

HAWKESBURY CITY COUNCIL **ANNUAL REPORT** **2016/2017**

The Hawkesbury 2036...It's Our Future



Message from Our Leaders

We are proud to introduce the Annual Report 2016/2017, being a key point of accountability between Council and the Hawkesbury community who we serve and represent. This Annual Report details Council's achievements in 2016/2017, and reflects on the commitment of Councillors, its Executive and staff towards addressing the priorities of the community.

Since its formation in September 2016, the new Council commenced work on reviewing a range of key Council policy documents, the most significant of which is the Hawkesbury Community Strategic Plan. We look forward to working with you to deliver an exciting future for our beautiful Hawkesbury area. The Community Strategic Plan is the core document underpinning Council's future planning and determines its strategies. It will enable resources and efforts to be directed towards reaching our goals for the future we want to see. It outlines the focus and direction for the community for the next 20 years and indicates the role Council will take in delivering the outcomes. For these reasons the new Council placed great emphasis on getting the review right for the future of the Hawkesbury.

Central to creation of the Hawkesbury Community Strategic Plan and a core value of the new Council is a community engagement program to enable your wishes and concerns to be translated into planning for the Hawkesbury. Together we will map out a vision we believe is achievable.

We acknowledge the major challenges ahead of us, but conversely we know we are rich in potential and opportunities which can be realised through strong effective governance, strategic partnerships and a willingness to be steadfast in pursuing our goals. We will work alongside our executive team to build stronger connections within Council, and between Council and stakeholders, to be collaborative and innovative in finding solutions best suited to protecting and enhancing that which makes the Hawkesbury special. Already, in the first year of the new Council we have seen the delivery of a number of significant infrastructure, services and programs, including:

- substantial increase in community engagement and connection to the Hawkesbury community
- upgrades to McLeod Park, South Windsor
- refurbishment of local child care centres at Wilberforce, McGraths Hill and Windsor
- provision of a new concrete bridge over Roberts Creek, Lower Portland
- various road improvements, including Crooked Lane, North Richmond
- new boat launch facility at Macquarie Park on the Windsor Foreshore
- 'Public Place Recycling' Program at the Hawkesbury Show
- improvements to the Hawkesbury Central Library at Windsor
- hosting of the Archibald touring exhibition and Young Archie competition
- Youthfest 17
- delivering fantastic events for the community such as the commemoration of the 1867 Flood.

As we progress with implementation of the new Community Strategic Plan, it is important to note that the Plan belongs to our community and will guide social, cultural and financial investment as we revitalise, reenergise and steer our path into the future.

Our scenic region, rich in history and natural beauty is unique and precious, and provides us with a platform from which to launch our economic development strategies and define our place within our Regional Strategic Alliance with Blue Mountains and Penrith City councils which has continued in 2016/2017 by taking a leadership role in planning, governing and looking at ways to achieve operational efficiencies to benefit all within our respective community's.

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As we move forward, we must continue to reduce our consumption of resources, clearly define what requires protection, and identify our areas of growth. Growth must be balanced and supported by adequate infrastructure to ensure it does not detract from the characteristics valued strongly by the community such as our semi-rural amenity. To this end, Council has commenced a review of the Residential Land Strategy, and will engage with the Hawkesbury community as that review progresses.

This Annual Report, together with the accompanying Audited Financial Statements, have been produced in accordance with Sections 428 and 428A of the *NSW Local Government Act 1993* and Clause 217 of the *NSW Local Government (General) Regulation 2005*. The Financial Statements reflect how Council's income was derived and allocated during the past financial year and serve to indicate where your rate contribution is spent.

This report also provides an overview of Council's organisational structure and details of the serving Councillors during 2016/2017. It outlines Council's Health and Safety initiatives and reports on completed works. Additionally, in this report you will find statutory reporting requirements which cover such areas as access to government information and planning agreements which may be of interest.

We invite you to read and understand what has been achieved to date, and to be part of this ongoing journey with the new Council – please be involved and contribute however possible so that we can forge ahead with strength and commitment.

It is our Hawkesbury and our future.



L-R Back row: Councillor Sarah Richards, Councillor Patrick Conolly, Councillor Barry Calvert (Deputy Mayor), Councillor Paul Rasmussen, Councillor Emma-Jane Garrow, Councillor Nathan Zamprogno.

L-R Front row: Councillor Tiffany Tree, Councillor John Ross, Councillor Amanda Kotlash, Councillor Mary Lyons-Buckett (Mayor), Councillor Peter Reynolds, Councillor Danielle Wheeler.



Statement of Commitment to Aboriginal Australians

Council acknowledges that the Darug and Darkinjung people are the traditional owners and custodians of the land throughout the Hawkesbury.

Council recognises the continuing connection of Aboriginal peoples to their country and respects that Aboriginal people were the first people of this land.

Council understands that reconciliation is fundamental to creating a healthy and cohesive Hawkesbury and as such is actively working with Aboriginal and non-Aboriginal people to develop its first Reconciliation Action Plan. This Plan will serve as a declaration by Council to work with the community to build an inclusive society that recognises the richness of Aboriginal cultures and values social diversity within the community.



Our Vision

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

Our Mission

Hawkesbury City Council leading and working with our community to create a healthy and resilient future.

Our Values

Hawkesbury City Council is a professional, friendly and ethical organisation that consults with, and listens to the community.

In our daily activities we embrace the following values, and aim to deliver on these in an effective and efficient manner:

Professional

We set clear goals, measure results and seek to improve
We are sustainable
We are resilient

Ethical

We behave with integrity
We keep our commitments and deliver
We make fair and consistent decisions

Engaging

We value open and clear communication
We listen to the contribution of every individual
We value differences in people and their perspectives

Collaborative

We work together
We are cooperative
We share our ideas and talents

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History and Sense of Place - A Vibrant City with a Rural Feel

The City of Hawkesbury and its townships, rural villages and landscapes share a rich and enduring indigenous and European cultural heritage. Prior to European settlement the Hawkesbury River (known as 'Deerubbin' by the Darug people) was a focus for human communities for thousands of years. The Hawkesbury River, its tributaries and floodplains provided abundant natural resources and were places of strong social and spiritual significance for the First Australians.

The Hawkesbury contains the third oldest European settlement in Australia - Windsor (originally The Green Hills) which was established in 1794, and it is one of five 'Macquarie Towns', four of which are located within the Hawkesbury. Governor Macquarie had a profound influence on the development and landscapes of the Hawkesbury, which included naming the townships of Windsor, Richmond, Wilberforce and Pitt Town and the layout of their streetscapes, cemeteries and town squares.

The agricultural lands that surround these townships represent the oldest rural land holdings under continuous cultivation within Australia. The Hawkesbury also contains the oldest church, hotel and public square which have retained their original function and form.

These historical and cultural assets are actively being used to support cultural expression, tourism and economic activity. They remain integral to the future identity and prosperity of the Hawkesbury.

To achieve the community's long term vision of a vibrant city with a rural feel, Council will need to provide contemporary services and maintain assets for the more than 66,000 residents who live in 65 different town, villages and rural localities spread across 2,800 square kilometres, as well as balancing the future growth and prosperity of the area without sacrificing its rural, heritage and environmental values.



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Population

The following details the demographic profile of the Hawkesbury with information collated from the 2011 Census compared against the Greater Sydney Area. This is then followed by a comparison with the information currently available from the 2016 Census.

Demographic Profile 2011 Census of Population and Housing (ABS)

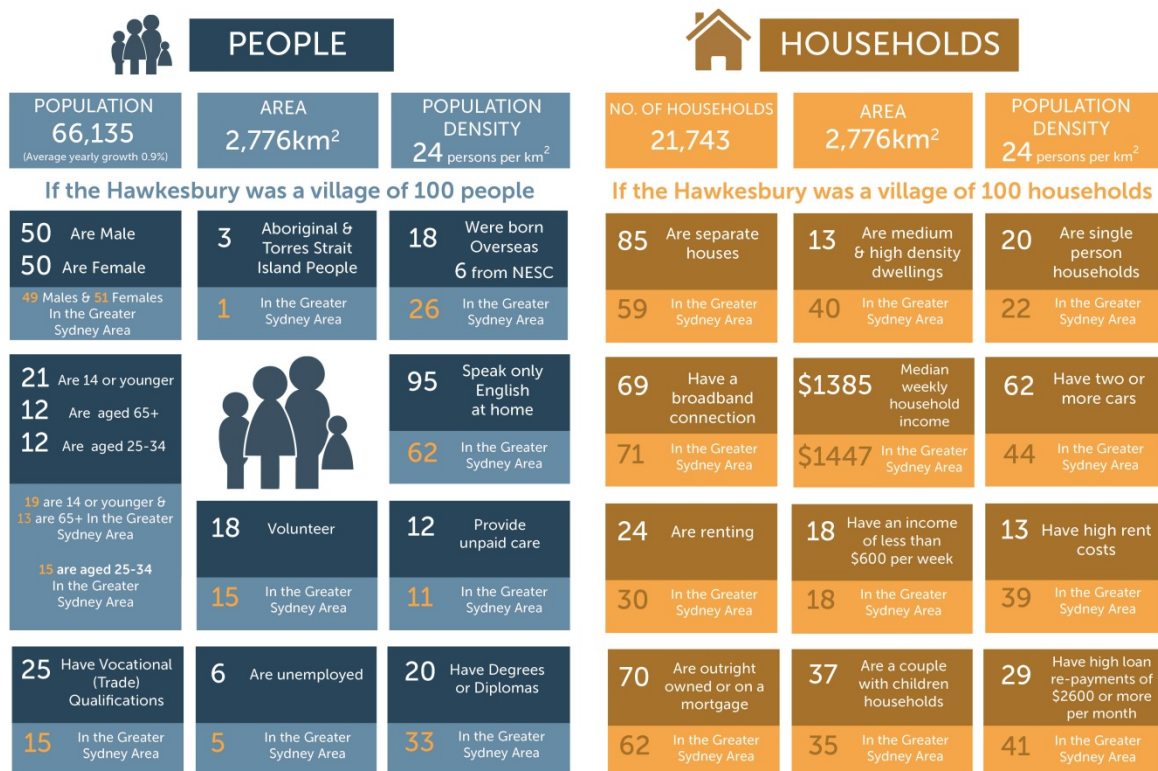
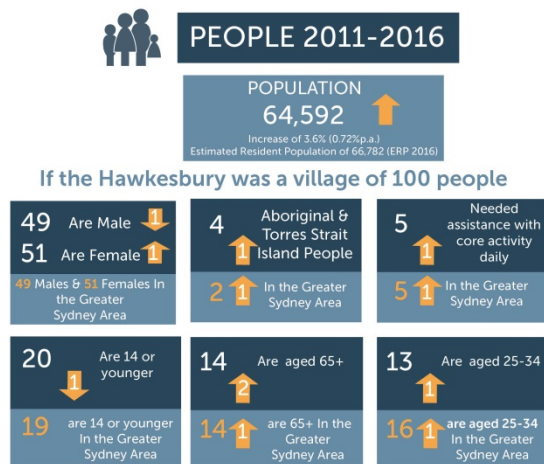


Figure 2: Demographic Profile 2011 Census of Population and Housing (ABS)

Demographic changes 2011-2016 - Census of Population and Housing (ABS)

CHANGE



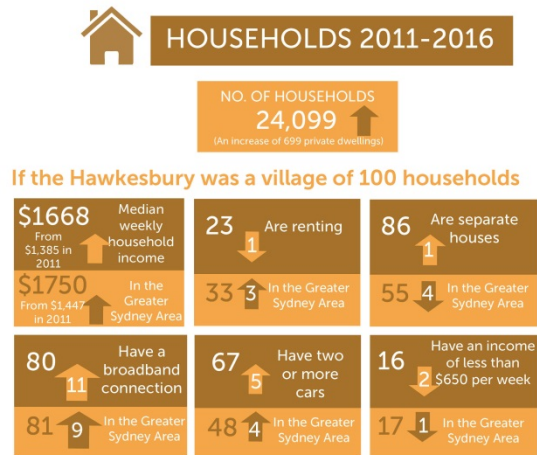
STEADY



Key Highlights

- The Hawkesbury's median age increased from 36 in 2011 to 38 in 2016.
- Older residents 65+ plus increased to 14.3% of the population in 2016 from 11.7% in 2011.
- Families with children and young adults decreased between 2011 and 2016 (see Table: Change in Age Structure).
- The Hawkesbury has a higher percentage of Aboriginal and/or Torres Strait Islander (ATSI) people increasing from 2.6% in 2011 to 3.7% of our 2016 population, compared to Sydney at 1.7% and NSW 2.9%. The median age of ATSI people in the Hawkesbury is 21 compared to 38 years across the Hawkesbury LGA as a whole. This is due, in part, to Aboriginal people having a much higher mortality rate than the non-aboriginal population.

CHANGE



STEADY



Key Highlights

- The Median Weekly Household Income in the Hawkesbury rose from \$1,385 in 2011 to \$1,668 in 2016 while Greater Sydney rose from \$1,447 in 2011 to \$1,750 in 2016.
- Hawkesbury became slightly more car dependant with 2.2 cars per household, an increase from 2.1, while Greater Sydney with 1.7 cars per household saw a decrease from 1.8. This is due, in part, to poor public transport links both within the Hawkesbury and to surrounding areas contributing to greater car dependency in the LGA.
- Hawkesbury's Median Weekly Rent rose from \$280 in 2011 to \$360 in 2016 compared to Greater Sydney at \$440 in 2016. Hawkesbury's median weekly rent has risen by 76% in the last ten years from \$205 at the 2006 Census. Greater Sydney's median rent rose by 57% from \$250 in 2006 for the same ten year period.

Figure 3: Demographic changes 2011-2016 - Census of Population and Housing (ABS)

Population Change 2011-2016

Figure 2 and Figure 3 show that while the population of the Hawkesbury has been growing over the last five years (2011 to 2016), the annual rate of growth has been significantly less than the average across Greater Sydney.

The differences in these rates of growth has had an impact on the respective population profile of the Hawkesbury when compared with Greater Sydney. In contrast to the picture across Greater Sydney, the population of families with children and young people in the Hawkesbury has been falling in proportional terms, while the population of residents over the age of 65 has been increasing at a faster rate than the Greater Sydney Area.

A growing population is required to maintain a balanced demographic profile. The population of areas like the Hawkesbury, with relatively low rates of growth, are ageing at a faster rate compared with Greater Sydney. This will have implications on the demand for services and facilities and the housing, employment, training and lifestyle opportunities available to residents. Achieving the right balance of population growth will be an important aspect of the future growth and prosperity of the Hawkesbury.

Workforce and Economy

The most recent available Census data and data from the National Institute of Economic and Industry Research shows that:

- the net wealth generated by the local economy in 2016 was \$3.3 billion
- there were 6,530 local businesses operating in the Hawkesbury LGA
- the local economy generated 28,138 jobs
- the unemployment rate was 6.26% (compared with 5.2% for NSW)
- there were 35,163 employed residents
- 44% of the resident workforce were employed in the Hawkesbury, and a further 25% were employed in neighbouring areas of Penrith, Blacktown, The Hills, and Blue Mountains
- 56% of the resident workforce held a post-school qualification
- the most numerous occupations were Technicians and Trade Workers (18.8% of the resident workforce), Clerical and Administration Workers (15.4%), Professionals (15.2%), Managers (12.6%) and Community and Personal Services Workers (9.6%)
- the most numerous employment sectors for the resident workforce were Construction (12.6% of the resident workforce), Manufacturing (10.8%), Retail Trade (10.4%), Health Care and Social Assistance (9.2%) and Public Administration and Safety (8.4%).

Table 1 highlights selected economic and workforce indicators for the Hawkesbury, and tracks changes to these indicators for the five year period 2011 to 2016.

Table 1: Selected Economic and Workforce Indicators- Hawkesbury LGA

Economic and Workforce Indicators	2011	2016	Change
Gross regional product	\$3.071 billion	\$3.297 billion	↑ \$226M
Number of local businesses	6,677	6,530	↓ 147
Number of dwelling unit approvals	128	231	↑ 103
Total value of building approvals	\$69.6M	\$146.5M	↑ \$76.9M
Number of local jobs	27,118	28,138	↑ 1,029
Number of employed residents	34,324	35,163	↑ 839
Number of unemployed residents	2,390	2,285	↓ 105
Unemployment rate	6.6%	6.3%	↓ 0.3%

A Blend of Urban and Rural

As a local government area made up of a blend of urban and rural settlements, the socio-economic characteristics of the different localities within the Hawkesbury reflect this diversity. The Hawkesbury local government area is made up of small villages and rural localities in addition to the main urban centres of Windsor, Richmond and North Richmond.

Just under half of the population (47%) live in the town centres and adjoining suburbs, while 48% of the population live in rural villages and hamlets which roughly lie in a 10 to 15 kilometre arc surrounding the urban centre. The rest of the population (5%) live in small and relatively isolated rural villages and localities which are between 25 and 50 kilometres from the urban centre as highlighted in Figure 4.



Figure 4: Settlement zones within the Hawkesbury Local Government Area

As would be expected, there are some significant differences in the socio-economic characteristics of these different settlement zones. The urban centre is marked by higher population densities and a relatively younger population. Moving out from the urban centre the population density decreases from 331 persons per square kilometre to two persons per square kilometre in the rural fringe, while the median age of the population increases from 36 in the urban centre to 45 in the rural fringe.

There is a distinct socio-economic pattern where the middle ring localities have higher levels of household income and higher land values than the urban centre and rural fringe. The size of households is also larger in the 'middle ring' and these localities have a higher proportion of family households and relatively fewer lone person households than the urban centre and rural fringe. Housing costs (mortgage payments and rents) are also higher in the 'middle ring' than the other settlement zones, but they are relatively more affordable due to higher median household incomes in the 'middle ring' localities. Differences in key population and household characteristics across the three settlement zones are highlighted in Table 2.

Table 2: Socio-economic comparisons of Hawkesbury to Greater Sydney and NSW

Demographic Indicator	NSW	Greater Sydney	Whole LGA	Hawkesbury Urban Centre	Rural Villages	Rural Fringe
Population, household composition and income						
Population density (persons per km ²)	9.3	389.9	23.3	330.8	79.4	1.6
Median Age	38	36	38	36	39	45
Average Household Size	2.6	2.8	2.8	2.8	3.1	2.3
Average Motor Vehicles Per Dwelling	1.7	1.7	2.2	2.1	2.7	1.9
Median Weekly Household Income	\$1,486	\$1,750	\$1,668	\$1,435	\$1,995	\$1,364
Average Residential Land Value	\$572,118	\$897,792	\$443,604	\$321,939	\$614,454	\$297,016
% Lone Person Households	23.8%	21.6%	20.6%	23.8%	13.5%	21.7%
% Family Households	72%	73.6%	77%	65%	81%	66%
Housing						
% Rental Households	31.8%	34.1%	24.3%	33%	11%	14%
% households owned with a Mortgage	32.3%	33.2%	41.8%	32%	47%	41%
Median Monthly Mortgage	\$1,986	\$2,167	\$2,080	\$1,939	\$2,267	\$1,912
Mortgage as % of Median Income	30.1%	28.5%	28.7%	31.1%	26.2%	32.8%
Median Weekly Rent	\$380	\$440	\$360	\$356	\$384	\$203
Rent as % of Median Income	25.6%	25.1%	21.6%	24.8%	19.2%	14.9%

Community Well-Being

The Australian Bureau of Statistics (ABS) has developed Socio-Economic Indexes for Areas (SEIFA) to assess the relative welfare and well-being of communities across Australia. SEIFA is used to rank areas according to socio-economic advantage and disadvantage based on census variables across a number of domains including household income, education, employment, occupation, housing and other indicators of community well-being.

Based on the SEIFA indexes, 80% of council areas across Australia have higher incidence of disadvantage than the Hawkesbury meaning that the Hawkesbury is one of the more advantaged areas in Australia. The Hawkesbury is ranked 116 out of the 564 councils in Australia, and 35 of the 153 councils in NSW in terms of its overall community well-being as measured by the SEIFA indexes.

Some caution should be applied to the use of SEIFA indexes as an overall measure of community well-being. Within the Hawkesbury, SEIFA scores vary considerably with some localities significantly more disadvantaged than others. There are some suburbs in the Hawkesbury with SEIFA scores that would place them in the top 2% of Australian suburbs for community well-being, while other suburbs fall into the bottom 15% of the same measure of community well-being. Taken as a whole however and based on its SEIFA scores the Hawkesbury is a relatively advantaged local government area.

Settlement and Growth

Geography and Topography

The Hawkesbury Local Government Area (LGA) extends from the Cumberland Plain in the south and east to the foothills and escarpments of the Blue Mountains to the west and north. The Hawkesbury is divided by five rivers including the Hawkesbury/Nepean, Grose, Colo and Macdonald River valleys. Close to 70% of the Hawkesbury is National Park.

The topography of the area ranges from fertile flood plains and wetlands, to undulating hills and timbered ridges through to inaccessible mountainous regions dissected by steep gorges and towering escarpments. As a result of these features, the Hawkesbury experiences regular flooding and bushfire events. These features have also exerted a powerful influence on the development of the Hawkesbury and will have implications for future development.

Urban Density

The geography of the Hawkesbury has placed limits on the land available for living. As a result, the population density of the Hawkesbury at 24 persons per km² is second only to Wollondilly as having the lowest population density within the Sydney Metropolitan Region (which has an average population density of 390 persons per km²). Figure 5 plots the population density of the Hawkesbury based on the results of the 2016 census.

