementary update reports are to be produced in the intervening years. The SOE Report is a monitoring and reporting tool that can be used to assist local government to make environmentally related decisions and recommendations. The report also provides yearly data and assessment of the progress of particular actions or outcomes.

This SOE Update Report is the third in a new format being pioneered by Hawkesbury City Council that seeks to present key information in a simple yet informative way. The Report is divided into two primary sections to separate Council's environmental outcomes from those of the wider local government area (LGA). Each section then describes the state of the environment under a number of specific categories, or themes. Each of these themes are presented in simple, one-page *Footprint Reports* that comprise five main components:

- Details of how performance is measured.
- A rating for performance of the LGA or Council on that issue.
- Quantified representation of the LGA's or Council's performance outcomes.
- A summary of the pressures facing the LGA or Council regarding the issue.
- A summary of Council's response to these pressures.

The report is heavily based on quantifiable performance data, which is drawn from environmental performance data collected and managed by Council. This data is maintained in as current a format as possible, and will be available to the public from mid 2009 when Council launches its *Live Environmental Footprint Portal*. The portal will contain all key outcomes data contained in this SOE Update Report, as well as links to a mass of secondary or supporting data. Much of the data in the Portal will be 'live'; that is, viewers will be able to see up to the minute performance for a range of issues.

Additionally, Hawkesbury City Council was awarded an Urban Sustainability Seed Funding grant of \$20,000 from the NSW Environmental Trust. Council used these funds to engage the Institute for Sustainable Futures- University of Technology Sydney (ISF), to assist with the preparation of a sustainability planning strategy.

The general aims of the project were to:

- Assess the current situation with regard to sustainability planning – including the identification of any gaps in Council's approach to addressing sustainability.
- Identify opportunities to integrate sustainability into Council's governance framework and planning processes.
- Embed the community's vision into council's approach to sustainability.
- Increase the understanding of and commitment to sustainability (as a holistic framework with environmental, social and economic dimensions) among Council staff and Councillors.
- Developing a strategic approach to sustainability, to guide and inform Council planning processes over the longer term.

To meet these general aims, ISF worked both independently and in collaboration with Council's City Planning Strategic Team to assess the current situation of Hawkesbury City Council, and to understand the sustainability challenges and opportunities that it faces.

Council staff requested that the final report have a targeted set of recommended strategies, for City Planning to implement (or influence other sections of council to implement), and that these recommendations reflect the priority issues identified by staff, be based on best practice, and provide practical suggestions for 'how to do this', including referencing existing models or examples from other Councils.

In Summary the report contains:

1. A series of **sustainability principles**. These are based on leading-edge thinking about sustainability, and can be used to guide the high-level strategic approach to sustainability at



Council. They should also function as a 'check' on planning and decision-making – in other words, when considering various options for action it is relevant to assess which option will most effectively implement these principles.

2. A number of **sustainability objectives** for Council to work towards.
3. Suggested **strategic directions** for Council. With reference to the sustainability principles and to the particular challenges and opportunities facing Council, a series of suggested directions is provided, that demonstrate a variety of approaches that Council might take in working towards the sustainability objectives.
4. A range of **implementation examples**. These are specific actions that could be taken under each of the strategic directions.

The preparation of a detailed Sustainability Strategy will require a significant amount of staff and monetary resources. The extent of resources required will depend on the form and focus that Council may wish to pursue. Currently there is no specific budget allocation for the preparation of a Hawkesbury City Council Sustainability Strategy. It is considered that the subject report is adequate to assist, in the short term, with the incorporation of sustainability principles into documents currently being reviewed or prepared.

It is not proposed to undertake the preparation of a full Sustainability Strategy for Council at the moment as this may be a significant cost, depending on the detail required. It is considered that the current report contains sufficient detail for Council to commence the implementation of sustainability principles into strategic planning. There may be some scope for further grant funding from the Department of Conservation and Climate Change or the NSW Environmental Trust. However, to qualify for this Council would be required to demonstrate a commitment to the incorporation of sustainability principles, and their implementation, into all of Council's planning and operations.

The final Report "Sustainability Planning for Hawkesbury City Council" was endorsed by Council at its meeting dated 8 May 2008, as a guide to inform Council's planning and strategy review.

Section 428 (2) (d) Condition of Public Works

Public Buildings

Report on the condition of public buildings as at 30 June 2008.

Council has 276 buildings including bus shelters, amenities buildings, community shops, children's centres, emergency service buildings, community centres, swimming centres, sports centres, single and multi-storey buildings. These buildings are distributed between the budget components shown below:

Budget Components	Number
Administration	2
Community Services and Education	20
Economic Activities	37
Housing and Community Amenities	33
Public Order and Safety	27
Recreation and Culture	123
Sewer	2
Transport and Communication	32
Total Buildings	276



The estimate for the amount of money required to bring the buildings up to a satisfactory standard over all budget components, including construction and maintenance is \$6,245,910.

Community Buildings

In 2007/2008 a sum of \$312,636.00 was spent on maintenance exclusive of overheads.

Administration Building

In 2007/2008 a sum of \$143,240.00 was spent on maintenance exclusive of overheads.



Public Roads

1. Sealed

There are currently 723.1 kms of sealed roads for which the Council is the responsible authority. This includes both urban (220.95 kms) and non urban (502.15 kms) roads.

The SMEC (Newcastle Road Inventory and Pavement Management System) produced by the Snowy Mountains Engineering Corporation has been implemented by Council.

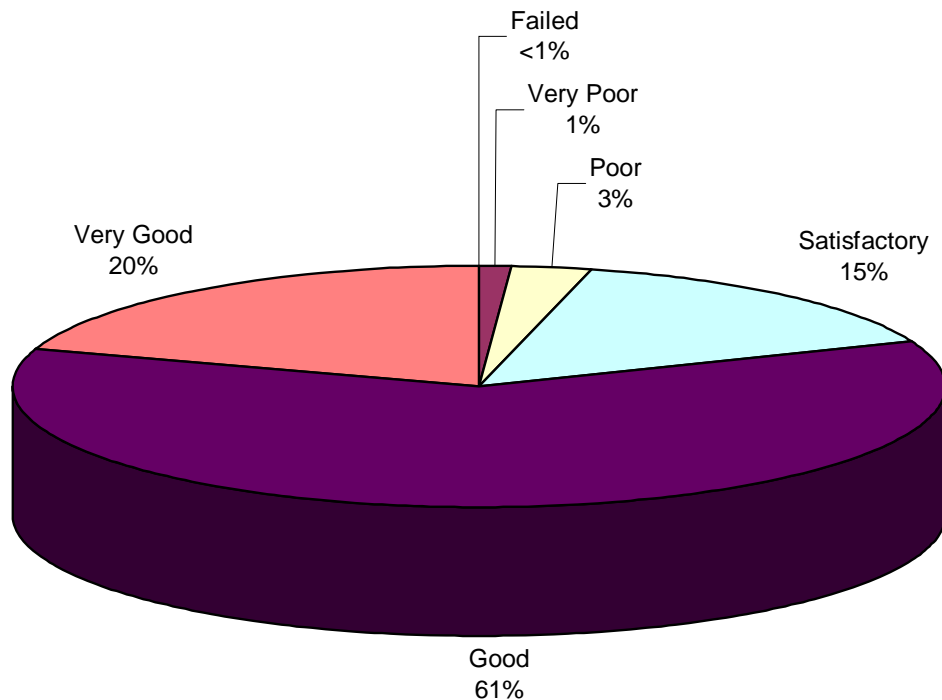
All sealed roads have been rated according to SMEC criteria and the pie chart shown below clearly identifies the condition of the road network. It can be seen that 4% of the sealed road network is within the range of failed to poor condition.

The estimated cost to bring these roads to a satisfactory standard is \$58 million. However, it is possible to extend the life of a percentage of these roads by the provision of a bitumen reseal. The annual expenses of maintaining the works at that standard is:

- Reseal approximately 10% of roads each year = \$1,450,000
- Reconstruct 5% of roads each year = \$11,900,000

Note: Reseals are based on a bitumen seal life of 10 years and pavement life of 20 years. The maintenance/rehabilitation expenditure for 2007/2008 for sealed roads was \$1,400,000.

Hawkesbury City Council
Sealed Road Network
SMEC PCI Pavement Condition Report
for the Year Ending 2007





2. Unsealed

There are approximately 306.91 kms of formed and gravel roads (local and regional). To keep gravel roads at a satisfactory performance level it is necessary to apply a gravel re-sheet to these roads approximately every three years. The expenditure required to bring the gravel roads up to a satisfactory standard is \$2.6 million.

The estimated annual expense required to maintain the gravel roads at a satisfactory level, including gravel re-sheeting one third of the gravel roads (102.3 km) every year, plus normal maintenance of the whole gravel system on an ongoing basis i.e. (306.91 km) \$1.8 million + \$1.08 = \$2.88 million. Maintenance expenditure for 2007/2008 for gravel roads was \$1.03 million.

