



# **Attachment 1 to Item 4.2.1**

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Six Monthly Progress Report - 2022/2023  
Operational Plan

Date of meeting: 10 October 2023  
Location: Council Chambers  
Time: 6:30pm



# HAWKESBURY CITY COUNCIL

## PROGRESS REPORT

OPERATIONAL PLAN  
2022/2023

JANUARY – JUNE 2023

HAWKESBURY CITY COUNCIL  
CONNECT  
THE HAWKESBURY



[www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au)

Cover Photo – Hawkesbury Show

Prepared by  
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# Our Hawkesbury 2042

## VISION

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

## ABOUT THIS REPORT

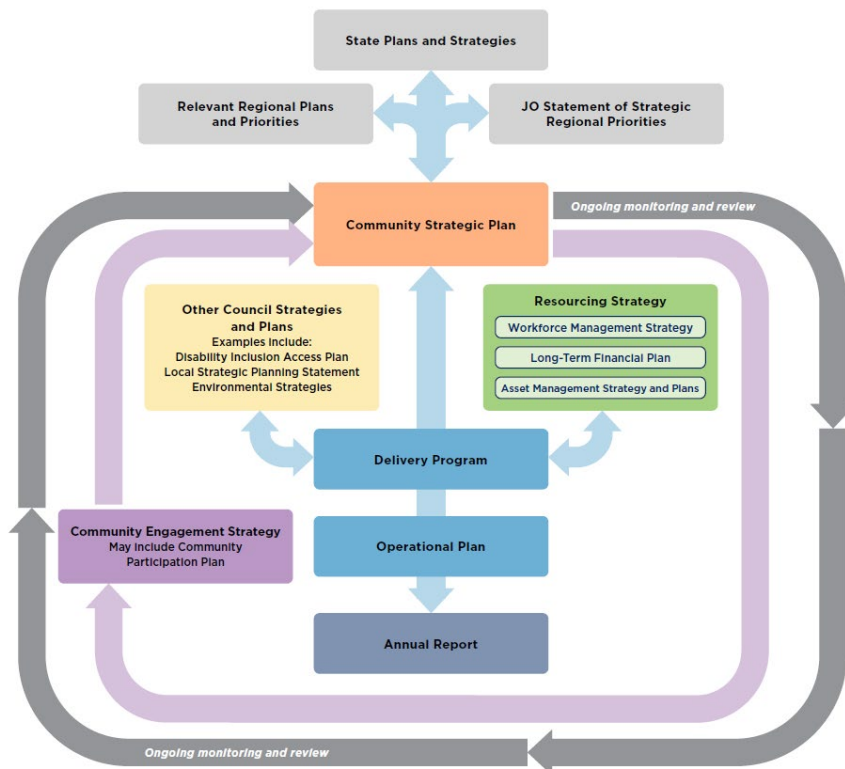
Our role as Council is to use our community's vision to guide our plans for the future. Our long-term Community Strategic Plan, "The Hawkesbury 2042: It's Our Future" outlines just that.

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

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

This report provides our six-monthly update on the organisation's progress and performance during the 1 January 2023 – 30 June 2023 period, in delivering actions outlined in Council's 2022/2023 Operational Plan.

This report is a key component of Council's delivery of the Integrated Planning and Reporting Framework (IP&R).



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# Flood Recovery and Community

## Resilience

Council has continued to progress key flood recovery projects and initiatives during the past six months. Two of our major infrastructure recovery projects, Greens Road and Upper Colo Bridge have been completed and will open in the new financial year. The tender process for the reconstruction of Thomas James Bridge has also commenced, with reconstruction anticipated to commence early in the new financial year.

We continue to advocate for improved support and funding from State Government and have been successful in receiving \$11.5 million in pothole repair funding from the NSW State Government Regional and Local Roads Repair Program. Over \$1 million has been spent on pothole repairs during this financial year alone.

Our Community Hubs have continued to operate, supporting communities in Wilberforce, Colo Heights and St Albans, with Bowen Mountain also introduced in 2023. The Hubs provide a range of community resilience and wellbeing initiatives including digital mentoring, yoga, mental health support, Service NSW outreach and child car seat fitting.

Council has strived to maintain delivery of its core services during this period and has continued to progress its significant Operational Plan projects and actions. We are building on our continuous improvement capabilities and have completed key strategies in Customer Experience, Property Management and Environmental Sustainability that will guide our future initiatives.






Council remains focussed on building community and infrastructure resilience across the Hawkesbury. We will continue to support our community and advocate for our region at every opportunity. We are proud of the progress we have made as a community throughout 2022/2023 period, delivering on the community vision and outcomes of our Community Strategic Plan: Hawkesbury 2042.

# How to read this report

The focus for this report is to outline the progress Council has made on the 2022/2023 Operational Plan during the six-month period, 1 January 2023 – 30 June 2023. This progress report contributes to the 2022-2026 Delivery Program.

The Delivery Program outlines Council’s four-year plan to meet the Community Strategic Plan. The Community Strategic Plan has four Community Outcomes: Great Place to Live, Protected Environment and Valued History, Strong Economy and Reliable Council.

## HOW WE MEASURE OUR PROGRESS

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

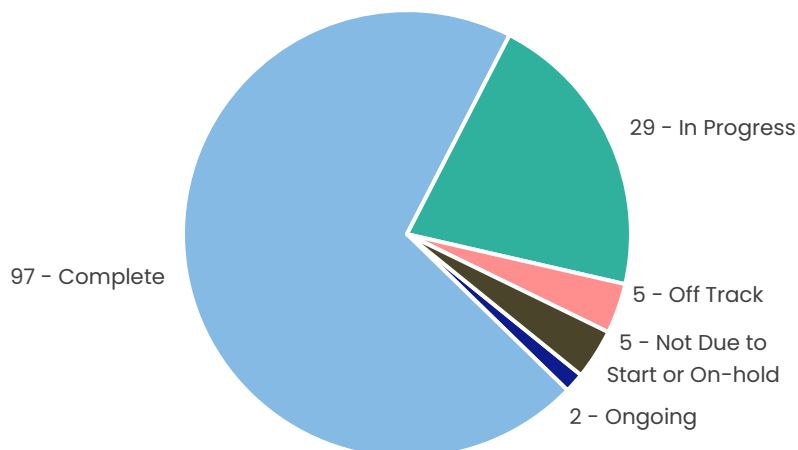
## HOW THE INFORMATION IS REPORTED

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

## OVERALL OPERATIONAL PLAN PROGRESS SNAPSHOT

### Period 2: 1 January – 30 June 2023

At the close of the period 1 January – 30 June 2023, all of Council’s 138 Operational Plan actions were deemed complete, in progress or ongoing, apart from five which were off-track and five not due to start or on hold.



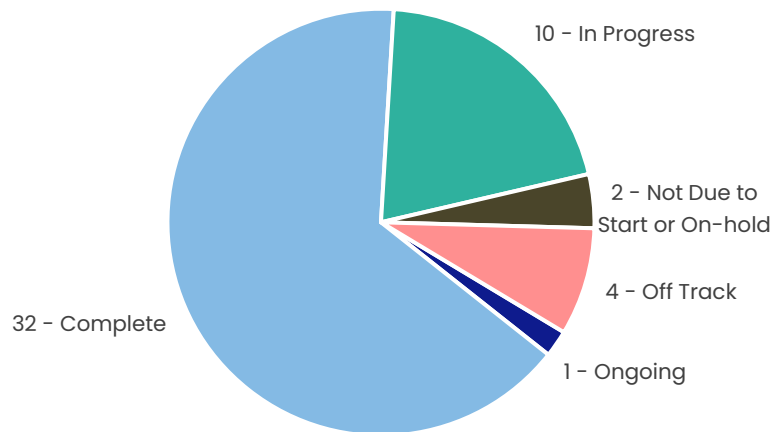


# Great Place to Live

## Community Outcome One

### What it means to you:

Council will continue to partner with the community and key service providers to deliver outcomes which support a connected, healthy and inclusive Hawkesbury.