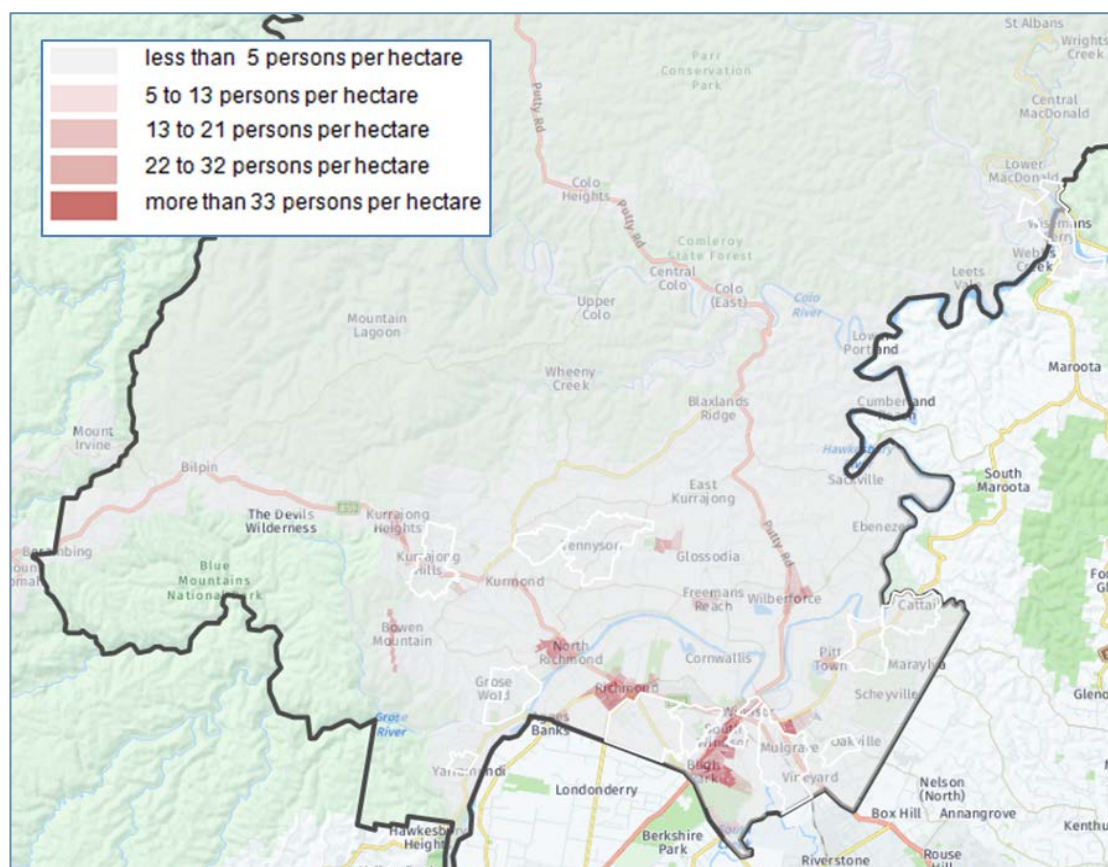


Figure 5: Population Density, Hawkesbury LGA



Erin Ible
Marayya Public School
Flower Spectacular
Stage 1 (Years K to 2)

Hunter Bell
Macdonald Valley Public School
Bomb Bomb!
Stage 1 (Years K to 2)

Braide
Me

Summary of Progress on the Delivery Program themes for the four year period 2013-2017

The information below shows our progress against each of our five Delivery Program Themes for 2016-2017. For more details see the full Delivery Program outcomes in this report in the 'Delivery Programs Activities and Operational Plan Actions for the period 1 July 2016 to 30 June 2017' section.

Table 3: Summary of progress on Delivery Program 2013-2017 Actions



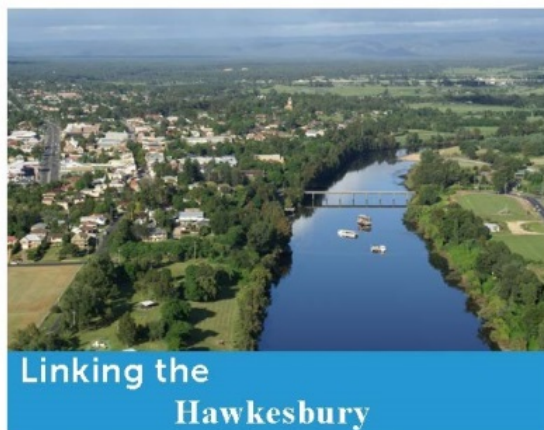
Results			Our Major Achievements in 2016-2017 from the Hawkesbury Community Strategic Plan 2013-2032	Challenges in 2016-2017
Completed	✓	8	<ol style="list-style-type: none"> 1. Held 19 successful events with the community including support for eight activities celebrating community diversity. 2. Provided Heritage Grants to four commercial properties in 2016-2017. 3. Measured progress against 68 Community Indicators from the CSP. The End of Term Report in August 2016 shows 80% of the Liveability Indicator as either 'on track' and heading in the right direction or 'stable' where the results were neutral. 4. Worked successfully with rural fire and road authorities (RFS and RMS) to deliver their safety plans for the community. 	<ol style="list-style-type: none"> 1. Implementing regionally significant projects such as the Hawkesbury River Foreshore Investigation Area. 2. Advancing affordable Housing Partnership to develop a range of strategies and models to house our diverse community 3. Delivering sustainable services and facilities within our means 4. Working with State and Federal agencies to deliver key safety outcomes such as the Hawkesbury Nepean Flood Risk Management Strategy.
Partially Completed	➔	10		
Not Completed	✗	1		



**Caring for
Our Environment**

Results			Our Major Achievements in 2016-2017 from the Hawkesbury Community Strategic Plan 2013-2032	Challenges in 2016-2017
Completed	✓	20	<ol style="list-style-type: none"> 1. Improved water quality in our river through monitoring waste water services in line with EPA licences, maintaining Gross Pollutant Traps, and lobbying for increased environmental flows. 2. Ran 12 major waste education programs to reduce and recycle household and trade waste and improved kerbside waste operations. 3. Reduced our environmental footprint and dependency on non-renewable resources through programs which saw 14,423 tonne of road base recycled, a bush-care workshop with volunteers, and maintained the "Sustainable Living Guide" on Council's website. 	<ol style="list-style-type: none"> 1. Setting and maintaining higher environment standards. 2. Working with other agencies and levels of government to collaborate better in caring for our environment. 3. Continued benchmarking and full implementation of a strategic waste management plan.
Partially Completed	➔	6		
Not Completed	✗	1		

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Results			Our Major Achievements in 2016-2017 from the Hawkesbury Community Strategic Plan 2013-2032	Challenges in 2016-2017
Completed	✓	15	<ol style="list-style-type: none"> 1. Worked with the Western Sydney Regional Organisation of Councils (WSROC) and other regional bodies to improve local and regional transport services. 2. Coordinated the implementation of the Hawkesbury Mobility Plan. 3. Worked well with our telecommunication providers to better understand supply issues, improve the roll out of the NBN, worked with the McDonald Valley Association to nominate a site for a new mobile tower for the St. Albans area. 4. Continued to maintain our vast network of local roads, bridges, kerb and gutter, footpaths and street signage. 	<ol style="list-style-type: none"> 1. Establishing partnerships with state agencies and find funding for a Transport Strategy for the Hawkesbury. 2. Ensuring that all agencies and levels of government are playing their part in linking roads, transport, and telecommunication services to the Hawkesbury.
Not Completed	✗	1		

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Results			Our Major Achievements in 2016-2017 from the Hawkesbury Community Strategic Plan 2013-2032	Challenges in 2016-2017
Completed	✓	18	<ol style="list-style-type: none"> 1. Provided economic and community demographic data on council's website to help define local and regional markets. 2. Operated the Visitors Information Centre to maintain Level 2 accreditation. 3. Commenced a partnership with Western Sydney University Hawkesbury Campus to become a centre of excellence for agriculture, food security, and environmental research. 4. Monitoring and lobbying for economic multiplier sectors such as the Defence and Aviation industries. 5. Young people supported to attend 18 local employment events. 	<ol style="list-style-type: none"> 1. Working with regional and state agencies and organisations to secure fund and implement a Tourism Strategy. 2. Progressing priority actions of an Economic Development Strategy.
Partially Completed	→	2		
Not Completed	✗	2		

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Results	Our Major Achievements in 2016-2017 from the Hawkesbury Community Strategic Plan 2013-2032		Challenges in 2016-2017
Completed ✓ 70	<ol style="list-style-type: none"> Council has been declared 'Fit for the Future' based on the revised 20 strategies that Council submitted to the Office of Local Government for assessment in November 2016. Managed and maintained over 50 services and facilities for the community and maintained partnerships to successfully manage resources and funding with a range of organisations including: <ol style="list-style-type: none"> YMCA Hawkesbury Oasis facilities Peppercorn Services Inc. Hawkesbury Sports Council a range of community and financial partnerships. High level compliance (96%) with all statutory planning and reporting requirements. Extensive consultations with the community in 2016-2017 using and increased range of communication tools. 		<ol style="list-style-type: none"> Implementing Council's Fit for the Future strategies, including a proposed Special Rate Increase, to ensure financial sustainability by 2021. Improving application times and service standards in a demanding and changing environment.
Partially Completed → 11			
Not Completed ✗ 1			



**BULLYING.
NO WAY!**
TAKE A STAND
TOGETHER

bullyingnoway.gov.au

**National Day
of Action against
Bullying and Violence**

Friday 18 March
2016

2016/2017 Our Year of Achievements

OUR PARKS

McLeod Park on the corner of George and Campbell Streets, South Windsor has been upgraded. The Park now has new picnic shelters, new seating, a new bubbler and fresh landscaping which has created a functional, accessible outdoor space for the community to enjoy.

The Upgrade was celebrated by a community celebration where ten community and outreach services came along on the day to connect with the local community.

The Park is now a vibrant community space with the Windsor Business Group holding markets there every third Saturday.



OUR ENVIRONMENT

Hawkesbury City Council and Hawkesbury District Agricultural Association worked together for the second year in a row to implement a public place recycling program at the Hawkesbury Show. This recycling program aimed to reduce waste to landfill, capture valuable materials for recycling and engage show patrons encouraging them to recycle correctly.

The program involved having "Recycling Rovers" approach show patrons, explain the recycling program to them and help them recycle. People were very receptive to the recycling message and there were low levels of contamination reported. The "Recycling Rovers" also awarded prizes to people who picked up litter or recycled correctly.



OUR LIBRARY

The look and feel of the Hawkesbury Central Library in Windsor has changed as a result of a \$129,000 grant from the State Government's Public Infrastructure program.

The space is now more welcoming with a variety of different areas like quiet contemplative nooks and seats, smaller mobile desks, new furniture and carpet, collaborative spaces and roaming staff to create greater in library engagement.



OUR COMMUNITY

In July and August 2016 the Hawkesbury community embraced the opportunity to attend seven town meetings and six information kiosks to hear about Council's level of service in a range of areas including roads and drainage, footpaths, parks, public spaces and community buildings.

In February 2017 council staff and the Councillors were out consulting the Hawkesbury community at nine town meetings and five information kiosks about our Draft Hawkesbury Community Strategic Plan and to talk about local issues.



OUR BUILDINGS

Council has been refurbishing and extending three local childcare centres:

Wilberforce Long Day Care Centre
an extension to the existing cot room, the addition of a new playroom and kitchenette, new access toilet and a extension to the existing rear terrace.

McGraths Hill Long Day Care Centre
extension to the existing multi-purpose room, a new storage room, installation of emergency lighting and an upgrade to the existing sandpit and awning.

Windsor Pre School
newly refurbished children's toilet area, refurbished office area, new multi-purpose room, staff room, access toilet, cloak room, new covered walkway and carpark.



OUR BRIDGES

Council has built a new concrete bridge over Roberts Creek at Lower Portland called the West Portland Road Bridge. The new bridge has replaced the single lane bridge which was in poor condition with a 12 tonne load limit. The original bridge was also on a tight bend with restricted sight distance.

The new bridge is on a safer road alignment with no weight restriction. Along with eight other bridges this bridge was replaced as part of Council's Timber Bridge Replacement Program. It is funded through a subsidised loan under the NSW Government's Local Infrastructure Renewal Scheme and received additional funding under the Australian Government Bridge Renewal Program.



OUR YOUTH

Youthfest '17 saw 500 young people come along to a free outdoor festival at Richmond Park in April to enjoy bubble soccer, an obstacle course, free food and music, DJs, prizes and giveaways. The Youth Action Team at the North Richmond Project organised the event in conjunction with Council to celebrate National Youth Week.



OUR WATERWAYS

A new boat launch facility has been installed at Macquarie Park on the Windsor Foreshore to provide greater access to the river for non powered craft such as kayaks, canoes and small sailing boats. The facility also includes a ramp to improve access for disabled users. The State Government, through the NSW Boating Now Program, gave Council a \$300,000 grant to construct the boat launch facility.



OUR GOVERNANCE

Council reviewed the Hawkesbury Community Strategic Plan. The Community Strategic Plan is the core document that underpins Council's future planning for the Hawkesbury and it establishes the strategies and desirable outcomes for the future of the region for the next 20 years.

The review of the Community Strategic Plan provided the new Council with the opportunity to review the overarching vision and strategy for the Hawkesbury to ensure it reflects the community's aspirations.



OUR GALLERY

The Hawkesbury Regional Gallery was the host to the annual Archibald Prize touring exhibition. The Archibald Prize exhibition is one of Australia's oldest and most prestigious art awards providing a showcase of who's who in Australian culture from celebrities, sporting heroes to artists. More than 4330 people came along to view the exhibition during the six weeks it was at the Gallery.

The Young Archie has been great fun, with over 550 entries from local children and schools providing a colourful array of portraits on display for 12 months. The Gallery has held over ten exhibitions in the past year including the increasingly successful Hawkesbury Art Fair, showcasing work from the extremely talented Hawkesbury, Blue Mountains and Nepean TAFE artists and craftspeople.



OUR EVENTS

The Hawkesbury witnessed a special community gathering in Windsor in late June for the commemoration of the 1867 flood 150 years on – the highest-ever recorded flood in local history. Locals found themselves in a vibrant and moving atmosphere amid music, performers and storytelling at 'An Evening in the Square' at Thompson Square.

Uncle Wes's Dreamtime stories around the campfire at Howe House gardens and Aaron Jeffery's flood narration brought the events on the 1867 flood to the current community. State Emergency Service and Infrastructure NSW put on educational displays as well as informative talks. Council will continue to raise awareness within the community about the risks of flooding and being prepared for future flooding.



OUR ROADS

There have been recent road improvements on Crooked Lane, North Richmond which is an important thoroughfare for the North Richmond community and adjoining suburbs of The Slopes, Kurmond and beyond. Improvements included the reconstruction, widening and sealing of the road using Roads to Recovery funding of \$294,000.





Councillors - 1 July 2016 - 15 September 2016



**Councillor Barry
CALVERT**

September 1999 - Present
Deputy Mayor, 2016-2017



**Councillor Patrick
CONOLLY**

September 2012 - Present



**Councillor Mike
CREED**

September 2012 - September 2016



**Councillor Kim
FORD**

June 2010 – September 2016
Mayor, 2011-2016



**Councillor Mary
LYONS-BUCKETT**

September 2012 - Present
Mayor, 2016-2017



**Councillor Warwick
MACKAY**

September 1987 – September 1999
and September 2008 – September
2016

Deputy Mayor, 1990 - 1991
and 2015-2016



**Councillor Christine
PAINE**

September 1991 – September 2016
Deputy Mayor, 1997-1998



**Councillor Bob
PORTER**

March 2004 – September 2016
Deputy Mayor, 2014-2015



**Councillor Paul
RASMUSSEN**

September 1999 - Present



**Councillor Jill
REARDON**

September 2008 – September 2016



**Councillor Tiffany
TREE**

September 2008 - Present
Deputy Mayor, 2012-2014



**Councillor Leigh
WILLIAMS**

September 1999 – September 2016

Annual Report 2016/2017

Councillor Representation 1 July 2016 - 9 September 2016

A Councillor Election was held on 10 September 2016. New Councillor appointments were effective from 16 September 2016.

Councillor CALVERT	
4/4	Ordinary Meeting
1/1	Extraordinary Meeting
1/1	Hawkesbury Access and Inclusion Advisory Committee
1/1	Human Services Advisory Committee

Councillor CONOLLY	
4/4	Ordinary Meeting
1/1	Extraordinary Meeting
1/1	Audit Committee
0/1	Heritage Advisory Committee

Councillor CREED	
3/4	Ordinary Meeting
1/1	Extraordinary Meeting
1/1	Development Application Monitoring Advisory Committee
0/0	Hawkesbury Civics and Citizenship Advisory Committee

Councillor FORD	
4/4	Ordinary Meeting
1/1	Extraordinary Meeting
1/1	Development Application Monitoring Advisory Committee
0/0	Floodplain Risk Management Advisory Committee
0/0	Hawkesbury Civics and Citizenship Advisory Committee
2/3	Local Traffic Committee*
0/0	Waste Management Advisory Committee

Councillor LYONS-BUCKETT	
4/4	Ordinary Meeting
1/1	Extraordinary Meeting
0/0	Floodplain Risk Management Advisory Committee
0/0	Hawkesbury Sustainability Advisory Committee
1/1	Human Services Advisory Committee

Councillor MACKAY	
4/4	Ordinary Meeting
1/1	Extraordinary Meeting
1/1	Development Application Monitoring Advisory Committee
0/0	Floodplain Risk Management Advisory Committee
0/0	Hawkesbury Civics and Citizenship Advisory Committee

Councillor PAINE	
3/4	Ordinary Meeting
0/1	Extraordinary Meeting

Councillor PORTER	
3/4	Ordinary Meeting
1/1	Extraordinary Meeting
1/1	Development Application Monitoring Advisory Committee
0/0	Floodplain Risk Management Advisory Committee
0/0	Waste Management Advisory Committee

Councillor RASMUSSEN	
4/4	Ordinary Meeting
1/1	Extraordinary Meeting
0/1	Audit Committee
0/1	Development Application Monitoring Advisory Committee

Councillor REARDON	
3/4	Ordinary Meeting
1/1	Extraordinary Meeting
0/0	Floodplain Risk Management Advisory Committee
0/0	Waste Management Advisory Committee

Councillor TREE	
4/4	Ordinary Meeting
1/1	Extraordinary Meeting
1/1	Development Application Monitoring Advisory Committee

Councillor WILLIAMS	
4/4	Ordinary Meeting
1/1	Extraordinary Meeting
0/1	Hawkesbury Access and Inclusion Advisory Committee
0/0	Hawkesbury Sustainability Advisory Committee

* The Local Traffic Committee was held on 12 September 2016, during the caretaker period.





Councillors - 16 September 2016 - 30 June 2017

A Councillor Election was held on 10 September 2016. New Councillor appointments were effective from 16 September 2016.



**Councillor Barry
CALVERT**

September 1999 - Present
Deputy Mayor, 2016-2017



**Councillor Peter
REYNOLDS**

September 2016 - Present



**Councillor Patrick
CONOLLY**

September 2012 - Present



**Councillor Sarah
RICHARDS**

September 2016 - Present



**Councillor Emma-Jane
GARROW**

September 2016 - Present



**Councillor John
ROSS**

September 2016 - Present



**Councillor Amanda
KOTLASH**

September 2016 - Present



**Councillor Tiffany
TREE**

September 2008 - Present
Deputy Mayor, 2012-2014



**Councillor Mary
LYONS-BUCKETT**

September 2012 - Present
Mayor, 2016-2017



**Councillor Danielle
WHEELER**

September 2016 - Present



**Councillor Paul
RASMUSSEN**

September 1999 - Present



**Councillor Nathan
ZAMPROGNO**

September 2016 - Present

Annual Report 2016/2017

Councillor Representation - 16 September 2016 - 30 June 2017

Councillor CALVERT

12/14	Ordinary Meeting
3/3	Extraordinary Meeting
2/3	Hawkesbury Access and Inclusion Advisory Committee
2/2	Human Services Advisory Committee

Councillor CONOLLY

13/14	Ordinary Meeting
3/3	Extraordinary Meeting
0/3	Audit Committee
0/1	Development Application Monitoring Advisory Committee

Councillor GARROW

12/14	Ordinary Meeting
3/3	Extraordinary Meeting
2/2	Hawkesbury Tourism Advisory Committee
2/2	Human Services Advisory Committee

Councillor KOTLASH

14/14	Ordinary Meeting
3/3	Extraordinary Meeting
0/2	Floodplain Risk Management Advisory Committee
2/2	Hawkesbury Sustainability Advisory Committee

Councillor LYONS-BUCKETT

14/14	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Development Application Monitoring Advisory Committee
2/2	Floodplain Risk Management Advisory Committee
2/2	Hawkesbury Civics and Citizenship Advisory Committee
2/2	Human Services Advisory Committee
1/1	Waste Management Advisory Committee

Councillor RASMUSSEN

13/14	Ordinary Meeting
3/3	Extraordinary Meeting
3/3	Audit Committee
1/1	Development Application Monitoring Advisory Committee
2/2	Floodplain Risk Management Advisory Committee
1/2	Hawkesbury Tourism Advisory Committee
1/1	Waste Management Advisory Committee

Councillor REYNOLDS

14/14	Ordinary Meeting
3/3	Extraordinary Meeting
1/1	Development Application Monitoring Advisory Committee
2/2	Floodplain Risk Management Advisory Committee
2/2	Heritage Advisory Committee
6/8	Local Traffic Committee

Councillor RICHARDS

13/14	Ordinary Meeting
3/3	Extraordinary Meeting
2/2	Hawkesbury Civics and Citizenship Advisory Committee
2/2	Hawkesbury Tourism Advisory Committee
2/2	Human Services Advisory Committee
0/1	Waste Management Advisory Committee

Councillor ROSS

14/14	Ordinary Meeting
3/3	Extraordinary Meeting
3/3	Audit Committee
1/1	Development Application Monitoring Advisory Committee
1/3	Hawkesbury Access and Inclusion Advisory Committee