Drainage

Environmental Management Stormwater

The Environmental Stormwater Management Program ceased in 2007/2008 as resolved by Council. Its primary objective was to reduce water pollution from stormwater runoff.

The adopted Storm Water Program will see the existing Gross Pollutant Traps kept in operation and maintained to continue to reduce pollution from entering waterways. The available budget for 2007/2008 was \$266,605.

The condition of the system varies from fair to very good. The estimated cost to bring the system to a satisfactory standard i.e: pipe 50% of remaining open channels is \$2.3 million.



The estimated cost of maintaining the drainage system at a satisfactory standard is \$220,000 per annum.

Maintenance expenditure on drainage during 2007/2008 was \$54,238.



Bridges

There are currently 46 concrete/steel bridges and 24 timber bridges throughout the City, varying in age and condition.

Council has adopted a bridge replacement priority schedule to replace the timber bridges, with an estimated replacement value of \$19.6 million. The estimated expenses of maintaining the bridges at a satisfactory level is \$220,000 per annum.

The maintenance expenditure on bridges in 2007/2008 was \$124,612.



Windsor Sewerage Scheme

Maintenance of the Windsor Sewerage Scheme incorporates works carried out in three areas of operation as follows:

1. Treatment plants
2. Pump stations and rising mains
3. Reticulation/carrier mains

1. Treatment Plants

McGraths Hill Sewerage Treatment Plant

The current plant has design capacity to serve around 9,500 people. Minor upgrading of the plant is carried out annually with the present condition of the plant considered to be good.

In 2007/2008 a sum of \$265,998 was spent on maintenance exclusive of overheads, power costs and effluent testing.

It is programmed for this sum to be varied as required to maintain the plant to a good standard.

South Windsor Sewerage Treatment Plant

The treatment plant has capacity to service 37,500 people.

In 2007/2008 a sum of \$700,751 was spent on maintenance at the plant exclusive of overheads, power costs and effluent testing.

2. Pump Stations and Rising Mains

The catchment is serviced by 19 major and 4 minor pump stations, which are all generally in good condition relative to their age. All stations operate with one duty and one standby pump, with the exception of 5 of the more recent stations which have been constructed with 2 standby pumps, including one station with backup power supply.

In 2007/2008 a sum of \$244,259 was spent on maintenance of the stations exclusive of overheads and power costs.

Council has undertaken an upgrade program modifying six major pump station electrical switchboards with SCADA alarm system. The remainder of pump stations are programmed to be upgraded with a new pump station SCADA monitoring and remote control system within the next 12 months.

The condition of the rising mains is generally good except for rising main "M" as it is considered slightly over design capacity with the continual increase in development within the catchment.

Two major upgrades were completed to Pump Stations in 2007/2008 year. Pump Station "G" now has increased storage capacity and Pump Station "P" now has 4 new "N" class pumps, new generator and the kiosk has been relocated to make way for improvement to access to the stations.



3. Reticulation/Carrier Mains

There exists in excess of 145km of reticulation/carrier mains throughout the catchments.

Recent close circuit television (CCTV) surveys in limited areas have revealed mains are generally in good condition, considering their age. Where inadequacies have been identified, the mains have been prioritised for rehabilitation and re-line works are carried out as required.

In an endeavour to ensure that the sewer reticulation system remains operational at all times, a system of backup safety measures have been introduced on an ongoing basis.

In 2007/2008 a sum of \$152,486 was spent on general maintenance.





Section 428 (2) (e) Summary of Legal Proceedings

Project No.	Project Name	Cost	Status
	Byrnes and Cunliffe - Mitchell Drive & Spinks Road	\$9,210	Land and Environment Court proceedings - Discontinued.
	Johnson Property Group -Pitt Town Development	\$49,755	Land and Environment Court proceedings - carrying out development without consent - Ongoing.
	Saliba-Orange Spot	\$12,899	Land and Environment Court proceedings - Court Orders issued in Council's favour. Awaiting Cost Assessment - Completed.
	Sammut - Old Stock Route Road	\$1,883	Land and Environment Court proceeding.
	VIS - Green's Road Lower Portland	\$47,751	Land and Environment Court proceeding - Appeal.
	Tinda - Singleton Road Colo Heights	\$2,760	Land and Environment Court proceedings - Court Orders issued.
	Bellbay - Jordan Ave, Glossodia	\$74,861	Land and Environment Court proceedings - Appeal against refusal of development application - Appeal upheld.
	Jarvie - Bells Line of Road	\$3,796	Land and Environment Court proceedings - Applicant bankrupt.
	Bruyan	(\$13,710)	Land and Environment Court proceedings - Court Orders Issued (Cost awarded to Council and \$15,295 recovered).
	N Diamond - FOI	\$6,763	Administrative Decision Tribunal - Appeal Council's decision - Matter withdrawn.
	RN & NR Tolsons - Management P/L	\$4,426	Local Court - Non compliance with development consent - Matter discontinued.
	Singh	\$1,370	Local Court prosecution - Development without consent - Finalised.
	Bebrovo Holdings P/L	\$19,842	Land and Environment Court proceedings - Development without consent - Matter discontinued.
	George Thompson	\$32,747	Local Court prosecution - Development without consent - Ongoing.
	Grahame Richardson	\$944	Local Court prosecution.
	Grewlan Investments P/L	\$60,339	Land and Environment Court and Supreme Court proceedings - Claim for compensation and order of permanent stay of proceedings. Awaiting cost recovery - Finalised.
	Watton	\$3,532	Land and Environment Court proceedings - Unauthorised activity - Ongoing.
	1867 P/L	(\$11,624)	Land and Environment Court proceedings - Unauthorised development. (Costs awarded to Council of \$14,779) - Finalised.
	Newson	\$2,620	Land and Environment Court proceedings - Permissibility of development - Discontinued.
Total		\$310,164	



Mayoral and Councillor Fees and Expenses

Section 428 (2) (f)

Mayoral fees	\$ 26,979
Councillor fees	\$179,242
Councillor expenses	\$ 94,993
Total	\$301,214

See separate attachment for Council's policy on the provision of facilities for use by Councillors and the payment of Councillor's expenses.

Section 428 (2) (r) and Clause 217 (1) (a) Overseas visits

No overseas visits were undertaken during 2007/2008 by Councillors, Council staff or other persons representing Council.

Section 428 (2) (r) and Clause 217 (1) (a1) (I to viii) Payment of Councillor Expenses

The total amount expended during 2007/2008 on the provision of Councillor facilities and the payment of Councillor expenses, including the above mentioned Mayoral and Councillor fees was \$301,214. This amount includes the following costs:

i.	Dedicated Office Equipment	\$10,113.36
ii.	Telephone Calls	\$11,823.00
iii.	Attendance at Conferences and Seminars	\$20,862.37
iv.	Training and Skill Development	Nil
v.	Interstate Visits	\$ 4,931.98
vi.	Overseas Visits	Nil
vii.	Expenses of Spouses, Partners or Accompanying Persons	Nil
viii.	Child Care	Nil



Conferences attended by Councillors 2007/2008

In line with this policy, the type and cost of conferences attended by Councillors is reported below. Total costs were \$25,794.35 being \$20,862.37 for Intrastate visits and \$4,931.98 for Interstate visits. No overseas visit was undertaken during 2007/2008.

Name of Conference	Date and Place	Councillor attended
New Ideas in Planning Forum	14 August 2007 Redfern, Sydney	Clr Rasmussen
Strategic Alliance Conference 2007	27 August 2007 Sydney	Clr Bassett
10 th International RiverSymposium*	3-6 September 2007 Brisbane, QLD	Clr Books
Australian Sister City Association, Annual Conference*	30 Sept – 3 October 2007 Darwin, NT	Clr Finch
Waste 2007 Conference	16-19 October, 2007 Coffs Harbour	Clr Porter Clr Devine
Local Government Association Annual Conference	20-24 October, 2007 Coffs Harbour	Clr Bassett Clr Finch Clr Devine Clr Wearne
Australian Public Sector Anti- Corruption Conference 2007	23-26 October, 2007 Sydney	Clr Rasmussen
National Economic Development Conference 2007	31 Oct – 1 November, 2007 Sydney	Clr Rasmussen
48 th Annual Floodplain Management Authorities Conference.	26-29 February, 2008 Wollongong	Clr Books Clr Devine Clr Porter Clr Wearne
Building & Financing Local Government & Community Infrastructure	12-13 March, 2008 Sydney	Clr Rasmussen
4 th Annual Australian Water Summit	29 April – 1 May, 2008 Sydney	Clr Rasmussen
WSROC Regional Conference Building a Sustainable Western Sydney by 2030	29 – 30 April, 2008 Penrith	Clr Bassett

* Interstate Visits

Section 428 (2) (g) Senior Staff

Under the provisions of the Local Government Act, Council has five 'senior staff' and their relevant annual remuneration levels are as follows:

Title	Remuneration
General Manager	\$212,000.00
Director of Infrastructure Services	\$190,000.00
Director of City Planning	\$175,000.00
Director of Support Services	\$170,000.00
TOTAL	\$747,000.00

