



Hawkesbury City Council

Attachment 1
to
item 154

2019/2020 Operational Plan Action
Updates

date of meeting: 25 August 2020
location: by audio-visual link
time: 6:30 p.m.

1: Our Leadership

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

1.1.1: Councils elected leaders will actively connect and collaborate with the community.

DP2-01.01: Achieve an increased community awareness of Councils elected leaders roles and responsibilities

Operational Plan Action	Annual Comment
Develop and implement a program for regular engagement within distinct geographic areas across the Hawkesbury.	<p>For the past four years, regular engagement across Hawkesburys distinct geographic areas has been held in June-July-August each year. There was a plan to again engage with the community in this way in June and July 2020. Due to COVID-19 Public Health Order Restrictions Councils opportunity to engage with the community has been restricted from April 2020 and Council was not able to undertake their regular round of public meetings in local towns and villages.</p> <p>Council was able to undertake extensive online engagement using the website tool Your Hawkesbury Your Say. Twenty online engagements were held during the 2019/2020 financial year inviting the community to make submissions to projects, vote of preferred projects and nominate priority projects in town and villages. Facebook was also use more actively as a tool for sharing information and holding a 2 way conversation with our community.</p>

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

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

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

Operational Plan Action	Annual Comment
Continue review of website and update in line with current trends, technologies and community requirement.	Final design templates for the website were prepared by the end of April 2020 and subsequently presented to Councillors and endorsed for implementation on 2 June 2020. Staff are now working on several elements of the project including development of the website based on the endorsed designs and also reviewing and updating all content for inclusion. All content is to be reviewed and updated ready for migration to the new website by September 2020.
Implement actions in the Digital Communication Strategy.	<p>The implementation of the Digital Strategy is progressing including:</p> <ul style="list-style-type: none">- Customer service continuing to be improved through the development of the online forms and promotion of the forms particularly during COVID-19 when the Customer Service Centre was closed to the public.- Increased digital delivery of information through the ongoing use and development of the Facebook and Instagram page for the Hawkesbury Visitor Information Centre and the further use of the Facebook Messenger function (including Council Facebook where followers have increased to 8,500, Hawkesbury Events Facebook (increased to 7,500 followers), Hawkesbury Events Instagram (1,500 followers))- The ongoing review of Council's website including a review of the website content and the development of a new look website look- Development of Your Hawkesbury Your Say engagement tool to create sites to better inform our community about COVID-19, Bushfires and Bushfire Recovery and the Business Hub.

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

DP2-03.01: Develop and implement community engagement programs

Operational Plan Action	Annual Comment
Continue to annually engage with the community about Councils roles and functions.	<p>Council is continually looking for ways to better engage the community about the role and function of Council. Council has continued to use a range of tools including Council Facebook where followers have increased to 8,500, Hawkesbury Events Facebook (increased to 7,500 followers), Hawkesbury Events Instagram (1,500 followers), Council website, Discover the Hawkesbury tourism website and the Hawkesbury Visitor Information Centre Facebook and Instagram. Council is also engaging using traditional media including media releases, online forms and quarterly newsletters.</p> <p>Due to COVID-19 Public Health Order Restrictions Councils opportunity to engage with the community was restricted from April 2020 and Council was not able to undertake its regular round of public meetings in local towns and villages. Council was able to engage with the community about their civic role and functions on Australia Day at the Citizenship Ceremony and the Australia Day Awards on 26 January 2020.</p>

1.2.3: Provide quality customer service to the community.

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

Operational Plan Action	Annual Comment
Introduce digital services via Councils website to provide enhanced customer service to the community.	Customer service continues to be improved through the development of the online forms on Council's website . Council placed high importance on the development and promotion of these forms particularly during COVID-19 when the Customer Service Centre was closed to the public. The work on these forms has assisted with the ongoing review of Council's website including a review of the website content and the look and feel of the new website. New forms include Access to Information, Resilient Hawkesbury, Contact Information for bushfire affected properties form, COVID 19 - Payment Arrangement Application and 2020 Natural Disasters Payment Arrangement Application

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

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

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

Operational Plan Action	Annual Comment
Informed by the annual Audit Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	<p>Following the review of the annual audit program in 2017, to incorporate a more proactive, continuous improvement and and systemic approach to the annual audit program , over 240 management actions have been adopted and are in the process of being implemented across the organisation. Management actions have resulted in business improvements throughout the organisation including specific activities in relation to:</p> <ul style="list-style-type: none"> - On site Sewage Management Facilities - Fire Safety - Section 64 Sewage applications

Operational Plan Action	Annual Comment
	<ul style="list-style-type: none"> - Project and contract management - Developer contributions - Accounts payable - Plant and equipment - Cyber Security - Provision of information to the public <p>Furthermore, Council has acquired software to better manage the the implementation and reporting of audits and associated management actions. Development of the software is currently being finalised which will in turn assist the Audit Committee and Council in monitoring progress in relation to tracking the completion of management actions.</p>

DP2-05.02: Identify and seek alternative income streams

Operational Plan Action	Annual Comment
Review policy and procedures for development contribution plans and Voluntary Planning Agreements.	Contributions Planning has continued throughout the year, including the Draft Contributions Plan for the Vineyard Stage 1 Precinct which progressed to the final IPART Recommendations Report in late 2019. This is currently being considered by the NSW Department of Planning, Industry and Environment. A Draft Voluntary Planning Agreement (VPA) Policy was presented to Council in December 2019 and has since been publicly exhibited. This report was presented to Council 30 June 2020. A draft Works in Kind Policy has also been prepared and it is anticipated that a report will be presented to Council in August seeking endorsement to undertake public exhibition of the Draft Works in Kind Policy.

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

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

Operational Plan Action	Annual Comment
Collaborate through the Regional Strategic Alliance on a regional approach to asset management including the completion of condition audits on relevant asset categories.	Whilst the Regional Strategic Alliance has been dissolved, the former member councils are still working closely in relation to key activities such as asset management. This includes the identification of better practices from other councils and use of mobile devices. All of this is being used to progress the refinement of Council's asset management system and how it interrelates with protect management and works orders.

1.3.3: Decisions relating to determining priorities will be made in the long term interests of the community.

DP2-07.01: Implement Councils Fit For The Future Strategies

Operational Plan Action	Annual Comment
Implement Councils Fit for the Future Strategies.	All Fit for the Future Strategies have been implemented throughout the organisation have been reviewed and implemented as appropriate, and are now in the process of being transitioned to become business as usual. Despite the significant impacts of the bushfires, floods and COVID-19 Pandemic, Council remains on-track to achieve its required financial benchmarks by 30 June 2021, therefore confirming Council's ongoing and long-term financial sustainability.

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

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

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

Operational Plan Action	Annual Comment
Engage with and provide advice to relevant government agencies and peak bodies.i.e. work with all levels of government via City Deal through Planning Partnerships, Engineering Standards, and Liveability Grants.	Council has worked with WSROC on a range of initiatives including local government recognition, waste, urban heat, renewable energy and LED lighting. Council has continued working with relevant government agencies and peak bodies to meet outcomes within the Community Strategic Plan. Council has continued to work on health matters through the City Deal Memorandum of Understanding that includes the eight Councils of the Western Parkland City, two State Government Local Health Districts and two Commonwealth Government Primary Health Networks. Council has worked with the Western Sydney Planning Partnerships to develop draft engineering standards, provide input into the review of the developer contributions and provide comment on the strategic planning for the Aerotropolis.

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

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

Operational Plan Action	Annual Comment
Work with strategic partners to pursue objectives in relation to: Asset Management	Council undertook a review of its current Asset Management Policies and Procedures and their compliance, which was reported to both the Audit Committee and Council. Council has completed asset condition assessment for various classes of assets in accordance with the programmed cycle of inspections. Council uses both inhouse and external inspections to undertake assessment and valuation. Where new works are dedicated to council through the land development process these assets are included in Councils asset base .Through the connections made in the Regional Strategic Alliance, Council is also reviewing its asset management system in relation to its interaction with project management and works orders.
Work with strategic partners to pursue objectives in relation to: Auditing	Council has partnered will Blue Mountains City Council to engage The Centium Group to undertake internal audits during the 2019/2020 financial year. The internal audits carried out during 2019/2020 include: <ul style="list-style-type: none"> - Roads and Maritime Services Drives Compliance Audit - Contract and Project Management Audit - Procurement Audit <p>The City Planning - Applications and Certificates Audit and the Customer Services Standards and Complaints Audit have commenced.</p>

<p>Work with strategic partners to pursue objectives in relation to: Employment</p>	<p>Preparation of the Draft Employment Lands Strategy and Economic Development Strategy has continued during the period. Work undertaken on the Draft Employment Lands Strategy has informed the preparation of the Draft Local Strategic Planning Statement. And the work undertaken in relation to the Economic Development Strategy has assisted in informing work being undertaken through City Deals and the objectives of meeting employment targets and attracting investment to the region.</p>
<p>Work with strategic partners to pursue objectives in relation to: Environment and Sustainability</p>	<p>Council continues to work with State Government Agencies on environment and sustainability issues, including Resilient Sydney a joint initiative involving the Rockefeller 100 Resilient Cities Program with the NSW Government, the Greater Sydney Commission and the 33 metropolitan Councils. This initiative sees these groups work together to become more resilient to the physical, social and economic challenges that are a growing part of the 21st century and develop a road map to resilience over the coming years. Ultimately the results of this work will also inform the completion of Council's Sustainability Plan.</p> <p>Council has commenced preparation of its Net Zero Emissions and Water Efficiency Strategy which will provide a baseline for both Council as an organisation, and the Hawkesbury community as a partnership in terms of carbon emissions and water use. The Strategy will also propose a series of recommendations for Council as an organisation and the Hawkesbury community in terms of reduction of emissions and water efficiency. Ultimately the Net Zero Emissions Strategy will form part of the Council's Sustainability Plan</p> <p>Initial research in relation to Council's Sustainability Plan has continued, which includes identification of strategic partners, and will serve as an umbrella strategy to a series of further work being undertaken by Council relating to sustainability, including:</p> <ul style="list-style-type: none"> - Net Zero Emissions and Water Efficiency Strategy - Ecological/Biodiversity Strategic Planning Framework - Tree Canopy Strategy - Waste Education Strategy
<p>Work with strategic partners to pursue objectives in relation to: Leisure Centres</p>	<p>YMCA NSW currently manage and operate the Oasis Aquatic and Leisure Centre on behalf of Council. Council staff work closely with YMCA to ensure that there is a variety of services and programs provided to the community from the Centre.</p> <p>PCYC NSW will manage the Hawkesbury Indoor Stadium from 1 July 2020. Council staff have been working closely with PCYC to ensure that services are provided to the community from the Stadium and that a new PCYC facility is developed at the Stadium.</p>
<p>Work with strategic partners to pursue objectives in relation to: Procurement</p>	<p>Council continues to work with WSROC, Local Government and State Government procurement groups when undertaking procurement and where a financial advantage could be achieved through larger combined purchasing power. Council was able to obtain savings from participating in the Light Years Ahead Program with WSROC, not only in financial terms, but also through enhance energy efficiency with the replacement of street lights with LED bulbs. Council also procures a range of goods and services from organisations that have already undertaken the necessary market testing and supplier approval processes, thereby saving in the cost of procurement itself, but taking advantage of the buying power of larger organisations, including Local Government Procurement and NSW State Government Contract Panels</p>

<p>Work with strategic partners to pursue objectives in relation to: Risk Management</p>	<p>Regular and ongoing discussions with Local Government leaders regarding contemporary risk management issues and their approach to resolving them, in particular:</p> <ul style="list-style-type: none"> - Development of corporate-wide Enterprise Risk Management Framework - Adoption of a systems-approach to risk involving identification, assessment and management of specific risks on the basis of overall risk rating - Review of organisational structure to ensure appropriate resources are in place to progress the development of Council's Enterprise Risk Management Framework - Review of organisational arrangements and their applicability to the new audit structure being pursued by the NSW State Government - Appointment of new Manager - Enterprise Risk Systems
<p>Work with strategic partners to pursue objectives in relation to: The Western Parkland City</p>	<p>Council continues to work with the Planning Partnerships Office as part of the Western Parkland City. The Planning Partnerships Office comprises nine Councils, Department of Planning, Infrastructure and Environment, Transport for NSW, Infrastructure NSW and Sydney Water. Through this group Council has been able to work collaboratively on a range of issues and gain support on raising issues in relation to developer contributions plan for Vineyard, develop a submission on the review of developer contributions being undertaken by DPIE and Productivity Commission and participate in the development of engineering standards and street design guidelines.</p>
<p>Work with strategic partners to pursue objectives in relation to: Tourism</p>	<p>Planning work for the Visitor Information Centre refurbishment was undertaken during 2019 with works now expected to be completed in August 2020. There has been increased website visitors and followers on Facebook and Instagram during 2019 with a focus on creating content which can be cross promoted across the three digital platforms.</p> <p>In June the highest number of website users was recorded with a peak day on the Monday of the June long weekend. The three popular topics that drove visitation to the website and social media pages were Bushwalking, Whats On and Caravan and Camping. Increased followers on both Facebook and Instagram have been recorded during 2019. Council has been working with Destination NSW to boost visitors to the Hawkesbury particularly following the impact of the bushfires, flood and COVID-19 and continuing to promote the River is Just the Beginning" campaign and the upcoming "Now is the Time to Love the Hawkesbury" campaign.</p>
<p>Work with strategic partners to pursue objectives in relation to: Transport</p>	<p>Council has completed its Traffic Model to assist in advocacy, strategic planning and the assessment of applications. Council staff continue to work with and advocate for transport services and connections through WSROC and City Deals.</p> <p>Specific transport issues Council is currently working on include</p> <ul style="list-style-type: none"> - Evacuation routes; - the development of a broader transport framework for the Hawkesbury local government area and surrounds.
<p>Work with strategic partners to pursue objectives in relation to: Waste Management</p>	<p>Council has continued to develop our waste strategy to inform both our local strategy and our contribution towards the WSROC regional waste strategy. In addition to this, council has engaged with specialist consultancies in preparing strategies for sewer infrastructure upgrades and solid waste management practices. Consultants engaged by Council have consulted with community reference groups for feedback. The consultants have developed a multi-criteria analysis and options for consideration. These were presented to Council at a December 2019 Councillor workshop. The development of the Waste Management Strategy continues however has been delayed due to additional work required by City Planning and is due for completion mid July 2020</p>

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

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

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

Operational Plan Action	Annual Comment
Review Business Plans for each Council Business Unit, incorporating Policies, Enterprise Risk Management, Delegations Authorities and Licenses Training, Budgets, Resources, Contracts and Tenders	All Hawkesbury City Council branch managers have developed Business Plans for their Branches. These plans have been reviewed and an improvement process has commenced to increase the usability of the plans internally. Business Unit Actions have now been developed to show clear actions, responsibilities, measures and time frames for all actions each branch is responsible for. Work is underway to build this in to council's Corporate Planning and Reporting program for increased clarity, accountability and better reporting back to our community.
Continue planning to achieve the payment of a Sewer Dividend over the next 3 years.	The Waste Management Facility continues to provide a 12% Return on Investment and a review of the operations at the Sewer Treatment Plants has generated significant savings, resulting in a dividend of the \$217,805 being identified in the 2020/2021 Operational Plan.
Manage the process in relation to the submission of grant applications to funding authorities.	Submission of grant applications to funding authorities managed, including monitoring of grant funded and matching expenditure, adjustments to budgets as part of the Quarterly Budget Review Statement process and assistance provided to relevant Branch Managers in relation to reporting for both grant applications, progress reporting and acquittals.
Prepare a draft Dashboard of Compliance with Legislative Requirements and Customer Service Standards.	The Pulse Software Delegations Module has been commissioned. The draft Delegations Register has been completed and reported to Council. Council referred the associated Delegations Policy to the Audit Committee who in turn confirmed that Council was responsible to adopting its Policies and it was not necessary to refer Policies to the Audit Committee for approval/endorsement. The Delegations Policy will be the subject of a future Councilor Briefing. Finally, to facilitate ongoing legislative compliance, Kel Moore lawyers have been formally engaged to provide a six monthly update to Council identifying all legislative changes over the preceding 6 months. This information is in turn distributed to relevant staff by way of the Pulse Software, for formal review and confirmation.