### ACHIEVEMENTS

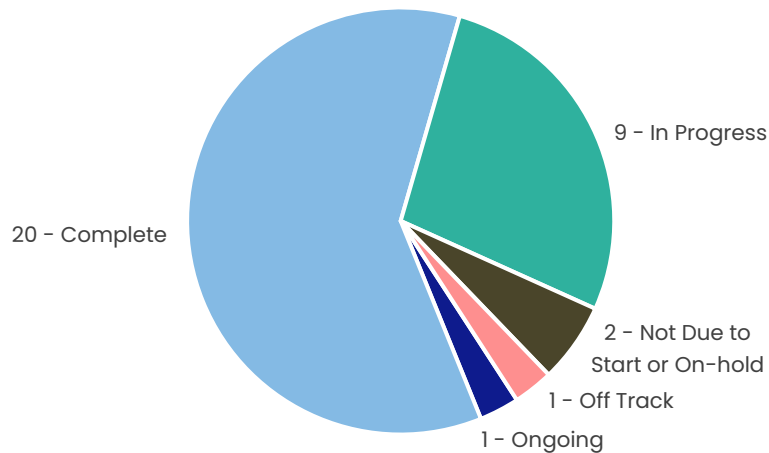
- Continued to develop and promote the Community Hubs initiative, providing support and activities on healthy lifestyles, digital literacy, and art. A new Hub was also introduced at Bowen Mountain.
- The *Draft Child Safety Policy* has been completed with community engagement to occur on the documents in early 2023/2024. The Child Safe Framework helps protect children and young people through new responsibilities for all Council staff, volunteers, and Councillors.
- Promoted Road Safety through learner driver workshops, the Hold My Hand safety program, child restraint fittings, engagement and messaging at the Hawkesbury Show.
- Three rounds of the Community Sponsorship Program were delivered in October 2022, March 2023 and June 2023.
- Supported local groups for the Clean Up Australia 2023 event with approximately 580kg of material collected from sites across the LGA by Council's Operations Team.
- The Deerubbin Centre community meeting rooms have been well utilised with 325 bookings made. Upgrades to cultural spaces and libraries including Wi-Fi and Zoomtext have improved connectivity and accessibility for users.
- The *Property Management Strategy* has been drafted and will be finalised in early 2023/2024. This will lead to greater long term returns and improved management of Council's assets.
- The Dyarubbin Exhibition was incredibly well attended and represented a significant milestone in the development of Aboriginal programming and relationship building for Council and the Gallery.
- The annual Rex Stubbs Symposium was held in the Deerubbin Centre. This event recognises Emeritus Mayor, Dr Rex Stubbs OAM, who held office for 27 years, acknowledging his commitment to the Hawkesbury's history.

# Protected Environment and Valued History

## Community Outcome Two

### What it means to you:

Through leadership, stewardship, and education, ensure that our natural and historic built environments are protected and enhanced in culturally sensitive ways for the current community and for future generations.



### ACHIEVEMENTS

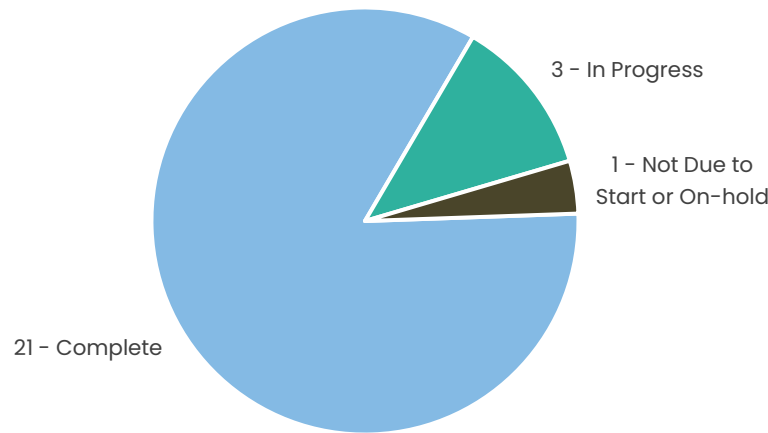
- St Albans received significant upgrades, including improvements to St Albans Park, RFS Shed and School of Arts. The \$1.68 million, co-funded by the Australian and NSW Governments under the Bushfire Local Economic Recovery Fund, has brought resilience to key infrastructure and offered opportunities for recovery to the community affected by the 2019/2020 bushfires.
- A new playground was delivered and opened at Ivy Avenue Reserve, McGraths Hill, including updated swings, a hammock swing, climbing fort with slide and spiderweb climbing net.
- The *Draft Environmental Sustainability Strategy* was placed on public exhibition. The Strategy will guide Council and the community's capacity for living more sustainably and protecting the natural and built environment of the region.
- Developed the River Snap project in partnership with Western Sydney University and Hawkesbury–Nepean Waterkeeper Alliance to help monitor the health of the Hawkesbury River through citizen science photography.
- Upgrades to Deerubbin Park, Windsor were completed including improved parking, a fenced dog park with activities, lighting upgrades, bollards, walking paths and park furniture.
- The transition of the streetlight network and Deerubbin Centre to LED lighting was completed, providing significant savings and sustainability improvements.
- The Hawkesbury Community Nursery sold and distributed more than 25,000 plants, many for local tree planting initiatives.
- The *Draft Urban Greening Strategy* was prepared which will inform canopy cover, tree planting and urban heat initiatives.
- An *Electric Vehicle Scoping Paper* has been completed and work is underway to transition all passenger fleet vehicles to hybrid vehicles.
- Sustainability workshops were held with 121 participants where education regarding solar, worm farming, waterwise gardens, and reusable nappies was delivered.

# Strong Economy

## Community Outcome Three

### What it means to you:

Be a place that is vibrant, attractive and welcoming to residents and visitors, and which treasures and celebrates our shared history, environment, local economy and lifestyle.



### ACHIEVEMENTS

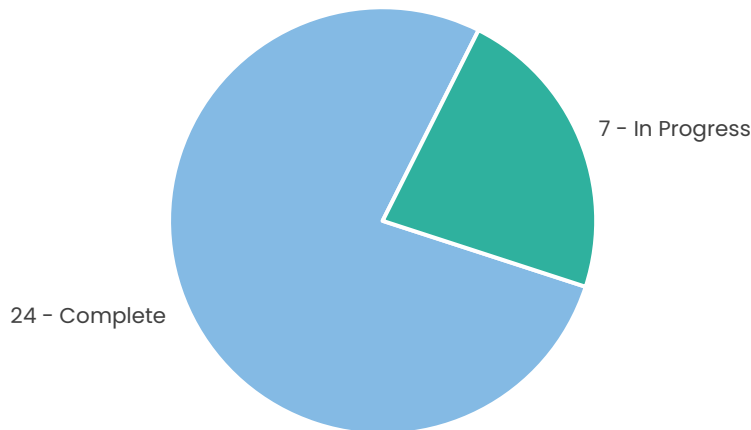
- The *Draft Place Plans* were developed and exhibited. These Plans have been created for towns and villages across the Hawkesbury to develop and celebrate the unique local characteristics of each place, as well as provide a vision document to guide future improvements.
- We attended the Hawkesbury Show with more than 11,000 people coming to see the displays at the Hawkesbury City Council tent, with Council winning First Prize for Best Public Service Exhibit and Champion Trade Exhibit.
- YouthFest was held on 21 April 2023 and included an afternoon of entertainment and celebrations for the young people of the Hawkesbury.
- Engagement was completed on the *Draft Social Infrastructure Strategy*. The strategy will guide future decisions about the planning, delivery, funding and management of open spaces, sporting and recreation facilities, as well as community and cultural facilities for the next 10 years.
- The Upper Colo Bridge was completed. This significant project provides vital linkages to the outer Hawkesbury significantly damaged during the floods.
- Around 8,000 people came along to enjoy the free family fun, food and fireworks at an Australia Day event proudly hosted on the banks of the Hawkesbury River at Governor Phillip Park, Windsor.
- Support for local small businesses included a program of workshops and business seminars on visitor economy engagement, business recovery, marketing and social media.
- A local company was engaged to manufacture and install signage as part of the Wayfinding and Signage project throughout the Hawkesbury Region.

# Reliable Council

## Community Outcome Four

### What it means to you:

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



### ACHIEVEMENTS

- Adopted Council's *Operational Plan and Budget* for 2023/2024.
- Secured \$11.5 million in pothole repair funding from the State Government's Regional and Local Roads Repair Program.
- The *Draft Customer Feedback Policy, Customer Service Experience Policy and Customer Service Experience Charter* were placed on public exhibition and adopted.
- Council's Administration Building has been progressively upgraded to bring it to current building standards for office accommodation. Upgrades to the Council Chambers were also completed.
- TechnologyOne Migration to the cloud was completed improving internal network efficiency and security.
- Continued community recovery efforts following the floods including advocacy for increased funding and support for the region's infrastructure and community.
- Implemented the 'Application Programming Interface' (API) between the NSW Planning Portal and Council's system. This interface will facilitate the electronic lodgement of Development Applications to Council which will significantly improve customer experience.
- Hosted a School Leadership and Awareness Program with 400 students from local primary schools coming along to learn about Local Government and what Council does for the Hawkesbury.
- A Staff Engagement Survey was completed, the outcomes of which will inform future ideas and actions to improve workplace culture.
- Council's Customer Service team managed 25,000 calls.
- Establishment of a business improvement approach to build a culture of efficiency and excellence.