Section 428 (2) (h) Major Contracts Awarded for amounts over \$150 000

The following contracts were awarded during the reporting period:

Construction and Maintenance

Name of Contractor	Nature of goods or services	Total Value
Bernipave Pty Ltd	Road Maintenance	\$1,583,177.82
Bewco Pty Ltd	Road Maintenance	\$141,108.87
Buckley's Plant Maintenance Pty Ltd	Plant Maintenance	\$195,156.00
DMH Civil Engineering Pty Ltd	Engineering	\$349,101.61
Downer EDI Works Pty Ltd	Paving, Asphalt, Bitumen	\$449,245.00
R & S Evans	Landscaping Supplies/Plant Hire	\$311,177.07
LJ Follington Constructions Pty Ltd	Plant Hire	\$836,705.55
Hanson Cnstruction Materials Pty Ltd	Road Materials	\$293,554.19
Hawkesbury Excavations Pty Ltd	Kerb & Guttering	\$544,224.14
Hawkesbury Ferry Services	Lower Portland Ferry	\$883,146.54
Hawkesbury Road Maintenance	Road Maintenance	\$91,724.50
J & M Landfill Pty Ltd	Gravel Road Maintenance	\$309,524.00
Maybury Marine Pty Ltd	Plant Hire	\$161,620.00
Nepean Concrete Industries Pty Ltd	Kerb & Guttering	\$233,859.30
Pioneer Road Services Pty Ltd	Road Mix	\$610,858.79
Savage Earthmoving	Roadworks	\$497,017.48
MD Schultz Excavations	Plant Hire	\$203,258.50
MJ & MD Skinner Earthmoving Pty Ltd	Roadworks	\$1,202,023.30
MJ & MD Skinner Earthmoving Pty Ltd	Construction of Cell	\$836,991.00
TOTAL		\$9,733,473.66

Professional Services

Name of Contractor	Nature of goods or services	Total Value
OHS Services Austarlia Pty Ltd Minerva Consulting Group	OHS Consulting	\$160,064.00



Pikes Lawyers	Legal Services	\$136,162.00
A R Walmsley & Co	Legal Services	\$183,682.00
United Independent Pools	Insurance Contribution	\$232,000.00
Westpool	Insurance Contributions	\$343,033.97
TOTAL		\$1,054,941.97

Waste Management

Name of Contractor	Nature of goods or services	Total Value
Nowra Chemical Manufacturers Pty Ltd	Chemicals	\$212,445.11
DMH Civil Engineering Pty Ltd	Cell 5	\$1,007,900
BO & JL Staples Pty Ltd	Sullage Collection	\$588,692.59
Transpacific Industrial Solutions Pty Ltd	Sullage Collection	\$1,557,616.68
Wide Bay Water Corporation	Sewer CCTV Inspections	\$120,615.00
TOTAL		\$3,487,269.38

Parks and Recreation

Name of Contractor	Nature of goods or services	Total Value
The Good Bush People	Bush Regeneration	\$294,281.50
Hawkesbury Sports Council	Contributions	\$854,015.82
Luhrmann Environment Management Pty Ltd	Mowing and Maintenance	\$38,572.60
YMCA of Sydney	Management of Oasis & Indoor Centre	\$172,323.45
Crystal Pools	Upgrade of Richmond Pool	\$451,667.00
TOTAL		\$1,810,860.37

Regulatory Services

Name of Contractor	Nature of goods or services	Total Value
Re-Gen Industries Pty Ltd	Green waste mulching	\$229,304.11
JJ Richards & Sons Pty Ltd Recycling	Recycling collection	\$1,366,962.13
TOTAL		\$1,596,266.24



Building Services

Name of Contractor	Nature of goods or services	Total Value
CMP Electrical (Australia) Pty Ltd	Electrical Work	\$174,646.51
Denning Constructions Pty Ltd	Hawkesbury Regional Museum	\$1,515,980.85
Optus	Telecommunications	\$28,485.55
Refurbishment Property Services Pty Ltd	Painting of various sites	\$244,924.90
	TOTAL	\$1,964,037.81

General

Name of Contractor	Nature of goods or services	Total Value
Alleasing Pty Ltd	Computer and other hardware leases	\$168,091.66
BP Australia Limited	Fuel	\$593,114.00
Caltex Australia	Fuel and Oil	\$243,150.91
Hawkesbury Valley Holden	Fleet vehicles purchased, repairs and parts	\$187,641.76
WSA Liverpool Pty Ltd	Fleet vehicles purchased	\$808,364.15
Technology One Ltd	Software	\$140,631.81
University of Western Sydney	Contributions	\$246,718.98
Windsor Toyota	Fleet vehicle purchases, parts and service	\$358,149.92
	TOTAL	\$2,745,863.19



Section 428 (2) (i) Bush Fire Hazard Reduction Programs

2007/2008 provided improved conditions for hazard reduction works in comparison to the previous year. Hazard reduction burns were carried out over an area of 15.5 hectares of public reserve on Bellbird Hill, Kurrajong Heights, an area of Greens Swamp at Sackville and an area to the east of Bowen Mountain. Mechanical hazard reduction was undertaken at Woodbury Reserve at Glossodia and hazard reduction through bush regeneration techniques at Yarramundi Reserve at Yarramundi.

Section 428 (2) (j) Multicultural Services

Before European Settlement in 1788 it was estimated that up to 3,000 Darug people lived in the Hawkesbury/Nepean Valley. The arrival of the First Fleet was followed by an outbreak of smallpox, and this, together with the dispersal and dispossession of the Darug people, decimated the indigenous population. In 1840 it was estimated that fewer than 300 Darug people were left alive - the District Returns of 1891 recorded 91 people of aboriginal descent living in the Hawkesbury.

The 2006 census figures indicate that 1,164 Aboriginal and Torres Strait Islanders live in the Hawkesbury (1.9% of the total population). The population of Indigenous Australians has grown by over 42% since 1991. While census figures indicate that the population of Aboriginal and Torres Strait Islanders has been steadily increasing, the population is probably yet to recover to its pre 1788 levels.

Over the last decade the number of residents who were born overseas has also increased. In 1991 there were 7,664 residents born overseas and this had increased to 11,548 in 2006.

The birthplace of the largest number of overseas born residents was England (almost 5% of the total population) followed by New Zealand, Malta and Germany.

The number of residents born in non-English speaking countries increased from 3,438 in 1991 to 3,579 in 2006 (5.9% of the total population). The major non-English speaking countries of birth for Hawkesbury residents were South - East Asia, Malta, Germany, Netherlands and Italy. There is no significant concentration of overseas-born residents from a particular non-English speaking country within the Hawkesbury. The largest group (from South - East Asia) makes up less than 1% of the population. Other emerging groups include India, Philippines, South Africa and China although numbers are still small compared to neighbouring areas.

The population of the Hawkesbury is ethnically diverse. However, there is no one group from a non-English speaking background that is significantly large in comparison to other groups. As a result, multicultural services within the Hawkesbury do not normally target a specific population group but provide a service for all overseas-born residents. Programs for residents from non-English speaking backgrounds and Indigenous Australians are generally delivered by regional agencies which are not located in the Hawkesbury but operate on an outreach basis. To better meet the needs of these residents, Council has collaborated with local community groups and regional agencies to develop a range of initiatives.

During the 2007/2008 Financial year the following initiatives were undertaken:

- In July 2007 Council contributed funds to support the staging of NAIDOC week celebrations in Richmond Park. The celebration promoted community awareness of the Indigenous history of the Hawkesbury and the contribution of the Darug people to its development.
- In recognition of NAIDOC Week, Council flew the Aboriginal and Torres Strait Islander flags and invited representatives of the indigenous community to an official launch of NAIDOC week celebrations at Council Chambers provided by the Mayor.
- Council continued to provide office space (rent free) to Nepean Migrant Access Inc. to enable the service to provide outreach programs to residents of the Hawkesbury. Council has also continued to support the delivery of multicultural activities and programs by community groups operating from Council facilities across the Hawkesbury.
- Council through Peppercorn Services Inc staged community activities and programs to promote awareness of cultural diversity - these include the South Windsor Bush Dance; 'holiday express'



program incorporating indigenous cultural awareness program and indigenous art exhibition and film day.

- Council contributed funds to the staging and hosting of Harmony Day activities.
- Council recognised the indigenous history of the Hawkesbury of naming exhibition spaces within the newly opened Hawkesbury Regional Museum after indigenous persons and clans (Comebeereet Booroo berongal).

Section 428 (2) (k) Work on Private Land

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

Section 428 (2) (l) Contributions/ Donations

The total amount contributed under Section 356 of the LGA 1993 during the financial year was \$89,886.

Section 428 (2) (m) Human Resources Activities

A statement of the human resource activities (such as training programs) undertaken by the Council during that year.

Within the core activities for Human Resources there has been ongoing and continued achievement of outcomes in the areas of recruitment and selection of staff; industrial relations and award interpretation; performance management and salary administration as well as training and development.