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

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

Operational Plan Action	Annual Comment
Complete Sustainability Strategy including best practice processes and reporting measures.	Development of the Sustainability Plan has continued, and will serve as an umbrella document to a series of further work being undertaken by Council relating to sustainability, including: <ul style="list-style-type: none"> - Resilience - Net Zero Emissions and Water Efficiency Strategy - Ecological/Biodiversity Strategic Planning Framework - Tree Canopy Strategy - Waste Strategy
Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and	Following the review of the annual audit program in 2017, to incorporate a more proactive, continuous improvement and systemic approach to the annual audit program, over 240 management actions have been adopted and are in the process of being implemented across the organisation. Management actions have resulted in

Operational Plan Action	Annual Comment
<p>agreed management actions.</p>	<p>business improvements throughout the organisation including specific activities in relation to:</p> <ul style="list-style-type: none"> - On site Sewage Management Facilities - Fire Safety - Section 64 Sewage applications - Project and contract management - Developer contributions - Accounts payable - Plant and equipment - Cyber Security - Provision of information to the public <p>The 2019/2020 Internal Audit Program comprised of:</p> <ul style="list-style-type: none"> - The Annual Roads and Maritime Services Drives Audit - Completed. Awaiting final report - The City Planning - Applications and Certificates Audit - Completed. Awaiting final report - Customer Service - Standards and Complaints Audit - Commenced. Scheduled to be completed in August 2020 <p>The progress of the Internal Audits and the implementation of the agreed management actions arising from the Audits are reported and monitored by the Audit Committee.</p> <p>Furthermore, Council has acquired software to better manage the the implementation and reporting of audits and associated management actions. Development of the software is currently being finalised which will in turn assist the Audit Committee and Council in monitoring progress in relation to tracking the completion of management actions.</p>
<p>Investigate customer service complaints and compliments in accordance with process and timeframes within Councils Complaints Policy.</p>	<p>During the period 1 January 2020 to 30 June 2020, Council received 28 customer complaints and 23 customer compliments . In total for the financial year 1 July 2019 to 30 June 2020 there was 52 Customer Complaints and 49 Customer Compliments . All customer service complaints and compliments addressed using Council's Complaints and Compliments procedures.</p> <p>An internal audit regarding customer service standards and complaints was planned to commence in March 2020 but with COVID- 19 this audit has been rescheduled for July 2020.</p>

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

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

DP2-12.01: Implement strategies identified in Councils Workforce Management Plan

Operational Plan Action	Annual Comment
Implementation of strategies as identified in Councils Workforce Management Plan	<p>The identified workforce planning strategies for 2019/2020 reporting period included:</p> <ul style="list-style-type: none"> - Learning & Development -Development and implementation of On- boarding Portal - Recruitment & Selection - introduction of more detailed Employment Screening provisions - Flexible Work Arrangements - review of flexible work practices to include transition to retirement strategies - Leadership Development - Introduced a Leadership Program for Managers and Coordinators to develop and improve leadership capabilities aligned to organisaiton values - Changes to Chain of Responsibility legislation also saw priority placed on wellbeing and safety strategies required to support staff and organisation in delivering outcomes for the community. - Work has also commenced on a number of other programs to align workforce strategies so as to attract and engage employees

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

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

Operational Plan Action	Annual Comment
Continue an organisation-wide program of Business Improvement processes linked to Councils Fit for the Future Strategies and Customer Service Outcomes including Fire Safety and Development Services such as Development Application assessment times.	<p>Over the course of the year a number of business improvement projects have been in progress across the organisation, including:</p> <ul style="list-style-type: none"> - A Business Improvement Methodology and Corporate Definitions - finalised - Section 64 Sewer: A process to allow Council to manage applications requested by residents, to connect into Council's sewerage treatment plant - a software program was developed to manage the new process - Fire Safety Program: Work commenced on a compliance process to manage fire safety building requirements to reduce risks on occupants. a software program was developed to manage the new process - Septic Management Facilities: A compliance process to manage inspections to reduce risks on residents & the environment, has been finalised. a software program was developed to manage the new process - Subsequent to the bushfires and floods, arrangements were put in place to review processes and procedures associated with the organsiation's response to natural disasters.

2: Our Community

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

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

DP2-14.01: Implement Councils Hawkesbury Floodplain Risk Management Plan

Operational Plan Action	Annual Comment
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan and Strategy.	<p>Preparation of the Draft Flood Policy has continued and is expected to be reported to Council in August 2020 following incorporation of feedback/input from Council's Floodplain Risk Management Advisory Committee in April and June 2020.</p> <p>Council has received grant funding to undertake a Review of the Hawkesbury Floodplain Risk Management Study and Plan to reflect the release of the Hawkesbury Nepean Regional Flood Study and other studies being undertaken by Infrastructure NSW. Requests for Quotations has been completed and are currently being assessed before appointing a consultant to undertake this Review. In addition to receiving grant funding for the Review of the Hawkesbury Floodplain Risk Management Study and Plan, Council also received funding to undertake a Flood Study and Flood Risk Management Study and Plan for the Macdonald and Colo Rivers, Greens and Webbs Creek. This project has also advanced to the Request for Quotations Stage, with responses being assessed before appointing a consultant to undertake this Study and Plan.</p>

DP2-14.02: Implement Councils Natural Hazards Resilience Study

Operational Plan Action	Annual Comment
Develop interim Flood Policy	Preparation of a Draft Flood Policy has progressed including input and feedback from Council's Floodplain Risk Management Advisory Committee at meetings in April and June 2020 in addition to relevant internal staff. A report seeking Council's endorsement to publicly exhibit the Draft Flood Policy will be presented to Council in August 2020.

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

Operational Plan Action	Annual Comment
Provide support to the community led Disaster Resilience Pilot Project west of the river.	<p>Support has and continues to be provided through the bushfire recovery coordinator and other staff to this ongoing project. Examples of activities include:</p> <ul style="list-style-type: none"> - Continuing the bushfire clean-up program to help communities take the first step towards rebuilding and recovery. - Developing and delivering regular updates in response to the fires, floods and pandemic including: <ul style="list-style-type: none"> - Weekly Bushfire and Pandemic Recovery update - Monthly business newsletter - Weekly staff update - an additional service to remove dead and dangerous trees from public land and private property including the clean-up of orchards in Bilpin. <p>Delivery of health and wellbeing initiatives in response to the people impacts of the fires, flood and COVID-19 including:</p> <ul style="list-style-type: none"> - The development and implementation of a Health and Wellbeing Action Plan for our

Operational Plan Action	Annual Comment
	<p>community</p> <ul style="list-style-type: none"> - Listening posts in fire effected areas to understand how individuals and communities are recovering from the fire, flood and to an extent, COVID <p>Supporting the services of:</p> <ul style="list-style-type: none"> - Salvation Army - Step by Step - Red Cross Bushfire Recovery - Nepean Blue Mountains Local Health District Bushfire and COVID Trauma Recovery specialist metal health clinician
Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land.	Council staff have participated in and contributed to the Bushfire Management Committee in planning and prioritising works and seeking approvals. Work is ongoing and also includes hazard reduction on affected Council managed land This is an ongoing process to assess the bushfire risks, prioritise areas of risk and conduct hazard reduction activities based on the assessed priorities. Given the recent fires, the focus areas for this year will shift to those areas that were not subject to 2019/2020 bushfire (e.g. Scheyville, and others across the LGA).

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

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

Operational Plan Action	Annual Comment
Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	<p>Six safety information sessions delivered in relation to cyber safety for seniors, fraud avoidance, youth cyber safety, elder abuse, addressing social isolation and Mental Health Awareness events:</p> <ul style="list-style-type: none"> - Workshops conducted in partnership with Hawkesbury Police Area Command. - Facilitated delivery of two cyber safety training that included strategies to respond to cyber bullying to service providers and Department of Education staff. - Facilitated delivery of one cyber safety training session to parents in school setting. - Led three events that promote healthy relationships and wellness for young people including Youth Week event, youth focused mental health month event and training for youth services in Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusion
Develop Dementia Friendly Hawkesbury Plan including rolling out community education on dementia friendly spaces.	<p>Draft Dementia Friendly Working Group formed including the following key stakeholders:</p> <ul style="list-style-type: none"> - General Practitioners - Dementia community service providers - Nepean Blue Mountains Primary Health Network - Carers <p>Broad consultation was undertaken to inform content of Draft Dementia Friendly Hawkesbury Plan. The Dementia Friendly Hawkesbury Plan was adopted by Council in February 2020. Four community education sessions were held in October 2019 during Dementia Awareness month. Further education will be rolled out to the community upon the lifting of COVID-19 Pandemic restrictions</p>
Implement priority activities and campaigns in the Road Safety Action Plan including child restraint fitting program and speed reduction campaigns	<p>Programs delivered in the 2019/2020 period for Council's Road Safety Action Plan include:</p> <ul style="list-style-type: none"> - Child restraint program - Speed awareness campaigns - Promotion of Plan B messaging through local courtesy bus promotion at Hawkesbury Liquor Accord - Program for pedestrian safety in and around school zones implemented in September 2019

Operational Plan Action	Annual Comment
	The events of 2020, including fire, flood and the COVID-19 Pandemic resulted in a change from planned road safety activities for 2020. Council is instead rolling out a learner driver program to offer subsidised driving lessons to young persons whose families are experiencing financial difficulties.
Implement Year 3 actions of the Hawkesbury Family and Domestic Violence Action Plan including holding White Ribbon events and establishing local partnerships to address key priorities, including funding for crisis accommodations, education programs and health services.	<p>Actions undertaken in the 2019/2020 year include:</p> <ul style="list-style-type: none"> - supporting funding application for partnership program to increase crisis support and implement behaviour change program for men - family and domestic violence service resource cards distributed at a four community events, including mental health month events, interagency meetings and events held in partnership with Hawkesbury Action Network Against Domestic Violence - obtained funding to deliver behaviour change programs 'Blokes of Tomorrow' in partnership with Peppercorn Services Inc - developed process for obtaining and distributing statistics related to local incidence of domestic violence to support funding applications - provision of equipment to enable continued service provision to women and children experiencing family and domestic violence during the COVID-19 Pandemic restrictions - continued to work with Hawkesbury Action Network Against Domestic Violence to ensure the local service system is working collaboratively to address instances related to family and domestic violence

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

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

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

Operational Plan Action	Annual Comment
As a part of the Western Sydney Health Alliance under the City Deal develop a Memorandum of Understanding (MOU) with services to develop Hawkesbury Health Action Plans.	<p>Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2019. Council has sought a Memorandum of Understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital, however the Local Health District is not pursuing a Memorandum of Understanding with all parties at this time.</p> <p>Council continues to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles. The working groups of the Health Alliance are as follows:</p> <ul style="list-style-type: none"> - Social Determinants of Health - Framework and prioritisation tool - Social Connectedness - Framework - Health Impact Statement - Health Workforce Strategy <p>Council staff are represented on the Social Determinants of Health - Framework and prioritisation tool, and the Social Connectedness Framework working groups</p> <p>An action plan is being developed by the Health Alliance for implementation from October 2020.</p>
Deliver health awareness and active lifestyle programs in partnership with the	<ul style="list-style-type: none"> - Four Seniors Week well-being activity and information sessions were held at Richmond Pool. - Three falls prevention sessions provided in partnership with Hawkesbury District

Operational Plan Action	Annual Comment
Hawkesbury District Health Service, YMCA NSW and other stakeholders, including programs for people with chronic health conditions and accessible sports and recreation initiatives.	Health Service in August, September and October 2019. - Work with key stakeholders to develop new ways of delivering these types of programs during restrictions created by the COVID-19 Pandemic has begun.

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

DP2-17.01: Implement the Hawkesbury Regional Open Space Strategy

Operational Plan Action	Annual Comment
Complete review the Hawkesbury Regional Open Space Strategy.	The Hawkesbury Regional Open Space Strategy is has been expanded to include community facilities, given potential synergies between recreation and community facilities and assess the provision, quantity, quality, or appropriateness of these facilities in being able to meet the recreation and leisure needs of the community. Quotations will be sought in mid 2020 from suitable companies to review the Hawkesbury Regional Open Space Strategy once complete.
Develop the Fernadell Master Plan and Management Plan.	Contractors have consulted with the community and have developed a draft Plan of Management and Masterplan for Fernadell Park. These plans will be placed on public exhibition in mid-2020 to encourage community participation and engagement.

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

2.3.1: Encourage and facilitate community partnerships.

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

Operational Plan Action	Annual Comment
Implement Community Sponsorship Program.	Council completed three rounds of Community Sponsorship Program in the 2019/2020 financial year with the total 2019/2020 budget of \$42,149 allocated to 31 applicants.