Councillor TREE

9/14	Ordinary Meeting
3/3	Extraordinary Meeting

Councillor WHEELER

14/14	Ordinary Meeting
3/3	Extraordinary Meeting
2/2	Floodplain Risk Management Advisory Committee
2/2	Hawkesbury Sustainability Advisory Committee
2/2	Heritage Advisory Committee
1/1	Waste Management Advisory Committee

Councillor ZAMPROGNO

14/14	Ordinary Meeting
3/3	Extraordinary Meeting
2/2	Hawkesbury Civics and Citizenship Advisory Committee
1/2	Heritage Advisory Committee

FLOOD 1867

A message to share... An Anniversary to commemorate

150 YEARS ON



- 19m
- 18m
- 17m
- 16m
- 15m
- 14m
- 13m
- 12m
- 11m
- 10m
- 9m
- 8m
- 7m
- 6m
- 5m
- 4m
- 3m
- 2m
- 1m
- 0m



Organisational Structure

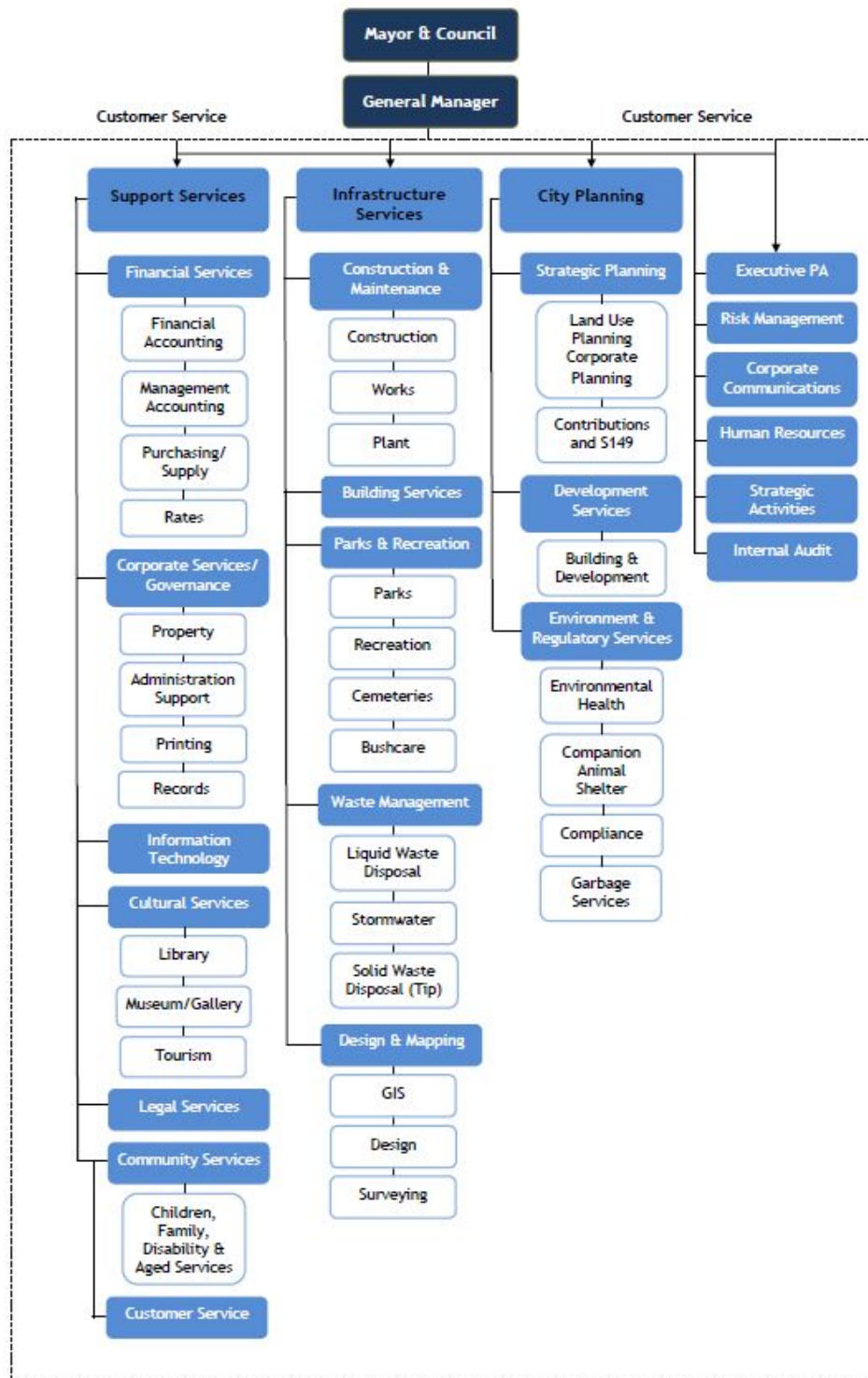


Figure 6: Organisational Structure

Council Functions

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

General Manager

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

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

City Planning

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

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

Advisory Committee, Companion Animal Shelter Working Group and Town Centres Masterplan Project Working Group.

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

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

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

The Environment and Regulatory Services

consists of specialist staff in environmental health, companion animals, compliance, parking control and waste collection.

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

Infrastructure Services

The Infrastructure Services Division (Infrastructure Services) is made up of five branches; Construction and Maintenance, Building Services, Parks and Recreation, Waste Management and Design and Mapping Services.

The overall responsibilities of the division essentially involve the construction and maintenance of all Council's physical assets including civil maintenance and construction including roads, bridges and drainage, building construction and maintenance, plant and ferry management, flood mitigation, parks construction and maintenance, survey and design and the operation of swimming centres, sewerage and waste.

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

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

The Parks and Recreation Branch

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

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

The Design and Mapping Services Branch

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

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

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

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

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

Support Services

The **Support Services Division (Support Services)** is comprised of the **Community Services (including the Customer Services Unit), Corporate Services and Governance, Cultural Services, Financial Services and Information Services Branches of Council**. Support Services also deals with the provision of legal services to Council and the management of the contract for the operation and management of the Hawkesbury Leisure Centres.

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

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

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

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

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

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



Hood

67

Magnificent

Hawkesbury

A STANDARD "WEST'S" LIFE JACKET

HARRY WEST PYLTON
SAILMAKERS
BALMAIN, SYDNEY

Work Health and Safety

Council holds a NSW Workers Compensation Self Insurers Licence which it has held since August 1983. An integral condition of the Self Insurers Licence was for WorkCover to audit Councils WHS Program on a three year cycle in accordance with the National Self Insurer OHS Audit Tool (NAT) Version 3.

In September 2015, the functions of WorkCover have been assumed by three new organisations:

1. **SafeWork New South Wales** are the regulator for workplace health and safety. They offer advice on improving work health and safety, provide licenses and registration for potentially dangerous work, investigate workplace incidents and enforce work health and safety laws in NSW
2. the **State Insurance Regulatory Authority (SIRA)** regulates motor accidents CTP and workers compensation insurance as well as the home building compensation fund in NSW
3. **icare** (Insurance & Care NSW) delivers insurance and care services to the people of New South Wales, under the NSW Workers Compensation Scheme. Whether a person is severely injured in the workplace or on our roads, icare supports their long-term care needs to improve quality of life outcomes, including helping people return to work.

Early in 2017, the SIRA, announced their intention to remove the formal three yearly WHS NAT audits as a Self-Insurance Licence condition. The future focus will be on risk based claims administration and the specifics of the new Self-insurance licence are still being developed for release in March 2018.

Council's WHS Management Plan, which was reviewed annually, includes various targets and objectives to reduce workplace injuries, identify hazards and enhance Council's existing inspection and audit schedule. Targets and objectives have been formulated to ensure that Council provides a safe working environment for its workers and encourages a proactive approach to safety.

Only eight workers compensation claims were lodged in the period 1 July 2016 to 30 June 2017. This was a 50% reduction from the previous year.

Council has an active WHS Committee which meets bi-monthly to discuss issue, review changes to process and procedures and oversee implementation of the WHS Management Plan and System.



Statutory Report - Local Government Act 1993

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

Section 428 (1) Implementing Council's Delivery Program 2013-2017

This Annual Report 2016/2017 is reporting against Council's Delivery Program 2013-2017 which detailed the principal activities to be undertaken by Council over 2013-2017 period to implement the five themes of the Community Strategic Plan 2013-2032.

The themes of the Community Strategic Plan 2013-2032 were:



The Planning for a Sustainable Section details the process undertaken by Council to review the Hawkesbury Community Strategic Plan, and highlights the future direction of Council and what future Annual Reports will report on.

The following table shows the progress in achieving the Delivery Program activities and Operational Plan actions for the period 1 July 2016 to 30 June 2017.

Delivery Programs Activities and Operational Plan Actions for the period 1 July 2016 to 30 June 2017



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-01 Prepare strategies for town centres and villages that also showcase our heritage and character					
OP4-01.01	Work with community event organisers to develop events that showcase and build on strengths of towns and villages.	Number of events.	Corporate Communications	Completed	A series of successful events were held across the year including: the Hawkesbury Garden Competition; Macquarie Park Boat Launch Facility opening; Waste 2 Art; Shop. Cook. Save; Community Appreciation Party; Garage Sale Trail; Natalie Burton Award Ceremony; Local Government Week; Mayoral Christmas Appeal; Australia Day Awards; Citizenship Ceremony; Richmond Pool Party; McLeod Park Connecting the Community Party; 1867 FLOOD Commemoration; YMCA Family Fun Day; Equifest; Caravan Rally; Smoking Ceremony; St Albans Writers Festival; Kurrajong-A-Buzz; and the Christmas Lights Program.
DP-02 Prepare and commence implementation of Windsor and Richmond Master Plans					
OP4-02.01	Continue to progress Hawkesbury Horizon Initiative.	Investigate Regionally Significant Projects.	Strategic Planning	Partially completed	A draft business case for the Hawkesbury River Foreshore Investigation area has been prepared and is currently being reviewed.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-03 Develop a program of events and model for conducting them successfully					
OP4-03.01	Resource the planning of activities which celebrate community diversity in conjunction with inter-agency organising committees.	Number of events supported.	Community Partnerships	Completed	Council has supported eight activities including: the National Aboriginal and Islander Day Observance Committee Week of Celebration; International Day of People with Disability; International Women's Day; Harmony Day; Seniors Week; Youth Week; Refugee Week; and Reconciliation Week.
OP4-03.02	Implement Procedure for Events on Public Land.	Procedure implemented.	Corporate Communications	Partially completed	This procedure is currently being trialed and developed as part of Council's Events Strategy.
OP4-03.03	Develop and promote a program of events run by Council and assist in promoting community events.	Program developed and assistance provided to community event organisers.	Corporate Communications	Completed	A program of Council events has been developed. The ongoing promotion of Council and community events was undertaken through Council's Events Facebook page.
DP-04 Implement the Hawkesbury Residential Land Strategy					
OP4-04.01	Assist the Department of Planning and Environment in the planning and release of the North West Growth Centre Vineyard Precinct.	Assistance provided as required.	Strategic Planning	Completed	Ongoing assistance has been provided to the NSW Department of Planning and Environment including the public exhibition of the Draft Vineyard Precinct Plan in December 2016. Further work has occurred in terms of the Vineyard Development Control Plan and the Section 94 Plan Development Contribution Plan.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-04.02	Investigate, prepare and assess Planning Proposals in accordance with recommendations of the Hawkesbury Residential Land Strategy.	Investigations and planning proposals consistent with Hawkesbury Residential Land Strategy.	Strategic Planning	Completed	Four new planning proposals were prepared, six plans were made, two planning proposals did not proceed, three were withdrawn, two were deferred, and one was refused.
DP-05 Establish partnerships with developers and community housing providers					
OP4-05.01	Investigate and report on affordable rental housing partnership proposals for Council's consideration.	Affordable Rental Housing Partnerships reported to Council.	Community Partnerships	Partially completed	A proposal for an affordable housing partnership on Council land was developed by Wentworth Community Housing and Independent Living Villages. Both proposals were presented to Council's Human Services Advisory Committee (HSAC) for consideration. The HSAC resolved to form an Affordable Housing Working Group (AFHWG), which includes representatives from the community and housing providers. The Terms of Reference for the AFHWG is to investigate a range of affordable housing strategies and approaches, and prepare a report to Council for consideration.
DP-06 Develop and implement a Rural and Resource Lands Strategy					
OP4-06.01	Seek funding to develop a Rural and Resource Land Strategy.	Funding sought.	Strategic Planning	Not commenced	Whilst funding options have not become available, funding from internal consultancy budget is being explored in order to commence the process.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-07 Review and implement the Heritage Strategy					
OP4-07.01	Implement agreed priority actions within the Heritage Strategy in partnership with the Heritage Advisory Committee.	Priority actions of the Heritage Strategy implemented.	Strategic Planning	Partially completed	Minor conservation works were made to four heritage listed commercial properties within Windsor and Richmond under the Local Heritage Assistance Fund 2016-2017.
DP-08 Develop and implement strategies to deliver sustainable services and facilities					
OP4-08.01	Continuing assessment and monitoring of existing building services and facilities against industry standards.	Assessments undertaken. Monitor and record actions for improvements.	Building Services	Partially completed	Building Audits have been completed on the different asset types and reviewed against current conditions for modeling towards a priority list for future budgeting.
OP4-08.02	Promote and foster business process review during the annual budget process and, where appropriate, implement outcomes of the review.	Processes reviewed and implemented where appropriate.	Chief Financial Officer	Partially completed	Business reviews were undertaken and a number of Service Delivery Models were identified for consideration in 2017/2018.
OP4-08.03	Develop library services strategically and in response to social, economic and environmental changes, and in accordance with State Library NSW benchmarks.	Implement 2016/2017 strategies in Library Action Plan.	Cultural Services	Partially completed	Public Library Infrastructure grant funding has been used to improve the style and layout of the Central Library in Windsor to make it a more relaxed and welcoming space. The large service desks have been replaced with smaller, mobile service desks. A returns processing room has been built and the children's and young adult spaces have been updated with new furniture. Carpet is being replaced and the project will be completed by the end of October 2017.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-08.04	Identify benchmarks as required for the provision of community services and facilities for existing and future communities in partnership with Human Services Advisory Committee	Benchmarks identified.	Strategic Planning	Completed	Benchmarks identified with Council's Human Services Advisory Committee have been used for planning of facilities and services in existing towns, and for future communities in areas such as North Richmond, Glossodia, and Vineyard.
OP4-08.05	Undertake a base line review of current service delivery model and develop a transitional project to align services, roles and processes with Council's strategic goals.	Current operating model review completed by 31 July 2016. Revised operating model developed by 30 September 2016.	Environment and Regulatory Services	Partially completed	A review of services to ensure consistency with Council's strategic goals has commenced. The review is scheduled to continue throughout the 2017/2018 period.
DP-09 Implement the Hawkesbury Floodplain Risk Management Plan					
OP4-09.01	Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan in partnership with the Floodplain Risk Management Advisory Committee.	Commencement of priority actions of the Hawkesbury Floodplain Risk Management Plan.	Strategic Planning	Partially completed	The Hawkesbury Nepean Flood Management Strategy was released in May 2017 and Council is exploring opportunities to partner with Infrastructure NSW to deliver the key outcomes of the Strategy. Consideration of Part 4 of the Hawkesbury Floodplain Risk Management Plan is occurring.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-10 Implement the Road Safety Action Plan					
OP4-10.01	Implement priority activities and campaigns in the Road Safety Action Plan as negotiated with Roads and Maritime Services.	Annual action plan developed and implemented.	Community Partnerships	Partially completed	The four activities in the Road Safety Action Plan have been completed; Child Restraints Program, Learner Driver workshops, Bus Metrobacks, and the Graduated Licencing Scheme Learner Driver Workshop.
DP-11 Implement the Crime Prevention Strategy for Windsor and Richmond CBDs					
OP4-11.01	Action on this activity is pending completion of Hawkesbury Horizon Initiative.	N/A	N/A	N/A	N/A
DP-12 Implement the Natural Hazards Resilience Study					
OP4-12.01	Implement priority actions of the Natural Hazards Resilience Study.	Priority actions implemented.	Cultural Services	N/A	Analysis was previously completed and reported to Council in February 2016.
DP-13 Participate with other authorities in the planning and implementation of their safety plans					
OP4-13.01	Work with Rural Fire Service to develop yearly hazard reduction programs on community managed land.	Program developed.	Parks & Recreation	Completed	A meeting with the Rural Fire Service was held in October 2016 and hazard reduction programs were developed.
OP4-13.02	Convene Local Emergency Management Committee meetings in accordance with statutory requirements.	Local Emergency Management Committee meetings held and secretariat support provided.	Director Infrastructure Services	Completed	Four meetings of the Local Emergency Management Committee were held in 2016/2017.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-14 Lobby for improved environmental flows					
P4-14.01	Undertake lobbying action as a result of Council resolutions dealing with these issues.	Lobbying undertaken.	General Manager	Completed	All actions identified as a result of Council resolutions were actioned as required.
DP-15 Lobby and take action to improve water quality					
OP4-15.01	Provide pump out services to limit nutrients and pollutants from onsite sewerage management systems entering waterways.	Pump out service provided within agreed timeframes.	Waste Management	Completed	Pumpout services were provided within agreed timeframes.
OP4-15.02	Provide a trade waste service to commercial and industrial premises.	Trade waste service provided in accordance with service standards and levels.	Waste Management	Completed	Trade waste services were provided within service standards and levels.
OP4-15.03	Continued operation and maintenance of sewage treatment plants, pump stations and reticulation in accordance with EPA licence to service the community.	<p>Sewage treatment plants and major pump stations alarms responded to within one hour.</p> <p>Minor pump stations alarms responded to within four hours.</p> <p>EPA license conditions met and service standards achieved.</p>	Waste Management	Achieved	<p>Sewage treatment plant and major pump station alarms were responded to within one hour. Minor pump station alarms were responded to within four hours.</p> <p>South Windsor Sewage Treatment Plant achieved 100 percent compliance with licence conditions.</p> <p>McGraths Hill Sewage Treatment Plant achieved compliance with licence conditions, except for three test samples over the allowable 90th percentile limit for Bio-chemical Oxygen Demand and 1 test sample over the allowable 100th percentile limit for oils and greases.</p>



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-15.04	Reduce gross pollutants entering waterways through the provision of Gross Pollutant Traps.	Gross pollutants captured, measured and reported.	Construction & Maintenance	Completed	Gross Pollutant Traps were monitored on a regular basis and cleaned as necessary. A total of 487.5 tonne of waste was removed and so reduced from entering waterways.
OP4-15.05	Implement the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Commence implementation of priority actions.	Strategic Planning	Partially completed	Council received notification from the Minister for Planning that the Upper Hawkesbury River Estuary Coastal Zone Management Plan received certification under the <i>Coastal Protection Act 1979</i> . The Coastal Zone Management Plan was subsequently gazetted and work has commenced on the 36 identified key actions. Opportunities for future funding of these actions have also been explored.
DP-16 Lobby and take action to improve river management actions, including elimination of wakeboard boats to minimise bank erosion					
OP4-16.01	Undertake lobbying action as a result of Council resolutions dealing with these issues.	Lobbying undertaken.	General Manager	Completed	All actions identified as a result of Council resolutions were actioned as required.
OP4-16.02	Participate in the Greater Sydney Local Land Service's Local Government Advisory Group.	Meetings attended as required.	Strategic Planning	Completed	Meetings were attended as required.
OP4-16.03	Undertake studies and investigations as a result of Council resolutions on river dredging licence application.	Investigation and relevant studies completed and reported to Council.	Strategic Planning	Partially completed	Council considered the assessment of Expressions of Interest received in respect of Navigation Dredging of the Hawkesbury River between The Breakaway and Sackville Ferry and resolved not to continue with the proposed dredging project.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-17 Review and implement the Waste Education Program					
OP4-17.01	Review and implement Waste Education Programs.	Waste Education Programs activities undertaken.	Strategic Planning	Completed	There were 12 major waste education programs undertaken in 2016/2017. These included the third 'Waste 2 Art' competition which had 53 entries, Compost Revolution with 387 households engaged, the 'Household Waste Guide' sent to all homes, a major contamination program with over 1,200 bins inspected, extra weekly recycling in January, a domestic waste kerbside audit, public place recycling at the Hawkesbury Show, Garage Sale Trail with 137 registrations and Clean Up Australia Day with 28 sites.
DP-18 Showcase a range of initiatives to reduce environmental footprint by use of recycled/renewable resource materials					
OP4-18.01	Commence implementation of Strategic waste management plan for Hawkesbury City Waste management facility.	Implementation commenced.	Waste Management	Not completed	Strategic Waste Management Plan still under review.
OP4-18.02	Where appropriate, utilise recycled road-base material in order to reduce our dependency on non-renewable resources.	Amount of recycled road-base used.	Construction & Maintenance	Completed	Recycled road base material was included in Council's tender for the procurement of road material. In 2016/2017, 14,423 tonne of recycled road-base was used.
OP4-18.03	Undertake an audit of kerbside recycling services to establish use and contamination levels.	Audit of identified properties completed.	Environment and Regulatory Services	Completed	Audit of kerbside recycling completed and submitted. A total of 220 households were sampled and contamination rates were 10.5% for recycling and 1.75% for green organics. The diversion rate from landfill was 35%.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-19 Explore business opportunities in waste management					
OP4-19.01	Provide domestic and commercial waste and recycling collection services to the community.	Services provided to the community in accordance with customer service standards.	Environment and Regulatory Services	Completed	Recycling services have been provided by JJ Richards along with Council waste removal section servicing the community in accordance with customer service standards.
OP4-19.02	Expand the operation of recycled water system at South Windsor Sewage Treatment Plant.	Number of customers connected to recycled water system. Volume of recycled water used.	Waste Management	Completed	The number of customers increased from eight to nine in 2016/2017. The total volume of recycled water used was 198.6 ML including onsite use at South Windsor Sewerage Treatment Plant.
OP4-19.03	Review business models for the delivery of sewerage services	Ongoing review of business best practice.	Waste Management	Completed	Decision to implement model yet to be made
OP4-19.04	Continued operation of Hawkesbury City Waste Management Facility.	Facility open to the public every day except for public holidays in order to meet community's expectation of waste management and recycling services.	Waste Management	Completed	The Waste Management Facility was open every day except for public holidays.
DP-20 Review and implement the Water and Energy Saving Action Plans					
OP4-20.01	No action - budgeted works completed in previous years.	N/A	N/A	N/A	N/A