# Detailed Action Updates

## Community Outcome One: Great Place to Live

### 1.1: Enable a shared responsibility for community resilience, community safety and disaster management

#### 1.1.1: 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

Action	Status	Comments
Update the <i>Hawkesbury Floodplain Risk Management Study, Plan and Strategy</i> .	Off Track	Preparation of the Study and Plan that has been undertaken includes: -Identification, review, and summarisation of data/information sourced. -Draft Stage 1 Report prepared for review. An extension to this funded project has been granted until April 2024.
Undertake a Flood Risk Management Study and Plan for the MacDonald River, Colo River, Webbs and Greens Creek.	Off Track	Preparation of the Study and Plan that has been undertaken includes: -Identification, review, and summarisation of data/information sourced. -Review of existing flood data and Lower Macdonald Flood Study 2004. -Review of existing legislation. -Topographic Survey undertaken. -Digital Model development completed. -Draft Stage 1 Report reviewed, including comments from State Agencies. -Stage 1 Report completed. An extension to this funded project has been granted until April 2024.
Develop the <i>Resilient Hawkesbury 2030 Plan</i> .	In Progress	-Community engagement for the Plan has been completed. -A Draft Engagement Report and Plan is under review. -The draft Plan will be presented to Council in Quarter 1 - 2023/2024.

Action	Status	Comments
Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land.	Complete	Hazard reduction program approved and implemented as conditions permit, for Council owned or managed lands. Council has supported and contributed to the Bushfire Management Committee's Risk Management Plan.

### 1.1.2: Make the Hawkesbury a friendly place where people feel safe

Action	Status	Comments
Development of a renewed <i>Family and Domestic Violence Action Plan</i> .	In Progress	Review of the <i>Hawkesbury Family and Domestic Violence Action Plan</i> complete. Engagement with persons with lived experience of domestic violence and service providers planned for Quarter 2 - 2023/2024. The outcomes of engagement will be reported to Councillors via a briefing in Quarter 2 - 2023/2024.
Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	Complete	Programs and initiatives delivered over the period include: <ul style="list-style-type: none"> <li>-Free programs to check and install child car seats free of charge - in the last quarter this was outreached to community hubs.</li> <li>-Facilitation of a Learner Driver online course targeting issues associated with young drivers.</li> <li>-Email contact with a database of over 3,000 residents regarding flood recovery information and maintenance of online recovery information.</li> <li>-Ongoing development and maintenance of Prepared Informed and Ready pages including in language resources.</li> <li>-Go Bag program and resources development and distribution</li> <li>-Joint Disability Inclusive Emergency Planning workshop in partnership with University of Sydney and Peppercorn Services.</li> <li>-Involvement of Local Area Command (Police) in Youth Week program - Juice with a Youth.</li> <li>-Continuation of the Community Hubs program providing</li> </ul>



Action	Status	Comments
		<p>place-based access to recovery support.</p> <p>-Continued facilitation of the recovery on wheel service network/interagency.</p>
<p>Implement priority activities and campaigns in the <i>Road Safety Action Plan</i>.</p>	<p>Complete</p>	<p>Activities delivered during the reporting period include:</p> <p>-Significant community engagement and drafting of Active Transport Plan.</p> <p>-Delivered Child Restraint Fitting Program including outreach at Community Hubs.</p> <p>-Facilitated Learner Driver workshops.</p> <p>-Promoted online road safety messaging campaigns.</p> <p>-Road Safety presence at Hawkesbury Show.</p> <p>-Series of Safe and Active School activities with school aged children at PCYC in partnership with Local Area Command (Police).</p> <p>-Hold My Hand safety program with local early childhood providers in partnership with Little Blue Dinosaur.</p>
<p>Implement Year Two actions of the <i>Dementia Friendly Hawkesbury Plan</i>.</p>	<p>Complete</p>	<p>-Co-facilitated the Disability Inclusive Emergency Planning workshop including Dementia Services, persons with dementia and carers in partnership with University of Sydney and Peppercorn Services.</p> <p>-Facilitated delivery of Person-Centered Emergency Preparedness workshops with persons with dementia, carers, emergency service agencies and community service providers.</p> <p>-Supported "Zero Barriers" project through the economic development team to improve access and inclusion within local businesses for persons living with dementia.</p> <p>-Evacuation procedures established for persons living with dementia and their carers to be implemented by Emergency Operations Centre during disasters.</p> <p>-All remaining outstanding actions will be delivered by Peppercorn Services as they have the staff with the requisite clinical expertise to support persons living with dementia.</p>
<p>Develop and implement the Child Safe Framework.</p>	<p>In Progress</p>	<p>-The <i>Draft Child Safe Policy</i> has been completed and will be going on public exhibition post the 11 July, 2023 Council Meeting.</p> <p>-The Child Safe Procedure is in draft form.</p> <p>-Engagement with People and Development proceeding</p>

Action	Status	Comments
		<p>for development of a training program.</p> <p>-Changes to the Code of Conduct relevant to child safety have been made.</p>

## 1.2: Encourage and enable our community to participate in a healthy lifestyle

### 1.2.1: Encourage and enable our community to participate in a healthy lifestyle

Action	Status	Comments
Continue work with the City Deals Health Alliance for the joint planning of programs which support healthy lifestyles.	Complete	<p>-Continued Representation on the Access to Health Services Working Group.</p> <p>-Expansion of exercise program through the Community Hubs with weekly classes in four outer areas of the LGA.</p> <p>-Facilitation and delivery of monthly Hawkesbury Connect Interagency as a medium to promote services that support healthy lifestyles for the community and provide an opportunity for health services to present and foster cross sector collaboration.</p> <p>- Engaged with the Alliance through their submission on the 2023/2024 Operational Plan.</p>
Seek funding to implement community resilience and mental health programs in particular mental health outreach programs.	Complete	<p>-An additional 12 months funding of the Bright Ideas to Build Resilience project has been sought and successfully obtained from Wentworth Healthcare to provide community resilience building support in flood affected areas of the LGA.</p> <p>-Council has continued to deliver grant funded projects that aim to improve community resilience and offer access to mental health support in outreach settings, including the Bright Ideas, Everyday Leaders and Community Hubs which regularly host outreach mental health and suicide prevention staff.</p>
Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA NSW and other stakeholders.	Complete	<p>-School holiday activity in Community Hubs locations in partnership with PCYC.</p> <p>-Continued partnership in deliver of mental health programs through partnership with Nepean Blue Mountains Primary Health Network.</p> <p>-Ongoing delivery of HUBS programs to service the community's healthy lifestyle needs which include exercise, cooking, leisure activities such as craft.</p> <p>-Funding and delivery of monthly First aid courses for adults and Youth First Aid Education.</p>

Action	Status	Comments
Encourage participation in Council initiatives for healthy, active ageing programs (report stats).	Complete	<ul style="list-style-type: none"> <li>-Active participation of ageing cohorts in cooking programs at Bilpin, exercise classes for all abilities at Bowen Mountain, Wilberforce, Colo Heights, and St Albans.</li> <li>-Partnerships with Digital Literacy Foundation for support and education program with primarily ageing participants at Community Hubs.</li> <li>-Facilitation of community engagement with Hawkesbury Hospital at St Albans regarding services for ageing populations in the Macdonald Valley.</li> <li>-Ongoing promotion of the person-centered emergency preparedness program.</li> </ul>

### 1.2.2: Encourage active participation in a range of sporting and recreational pursuits

Action	Status	Comments
Develop a prioritised implementation plan for Crown Land parks, Plans of Management and Master Plans.	Complete	An update on the development of Plans of Management, including a proposed priority listing for Plans of Management was provided to a Councillor Briefing on 20 September 2022. Work will continue to develop Master Plans and Plans of Management in 2023, based on this prioritisation.
Implement the <i>Fernadell Master Plan and Management Plan</i> .	In Progress	The <i>Fernadell Park Masterplan and Plan of Management</i> were adopted by Council on 11 October 2022. The implementation of the Masterplan, consistent with the Plan of Management is being progressed in line with the available funding which includes WestInvest funding from the NSW Government.

### 1.3: Increase the range of local partnerships and plan for the future

#### 1.3.1: Encourage and facilitate community partnerships

Action	Status	Comments
Continue providing financial and other support through the sponsorship of community programs and events.	Complete	Three rounds of the Community Sponsorship Program were delivered in 2022/2023. They were reported to Council meetings in November 2022, April and July 2023. There has been increased promotion and engagement with the individual component of the program this year. There has also been delivery of grant writing support sessions recorded and through the Hawkesbury Learning Hub and hosted on the Have Your Say platform. Review of Sponsorship Strategy is ongoing.