2.3.2: Support and expand active volunteering

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

Operational Plan Action	Annual Comment
Establish and implement an annual program of tourism familiarisation tours for Museum volunteers.	Council is currently developing a Volunteer Strategy and associated Policy and Operational Management Standard to standardise Councils approach to recruiting, managing and recognising volunteers across the organisation. Once the corporate framework has been developed and adopted, Council will recruit volunteers under the new system and engage them to implement an annual program of tourism familiarisation tours for Museum.
Establish Civic Volunteer Program.	Whilst work has continued on the suite of Volunteer documents, it has been hampered by a shift in staff resources to COVID-19 response related work. It is anticipated that the draft policy, procedure and Volunteer Strategy will be reported to Council's Executive Team in August 2020.
Promote the Cultural Services volunteer program.	The Cultural Services Branch has 83 volunteers working across the Museum and Gallery, and 51 Library volunteers. During 2019/2020, 14 volunteers were awarded five years service, 11 volunteers were awarded ten years service and four were

Operational Plan Action	Annual Comment												
	<p>awarded 15 years service awards.</p> <p>Apart from volunteer support with meeting and greeting, providing visitor information, processing sales and recording visitor numbers, volunteers have supported Council at significant events during the July - Dec 2019 period including:</p> <ul style="list-style-type: none"> - Light Up Windsor 525 visitors - Gallery exhibition openings 465 attendees - Christmas Shopping night at the Gallery approximately 200 shoppers <p>The COVID-19 Pandemic has disrupted volunteer involvement during the second half of the 2019/2020 year.</p> <p>Training and recognition programs for the volunteers during July-June have included:</p> <ul style="list-style-type: none"> - Excursion to Nutcote (House Museum of May Gibbs) - Council's Community and Volunteer Appreciation Party - Museum and Gallery volunteer meetings 												
<p>Support Clean-up Australia Day volunteers.</p>	<p>Clean Up Australia Day Event held in March 2020, however due to COVID-19, the number of sites and tonnage of waste collected was smaller than previous years.</p> <table border="0" data-bbox="485 792 1029 1037"> <tr> <td>2017:</td> <td>5,000 sites</td> <td>7,000kg collected</td> </tr> <tr> <td>2018:</td> <td>50 sites</td> <td>22,000kg collected</td> </tr> <tr> <td>2019:</td> <td>39 sites</td> <td>5,000kg collected</td> </tr> <tr> <td>2020:</td> <td>13 sites</td> <td>2,500kg collected</td> </tr> </table>	2017:	5,000 sites	7,000kg collected	2018:	50 sites	22,000kg collected	2019:	39 sites	5,000kg collected	2020:	13 sites	2,500kg collected
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<p>Support volunteer Bush Care groups.</p>	<p>Council supported 12 Bushcare groups and 100 volunteers during the 12 month period. The groups are based and spread around the Hawkesbury with three sites in the Kurrajong, two in North Richmond/Grose Vale area, two in Ebenezer/Sackville area, two in St Albans/Lower McDonald area and three in the Windsor/Bligh Park area. The works these volunteers are doing include the removal of invasive weeds allowing natural revegetation to occur, seed collecting, litter removal & supplementary plantings of sites and native plant propagation from the Hawkesbury Community Nursery. This equates to 1559 volunteer hours for this period.</p> <p>The Bushcare volunteers have not been able to attend their Bushcare sites since April 2020 due to COVID-19 restrictions. Prior to this some community involvement at various sites were also restricted due to the drought, heat extremities of summer, bushfires and then the floods of early 2020. However the Council accredited bush regeneration contractor has been maintaining these sites within budget restraints until Bushcare volunteers are able to attend their Bushcare sites.</p> <p>Other engaging community events were Three Nocturnal Nature Safaris (outdoor nature tours) were conducted during the warmer months which have proven to be extremely popular for all age groups. National Tree Day, that was combined with Hawkesbury Fest as of Local Government Week, the Kurrajong-a-Buzz Festival, and Koala Fest; all of which had community engagement with the Hawkesbury Bushcare Program and The Hawkesbury Community Nursery.</p>												

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

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

Operational Plan Action	Annual Comment
Develop a community awareness program targeting school zones.	Working in association with school principals and Parents and Citizens (P&C) Committees, community awareness programs targeting schools zones commenced in September 2019. Education campaign delivered and pedestrian safety information circulated to improve pedestrian safety in school zones. Community Safety and Compliance staff have rolled this program out across all schools for the first six weeks of each school term. Community Safety and Compliance staff continue to work with schools that are identified as having the greatest issues with driver behaviour, providing ongoing education and compliance presence to improve safety in and around school zones.
Provide corporate governance and financial services to delegated managing agents for Councils externally funded community services (Peppercorn Services Inc.).	<p>A formal audit of Council's third-party relationship with Peppercorn Services Inc was completed in March 2020. Peppercorn has an established a Risk and Audit Subcommittee and in accordance with its purpose and delegate function, the Risk and Audit Subcommittee considered the report at its meetings on 25 May 2020 and 17 June 2020.</p> <p>The Risk Sub-Committee will present the report to the Board of Peppercorn Services Inc in July 2020 to seek Board endorsement of the report and commence the work recommended by the report to be undertaken by Peppercorn Services Inc .</p>
Undertake a review of third party relationships.	The review of the third party relationship between Council and Peppercorn Services Inc was completed in May 2020. This was the first in the program of reviews. The review of Services of Peppercorn Services Inc established a framework and templates for subsequent reviews. The review of Hawkesbury River County Council is nearing completion and will be followed by Hawkesbury Sports Council Inc.

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

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

Operational Plan Action	Annual Comment
Continue to work with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs.	Funding has been allocated to the Hawkesbury Sports Council for them to implement their maintenance and Capital works programs. Council staff have and continue to work closely with the Hawkesbury Sports Council, attending monthly executive meeting to provide advice.
Encourage community involvement in the development of plans for the management of parks.	Residents have had opportunities to provide comments/ input into the Fernadell Park Plan of Management and Master Plan, the Memorial Park playground upgrade, Colbee Park Master Plan and Deerubbin Park Master Plan as well as the upgrade of Bilpin Oval. Further opportunities for community participation and engagement will arise when these draft plans are placed on public exhibition.

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

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

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

Operational Plan Action	Annual Comment
<p>Develop and implement Hawkesbury Response to Rough Sleeper Action Plan.</p>	<p>The Hawkesbury Response to Rough Sleeper Action Plan was developed and implemented in August 2019, in partnership with key stakeholders including:</p> <ul style="list-style-type: none"> - Windsor Police - Wentworth Community Housing - NSW Department of Family and Community Services - Platform Youth Services - St John of God Hospital - Nepean Blue Mountains Local Health District - Hawkesburys Helping Hands <p>Outcomes of the Hawkesbury Rough Sleepers Action identified:</p> <ul style="list-style-type: none"> - 28 persons sleeping rough were supported to access housing and support services - 17 persons received permanent social housing placement with support of project - 7 persons sourced own accommodation option - 4 persons continuing to be supported by project partners and are currently in supported accommodation <p>Council is in the process of development a Housing Strategy that will set a plan for the delivery of housing to meet future needs. This will be reported to Council in August 2020.</p> <p>Council has reconvened the stakeholders that delivered the Hawkesbury Response to Rough Sleepers Action Plan for the purpose of coordinating tailored supports for persons sleeping rough to access housing and support services</p>
<p>Participate on local, regional and State planning forums to advocate for the human service needs of the Hawkesbury.</p>	<p>The main focus for staff since December 2019 has been the coordinating of local recovery agencies to streamline access to information, assist residents with referrals to support agencies and support individual and community recovery from bushfire, flood and the COVID-19 Pandemic.</p> <p>Staff were still able to participate in 14 local and regional interagency and planning forums in relation to aged, disability, mental health, domestic violence, health, safety and youth issues. Staff are continuing to explore development of a cross functional planning mechanism to promote cross sectoral and district wide planning. Staff participating in the Western Sydney City Deal Health Alliance Steering Committee to progress initiatives to improve access to health services and develop a framework for health impact assessments for use by Local Government. Staff have partnered with Uniting through the Primary Health Network Social Isolation in Older Persons project, to provide access to aged care assessment services at Council's library facility.</p>
<p>Prepare a design brief and operating framework for Homelessness Hub.</p>	<p>Actions have included:</p> <ul style="list-style-type: none"> - Developed partnerships with key stakeholders including: Windsor Police, Wentworth Community Housing, NSW Department of Family & Community Services, St John of God Hospital, Nepean Blue Mountains Local Health District & Hawkesburys Helping Hands.

Operational Plan Action	Annual Comment
	<ul style="list-style-type: none"> - Developed program for addressing homelessness in Windsor. - Windsor homeless project was concluded in August 2019. - Briefing to Council in November 2019 to present 'hub' initiatives developed following project, including outreach services provided at Hawkesbury's Helping Hands, 'Be & Co', a mental health and support services outreach program operated from Council's library garden. - Council is supporting access to these services through transport partnerships and service promotion. - Council has reconvened the project group that oversaw the program to address homelessness in 2019 for the purpose of providing an ongoing, collaborative approach to developing and delivering targeted supports to persons sleeping rough to enable them to access and sustain long term housing.
<p>Seek funding in partnership with Nepean Blue Mountains Primary Health Network to prepare a Community Health and Well-being Action framework.</p>	<p>Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2019. Council has sought a Memorandum of Understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital, however the Local Health District is not pursuing a Memorandum of Understanding with all parties at this time.</p> <p>Council continues to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles.</p> <p>The working groups of the Health Alliance are as follows:</p> <ul style="list-style-type: none"> - Social Determinants of Health - Framework and prioritisation tool - Social Connectedness - Framework - Health Impact Statement - Health Workforce Strategy <p>Council staff are represented on the Social Determinants of Health - Framework and prioritisation tool, and the Social Connectedness Framework working groups</p> <p>An action plan is being developed by the Health Alliance for implementation from October 2020.</p>
<p>Seek funding to implement community resilience and mental health programs in particular mental health outreach programs.</p>	<p>Council supported Peppercorn Services Inc to obtain funds to deliver men's resilience and mental health program. Council was successful in gaining \$50,000 funding to deliver a range of community development recovery initiatives focused on health and wellbeing.</p>
<p>Subject to flooding and other constraints, implement the priority actions of the Affordable Housing Working Group, in conjunction with Councils Human Services Advisory Committee including partnerships to deliver affordable rental housing.</p>	<p>Council staff have worked with Wentworth Community Housing as the primary community housing provider in the Hawkesbury Local Government Area with the aim of developing a partnership proposal to increase the supply and diversity of housing stock in the Hawkesbury Local Government Area. At its meeting on 18 February 2020, Council considered a report that recommended a partnership arrangement with Wentworth Community Housing regarding use of Council land to increase the supply and diversity of housing stock and that a planning proposal be prepared and lodged regarding reclassification of community land to operational land to enable it to be prospectively used for a partnership project that would increase the diversity of housing stock in the Hawkesbury Local Government Area.</p> <p>The Draft Housing Strategy will be reported to Council in August 2020.</p>

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

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

Operational Plan Action	Annual Comment
Undertake community consultation and engagement to understand community needs and service demands.	For the past four years regular engagement within the Hawkesburys distinct geographic areas has been held in June-July-August each year. There was a plan to again engage with the community in this way in June 2020 however due to COVID-19 Public Health Order Restrictions Councils opportunity to engage with the community has been restricted from April 2020 and Council were not able to undertake their regular round of public meetings in local towns and villages.

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

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

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

Operational Plan Action	Annual Comment
Implement Year 3 actions of Councils Disability Inclusion Access Plan including events that assist to develop positive attitudes towards people with disabilities, supporting volunteers and social groups and developing accessible local service directories	<p>20 of 21 Year 3 actions implemented. Activities included:</p> <ul style="list-style-type: none"> - delivery of four 'Dementia Friend' education sessions, including a business breakfast - two events to raise profile of access and inclusion - development of 'Pool Park' in South Windsor - an accessible of play-spaces to meet expressed needs of people with disabilities - delivery of partnership project to increase employment opportunities for people with disabilities - establishment of a project to provide outreach access to mental health services - provision of Auslan interpretation and accessible transport options to events and consultations - convening sector-wide interagencies to improve access to services for people with disabilities - launching outreach service providing My Aged Care access point in Council library community rooms - delivery of accessible activities and health information delivered at Richmond Pools in conjunction with Seniors Week - Mental Health awareness event hosted in February 2020 - Website review and redesign being undertaken in compliance with Web Content Accessibility Guidelines - Support has been provided to external agencies with a focus on creating a number of accessible, local service directories.

DP2-24.02: Resource the planning of activities and events which celebrate community and cultural diversity in conjunction with inter-agency organising committees.

Operational Plan Action	Annual Comment
Report recommendations of the Hawkesbury Youth Summit 2019 to Council and implement endorsed recommendations.	Youth reference groups facilitated. In response to feedback from young, staff commenced planning for development of a youth action plan rather than hosting stand-alone Youth Summit in 2019/2020. Due to the COVID-19 Pandemic restrictions the youth engagement and events planned for March and April 2020 were postponed. Staff are instead working through established youth services and schools to develop a skills development program to build the capacity of young people to engage with and plan for young people through development of a Youth Action Plan.

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

Operational Plan Action	Annual Comment
Adopt the Hawkesbury Cultural Development Plan.	Considerable progress towards the completion of the Hawkesbury Cultural Development Plan has been completed. A further process of refining the goals, outcomes and measures in consultation with stakeholders is required before the document can be finalised. A first draft of the Cultural Development Plan has been completed. Work is progressing to target specific areas of cultural services provided to the community. Resources working on the Cultural Development Plan were required for projects to address the needs of the community during the COVID-19 pandemic to develop online Library, Museum and Gallery collections.
Develop Youth Action Plan to understand the needs of young people and plan Hawkesburys future with them.	Youth reference groups facilitated. In response to feedback from young people, staff have commenced planning for development of a Youth Action Plan. Development of the Youth Action Plan was scheduled to commence during Youth Week in April 2020, however this was postponed due to the COVID-19 Pandemic. Council is working with youth service providers and schools to plan for youth engagement strategies that will ensure the maximum number of young people have the opportunity to input and influence the youth planning process in the Hawkesbury.
Provide financial and other support to community groups to plan and deliver community events and activities.	Financial and in-kind assistance provided to support: <ul style="list-style-type: none"> - Social Inclusion Week - NAIDOC Week - Dementia Awareness Month - Mental Health Month - International Day of People with Disabilities - Sorry Day - Seniors Week - Hope Walk

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

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

Operational Plan Action	Annual Comment
Complete implementation of a new Library system which will include museum and gallery collection catalogues and make them online accessible	The Library, Museum and Gallery collection catalogues are now online and publicly accessible to a global audience. 545 artworks, 2,199 Museum objects and 24,922 Library Images are now accessible, with more being added each day.