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-21 Encourage sustainable built environment					
OP4-21.01	Development Control Plan and other relevant planning documents reviews to include provisions encouraging comprehensive sustainability actions above the minimum required by BASIX.	Sustainability provisions included in relevant reviewed documents.	Strategic Planning	Partially completed	A comprehensive review of the Hawkesbury Development Control Plan was commenced during the period including consideration of provisions to encourage standards above the minimum required by BASIX.
OP4-21.02	Support retention of Sustainable Living Guide website.	Sustainable Living Guide link retained on Council's website for financial year.	Strategic Planning	Completed	The Sustainable Living Guide was available on Council's website at http://sustainability.hawkesbury.nsw.gov.au for 2016/2017.
DP-22 Development and implement environmental education programs					
OP4-22.01	Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	Information provided as required.	Corporate Services & Governance	Completed	Information on implementing sustainable environmental practices was provided as necessary for tenants.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-22.02	Develop and implement a tactical compliance program to raise awareness of illegal dumping.	Programs developed and delivered.	Environment and Regulatory Services	Completed	<p>The special operation was concluded on 30 June 2017, which resulted in 315 waste related reports logged with 'Regional Illegal Dumping' online and 130 'Directions to Take Action' notices being issued to persons requiring the removal of waste from a public place in the Hawkesbury.</p> <p>Of the 315 'Regional Illegal Dumping' online reports, 74 of these matters were investigated and actioned by Compliance staff.</p> <p>The remaining 241 reports were investigated and the waste removed as unidentifiable waste by either Council's Compliance staff or Works staff.</p> <p>The program resulted in over \$30,000 in penalty notices for waste and litter related offences within the Hawkesbury.</p>
OP4-22.03	Develop and implement a targeted program to support improved environmental management controls in small/medium enterprises.	Programs developed and delivered.	Environment and Regulatory Services	Partially completed	A total of six industrial audits were conducted with all issues identified complied with. This program is to be continued for the 2017/2018 period.
OP4-22.04	Undertake the inspection of regulated commercial premises in accordance with a risk based program.	Inspections undertaken.	Environment and Regulatory Services	Completed	Inspections of septic systems based on risk category were completed for the reporting period. All food, public swimming pools, skin penetration and legionella premises in the Hawkesbury were inspected in accordance with legislative requirements.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-22.05	Develop community awareness on environment and bush care values, threatened and endangered species.	Number of workshops and educational opportunities provided.	Parks & Recreation	Completed	A bush regeneration workshop was held at Lower MacDonald as well as a number of educational opportunities such as National Tree Day, 'Kurragong-A-Buzz' and the Hawkesbury Show where stalls were held.
DP-23 Demonstrate ecologically sustainable development by example					
OP4-23.01	Continued operation of recycled water systems at South Windsor and McGraths Hill Sewage Treatment Plants.	Reduction of potable water used through increase in use of recycled water.	Waste Management	Completed	Total volume used was 198.6 ML including onsite use at South Windsor Sewerage Treatment Plant.
OP4-23.02	Incorporate ecologically sustainable building practices into Council projects.	Water and energy efficient products and technology used. Sustainable and renewable building materials used and recycling included in work undertaken.	Building Services	Partially completed	Over the past period we have incorporated many Environmentally Sustainable Development facets into the capital works program and within all programs of works as well as planning and strategies into the future works.
OP4-23.03	Rate Council buildings using National Australian Built Environment Rating System.	Comparison to base year established.	Building Services	Partially completed	Baselines are now being created into eight major sites within the building management control systems for this benchmarking to enhance reporting and enable quick effective sustainability control.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-24 Develop an Integrated Land-use and Transport Strategy with partners and providers					
OP4-24.01	Seek funding and partnerships for the preparation of a Transport Strategy for the Hawkesbury.	Funding and partnerships sought.	Strategic Planning	Not completed	Funding options did not become available. Potential partnerships are being discussed with NSW Roads and Maritime Service and other stakeholders.
DP-25 Engage with WSROC and other regional bodies to improve public transport services at a local and regional level					
OP4-25.01	Provide support to the Local Traffic Committee.	Support provided.	Design & Mapping	Completed	Traffic management and technical support was provided to the Local Traffic Committee. Local Traffic Committee meetings were held each month except December. Agenda items for meetings were provided and associated actions completed.
OP4-25.02	Coordinate the implementation of the Hawkesbury Mobility Plan.	Annual works program implemented.	Community Partnerships	Completed	All Active Transport funding was expended.
OP4-25.03	Deliver community transport services in accordance with contracted outputs as negotiated with funding bodies.	Contracted outputs achieved.	Community Partnerships	Completed	Outputs were achieved.
DP-26 Complete data collection and set service levels for different categories of road					
OP4-26.01	Use road data to assist in determining service levels based on priorities and funding available.	Model updated and utilized to establish priorities and affordability of service options.	Construction & Maintenance	Completed	Road data and modeling was utilised in determining projects and cost estimates in conjunction with the Asset Management System.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-27 Explore best practice models for road maintenance					
OP4-27.01	Identify potential models for road maintenance delivery.	Models identified.	Construction & Maintenance	Completed	Best practice models were reviewed and implemented. A review of stabilising aids to reduce maintenance/resheet requirements on the gravel road network is in progress.
DP-28 Undertake operational programs associated with roads and ancillary facilities					
OP4-28.01	Provide a town and village cleaning service.	Town and village cleaning and presentation carried out in accordance with schedule.	Construction & Maintenance	Completed	Daily street sweeping carried out in accordance with scheduled areas.
OP4-28.02	Undertake road and footpath inspections to develop and implement maintenance and renewal programs.	Maintenance and renewal programs development and implemented.	Construction & Maintenance	Completed	Necessary works were completed and the inspections are in progress.
OP4-28.03	Construct, maintain and rehabilitate road related assets including road pavements and shoulders.	Works completed on time and within budget.	Construction & Maintenance	Completed	Rehabilitation works were completed in accordance with the program and available budget.
OP4-28.04	Maintain the bridge network in accordance with condition assessment.	Works completed on time and within budget.	Construction & Maintenance	Completed	Necessary works completed.
OP4-28.05	Construct, maintain and reconstruct kerb and gutter and foot paving.	Works completed on time and within budget.	Construction & Maintenance	Completed	Necessary works completed.
OP4-28.06	Erect and maintain street names and line marking.	Works completed on time and within budget.	Construction & Maintenance	Completed	Necessary works completed.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-28.07	Maintain car parking areas.	Works completed on time and within budget.	Construction & Maintenance	Completed	Maintenance work was carried out in accordance with program and any identified defects repaired.
DP-29 With providers and users, identify any telecommunication service shortfalls					
OP4-29.01	Liaise with service providers to understand service supply and shortfall matters for area.	Information gathered and reported.	Strategic Activities	Completed	NBNCo provided Council with an update on the NBN fixed wireless rollout in November 2016. NBNCo advised Council of its community consultations as new infrastructure was provided.
DP-30 Lobby to improve delivery of services, including a range of services					
OP4-30.01	Lobby NBNCo to continue the fast track roll out of NBN to remaining parts of the Hawkesbury.	Lobbying undertaken as appropriate.	Strategic Activities	Completed	Mobile Blackspot Program Round 2 funding was announced in December 2016. Funding was provided for a mobile tower at St Albans. The Council nominated site was supported by the MacDonald Valley Association nomination to improve mobile phone service in St Albans.
OP4-30.02	Lobby other providers to improve the range of services and coverage.	Lobbying undertaken as appropriate.	Strategic Activities	Completed	Lobbying was undertaken as required.
DP-31 Investigate telecommunications directions, in particular the digital era, and report					
OP4-31.01	Monitor telecommunication trends and indicators.	N/A	Strategic Activities	N/A	No Action – completed in previous years and progressed in Activity 30.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-32 Define local and regional markets					
OP4-32.01	Monitor markets and trends.	Details provided on website. Local economy profile and Investment prospectus available.	Strategic Activities	Completed	Economic and community demographic data available on Council's website. Business webpage progressed.
DP-33 Implement a Tourism Strategy					
OP4-33.01	Progress the priority actions of the Tourism Strategy.	Tourism Working Group established and meets Hawkesbury Tourism website redevelopment completed, live and usage tracked. Visitor Services resources review completed and reported.	Strategic Activities	Partially completed	The Tourism Working Group transitioned to the Tourism Committee and commenced formal meetings. Tourism website soft launch occurred and further development is in progress.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-33.02	Seek funding sources for priority projects.	Funding applications submitted. Lobbying undertaken with partners targeting State government agencies.	Strategic Activities	Partially completed	Opportunities to fund the strategy were generally limited to Destination NSW marketing partnership opportunities and criteria. Opportunities for regional marketing and other projects funds via the new Destination Sydney Surrounds North Network explored. The Regional Strategic Alliance tourism partnership lobbied for tourism funding with Destination NSW, Greater Sydney Commission and City Deals.
DP-34 Develop a new brand for the "Hawkesbury"					
OP4-34.01	Develop Hawkesbury Brand Strategy.	Strategy reported to Council.	Strategic Planning	Not completed	Expressions Of Interest not sought as project re-assessed in light of new CSP, change over in staff and other priorities. Re-programmed for next reporting period and considered in light of communications priority of new CSP.
DP-35 Operate the Hawkesbury Visitor Information Centre as an accredited Level 2 Visitor Information Centre					
OP4-35.01	Operating hours, signage, training and other relevant criteria complied with to maintain Level 2 accreditation	Accreditation maintained.	Cultural Services	Completed	Hawkesbury Visitor Information Centre Level 2 accreditation has been maintained.
DP-36 Monitor local economy and investigate high end jobs					
OP4-36.01	Ongoing monitoring of local economy and high end jobs	Details provided on website.	Strategic Activities	Completed	Data provided on Council's website, used in submissions and used in CSP background work. Western Sydney University Undergraduate Scholarship Policy enables a student to train for high end jobs at the Hawkesbury Campus.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-37 Investigate innovation in local economy, including catalysts that enable industry/business to innovate					
OP4-37.01	Identify partners who can help the local economy innovate.	Partnerships established and joint projects (catalysts) identified. Partnership established with UWS / Hawkesbury Campus and NSW TAFE Richmond Campus.	Strategic Activities	Completed	Council staff meet with WSU's Vice Chancellor on its intentions for the Hawkesbury Campus to be a centre of excellence for agriculture/ food security and environmental research. Council waiting on further advice from Western Sydney University on this and partnership next steps. TAFE NSW subject to operational review and not in a position to progress any partnership.
DP-38 Support training of workforce to address job skills needs					
OP4-38.01	Identify and meet corporate and individual training needs.	Learning opportunities including technical, personal and professional development that supports Council's objectives provided.	Human Resources	Completed	Annual training programs delivered, including development of Corporate Report Writing Program. Courses for accreditation and professional development supported in line with individual training plans.
OP4-38.02	Sponsor a Western Sydney University Scholarship to support training of a resident and local employment.	Scholarship funded by Council.	Strategic Activities	Completed	Scholarship awarded enabling a student to be trained in high end jobs of the future.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-39 Support training, networking and development of business community to address business skills and job creation and retention					
OP4-39.01	Support traineeship, apprenticeship and work experience opportunities within Council.	Employment of trainees and apprentices and work experience placements offered to students.	Human Resources	Completed	100% completion of approved traineeships. Continued ongoing recruitment of approved traineeship positions and where available opportunities were provided to support work experience placement programs for secondary and tertiary students.
OP4-39.02	Employ two school based trainees and/or apprentices on an ongoing basis.	Two school based trainees and/or apprentices employed.	Human Resources	Completed	Successful completion of two apprenticeships. Ongoing support of new apprentices engaged through registered apprenticeship provider.
OP4-39.03	Undertake a Small Business Week Event as a learning and networking opportunity for business.	Event undertaken.	Strategic Activities	Completed	Completed in June.
OP4-39.04	Recognise business leadership and successful local businesses.	Business Awards programs sponsored.	Strategic Activities	Completed	Program reported to Council and sponsored. Program commenced in June and ended in September 2017.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-39.05	Promote the business support and training offerings of the Australian and State governments and their agents, higher education, registered training organisations and other local business networking groups.	Details provided on website Provide meeting space for training providers to meet businesses locally. Attend events / meetings to progress training offerings locally. Support enhanced engagement of UWS / Hawkesbury Campus and NSW TAFE Richmond Campus with local businesses.	Strategic Activities	Completed	Details of government training and programs communicated via Council's website. Emails to business groups in area, and newspapers as required. Council premises made available to Western Sydney Business Centre to enable business training and support to be provided locally. Business events were attended on demand. Western Sydney University Hawkesbury Campus flagged as an agriculture and environmental sciences research hub by the university. Partnership progressed with Western Sydney University at their request.
OP4-39.06	Make representations on local economy and business issues.	Make submissions on training, skills and jobs needs of the local economy as required.	Strategic Activities	Completed	Submissions made to government as enquiries and planning changes arose. Advocated for roll out of fast broadband offerings (e.g. NBN) to support business. Monitored progress on Western Sydney Airport development and ongoing presence of RAAF Base Richmond as key multipliers for the local and regional economies.
OP4-39.07	Support the participation of young people at local and regional employment exhibitions and information sessions.	Number of forums held.	Community Partnerships	Completed	Council supported the participation of young people at 18 local employment events with high schools and two regional employment exhibitions.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-40 Implement the Hawkesbury Employment Lands Strategy					
OP4-40.01	Investigate, prepare and assess Planning Proposals in accordance with the recommendations the Hawkesbury Employment Land Strategy.	Investigations and planning proposals consistent with Employment Land Strategy.	Strategic Planning	Completed	Two LEP amendments involving employment lands were made for 2016/2017.
DP-41 Develop and implement an Economic Development Strategy					
OP4-41.01	Progress the priority actions of the Economic Development Strategy.	Priorities identified and reported.	Strategic Activities	Not commenced	Draft strategy re-assessed in light of new CSP and scope. Re-programmed for next reporting year.
DP-42 Continue to lobby for retention of RAAF Base					
OP4-42.01	Prepare submissions in response to Federal and State Government processes involving RAAF Base.	Submissions made as required.	Strategic Activities	Completed	No government processes required comment.
OP4-42.02	Facilitate the involvement of the community in Federal and State Governments processes involving RAAF Base.	Advise the community of Federal and State Governments consultation processes.	Strategic Activities	Completed	No government processes required comment.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-43 Review future options for retaining RAAF Base Richmond and use of facilities					
OP4-43.01	Monitor Defence Policy and Aviation Policy	Submissions made to public consultation documents. Lobbying undertaken as required. Seek understanding of the Australian government and Defence's intentions for the Base, including joint use of the Base and report.	Strategic Activities	Completed	Policies monitored in particular as they relate to Western Sydney Airport proposal. Planning and operational documents for the Western Sydney Airport reviewed and responded to. Community informed on how it could be part of the Forum on Western Sydney Airport (FOWSA). Council appointed as local government member to FOWSA.
OP4-43.02	Investigate options for using RAAF Base for Defence and aviation related industries	Seek understanding of NSW Rural Fire Services' joint use of the Base in the short and long term.	Strategic Activities	Completed	Council officers met with RAAF Base Richmond personnel.
DP-44 Investigate Defence and Aviation industry sectors contribution to the local economy					
OP4-44.01	No action – investigations completed in 2014/2015. Information gathered to be utilised in Action 41.	N/A	N/A	N/A	N/A



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-45 Identify and seek feasible alternate income streams					
OP4-45.01	Review Council's revenue generating activities annually as part of the Operational Plan process.	Existing revenue generation activities sustained and opportunities for additional activities identified and implemented where feasible.	Chief Financial Officer	Partially completed	Council's revenue generating activities and associated fees and charges reviewed as part of the 2017/2018 annual budget process. On-going review process in place to ensure appropriate cost recovery and identification of business opportunities.
OP4-45.02	Prepare and submit applications to funding authorities.	Number of applications submitted.	Corporate Services & Governance	Completed	40 applications were lodged.
OP4-45.03	Provide rental income from Council owned properties under lease.	Rental income received by Council in accordance with the adopted budget.	Corporate Services & Governance	Completed	Rental income was received from Council owned properties under lease.
OP4-45.04	Prepare development contributions plans and Voluntary Planning Agreements as required.	Plans prepared as required.	Strategic Planning	Completed	One Section 64 plan was adopted by Council. Three VPAs were reported to Council. One VPA was exhibited.
OP4-45.05	Ensure optimal utilisation and return on Council's funds.	Council's funds invested in line with legislative requirements and Council's Investment Policy.	Chief Financial Officer	Completed	All Council's funds were invested in line with legislative requirements and Council's Investment Policy. Council's Investment Policy was reviewed on 30 May 2017. Independent investment advice was obtained on a quarterly basis.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
DP-46 Balanced budget that sustains our provision of services and assets					
OP4-46.01	Prepare asset management plans and long term funding need projections for sustainable asset service provision	Asset Management Plans for key infrastructure assets prepared.	Chief Financial Officer	Completed	Asset Policy, Strategy and Asset Plans for key Infrastructure assets completed.
OP4-46.02	Align Council's provision of services and assets with available funding to achieve a break even operating result	Achieve operating performance result in line with Fit for the Future proposal.	Chief Financial Officer	Completed	A balanced 2017/2018 Budget was adopted by Council on 14 June 2017. The applicable Fit for the Future Strategies are included in the adopted Budget.
OP4-46.03	Implement Fit for the Future strategies to secure Council's long-term sustainability	Strategies identified and submitted to Council for consideration and implementation.	Chief Financial Officer	Partially completed	Council declared as Fit for the Future based on the submitted FFTF Plan. Implementation of all FFTF Strategies commenced. The process for implementation of the primary strategy, being a Special Rate Variation commencing in 2018/2019 has been advanced. Community Engagement program completed in July/August 2017.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-46.04	Review the Long Term Financial Plan to ensure Council remains financially sustainable as measured against the Fit of the Future benchmarks	Long Term Financial Plan reviewed by June 2017.	Chief Financial Officer	Completed	Long Term Financial Plan reviewed and submitted to Council at its Meeting on 14 June 2017. Long Term Financial Plan reviewed again as part of the Special Rate Variation process and updated with most recent financial and asset data. Revised Plan will be submitted to Council at its Meeting on 10 October 2017 for Council's consideration and determination to place on public exhibition as part of the Special Rate Variation process.
DP-47 Support the contribution to the community by volunteers					
OP4-47.01	Promote the Cultural Services volunteer program.	Cultural Services volunteers supported and valued through training and recognition programs. Number of volunteers.	Cultural Services	Completed	Library, Museum, Gallery volunteer numbers remain steady at 132. Gallery Volunteers received training to provide daily guided tours of the Archibald Prize exhibition. Additional Library volunteers now provide a regular JP service. Recognition of volunteers included a Christmas Party, visits to other museums and galleries, talks and workshops, National Volunteer Week function and a thank you morning tea for Library volunteers during Library Week.
OP4-47.02	Support the Adopt-a-Road program.	Number of participants supported.	Design & Mapping	Completed	Ongoing support was provided to participants at eight project locations. The program is currently not supporting new sites due to WHS matters.

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-47.03	Support community management of community facilities (halls and community centres).	Community halls and community centres maintained to required building standard. Level of utilisation.	Community Partnerships	Partially completed	633 requests for maintenance or management assistance were responded to within required timeframe. November 2016 utilisation survey indicates levels of utilisation have been maintained.
OP4-47.04	Maintain the Community Volunteer Program at the Companion Animal Shelter.	Program maintained.	Environment and Regulatory Services	Completed	Volunteers successfully assisted Council staff for the 2016/2017 period with duties that would normal be unachievable, such as giving 'one on one' attention to the animals and additional exercising of dogs.
OP4-47.05	Manage, support, encourage and develop volunteer Bush Care groups for bushland sites.	Number of active Bush Care groups supported.	Parks & Recreation	Completed	Support was provided to thirteen Bush Care groups (nine of which are supervised by a paid bush regenerator contractor) throughout the year.
OP4-47.06	Support the Rural Fire Service and State Emergency Service activities through works and funding contributions	Funding and operational support provided.	Director Infrastructure Services	Completed	Funding and operational support provided in accordance with statutory requirements including financial contributions.
OP4-47.07	Provide assistance to Cleanup Australia Day volunteers	Assistance provided to Cleanup Australia Day volunteers.	Waste Management	Completed	Cleanup Australia Day was held in March 2017. Assistance has been provided to volunteers as required.
DP-48 Provide sustainable support for community groups					
OP4-48.01	Manage Deerubbin Centre community rooms for use by community groups	Community rooms made available to community groups.	Cultural Services	Completed	594 Deerubbin Centre Meeting Room bookings were managed by Library staff. This represented a total of 3,449 hours of usage and 16,520 users.