### 1.3.2: Support and expand active volunteering

Action	Status	Comments
Promote the Cultural Services volunteering program.	Complete	There are currently 86 active volunteers across the Arts and Culture Branch. They comprise of 17 Hawkesbury Regional Gallery volunteers, 19 Hawkesbury Regional Museum volunteers and 50 Hawkesbury Library Service volunteers. During this period eight new volunteers have joined the Arts and Culture team. Volunteer opportunities were promoted on Council's website, social media platforms, through media released and at events (e.g. Hawkesbury Show). They have also been promoted in the quarterly library, museum and gallery What's On publication. Two volunteer events were held which included a training session for museum and gallery volunteers and a formal event during Volunteers Week to celebrate our volunteers and to acknowledge their contributions
Support Clean-up Australia volunteers.	Complete	The 2023 Clean Up Australia Day Event was held on Sunday 5 March 2023. Across the Hawkesbury, 28 sites registered to host a Clean Up event, including 13 schools, who held an event for Schools Clean Up Day. A total of six sites requested Council collection on the day with approximately 580kg of material collected by Council's Operations Team.
Support volunteer bushcare groups.	Complete	The Bushcare volunteers are back attending their Bushcare sites and the nursery. A number of Bushcare sites along the river that had encountered serious erosion are improving. Sites are slowly regenerating, with groups focussing on the weed load that has increased after the floods. Council has provided several education events such as Nocturnal Safaris and Birdwatching which have been well attended by our volunteers and the broader community. The latest issue of the Hawkesbury Bushcare newsletter 'Weed All About It' is in production and due for release soon.
Implement the <i>Volunteer Strategy</i> .	Off Track	<ul style="list-style-type: none"> <li>-Progress has been made with systems review and new online application processes for Volunteers.</li> <li>-A series of Volunteer dinners were held with over 220 Volunteers from a range of organisations providing feedback to a series of questions related to volunteering that will inform the content of the Strategy.</li> <li>-Further engagement with Volunteers will continue in 2023/2024 and the draft Strategy will be reported to Council in Quarter 4 – 2023/2024.</li> </ul>

### 1.3.3: Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions

Action	Status	Comments
Continue a review of third-party relationships, building upon learning from initial reviews.	In Progress	The review of the Hawkesbury Sports Council commenced in May 2023 as part of the program of third-party reviews. The initial work includes reviewing documents and interviewing key personnel and stakeholders.
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services.	Complete	One Councillor and two Council staff provide corporate governance support to Peppercorn Services Inc through representation on the Board. Financial service support is provided by way of management of funding contracts, overseen by Council staff.

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

Action	Status	Comments
Encourage community involvement in the development of plans for the management of parks.	Complete	Engagement to encourage participation in the preparation of draft Plans of Management has been undertaken through various means including direct meetings with stakeholders such as Sports Council and users of relevant parks and reserves, online surveys, engagement with First Nations representative groups and individuals, State Agencies, mail outs to residents within 400 metres of each park and reserve, formal public notices and placement of signage within parks.  Community engagement was undertaken to inform the preparation of the following draft Plans of Management: -McQuade Park -Macquarie Park -Woodbury Reserve -Fernadell Park  These draft Plans of Management were placed on formal public exhibition in accordance with Council's Community Engagement Policy.
Review parameters and goals of the Hawkesbury Sports Club (Council).	In Progress	Council staff continue to work closely with the Hawkesbury Sports Council, attending monthly executive meetings to provide advice. Funding has been allocated to the Hawkesbury Sports Council for implementation of the maintenance and capital works programs. Council is also

Action	Status	Comments
		arranging a third-party review of the Hawkesbury Sports Council. The focus of the review will include but not be limited to the structure of the Sports Council, its governance, functions and how Council manages the relationship.

#### 1.4: Facilitate the delivery of infrastructure through relevant agencies for Council's own works

##### 1.4.1: Our community's current and future utility infrastructure needs (water, sewer, waste, stormwater, gas, electricity and telecommunications) are identified and delivered

Action	Status	Comments
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Complete	Council maintained ongoing relationships with various Government and non-Government authorities and agencies, advocating on behalf of the community and supporting activities to remedy existing utility infrastructure deficiencies to ensure the provision of effective utility infrastructure.
Advocate for community needs and good design outcomes on state and regionally significant transport projects.	Complete	The needs of the community are raised on an ongoing basis with the relevant agencies, based on projects being undertaken, such as the current considerations for the Richmond Bridge project.
Finalise and begin implementation of year one actions of the <i>Social Infrastructure Strategy</i> .	Off Track	Community engagement to develop the Strategy commenced in November 2022. The outcomes of the engagement are currently under review and the draft Strategy will be reported to Council in the second Quarter of 2023/2024.
Implement prioritised actions from the <i>Western Parklands Council Digital Action Plan</i> .	Complete	Staff have been working with the Parklands Digital Inclusion Officer to deliver digital inclusion outreach sessions through Council's Community Hubs Program.
Finalise the Waste Strategy and implement identified year one actions.	Complete	The <i>Waste and Resource Recovery Strategy 2032</i> was adopted at Council's Ordinary Meeting in December 2022. The Strategy will be implemented through the Infrastructure Services' Resource Recovery branch. The majority of actions are ongoing beyond year 1.



Action	Status	Comments
Develop a renewed Asset Management strategy.	In Progress	As per the <i>Asset Strategy Roadmap</i> , the life cycle models for infrastructure assets will be developed to estimate the average annual required funding over the next 10 years. Subsequently, the Asset Management Strategy will be revised to reflect the required budget and be developed by June 2024.
Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	Complete	The <i>Local Strategic Planning Statement</i> was adopted by Council (23 February 2021).

#### 1.4.2: New development and infrastructure provision is aligned and meets community needs

Action	Status	Comments
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Complete	Funding has been sought across all asset classes including applications made to restore community assets following recent flood events, particularly damaged roads. WestInvest funding has also been secured for major transformative projects including the North Richmond Community Precinct, Oasis Aquatic and Fitness Centre and Discovering Hawkesbury Wayfinding and Signage Project.

#### 1.5: Provide the right places and spaces to serve our community

##### 1.5.1: 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

Action	Status	Comments
Renew and upgrade parks in line with the Parks Capital Works Program.	Complete	The following parks and playgrounds were completed in 2022-2023: <ul style="list-style-type: none"> <li>-Repair of St Albans Playground.</li> <li>-Pitt Town Memorial Playground, Pitt Town.</li> <li>-Ivy Reserve Playground, McGraths Hill.</li> <li>-Conducted Parks Asset Condition Audit.</li> <li>-Deerubbin Carpark and Dog off leash.</li> </ul>
Quality passive recreational spaces are provided and enhanced.	Complete	Mowing, spraying and cleaning programs were implemented. These programs vary from weekly, up to six monthly rotations. Council staff mow and maintain over 68 sites monthly, cleaning 37 toilets and 19 BBQs on a minimum weekly basis with contractors mowing and maintaining a further 60 outlying sites.

**1.5.2: Provide a variety of quality active recreation spaces including playgrounds, sporting fields, pools, fitness centre, stadium and multipurpose centres to enhance our community’s health and lifestyle**

Action	Status	Comments
Manage active recreational spaces.	Complete	Mowing and maintenance programs continued, with 509 mows being carried out over the 35 complexes that Hawkesbury Sports Council administers. This figure is still somewhat reduced on historic trends due to several grounds being closed.
Quality active recreational spaces are provided and enhanced.	Complete	<p>The majority of works undertaken over this period were in relation to flood remediation with Hawkesbury Sports Council being involved in the clean-up of nine flood affected amenities buildings and their associated grounds including the remediation of the baseball diamonds at both Colbee Park and Bensons Baseball. have been completed. Returfing of the playing surfaces will be undertaken in August 2023 and remediation of the batting tunnels is now underway.</p> <p>Weed spraying of the grounds is currently being undertaken and aerating and fertilising of the grounds has also taken place.</p> <p>Several remediation projects in relation to flood damage will be undertaken over the coming months now that the funding has been received to finance these works. Funds to aid in the resilience and evacuation of facilities have also been received and these works will also be scheduled for the near future.</p>
Review Richmond Pool and Hawkesbury Oasis Aquatic and Fitness Centre.	Not Due to Start or On-hold	Review process has been put on hold while the relevant WestInvest projects, the Richmond Pool Redevelopment and the Oasis Aquatic and Fitness Centre are completed. These projects will fundamentally alter the operating dynamic of the centres and once complete will provide new opportunities for Council to examine the operational model.

**1.5.3: 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**

Action	Status	Comments
Review cultural spaces to better support the community in the use of	Ongoing	The Deerubbin Centre community meeting rooms have been well utilised in the second half of the financial year with 325 bookings made.

Action	Status	Comments
our spaces.		<p>There have also been a number of technology-based upgrades in our cultural spaces:</p> <ul style="list-style-type: none"> <li>-An upgrade to the increasingly popular public Wi-Fi now allows for easier connection for all known devices and brands of mobile computing.</li> <li>-Zoomtext has been installed on the public computers at all libraries. Zoomtext is a software that allows people with sight impairments to access computers.</li> <li>-Creative Suite is now available to the public to use on three new high-end computers.</li> </ul>

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

Action	Status	Comments
Optimise occupancy rates and rental returns for Council owned commercial properties.	Complete	Council owned commercial premises are receiving market annual rental. An offer has been accepted for the vacant shop at Glossodia, once the lease is signed the complex will be fully leased. There are three vacant offices in the Dight Street Offices.
Develop a renewed Property Strategy.	In Progress	The <i>Property Management Strategy</i> has been drafted and is being reviewed by relevant staff, prior to being reported to Senior Leadership Team and Executive Leadership Team. Due for completion in July 2023.