Operational Plan Action	Annual Comment
Work with PCYC NSW to progress planning for the design and delivery of a Police Community Youth Club for the Hawkesbury	Council and PCYC entered into a management agreement for the operation of the Hawkesbury Indoor Stadium as a PCYC from 1 July 2020, to allow for additional time to negotiate the terms of the Development Agreement and Agreement for Lease.

2.5.3: Recognise, conserve and promote the areas history and heritage for current and future generations.

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

Operational Plan Action	Annual Comment
Provide museum collection programs which celebrate our significant heritage and history and manage the museums history collection.	<p>Between 1 July 2019 and 20 March 2020, the Museum presented three candlelit tours of the Georgian building Howe House. These dramatic presentations of local historical tales attracted 51 visitors. Two local history talks attracted 25 participants.</p> <p>Current Museum exhibitions which present various facets of Hawkesbury's history, using items from the Museum collection include:</p> <ul style="list-style-type: none"> - Every Thread Tells a Story - Food Bowl Farming: Migrants and Food Production in the Hawkesbury District 1794-1994 - The Cathedral of the Hawkesbury: 200 years of St Matthews Anglican Church - Hawkesbury Riverboats - The Richmond Base for the Royal Australian Air Force (RAAF) - Land, River, People <p>The Museum has attracted 10,331 visitors during July 2019 - 20 March 2020, when it was closed due to the COVID-19 Pandemic.</p>
Recognise, conserve and promote the area's history and heritage for current and future generations	<p>Between 1 July 2019 and 23 March 2020 (when libraries were closed due to COVID-19), the Library presented:</p> <ul style="list-style-type: none"> - Six family history research classes on how to access and use different family history databases. There were 95 participants. - Eight family history meetings which attracted 369 attendees. Topics included researching women in history, using cemetery records and presentations on notable convicts. - Throwback Thursday posts on the Librarys Facebook page. Each week a different item from the local studies collection is highlighted. These have reached 45,263 people and 4,865 engagements. - Two history exhibitions highlighting people and places, included: Harold Burch Photography a display of photographs of the local area from the 1950s and 1960s, and Brigadier General JJ Paine World War 1.

DP2-26.02: Review and implement Councils Heritage Strategy

Operational Plan Action	Annual Comment
Complete the Community Based Hawkesbury Heritage Study.	<p>A range of actions associated with Aboriginal and Non Aboriginal heritage have been undertaken during the period, including:</p> <ul style="list-style-type: none"> - Aboriginal Cultural Heritage Study has progressed to fieldwork stage and engagement with local aboriginal representative groups - The Hawkesbury Heritage Study has progressed with compilation of potential listings and research to inform consideration of each of those potential listings

<p>Review and implement agreed priority actions of Council's Heritage Strategy.</p>	<p>A range of actions associated with Aboriginal and Non Aboriginal heritage have been undertaken in order to meet the priority actions of Council's Heritage Strategy during the period, including:</p> <ul style="list-style-type: none"> - Aboriginal Cultural Heritage Study has progressed to fieldwork stage and engagement with local aboriginal representative groups - The Hawkesbury Heritage Study has progressed with compilation of potential listings and research to inform consideration of each of those potential listings - Local Heritage Assistance Fund 2019-2020 successfully completed, and which incorporated recommendations for improvement from Council's Heritage Advisory Committee - Heritage Advisory Service during 2019-2020 which has continued to grow in popularity and demand - Strategic Conservation Management Plan for Cemeteries completed - Works to individually heritage listed properties funded through the Heritage Near me Program has continued - Thompson Square Conservation Management Plan submitted to Heritage NSW for endorsement - Application for State Listing of Singleton's Mill Site submitted to Heritage NSW.
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DP2-26.03: Through the Masterplanning processes for the revitalization of the Richmond and Windsor Town Centres provide opportunity to consider the recognition and promotion of the areas history and heritage

Operational Plan Action	Annual Comment
<p>Complete master planning for town centre revitalisation of Richmond, Windsor and South Windsor.</p>	<p>In October 2019 Council engaged the services of Urbis to guide the town centre revitalisation with focused community and stakeholder engagement and preparation of longer term strategic Master Plans as well as shorter term Public Domain Plans for physical upgrades of the centres. The Draft Master Plans and Public Domain Plans have been developed. It is anticipated that the plans will be presented to Council - followed by public exhibition, in August 2020.</p>

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

Operational Plan Action	Annual Comment
<p>Produce a Museum publication on the cultural history of food production in the Hawkesbury.</p>	<p>Research for the current Museum exhibition "Food Bowl Farming: Migrants and Food Production in the Hawkesbury District 1794-1994" will form the basis of the publication on the cultural history of food production in the Hawkesbury. Work on compiling the publication will commence in the second half of 2020.</p>
<p>Work with respective Committees to produce a range of media to promote the areas heritage.</p>	<p>A range of actions associated with promotion of the areas heritage have been undertaken, including:</p> <ul style="list-style-type: none"> - Aboriginal Cultural Heritage Study has progressed to fieldwork stage and engagement with local aboriginal representative groups - The Hawkesbury Heritage Study has progressed with compilation of potential listings and research to inform consideration of each of those potential listings - Local Heritage Assistance Fund 2019-2020 successfully completed, and which incorporated recommendations for improvement from Council's Heritage Advisory Committee - Heritage Advisory Service during 2019-2020 which has continued to grow in popularity and demand - Strategic Conservation Management Plan for Cemeteries completed - Works to individually heritage listed properties funded through the Heritage Near me Program has continued

3: Our Environment

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

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

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

Operational Plan Action	Annual Comment
<p>Commence a Scoping Study for a new Coastal Management Plan with other Hawkesbury River local authorities.</p>	<p>Implementation of the actions of the current Coastal Zone Management Plan have continued in tandem with the review, in particular, collection of water quality data to enable the preparation of a Waterways Health Card which is now expected in early 2020.</p> <p>Given changes to Coastal Management Legislation and a requirement to have an updated Coastal Zone Management Plan under that new legislation by 2021 there has also been a focus of efforts towards preparation of a new Coastal Zone Management Plan.</p> <p>Council has partnered with the Hills Shire, Hornsby, Ku-Ring-Gai, Central Coast and Northern Beaches councils ,who share the same sediment load within the Hawkesbury River. This is to prepare a combined Scoping Study for a new Coastal Management Study. Funding has been received from the Office of Environment and Heritage to undertake the Scoping Study which has commenced.</p>
<p>Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.</p>	<p>A series of actions regarding the protection and restoration of our waterways including wetlands in accordance with Council's current Upper Hawkesbury River Estuary Coastal Zone Management Plan have been undertaken with respect to:</p> <ul style="list-style-type: none"> - Water Quality - Aquatic and riparian habitat - Recreation and amenity - Land use and development - Foreshore protection - Cultural heritage. <p>Current weeding programs, habitat planting works, bush regeneration works and soon to be installed interpretive signage, further support the objectives of this Coastal Zone Management Plan. These works are often undertaken in partnership with local environmental groups.</p> <p>Preparation of the First Waterways Health Card has been completed and reported to the Environmental Sustainability Advisory Committee.</p> <p>Ongoing discussions have continued with Sydney Water in terms of potential Nutrient Offset Projects</p> <p>Drafting of relevant Water Sensitive Urban Design Development Control Plan provisions have continued, as has preparation of information sheets and guidelines applicable for landowners with access to waterways.</p> <p>Council is also involved in the development of the Hawkesbury-Nepean River Coastal Management Plan. Six councils located along the Hawkesbury River system</p>

Operational Plan Action	Annual Comment
	have partnered, with the assistance of government funding, to guide the long-term, integrated and sustainable management of the Hawkesbury-Nepean River system and its catchments. That project has advanced to the completion of the Scoping Study which was reported through Council's Environmental Sustainability Advisory Committee. Funding is being sought for the next stages of this combined project.

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

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

Operational Plan Action	Annual Comment
Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program	<p>A business improvement process was conducted internally to increase efficiencies for Sewage Management Facility (SMF) inspections.</p> <p>As a result of this business improvement process and despite COVID-19 the SMF Team successfully practiced appropriate health and safety practices and completed</p> <ul style="list-style-type: none"> - 2058 SMF inspections - 434 Plumbing and Drainage inspections <p>These inspections have allowed the SMF team to educate residents in the Hawkesbury of the importance of maintaining their on-site sewer systems to assist in the preservation of the surrounding natural environment. The continued implementation of this program is considered an important step in helping to preserve Hawkesbury's natural environment.</p>
Investigate the opportunity to work with RID Squad to undertake a pilot illegal dumping project.	Due to the COVID-19 pandemic, the finalisation of information gathering to assist in determining Council's position in joining the RID squad has not progressed as planned. Consideration is still being made to the possibility of joining the RID squad. Further data regarding the program and its applicability to Hawkesbury continues to be sourced.
Work with key agencies to investigate illegal land use actives such as the Natural Resource Access Regulator, Environmental Planning Authority and Department of Primary Industries to undertake investigations.	Throughout the 2019 / 2020 financial year Council has continued to work with relevant government agencies and consultants including NSW Police, WaterNSW, Natural Resource Access Regulator and NSW Environmental Protection Agency in order to investigate compliance and environmental matters reported to Council. Matters range from activities involving pollution & illegal works along of waterways, noise complaints, operating outside of development approvals, illegal works and illegally dumped rubbish and breach of development consent.

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

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

Operational Plan Action	Annual Comment
Complete Ecological/Biodiversity Framework.	<p>Preparation of the Ecological/Biodiversity Strategic Planning Framework has continued including:</p> <ul style="list-style-type: none"> - Compilation of work carried out to date into a Strategic Planning Framework (includes Hawkesbury strategic biodiversity planning study, Hawkesbury high biodiversity value lands mapping report, priority mapping and document the development process) - The commencement of appropriate Development Control Plan provisions which will consider the broader planning framework, biodiversity priority within the Hawkesbury

Operational Plan Action	Annual Comment
	<p>LGA, other Development Control Plan components/clauses relation to biodiversity, and consideration of best practice)</p> <ul style="list-style-type: none"> - The assessment of 26 Council owned/controlled sites, including thier potential as offset sites <p>The mapping to date has informed a range of further studies, including the:</p> <ul style="list-style-type: none"> - Kurmond Kurrajong Investigation Area Structure Plan - Draft Local Housing Strategy - Draft Employment Lands Strategy, - Draft Rural Lands Strategy, - Recreation and Open Space Plan' - Council Property Strategy - Biodiversity offsets - Review the local environmental plan (LEP) and Development Control Plan (DCP) - Council's response to the Cumberland Plain Conversation Plan
<p>Grow endemic plants at the community nursery for parks, reserves, and Land-care groups.</p>	<p>During the 2019/2020 financial year the Hawkesbury Community Nursery produced 41,251 plants by tubing up (forestry tubes) and 13,241 plants by direct sowing into Hiko Cells. The nursery sold 32,756 plants and another 6,641 plants have been contract grown for September 2020 delivery. The range of customers includes; sales to the public, Hawkesbury City Council, Penrith City Council, Bushcare Groups, Bush Regeneration Contractors, Landcare, Birdlife Australia, Greening Australia, Hawkesbury River County Council, Greater Sydney Local Land Services. A combined 1,424 plants were made available to the community at Hawkesbury Fest / National Tree Day (1,004 plants), Koala Fest Hawkesbury (140 plants) and Kurrajong-a-Buzz (280 plants). After the Bushfires 910 plants were provided to resident of bushfire affected properties of 10 plants per property, equating to 91 properties being supported in some small way.</p>
<p>Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land.</p>	<p>The Budget of \$241,000 allocated to Land Management activities has been expended across 35 reserves throughout the Hawkesbury, including Argyle Bailey , Cattai Bridge, Charles Kemp, Wilberforce Cemetery, St Albans Park & Settlers Rd, Skeleton Rocks, Half Moon Farm, Sackville Mission, Oakville Park, Ebenezer Park, South Creek, Green Hills Burial Ground, Governor Phillip Park, Macquarie Park, Deerubbin Park, Howe Park, The Breakaway, George Street, Hanna Park, Hawkesbury Park, Navua, Riverside Drive, Yarramundi, Chain of Ponds, Woodbury, Glossodia Park, Pughs Lagoon, Bushells Lagoon, Redbank Creek, Diamond Hill, Singletons, Matheson Park, Bellbird hill and Upper Colo.</p> <p>Council continues to expend funding received to support environmental restoration activities from the following orgnisations. \$46,600 received through Save our Species program to ensure the survival of threatened ecological communities at Singleton's reserve, Matheson Park and Diamond Hill. \$19,300 received from GSLLS for Giant Reed control in the Macdonald valley and \$8,150 for weed control in local wetlands. \$15,000 received from OEH for Estuary Health monitoring.</p>

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

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

Operational Plan Action	Annual Comment
<p>Identify, investigate and resolve unauthorised and environmentally harmful development in accordance</p>	<p>Over 2019 / 2020 financial year the Building Compliance Team have continued to investigate reports in relation to illegal development. The Building Compliance Team received 1243 illegal development inquiries, with a completion rate of almost 60%. Depending on the complexity of these matters, they generally take between between</p>

Operational Plan Action	Annual Comment
with Councils Compliance & Enforcement Policy.	2 weeks and 12 months to resolve.