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-48.02	Provide financial support to assist community groups to build social capital through sponsorship of community programs and events	Financial support in accordance with Community Sponsorship Program and club Grants provided.	Community Partnerships	Completed	Two rounds of Community Sponsorship program were delivered with 40 organisations or individuals receiving \$77,284. The Community Sponsorship budget was fully committed. ClubGRANTS 2016 was completed with 19 organisations receiving \$65,952.
OP4-48.03	Undertake Sister Cities and City Country Alliance Program, in conjunction with Hawkesbury Sister City Association	Sister Cities Program funded and reported to Council.	Strategic Activities	Completed	Program funding provided. Annual report in February 2017. Student exchange programs to Kyotamba Japan and Temple City USA undertaken by Hawkesbury Sister City Association. Small contribution to student travel costs reported.
DP-49 Lobby other levels of government to deliver the services and infrastructure for which they are responsible					
OP4-49.01	Participate on local, regional and State planning forums to advocate for human services needs of the Hawkesbury	Meetings attended as required.	Community Partnerships	Completed	Local forums facilitated include the Hawkesbury Disability Employment Expo, Nepean Regional Mental Health Forum, Hawkesbury Domestic Violence Forum, Hawkesbury Mental Health Forum.
OP4-49.02	Respond to planning documentation/proposals developed by State and Federal governments in relation to services and infrastructure strategies.	Comments provided as required.	General Manager	Completed	Submissions were made on State and Federal service and infrastructure plans/proposals as required.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-49.03	As appropriate, lobby for the provision and/or improvement of government services and infrastructure for the area.	Lobbying undertaken as appropriate.	General Manager	Completed	All actions identified as a result of Council resolutions were actioned as required.
DP-50 Develop and maintain partnerships that facilitate management of resources and funding					
OP4-50.01	Maintain and develop Council's participation in Westpool and UIP to enhance Council's various insurances.	Membership maintained.	Risk Management	Completed	Proposal forms for all lines of insurance were completed and all insurance programs renewed as at 30 June 2017.
OP4-50.02	Manage the Agreement for the operation and management of the Hawkesbury Leisure Centres.	Formal meetings of representatives of YMCA NSW and relevant Council staff held every three months. Reports and other documentation provided by YMCA NSW as required under the Agreement.	Director Support Services	Completed	Formal meetings held on 26 September 2016, 12 December 2016, 7 February 2017 and 26 June 2017 between Council staff and representatives of YMCA NSW to discuss the management and operation of the Centres. Also a number of informal meetings and discussions have taken place. Reports and various documentation as required were received by Council from YMCA NSW in accordance with the Contract.
OP4-50.03	Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc.).	Funding and statutory requirements, as negotiated with funding bodies, achieved.	Community Partnerships	Completed	Contracted outputs for period were achieved.

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-50.04	Provide financial support to the Hawkesbury River County Council.	Support provided.	Parks & Recreation	Completed	Financial support was provided to Hawkesbury River County Council.
OP4-50.05	Support the partnership with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs.	Partnership maintained.	Parks & Recreation	Completed	Financial and professional support was provided to Hawkesbury Sports Council.
OP4-50.06	Provide Companion Animal Shelter services to the community.	Rehoming rates of 90% or above for dogs and 60% or above for cats per month achieved.	Environment and Regulatory Services	Completed	The companion animal shelter achieved a rehoming rate of approximately 90% for dogs and 60% for cats with the assistance of animal welfare and rescue group.
OP4-50.07	Implement the priority actions of the Hawkesbury Homelessness Action Plan in conjunction with the Hawkesbury Housing Forum's Working Group.	Priority actions implemented.	Strategic Planning	Completed	Resource fliers were distributed through the Hawkesbury Courier in June 2016. A total of 19,600 copies were distributed.

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-50.08	Manage event partnerships to ensure that efficient use of funding and resources is achieved.	Sponsorship agreements executed.	Corporate Communications	Completed	Sponsorship agreements were executed with Windsor Business Group and Kurrajong Community Forum for the Christmas Lights Program, the NSW State Association of Caravan Club Rally, the Blues and Roots Festival, Assistance was provided with the White Ribbon Ride, the St Albans Writers festival and the Winter Christmas Poker Run. Sponsorship Agreements have been prepared for the St Matthews Birthday Bash 2017, St Albans Writers Festival 2017, Equifest 2017, NSW Women's Country Meeting 2017/2018, Kurrajong-A-Buzz 2017.
DP-51 Develop best practice processes and reporting measures					
OP4-51.01	Provide support to the Development Application Monitoring Advisory Committee.	Support provided.	Development Services	Completed	Committee met only once during reporting period due to Council election cycle. Support was provided to the Committee meeting on 30 March 2017. Council has discontinued this Committee by resolution dated 30 May 2017. Six monthly reports will now be made to the Ordinary Council meeting.
OP4-51.02	Explore opportunities to improve application processing times for development.	Opportunities explored and reported to the Development Application Monitoring Advisory Committee.	Development Services	Partially completed	Ongoing.

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-51.03	Provide reliable and responsive customer services.	Service delivered meets advertised Customer Contact and Customer Service Standards.	Customer Services	Partially completed	Council logged 43,794 customer requests with 87% being completed within the required timeframe for the period 1 July 2016 to 30 June 2017.
OP4-51.04	Review Council's Information Technology Disaster Recovery process.	Process has been reviewed with a revised, simplified system put in place.	Information Services	Partially completed	Draft documentation was prepared and continued to be refined. Failover testing was undertaken in November 2016. This testing was successful however highlighted some changes in processes and procedures which will be implemented. Testing will be undertaken for corporate systems in late 2017.
OP4-51.05	Maintain and update Council's information technology infrastructure and corporate applications.	Council's information technology infrastructure and corporate applications maintained and upgraded as required.	Information Services	Completed	Council's information technology infrastructure and corporate applications have been maintained and upgraded as required with minimal disruption to business.
OP4-51.06	Maintain currency of the Business Continuity Plan.	Business Continuity Plan is current.	Information Services	Partially completed	An update of the Business Continuity Plan was undertaken in May 2017. A complete review of the Business Continuity Plan is being undertaken by Risk Logic with training and tabletop testing scheduled for the Crisis Management Team for 9 November 2017.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-51.07	Implement best practice procurement processes throughout Council.	Compliance with procurement processes.	Chief Financial Officer	Completed	An update of the Business Continuity Plan was undertaken in May 2017. A complete review of the Business Continuity Plan is being undertaken by Risk Logic with training and tabletop testing scheduled for the Crisis Management Team for 9 November 2017.
OP4-51.08	Deliver telephone enquiry and front counter services to Council's customers in accordance with performance indicators.	Performance benchmarks achieved.	Community Partnerships	Completed	Council received 64,726 telephone calls and 18,114 front counter enquiries for the period.
OP4-51.09	Investigate customer service complaints and compliments in accordance with process and timeframes within Complaints Policy.	Number of complaints finalised within required timeframes.	Community Partnerships	Completed	26 customer complaints were received and addressed using Council's Complaint Management procedures for the period.
OP4-51.10	Complete external reaccreditation process against the International Customer Services Standard.	Council achieves International Customer Services Standard reaccreditation.	Community Partnerships	Not completed	Due to workload requirements associated with Council's Fit for the Future proposal, this action has been deferred.
OP4-51.11	Provide support to the Audit Committee.	Support Provided.	Internal Auditor	Completed	Support was provided.
OP4-51.12	Conduct audits in accordance with Council's plan.	Audits completed and recommendations implemented.	Internal Auditor	Partially completed	Limited audits undertaken due to retirement of Internal Auditor. Service Delivery model reviewed to deliver the 2017-2020 Internal Audit Plan.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-51.13	Develop an implementation plan to deliver Enterprise Risk Management to the organisation.	Implementation Plan developed and Enterprise Risk Management policy adopted.	Risk Management	Partially completed	Investigations undertaken and draft proposal paper being prepared for MANEX consideration in 2017-2018.
DP-52 Comply with all statutory planning and reporting requirements					
OP4-52.01	Review and develop Human Resources/Industrial Relations policies, procedures and delegations to meet legislative requirements.	Human Resources/Industrial Relations policies, procedures and delegations meet legislative requirements.	Human Resources	Completed	Ongoing process to review and update existing policies, procedures and delegations to meet legislative requirements. New procedures developed as required to meet legislative requirements.
OP4-52.02	Prepare all statutory and licencing reports for McGraths Hill and South Windsor sewage treatment systems and Hawkesbury City Waste Management Facility.	All reports submitted to relevant authorities within required timeframes.	Environment and Regulatory Services	Completed	All reports were completed and sent to relevant authorities as required.
OP4-52.03	Compliance with Council's Work Health and Safety Strategy and Plan.	Audit schedule implemented and maintained. Management reports tabled as agreed. Workers compensation licence returns submitted as required.	Risk Management	Partially completed	The Self Insurance Licence conditions have changed removing the mandatory WHS Tri-annual National Audit Tool Compliance Audits. Council's WHS platform is under review with a view to smoother alignment with WHS legislation.

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-52.04	Provide Companion Animal reports in line with legislative requirements.	All reports submitted to relevant authorities within required timeframes.	Environment and Regulatory Services	Completed	All reports were provided in a timely manner to the Office of Local Government as required.
OP4-52.05	Manage onsite sewage management systems effectively through the 'Septic Safe' program.	Onsite sewage management systems are managed based on risk through the 'Septic Safe' program.	Environment and Regulatory Services	Completed	Onsite sewage management systems were inspected in accordance with the Septic Safe Program. All required inspections required for 2016/2017 were completed.
OP4-52.06	Identify, investigate and resolve unlawful and unauthorised development.	Investigations are completed and compliance action taken.	Environment and Regulatory Services	Completed	All investigations reported to Council for the 2016/2017 period were actioned within legislative and customer service timeframes.
OP4-52.07	Report Public Interest Disclosure in accordance with legislative requirements.	Reports provided to the NSW Ombudsman.	Corporate Services & Governance	Completed	Reports were provided.
OP4-52.08	Forward privacy complaints immediately to the Office of the Privacy Commissioner.	Complaints forwarded as required.	Corporate Services & Governance	Completed	Complaints were forwarded as necessary.
OP4-52.09	Complete and report Pecuniary Interest Returns in accordance with legislative requirements.	Pecuniary Interest Returns completed and reported to Council.	Corporate Services & Governance	Completed	All Returns were lodged by the due dates.
OP4-52.10	Review the Policy of the Payment Expenses and Provision of Facilities to Councillors.	Policy reviewed, adopted and submitted to the Office of Local Government.	Corporate Services & Governance	Completed	The Policy was reviewed and adopted by Council on 11 October 2016.

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-52.11	Review Council's Publication Guide in accordance with legislative requirements.	Publication Guide reviewed and submitted to the Office of Information Commission.	Corporate Services & Governance	Completed	Council's Publication Guide was reviewed and published as required.
OP4-52.12	Provide statutory statistical reports to relevant State agencies on development activity.	Statistical reports are provided to relevant State agencies as required.	Development Services	Completed	Annual development activity report to Department of Planning & Environment submitted. Monthly and other reports to ABS and Department of Planning & Environment submitted on time or as required.
OP4-52.13	Prepare and forward all relevant statutory reports for Crown lands.	Statutory reports submitted on time.	Parks & Recreation	Completed	Statutory report was completed and submitted in October 2016.
OP4-52.14	Prepare and forward all relevant statutory reports for roads and associated infrastructure.	Statutory reports submitted on time.	Construction & Maintenance	Completed	All required reports have been submitted to the relevant authorities.
OP4-52.15	Provide financial reporting in line with legislative requirements and Guidelines issued by the Office of Local Government.	Financial reports submitted to the relevant authority within the required deadline.	Chief Financial Officer	Completed	All financial reports and returns as required by the Office of Local Government were completed and submitted to both the Office of Local Government and Council within the regulated reporting periods.
OP4-52.16	Ensure sound administration of rates and charges across the Local Government Area in line with legislative requirements.	Rating categorisation, Rates Levy and charges determined in line with legislative requirements.	Chief Financial Officer	Completed	Rating categorisation, Rates Levy and Charges were determined in line with legislative requirements. Rates structure review commenced.

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-52.17	Maintain financial information in line with legislative requirements.	Accounting records maintained in line with applicable legislation and Accounting Standards.	Chief Financial Officer	Completed	Accounting records were maintained in line with relevant legislation and Accounting Standards. An unqualified audit opinion was received for the audit conducted on the 2015/2016 Financial Statements.
OP4-52.18	Prepare Quarterly Budget Review Statements.	Quarterly Budget Review Statements submitted to Council in line with legislative requirements.	Chief Financial Officer	Completed	The September 2016 Quarterly Budget Review Statement was adopted by Council on 29 November 2016. The December 2016 QBRS was adopted by Council on 20 February 2017. The March QBRS was adopted by Council on 30 May 2017.
OP4-52.19	Prepare 2013-2017 Delivery Program progress reports.	Progress reports reported to Council.	Strategic Planning	Completed	Six monthly Delivery Program progress reports were reported to Council.
OP4-52.20	Prepare Council's End of Term report.	End of Term report reported to Council.	Strategic Planning	Completed	Council's End of Term report was reported to Council in August 2016.
OP4-52.21	Prepare Council's Annual Report.	Report prepared and published prior to deadline of 30 November 2016.	Strategic Planning	Completed	The 2015/2016 Annual Report, including Annual Financial Statements, was reported to Council in November 2016 and published prior to the 30 November 2016 deadline.
OP4-52.22	Review Council's Community Strategic Plan.	Community Strategic Plan reviewed and adopted by Council.	Strategic Planning	Completed	A comprehensive review of the Hawkesbury Community Strategic Plan was undertaken, including extensive community engagement. The new Community Strategic Plan was adopted by Council in March 2017.

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-52.23	Prepare Council's 2017-2021 Delivery Program.	Delivery Program prepared and adopted by Council.	Strategic Planning	Completed	Following the adoption of the new Hawkesbury Community Strategic Plan, preparation of the Delivery Program 2017-2021 was continued and adopted by Council in June 2017.
OP4-52.24	Prepare Council's Resourcing Strategy.	Resourcing Strategy prepared and submitted to Office of Local Government.	Strategic Planning	Completed	Following the adoption of the new Hawkesbury Community Strategic Plan, preparation of the Resourcing Strategy 2017-2021 was continued and adopted by Council in June 2017.
OP4-52.25	Prepare Council's 2017/2018 Operational Plan.	Operational Plan prepared and adopted by Council.	Strategic Planning	Completed	Following the adoption of the new Hawkesbury Community Strategic Plan, preparation of the Operational Plan 2017-2018 was continued and adopted by Council in June 2017.



DP Strategy and OP Action	Output Measure	Responsibility	Status	Annual Comments
DP-53 Develop and implement a communication strategy to increase community understanding of council responsibilities and operations				
OP4-53.01	Implement communication tools to increase community understanding of Council's responsibilities and operations.	Communication tools implemented and engagement with community expanded.	Corporate Communications	Achieved
				<p>Council's focus was on increased face to face and online engagement with the community:</p> <ul style="list-style-type: none"> • 'Listening to Our Community Level of Service' consultation with seven town meetings and six information kiosks • 'Hawkesbury 2036 Its Our Future' consultation with nine town meetings and five information kiosks • preparations underway for 'Investing in Your Future' consultation with 10 town meetings and 11 information kiosks. <p>Online engagement continued to develop with the increased use of tools: the Events Facebook page, Council website and more than 12 projects on Engagement HQ.</p>
DP-54 Undertake community engagement and have dialogue with the community in setting affordable and sustainable service levels and standards				
OP4-54.01	Develop Community Engagement Strategy to assist in setting affordable and sustainable levels of service.	Community Engagement Strategy developed.	Strategic Planning	Completed
				Stage 2 consultations completed including town meetings, information kiosks, phone and online survey.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-54.02	Establish service levels to be delivered based on community's expectations.	Appropriate and affordable service levels established.	Strategic Planning	Completed	Stage 2 consultations were completed.
DP-55 Demonstrate decisions made are transparent, fair, balanced and equitable and supported by appropriate resource allocations					
OP4-55.01	Develop and maintain communication tools to demonstrate transparency and accountability.	Engagement with community expanded.	Corporate Communications	Completed	Direct communication with the community has been expanded to include Listening to Our Community Level of Service consultation with 7 town meetings and 6 information kiosks, Hawkesbury 2036 Its Our Future consultation with 9 town meetings and 5 information kiosks and preparation underway for Investing in Your Future consultation with 10 town meetings and 11 information kiosks.
OP4-55.02	Council meeting cycle meets legislative requirements.	At least 10 Council meetings held each year, in different months. Business Papers made available to the public in accordance with Council's Code of Meeting Practice.	General Manager	Completed	Legislative requirements were achieved for Council Meetings held during 2016/2017.
OP4-55.03	Review committees and membership annually.	Review undertaken and reported to Council.	General Manager	Completed	A review of membership of committees was undertaken and considered by Council on 27 September 2016.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-55.04	Provide community access to Council information.	Government Information Public Access Act complied with.	Corporate Services & Governance	Completed	Access to information was provided in accordance with legislation.
OP4-55.05	Implement the recommendations of the Hawkesbury Youth Summit 2015.	Recommendations implemented.	Community Partnerships	Completed	Implementation of six Youth Summit Recommendations achieved including resourcing of high-school anti-bullying programs, hosting 'Green Health Zone-Mental Health' event, promoting 'Peppercorn Youth Transport Options', facilitating youth involvement in the Community Strategic Plan consultations, waste education and bushcare initiatives, co-hosting employment workshops and supported young people to participate in HSC study days.
OP4-55.06	Provide access to development application information consistent with statutory requirements.	Information publicly available consistent with statutory requirements.	Development Services	Completed	Council's online DA Tracking tool was updated on a daily basis. Any omissions identified were rectified within two working days. Information also available at Council offices within reasonable timeframes.
OP4-55.07	Maintain Fines and Orders Appeal Assessment Panel of Council.	Panel meets as required.	Environment and Regulatory Services	Completed	The panel successfully held meetings throughout the 2016/2017 period as needed to review appeals lodged in accordance with policy requirements.



DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-55.08	Coordinate implementation of Hawkesbury Cultural Plan actions.	Priority actions implemented.	Cultural Services	Partially completed	Implemented actions include: <ul style="list-style-type: none">development of a Cultural Directory as part of the new Community Directory as well as the 'Discover the Hawkesbury' website. Both contribute to 'collect and promote what's-on/events information, manage the cultural database and act as a regional cultural information centre and coordinate events planning' (1.7)an annual History Symposium provided a meeting of local historical societies and heritage groups to network share information, identify collaborative projects and to promote activities. (3.4)grant funds received to develop a 'Market Gardens of the Hawkesbury' exhibition at the Museum, which has a focus on the Hawkesbury's multicultural communities.(3.10)provided input into the Tourism Strategy to ensure that cultural tourism is a component of this (4.1)'Hawkesbury Art Fair' held – a selling exhibition from local artists annually in the Hawkesbury Regional Gallery (5.1).

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DP Strategy and OP Action		Output Measure	Responsibility	Status	Annual Comments
OP4-55.09	Provide legal services to Council.	Urgent legal advice provided to Council within 24 hours and other legal advice provided within agreed timeframes. Monthly reports received from Council's Solicitors outlining outstanding legal matters.	Director Support Services	Completed	All urgent legal advice was provided immediately or within 24 hours of initial request. All other legal advice was provided within agreed timeframes. Monthly reports were received from both of Council's Solicitors outlining outstanding matters.
OP4-55.10	Provide Survey, Design and Spatial Information Systems services and support.	Service and support provided.	Design & Mapping	Completed	Survey, design and Spatial Information System services and support were provided and on schedule in accordance with program targets.
OP4-55.11	Coordinate implementation of Hawkesbury Access and Inclusion Plan.	Number of actions implemented.	Community Partnerships	Completed	Audits of carparks and streetscapes were undertaken. The delivery of local NDIS information sessions was supported by Council. The Hawkesbury Disability Employment Expo was held. Consultation was held to develop the new Disability Inclusion Action Plan, including seven focus groups and two forums.



what is a sustainable council?

Stage 1: Consulting the community
2007 to 2014

Stage 2: Developing a sustainable council
2014 to 2020

Stage 3: Implementing a sustainable council
2020 to 2025

A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community".

20

INVESTING IN YOUR FUTURE

...to make some decisions for your future

Listening Kiosk

Fit For The Future Improvement Plan

Councils Fit For The Future Improvement Plan outlines 20 expenditure and revenue measures which will generate \$77.7M in cost savings and increased non-rating revenues over the next ten years. The implementation of the Fit For The Future Improvement Plan will be a critical component in achieving financial sustainability. There are five broad objectives within the Plan:

- Increasing Operating Efficiencies
- Increasing Operating Revenues
- Building a Sound Platform for Asset Management
- Increasing Investment on Infrastructure Renewal and Maintenance
- Reducing the Unit Cost of Operations.

Council commenced the implementation of Fit For The Future Improvement Plan in July 2015. The table below provides an overview of the projected financial targets of each of the 20 measures and the progress to date in achieving those targets.