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

Action	Status	Comments
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	Complete	The Hawkesbury Central Library completed the window tinting project which involved the addition of window tinting to the local studies, fiction and children's spaces. This has resulted in more comfortable spaces for our community users. The next stage of the project will be to improve the external signage on Macquarie Street in the 2023/2024 financial year. The Museum's latest exhibition 'Starry Night' about the life and achievements of the renowned 19th century, Windsor based astronomer, John Tebbutt has been curated as an online and in-person exhibition providing access to the exhibition to a wider audience.

Action	Status	Comments
Enhance and maintain Council owned buildings.	Complete	Facility Operations team continue to conduct preventative and corrective maintenance to Council owned buildings to ensure the spaces can continue to serve our community comfortably and safely.
Review administration building configuration to locate more Council employees in one building.	In Progress	Council's Administration Building has been progressively upgraded to bring it to current standards for office accommodation. Heating, ventilation, air conditioning and lighting upgrades have been largely completed. Upgrades to the Council Chambers were completed in time for the June Council meeting. Desking and redesign of the office environment is significantly progressed, and works are scheduled to be completed in early 2023/2024.

## 1.6: Build on a sense of community and wellbeing

### 1.6.1: 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

Action	Status	Comments
Implement year one actions from the <i>Hawkesbury Local Housing Strategy</i> .	In Progress	The Department of Planning and Environment endorsed the <i>Hawkesbury Local Housing Strategy</i> on 3 September 2021. Work has progressed (in conjunction with Western Sydney councils through the Planning Partnerships Office) associated with Local Character Statements and the preparation of a draft Regional Affordable Housing Scheme.
Develop the Human Services Outcomes framework.	Complete	Staff continue to work collaboratively with community agencies to draw on community service networks to gather data related to the human services' needs of the Hawkesbury including: <ul style="list-style-type: none"> <li>-Delivery of the Harwood collective principles through targeted engagement with the community.</li> <li>-Facilitation of Hawkesbury Connect.</li> <li>-Facilitation of Recovery on Wheels interagency.</li> <li>-Representation on the End Street Sleeping Initiative.</li> <li>-Facilitation of the Hawkesbury Youth Interagency.</li> </ul>

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

Action	Status	Comments
Undertake community consultation and engagement to understand community needs and service demands.	Complete	<p>Council's communication and engagement activities are guided by the adopted <i>Communication and Engagement Strategy</i> and <i>Community Engagement Policy</i> and include:</p> <ul style="list-style-type: none"> <li>-Online community meeting in March and two meetings of the Thomas James Advisory Group with residents in the Macdonald Valley to discuss flood recovery and planned road works.</li> <li>-Your Hawkesbury Your Say online engagement tool for written submissions. Total visits to the site were 16,137 with the top five engagements: <ul style="list-style-type: none"> <li>-Flood Recovery Information</li> <li>-Liveability Project</li> <li>-Hawkesbury Community Hubs</li> <li>-Draft Place Plans</li> <li>-Woodbury Reserve BMX pump track</li> </ul> </li> <li>-Facebook to share stories and information. The post with the highest reach was the 'McGraths Hill Shopping Centre' with 31,417 people reached.</li> <li>-Community newsletter in January and April to inform and encourage engagement. The Council's online 'News' page has approximately 5,000 page views.</li> <li>-Mayor on Air radio segments and media releases to inform and encourage engagement.</li> <li>-Regular information update and feature ads about current engagements in the local Hawkesbury Gazette and Independent newspapers.</li> </ul>

## 1.7: Encourage broad and rich celebration of our local culture and significant heritage

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

Action	Status	Comments
Adopt the Hawkesbury Cultural Plan.	Not Due to Start or On-hold	<p>The development of the <i>Hawkesbury City Council Art and Culture Plan</i> (the Plan) will commence in July 2023 and has been identified as an action item in Council's 2023/2024 Operational Plan and Budget. The aim for the Plan will be to enhance the cultural life of the community by promoting and supporting arts, heritage, and cultural activities within the region. The Plan will outline strategies and initiatives to</p>

Action	Status	Comments
		strengthen the role of our libraries, museum, and gallery in providing access to knowledge, preserving heritage, and fostering creativity and innovation. The Plan will be developed in through Council's community consultation process and is currently planned to be completed and endorsed by June 2024.

### 1.7.2: Provide community and cultural services through a range of affordable and accessible facilities

Action	Status	Comments
Continue to update and maintain the Library , Museum and Gallery collection catalogues and make them accessible online.	Complete	The Library collection catalogues continue to grow online with 512 new items added between January 2023 and June 2023. During this period, 8,028 physical library items were also added to the library's online catalogue. The Gallery and Museum catalogue database is in the process of being transferred to Ehive, an industry standard online collection management system specifically for galleries and museums. Once completed, phased public access will be available. A Gallery collection audit is also currently being undertaken which will assist with collection catalogue development and public access.

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

Action	Status	Comments
Recognise, conserve and promote the area's history and heritage through exhibitions, publications and programs.	Complete	The Dyarubbin exhibition was a significant milestone in the development of Aboriginal programming and relationship building for the Gallery. The relationships built with the artists and the community resulted in a significant exhibition and extensive education and public programs. Examples include Brewongle (Museum Canoe Project) and the consultation for the development of future Aboriginal programs such as the Indigenous Garden project. An Open Day was held at the Museum in May 2023 to promote the collection on display and Howe House including the most recent exhibition, 'Starry Night' about the life and achievements of the renowned 19th century, Windsor based astronomer, John Tebbutt. An interpretation plan for Howe House has been developed to outline key themes, stories and interpretive devices that can help consolidate the



Action	Status	Comments
		<p>approach to the site and explore new opportunities. The recommendations of this plan will be reviewed and implemented where feasible in the 2023/2024 financial year. The Library has continued to promote and run the very popular tours of the Sackville Reach and Wilberforce cemeteries as part of the annual Australian Heritage Festival.</p>

## Community Outcome Two: Protected Environment and Valued History

### 2.1: Value, protect and enhance our historic built environment as well as our relationship to Aboriginal and non-Aboriginal history

#### 2.1.1: Our planning and actions will ensure that Aboriginal and non- Aboriginal heritage are both integral to our city

Action	Status	Comments
Finalise the <i>Hawkesbury Heritage Study</i> , including the <i>Aboriginal Cultural Heritage Study</i> .	Not Due to Start or On-hold	Council's Heritage Advisory Committee recommended prioritising adding potential heritage items to the Heritage Register, including undertaking a Slab Barn Study, to facilitate heritage protection to listed items prior to recommencement and finalisation of a Heritage Study.

#### 2.1.2: Encourage and promote sympathetic, adaptive, and creative uses for heritage sites and buildings across the city

Action	Status	Comments
Promote the Hawkesbury Local Heritage Assistance Fund.	Complete	Hawkesbury Local Heritage Assistance Fund promoted through direct correspondence to heritage building owners, and media (standard and social). A record number of 24 applications under the program were received, highlighting the success of this promotion. Based on availability of contractors to undertake the required works, six of the approved applicants subsequently withdrew their applications, but 19 projects were able to be completed and funded through the program.

#### 2.1.3: As a community, identify ways to become better connected with our indigenous peoples, their history and culture

Action	Status	Comments
Continue the development of the Museum's grant funded Indigenous and endemic edible garden project.	In Progress	This project will be finalised in the 2023/2024 financial year. The project will involve setting up an Indigenous edible garden in the grounds of the Museum.
Finalise the <i>Reconciliation Action Plan</i> and begin implementing year one actions.	Off Track	The <i>Reconciliation Action Plan</i> is with Reconciliation Australia awaiting approval and will then be presented to a Councillor briefing anticipated to be in Quarter 1 2023/2024.

## 2.2: Value, protect and enhance our natural land-based environment with an emphasis on using local resources and key partnerships

### 2.2.1: Our community is informed and acts to reduce our ecological footprint

Action	Status	Comments
Promote sustainability initiatives to our community for them to take part in.	Complete	A total of eight sustainability initiatives were promoted during this period, including National Tree Planting Day, Biodiversity Week and activities during Recycling Week.

### 2.2.2: Encourage effective management and protection of our waterways, riparian land, and land-based natural ecosystems through local action, regional partnerships and working with key agency partners

Action	Status	Comments
Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program.	Complete	The inspection program is an annual project which has been successfully concluded for 2022/2023. A separate process improvement continues responding to audit findings and is scheduled to be finalised by June 2024.
Investigate illegal land use activities to protect our environment and, where applicable, work jointly with partners such as: <ul style="list-style-type: none"> <li>- Natural Resource Access Regulator</li> <li>- NSW Environmental Protection Agency</li> <li>- Department of Primary Industries.</li> </ul>	Complete	The Development Compliance Team are currently working with Crown Lands and other State Government agencies to address alleged illegal development both on land and on the banks of the Hawkesbury River, strengthening relationships between Council and State Government.
Work with key stakeholders for the protection of the natural environment and promotion of natural restoration, including: <ul style="list-style-type: none"> <li>- Greater Sydney Local Land Services</li> <li>- Penrith City Council</li> <li>- Hawkesbury River County Council</li> <li>- NSW Department of</li> </ul>	Complete	Council's Environmental Team continues to work closely with external organisations to promote natural restoration. These organisations include Penrith, The Hills Shire, Central Coast, Northern Beaches, Hornsby and Ku-ring-gai Councils, Greater Sydney Local Land Services, Department of Planning, Industry and Environment, Hawkesbury River County Council, OzFish Unlimited, The Foundation for National Parks and Wildlife and Hawkesbury Nepean Landcare Network. Council has recently been invited to join the Cumberland Plain Conservation Plan Weed Control Working Party which will play an important role in guiding

Action	Status	Comments
Planning and - Environment Land Care Australia.		land management across the North-west Growth area.