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

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

DP2-31.01: Develop and implement community sustainability programs

Operational Plan Action	Annual Comment
Review and implement Councils Waste Education Program.	<p>War on Waste Workshop Online Series - Since 2018, Council has been holding monthly workshops series focused on the War on Waste. These workshops have been extremely popular with residents, with approximately 300 residents engaged in 2019/20.</p> <p>Compost Revolution All Year Round Council continued to offer the compost revolution program with 184 residents participating and purchasing a discounted compost bin or worm farm. The total impact of the program in 2019-20 included 77,637 kg of organic material diverted from landfill and 123,979 kg CO2e saved.</p> <p>Waste 2 Art Competition July 2019 61 students from 13 local schools participated in the event which encourages primary school age children to consider the topic of waste and recycling but through a fun art competition.</p> <p>Chemical CleanOut Council in partnership held this annual event which allows residents to dispose of household chemicals which results in a safer family home, and protection of our waterways and natural environment from potential pollution. 402 residents attended the event with 20,000kg of material collected.</p> <p>Remote Area Recycling Collection Event - In October 2019 Council held a small-scale (20 participants) recycling collection event in St Albans following a request from the local community to assist them to dispose of household problem waste including paint, motor oil and batteries. This was based on the significant travel involved for residents from this remote area to attend the Chemical CleanOut Event or Community Recycling Centre.</p> <p>The event proved to be successful and greatly appreciated by the residents who attended. Based on that success, Council will now hold the same type of event but in St Albans, Colo Heights and Bilpin during August and September 2020.</p> <p>Second Hand Saturday 16 November 2019 There were 60 households who participated in the event with positive feedback received from the community.</p> <p>Waste Management Strategy Focus Group 26 November 2019 Councils Waste Education Officer was the Council Representative at this event which had 44 residents attend. Residents provided feedback on illegal dumping and litter, Waste Management Facility Fees, Business Engagement, Access to waste collections in remote areas and access to garden organics bin, and a potential FOGO service.</p> <p>Clean Up Australia Day 1 March 2020- 13 community sites participated in the event in 2020.</p> <p>Domestic Waste Audit March 2020 Council conducted an EPA approved domestic</p>

Operational Plan Action	Annual Comment
	<p>waste audit, which has been conducted every three years since 2008. The major findings were that the commercial waste services have a direct and significant impact on Councils annual reporting, that recycling and garden organics bin contamination is among the lowest in Greater Sydney, that there is opportunity to capture organic material (food waste) from the red bin.</p> <p>Council Submission EPA 20 Year Waste Strategy Councils Waste Education Officer drafted Councils submission highlighting the inequitable and inconsistent application of the Waste Levy on similar peri-urban Greater Sydney Councils which results in Hawkesbury Council paying an additional \$1.3 Million in Waste Levy Fees.</p> <p>Waste and Recycling Education Videos - Council has been working with its waste and recycling consultant EnviroCom to develop a video package to cover the most relevant waste and recycling topics and provide clear and easy to understand tips to increase recycling, reduce contamination and reduce waste to landfill.</p> <p>Outcomes of these various programs have continued to be reported through the Waste Management Advisory Committee. Of particular note is the continuing operation and promotion of the Community Recycling Centre since December 2018 which during the period has received over 34,000kg in 'problem waste' (e.g. paint and household chemicals)</p>

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

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

Operational Plan Action	Annual Comment
Implement renewable energy and energy efficient projects.	<p>Projects completed in this period include</p> <ul style="list-style-type: none"> - Street lighting LED retrofits completed across over 10 suburbs where old mercury vapor (low efficient) lights have been replaced to gain an 80% energy efficiency benefit, saving over \$10,000 per month. - Installation of 8 roof mounted systems completed and a further 3 ground mounted solar panel system installations are in progress; these projects when completed will save approximately \$300,000p.a. in energy bills. - Council has negotiated a new energy agreement that commence on January 1 2020 involving buying 90% of all its power from solar farms in central New South Wales for a period of 10 years. This change amounts to renewable energy to 100% of Council's power needs for all our large sites and street lighting .

3.2.3: Become a carbon neutral Local Government Area

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

Operational Plan Action	Annual Comment
Based on baseline data, investigate opportunities for Council to manage, lead and advocate for the benefits of becoming a carbon neutral organisation.	<p>Council has partnered with the Resilient Sydney Program. Through Council's participation in the Resilient Sydney Program, an Environmental Footprint digital platform has been developed. The platform assists councils track their environmental performance, compare performance to other organisations, enables better planning for future communities and inform the decision making process on how to take action. It provides a standardised evidence base for decision-making, while also enabling collaboration, action and advocacy.</p> <p>As outlined at the Councillor Workshop in December 2019, the platform shows the carbon emissions for each local government area (LGA) for 2016-17, to form a</p>

Operational Plan Action	Annual Comment
	<p>baseline. The carbon emissions data can be represented at an LGA and at a suburb level. It also categories emissions by their source (e.g. transport, electricity, waste and gas). The platform also provides an Emission Reduction Pathway to 2036 for the Hawkesbury, which considers Renewable Energy, BASIX, Waste Diversion and Retrofits, with the aim to reach the Paris Agreement Targets on Climate Change.</p> <p>During the 3rd and 4th quarter it is intended to utilise this platform in addition to other available data in order to inform the prioritisation of actions to move towards becoming a carbon neutral Local Government Area.</p>

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

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

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

Operational Plan Action	Annual Comment
Develop a Waste Management Strategy.	The development of the Waste Management Strategy is still progressing. Consultants engaged by Council have consulted with community reference groups for feedback. The consultants have developed a multi-criteria analysis and options for consideration. These were presented to Council at a December 2019 Councillor workshop. The development of the Waste Management Strategy continues and is due for completion mid September 2020

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

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

Operational Plan Action	Annual Comment
Facilitate advice on request from tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	In the first half of the 2019/2020 period, three tenants took up this option and were educated on water efficiencies and reduction in water bills, energy saving measures such as lighting and usage and another tenants lodged a proposal to install solar panels, however this proposal was put on hold pending Council's Solar Panel Project. Council staff have been working closely with tenants of Council leased buildings to support them through the COVID-19 pandemic. As much of the focus for tenants has been on accessing rental relief while managing their business during this time, no tenants accessed energy and water efficiency training from Council. However, Council has commenced preparation of A Net Zero Emissions and Water Efficiency Strategy which will provide a baseline for both Council as an organisation, and the Hawkesbury community in terms of carbon emissions and water use. The Strategy will also propose a series of recommendations for Council as an organisation and the Hawkesbury community in terms of reduction of emissions and water efficiency which will also improve sustainability practices for tenants of Council leased buildings.

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

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

DP2-36.01: Undertake the industrial premises audit program

Operational Plan Action	Annual Comment
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment.	<p>A total of two inspections were conducted in the first 6 months of the 2019-2020 year. Between 1 January 2020 to 30 June 2020, the Environmental Health Team conducted a further 5 Industrial Audit inspections for the remaining 6 months of the 2019 / 2020 financial year. During the 2019/2020 financial year, a total of 7 Industrial Audit inspections were completed.</p> <p>During these inspections officers have audited and reported on things such as chemical storage, air pollution mitigation and water pollution mitigation thereby protecting Hawkesbury's natural environment including its waterways.</p>

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

Operational Plan Action	Annual Comment
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements and relevant Council Policies.	<p>Whilst COVID-19 placed some restrictions on the ability for the Environmental Health Team to complete all routine inspections, they still managed to complete the following for the 2019 / 2020 financial year:</p> <ul style="list-style-type: none"> - 271 Food inspections - 24 Food Hygiene checks - 22 Public swimming pool inspections - 26 Skin penetration inspections - 5 Legionella premises inspections <p>In place of routine food inspections the Environmental Health Team were asked by NSW Food Authority in March 2020 to conduct Food hygiene checks, which are an abbreviated version of a normal inspection. These inspections were primarily conducted to check on basic food hygiene practices where the officer would make observations of basics of food hygiene such as hand washing facilities and appropriate use of food grade sanitiser.</p>

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

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

Operational Plan Action	Annual Comment
Commence review of Hawkesbury Development Control Plan (DCP).	The LEP Health Check Report was previously completed and reported to Council, and has been approved by the Greater Sydney Commission. Council has since commenced preparation of a range of studies to inform amendments to the Local Environmental Plan (LEP) and Development Control Plan (DCP). This includes Hawkesbury Demographic Study (Complete), LGA Wide Traffic Study (Complete), Rural Lands Strategy (Draft), Employment Lands Strategy (Draft), Local Housing Strategy (Draft), Ecological/Biodiversity Framework (Commenced), Kurmond Kurrajong Structure Plan (Draft), Coastal Management Strategy (Commenced), Sustainability Strategy (Draft), Flood Planning - Policy (Draft), Town Centres Masterplans for Richmond, Windsor and South Windsor (Draft), Heritage Study

Operational Plan Action	Annual Comment
	<p>(Commenced) and Contributions Planning (particularly the Vineyard Stage 1 Precinct - Draft). Work to date on these various studies has informed the preparation of the Draft Hawkesbury Local Strategic Planning Statement. The Draft Local Strategic Planning Statement has been submitted to the Greater Sydney Commission for Assurance.</p>
<p>Incorporate ecologically sustainable building and road construction practices into Council projects.</p>	<p>Where possible recycled material is used to maintain existing road assets and construct new works. A quantity of approximately 5,500 Tonne of recycled road base was used on numerous projects during the 2019/20 period.</p> <p>The Capital Works Program for road and path construction has been 85% completed. Projects completed during the January to June period are:</p> <ul style="list-style-type: none"> - Concrete Foot Paving - Cycleway, lighting and thresholds - Pedestrian Access & Management Plan (PAMP) - Macquarie St, South Windsor - Church Street, South Windsor - Andrew Thompson Drive. McGraths Hill - Francis Street, Richmond - James Street, South Windsor <p>Guard Rail Installation</p> <ul style="list-style-type: none"> - St Albans Road, St Albans - Upper Colo Road, Colo <p>Roadworks Completed</p> <ul style="list-style-type: none"> - Tizzana Rd, Ebenezer - Stannix Park Road, Ebenezer (90% complete awaiting seal on northern section) - Terrace Road, Freemans Reach - Shepherds Road, Freemans Reach (road sealed awaiting guardrail) - Slopes Road, Kurrajong, - East Market Street, Richmond - Tennyson Road, Tennyson - Old Hawkesbury Road, Vineyard (seal gravel road) - Commercial Road, Vineyard - Kurmond Road, North Richmond - St Albans Road, Webbs Creek - Wallace Road, Vineyard - Pebbly Hill Road, Maraylya (85% complete awaiting seal coat) - Bull Ridge Road, East Kurrajong - Cornwallis Road, Cornwallis - Grose Vale Road, Grose Vale - Grose Wold Road, Grose Wold - Old East Kurrajong Road, East Kurrajong (seal gravel road) - Outstanding pipes onsite

4: Our Assets

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

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

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

Operational Plan Action	Annual Comment
<p>Undertake a review of parking requirements and provisions in Windsor and Richmond, and implement solutions to address identified parking issues.</p>	<p>During the 2019 / 2020 period, the Community Enforcement Team continued to monitor all timed parking areas within the Hawkesbury, successfully investigating all parking related enquiries that were submitted to Council. During the 12 month period the Community Enforcement Team investigated 3119 parking related enquiries. A "Safety First" campaign was initiated around schools in the Hawkesbury in July of 2019, which resulted in information delivered to schools and parents regarding safe parking around schools. During the 12 months of the 2019 / 2020 financial year the campaign has resulted in 175 penalty notices issued.</p> <p>Council is still in the process of assessing the parking provisions as part of the development of the master plans and public domain plans for Windsor, Richmond and South Windsor. It is anticipated that these plans will identify actions required in relation to parking for these centres. In response to the lower number of people visiting town centres due to the COVID-19 pandemic and financial hardships it presented, Council eased patrols on timed parking in those areas during the March - June 2020 period (though this has continued). Council shifted focus from timed parking to concentrating on high-risk areas such as no-stopping, no parking and school zones to ensure the safety of our community continued.</p>
<p>Utilise Council Traffic model to assess traffic impact of projects and planning proposals in the final stages of the comprehensive Traffic Study of the Hawkesbury.</p>	<p>The Hawkesbury City Council Traffic Study has been completed which included modelling of scenarios to assist in the strategic planning of the Kurmond Kurrajong area.</p> <p>The Scenarios undertaken in the study included:</p> <ul style="list-style-type: none"> - 2027 future year base case. This includes committed development and future infrastructure upgrades, including the new Grose River Bridge at Navua Reserve. - Scenario 1 Impact on the road network without the Grose River Bridge in 2027 - Scenario 2 Impact of the proposed Kurmond and Kurrajong Investigation Area in 2027 - Scenario 3 Impact of 5% uplift in trips in the Richmond and Windsor town centre areas in 2027. <p>In addition to the scenario testing a sensitivity analysis was undertaken that included reviewing the results in the model by testing it in relation a number of parameters and variables that included; trip generation rates, peak hour travel times and traffic trip distribution.</p> <p>The objective of the sensitivity analysis was to provide an understanding of the capacity and performance of intersections such as the Bells Line of Road/ Grose Vale Road/ Terrace Road Intersection. This intersection is pivotal to the movement of traffic in the North Richmond area including the Kurmond Kurrajong area.</p> <p>The results from the sensitivity analysis and the completed traffic model confirm the construction of the Grose River Bridge will have a bearing on the functionality of the</p>

Operational Plan Action	Annual Comment
	intersection of Bells Line of Road/ Grose Vale Road/Terrace Road and the overall distribution of traffic within the North Richmond area.

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

Operational Plan Action	Annual Comment
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	<p>Council staff continue to work with and advocate for transport services and connections through Transport for NSW, and City Deals. To support Council's transport planning and advocacy work Council has commenced the development of a paper outlining key transport issues and opportunities to inform:</p> <ul style="list-style-type: none"> - Richmond Bridge Duplication - Evacuation routes; and - a broader transport framework for the Hawkesbury local government area and surrounds.
Work with NSW Roads and Maritime Services (RMS) and provide input on their projects such as the Richmond to North Richmond upgrade, Windsor Bridge, HCC Traffic Study and other projects as required.	<p>Transport for NSW (previously Roads and Maritime Services) are currently working on several projects within the Hawkesbury Local Government Area. These projects have an effect on our roads and other transport infrastructure. Continuing dialogue is being held with Transport for New South Wales to seek best outcomes for our community. This also ensures that Council provides input towards these projects. Projects that are currently in progress include:</p> <ul style="list-style-type: none"> - The Windsor Bridge replacement expected to be completed during 2020 with the new bridge opened to traffic and council staff seeking to ensure high quality outcomes for public domain areas. - The Richmond to North Richmond upgrade has seen the completion of two stages with the third stage works at the intersection of March Street and Bosworth Street currently in progress. Council continues to seek mitigation of traffic impacts on Yarramundi Lane arising from the works and the State Road congestion. - North Richmond Bridge Duplication. Council is participating in the current community consultation phase and is providing relevant information to support that process fully. -Road Network Planning Improvements along the various corridors. Ongoing input into RMS planning and service levels.