Recruitment and Selection

Recruitment and selection procedures are continually monitored by the Human Resources section to reflect changes in industrial relation requirements.

Recruitment and selection of quality staff within established policies and procedures as vacancies occur within the approved organisational establishment base.

Advertising; culling; interviewing and selection for 48 replacement positions were carried out during the 2007/2008 financial year.

Ongoing recruitment of casual staff for the library, records and companion animal shelter sections as well as seasonal workers for the swimming pool as required.

Staff Policies and Procedures

Operational Management Standards were developed and/or updated as necessary in line with Award and Legislative changes.

Industrial Relations and Award Interpretation

Council employees continue to be covered by the Notional Agreement Preserving the Local Government (State) Award 2004.

Council has continued to maintain harmonious relationships with the unions during this period.

Performance Management and Salary Administration

Probationary and annual performance reviews were carried out and salary systems maintained in line with award movements. Positions were reviewed and any significant changes were evaluated in line with changes in terms of responsibilities, accountabilities and duties.

Training & Development

The majority of staff underwent some form of skills or professional development training during 2007/2008



including in house; on the job and external courses with expenditure totalling \$113,275. This included fees; materials; travelling; accommodation and meal allowances but were exclusive of wages. The types of training included individual and corporate programs; individual skills development in a range of areas; as well as professional and personal development programs.

In addition other staff received financial assistance and special leave for study and examinations to support approved further tertiary education through evening college, TAFE or University studies to assist in their professional development.

OH & S Training

During 2007/2008 most staff underwent some form of Occupational Health & Safety Training involving internal and external courses with expenditure totalling \$49,032 including course fees, wages and sundry expenditure.



Section 428 (2) (n) Activities to Implement EEO Management Plan

A statement of the activities undertaken by the Council during that year to implement its equal employment opportunity management plan.

In line with this policy the following activities were carried out during 2007/2008 to maintain and support the existing EEO Management Plan:-

- Ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including work outside normal working hours; specific licences; special skills or experience are required.
- EEO Information included as part of the Induction Kit for new staff.

EEO Policy Statement

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

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

Council is committed to achieving the following EEO objectives:

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



Section 428 (2) (o) External Bodies Exercising Council Delegated Functions

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

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

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

Child Care Centres

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

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



Community/Neighbourhood Centres, Halls and Other Buildings

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

Committees	Facilities/Location
Bilpin District Hall Inc.	Bilpin Hall
Blaxlands Ridge Community Centre Management Committee.	Blaxlands Ridge Community Centre
Bligh Park Community Services.	Tiningi Community/Youth Centre Bligh Park Neighbourhood Centre
Bowen Mountain Management Committee.	Bowen Mountain Community Centre
Colo Heights Reserve Management Committee.	Horrie Elley Hall Colo Heights
Glossodia Community Information and Neighbourhood Centre Inc.	Glossodia Community Centre
Hawkesbury District Concert Band	Richmond Band Room
Maraylya Progress Association.	Maraylya Hall
McMahon Park Management Committee.	McMahon Park Community Pavilion
North Richmond Community Centre Inc.	North Richmond Community Centre North Richmond Youth Centre
Peppercorn Services Inc.	Hawkesbury Seniors Leisure and Learning Centre Peppercorn Place Disability and Aged Services Centre McGraths Hill Community Garage McGraths Hill Community Centre Richmond Family Centre South Windsor Family Centre 'Dungeon'
Richmond Community Services.	Richmond Neighbourhood Centre (Hall 1 & 2)
St Albans School of Arts Management Committee.	St Albans School of Arts Hall
Wilberforce School of Arts Inc.	Wilberforce School of Arts
Yarramundi Community Centre Committee.	Yarramundi Community Centre



Playing Fields and Parks

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

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

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

Other Programs

Care, control and management of certain programs and activities have been delegated to the following Management Committees:

- Community Planning Advisory Committee
- Hawkesbury Civics & Citizenship Committee
- Three Towns (and Agnes Banks) Sewerage Committee
- Hawkesbury Bicycle and Access Mobility Committee
- Cultural Infrastructure Project Committee
- Waste Management Advisory Committee
- Heritage Advisory Committee
- Floodplain Risk Management Advisory Committee

Hawkesbury River County Council

Controlling and suppressing of all declared noxious weeds has been delegated to Hawkesbury River County Council.

Indoor Stadium and Aquatic Centre

Care, control and management of the Hawkesbury Indoor Stadium and Hawkesbury Oasis Centre has been delegated to the YMCA of Sydney.



Section 428 (2) (p) Controlling Interest in Companies

Hawkesbury City Council did not hold a controlling interest in any company during the 2007/2008 financial year.

Section 428 (2) (q) Partnerships, Co-operatives & Joint Ventures

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

WSROC

Hawkesbury City Council in partnership with Auburn, Bankstown, Baulkham Hills, Blacktown, Holroyd, Fairfield, Penrith, Liverpool and Blue Mountains participates in Western Sydney Regional Organisation of Councils (WSROC).

WSROC's mission is to "secure through research, lobbying and the fostering of cooperation between Councils, a sustainable lifestyle for the people of Western Sydney and the provision of infrastructure and that no one should have to leave the region to have access to amenities, services and opportunities others in Urban Australia take for granted."

As part of Council's involvement in WSROC it participates in Joint Purchasing Agreements with other member councils resulting in savings in expenditure levels in those areas.

Westpool

Hawkesbury City Council is a member of Westpool, which is an insurance and risk management mutual, established in 1988 and consists of seven western Sydney Councils – Blacktown, Blue Mountains, Fairfield, Hawkesbury, Liverpool, Parramatta and Penrith City Councils.

This alliance provides opportunities for its members to self manage claims, to purchase a variety of insurance products and to share risk management strategies. Current public liability, professional indemnity, Councillors and officers, motor vehicle, industrial special risks, corporate travel, Group Personal Accident and Fidelity Guarantee insurances are purchased by Westpool. Due to the ability of this group to "bulk purchase" insurance it is considered that significant savings have been achieved in the level of premiums paid by the Council in comparison to potential premiums had Council approached the insurance market as a single entity. Workers compensation is managed independently under our Self Insurance License.

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

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

Hawkesbury River County Council

Through a partnership with Baulkham Hills Shire, Blacktown and Penrith City Councils, Hawkesbury has managed to reduce costs through the delegation of Hawkesbury River County Council to manage, control and suppress all declared noxious weeds on these areas of the River. This single purpose authority has responsibility for a combined area of 3,823 square kilometres and by forming of a larger



area, local government boundary problems are avoided.

Funds are provided by equal levies upon the four constituent councils with the State Government providing some grant funding. Resource sharing is achieved as resources are used over a larger area of operations. An outbreak of noxious weeds anywhere with the County Council's area means that all resources are brought to bear on the problem.

Management and operational plans are prepared for the County area and as such, the revenue is used to focus attention on required outcomes and is not restricted to purely parochial considerations.

Companion Animal Shelter

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

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



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

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

This arrangement has worked very well for all Council's concerned, and has saved infrastructure costs to Baulkham Hills and Penrith Councils, in setting up their own animal shelters.

Activities relating to compliance with the Companion Animals Act and Regulations

During the current reporting year Hawkesbury City Council has completed and lodged all pound data collection returns with the Department of Local Government (DLG) as required by the legislation, including data relating to dog attacks.

During this period Council has had an expenditure of \$732,570 and an income of \$489,918, which gives a net expense/loss to Council of \$242,652 for animal control in the 200/2008 financial year.

Council, during the reporting period, supervised several visits to its animal shelter by school groups, as well as accommodating students in the Animal Husbandry Course at Richmond TAFE from time to time with the lecturer.

Visits to schools in our area were also conducted utilising the PetPep program, which was funded by Council.

Council has an arrangement with a local vet in our area, who conducts reduced cost desexing to persons who purchase companion animals from our shelter in an effort to encourage the desexing of as many animals as possible. Council with the assistance of the Animal Welfare League and the Cat Society conducts reduced price desexing clinics throughout the year as well.

Reduced priced micro chipping days are also held three times per year and funded by Council. The customer during these clinics, only pays the cost of the chip itself.



Hawkesbury City Council proudly continues to achieve an 80% rehoming rate of companion animals that come through our facility. This achievement is only possible because of its own dedicated staff, and the continued association with, and the help from, the animal welfare organisations in our local area, as well as the rest of NSW and other states within Australia.

Council provides an off leash area in a central location in the city known as "Pool Park" in South Windsor. Consideration is currently being given to creating more facilities of this kind in the next financial year.

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

Hawkesbury Sister City Association – International Sister Cities

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

The Sister City Program is managed by Council Officers in conjunction with the Hawkesbury Sister City Association, which was established in 1984 by the then Hawkesbury Shire Council, President Bruce Brown. The Hawkesbury Sister City Association largely undertakes the activities of the program managing the community exchanges on behalf of Council. Council undertakes the civic exchanges.