### 2.2.3: Encourage and implement progressive urban design which is sensitive to environmental issues

Action	Status	Comments
Review the <i>Hawkesbury Local Environmental Plan</i> and finalise <i>Hawkesbury Development Control Plan</i> .	In Progress	At its meeting 22 November 2022 Council: -Endorsed the preparation of the Planning Proposal to amend the <i>Hawkesbury Local Environmental Plan 2012</i> . -Adopted draft Chapters as part of Stage 1 of the new <i>Development Control Plan</i> .

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

Action	Status	Comments
Grow endemic plants at the community nursery for parks, reserves, and Land-care groups.	Complete	During the period of 01 January 2023 and 30 June 2023, the Hawkesbury Community Nursery sold/distributed 25,282 plants. The range of customers included: sales to the public (7,327 plants), Hawkesbury City Council, Bushcare Groups, Bush Regeneration Contractors, Landcare, local schools and Richmond TAFE, Greening Australia (8,345 plants), Greater Sydney Local Land Services, Greater Sydney Local Landcare (1,080 plants) and Foundation for National Parks and Wildlife (8,530 plants). Greater Sydney Landcare and plants supplied to Bushfire Recovery from a grant from Foundation for National Parks and Wildlife showed strong uptake. A total of 50,342 plants have been sold/distributed throughout the 12-month period.  Council had a busy and well received display at the Hawkesbury Show, giving away 1,000 plants to our residents and will also be present at the upcoming Hawksbury Fest event.  There is still a strong interest in volunteering through our partnership with the Foundation for National Parks and Wildlife.
Provide bush regeneration activities on riparian corridors and natural	Complete	Land management activities are ongoing across 36 reserves throughout the Hawkesbury. This work continues to protect and enhance the Hawkesbury's riparian

Action	Status	Comments
ecosystems within Council managed land.		corridors, endangered ecological communities, wildlife corridors and high-value ecosystems.  Council continues to support environmental restoration activities from the following organisations: \$33,856 received through Save our Species program to ensure the survival of threatened ecological communities at Singleton's reserve, Matheson Park and Diamond Hill and \$15,000 received from the Department of Planning, Industry and Environment for estuary health monitoring.
Finalise and begin implementation of the <i>Strategic Biodiversity Land Use Planning Framework</i> .	Ongoing	Council prepared a draft <i>Strategic Biodiversity Land Use Planning Framework</i> in 2020, the outcomes of the draft Framework are informing the next stages of the Development Control Plan review.
Undertake necessary studies and strategies to prepare for the commencement of the Cumberland Plain Conservation Plan.	Complete	The draft <i>Strategic Biodiversity Land Use Planning Framework</i> that was prepared in 2020 enabled Council's preparation for the commencement of the <i>Cumberland Plain Conservation Plan</i> that was prepared by the Department of Planning and Environment.

### 2.2.5: Use a range of compliance measures to protect the natural environment

Action	Status	Comments
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance and Enforcement Policy.	Complete	The <i>Enforcement Policy</i> is currently under review, this will be finalised by December 2023. Running concurrently is a program to support regulatory investigations by undertaking capability and process review.
Investigate complaints to ensure the natural environment is protected and amenity of the community is maintained.	Complete	The Development Compliance Team investigate complaints in partnership with Crown Lands and other State Government agencies to address alleged illegal dumping and matters related to environmental protection.

### 2.3: Encourage and enable our community to embrace the waste management principles of reduce, reuse and recycle

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

Action	Status	Comments
Finalise and commence implementing actions from the Waste Strategy.	Complete	The <i>Waste and Resource Recovery Strategy 2032</i> was adopted at Council's Ordinary Meeting on 13 December 2022. The Resource Recovery Branch has commenced implementing actions.

### 2.4: Encourage and enable our community to make more sustainable choices

#### 2.4.1: Undertake community education on best practice environmental sustainability and climate change issues

Action	Status	Comments
Develop and implement community sustainability programs.	Complete	A total of six workshops with a total of 121 participants were held during the reporting period. Workshop topics included solar, worm farming, stream watch, waterwise gardens, and reusable nappies.

#### 2.4.2 Work with businesses and tourism operators to promote good practice and sustainability principles

Action	Status	Comments
Facilitate advice on request from tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	Complete	Council has installed solar panels on some on its commercial tenancies and works with other tenants who wish to have solar panels installed on the lease premises. Council staff have also met with tenants onsite to discuss electricity and water efficiencies.
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment.	Complete	The Environmental Health Team undertook a risk-based approach to industrial audits and undertook inspections/audits in response to community concerns. During these audits information was provided to business owners regarding sustainable choices and environmental best practice.
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in	Complete	These inspection programs run annually and have now been finalised. This includes: Food Premises – 349 inspections Swimming Pools – 15 inspections

Action	Status	Comments
accordance with legislative requirements and relevant Council Policies.		Cooling Towers – 6 inspections A mosquito trapping program was also implemented along with three food seminars.

#### 2.4.3: Ensure development is functional, attractive and sympathetic to the environment, and avoids unnecessary use of energy, water and other resources

Action	Status	Comments
Incorporate ecologically sustainable building and road construction practices into Council projects.	Complete	All projects undertaken have considered and incorporated where feasible, sustainable approaches to ensure recycling and reuse of water through to efficiency in energy use. All street lighting has now been converted to LED lighting along with The Deerubbin Centre.
Utilising the updated <i>Local Environmental Plan</i> and <i>Development Control Plan</i> , work with developers to encourage sustainability measures for their developments.	In Progress	Stage 1 <i>Development Control Plan</i> was adopted by Council on 22 November 2022 and Stage 2 <i>Development Control Plan</i> will be undertaken by June 2023 which will include provisions for sustainable development.

#### 2.4.4: Introduce measures to manage the issue of urban heat

Action	Status	Comments
Continue tree planting across Windsor, South Windsor and Richmond.	In Progress	The tree planting in South Windsor and Richmond Town Centres has been completed. Windsor Town Centre tree planting is expected to roll out in 2024.

### 2.5: Value, protect and enhance our waterways and wetlands with an emphasis on using local resources and key partnerships

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

Action	Status	Comments
Continue to develop plans to attract business to the Hawkesbury, including the finalisation of the <i>Clarendon Precinct Plan</i> .	In Progress	The implementation of the <i>Destination Management Plan 2022-2024</i> includes initiatives that aim to attract business to the Hawkesbury. Work has commenced on the development of the <i>Clarendon Precinct Plan</i> and it is anticipated the Plan will be finalised late 2023. Work continues working with the Western Parkland Authority to attract visitors regionally. The production of the "Snapshot" was a collaborative project across all 8 Councils.



## 2.5.2: Develop active partnerships and implement programs designed to improve the health of our rivers and riverbanks

Action	Status	Comments
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	In Progress	Council has continued active participation in the development of a Coastal Management Program in partnership with Hawkesbury Nepean Councils. Funding has now been received from the Department of Planning and Environment to fund the implementation of Stage 3 of the Coastal Management Program. Councils are discussing the framework of the Stage 3 works.