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

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

Operational Plan Action	Annual Comment
Work with Peppercorn Services Inc. and other providers to improve access to community transport services.	<p>Transport options for isolated residents have been expanded through implementation of :</p> <ul style="list-style-type: none"> - additional weekly community transport bus services to outlying areas including North of Kurrajong and Wisemans Ferry - 'vulnerable persons' shopping transport service throughout COVID-restrictions - transport to and from aged care facilities for partners of residents that continue to live in community settings

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

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

Operational Plan Action	Annual Comment
<p>Works and activities are undertaken in accordance with the Capital Works Program and Operational Plan.</p>	<p>The Capital Works Program for road and path construction has been 85% completed. Projects completed during the January to June period are:</p> <ul style="list-style-type: none"> Concrete Foot Paving <ul style="list-style-type: none"> - Cycleway, lighting and thresholds - Pedestrian Access & Management Plan (PAMP) - Macquarie St, South Windsor - Church Street, South Windsor - Andrew Thompson Drive. McGraths Hill - Francis Street, Richmond - James Street, South Windsor Guard Rail Installation <ul style="list-style-type: none"> - St Albans Road, St Albans - Upper Colo Road, Colo Roadworks Completed <ul style="list-style-type: none"> - Tizzana Rd, Ebenezer - Stannix Park Road, Ebenezer (90% complete awaiting seal on northern section) - Terrace Road, Freemans Reach - Shepherds Road, Freemans Reach (road sealed awaiting guardrail) - Slopes Road, Kurrajong, - East Market Street, Richmond - Tennyson Road, Tennyson - Old Hawkesbury Road, Vineyard (seal gravel road) - Commercial Road, Vineyard - Kurmond Road, North Richmond - St Albans Road, Webbs Creek - Wallace Road, Vineyard - Pebbly Hill Road, Maraylya (85% complete awaiting seal coat) - Bull Ridge Road, East Kurrajong - Cornwallis Road, Cornwallis - Grose Vale Road, Grose Vale - Grose Wold Road, Grose Wold - Old East Kurrajong Road, East Kurrajong (seal gravel road) - Outstanding pipes onsite

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

DP2-41.01: Review and implement the Hawkesbury Mobility Plan

Operational Plan Action	Annual Comment
<p>Implement Stage 6 of the Bligh Park to South Windsor Shared pathway</p>	<p>The Bligh Park to South Windsor cycle way extension has been completed. Works included</p> <ul style="list-style-type: none"> - pavement widening - kerb and guttering works - the construction of two cycle refuges in Berger Road, South Windsor - overhead lighting has been installed at both refuge locations for additional safety

Operational Plan Action	Annual Comment
Implement the Hawkesbury Mobility Plan.	The implementation of the Mobility Plan Projects under the 2019/20 Operational Plan has resulted in substantial improvements to network links throughout the community. Highlight projects completed from the Mobility Plan include: <ul style="list-style-type: none"> - Redhouse Crescent & Andrew Thompson Drive, McGraths Hill - Harpur Crescent, Macquarie Street and Church Street, South Windsor. - Francis, College, Bourke and Paget Streets, Richmond.
Seek funding to prepare an Active Transport Plan for the Hawkesbury.	Funding has been sought and received from the following Authorities: <ul style="list-style-type: none"> - Transport for NSW - REPAIR Program funding received for St Albans Road/Block Grant including a current application for Natural Disaster funding. - Federal Government - Roads to Recovery Funding ongoing - State Government - Flood Mitigation

4.2: Utilities - Facilitate the delivery of infrastructure through relevant agencies and Councils own works

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

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

Operational Plan Action	Annual Comment
Explore opportunities to increase use of the recycled water system at the South Windsor Sewage Treatment Plant.	The number of customers connected to and using recycled water has increased with ten customers now being connected. In addition to this, recycled water is used onsite at South Windsor Sewer Treatment Plant. Total external volume used 148.5 megalitres. Total internal Volume used 54.3 megalitres. Overall recycled water volume used 202.8 megalitres. Council is further exploring the potential use of recycled water at other Council-owned locations.

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

Operational Plan Action	Annual Comment
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Routine requests and assistance provided to authorities and contractors through advice, approvals and permits. Continuing engagement with Independent Pricing and Regulatory Tribunal (IPART) and the NSW Department of Planning, Industry and Environment to ensure adequate funds are realised to ensure the timely and efficient servicing of Vineyard release area to an acceptable standard. Through the development of the draft Local Strategic Planning Statement, Council has identified key infrastructure required to support the current community and any growth as a result of development.
Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	The Draft Local Strategic Planning Statement has progressed to the Greater Sydney Commission Assurance stage. This has included preparation and reporting of the Draft Local Strategic Planning Statement to: <ul style="list-style-type: none"> - Seek Council's endorsement to publicly exhibit the Draft in September 2019 - Community engagement and Public Exhibition - October - November 2019 - Report on outcome of community engagement/public exhibition December 2019 - Amendments to Draft Local Strategic Planning Statement based on community engagement and public agency comments (December 2019-February 2020)

Operational Plan Action	Annual Comment
	<ul style="list-style-type: none"> - Reports to Council seeking approval to submit Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance (February and May 2020) - Submission of Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance June 2020. <p>Draft Background Strategies (housing, employment and rural lands) have been completed and are expected to be reported to Council (August - September) seeking endorsement to publicly exhibit the Draft Strategies</p> <p>Council's General Amendments (Housekeeping) LEP Amendment has progressed to public exhibition the outcome of which has been considered by Council.</p>

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

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

Operational Plan Action	Annual Comment
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Contributions Planning has continued, including the Draft Contributions Plan for the Vineyard Stage 1 Precinct which has progressed to the final IPART Recommendations Report which is being considered by the Department of Planning, Industry and Environment . A Draft Voluntary Planning Agreement (VPA) Policy was presented to Council in December 2019, publicly exhibited and reported back to Council for adoption. Council has resolved to consider the Policy following consideration from Council's Audit Committee. A draft Works in Kind Policy has also been prepared and it is anticipated that a report will be presented to Council in August seeking endorsement to undertake public exhibition of the Draft Works in Kind Policy.

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

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

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

Operational Plan Action	Annual Comment
Quality passive recreational spaces are provided and enhanced.	<ul style="list-style-type: none"> - The McQuade Park lake upgrade was completed in September 2019 with grant funding from the NSW Government's Office of Environment and Heritage and Council funding. - Hanna Park Carpark and Entrance upgrade was completed. - Consultation has also occurred on the upgrade of the playground at Memorial Park, Kurrajong. The community was given the opportunity to vote on their preferred playground. These works are likely to commence in the second half of the year - The Hawkesbury Regional Open Space Strategy is being finalised and expanded to include community facilities, given potential synergies between recreation and community facilities. - Accessible tables and shade shelters were installed at Richmond Pool in March 2020 from grant funding allocated from the State Government My Community Grants program a community based program whereby the community determines the projects most needing the funding. - The playground at Macquarie Park was better fenced, to reduce potential conflict between the playspace and the adjoining road. The bollards that were removed were reused on site to replaced aged treated pine bollards within the car park areas. - The fitness equipment at Ham Common has been replaced and upgraded. Council

Operational Plan Action	Annual Comment
	<p>also repaired sections of the pedestrian walkway. This work was completed in June 2020 and further funding will be used to undertake continual improvement of the site.</p> <ul style="list-style-type: none"> - The bollard fencing at Navua Reserve and McLeod Park, were replaced. We also upgraded fencing at Berger Road Reserve - The upgrade for the playground at Memorial Park, Kurrajong was delayed due to shipping delays created by the COVID-19 pandemic. The equipment arrived in early July 2020 and will be installed early this financial year of 2020-21 - Conservation specialists have been engaged to undertake the conservation works of the Richmond Park Cannons. Apart conservation of the cast barrels new carriages will be built to represent the original form from the early 1900s. This is a significant conservation project and will be ready for ANZAC Day 2021.

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

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

Operational Plan Action	Annual Comment
Manage active recreational spaces in accordance with strategies and available resources.	<p>Mowing, spraying and cleaning programs were implemented. These programs vary from weekly, up to six monthly rotation. Council staff mow and maintain over 68 sites on a monthly basis, cleaning 37 toilets 19 BBQs on a minimum weekly basis and contractors are mowing and maintaining a further 60 outlying sites.</p> <p>The droughts, fires and floods all had an impact on our active recreation spaces with stage two water restrictions in place. Some staff were shifted to bushfire and flood cleanup efforts where needed to meet those community's needs, while still maintaining levels of maintenance for active recreational parks.</p>

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

DP2-46.01: Provide sustainable support for community groups

Operational Plan Action	Annual Comment
Prepare a design and draft plan for increasing activity spaces in Windsor Central Library, and investigate funding options.	<p>An architectural plan for converting Hawkesbury Central Library's balcony (approximately 60 square metres) into a useable activity space has been completed. A grant application has been made for funding this project through the State Library NSW Public Library Infrastructure funding program, which is a highly competitive program. The application was unsuccessful.</p>

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

Operational Plan Action	Annual Comment
Complete a signage renewal project within Richmond Branch Library, which will enhance access to Library resources	<p>The signage renewal project at Richmond Library was completed during the first six month period of 2019/2020 year.</p>
Finalise design brief for redevelopment of the North Richmond Community Precinct.	<p>Due to the overall increase in workload due to recovery initiatives associates with the bushfires, floods and pandemic, the program for this action has been adjusted. Updates will be provided to Council in September regarding the North Richmond Community Precinct .</p>

4.3.4: Manage commercial spaces available for business and investment across the Hawkesburys local centres.

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

Operational Plan Action	Annual Comment
Seek to optimise occupancy rates and rental returns for Council owned commercial properties.	<p>Due to the COVID-19 Crisis two tenants have vacated, one of these tenants has enquired about returning to their leased space. Enquiries for vacant properties have increased with some inspections taking place.</p> <p>COVID-19 Legislation has limited Council's ability to pursue annual rental increases in respect of tenants experiencing financial hardship. Where appropriate, other leases are being increased in line with market rent and/or relevant lease provisions.</p>

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

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

Operational Plan Action	Annual Comment
Implement Councils building maintenance program.	<p>Maintenance of Councils portfolio of buildings consists of a 43 planned maintenance service agreements to ensure we have a proactive approach to keeping our assets in good condition. These works have progressed over the year based on the planned cycles of inspections. Additional ad-hoc and reactive maintenance is continually undertaken based on our works request systems. Works have progressed within budget and in line with planned service levels required. Works relating to planned, programmed and reactive maintenance has been undertaken utilising internal staff and also external services providers and contractors based on budget constraints and approved priorities and service levels.</p>
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	<p>State Library NSW grant funds have been used to update Hawkesbury Central Library and Richmond Branch Library furniture and signage. This has made collections, resources and spaces easier for users of all ages to locate, use and enjoy.</p> <p>A grant application through ClubGrants Arts and Culture Infrastructure program has been submitted for improving accessibility of the Museum building, including:</p> <ul style="list-style-type: none"> - Replacing 2 hard-to-open entrance doors with automatic sliding doors - Installing push button technology for internal doors - Installing a hearing loop - Creating a rest area in the foyer with improved seating for mobility, hearing, sight impaired and frail - Installing a drinking fountain in the foyer. <p>A grant application through Create NSW multi-year funding, has included a proposal for creating a dedicated Art and Creative Workshop Space by the enclosure and fit-out of part of the Gallerys balcony.</p>

5: Our Future

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

5.1.1: Councils planning is integrated and long term.

DP2-49.01: Councils planning in consistent with the Office of Local Governments Integrated Planning and Reporting Framework

Operational Plan Action	Annual Comment
Ensure Councils planning in consistent with the Office of Local Governments Integrated Planning and reporting Framework.	<p>Council has met all Office of Local Government Integrated Planning and Reporting guidelines.</p> <p>Further to this, Council has acquired a more functional Planning and Reporting software program which will make updates to the community easier and more readily available. A business improvement process to further enhance Council's planning and budgeting processes internally has also commenced.</p>

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

Operational Plan Action	Annual Comment
Implement Councils Fit for the Future strategies.	All Fit for the Future Strategies have been implemented throughout the organisation where applicable, and are being transitioned to business as usual. This has provided Council with the capacity to deal with the financial stresses and demands associated with the bushfires, floods and COVID-19 pandemic. Despite these challenges, Council is still on track to meet the required financial benchmarks by 2020/2021, and therefore placing Council in a financially sustainable position.

5.1.2: Councils decision making on all matters is transparent, accessible and accountable.

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

Operational Plan Action	Annual Comment
Ensure compliance with Code of Meeting Practice	<p>Council's Code of Meeting Practice (the Code) was adopted by resolution 18 February 2020, following amendments which included changes to the method of voting on motions, and providing for the frequency, date and time of meetings to be set by resolution. The Code applies to all meetings of Council and meetings of Council committees. In relation to ordinary Council meetings, Council has complied with the provisions of the Code dealing with the timing and frequency of meetings, notice of meetings to the public and Councillors, and notice to Councillors of the agenda and business papers. In the period from January to June 2020 one meeting was cancelled due to flooding, one extraordinary meeting was held, and one meeting was adjourned due to a storm event. In accordance with the Code Council has published on its website and made available hard copies of the agenda and associated business papers for Council and committee meetings. Council has properly recorded the declarations by Councillors and committee members of conflicts of interests.</p> <p>Council has met the requirements of the Code to deal with record and make available a podcast of each meeting, and the requirement to keep full and accurate minutes of the proceedings of meetings and to publish the confirmed minutes on Council's website. Due to COVID-19 Council has moved its meetings to an online format</p>

Operational Plan Action	Annual Comment
Process informal and formal requests for Council information and complete required reporting.	Council received 37 formal applications for access to information under the Government Information (Public Access) Act. The information relating to these applications was included in Council's published Disclosure Log as required by the Act. Council received 287 informal access applications.