Table 4: FFTF Strategies Summary

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2017
1.1	Review of Road Operations	An annual 1% efficiency target applied to Councils yearly \$14M spend on road works operating costs (excluding ordinary wages and overheads). Reinvested in capital renewal roadworks.	\$600,000	\$19,984
1.2	Review of Service Delivery Models	An annual 1% to 2.5% efficiency target applied to Corporate Support and Discretionary Services (excluding employee costs and overheads).	\$820,179	\$172,836
1.3	Review of Plant and Fleet Management	Review of plant/fleet vehicles and accessories, ownership and maintenance models to achieve annual saving on net cost of operating plant/fleet.	\$1,356,574	\$160,150
1.4	Property and Asset Review	Rate of return review to identify non-performing and surplus properties for sale or disposal.	\$1,500,000	\$683,773
1.5	Review of Insurance Coverage and Self- Insurer Model	Review self-insurer model to enable comparison with alternate funding and provisioning arrangements for workers compensation and other insurances. Review to include assessment of impact of self-insurer requirements on procurement costs and staff productivity.	\$155,665	\$0

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'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2017
2.1	Special Rate Variation	Notional Special Rate Variation of 14.49% (excluding rate peg) over two years commencing in 2018/2019 to generate additional rating revenue to meet loan repayments for \$25M infrastructure borrowings program, with balance of revenue directed to asset renewal and maintenance and budget repair.	\$11,570,542	\$0
2.2	Stormwater Management Charge	\$25 annual levy for stormwater management services against properties connected to the stormwater drainage network - commencing in 2017/2018.	\$2,091,006	\$0
2.3	Special Rate for New Residential Development	Special Rate applied from 2019/2020 to developments at Redbank and Jacaranda Ponds Glossodia to generate additional revenue to fund asset maintenance requirements which will not be covered by ordinary rating revenue due to the particular characteristics of the environmental and heritage assets within these developments.	\$832,000	\$0
2.4	Waste Management and Sewer Dividend	A 12% rate of return on the value of assets within Waste Management Facility and Sewerage Schemes.	\$2,708,703	\$930,104
2.5	Review of Pricing Structures	Review operations of income generating 'non-core' business units – Cemeteries, Companion Animal Shelter, Richmond Pool, Upper Colo Reserve so that pricing structures can be geared to achieve break-even operating position over medium term.	\$506,291	\$118,262
2.6	Lobbying for increased regional road funding	Council receives RMS funding as a contribution to the costs of maintaining regional roads. It is proposed that Council lobby government to have additional roads placed on the regional roads network and seek contribution to costs of maintaining these roads.	\$8,841,672	\$2,838,086
3.1	Completion of Asset Management Plans	Completion of asset management plans to provide a sound platform for long-term financial forecasting.	NIL	Draft Plans prepared
3.2	Service Level Review	Community engagement strategy to determine safe, affordable and agreed levels of service for all asset classes. Intended to establish BTS asset standard for asset classes to reflect community priorities	NIL	Completed

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'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2017
3.3	Integrated Capital Works Program	Establish parameters for capital works investment with a clear priority on asset renewal to address infrastructure backlogs and upgrade of existing assets. Based on S94/94 and VPA work programs capital funding of \$8.8M will be directed to asset renewal works between 2016/2017 and 2020/2021.	\$7,446,835	\$3,035,687
4.2	Sinking Fund for Community Facilities	Building maintenance and renewal levy applied to community facilities used to deliver fee-paying and/or funded child care services based on 50% of the annual depreciation charges for these facilities as a contribution to the maintenance and renewal of these assets.	\$192,285	\$0
4.3a	Infrastructure Borrowings Program	\$25M loan facility to fund accelerated five year works program focused on road upgrades and renewals, renewal of park assets and community buildings, in response to documented community priorities.	\$7,746,670	\$0
4.3b	Energy Efficiency Borrowings Program.	Loan facility to invest in energy efficiency infrastructure. Costs recovered through energy savings would be used to fund loan borrowings	\$33,590	\$0
5.1	OPEX Expenditure Reduction	Projected savings to be achieved through the adoption of new technology, on-line service delivery platforms, and a review of opening hours.	\$505,931	\$28,537
5.2	Regional Strategic Alliance	Formal partnership with Blue Mountains and Penrith City Councils to implement regional joint projects to increase operating efficiencies through the aggregation of service contracts and the sharing of resources and corporate costs across the three councils .	\$810,502	\$0
5.3	Sustainable Population Growth	Continued implementation of Hawkesbury Residential Land Strategy to concentrate new residential development around existing urban centres and villages.	\$631,149	\$148,603
TOTAL CUMULATIVE IMPACT			\$48,349,594	\$8,136,022

Outline of Fit For The Future Strategies

Increasing Operating Efficiencies

Council is continually seeking cost savings and efficiencies through on-going process improvements, increased use of technology, best value for money procurement processes, resource sharing and partnerships. The efficiency measures in the Fit For The Future Improvement Plan include the following.

Review of Roads Operations. A review of current service models and resourcing of roads operational and capital works will identify areas to be investigated for potential efficiencies so as to reduce the cost per unit of works and consequently be able to deliver more works with available funding. It is estimated that efficiency savings in the vicinity of \$150,000 per year, over four years, could potentially be achieved, with these savings being re-invested in asset maintenance and renewal.

Review of Service Delivery Models. This strategy is targeted at reducing the costs of funding corporate support activities and discretionary services. Service delivery models and opportunities that could be pursued through the Regional Strategic Alliance are expected to provide opportunities for these services to operate at a lower cost. This strategy could generate in the vicinity of \$820,000 over the next four years.

Review of Plant/Fleet Management. This strategy is aimed at reviewing Council's plant and fleet ownership and maintenance models with a view to reducing the variability of capital outlay, resulting in a projected increase of \$1.4 million being available for asset renewal.

Property and Asset Review. This strategy is aimed at undertaking a comprehensive review of Council's property and asset holdings with a view to rationalising under-utilised and/or under – performing assets. This strategy would be expected to generate in the vicinity of \$1.5 million over a period of four years.

Review of Insurance Coverage. Council is currently self-insured, which consumes a significant portion of staff time and resources. This strategy is based on reviewing and determining the optimal model for insurance that balances out the costs of each model while still ensuring sound safety outcomes. This review has the potential to generate in the vicinity of \$383,000 over the Long Term Financial Plan period.

Increasing Operating Revenues

The Fit For The Future Improvement Plan includes measures to raise revenues to direct additional funding to the renewal of community assets and to maintain and improve service levels to meet community expectations. These revenue measures include:

Resourcing Strategy (Special Rate Variation). The additional revenue generated through this strategy would predominantly be directed towards servicing a proposed Infrastructure Borrowings Program. As the loans are progressively repaid, the additional rating revenue will be directed towards increasing Councils capacity to implement best practice asset management and the ongoing funding of community investment priorities. The proposed special rate increase is subject to Council endorsement and approval by the Independent Pricing and Regulatory Tribunal.

Stormwater Management Charge. The introduction of a Stormwater Management Charge of \$25 per property generates funding to enable maintenance and renewal works relating to new stormwater infrastructure. This strategy would generate \$519,000 per annum to be invested in the management of stormwater assets.

Special Levy for New Development. The introduction of a special rate for residential developments at Redbank, North Richmond and Jacaranda Ponds, Glossodia to raise additional annual revenue of \$416,000 to fund the additional asset maintenance costs associated with enhanced open space and riparian corridors within these developments which will not be covered by ordinary rating revenue. The proposed special levy is subject to Council endorsement and approval by the Independent Pricing and Regulatory Tribunal.

Review of Waste and Sewer Business

Units. This strategy is aimed at ensuring that Council receives a return on assets invested in Council's Waste Management Facility and Sewer Business Units. An annual dividend payment based on a 12% rate of return on the value of the Waste Management Facility assets has been implemented. This strategy generates \$621,000 each year.

Review of Pricing Structures for Business

Units. This strategy is based on reviewing the pricing structures and service models of some selected non-core business units to ensure that as a minimum these units operate at breakeven result. This review has the potential to generate in the vicinity of \$506,000 over the next four years.

Lobbying for Increased Regional Road

Funding. Council will continue to lobby the NSW Government to ensure that current grant funding for the renewal and maintenance of regional roads is maintained on an ongoing basis into the future. It is vital that this source of funding does not deteriorate over time, as Council depends on this allocation of grants to cover the costs of regional traffic on roads within the Hawkesbury area.

Building a Sound Platform for Asset Planning

Over recent years Council has focused on constructing a complete inventory of its infrastructure assets to enable asset management modelling to be undertaken. This enables the formulation of robust asset maintenance and renewal scenarios that can be supported within the Long Term Financial Plan.

Completion of Asset Management Plans.

Council will continue to work on refining its asset data and associated modelling to underpin the development of Asset Management Plans for each asset category. To support best practice asset management processes, and ultimately strive to meet the community's expectations, Council is also reviewing the optimum resourcing framework to support asset planning and management.

Service Level Review. Several rounds of community consultation has been undertaken in order to determine safe, affordable, and agreed service levels for all asset classes. The community engagement program also explored the community's appetite and preferences for adjusting current operations to redirect resources to asset renewal and maintenance. From this consultation it was determined that the community expected higher service levels for the majority of assets and were willing to contribute more towards increased investment in these assets, via collection of additional rates raised through an Special Rate Variation.

Increasing Investment in Infrastructure Renewal and Maintenance

To sustain and deliver expected service levels, Council's focus is to increase expenditure on infrastructure maintenance and renewal in addition to improving its asset management capability and balancing this with the need for expenditure for creation of new assets.

Council has been facing an on-going funding shortfall in addressing the required expenditure on asset maintenance and renewal. This is due to Council maintaining a balanced budget position from year to year, limiting expenditure to the level of income available. This on-going structural funding shortfall has resulted in an increasing asset renewal backlog and deterioration in asset conditions, which, if not addressed, could impact on Council's long term sustainability. The following strategies are targeted at ensuring that Council's assets remain sustainable over the long term:

Integrated Capital Works Program. Capital Works are to be aligned with existing relevant Plans, available grant funding and Developer Contribution Plans and Voluntary Planning Agreements, prioritising asset renewal and upgrading of existing assets over creating new assets as far as possible. Council will continue to ensure that Developer Contribution Plans and Voluntary Planning Agreements provide a funding source for Council's infrastructure needs arising from development and will continue to align works and funding with industry benchmarks and community's

expectations. This strategy is aimed at ensuring no unnecessary new assets are created, but rather ensuring that existing assets are upgraded to the standard and capacity required.

Sinking Fund for Community Facilities.

Council owns and maintains a number of community buildings including child care centres and community halls. Council is reviewing options in relation to licenses that would transition the responsibility of asset maintenance and renewal to the users of these facilities.

Infrastructure Borrowings Program. A borrowings program has been incorporated to be undertaken over a period of time with the primary aim of targeting road renewal and the delivery of an enhanced program of asset maintenance and renewal. The availability of loan funds will enable works to be brought forward, therefore bringing assets to satisfactory standard sooner resulting in increased community satisfaction and facilitating optimal asset intervention methods.

Energy Efficiency Borrowing Program.

Council is conscientiously striving to become a 'carbon-neutral' operation and consistently reviews opportunities either through grant funding or reduced interest rate loans that are able to provide Council with energy efficiencies, in a financially sustainable manner.

Reduce per Unit Cost of Operations

OPEX Expenditure. Reduction. Council has limited the expenditure budgets for services that are not directly involved in the maintenance of infrastructure assets. This has been enacted through the freezing of indexation from 2017/2018 to 2021/2022 for expenditure that is not determined by an award for employee costs, or a contract already in place for materials and contracts. Council has established a target saving of \$506K over the four years until 2020/2021.

Regional Strategic Alliance (RSA). Council has established a Regional Strategic Alliance Cooperation and Management Agreement with Blue Mountains City Council and Penrith City Council. The Agreement ostensibly provides for the three councils to act in concert to investigate a regional entity and governance framework that could initiate projects and programs aimed at optimising state and regional planning, strengthening regional advocacy, and maximising opportunities for organisational effectiveness, shared services and innovation.

Sustainable Population Growth. Built into the Long Term Financial Plan are assumptions in relation to additional rates income that is generated due to development. While there is increased income above the additional required expenditure over the short term, over time the additional asset maintenance and renewal expenditure requirement consumes this short term surplus. Based on the projected timings of known specific developments and current general trend in additional housing, an estimated increase in net income of \$631,000 over four years is expected.

C O O K I E S

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Section 428(4)(a) Financial Statements

Council's Audited Financial Reports for the 2016/2017 year are provided in a separate accompanying document.

Section 508 Report on Special Variation (Infrastructure Renewal Program)

On 27 June 2007, the Minister for Local Government, pursuant to section 508(2) of the *Local Government Act 1993*, granted approval for Council to increase income by way of additional rates for costs associated with an infrastructure renewal program.

Relevant information relating to the projects and programs identified in the Infrastructure Renewal Program Estimates contained within the 2016/2017 Budget Estimates is provided below.

Item	Comment
Essential Grading - Unsealed Roads	\$41,564 has been utilised on grading work at a number of locations including Upper Macdonald Road, Greens Road and Settlers Road.
Resheeting - Unsealed Roads	\$96,404 has been utilised to provide a granular surface over Packer Road, Mountain Lagoon Road, Greens Road and Upper Colo Road.
Road Rehabilitation - Various Locations	\$531,054 has been expended on the repair of failed road sections on the sealed network.
Road shoulder renewal	<p>\$143,943 has been utilised to improve road shoulders at a number of locations as follows:</p> <ul style="list-style-type: none"> • Park Road, Vineyard • Kentucky Drive, Glossodia • Kurmond Road, North Richmond • Brahma Road & Terrace Road, North Richmond • Smith Road, Oakville • Wheelbarrow Ridge Road, Colo Heights • Mount View Close, Kurrajong Hills • Mitchell Drive, Glossodia • Dunns Road, Maraylya.
Road Rehabilitation - Francis Street, Richmond	\$12,929 was expended on deep lift asphalt patches in vicinity of the primary schools.
Various Locations Kerb, Gutter and Drainage	<p>\$136,000 was expended under this program at the following locations:</p> <ul style="list-style-type: none"> • William Cox Drive, Hobartville • Robertson Street, Kurrajong • Francis Street, Richmond • Elizabeth Avenue, Kurmond • King Road, Wilberforce • James Street, South Windsor • West Market Street, Richmond • Jersey Road, Richmond • Town Street, Hobartville • George Street, South Windsor • Lennox Street, Richmond.

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Item	Comment
Clear Drainage Structures/Channels, Pipes and Pits	\$17,582 was utilised in relining a substantial section of a failing drainage line in Francis Street, Richmond (opposite the Richmond Club).
Wilberforce Carpark, Wilberforce	A total of \$9,354 was expended on replacing defective sections of kerb ramp and carpark pavement.
Reconstruct Failed Footpaving - Various Locations	<p>\$130,000 has been expended on this program at the following locations:</p> <ul style="list-style-type: none"> • Keda Court, North Richmond • Alexander Street, Bligh Park • March Street, Richmond • College Street, Richmond • Elizabeth Street, North Richmond • Bona Vista Drive, Pitt Town • Francis Street, Richmond • Lennox Street, Richmond.
Installation of New Concrete Footpaving	<p>\$70,000 has been expended on the provision of new concrete foot path to improve pedestrian accesses at the following locations:</p> <ul style="list-style-type: none"> • Bells Line of Road, Kurmond – New path & pram ramp for a disabled parking bay • George Road, Wilberforce to Shops – Carpark and parking bays for long vehicles • Old Sackville Road, Wilberforce – Outside Operations Depot adjoining the existing carpark • Hawkesbury Valley Way – Connecting the missing section from Seven 11 to George Street, Windsor.
Richmond Pool Richmond	\$5,000 was spent on replacing the shade shelter over the playground.
Colo Reserves in General	\$3,715 was used to improve access to the new canoe launching facility at Colo Park.
Carparks in Parks	\$18,000 has been carried forward to cover additional replacement of the car park bollards in Richmond Park.
McQuade Park	\$120,263 was spent to upgrade both car parks within McQuade Park. The remaining \$159,259 will be carried forward to complete the works in 2017/2018.
Macquarie Park	\$17,838 has been spent on the upgrade of the car park. This project is part of a major upgrade of the site with a canoe launching facility, pathways, landscaping.
Memorials/Monuments - Parks	These funds have been carried over to cover the cost of re-lettering names on the war memorials.
Smith Park	\$10,644 was spent on landscaping (in conjunction with the car park upgrade).
Construct Fencing/Gates	\$21,032 was spent on replacement of fencing in a number of reserves. The remaining \$5,843 will be brought forward to upgrade fencing in 2017/2018.
Governor Phillip Park	\$32,575 was spent to upgrade the jetty.
Bins/Furniture Replacement in Parks	\$44,639 was spent on bin and furniture replacement in a number of parks and streetscapes. The remaining \$21,295 will replace furniture in 2017/2018.

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Item	Comment
Sports Council Capital Contribution	\$52,000 was given to the Hawkesbury Sports Council to upgrade the South Windsor Tennis courts/building.
Amenities - Bilpin Park	Council has been awaiting the transfer of land from the National Parks and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2017/2018 to be spent once the process has been finalised.
Shelters - Bilpin Park	Council has been awaiting the transfer of land from the National Parks and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2017/2018 to be spent once the process has been finalised.
Playground - Bilpin Park	Council has been awaiting the transfer of land from the National Parks and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2017/2018 to be spent once the process has been finalised.
Car Park - Bilpin Park	Council has been awaiting the land to be given back to them from the National Park and Wildlife Service. The process involved a revocation from Wollemi National Park which has taken longer than anticipated. Funding will be carried forward into 2017/2018 to be spent once the process has been finalised.
Hawkesbury Oasis Swimming Centre, South Windsor	Budget \$141,000. Works include replacement of building management system, fire services, ceiling tiles and part of the funding for the change room facilities refurbishments. These works will be completed in 2017/2018.
St Albans School of Arts Hall, St Albans	\$2,138 was spent on repairs to the building fabric of the hall.
Governor Phillip Boat Club, Windsor	\$21,530 was spent to replace the roof of the boat club.
North Richmond Neighbourhood Centre, North Richmond	\$25,000 was spent to replace part of the roof of the centre. Other works were funded by maintenance budgets.
Deerubbin Centre, Windsor	\$55,000 was spent on upgrading part of the CCTV cameras at the centre. This funding was complemented by maintenance budgets.
Security Panel Replacements	\$13,851 was spent on the security system upgrade at Richmond Grandstand, Richmond, and the upgrade of modems and antennas at various sites.
Richmond Pool, Richmond	\$41,791 was spent on part of the accessible and family amenities. This was complemented by Section 94 funding.

Clause 217(1)(a) Overseas Visits

No overseas visits were undertaken during 2017/2018 by Councillors, Council staff or other persons representing Council.

Clause 217(1)(ai)(I to viii) Payment of Councillor Expenses

The total amount expended during 2016/2017 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees as shown in Section 428 (4) (b).

Mayoral fees	\$44,981
Councillor fees (12 x \$18,416)	\$220,993
Councillor expenses	\$118,731
TOTAL	\$384,615

This amount includes the following costs:

i.	Dedicated Office Equipment	\$29,226
ii.	Telephone Calls	\$5,367
iii.	Attendance at Conferences and Seminars	\$40,122
iv.	Training and Skill Development	\$1,800
v.	Interstate Visits (included in iii, above)	\$18,500
vi.	Overseas Visits (included in iii, above)	Nil
vii.	Expenses of Spouses, Partners or Accompanying Persons	\$130
viii.	Child Care	Nil

All figures above are inclusive of GST.

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



Conferences attended by Councillors 2016/2017

In line with Council's policy, the type and cost of conferences attended by Councillors is reported below. Total costs were \$40,122 being \$21,622 for intrastate visits and \$18,500 for Interstate visits. No overseas visit was undertaken during 2016/2017.

Name of Conference	Date and Place	Councillor Attended
Local Government NSW Water Management Conference	28 - 30 August 2016 Broken Hill, NSW	Clr Reardon
2016 Local Government NSW Annual Conference	16 - 18 October 2016 Wollongong, NSW	Clr Lyons-Buckett Clr Calvert Clr Wheeler Clr Ross
National Local Roads & Transport Congress (*)	9 - 11 November 2016 Toowoomba, QLD	Clr Rasmussen
16th International Cities, Town Centres & Communities Conference (*)	9 - 11 November 2016 Launceston, TAS	Clr Garrow Clr Wheeler
2017 Local Government NSW Tourism Conference	12 - 14 March 2017 Taree, NSW	Clr Rasmussen
Affordable Housing Australia Conference	17 - 18 May 2017 Sydney, NSW	Clr Calvert
2017 Floodplain Management Australia National Conference	16 - 19 May 2017 Newcastle, NSW	Clr Lyons-Buckett Clr Reynolds Clr Wheeler
2017 Local Government Professionals Australian National Congress & Business Expo *	22 - 24 May 2017 Hobart, TAS	Clr Lyons-Buckett Clr Ross
2017 National General Assembly of Local Government *	18 - 21 June, 2017 Canberra, ACT	Clr Lyons-Buckett Clr Wheeler

* Interstate Travel



Clause 217(1)(a2) Major Contracts Awarded in excess of \$150,000

Construction and Maintenance

Name of Contractor	Nature of Goods or Services	Total Value (\$)
H & M Civil Houghton & Meredith	Hire of Trucks and Plant	137,317.13
Lord Earthmoving & Haulage Pty Ltd	Hire of Trucks and Plant	162,684.50
Envirocivil NSW Pty Ltd	Inspection and Clearing Gross Pollutant Traps	169,459.46
Hitachi Construction Machinery (Aust) Pty Ltd	Plant and Equipment	179,037.85
Maybury Marine Pty Ltd	Hire of Trucks and Plant	184,860.48
Grants Concreting Pty Ltd	Restoration of Footpaths and kerb & Gutter	189,512.26
Gilbert & Roach	Plant and Equipment	281,905.70
Metromix Pty Ltd	Supply of Bulk Materials for Civil Construction	308,494.67
Northshore Landscapes	Supply of Bulk Materials for Civil Construction	381,547.37
Birdon Pty Ltd	Ferry repairs	423,220.49
Tono Ferry Services Pty Ltd	The Caretaking & Operation of the Lower Portland Ferry	485,531.11
Savage Earthmoving	Restoration of Footpaths and kerb & Gutter and Hire of Trucks and Plant	574,124.18
Hawkesbury Road Maintenance Pty Ltd	Maintenance of Gravel Roads	576,887.72
Saunders Civilbuild Pty Ltd	Minor Works Roads, Drainage and Hire of Trucks and Plant	652,483.92
L J Follington Construction Pty Ltd	Hire of Plant and Trucks	781,371.25
Precision Civil Infrastructure Pty Ltd	Upgrade of Sewer Pump Station	1,469,433.43
MJ & MD Skinner Earthmoving Pty Ltd	Road Sealing and Rehabilitation	1,686,485.49
State Asphalt Services Pty Ltd	Road Sealing	1,850,075.46
Bernipave Pty Ltd	Supply and Placement of Asphalt	2,006,334.55
Delaney Civil Pty Ltd	Construction of Road Bridge	2,101,310.28
Cleary Bros (Bombo) Pty Ltd	Road Asphalt Pavement and Surfacing	3,203,682.62
	TOTAL	17,805,759.92