## 2.6: Achieve net zero emissions targets

### 2.6.1: Implement strategies to achieve Council's net-zero emissions targets

Action	Status	Comments
Transition Council plant and equipment to electric and battery operated, where feasible.	In Progress	Leaseback vehicles continue to transition to hybrid as replacements become due; currently 22 in use, and another 40-awaiting delivery. Upon delivery this equates to 67% of the leaseback fleet transitioned. An Electric Vehicle Transition Working Group has been established by the Sustainability Team to coordinate EV requirements to facilitate broader transition across the organisation and community, including available grant funding and infrastructure requirements.
Amend LEP/DCP to mandate Electric Vehicle charging outlets and infrastructure.	Complete	<i>Electric Vehicle (EV) Scoping Paper</i> prepared and progressing towards finalisation of an <i>EV Transition Plan</i> to address a number of matters associated with EV's, including infrastructure.  A new <i>Development Control Plan</i> Chapter for traffic and parking was adopted by Council on 22 November 2022 includes provisions for Electric Vehicle Charging.
Collaborate with other Local Governments to advocate for updated BASIX targets.	Complete	In August 2022, the NSW Government released the new <i>State Environmental Planning Policy (Sustainable Buildings) 2022</i> (SB SEPP). The SB SEPP package will come into effect on 1 October 2023 and aims to increase BASIX thermal performance and energy standards for residential development as well as introduce new measures for non-residential buildings.  The higher BASIX thermal performance standards will be at least 7 stars, based on the star-rating scale defined by the Nationwide House Energy Rating Scheme (NATHERS) and will also be consistent with the National Construction Code

Action	Status	Comments
		2022.
Update the Local Environmental Plan (LEP) and Development Control Plan (DCP) with urban heat provisions.	Complete	Urban Heat provisions were included in <i>Hawkesbury Local Environmental Plan 2012 Review Report</i> considered at Council's Ordinary Meeting on 22 November 2022. Use of the <i>Western Sydney Regional Organisation of Council's Urban Heat Model Development Control Plan</i> provisions will be utilised when the Hawkesbury Local Environmental Plan amendment is finalised.
Implement priority actions from the Sustainability Framework.	In Progress	Draft <i>Environmental Sustainability Strategy</i> publicly exhibited and report recommending adoption being presented to Council on 11 July 2023. <i>Draft Urban Greening Strategy</i> currently on public exhibition and scheduled to be considered for adoption by Council in August 2023. Draft <i>Climate Risk Assessment and Adaptation Action Plan</i> scheduled to be presented to Councillors in July ahead of formal consideration in August 2023. All of these strategies integrate with the adopted <i>Net Zero Emissions and Water Efficiency Strategy</i> and actions contribute to achieving Net-Zero targets.
Implement priority actions from the Biodiversity Framework.	Not Due to Start or On-hold	Council prepared a draft <i>Strategic Biodiversity Land Use Planning Framework</i> in 2020, the outcomes of which will be considered in conjunction with Council's suite of environmental sustainability, climate risk and urban greening strategies, as well as further Development Control Plan review.

## 2.6.2: Maximise solar photovoltaic system installations on Council assets

Action	Status	Comments
Continue roll out of photovoltaic systems across Council buildings.	In Progress	Council completed four additional sites with hybrid solar power in 2022/2023, which included battery backups, at St Albans, Upper Colo and Bilpin and a mainstream photovoltaic system at the South Windsor Childcare Centre.  Further investigations will be carried out to prepare the list of potential buildings and projects will be prioritised and included in the capital works program if beneficial for Council.

### 2.6.3: Alternative forms of energy are embraced throughout the Hawkesbury

Action	Status	Comments
Implement renewable energy and energy efficient projects.	Complete	Council committed to and completed the replacement of street lighting without energy efficient LED lights throughout the network. Hybrid solar power systems were also installed at four community facilities.

## Community Outcome Three: Strong Economy

### 3.1: Creating an integrated and well-maintained transport system is an important local priority

#### 3.1.1: Ensure our roads and other transport infrastructure provides a connected, efficient system to ensure safe movement of all modes of transport

Action	Status	Comments
Undertake a review of parking requirements and provisions and implement solutions to address identified parking issues.	In Progress	Parking study will be undertaken in 2023/2024.
Utilise Council Traffic models to assess traffic impact of projects, planning proposals and advocacy measures.	Complete	Council's traffic model is available to assess traffic impact of projects, planning proposals and advocacy measures to ensure that the road network and other associated transport infrastructure provides a connected, efficient system to ensure safe movement of all modes of transport. Information contained within the Traffic model was utilised to undertake a review on the Heavy Vehicle Movement within the Hawkesbury Local Government Area which was reported to the Innovation and Partnership Committee on 8 November 2022. The findings in the report were on the basis that the proportion of Heavy Vehicles overall along Hawkesbury Roads is in keeping with the road environment, land use and general trends for the area and that the demand of heavy vehicles be considered as a key driver in the development of the next Transport Asset Management Plan. Review of Asset Plans are targeted to commence during 2024.

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

Action	Status	Comments
Work with Transport for NSW and provide input on their projects.	Complete	Officers have continued to work with Transport for NSW with respect to strategic planning associated with various projects including, Richmond Bridge, Hawkesbury Nepean Flood Evacuation Routes, Grose River Bridge, Outer Sydney Orbital. Officers are also part of the Boundary Road Working Group which has facilitated negotiations between Hawkesbury City Council, The Hills Shire Council, Department of Planning and Environment and Transport for NSW to planning and resolve funding of the road upgrades.

Action	Status	Comments
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	Complete	<p>Advocacy for major transport services and linkages has continued on an ongoing basis, both in terms of responding to formal and informal exhibition by the NSW and Federal Government of various transport related matters including through the Western Parkland City, City Deals and the Greater Cities Commission. Direct advocacy has also continued with respect to seeking improvements to flood evacuation routes and the Richmond Bridge Project in particular.</p> <p>Initial planning including state agency stakeholder engagement has commenced with respect to public transport and public transport corridors, including exploring community transport options to fill potential gaps.</p>

**3.1.3: Have a comprehensive transport system of well-maintained local and regional linkages that are financially and environmentally sustainable, and meet community safety priorities and expectations**

Action	Status	Comments
Undertake operational programs associated with construction and maintenance of roads and ancillary facilities in accordance with the Capital Works Program.	Complete	The construction and maintenance of roads and ancillary facilities are being undertaken through Capital Works, Infrastructure Recovery, Regional Local Roads Recovery Program and other maintenance programs. In addition, the condition assessment of all road assets is underway which will inform the comprehensive valuation of the assets, long-term financial planning, and strategic asset management plans.
In the context of recent disasters, review the <i>Asset Management Plan</i> .	In Progress	The Asset Management Branch is currently reviewing and updating Council's <i>Asset Management Framework</i> including the <i>Asset Management Plans</i> , with work commenced to value and assess asset classes and deliver accurate future cost modelling.

**3.1.4: Provide mobility links throughout the city to connect our centres, parks and facilities**

Action	Status	Comments
Continue to implement priority actions from the <i>Hawkesbury Mobility Plan</i> .	Not Due to Start or On-hold	Council has prepared a draft <i>Active Transport Plan</i> that will supersede the <i>Hawkesbury Mobility Plan</i> , reviewing pedestrian and cycleway infrastructure across the local government area. The <i>Active Transport Plan</i> will provide Council with a strategy that will identify future works to

Action	Status	Comments
		deliver mobility links that will both meet the emerging needs of communities and reflect current design standards for active transport infrastructure. The draft Plan will be reported to Council in the first quarter of 2023/2024.

### 3.2: Increase the range of local industry opportunities and provide effective support to continued growth

#### 3.2.1: Plan for a range of industries that build on the strengths of the Hawkesbury region, to stimulate investment and employment

Action	Status	Comments
Implement priority actions from the <i>Employment Lands Strategy</i> .	Complete	Relevant Employment Lands Strategy provisions were included in the <i>Hawkesbury Local Environmental Plan 2012 Review</i> that was presented to Council's Ordinary Meeting on 22 November 2022.

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

Action	Status	Comments
Monitor changes in employment and investigate jobs skills and skills of the future and growth sectors.	Complete	<p>The performance of the local economy is monitored through:</p> <ul style="list-style-type: none"> <li>-Responding to the outcomes of the Economic Health &amp; Wellbeing survey which was conducted in October 2020 and November 2021 and business engagement.</li> <li>-Review of the Australian Business Register new Business Registration report.</li> <li>-Inclusion of Economic ID Reporting in the monthly business newsletter produced by the Economic Development team.</li> </ul> <p>The above information will inform the development of the Economic Development Strategy that will be prepared in late 2023.</p>

#### 3.2.3: Actively support the retention of the RAAF Base Richmond and enhance aviation-related industry, building on existing facilities

Action	Status	Comments
Pursue opportunities such as the <i>Greater Sydney Commission District Plan</i>	Complete	As part of the <i>Western Parklands City Deal and District Plan</i> , Council continues to pursue opportunities to enhance aviation-related industry near the Richmond RAAF base.

and City Deal to enhance aviation-related industry near the RAAF base.		
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### 3.2.4: Work towards ensuring people in our community have access to safe, nutritious, affordable and sustainably-produced food

Ensure the retention of agricultural lands through relevant planning processes.	Complete	Relevant planning provisions were included in the <i>Hawkesbury Local Environmental Plan 2012 Review</i> presented to Council's Ordinary Meeting on 22 November 2022. Council provided support to the business community to advocate for amended Agritourism provisions that were subsequently endorsed by the Department of Planning and Environment. Based on those new LEP provisions, preparation of a new <i>Agritourism Development Control Plan</i> chapter has commenced and will be reported to Council in Quarter 2 2023/2024.
Work in partnership with businesses, community and public health agencies to promote access to safe, nutritious, affordable and sustainably produced food.	Complete	<ul style="list-style-type: none"> <li>-Council has partnered with Peppercorn Services Inc to deliver cooking and nutrition education programs in Bilpin.</li> <li>-Council promotes the food relief services that are available to the community through online service listings and at its Community Hubs.</li> <li>-Council regularly engages with community, emergency relief and food services, many of whom have corporate partners, to ensure that up to date information is available to community members and services.</li> </ul>