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

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

Operational Plan Action	Annual Comment
Undertake community engagement in relation to any further business process and/or service reviews.	<p>The following 38 engagements have been undertaken online this year using the website tool Your Hawkesbury Your Say. The community are invited to make submissions to projects, vote of preferred projects and nominate priority projects in town and villages. Facebook was also held as an effective tool for sharing information and holding a 2 way conversation with our community.</p> <ul style="list-style-type: none"> - Town Meetings 2019 - Hawkesbury Indoor Stadium Community Consultation - General Approval for Pile Burning DRAFT - Hawkesbury Heritage Study - Financial Statements 2018/2019 - Revitalising our Town Centres Richmond, South Windsor & Windsor - Integrated Waste Management Strategy - Draft Dementia Friendly Hawkesbury Plan - Licence Community Land Oasis Aquatic and Leisure Centre - Bushfire Recovery - McQuade Park Plan of Management Community Survey - Lease Community Land Upper Hawkesbury Power Boat Club - Hawkesbury Business Hub - COVID 19 - Bilpin Community Project - Macdonald Valley Community Project - Colo Heights Community Project - Hawkesbury LEP 2012 Public Exhibition of draft general amendments - Draft Operational Plan 20/21 - Public Exhibition of Draft Voluntary Plan 37 Bells Line of Road, Kurmond - Achieving Net Zero Emission and Water Efficiency - Public Exhibition of the Hardship Pensions Concession and Debt Recovery Policy - License Agreement Community Land Pitt Town - Councilor Consultation - Exhibition of Planning Proposal 2 Inverary Drive, Kurmond - Draft Local Strategic Planning Statement (LSPS) - Draft Voluntary Planning Agreements Policy - Draft Section 64 Contribution Plan - Stormwater Infrastructure for Pitt Town - Cattai catchment area - Draft On-Site Sewage Management Policy - Draft Community Engagement Framework - Draft Community Participation Plan - Structure Plan for Kurmond-Kurrajong - Amendment to Code of Meeting Practice - Draft Deerubbin Park Master Plan - Fernadell Park Plan of Management and Master Plan

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

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

Operational Plan Action	Annual Comment
Undertake community engagement associated with planning and policy development in accordance with Councils Engagement Policy and/or legislative requirements.	<p>Community engagement associated with planning and policy development on the following projects, plans or studies has occurred during the 1 July 2019 - 31 December 2019 period:</p> <ul style="list-style-type: none"> - Draft Local Strategic Planning Statement (LSPS) - Draft Voluntary Planning Agreements Policy - Draft Section 64 Contribution Plan - Stormwater Infrastructure for Pitt Town - Cattai catchment area - Draft On-Site Sewage Management Policy - Draft Community Engagement Framework - Draft Community Participation Plan - Structure Plan for Kurmond-Kurrajong - Amendment to Code of Meeting Practice - Draft Deerubbin Park Master Plan - Fernadell Park Plan of Management and Master Plan - The Memorial Park playground upgrade - Colbee Park Master Plan - Revitalising our Town Centres Richmond, South Windsor & Windsor - Integrated Waste Management Strategy - Draft Dementia Friendly Hawkesbury Plan - McQuade Park Plan of Management Community Survey - Lease Community Land Upper Hawkesbury Power Boat Club - Hawkesbury LEP 2012 Public Exhibition of draft general amendments - Draft Operational Plan 20/21 - Public Exhibition of Draft Voluntary Plan 37 Bells Line of Road, Kurmond - Achieving Net Zero Emission and Water Efficiency - Public Exhibition of the Hardship Pensions Concession and Debt Recovery Policy - License Agreement Community Land Pitt Town - Exhibition of Planning Proposal 2 Inverary Drive, Kurmond <p>Engagement methods included face to face engagement at events and online via Your Hawkesbury Your Say.</p>

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

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

Operational Plan Action	Annual Comment
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	<p>Regular meetings held with a range of government representatives, including:</p> <ul style="list-style-type: none"> - Local, Commonwealth and State elected representatives - Senior Commonwealth, now Head of Treasury and State Secretary NSW Premier and Cabinet - Commonwealth and State Government representatives via Western Sydney City Deal Implementation Committee - Greater Sydney Commission CEO - Greater Sydney Commission Commissioners - Department of Planning and Environment representatives - Environmental Protection Agency representatives - Transport NSW representatives - Rural Fire Services representatives - Office of Emergency Management representatives - State Emergency Services representatives

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

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

DP2-54.01: Review and implement Councils Heritage Strategy

Operational Plan Action	Annual Comment
Commence the Museums grant funded Indigenous and endemic edible garden project, in partnership with WSU and Merana Aboriginal Community Organisation for the Hawkesbury Inc.	The Museums Create NSW grant funded Indigenous and endemic edible garden project has been disrupted by COVID-19. Council is unable to meet with the key stakeholder, the indigenous community (identified as a community of higher risk). An extension of 1 year has been granted by the funding body, therefore the completion date is now 31 December 2021.
Complete Community Based Hawkesbury Heritage Study.	A range of actions associated with Aboriginal and Non Aboriginal heritage have been undertaken during the period, including: <ul style="list-style-type: none"> - The Hawkesbury Local Heritage Assistance Fund was continued, with a total of \$30,000 provided to 12 applicants for maintenance/conservation works to heritage listed properties. - Council's Heritage Advisory Service has continued to provide expert advice from a heritage architect. - The Hawkesbury Heritage Study has continued, with input received from the Heritage Study Working Group on potential sites to be considered for heritage listing. - The Thompson Square Conservation Management Plan was completed, exhibited and adopted by Council in February 2019. An application has been submitted to the Department of Planning Infrastructure and Environment to endorse the Thompson Square Conservation Management Plan. - Submitted successful grant application for Aboriginal Heritage Study - Successfully completed grant funded projects including works to 23 individual properties, and cemeteries conservation management.

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

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

Operational Plan Action	Annual Comment
Complete masterplan and public domain plans for town centre revitalisation of Richmond, Windsor and South Windsor. See also 5.2.1.	In October 2019 Council engaged the services of Urbis to guide the town centre revitalisation with focused community and stakeholder engagement and preparation of longer term strategic Master Plans as well as shorter term Public Domain Plans for physical upgrades of the centres. The Draft Master Plans and Public Domain Plans have been developed. The plans are due to go to Council followed by public exhibition in August 2020.
Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required.	The Draft Local Strategic Planning Statement has progressed to the Greater Sydney Commission Assurance stage. This has included preparation and reporting of the Draft Local Strategic Planning Statement to: <ul style="list-style-type: none"> - Seek Council's endorsement to publicly exhibit the Draft in September 2019 - Community engagement and Public Exhibition - October - November 2019 - Report on outcome of community engagement/public exhibition December 2019 - Amendments to Draft Local Strategic Planning Statement based on community engagement and public agency comments (December 2019-February 2020)

Operational Plan Action	Annual Comment
	<p>- Reports to Council seeking approval to submit Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance (February and May 2020)</p> <p>- Submission of Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance June 2020.</p> <p>Draft Background Strategies (housing, employment and rural lands) have been completed and are expected to be reported to Council (August - September) seeking endorsement to publicly exhibit the Draft Strategies.</p> <p>Council's General Amendments (Housekeeping) LEP Amendment has progressed to public exhibition the outcome of which has been considered by Council.</p>

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

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

Operational Plan Action	Annual Comment
Provide enhanced level of service in relation to Heritage and Urban Design.	This is an ongoing process. Development Services endeavor to facilitate, encourage and promote sympathetic adaptive and creative uses of heritage sites and buildings throughout the city. Proposals are reviewed by our external Heritage consultant and applications are accompanied by heritage management documents to achieve a desired outcome

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

DP2-57.01: Develop and implement a Reconciliation Action Plan

Operational Plan Action	Annual Comment
Reconciliation Action Plan reported to Council and a resourcing framework for implementing Year 1 actions developed.	The second draft of the Reconciliation Action Plan (RAP) has been reviewed by Working Group and has been re-submitted to Reconciliation Australia. the Reconciliation Action Plan will be reported to Council once approved by Reconciliation Australia.

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

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

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

Operational Plan Action	Annual Comment
Complete the Local Strategic Planning Statement process, including background studies: <ul style="list-style-type: none"> - Rural Land Strategy - Local Housing Strategy - Employment Lands Strategy. 	<p>The Draft Local Strategic Planning Statement has progressed to the Greater Sydney Commission Assurance stage. This has included preparation and reporting of the Draft Local Strategic Planning Statement to:</p> <ul style="list-style-type: none"> - Seek Council's endorsement to publicly exhibit the Draft in September 2019 - Community engagement and Public Exhibition - October - November 2019 - Report on outcome of community engagement/public exhibition December 2019 - Amendments to Draft Local Strategic Planning Statement based on community engagement and public agency comments (December 2019-February 2020)

Operational Plan Action	Annual Comment
	<p>- Reports to Council seeking approval to submit Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance (February and May 2020)</p> <p>- Submission of Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance June 2020.</p> <p>Draft Background Strategies (housing, employment and rural lands) have been completed and are expected to be reported to Council (August - September) seeking endorsement to publicly exhibit the Draft Strategies.</p> <p>Council's General Amendments (Housekeeping) LEP Amendment has progressed to public exhibition the outcome of which has been considered by Council.</p>

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

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

Operational Plan Action	Annual Comment
Building on the work of the Affordable Housing Working Party, investigate affordable rental housing opportunities and partnerships.	<p>Council staff have worked with Wentworth Community Housing as the primary community housing provider in the Hawkesbury LGA with the aim of developing a partnership proposal to increase the supply and diversity of housing stock in the Hawkesbury LGA. At its Ordinary meeting 18 February 2020 Council considered a report that recommended a partnership arrangement with Wentworth Community Housing regarding use of Council land to increase the supply and diversity of housing stock and that a planning proposal be prepared and lodged regarding reclassification of community land to operational land to enable it to be prospectively used for a partnership project that would increase the diversity of housing stock in the Hawkesbury LGA.</p> <p>The Draft Housing Strategy will be reported to Council August 2020.</p>

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

Operational Plan Action	Annual Comment
Complete the Draft Local Housing Strategy.	The Draft Local Housing Strategy has been finalised, with the recommendations workshopped with Council. It is expected that a report seeking endorsement to publicly exhibit the Draft Local Housing Strategy will be presented to Council in August 2020

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

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

Operational Plan Action	Annual Comment
Complete the Rural Lands Strategy.	The Draft Rural Lands Strategy has progressed, with the recommendations workshopped with Council. It is expected that a report seeking endorsement to publicly exhibit the Draft Rural Lands Strategy will be presented to Council in September 2020.

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

Operational Plan Action	Annual Comment
Complete the Rural Landscape Character Assessment for all rural areas of the LGA.	<p>The Rural Landscape Character Assessment Study has been completed for the Kurmond Kurrajong Area. The Study identified the economic, environmental and social opportunities for the preservation, management and enhancement of rural lands within the Hawkesbury local government area (LGA) for the future with in depth consideration of the impact of climate change. Additionally, the study will be the guiding document for the future planning, development and management of rural lands within the Hawkesbury LGA. The Study will inform robust decision making and outcomes for planning proposals, development applications and a review of broader strategic plans such as the Hawkesbury LEP 2012. It will also provide appropriate land use planning controls reflective of the circumstances of Hawkesburys rural lands taking into account the impact of emerging pressures and opportunities</p> <p>Assessment of the Rural Landscape Character Assessment of all rural areas of the LGA will recommence following completion of the Draft Rural Lands Strategy.</p>

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

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

DP2-61.01: Implement the Hawkesbury Horizon Initiative

Operational Plan Action	Annual Comment
Continue to work with Greater Sydney Commission, NSW department of Urban and Industry, Western Sydney University, Richmond RAAF and Air Base Tenants, Hawkesbury Race Club and Hawkesbury District Agricultural Society to progress plans for the development of plans for an equestrian, research and employment precinct at Clarendon	Council employees continue to meet and work with the Greater Sydney Commission, NSW department of Planning Industry and Environment, Western Sydney University, Richmond RAAF and Air Base Tenants, Hawkesbury Race Club and Hawkesbury District Agricultural Society, TAFE and NSW Department of Education and Training plus the Western City Aerotropolis Authority to progress plans for the development of plans for an education, research and employment precinct at Clarendon.

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

DP2-62.01: Implement Councils Upper Hawkesbury River Estuary Coastal Zone Management Plan

Operational Plan Action	Annual Comment
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	<p>A series of actions regarding the protection and restoration of our waterways including wetlands in accordance with Council's current Upper Hawkesbury River Estuary Coastal Zone Management Plan have been undertaken with respect to:</p> <ul style="list-style-type: none"> - Water Quality - Aquatic and riparian habitat - Recreation and amenity - Land use and development - Foreshore protection - Cultural heritage.

Operational Plan Action	Annual Comment
	<p>Current weeding programs, habitat planting works, bush regeneration works and soon to be installed interpretive signage, further support the objectives of this Coastal Zone Management Plan. These works are often undertaken in partnership with local environmental groups.</p> <p>Preparation of the First Waterways Health Card has been completed and reported to the Environmental Sustainability Advisory Committee.</p> <p>Ongoing discussions have continued with Sydney Water in terms of potential Nutrient Offset Projects</p> <p>Drafting of relevant Water Sensitive Urban Design Development Control Plan provisions have continued, as has preparation of information sheets and guidelines applicable for landowners with access to waterways.</p> <p>Council is also involved in the development of the Hawkesbury-Nepean River Coastal Management Plan. Six councils located along the Hawkesbury River system have partnered, with the assistance of government funding, to guide the long-term, integrated and sustainable management of the Hawkesbury-Nepean River system and its catchments. That project has advanced to the completion of the Scoping Study which was reported through Council's Environmental Sustainability Advisory Committee. Funding is being sought for the next stages of this combined project.</p>

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

DP2-63.01: Implement the Hawkesbury Floodplain Risk Management Plan

Operational Plan Action	Annual Comment
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan.	<p>Preparation of the Draft Flood Policy has continued and is expected to be reported to Council in August 2020 following incorporation of feedback/input from Council's Floodplain Risk Management Advisory Committee in April and June 2020.</p> <p>Council has received grant funding to undertake a Review of the Hawkesbury Floodplain Risk Management Study and Plan to reflect the release of the Hawkesbury Nepean Regional Flood Study and other studies being undertaken by Infrastructure NSW. Requests for Quotations have been completed and are currently being assessed before appointing a consultant to undertake this Review.</p> <p>In addition to receiving grant funding for the Review of the Hawkesbury Floodplain Risk Management Study and Plan, Council also received funding to undertake a Flood Study and Flood Risk Management Study and Plan for the Macdonald and Colo Rivers, Greens and Webbs Creek. This project has also advanced to the Request for Quotations Stage, with responses being assessed before appointing a consultant to undertake this Study and Plan.</p>

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

Operational Plan Action	Annual Comment
Complete the Employment Lands Strategy.	The Draft Employment Lands Strategy has been finalised, with the recommendations workshopped with Council. It is expected that a report seeking endorsement to publicly exhibit the Draft Employment Lands Strategy will be presented to Council in August 2020.