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

The Hawkesbury Sister City Association undertakes student cultural exchanges on an annual basis and adult cultural exchanges on a demand basis. Annual student exchange visits take place in December for Temple City and May for KyoTamba. Six Year 9 or Year 10 students are selected to visit each sister city. Reciprocal exchange students from the sister cities visit the Hawkesbury area at the same time in July and August each year. Students and their families fund the exchange visits with the Hawkesbury Sister City Association funding related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

Since 1988 about 190 Hawkesbury exchange students have visited KyoTamba and since 2000 about 48 Hawkesbury exchange students have visited Temple City.

Many lasting friendships have been formed between the students (and families) and adults who have participated in the cultural exchanges; and between the sister city associations that support each of the council's sister city programs.

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

Hawkesbury /Lithgow Tourism Alliance

Hawkesbury and Lithgow Councils formed a tourism alliance in November 2004 to develop the tourism and travelling potential between the two areas. The partnership primarily provides an avenue for the councils to work together through their tourism programs and Visitor Information Centres to promote their areas (and to encourage tourism product development, particularly around botany and food). This includes reciprocal promotional and joint branding activities and projects like the Botanist's Way project with other key players. The Alliance is centred around the Bells Line of Road which connects the areas.

Bells Line of Road is also part of a broader travelling network which is promoted and marketed as a regional tourism product being the Greater Blue Mountains DRIVE. The DRIVE is based on the Greater Blue Mountains World Heritage Area. Alliance initiatives are progressively undertaken with stakeholders and interested parties.



Western Sydney Business Connection

Hawkesbury City Council is a member of Western Sydney Business Connection. It is an association that aims to connect business in Western Sydney through business promotion, networking and regional development. Western Sydney Business Connection has been around for about 25 years and its affiliated organisations are: Sydney West Marketing; The Asia Business Connection; Connection X (future business leaders). It also promotes arts in the West. It has around 75,000 members from across the Greater Western Sydney region.

Western Sydney Business Connection conducts more than 25 member events a year. Councillors, Council Officers and invited local businesses attended some Western Sydney Connection activities during the year to promote the area and to hear about key business matters and happenings.

The Connection's objectives are:

1. To serve as a networking centre for our members and to develop their business connection opportunities.
2. To provide resources, research and communications channels for our members prosperity and growth.
3. To promote economic growth, viability and livability in Western Sydney.
4. To ensure The Connection remains a prosperous and desirable not-for-profit organisation dedicated to servicing its members".

WSROC Training And Employment Inc.

Council, along with seven other adjoining Councils, operate a "not for profit" separately incorporated company which currently employs 150 apprentices who are distributed through a number of trades in both local government and local industry. The company, trading as WSROC Training and Employment Inc., also operates a new apprenticeship centre.

Stormwater Partnership

Council is part of a collaborative including UWS, Sydney Water and industrial groups which formulated a stormwater drainage reuse facility for a large catchment within Richmond. Council participates in the ongoing operation and maintenance of that program which provides both environmental improvement through the treatment of stormwater as well as an educational component of environmental sustainability. Council is also a partner with UWS and Industry Groups in Co-operative Research Centre (CRC) for irrigation futures.

Right Connections - Early Intervention for Children's Services

Hawkesbury City Council is the lead agency for Right Connections - a Coalition of organisations providing Early Intervention Child and Family Services within the Hawkesbury Local Government Area.

The Coalition has work collaboratively to develop and implement a plan to improve services for vulnerable families. The Coalition has secured funds to establish the Brighter Futures Early Intervention Program to complement the existing early intervention and family support services operated by Coalition partners.

Peppercorn Services

Hawkesbury City Council continued to work in partnership with Peppercorn Services Inc to operate community transport services and manage community facilities which are used to provide services to older people and people with disabilities. This partnership has also secured funding for a Transition to Work program for people with disabilities, a Centre-Based Meals Service for isolated older people and a Supported Employment Service for People with Disabilities. The Bendigo Bank, North Richmond also provided funds to enable PS Inc. to purchase a vehicle for medical transport services.



Lower Portland Ferry Service

Council has an alliance with Baulkham Hills Shire Council for the daily operation of the Lower Portland Ferry Service.

Section 428 (2) (r) Additional Information by Regulations

Pricing requirements have been applied by Council to each Category 1 business. For figures regarding the Category 1 business, please see separate Financial Report.

Rates and Charges

Rates and charges written off for the period 2007/2008 were \$24,096

Pensioner Rebates funded by Council: \$522,914

Pensioner Rebates funded by State Govt: \$399,177

Total Pensioner Concessions: \$922,091

Activities - Needs of Children and Young People.

Population data for 2006 indicates that the Hawkesbury has a relatively young population - just over 18% of the population being under the age of 11, and 18.5% between the ages of 12 and 24. To respond to the needs of children and young people, Council has continued to actively encourage the participation of the community in the delivery of a range of children's and youth services.





Council supports a range of community based child care services, including six Long Day Care Centres, four Pre-Schools, five Before and After School Care Programs, and seven Vacation Care Programs, by providing accommodation, facilities and management support to Incorporated Associations to operate these children services.

Two of these services operate as mobile childcare units to provide children's services to isolated and remote areas. Council also directly manages a Family Day Care Program, an Occasional Care Program, a Mobile Pre-School Program based at Forgotten Valley and the Hawkesbury Family Co-op (a support service for vulnerable families).

During the 2007/2008 Financial Year the following initiatives were undertaken:

- Council continued to support and expand the range of programs and child care services for children aged between 0 and 12 through the Children's Services Program.
- Council continued to receive funding from the Ministry of Transport to operate a Youth Transport Project to provide flexible transport services for young people, particularly for young people in outlying localities within the local government area.
- Council continued to support to operate the skate parks at Clarendon and North Richmond.
- Council continued to provide dedicated library, recreation, road safety and cultural services and initiatives for children.
- A full list of achievements in relation to services for children and young people is highlighted in full in this Annual Report.
- Maintained an early intervention service for vulnerable families through funding received under the NSW Government's Brighter Future Program.
- Established Centre Based Meals.
- Supported Employment Group.
- Refurbished Dungeon and Band Room to create venue for Cultural activities.

Access And Equity Activity Summary

Hawkesbury City Council is committed to implementing an annual community planning cycle to inform Council about the diverse needs of its community when formulating its annual Management Plan.

Council produced its first Social Plan in 2001 and has since then reported annually on the programs, works and activities it has undertaken to improve the quality of life of all Hawkesbury residents.

In 2004 Council reviewed its community planning cycle and has now commenced the development of a more strategic social planning cycle to address the longer-term needs of the community over the next five years.

As part of this process Hawkesbury City Council has completed extensive consultation with the community and has developed key social planning documents to provide a framework for the development of a more strategic approach to community planning. The information from these documents will assist council in integrating and planning for the future needs of all Hawkesbury residents.

The three 'core' planning documents that Council produces are:

The Hawkesbury Social Atlas 2003

A comprehensive demographic profile of the people who live in the Hawkesbury and their economic and social circumstances.

Under the NSW Local Government (General) Regulation 1999, all NSW Local Government Councils are required to develop a community profile as a key component of the social planning process. The Social Atlas contains maps illustrating a range of social, demographic and economic characteristics of the population of the Hawkesbury. Information contained in the Social Atlas is primarily obtained from the 2001 Census information released by the Australian Bureau of Statistics (ABS).



The Hawkesbury Community Survey 2004

A summary of the outcomes of the Hawkesbury Household Survey and consultations with different population groups.

Council commissioned a random household survey of 3,000 households as part of the process for developing the next stage of Council's community planning cycle. The Hawkesbury Community Survey 2004 documents the views of residents about issues facing the Hawkesbury and community needs, which may need to be addressed over the coming five years.

The Hawkesbury Community Plan 2005

A plan of action to address the needs of Hawkesbury residents and an audit of Council's expenditure on 'quality of life' programs.

The Hawkesbury Community Plan identifies the key issues that have been identified through consultation to improve the 'quality of life' of all residents in the Hawkesbury.

The Community Planning Committee

Council has established the Community Planning Committee to assist Council in identifying and planning for the access and equity issues facing the Hawkesbury Local Government area. The Community Planning Committee will have a strategic role in providing advice in the identification of community and social indicators measuring the quality of life of residents of the City of Hawkesbury.

A Community Planning Cycle

To meet the requirement of the NSW Local Government (General) Regulation 1999 Council will use the information from the Hawkesbury Community Plan as a template for identifying annual priorities in its community planning cycle.

In this way, the Hawkesbury Social Plan will provide information to develop the programs, works and activities that Council will be implementing in future years to maintain and improve the quality of life of the community. Council will report on its progress in responding to the concerns and needs of residents in future management plans and Annual Reports.

The Hawkesbury Community Planning Cycle identifies future equity and access initiatives that Council is undertaking to improve the quality of life of all Hawkesbury residents.

An equity and access activity is an activity, which assists Council to:

- Promote fairness in the distribution of resources;
- recognises and promotes peoples rights and responsibilities, and enables them to participate and be consulted about decisions which affect their lives; and
- provides opportunities for all people, regardless of their personal circumstances, to access their rights and entitlements.