Professional Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Pikes & Verekers Lawyers	Legal Services	182,951.54
Hays Specialist Recruitment (Australia) Pty Ltd	Employment Agency	186,065.47
Local Government Appointments	Employment Agency	308,261.62
Complete Staff Solutions Pty Ltd	Employment Agency	316,244.19
United Independent Pools	Insurance Contributions	570,761.75
	TOTAL	1,564,284.57

Waste Water Management

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Nowra Chemical Manufacturers Pty Ltd	Chemicals for Treatment Works	199,014.09
Xylem Water Solutions Australia Ltd	Water Treatment Services	233,455.15
Bettergrow Pty Ltd	Collection, Transportation and Disposal of Biosolids	338,616.26
Redox Pty Ltd	Chemicals for Treatment Works	375,400.60
Staples Bros. (Nowra) Pty Ltd t/a Premier Pumpouts	Septic Tank & Collection Well Effluent Removal Service	1,411,773.58
	TOTAL	2,558,259.68

Parks and Recreation

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Sterling Group Services Pty Ltd	Building Trades and Associated Services	139,131.08
Blue Tongue Eco-systems Trust Fund Reynolds Family Trust	Bush Regeneration	139,491.43
YMCA of Sydney	Management and Operation of the Hawkesbury Leisure Centres	163,512.08
TreeServe Pty Ltd	Arborist Services	186,603.88
Undercover Landscapes Pty Ltd	Landscaping	247,650.24
	TOTAL	876,388.71

Regulatory Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Suez Environnement Recycling & Waste Recovery	Recycling & Waste Recovery	150,019.10
Cleanaway Pty Ltd	Kerbside Collection	487,925.87
JJ Richards & Sons Pty Ltd	Garden Organic Collection and Processing Service	2,831,663.00
	TOTAL	3,469,607.97

Building Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Hix Group Pty Ltd trading as Hix Electrical and Data Services	Street Lighting	140,647.94
Aqualine Pool Renovators	Pool Resurfacing	145,598.47
Southern Aquatic Services	Pool Maintenance Services	154,835.68
Storm International Pty Ltd	Cleaning of Various Council Buildings	155,188.00
R Fleming & Sons	Painting and Roof Cleaning	190,775.20
Powerdirect Pty Ltd	Retail Electricity	208,399.15
Almar Pioneer Interiors API Commercial	Construction of new Fire Shed and Amenities Building	289,303.57
ERM Power Retail Pty Ltd trading as ERM Business Energy	Supply of Electricity and Green Power	289,773.43
Itech Corporation Pty Ltd	Electrical Engineers	313,762.48
CMP Electrical (Australia) Pty Ltd	Electrical Repairs and Services	351,744.34
Katopa Holdings Pty Ltd trading as CBD Mechanical Electrical	Electrical Repairs and Services	418,936.36
Endeavour Energy	Street Lighting	450,002.22
Auscorp Constructions Pty Ltd	Construction of new Fire Shed and Various Building Trade Services	554,504.50
Origin Energy	Electricity Major Sites	1,021,471.62
Kellyville Building Pty Ltd	Modifications to Hawkesbury Oasis and Various Child Care Centres	1,422,488.72
	TOTAL	6,107,431.68

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General

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Data#3 Limited	Computer Software	135,241.81
Tyres4U Pty Ltd	Fleet Tyres	138,901.59
J Blackwood & Son Ltd	General Hardware	144,793.62
Computer Systems Australia Pty Ltd	IT Professional Services	161,294.92
Sydney Water	Water	179,939.06
Volvo Commercial Vehicles Australia Pty Ltd	Plant and Equipment	190,020.99
Telstra	Telecommunications – NBN/Internet provisions	230,900.01
Caltex Australia Petroleum Pty Ltd	Fuel Purchases	241,708.92
Windsor Toyota	Motor Vehicles	290,128.60
Western Region Automotive Sinclair Automotive & Sinclair Isuzu	Motor Vehicles	318,742.49
Macquarie Bank Limited	Computer Equipment Leases	390,686.09
Technology One Ltd	Computer Software	460,715.35
BP Australia Ltd	Bulk Diesel and Petrol	566,602.00
	TOTAL	3,449,675.45



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

Total cost of proceedings \$335,422.27

Project Name	Cost	Status
Basscave Pty Ltd	\$31,818.18	Land and Environment Court Proceedings
Sewer Rectification Works	\$141,269.90	Land and Environment Court Proceedings - Breach of POEO Act - Sewage spill - Conviction
PRJM Pty Ltd	\$859.87	Land and Environment Court Proceedings – Class 1 appeal against refusal – Appeal dismissed
Oneten-34	\$479.00	Land and Environment Court Proceedings – Class 1 appeal against refusal – Consent granted
Bentley and Bacic	\$1,360.38	Land and Environment Court Proceedings – Class 1 appeal against refusal – Consent granted
PRJM Pty Ltd	\$3,075.00	Land and Environment Court Proceedings – Class 4 appeal for illegal works – Court Order to stop work
GMR Schembri Pty Ltd	\$6,417.20	Land and Environment Court Proceedings – Class 1 appeal against refusal – Consent granted
PRJM Pty Ltd	\$3,423.60	Land and Environment Court Proceedings – s56A appeal against decision of Commissioner – Appeal dismissed
PRJM Pty Ltd	\$96,533.98	Land and Environment Court Proceedings – Class 1 appeal against refusal – Amended from 52 lots to 37 lots
PRJM Pty Ltd	\$2,205.00	Land and Environment Court Proceedings – Class 1 appeal against refusal – Appeal discontinued
Samuel	\$7,719.00	Environmental Pollution and POEO register - Local Court - matter finalised
GMR Schembri Pty Ltd	\$1,800.50	Land and Environment Proceedings - Class 1 appeal against refusal – Consent granted
Basscave Pty Ltd and Argosy v Marshall	\$7,870.00	Land and Environment Court Proceedings – Class 4
BD NSW (MR) Project O007 Pty Ltd	\$2,997.00	Land and Environment Court Proceedings – Class 1 Deemed Refusal - discontinued
PRJM Pty Ltd	\$6,020.00	Land and Environment Court Proceedings – Class 1 appeal Consultancy Fees
Kamatshi-Transporting Waste	\$2,020.50	Transporting of asbestos waste - Local Court - 2 year good behaviour bond issued
Mackintosh-Parking Infringement	\$1,370.00	Parking matter - Matter finalised in Local Court

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Project Name	Cost	Status
Bennett Property	\$2,322.20	Compliance matter - development without consent - Local Court - Council awarded \$1,100
M D Falzon	\$442.50	Compliance matter - development without consent - matter yet to be commenced
C Hawley	\$1,746.74	Compliance matter - direction to remove / demolish - Local Court - matter finalised
Basscave Pty Ltd	\$4,985.50	Land and Environment Proceedings – Development without Consent
Lewis	\$1,294.27	Parking matter - Local Court - Section 10a warning given Compliance - development without consent - Land & Environment Court - Notice of discontinuance issued - matter finalised
AM Frosstrom	\$7,391.95	Compliance - Development Without Consent - Land & Environment Court - Notice of discontinuance issued - matter finalised.



Clause 217(1)(a4) Work on Private Land

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

Clause 217(1)(a5) Contributions/Donations

The total amount contributed under Section 356 of the Local Government Act, 1993 during the financial year was \$83,284 made up of the following amounts:

- \$77,284 distributed to 40 recipients in accordance with the provisions of Council's Community Sponsorship Program
- \$6,000 distributed to 12 young people to support their participation in the Sister Cities Student Exchange Program.

Clause 217(1)(a6) External Bodies Exercising Council Delegated Functions

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

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

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

Child Care Centres

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

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

Community/Neighbourhood Centres, Halls and Other Buildings

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

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



Peppercorn Services

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

During the 2016/2017 Financial Year the following services were provided to residents of the Hawkesbury by PSI:

- **Peppercorn Family, Community and Youth Services**
 - **Hawkesbury Family Support** - at home and centre based family support services including playgroups, parenting programs, and family fun days.
 - **Forgotten Valley Community and Youth Development Project** – delivered activities, events and learning programs to vulnerable and isolated residents and young people living in the Forgotten Valley area and continued to publish the Forgotten Valley Views.
 - **Youth Transport Options** – made available innovative transport options to support socially and geographically isolated young people to access services.
- **Peppercorn Children's Services**
 - **Forgotten Valley Pre-Schools** – operated pre-school services from two venues in Wisemans Ferry and South Maroota to meet the developmental needs of children 0-6 years.
- **Peppercorn Transport**
 - **Community Transport** – delivered a range of coordinated transport services for disadvantaged people living in the Hawkesbury including isolated residents.
- **Peppercorn Life Skills**
 - **Come Dine with Me** - a meals program which provides a healthy lunch, social interaction and activities for socially and/or geographically isolated people living in the Hawkesbury.
 - **Home and Garden Maintenance** – delivered subsidised lawn mowing and garden maintenance service services to frail aged people, people with disabilities and their carers in the Hawkesbury, Penrith and Blue Mountains Local Government Areas. The service aims to support older people and younger people with a disability to maintain their independence and enable them to remain living in their own homes.
 - **Hawkesbury Seniors Leisure and Learning Centre** - a range of creative and flexible leisure and learning programs for senior residents continued to be delivered from this venue.
 - **Peppercorn Property**
 - Managed the day-to-day building operations of McGrath's Hill Bus Depot, South Windsor Family Centre and Hawkesbury Seniors Leisure and Learning Centre.

Playing Fields and Parks

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

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

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

Hawkesbury River County Council

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

Oasis Aquatic and Leisure Centre and Hawkesbury Indoor Stadium

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



Clauses 217(1)(a7) and (a8) Interests and Participation in Corporations, Partnerships, Cooperatives, Joint Ventures, Syndicates or other bodies

Civic Risk Mutual (CRM)

Council is a member of an independent insurance and risk management discretionary mutual, Westpool, established in 1988 and following recent rebranding is now known as Civic Risk West.

This mutual consists of ten Councils – Blacktown, Blue Mountains, Camden, Fairfield, Hawkesbury, Liverpool, Parramatta, Penrith, Shellharbour and Wollongong City Councils and the alliance provides opportunities for members to self-manage public liability and professional indemnity claims, to purchase a variety of insurance products and to share risk management strategies.

Currently, Civic Risk West purchases public liability, professional indemnity, corporate travel, and group personal accident insurances.

Civic Risk West, in association with its sister organisation, Civic Risk Metro, has established United Independent Pools (UIP), now rebranded as Civic Risk Mutual (CRM) which now self manages motor vehicle, tools of trade, industrial special risks (Property), Councillors, Officers, Statutory Liability, Crime (internal fraud and electronic theft), Cyber, public liability and Casual Hirers insurance covers.

Council also holds a number of smaller specialised insurance policies specific to Council needs.

Through the ability of these mutual associations to self-insure and group purchase insurance, it is considered that significant savings have been achieved in the level of premiums paid by the Council, particularly in comparison to potential premiums had Council approached the insurance market as a single entity.

In addition, much is gained by councils being able to share experiences, initiatives and ideas

in areas such as risk management, claims management strategies, fleet management, property protection, security, work health safety and workers compensation, etc. Council continues to reap the benefits of this alliance which now actively covers all lines of insurance.

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

Regional Strategic Alliance

A Regional Strategic Alliance has been formed in order to achieve cost efficiencies through sharing arrangements between Hawkesbury City Council, Blue Mountains City Council and Penrith City Council.

The Alliance is yet to be formally established as an entity and current funds collected and spent are managed in trust by the Blue Mountains City Council.

Hawkesbury River County Council

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

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

HRCC strategic objectives follow the guidance provided by the development of their member Council 'Community Strategic Plans' and the NSW Invasive Species Plan.

In order of priority they are as follows:

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

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

Hawkesbury Companion Animal Shelter

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

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

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

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

During 2016/2017, the Shelter and its staff in conjunction with a number of welfare agencies achieved rehoming rates of over 60% for cats and 90% for dogs per month, which were for animals that were suitable for rehoming.

Hawkesbury Sister City Association – International Sister Cities

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

The Sister City Program is managed by Council officers in conjunction with the Hawkesbury Sister City Association Inc.(Association) , which was established in 1984 by the then Hawkesbury Shire Council. The Association manages community and cultural activities of the program, which mainly involves the student exchange program to and from the sister cities. Council manages other activities of the program, including Mayoral communications, civic events and exchanges. The Sister City Program operates as a low cost Community – Council partnership.

Council recognises the strength of our sister cities relationships that have been cemented over the years, primary through the student exchange programs. The exchange program has created many lasting friendships for our citizens, members of the Association and Council. The importance of the program is reflected in Council's ongoing policy position and delegation of authority to the Association to assist Council to promote international understanding through friendship in the community and to conduct exchange programs to strengthen this understanding.

Council renewed its relationship with Kyotamba in February 2007 with the re-signing of the Sister City Agreement by Mayor of Hawkesbury, Councillor (Dr) Rex Stubbs (OAM) and Mayor of Kyotamba Town, Shigeki Matsubara when visiting the Hawkesbury. The Mayors of Temple City and Kyotamba have visited the Hawkesbury area as part of delegations from their cities in recent years.

In 2010, Council recognised the 25th anniversary of the sister cities friendship with Temple City and its community during a visit to the Hawkesbury by the Temple City Sister City Association. In 2014, Council celebrated the 25th anniversary of the sister cities friendship with Kyotamba. In 2018, Council will celebrate the 30th anniversary of the sister cities friendship with Kyotamba.

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

The student exchange program enables young citizens of the Hawkesbury to visit our sister cities and experience new cultures by staying with sister cities families. Annual student exchange visits to the sister cities take place around September/ October. Up to six high school students (Year 9 or Year 10) are selected to visit each sister city. Reciprocal student exchanges visits to from the sister cities to the Hawkesbury occur around July/ August.

Hawkesbury students and their families fund their exchange visit to the sister cities, and the Association funds related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

In 2016/2017, young citizens of the Hawkesbury visited Temple City and Kyotamba as part of the student exchange program. Since 1988, over 340 Hawkesbury exchange students have visited Temple City and Kyotamba (at 2016).

Many lasting friendships have been formed between the students (and families) and adults who have participated in the cultural exchanges and between the Association's members who make the program a success. The program is at a stage where children of parents who were once exchange students are now participating in the student exchange program to our sister cities. The inter-generational success of the exchange visits is a major achievement of the Association.

On 24 February 2009, Council extended the Association's delegation of authority to further promote the benefit of exchange programs with our City-Country Alliance Councils (Cabonne Shire Council and Weddin Shire Council) with our international sister cities and Hawkesbury citizens.

City - Country Alliances with Cabonne and Weddin Councils

Council has two City-Country Alliances, one with Cabonne Shire Council and one with Weddin Shire Council. The Alliances were created on 16 May 2007, when the councils formally signed the Alliance Memorandum of Understandings. The MOUs state:

"Hawkesbury City Council and Cabonne Council

Hawkesbury City Council and Cabonne Council have this day signed a Memorandum of Understanding that will promote a greater awareness and understanding of our respective areas, lifestyles, to seek and explore areas of mutual benefit for our communities. Under this agreement both Councils agree to act as facilitators within their local government areas to bring together local community groups and organisations in the sporting, education, business and cultural fields and to encourage them to participate in exchanges between the two areas that will lead to greater understanding and involvement between the two communities.

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

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

"Hawkesbury City Council and Weddin Shire Council

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

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

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

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

The City-Country Alliance Program is managed by Council officers in conjunction with officers of Cabonne Council and Weddin Council and program partners, like the Hawkesbury Sister City Association. Alliance exchanges can include Councillor exchanges, Council corporate exchanges and community exchanges.

Country alliance councils have participated in Council activities as exchanges including Council's show tent at the annual Hawkesbury Agricultural Show (and other tourism activities), Hawkesbury Eisteddfod, Macquarie 2010 Bicentenary celebrations, Sister Cities Mayoral visits, staff visits (staff-buddies). Council has participated in Country alliance

activities as exchanges including Mayoral visits to Cabonne and Weddin in August 2013, attendance at the Henry Lawson Festival (Weddin) by the Mayor, councillors or staff (June, 2014, 2015, 2017) , staff visits. Hawkesbury Sister City Association Inc. is a partner of the City-Country program and its delegation was extended to include City-Country Alliance activities.

The announcement in 2017 that Cabonne Council would not be merged under the NSW Government Stronger Councils agenda (commenced in May 2016) was welcome news for Cabonne Council and the Cabonne-Hawkesbury Alliance.

Stormwater Partnership

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

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

Lower Portland Ferry Service

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

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

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

Tono Ferry Services Pty Ltd operate the Lower Portland Ferry service on a contract basis. A new tender for the operation of the ferry for a further three year basis has now been advertised.

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

Clause 217((1)(a9) Equal Opportunities

Equal Employment Opportunity Management Plan

In line with Council's policy, the following activities were carried out during 2015/2016 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

- ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including work outside normal working hours, specific licences, special skills or experience are required.
- that EEO responsibilities are included in all job descriptions
- any complaints arising from EEO related issues such as harassment and discrimination are handled in accordance with relevant procedures.
- EEO Information including Operational Management Standards for EEO, Grievance Handling and Harassment Prevention included as part of the Induction Kit for all new staff.

Equal Employment Opportunity Policy Statement

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

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

Council is committed to achieving the following EEO objectives:

- to ensure all employees are treated fairly
- to provide all employees with equal access to opportunities that will utilise or develop their skills
- to keep all policies and procedures consistent with EEO principles
- to support morale and motivation by increasing employee confidence in the fairness of our work practices and access to employment opportunities
- ensuring staff understand their rights and responsibilities in the workplace
- raise awareness of EEO principles and practices by ensuring easy accessibility to EEO related information through training and promotion of policies and procedures
- promote workplace standards where employees treat each other with respect through ethical behaviour, fairness transparency and open communication
- to ensure achievement of our objectives through our EEO initiatives
- all employees will have equal opportunity in the workplace based on merit, without favour or discrimination.

Clause 217(1)(b) and (c) General Manager and Senior Staff Remuneration

There were four senior staff positions employed under contract by Council between 1 July 2016 and 30 June 2017. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the OLG and are subject to performance agreements.

Between 1 July 2016 and 30 June 2017 the General Manager's Total Remuneration Packages (TRP) was \$280,000 and the TRP's of the three Directors referred to above, totalled \$709 483.

The above TRPs include the following:

- salary component of the package
- defined employers contribution to any superannuation scheme
- the total value of non-cash benefits elected under the package (i.e. Council supplied vehicle)
- FBT payable by Council for any non-cash benefits.

Clause 217(1)(e) Annual charge for stormwater management services

In 2016/2017 Council did not levy an annual charge for stormwater management services.

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

During 2016/2017, Council completed and lodged all Companion Animal Shelter data collection returns with the OLG as required by legislation, including data relating to dog attacks. During this period, Council had an expenditure of \$1,028,364 and an income of \$702,501, which gives a net expense/loss to Council of \$325,863 for animal control. This represents an increased expense/loss of \$40,769 from the previous financial year.

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

Council has achieved during the 2016/2017 period rehoming rates of over 60% for cats and 90% for dogs, which is for animals that were suitable for rehoming. This achievement is only possible because of Council's dedicated staff, and the continued association with, and the help from, the animal welfare organisations in our local area, as well as the rest of NSW and other states within Australia.

Council provides three dog offleash areas located at:

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

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

Access to Government held information

The public may request access to Council's records under the *Government Information (Public Access) Act 2009* (GIPA Act). Dependent upon the type of request, some mandatory fees and processing charges (in accordance with Council's Fees and Charges) are payable under the GIPA Act.

Requests under the GIPA Act may be made by way of formal or informal access to information requests. Formal access to information requests must be accompanied by a \$30 application fee. Both formal and informal requests are required in writing using Council forms (available on Council's website), or by directing a written request to:

The Right to Information Officer
Hawkesbury City Council
PO Box 146
WINDSOR NSW 2756

Further information is available on Council's website. Alternatively, enquiries may be directed to Council's Governance Section on (02) 4560 4444 during office hours Monday to Friday 8:30am to 5pm.

Format of Council information

The Council takes great care to maintain and manage records in hard copy and electronic formats. Council's computerised records management system ensures that all records are well managed and retained over specified periods of time in accordance with the *Local Government Act, 1993* and *State Records Act 1998*.

All of Council's business documentation is entered into this system and distributed to the appropriate area for action, allowing the Council to respond to correspondence and requests. In addition, paper documentation, mostly in relation to building and development applications, is kept on site and at the NSW Government Records Repository at Kingswood.

In recent years Council has also taken steps to increase the amount of archived records which are available in electronic format, such as information contained in microfilm and information from the previous Windsor Municipal and Colo Shire Councils, in order to improve the ability of staff to locate and search these records.

Policy for Access to Information

Council recognises and promotes the public's right to access a broad range of Council information and documents. Council encourages open and transparent governance and well informed community debate.

On 1 July 2010, the GIPA Act replaced the *Freedom of Information Act* and Section 12 of the *Local Government Act 1993*. In accordance with the new legislation, Council:

- adopted an Access to Information Policy on 29 June 2010, which is currently under review. The objective of the policy is to describe Council's principles regarding public access to information and to facilitate the processing of requests for such access.
- prepared an Information Guide, which is reviewed annually. This identifies information held by Council and how to obtain that information.
- revised its Privacy Management Plan in 2013, in accordance with the *Privacy and Personal Information Protection Act 1998 (NSW)* to protect the public from disclosure of personal information.

Proactive Release (No Charge)

The following Council documents are proactively released in accordance with Sections 6 and 7 of the GIPA Act and Council's Information Guide.