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

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

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

Operational Plan Action	Annual Comment
Support Councils revitalisation projects within Windsor and Richmond through history research services and contributing to community events.	Work has commenced to develop masterplans and public domain plans for Windsor, Richmond and South Windsor town centres. Part of this work has been to develop an understanding of the Aboriginal and colonial history. Once finalised the information gathered can be used to inform future community events and other cultural activities and artwork
Work with community event organisers to develop events that showcase and build on strengths of towns and villages.	Council has been working with community and event organisers to hold events in our towns and villages. Council sponsored a number of events under the Event Sponsorship Program but they were unable to go ahead due to the Public Order restrictions under COVID-19. These events include Music in the Park in Kurrajong town centre and Pitt Town ANZAC Day event, St Albans Folk Festival. The Hawkesbury community Thank you Parade and Festival was to be held in the mainstreet of Richmond however the event also could not go ahead due to the Public Health Order restrictions. Events staff have focused on updating the Online Events Guide to make it a more streamlined process for event applicants, reviewing the Events Sustainability Policy, increasing the following on the Event Facebook page by continuing to engage and refresh content, develop an online version of Hawkesbury Fest for August, and planning for Light up Windsor in December. The events team have also been working on community engagement by preparing a more comprehensive Community Report, updating the look and feel of our brand through a revision of our Branding Guidelines, reviewing our Crisis Communication after the recent events and working with our Visitor Information Centre on social media and future events. These resources were also used to developing and deliver regular updates in response to the fires, floods and pandemic including: <ul style="list-style-type: none"> - Weekly Bushfire and Pandemic Recovery update - Monthly business newsletter - Weekly staff update

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

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

Operational Plan Action	Annual Comment
Maintain and refine annual events calendar.	Council has been working to develop a network of vibrant centres with strong connections and business growth. An annual events calendar is maintained on the Council website which identifies all events that Council works with the community and businesses to organise. A series of events were developed and planned between January and June however they have had to be cancelled due to COVID-19 Public Health Order Restrictions. Events staff have focused on updating the Online Events Guide to make it a more streamlined process for event applicants, reviewing the Events Sustainability Policy, increasing the following on the Event Facebook page by continuing to engage and refresh content, develop an online version of Hawkesbury Fest for August, and planning for Light up Windsor in December. The

Operational Plan Action	Annual Comment
	<p>events team have also been working on community engagement by preparing a more comprehensive Community Report, updating the look and feel of our brand through a revision of our Branding Guidelines, reviewing our Crisis Communication after the recent events and working with our Visitor Information Centre on social media and future events. These resources were also used to developing and deliver regular updates in response to the fires, floods and pandemic including:</p> <ul style="list-style-type: none"> - Weekly Bushfire and Pandemic Recovery update - Monthly business newsletter - Weekly staff update

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

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

Operational Plan Action	Annual Comment
<p>Complete masterplan and public domain plans for town centre revitalisation of Richmond, Windsor and South Windsor including implementation of Place Making Strategies:</p> <ul style="list-style-type: none"> - Shopfront improvements - Public art/mural projects - Activation through testing of concepts. 	<p>Work commenced on the development of masterplans and public domain plans for Windsor, Richmond and South Windsor town centres. These plans will support future place making initiatives.</p> <p>The past 12 months saw the establishment of a Shopfront Façade Improvement Program in Windsor. The first building was completed in late 2019 at the Paine and Ross Building on the Corner of George and Kable Streets, Windsor. Two public art / Murals were delivered in the Windsor Mall on the walls of Lollies 'N Stuff and Il of the Guy Stuff.</p>

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

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

DP2-67.01: Develop and implement annual events programs

Operational Plan Action	Annual Comment
<p>Maintain and refine annual events calendar.</p>	<p>Council has been working to create and annual program of events where communities can be connected and they can celebrate together. A series of events were developed and planned between January and June however they have had to be cancelled due to COVID-19 Public Health Order Restrictions. Events that were able to be held in January and February include Australia Day on the Hawkesbury (6,500 attendees), the Community Pool Party (900 attendees). The Event Sponsorship Program had nominated a series of events to be sponsored by Council however these events were not able to go ahead due to COVID-19. Council is currently in discussion with event organisers to identify future dates for the postponed events once the Public Health restrictions are relaxed. These events include Music in the Park in Kurrajong town centre and Pitt Town ANZAC Day event, St Albans Folk Festival. The Hawkesbury community Thank you Parade and Festival was to be held in the mainstreet of Richmond however the event also could not go ahead due to the Public Health Order restrictions. Events staff have focused on updating the Online Events Guide to make it a more streamlined process for event applicants, reviewing the Events Sustainability Policy, increasing the following on the Event Facebook page by continuing to engage and refresh content, develop an online version of Hawkesbury Fest for August, and planning for Light up Windsor in</p>

Operational Plan Action	Annual Comment
	<p>December. The events team have also been working on community engagement by preparing a more comprehensive Community Report, updating the look and feel of our brand through a revision of our Branding Guidelines, reviewing our Crisis Communication after the recent events and working with our Visitor Information Centre on social media and future events. These resources were also used to developing and deliver regular updates in response to the fires, floods and pandemic including:</p> <ul style="list-style-type: none"> - Weekly Bushfire and Pandemic Recovery update - Monthly business newsletter - staff update

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

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

Operational Plan Action	Annual Comment
Undertake masterplanning process for Richmond, Windsor and South Windsor including community engagement.	In October 2019 Council engaged the services of Urbis to guide the town centre revitalisation with focused community and stakeholder engagement and preparation of longer term strategic Master Plans as well as shorter term Public Domain Plans for physical upgrades of the centres. The Draft Master Plans and Public Domain Plans have been developed. The plans are due to go to Council followed by public exhibition in the coming months.

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

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

DP2-69.05: Develop a Hawkesbury Brand Strategy.

Operational Plan Action	Annual Comment
Building on the work of Destination NSW, commence development of Local Brand Strategy.	<p>Council has used the opportunities in the last six months to create increased brand recognition of its activities, projects and tourism opportunities, even during COVID-19, through social media and the website. While events had to be cancelled, due to the requirements of the Public Health Order online interactions have increased. Councils Facebook following has increased to more than 8,500 people from 7,000 in December 2019. Councils Events Facebook page also has 7,500 followers. Instagram following has increased to 1,700 people. The number of users on the Council website has also increased.</p> <p>Council's tourism website Discover the Hawkesbury has increased to its highest number ever with 4000 unique visitors in June. Over the June long weekend we had 1330 visitors to the website including a peak record day of 365 people on the holiday Monday. During the easing of COVID-19 restrictions the topics driving visitation to the site were bushwalking, Whats On and Caravan and Camping. The Discover the Hawkesbury and Visitor Information Facebook and Instagram have both been created in the past year with followers around 700 on Facebook and 1100 on Instagram.</p> <p>Council also delivered Economic Development activities to assist local businesses (so many of which are in the tourism sector) post bushfires, floods and COVID-19</p>

Operational Plan Action	Annual Comment
	<p>including:</p> <ul style="list-style-type: none"> - Small business mentoring program - Business Women Mentoring Program - Pilot Place Based Mainstreet Recovery Program - Getting Women Back to Business support program - Pilot business bounce back program - Smart farms program - Small Business Month grant - Hawkesbury Local Business Awards

DP2-69.09: Develop and implement an Economic Development Strategy

Operational Plan Action	Annual Comment
Complete Economic Development Strategy.	<p>Work has commenced on preparing a Draft Economic Development Strategy. The Hawkesbury City Council Economic Development Strategy 2020-2025 will provide a framework for Council and our stakeholders to support our towns, villages, industries, partners and the community in building a resilient, diverse and connected local economy. It will outline the role that Council will play in driving economic growth in the Hawkesbury over the next five years. .</p> <p>Council also delivered Economic Development activities to assist local businesses post bushfires, floods and COVID-19 including</p> <ul style="list-style-type: none"> - Small business mentoring program - Business Women Mentoring Program - Pilot Place Based Mainstreet Recovery Program - Getting Women Back to Business support program - Pilot business bounce back program - Smart farms program - Small Business Month grant - Hawkesbury Local Business Awards
Promote the use of Australian Tourism Data Warehouse (ATDW) by local tourism operators. Promote the availability of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund.	<p>Council has worked with tourist operators through the "Bounce Back" program to assist them to recover from the impact of the bushfires, flood and COVID-19. Part of the program is one on one mentoring and enabling them to access grants, information and services that are available from local and state governments</p>

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

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

Operational Plan Action	Annual Comment
In the context of the Hawkesbury Tourism Strategy and the Hawkesbury Destination Management Plan and Action Plan 2017-2021, work with the Regional Strategic Alliance partners and the Hawkesbury Visitor	<p>In November 2019, written confirmation was received from State Government regarding their desire for work of Hawkesbury Visitor Economy Advisory Committee to transition to Council. In March 2020 details of remaining funds were confirmed. Council employees are in the process of arranging meetings with Destination NSW to discuss the transition of the Hawkesbury Destination management plan from the Hawkesbury Visitor and Economy Advisory Committee to Council.</p>

Operational Plan Action	Annual Comment
Economy Advisory Committee, to identify and pursue opportunities to grow local tourism.	

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

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

Operational Plan Action	Annual Comment
Convene meetings and events with a range of business interests	Council supported and delivered a number of programs and events for the business community over the past 12 months. This included supporting the Hawkesbury Chamber Business Expo, delivering sustainability workshops and major events including the Light Up Windsor Event. A business education and training program was developed for 2020. Many webinars and events were delivered face to face then due to COVID-19 these programs were adapted to continue to deliver to the business community via webinars. Many business support initiatives were also established with many positive outcomes. Some of these programs include the Business Bounce Back Program specifically to provide mentoring support for Tourism Operators. The Small Business Mentoring Program to support 100 small businesses, running of 'Getting Back to Work' training such as interview techniques, resume writing support to name a few.

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

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

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

Operational Plan Action	Annual Comment
Complete Employment Lands Strategy.	Preparation of the Draft Employment Lands Strategy has continued during the period. A synopsis of work associated with the Draft was included as part of the exhibition of the Draft Local Strategic Planning Statement. It is expected that the Draft Employment Lands Strategy will be finalised and presented to Council for consideration of the public exhibition of the Draft in early 2020. Work undertaken on the Draft will be considered in the development of an Economic Development Strategy.
Complete Local Strategic Planning Statement.	<p>The Draft Local Strategic Planning Statement has progressed to the Greater Sydney Commission Assurance stage. This has included preparation and reporting of the Draft Local Strategic Planning Statement to:</p> <ul style="list-style-type: none"> - Seek Council's endorsement to publicly exhibit the Draft in September 2019 - Community engagement and Public Exhibition - October - November 2019 - Report on outcome of community engagement/public exhibition December 2019 - Amendments to Draft Local Strategic Planning Statement based on community engagement and public agency comments (December 2019-February 2020) - Reports to Council seeking approval to submit Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance (February and May 2020) - Submission of Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance June 2020 <p>Draft Background Strategies (housing, employment and rural lands) have been</p>

Operational Plan Action	Annual Comment
	completed and are expected to be reported to Council (August - September) seeking endorsement to publicly exhibit the Draft Strategies. Council's General Amendments (Housekeeping) LEP Amendment has progressed to public exhibition the outcome of which has been considered by Council.

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

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

Operational Plan Action	Annual Comment
Identify and develop strategic relationships with potential partners.	Council has developed a Local Strategic Planning Statement which includes actions to increase and promote economic productivity. Examples of work to be undertaken include planning for the Clarendon Precinct which comprises an economic cluster of aviation, university, TAFE and equine activities which will play a key role in meeting our jobs target. Further to this Council has commenced the development of an Economic Development Strategy that will outline the current and potential economic drivers for growth, jobs and partners to foster economic prosperity.

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

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

Operational Plan Action	Annual Comment
Pursue opportunities such as the Greater Sydney Commission District Plan and City Deal to press for retention and expansion of the RAAF and related activities at Richmond.	Regular meetings held with: <ul style="list-style-type: none"> - Local, Commonwealth and State elected representatives - Senior Commonwealth, now Head of Treasury and State Secretary NSW Premier and Cabinet - Commonwealth and State Government representatives via Western Sydney City Deal Implementation Committee - Greater Sydney Commission CEO - Greater Sydney Commission Commissioner - Department of Planning and Environment representatives - Environmental Protection Authority representatives - Transport for NSW representatives - Western Sydney University representatives - Western City & Aerotropolis authority representatives - Department of Primary Industry representatives

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

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

Operational Plan Action	Annual Comment
Complete the Sustainability Strategy.	Drafting of the Sustainability Strategy has continued, and will serve as an umbrella strategy to a series of further work being undertaken by Council relating to sustainability, including: <ul style="list-style-type: none"> - Net Zero Emissions and Water Efficiency Strategy - Ecological/Biodiversity Strategic Planning Framework - Tree Canopy Strategy - Waste Education Strategy

Operational Plan Action	Annual Comment
Ensure the retention of agricultural lands through relevant planning processes.	The Draft Rural Lands Strategy has progressed, with the recommendations workshopped with Council. It is expected that a report seeking endorsement to publicly exhibit the Draft Rural Lands Strategy will be presented to Council in September 2020.

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

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

Operational Plan Action	Annual Comment
Complete Employment Lands Strategy. Including identification of potential partnerships and opportunities.	The Draft Employment Lands Strategy has been finalised, with the recommendations workshopped with Council. It is expected that a report seeking endorsement to publicly exhibit the Draft Employment Lands Strategy will be presented to Council in August 2020.
Complete Local Strategic Planning Statement including identified priorities and actions associated with Land Use Policy documents.	<p>The Draft Local Strategic Planning Statement has progressed to the Greater Sydney Commission Assurance stage. This has included preparation and reporting of the Draft Local Strategic Planning Statement to:</p> <ul style="list-style-type: none"> - Seek Council's endorsement to publicly exhibit the Draft in September 2019 - Community engagement and Public Exhibition - October - November 2019 - Report on outcome of community engagement/public exhibition December 2019 - Amendments to Draft Local Strategic Planning Statement based on community engagement and public agency comments (December 2019-February 2020) - Reports to Council seeking approval to submit Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance (February and May 2020) - Submission of Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance June 2020. <p>Draft Background Strategies (housing, employment and rural lands) have been completed and are expected to be reported to Council (August - September) seeking endorsement to publicly exhibit the Draft Strategies.</p> <p>Council's General Amendments (Housekeeping) LEP Amendment has progressed to public exhibition the outcome of which has been considered by Council.</p>