For more information and/or copies of the key social planning documents go to Council's website - www.hawkesbury.nsw.gov.au or contact Michael Laing, Strategic (Community) Planner at Council on (02) 4560 4437.

A comprehensive review of Council's achievements in relation to access and equity activities identified in the 2007/2008 Management Plan and The Hawkesbury Social Plan is detailed and outlined below:



Access and Equity Actions for 2007/2008 (by key areas)

Objectives identified for all Directorates that arise from the Hawkesbury Social Plan 2005 - 2010.

TRANSPORT & ACCESS

Strategic Objective	Directorate	Strategic Action	Indicator	Status at 30/6/08
In conjunction with State authorities - identified priority improvements to roads and transport systems for general community (GC).	Infrastructure Services	Apply for grants from State and Federal authorities.	10% of grants received	Grants received
Develop a disability action plan in conjunction with key stakeholders (that identifies gaps in services + facilities for people with a disability and access to public places)	City Planning	<ul style="list-style-type: none"> Establish cross-functional steering committee to identify outcomes and objectives for planning brief to develop city-wide mobility plan. 	<ul style="list-style-type: none"> Steering Committee established 	Achieved
		<ul style="list-style-type: none"> Investigate options for contracting consultant to prepare city-wide mobility plan. Consultant engaged (subject to availability of funding). 	<ul style="list-style-type: none"> Options identified Consultant engaged 	Not achieved
		<ul style="list-style-type: none"> City-wide Mobility Plan received. 	<ul style="list-style-type: none"> Plan finalised and reported to Council 	Incomplete
In conjunction with key stakeholders, maximise the number of accessible vehicles available for people with a disability and older people	City Planning	No strategies identified for 2007/2008.		
Provide support & access to services for older people to the District Seniors Citizens Centre	City Planning	<ul style="list-style-type: none"> In conjunction with Peppercorn Services Inc. establish centre-based meal service. Investigate options for expansion of community facilities for older people. 	<ul style="list-style-type: none"> Funding secured and service established Options identified 	<p>Complete</p> <p>Stakeholders surveyed</p>

Strategic Objective	Directorate	Strategic Action	Indicator	Status at 30/6/08
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Provision of transport services for isolated Indigenous communities, Culturally & Linguistically Diverse (CALD) people, and young people (to access to services and facilities)	City Planning	<ul style="list-style-type: none"> ▪ In conjunction with Peppercorn Services Inc. develop and implement flexible and response transport service models (based on findings or youth transport research project). ▪ Obtain external grant funding to expand range of services provided for isolated residents. 	<ul style="list-style-type: none"> ▪ New service models established ▪ Level of external investments sources for new programs 	Commenced but incomplete Achieved. Grant received \$140,000
In conjunction with State authorities - maintain and upgrade major and arterial roads	Infrastructure Services	Lobby State Authorities for continuous improvements.	Success of lobbying	Lobbying ongoing
In conjunction with key stakeholders develop an integrated transport system for people with disabilities , and older people	City Planning	No strategies identified for 2007/2008.		



INFORMATION & EDUCATION

Strategic Objective	Directorate	Strategic Action	Indicator	Status at 30/6/08
Community education on anti-discrimination and homophobia to assist Gay, Lesbian, Bisexual and Transgender (GLBT) people, and information on services available/increase to services.	City Planning	<ul style="list-style-type: none"> ▪ Identify pool of funds and in-kind resources to be made available to external agencies to support anti-discrimination and anti-homophobia community education projects. 	<ul style="list-style-type: none"> ▪ Funds available to contribute to community education projects 	Community Sponsorship Program Funds available
Link with key disability projects to maximise training opportunities for people with a disability	City Planning	<ul style="list-style-type: none"> ▪ In conjunction with Peppercorn Services Inc. expand Transition to Work and Supported Employment Services for people with disabilities. 	<ul style="list-style-type: none"> ▪ TTW service expanded (additional clients) ▪ Supported Employment Service established 	<p>Achieved</p> <p>Achieved</p>
Improve educational + training opportunities for men (support workers) women (affordable + accredited), and homeless people (post crisis)	City Planning	<ul style="list-style-type: none"> ▪ No strategies identified for 2007/2008. 	<ul style="list-style-type: none"> ▪ Nil 	<ul style="list-style-type: none"> ▪ Nil



ECONOMIC DEVELOPMENT

Strategic Objective	Directorate	Strategic Action	Indicator	Status at 30/6/08
Increase in the number and variety of shops for young people .	General Manager	Promote the opportunity this sector of the market presents to business.	<ul style="list-style-type: none"> Business increases respond to market need and new groups 	Monitoring trends
Generate more local employment (for GC)	General Manager	Promote local area as place to locate new business and encourage larger local business to increase numbers.	<ul style="list-style-type: none"> Employ agencies report employer demand for staff or new take ups 	Monitoring trends
Increase local business to fill empty shops (GC)	General Manager	Promote local area as a place to locate new business (existing centres).	<ul style="list-style-type: none"> Landowners, REA report sales Lower vacancy rates over period 	Local area promoted
The future of Richmond RAAF Base (GC)	City Planning	Access DoD RAAF Richmond Base study when received in 2007.	<ul style="list-style-type: none"> Report to Council including Council position 	Report distributed to Councillors.
Maintain agricultural as a viable industry (GC)	General Manager	Monitor issues that influence sector; promote relevant lands for use by sector.	<ul style="list-style-type: none"> Ongoing monitoring sector opportunities/benefits provided 	Sector monitored and supported.
Increase employment opportunities and strategies to access employment for young people, women, CALD people, + Indigenous Australians	General Manager	Promote/contact agencies that provide said programs and advocate local area.	<ul style="list-style-type: none"> Contact made Area part of programs 	Incomplete
Link to local businesses to develop a 'transitions to work' program for people with a disability (including early school leavers)	City Planning	Contact agencies that provide said programs and advocate local area and key local employers.	<ul style="list-style-type: none"> Contact made Area part of programs 	Incomplete
Managing urban/rural subdivision and its impacts on the character of the Hawkesbury (GC)	City Planning	Application of Amendment 108 to Hawkesbury Local Environmental Plan 1989.	Consistent application of Amendment 108	Ongoing

PUBLIC HEALTH



Strategic Objective	Directorate	Strategic Action	Indicator	Status At 30/6/08
Plan for services to meet the health and recreational needs of older people	City Planning Infrastructure Services	<ul style="list-style-type: none"> Provide foot paving and other street amenities for older people (within budget constraints). Obtain external grant funding to expand range of services provided from Senior Citizens Centre (in line with outcomes of Seniors Survey). 	<ul style="list-style-type: none"> Facilities provided Level of external investments sources for new programs 	July 2008 Applications lodged Incomplete June 2007
In conjunction with key stakeholders increase funding for health services for older people	City Planning	Obtain external grant funding to expand range of health services provided from Senior Citizens Centre (in line with outcomes of Seniors Survey).	<ul style="list-style-type: none"> Level of external investments sources for new programs 	Unsuccessful application
Increased funding and health services + programs for men, CALD people, Indigenous Australians, and women (particularly young women + outreach services)	City Planning	Identify options and apply for funding to centre-based meals program for indigenous residents at South Windsor.	<ul style="list-style-type: none"> Funding secured and service established 	Not achieved - no fund available
Funding for men's services parenting, support groups, mental health, and healthy relationships/DV (for young men)	City Planning	In conjunction with Nepean Family Choices early Intervention program investigate options to establish special parenting support programs for fathers.	<ul style="list-style-type: none"> Programs established 	Achieved
Improve waste water collection and treatment services (GC) - particularly for areas on septic systems.	Infrastructure Services	Develop and implement strategies to facilitate earliest provision of sewer services to unsewered areas -3 Towns.	<ul style="list-style-type: none"> Strategies adopted by Council 	Ongoing



ENVIRONMENT

Strategic Objective	Directorate	Strategic Action	Indicator	Status At 30/6/08
Involve young people in strategies to address issues of pollution, litter, and illegal graffiti	City Planning	<ul style="list-style-type: none"> No strategies identified for 2006/2007. 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil
Improve water quality of the Hawkesbury River (+ other waterways)- GC	Infrastructure Services	<ul style="list-style-type: none"> Minimise gross pollutants and nutrients discharged to waterways. End of treatment - GPT's. Water Quality monitoring. Maintenance and operation of sewer system to meet EPA requirements. 	<ul style="list-style-type: none"> Quantity of material removed Water quality improvement overtime & community support - meeting EPA Licence requirements 	Materials removed and water quality improved to meet EPA and Licence requirements.
Involve young people, women, Indigenous Australians , and CALD communities in strategies to improve the health of the Hawkesbury River	Infrastructure Services	Community behaviour change through education in relation to stormwater and environment harm.	<ul style="list-style-type: none"> Water quality improvement overtime & community support 	Ongoing
Involve the Indigenous community in the protection of local cultural areas	Support Services	<ul style="list-style-type: none"> Investigate options to source funds to employ Curator - Aboriginal Collections and Interpretation. Incorporate aboriginal-white contact history and interactions within Regional Museum exhibition. Explore feasibility of retaining cultural artefacts excavated from Regional Museum site. 	<ul style="list-style-type: none"> Options investigated Elements incorporated Feasibility Study completed 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>