These documents are available for inspection at Council offices and/or on Council's website at no charge:

- agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)

- annual financial reports
- Annual Report
- annual reports of bodies exercising delegated Council functions
- any Codes referred to in the *Local Government Act, 1993*
- applications under Part 1 of Chapter 7 of the *Local Government Act, 1993* for approval to erect a building, and associated documents, subject to restrictions outlined in the GIPA Act
- Auditor's report
- Code of Conduct
- Code of Meeting Practice
- Delivery Plans, Operational Plans and Resourcing Strategies
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the *Local Government Act, 1993*
- development applications (within the meaning of the *Environmental Planning and Assessment Act, 1979*) and associated documents, subject to restrictions outlined in the *GIPA Regulations*
- EEO Management Plan
- environmental planning instruments, development control plans and contributions plans made under the *Environmental Planning and Assessment Act, 1979* applying to land within the Council's area
- land register
- leases and licences for use of public land classified as community land
- local policies adopted by the Council concerning approvals and orders
- minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Payment of Expenses and Provision of Facilities to Councillors Policy
- plans of land proposed to be compulsorily acquired by the Council
- plans of management for community land
- records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals

- register of delegations
- register of investments
- returns as to candidates' campaign donations
- returns of the interests of councillors, designated persons and delegates
- the register of graffiti removal work kept in accordance with Section 67 C of the *Local Government Act, 1993*.

Processing Applications for Access to Information

Access to documents other than those listed as proactively released or open access information is provided in accordance with Section 8 of the GIPA Act. No fees are payable for viewing of documents under an informal access request, however archive retrieval fees and other processing charges for photocopies or electronic copies of documents are applied.

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

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

When requesting access to sensitive information, or when processing a request would amount to a substantial diversion of Council resources, a formal access application is required and will attract an application fee, as well as processing charges of \$30 per hour.

There are exceptions where a 50% discount of processing charges may be applied (excluding the \$30 application fee), which are outlined in Section 65 and 66 of the GIPA Act, and GIPA Guideline 2. In cases where the applicant is requesting access to their own personal information only, no processing charges will be applied for the first 20 hours of processing.

Annual Report 2016/2017

If access to a document or any information is restricted, the customer will be given written justification for the restriction and the details for options of review.

Council's Access to Information Policy aims to meet the objective of open and transparent governance and encourages community input on matters before the Council. Customers are able to request access to a range of Council information in various formats, as required by the GIPA Act.

Privacy of members of the public is recognised through withholding access to personal information where the release of information would compromise individual safety, constitutes an unreasonable disclosure of personal information or is contrary to the public interest or outcome of the third party consultation process.

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



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

Section 125 of the GIPA Act requires councils to prepare an annual report on their obligations under the Act. That report is to contain information prescribed by Clause 7 the GIPA Regulations. This information is set out below.

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

Reviews carried out	Information made publicly available
Yes	Yes

The update of Council's Information Guide continued and further minor amendments have been made, which were submitted to the IPC and published in August 2017. Council has also created new fact sheets and forms for both formal and informal access requests, and updated the content of the "Your Right to Information" page on Council's website, in order to address frequently asked questions and provide clearer guidance to customers lodging access requests.

Council has continued to review its Access to Information Policy, with the aim of continuing to make information available to the public whilst also considering the requirements of copyright law and the challenges of technology.

In 2016-17, additional registers of development information were identified (for example registers in relation to existing use rights of some properties) which have now been digitised and constitute an additional resource which can be used to search for property information.

7(b) The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received	50
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7(c) The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	
Wholly	0
Partly	1
Total	1

7(d) Information, as set out in the form required by the tables in Schedule 2, relating to the access applications (if any) made during the reporting year

The following tables provide statistical information about access applications received during 2016-2017 and are in accordance with the provisions of the Regulation.

Table 5: Number of applications by type of applicant and outcome*

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	1	0	1	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	5	4	0	0	0	2	0	0
Not for profit organisation or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	5	9	0	0	0	3	0	0
Members of the public (Other)	2	17	3	0	1	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 6.



Table 6: Number of applications by type of applicant and outcome

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	13	29	4	0	1	6	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A "personal information application" is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

Table 7: Invalid applications

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

Table 8: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table 9.

Table 9: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	2
Law enforcement and security	0
Individual rights, judicial processes and natural justice	30
Business interests of agencies and other persons	2
Environment, cultural, economy and general matters	0
Secrecy provisions	3
Exempt documents under interstate Freedom of Information legislation	0

Table 10: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	47
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	2
Total	49

Table 11: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

Applications	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table 12: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table 13: Applications transferred to other agencies under Division 2 of Part 4 of the Act

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

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

Council supports open government and has policies to maximise customer access to information through inspection and copying of documents, and conducting regular Council meetings which are open to the public.

Council received 619 informal access applications in the 2016/2017 financial year. There were 660 informal access applications received in 2015/2016, 701 in 2014/2015, 791 in 2013/2014 and 733 during the 2012/2013 financial years.

There were no enquiries or appeals involving the Ombudsman.

There were no privacy reviews during 2016/2017, 2015/2016 or 2014/2015. One (internal) review was lodged with Council in 2013/2014 under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

The introduction of the Government Information (Public Access) legislation and the community's increased awareness of the availability of information has placed a greater resource commitment on the organisation each year.

Council has attempted to mitigate the effects of the financial cost of retrieving files from the off-site storage facility by introduction of the archive retrieval fee on informal access requests, which will require customers to cover the costs of their own file requests in the 2017/2018 financial year.

Although the number of informal access requests appears to be slightly decreasing each year, this is being overcompensated by an annual increase in the number of formal access requests and additional duties being undertaken by the Governance team. The cumulative effect of these changes has led to difficulties in processing informal requests within the same time frames as previous years and an overall sense of customer dissatisfaction in Council's ability to process informal access requests in line with customer expectations.

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

In the future, Council may need to raise awareness of the amount of time Council commits to researching, compiling and providing the required documents for the large number of requests that are received per year, in order to address customer expectations regarding processing time frames.

In addition, Council may be able to investigate upgrades to Council's website which would allow customers to access a wider range of information quickly and easily through the website.

Currently there is still a variety of information designated as open access information by the *Government Information (Public Access) Act 2009* (GIPA Act), which is not available on Council's website.

Open access information and other information in the public interest is required to be available on an agency's website under Sections 6 and 7 of the GIPA Act, unless the agency is able to justify that this would impose an unreasonable cost on the agency.

Planning Agreements

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

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

These commitments include:

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

Since the VPA was entered into, Council staff have had various meetings with NRJV regarding the implementation of VPA.

Discussion has centred on the provision of open spaces, community and recreational facilities, and road works. NRJV have employed a Place Manager as proposed by Item 4.1 of Schedule 2 of the VPA.

Public Interest Disclosures Act 1994 and Regulation

Council at its meeting on 12 April 2016 adopted a revised Internal Reporting Policy (*Public Interest Disclosures Act 1994*). No public interest disclosures were received in 2016/2017, which was the same as during 2015/2016.

Swimming Pool Inspections

Council issued 158 Pool Compliance Certificates and have undertaken 220 inspections between 1 July 2016 and 30 June 2017.

Careers Recognition Act 2012

Council has been assessed as a human service agency under the Common Care Standards Review process by Department of Health and Ageing. All service provision, assessment and referral processes were deemed to be compliant against all relevant Acts, including the *Carers Recognition Act 2010*.



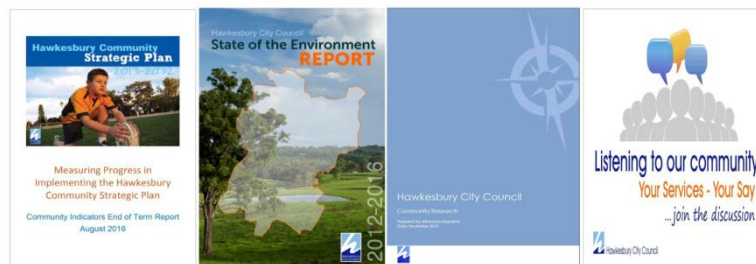
CAFE' OPEN

A photograph of a cafe entrance. A large tree with peeling bark stands on the right. A black sign with white text reads 'CAFE' OPEN'. To the left, a wooden ladder displays various items, including a hat and a bag. A large wooden barrel planter filled with purple flowers sits in front of the entrance. The cafe interior is visible through the doorway, showing a person sitting at a table. The building has white siding and a corrugated metal roof.

Planning for a sustainable future

The process

The Hawkesbury Community Strategic Plan (CSP) was originally adopted by Council in 2009 and reviewed in 2012. The latest review of the CSP provided a unique opportunity to review the overarching vision and strategy for the Hawkesbury to ensure it reflects the community's aspirations, and that the strategies are measurable. In preparing this CSP, we have listened to what the community has said it wants and taken into account the outcomes of the following reports:



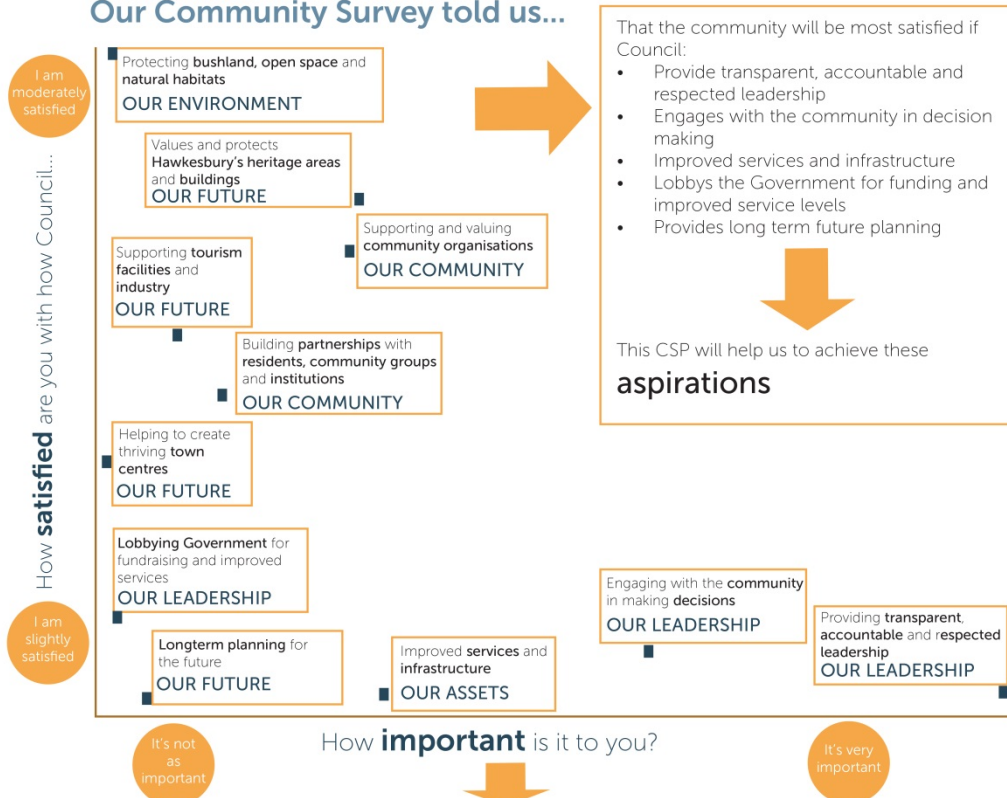
In reviewing the CSP, Council and the community considered:

- Where are we now?
- Where do we want to go?
- How will we get there?
- How will we know when we get there?

Council undertakes a Community Survey every two years, with the most recent undertaken in 2015, which surveyed 400 people by phone. The purpose of the survey was to canvass resident attitudes and opinions about the services and facilities provided by Council. The information in the survey provided vital feedback about how Council is meeting the expectations of the local community and to monitor overall progress. Additionally, in 2016 Council undertook an extensive consultation process with the community in terms of its levels of service. The key results from the Community Survey and Levels of Service consultation are summarised in the figure below.



Our Community Survey told us...



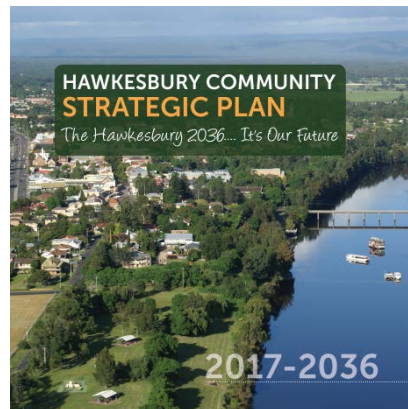
Our Community Engagement told us...

- We need to invest our money in improving our assets by:
- Maintaining our sealed roads
 - The condition of our public toilets
 - The condition of our stormwater drains
 - The condition of our town centres and public places
 - The condition of our parks
 - The condition of our footpaths

This Community Strategic Plan will help us to achieve these **aspirations**

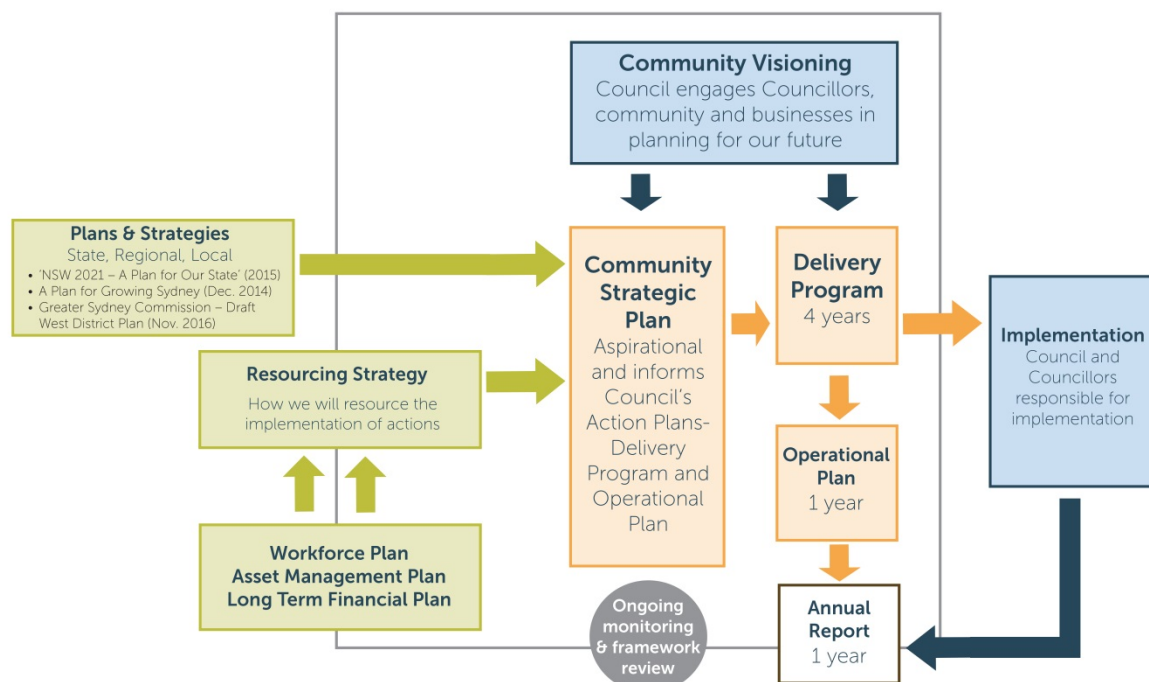


Following the implementation of the Community Engagement Strategy, Council adopted the new CSP on 28 March 2017.



How the framework links works and links to other plans

The Integrated Planning and Reporting Framework requires all local authorities in NSW to produce a Community Strategic Plan with a minimum timeframe of 10 years which is based on aspirations rather than actions. All subsequent Plans and Policies that outline Council's actions stem from the Community Strategic Plan including the Resourcing Strategy, a Delivery Program with a timeframe of four years (term of the Council), an annual Operational Plan, and an Annual Report. The following diagram, adapted from the Integrated Planning and Reporting Manual shows the structure and interrelated nature and linkages of plans in the Integrated Planning and Reporting Framework.



Hawkesbury Community Strategic Plan

The Hawkesbury Community Strategic Plan (CSP) is the highest level plan that a council will prepare. It is a long term plan that identifies the main priorities and aspirations for the future of the local government area. The CSP establishes the strategic objectives together with strategies for achieving those objectives.

The CSP is to:

- address civic leadership, social, environmental and economic issues in an integrated manner
- be based on social justice principles of equity, access, participation and rights
- be adequately informed by relevant information relating to civic leadership, social, environmental and economic issues
- be developed having due regard to the State government's State Plan and other relevant State and regional plans of the State government.

While Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Hawkesbury local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

Resourcing Strategy

The CSP provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources (i.e. time, money, assets and people) to actually carry them out.

The Resourcing Strategy consists of three components:

- Long Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

The Resourcing Strategy is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the CSP. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals. The Resourcing Strategy focuses in detail on matters that are the responsibility of the Council and looks more generally at matters that are the responsibility of others.

Delivery Program

The Delivery Program details the principal activities to be undertaken by Council over a four year period to implement the strategies established by the CSP within the resources available under the Resourcing Strategy.

The Council must establish a new Delivery Program after each ordinary election of councillors to cover the principal activities of the Council for the four year period commencing on 1 July following an ordinary election.

The General Manager must ensure that regular progress reports are provided to the council, reporting its progress with respect to the principal activities detailed in its Delivery Program. Progress reports must be provided at least every six months.

Operational Plan

The Operational Plan spells out the details of the Delivery Program by identifying the projects, programs and the activities to be engaged in by Council during the year to achieve the commitments made in the Delivery Program.

The Operational Plan includes Council's Statement of the Revenue Policy for the year covered by the Operational Plan.

Annual Report

The Annual Report is one of the key points of accountability between Council and the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan. The report also includes some information that is prescribed by the *Local Government (General) Regulation 2005*. This information has been included in the Regulation because the State Government believes that it is important for community members to know about it – to help their understanding of how Council has been performing both as a business entity and a community leader.

What has Council done in response to this framework?

In October 2016, Council resolved to implement a Community Engagement Strategy to inform the development of the Community Strategic Plan. The primary objectives of the Strategy were to:

1. document community needs, issues and priorities
2. clarify community priorities and expectation for the future
3. validate future priorities.

The new Council elected in September 2016 had an opportunity to review the Community Strategic Plan and as a result a new Community Engagement Strategy was adopted by Council for this purpose.

The outcomes of the 2017 Community Engagement Strategy were relied upon in the preparation of the Hawkesbury Community Strategic Plan 2017-2036, Delivery Program 2017-2021 and Operational Plan 2017/2018.

In response to the framework, Council prepared the following plans:

- Hawkesbury Community Strategic Plan 2017-2036
- Hawkesbury Delivery Program 2017-2021
- Hawkesbury Operational Plan 2017/2018
- Resourcing Strategy 2017-2027.

Annual Report 2016/2017

The Community Strategic Plan, Delivery Program and Operational Plan are based on five focus areas.



Navigating from the Community Strategic Plan to the Operational Plan

Each focus area in the CSP contains a number of Directions and Strategies aimed at achieving the intent of the focus area.

The Delivery Program then proposes a number of activities and measures for the period 2017-2021 aimed at achieving the Strategies of the CSP. The Delivery Program also contains financial estimates for the four year period.

Finally, the Operational Plan proposes a number of actions and measures for the 2017/2018 financial year aimed at achieving the activities of the Delivery Program. The Operational Plan also contains a detailed budget for the activities to be undertaken.

How the documents work together is illustrated in the diagram below.



How will progress be reported?

Reports will be prepared as follows:

Every Quarter	Budget Review Statements with respect to the Operational Plan will be reported to Council.
Every Six Months	Progress Reports with respect to the principle activities in the Delivery Program will be reported to Council. The projects, programs and activities of the relevant Operational Plan will be used as the basis of this report.
Annually	Annual Report on the achievements in implementing the Delivery Program and the Operational Plan regarding effectiveness of the principle activities undertaken in achieving the strategies in the Community Strategic Plan. Also includes copy of Council's audited financial reports. The Annual Report is provided to the Office of Local Government.
Every Four Years	<p>End of Council term report on Council's achievements in implementing the Community Strategic Plan over the previous four years. This report is to be included in the Annual Report due in the year of an ordinary election.</p> <p>State of Environment Report on environmental issues relevant to the objectives for environment established by the Community Strategic Plan. This report is to be included in the Annual Report due in the year of an ordinary election.</p>



Other Programs

Council has a number of Committees, Working Groups and Bodies that provide advice to Council. Council is working closely with these Committees, Working Groups and Bodies in resourcing the future. Note that these Committees, Working Groups and Bodies have been grouped into the five Focus Areas of the Hawkesbury Community Strategic Plan 2017-2036.

	Our Leadership	<ul style="list-style-type: none"> Audit Committee CivicRisk West/ CivicRisk Mutual Council Budget Preparation Process General Manager's Performance Review Panel Hawkesbury Civic and Citizenship Committee Hawkesbury Companion Animal Shelter Working Group Regional Strategic Alliance Western Sydney Regional Organisation of Councils
	Our Community	<ul style="list-style-type: none"> clubGrants Local Committee Floodplain Risk Management Advisory Committee Hawkesbury Access and Inclusion Advisory Committee Hawkesbury Civic and Citizenship Committee Hawkesbury Sister City Association Hawkesbury Sports Council Heritage Advisory Committee Human Services Advisory Committee Local Traffic Committee NSW Public Libraries Peppercorn Services Inc Town Centres Master Plan Project Group Western Sydney Academy of Sport
	Our Environment	<ul style="list-style-type: none"> Greater Sydney Local Land Services Local Government Advisory Committee Hawkesbury River County Council Hawkesbury Sustainability Advisory Committee Waste Management Advisory Committee
	Our Assets	<ul style="list-style-type: none"> clubGrants Local Committee Floodplain Risk Management Advisory Committee Hawkesbury Sports Council Infrastructure Advisory Committee Local Traffic Committee Tourism Advisory Committee Town Centres Master Plan Project Group Waste Management Advisory Committee Western Sydney Academy of Sport
	Our Future	<ul style="list-style-type: none"> Floodplain Risk Management Advisory Committee Hawkesbury Sustainability Advisory Committee Heritage Advisory Committee Infrastructure Advisory Committee Local Traffic Committee Tourism Advisory Committee Town Centres Master Plan Project Group



This document contains important information.
If you do not understand it, contact the
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