ACCOMMODATION & HOUSING

Strategic Objective	Directorate	Strategic Action	Indicator	Status At 30/6/08
Programs and increased services for people + families who are homeless in conjunction with key stakeholders (including: D.V. , crisis and exit housing, pet support, and cross service strategies)	City Planning	<ul style="list-style-type: none"> Support applications for funding from community groups. Obtain external grant funding to expand services for homeless people. 	<ul style="list-style-type: none"> Letters of Support provided Level of external investments sources for new programs 	Applications and Programs supported
Accessible and affordable housing options for Indigenous Australians, young people , and homeless families	City Planning	<ul style="list-style-type: none"> Support applications for funding from community groups. Obtain external grant funding to expand services for homeless people. 	<ul style="list-style-type: none"> Letters of Support provided Level of external investments sources for new program 	Applications and programs supported

COMMUNITY SAFETY

Strategic Objective	Directorate	Strategic Action	Indicator	Status At 30/6/08
Respond to crime and public safety issues (GC)	City Planning	Liase with NSW Attorney General's Department to investigate options for updating Crime Prevention Plan and seek funding for crime prevention initiatives.	<ul style="list-style-type: none"> Crime Prevention Plan updated. Application for funding lodged. 	<ul style="list-style-type: none"> Ongoing strategies identified February 2008
Support programs that foster a sense of safety + well-being for older people and CALD people	City Planning	No strategies identified for 2007/2008	Nil	Nil



Competitive Neutrality Complaints

Within Hawkesbury City Council two Category 1 businesses have been identified. The Category 1 businesses are as follows:

- Sewerage Services.
- Hawkesbury Leisure Centres.

Under the auspice of National Competition Policy the NSW Department of Local Government has issued three sets of guidelines to satisfy a commitment made by the Government in the Policy Statement on the Application of National Competition Policy to Local Government. These three guidelines are concerned with improving the efficiency of Local Government and address the following issues:

- Competitive tendering.
- Pricing and costing of Council activities.
- Complaints management practices for competitive neutrality.

Hawkesbury City Council has complied with the principal requirements of these provisions through the implementation of policies and actions as discussed below.

Competitive Tendering

Competitive tendering is the calling of tenders by Council. Council then makes its decision based on the tender bids about who will provide the service.

The competitive tendering guidelines state explicitly that competitive tendering is not compulsory either as part of competition policy or otherwise. The guidelines recognise that, although competitive tendering can be used to achieve greater efficiency, there is no guarantee of this outcome. Advocated as alternative means of improving efficiency are workplace reform, bench marking, quality management systems and introduction of improved performance measures.

Hawkesbury City Council has, over several years, restricted the growth of employees and hired contractors to provide a wide range of Council services. By doing this Council has capitalised on the competitive prices offered in the market place.

Pricing and Costing

Pricing and costing guidelines have been issued which require councils to develop a separate internal reporting framework for council business activities. Council business activities are classified as either Category 1 businesses (>\$2,000,000 annual turnover) or Category 2 businesses (<\$2,000,000 annual turnover).

For figures regarding performance and financial position by business activities, please see Financial Statements in separate report.

One of the core elements of the pricing and costing guidelines is the requirement for Councils to include private sector pricing factors within its pricing policy. This seeks to place private and public competitors on a more equal footing in the market. The pricing factors that are identified under competition policy are taxation equivalent payments, debt guarantee fees and rates of return on capital invested. Each of the additional costs has been applied in an approximated manner to the Category 1 business activities as identified by Hawkesbury City Council.

A community service obligation may exist for Council's business activities after the inclusion of tax equivalents and other notional costs.

This is allowable under competition policy guidelines where Council chooses to subsidise any business that it considers will not recover costs on a commercial basis. In the case of Sewerage Services, legal requirements prevent the transfer of any profits to Council's general fund, hence prices are set to recoup costs only.



Complaints Management

A policy document was prepared by Council regarding the handling of competitive neutrality complaints and was implemented prior to 30 June 1998.

The document details such information as:

- What is a competitive neutrality complaint?
- Time limits for responding to such complaints.
- Registration of complaints.
- Review of complaints.
- Actions required.
- Remedies.
- Responses.

No Competitive Neutrality Complaints were received by Council during the 2007/2008 year.

Freedom of Information

Contact Arrangements

Requests under the Freedom of Information Act for access to documents should be accompanied by the prescribed application fee and directed in writing to:

The Freedom of Information Co-ordinator
Hawkesbury City Council
PO Box 146
WINDSOR NSW 2756

Enquiries may be directed to:

The Freedom of Information Co-ordinator by telephoning (02) 4560 4444 during office hours or by facsimile on (02) 4560 4400. Office hours are Monday to Friday 8.30am to 5pm.

Statement Of Affairs

Hawkesbury City Council functions in accordance with the provisions of the Local Government Act 1993 and ancillary legislation. The organisation is based around the General Manager and three Divisions. The principal functions of each of these areas are:

General Manager

The General Manager's office includes executive service support for the Councillors and oversees the overall management of the Council administration. It also has the direct reports from the Corporate Communication Section (which deals with media, publications, internal and external communication, civic programs and events); the Human Resources Section (which caters for all recruitment and selection, training, industrial relations and performance management issues); the Risk Management Section (which deals with Council's various insurances, OH&S matters, workers compensation and risk related matters) and deals with organisational strategic activities and relationships.



City Planning

The City Planning Division comprises of a multi disciplinary team incorporating strategic planning, development control, building control, customer services, regulatory services, community services, the strategic development of the Cultural Precinct and waste collection.

The Division is responsible for the production of the key strategic documents for Council, including the State of Environment Report, Local Environmental Plans, Development Control Plans, Contribution Plans, Cultural Plan, Social Plan (including the Social Atlas, Community Survey and Community Plan), Management Plan, Infrastructure Strategy and Annual Report. The Division is also responsible for the assessment of development applications, building compliance and certification and heritage conservation matters.

City Planning is responsible for a number of Council Committees including the Floodplain Risk Management Committee, Heritage Advisory Committee, Community Planning Committee, Waste Management Advisory Committee, Cultural Precinct Advisory Committee and the Bicycle and Access Mobility Committee.

Infrastructure Services

Civil maintenance and construction including roads, bridges and drainage, building construction and maintenance, plant and ferry management, flood mitigation, parks construction and maintenance, survey and design and the operation of swimming centres, sewerage and waste.

Support Services

The Support Services Division comprises the Financial Services, Corporate Services and Governance, Information Services, and Cultural Services Branches of Council. The Division also deals with the provision of legal services to Council.

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

The Cultural Services Branch includes the Hawkesbury Central Library, Hawkesbury Regional Gallery, Hawkesbury Regional Museum in Windsor and Richmond Branch Library - altogether making up the 'Cultural Precinct' - as well as the Visitors Information Centre at Clarendon.

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

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

Hawkesbury City Council in exercising its powers conferred by the Local Government Act 1993 and ancillary legislation including the Roads Act 1993 and Environmental Planning and Assessment Act 1979, has a wide ranging effect on members of the public through the provision of the services detailed above. These services can affect the quality of life for the residents and ratepayers whilst the various regulatory functions such as the consideration of development applications and construction certificates, building applications and traffic management provide examples of the additional impact of the built environment of the City.

Access To Information

The Council takes great care to maintain and manage records that include Microfiche, Hard Copy



Files/Documents and Electronic Records. Emphasising the importance of this, the Council employees dedicated staff to manage records effectively.

Council's computerised records management system ensures that all records are well managed and retained over specified periods of time in accordance with the Local Government Act 1993 and State Records Act 1998. All Council's business documentation is entered into this system and distributed to the appropriate area for action, thus allowing the Council to respond faster to correspondence/requests. In addition, paper documentation is kept on site and at the Government Records Repository at Kingswood.

The Public may request the Council for access to its records. Dependent upon the request, prescribed fees payable under the terms of the Freedom of Information Act and copying charges under Section 12 of the Local Government Act, may be applied.

Policy For Access To Information

Introduction

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

All requests will be processed promptly and in accordance with the relevant legislation.

Statutory Access to Council Documents

Requests to access documents may be made under the Freedom of Information Act 1989 or the Local Government Act 1993.

It is pointed out that Section 12(6) of the Local Government Act 1993 provides that:

"The Council must allow inspection of its other documents (other than the documents freely available under Section 12(1)) free of charge unless in the case of a particular document, it is satisfied that allowing inspection of the document would, on balance, be contrary to the public interest."

The following documents are available under Section 12(1) of the Local Government Act 1993, free of charge:

- Code of conduct
- Code of meeting practice
- Annual report
- Annual financial reports
- Auditor's report
- Management plan
- EEO management plan
- Payment of expenses and provision of facilities to councillors policy
- Land register
- Register of investments
- Returns of the interests of councillors, designated persons and delegates
- Returns as to candidates' campaign donations
- Agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)



- Minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Any Codes referred to in the Local Government Act 1993
- Register of delegations
- Annual reports of bodies exercising delegated Council functions
- Applications under Part 1 of Chapter 7 of the Local Government Act 1993 for approval to erect a building, and associated documents, subject to restrictions outline in Section 12(1A) of the Act
- Development applications (within the meaning of the Environmental Planning and Assessment Act 1979) and associated documents, subject to restrictions outline in Section 12(1A) of the Act
- Local policies adopted by the Council concerning approvals and orders
- Records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- Records of building certificates under the Environmental Planning and Assessment Act 1979
- Plans of land proposed to be compulsorily acquired by the Council
- Leases and licences for use of public land classified as community land
- Plans of management for community land
- Environmental planning instruments, development control plans and contributions plans made under the Environmental Planning and Assessment Act 1979 applying to land within the Council's area
- The statement of affairs, the summary of affairs and the register of policy documents required under the Freedom of Information Act 1989
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the Local Government Act 1993
- The register of graffiti removal work kept in accordance with Section 67C of the Local Government Act 1993



Processing Applications for Access to Information

Access to documents other than those listed as freely available under Section 12(1) of the Act, are provided in accordance with Section 12(6) of the Act rather than under Freedom of Information legislation. No fees are payable for viewing the documents, however, copying charges as detailed in the Revenue Pricing Policy - Fees and Charges Schedule, may be applied.

Requests to view other documents will be approved unless:

- (a) Granting public access is prohibited under relevant legislation; or
- (b) The General Manager or Public Officer (or other delegated staff member) believe granting access to a particular document is contrary to the public interest; or
- (c) If in the case of a complainant's name and contact details:
 - (i) The information has not previously been made public; and
 - (ii) In the opinion of Council's General Manager, Public Officer or his/her delegate;
 - it is clear that the life or physical safety of the complainant could reasonably be expected to be endangered if such information was released or;
 - there are facts in relation to the complainant other than the mere fact that a particular person has made a complaint which would amount to an unreasonable disclosure of information concerning personal matters;
 - release of these details would be contrary to the public interest.

When requesting access to documents not listed in Section 12 of the Local Government Act 1993, customers will be requested to complete a request form.

If access to a document or any information is restricted:

- the customer will be given written reasons for the restriction;
- the details of the restriction will be reported to a Council meeting and will be publicly available;
- Council will review the restriction under Section 12(A) of the Local Government Act 1993.

Conclusion

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

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

As a result, all applications for access of information since February 2000, are handled in accordance with the provisions of Section 12 of the Local Government Act 1993 in preference to the Freedom of Information Act 1989.



Annual Statistical Reports

Details regarding numbers of new FOI requests - Information relating to numbers of new FOI requests received, those processed and those incomplete from the previous period is contained in the following table:

Part A

FOI Requests	Personal	Other	Total
A1 New (including transferred in)	3	5	8
A2 Brought forward	-	-	-
A3 Total to be processed	3	5	8
A4 Completed	3	4	7
A5 Transferred out	-	-	-
A6 Withdrawn	-	-	-
A7 Total processed	3	4	7
Unfinished (carried forward)	-	1	1

Part B

What happened to completed requests? (Completed requests are those on line A4)

Result of FOI Requests	Personal	Other
B1 Granted in full	-	1
B2 Granted in part	2	3
B3 Refused	1	-
B4 Deferred	-	-
B5 Completed*	3	4

Part C

Ministerial Certificates - number issued during the period.

C1 Ministerial Certificates Issued	Nil
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Part D

Formal Consultations - number of requests requiring consulates (issued) and total number of FORMAL consultations(s) for the period.

	Issued	Total
D1 Number of requests requiring formal consultation(s)	3	3

Part E

Amendment of personal records - number of requests - number of requests for amendments processed during the period.

Result of Amendment Request	Total
E1 Result of amendment - agreed	-
E2 Result of amendment - refused	-
E3 Total	Nil

Part F

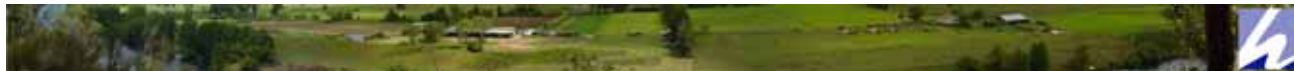
Notation of personal records - number of requests for notation processed during the period.

F3 Number of Requests for notation	Nil
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Part G

FOI Requests granted in part or refused - basis of disallowing access - Number of times each reason cited in relation to completed requests that were granted in part or refused.

Basis of Disallowing or Restricting Access	Personal	Other
G1 Section 19 (application incomplete, wrongly directed)	-	-
G2 Section 22 (deposit not paid)	-	1
G3 Section 25(1)(a1) (diversion of resources)	-	-
G4 Section 25 (1)(a) (exempt)	2	3
G5 Section 25(1)(b),(c),(d) (otherwise available)	-	-
G6 Section 28 (1)(b) (documents not held)	-	-
G7 Section 24 (2) (Deemed refused, over 21 days)	-	-
G8 Section 31 (4) (released to medical practitioner)	-	-
G9 Totals	2	4



Part H

Costs and fees of requests processed during the period (i.e. those included in lines A4, A5 and A6).

	Assessed Costs	FOI Fees Received
H1 All completed requests	\$953.00	\$510.00 (Fee & processing charges)

Part I

Discounts allowed - numbers of FOI requests processed during the period where discounts were allowed.

Type of Discount Allowed	Personal	Other
I1 Public Interest	-	-
I2 Financial Hardship - Pensioner/Child	-	-
I3 Financial Hardship - Non profit organisation	-	-
I4 Significant correction of personal records	-	-
I5 Totals	Nil	Nil

Part J

Days to process - Number of completed requests (A4) by hours taken to process.

Processing Hours	Personal	Other
J1 0 - 10 hrs	3	3
J2 11 - 20 hrs	1	-
J3 21 - 40 hrs	-	-
J4 Over 40 Hrs	-	4
J5 Totals	3	4

Part K

Reviews and Appeals - number finalised during the period.

K1 Number of internal reviews finalised	1
K2 Number of Ombudsman reviews finalised	Nil
K3 Number of Administrative Decisions Tribunal	Nil



Part L

Details of Internal review Results - in relation to internal reviews finalised during the period.

Basis of Internal Review	Personal		Other	
	Upheld*	Varied*	Upheld*	Varied*
Grounds on which internal review requested	Upheld*	Varied*	Upheld*	Varied*
L4 Access Refused	-	-	-	-
L5 Deferred	-	-	-	-
L6 Exempt matter	1	1	-	-
L7 Unreasonable charges	-	-	-	-
L8 Charge unreasonably Incurred	-	-	-	-
L9 Amendment refused	-	-	-	-
L10 Totals	Nil	1	Nil	Nil

* Note: *Relates to whether or not the original agency decision was upheld or varied by the internal review.*

Comparison To 2006/2007

Statistic Information with Previous Year

There was 7 completed FOI applications during 2007/2008 compared to 5 completed application in 2006/2007.

No ministerial directions for amendment of personal records were received in this period.

One internal review was received during 2007/2008. While there were no Ombudsman reviews, one matter was listed before the Administrative Decisions Tribunal in 2007/2008. The applicant subsequently withdrew the appeal.

Impact Of The Freedom Of Information Act

Hawkesbury City Council has, since prior to the introduction of the Freedom of Information (FOI) Legislation and Local Government Act 1993, advocated a policy of open government with access being available to documents of the Council and all meetings open to the public.

The introduction of the legislation and the community's increased awareness of information being available has placed a greater resource commitment on the organisation's behalf in providing access to documents. While the number of FOI applications as above have been minimal, an increase in the number of access to information requests under Section 12 of the Local Government Act, continue to impact on Council's activities by increasing the amount of time Council commits to researching, compiling and providing the required documents.

Council's policies and procedures have been extended to provide consistent pre-application advice to applicants. This includes explaining the procedures involved in determining a request, and assisting the applicant in identifying the nature of the information being sought.

From 1 July 2000, it has also been necessary to consider the requirements of the Privacy Management Plan, in assessing applications for access to information.



On 22 April 2008 the NSW Ombudsman announced that his Office will undertake a comprehensive review of the ROI Act, as the Ombudsman believes that the Act is not operating effectively. The findings and recommendations of the Ombudsman's investigation will be reported to the NSW Parliament.

Section F

There were no enquiries or appeals involving the Ombudsman.

Section G

Council at its meeting on 11 July 2000 adopted, in accordance with the Privacy and Personal Information Protection Act 1998, the Model Plan as developed by Privacy NSW in conjunction with a Working Party of Local Government representatives, as its Privacy Management Plan.

There was no review conducted by or on behalf of Council under Part 5 of the Privacy and Personal Information Protection Act 1998 during 2007/2008.