### 3.2.5: Plan for the continuance and growth of agricultural industry uses within the Hawkesbury

Planning instruments and other land use documents to include provisions for agricultural business activities within environmental constraints and strengths of the Hawkesbury.	Complete	Relevant planning provisions were included in the <i>Hawkesbury Local Environmental Plan 2012 Review</i> presented to Council's Ordinary Meeting on 22 November 2022. Preparation of a new <i>Agritourism Development Control Plan</i> chapter has commenced and will be reported to Council in Quarter 2 2023/2024.
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### 3.3: Promote our community as the place to visit, work and invest

#### 3.3.1: Working in partnership we will actively market our city and capabilities to existing and potential businesses, visitors and investors

Review the Communication and Engagement Strategy.	Complete	<p>Council adopted the <i>Communication and Engagement Strategy</i> in September 2021. The Strategy sets the strategic direction for our communication.</p> <p>The Strategy recognises that communication is about building trust, providing people with the information they need and celebrating our connections. Council is continually looking for ways to better engage the community. The updated <i>Community Engagement Policy</i> was updated in May. The Policy will inform the future review of the Communication and Engagement Strategy in the coming year.</p>
Implement actions from the Hawkesbury Economic Development and Business Recovery Plan.	Complete	Implementation of the <i>Business Recovery Plan</i> is completed. An Economic Development Strategy is to be developed in late 2023 that will provide a framework to support continued business growth in the Hawkesbury.
Promote the availability of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund.	Complete	The promotion of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund is shared via the monthly business e-newsletter and online at the Hawkesbury Business Hub and at any of the Tourism Industry Business Engagement Sessions.

#### 3.3.2: Develop Hawkesbury tourism to enhance and strengthen opportunities within our tourism sector

Promote the region as a tourism destination through the Visitor Information Centre.	Complete	The Visitor Information Centre promotes a comprehensive list of visitor attractions and promotes the region as a tourism destination. All tourism information is available on the Discover the Hawkesbury Website and on the Visitor Information Centre's Facebook page.
Promote the region as a tourism destination through the Discover the Hawkesbury website.	Complete	The Visitor Information Centre promotes a comprehensive list of visitor attractions and promotes the region as a tourism destination. All tourism information is available on the Discover the Hawkesbury website and on the Visitor Information Centre's Facebook page.

<p>Work with partners and the Hawkesbury Visitor Economy to identify and pursue opportunities to grow local tourism.</p>	<p>Complete</p>	<p>Council adopted the <i>Hawkesbury Destination Management Plan</i> in November 2022 and continues to work with Destination NSW and other Government Departments to look for opportunities to grow local tourism. Council is currently working with Destination NSW on the development of the NSW Destination Management Plan.</p>
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### 3.3.3: Businesses are encouraged and upskilled to adopt more ethical and sustainable practices

<p>Design and deliver a program of workshops, Business 101 seminars, and skills development opportunities to increase knowledge and capacity to help local businesses adapt, grow and increase resilience.</p>	<p>Complete</p>	<p>An annual program of workshops, seminars and business support has been developed and continues to be rolled out. The program is promoted each month via the business e-newsletter and online at Hawkesbury Business Hub.</p>
<p>Support increased networking among existing business owners and support business events and awards programs.</p>	<p>Complete</p>	<p>Council have engaged with local businesses and business associations this has included:</p> <ul style="list-style-type: none"> <li>-The delivery a series of four Industry Engagement Sessions for 2022 with the tourism businesses in Hawkesbury. These were held on 4 April 2022, 16 May 2022, 8 August, and 31 October 2022.</li> <li>-A mentoring program was run from June – October 2022, which was targeted at tourism businesses within the Visitor Economy.</li> <li>-Council works in partnership with the Hawkesbury Chamber of Commerce and regularly attends business networking events and Business Breakfasts and presents at these. Council have also partnered with the Hawkesbury Chamber of Commerce to deliver workshops and business events.</li> <li>-Council delivered in collaboration with Empowering &amp; Enabling the Women of Western Sydney a Women in Aviation workshop on 8 September 2022.</li> <li>-Council supported and participated in the Hawkesbury business expo on 13 September 2022 which was run by the Hawkesbury Business Alliance.</li> </ul>

		<p>-Council was successful in receiving a \$5,000 Small Business Month Grant which involved two workshops run in partnership with Hawkesbury Harvest on how to successfully run an Agri-tourism business. The workshops were held on 8 November 2022 and 23 November 2022.</p> <p>-Council sponsored the Hawkesbury Business Conference in March 2023 which was run by the Hawkesbury Business Alliance.</p> <p>-Council worked in collaboration with Western Sydney Women to deliver the Career Bootcamps on 13 and 14 June 2023. Then delivering Women in Business Lunch on 21 June 2023.</p>
Promote Council-owned spaces for businesses to meet and network.	Complete	In collaboration with the Western Parklands Authority (WPA), Council captured all co-working spaces within the Hawkesbury and the region. The information collected has been placed on the WPA website. Council continues to promote council owned spaces for businesses to meet and network.

### 3.4: Support the revitalisation of our town centres and growth of our business community

#### 3.4.1: 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

Implement the Liveability Program across Windsor, South Windsor, and Richmond town centres.	In Progress	The Liveability Construction Program is completed in Richmond and South Windsor. The Windsor Town Centre Program has undergone various project scope changes and is currently in redesign. The program for Stage 1 is due to commence late 2023 including the Windsor Train Station through to Fitzgerald Street along George Street.
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#### 3.4.2: Create active partnerships to develop a network of vibrant centres, which bring opportunities for business growth and community connection

In conjunction with key partners, deliver an annual calendar of events.	Complete	Council's annual event calendar includes five major events, a range of civic and community events and an event sponsorship program for community and business events. Council works with event partners including sponsors and local community, sporting and business groups to deliver
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		<p>events for the Hawkesbury.</p> <p>-Council continues to work with the Hawkesbury District Agricultural Association to sponsor and support the Hawkesbury Show. During the event Council and all emergency services promote our Emergency Passport and give stamps and prizes to community members who visit their tents. In the Council tent we showcased our Draft Operational Plan, flood recovery, cultural services, Visitor Information Centre, playground upgrades, events including Savour the Flavour Hawkesbury, WestInvest projects and our bushcare/community nursery to 11,000 visitors.</p> <p>-Council worked with a range of staff to present the role of Council in everyday life to 393 students from 12 local primary schools as part of the Student Leadership and Awareness Program. Social media engagement with the post-event photo gallery was very positive, with 8,756 post impressions, 6,721 post reach, 1,384 post engagements with a 100 per cent positive interaction.</p> <p>-Council offers two rounds of event sponsorship a year to support many event organisers. Three community events were sponsored in Round 2 of the 2022/2023 program offering in kind and \$8,000 of financial support.</p>
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### 3.4.3: Assist our town and village centres to become vibrant local hubs

<p>Continue the implementation of Place-Making Strategies including undertaking a program to review and renew wayfinding and signage across the local government, particularly in, around, and to our town centres and villages.</p>	<p>Complete</p>	<p>Place-Making Strategies continue to be implemented including 'Shop Local' Campaign in South Windsor and Town Centre Activations such as Crazy Day in Richmond Town Centre. A program to review and renew wayfinding and signage across the local government has been developed as part of the WestInvest Grant funding application. The Wayfinding and Signage in Richmond and South Windsor is currently in manufacture.</p>
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## Community Outcome Four: Reliable Council

### 4.1: Provide representative, responsive and accountable governance

#### 4.1.1: Council's elected leaders will actively connect and collaborate with the community

Action	Status	Comments
Develop and implement a program for regular engagement for Councillors with the community within distinct geographic areas across the Hawkesbury.	Complete	Council regularly engaged with our communities in towns and villages across the Hawkesbury. Regular Community Hubs and activities were held in Wilberforce, Colo Heights, St Albans and Bilpin. These forums provided opportunities for the community to engage with Council on key issues with information available about projects and upcoming works. Online community meetings were held in in September and December with residents in the Macdonald Valley to discuss flood recovery and planned road works. Extensive community engagement is undertaken through Council's digital channels, using the website tool Your Hawkesbury Your Say for questions, surveys and voting and Facebook for information sharing and feedback. This information about key projects is available to all residents across the Hawkesbury.

### 4.2: Encourage an informed community, and enable meaningful engagement

#### 4.2.1: Provide open and clear lines of communication with the community using up-to-date technology

Action	Status	Comments
Continuously review and improve Council's corporate website.	Complete	Quarterly reviews of the website were undertaken prior to each seasonal update of content. Each review looked at analytical information relating to site traffic, search history and frequently accessed information along with user feedback which is used to identify areas for improvement or change. The site continues to be well received and quarterly reviews will be undertaken on a seasonal basis.
Implement priority actions in the Digital Communication Strategy.	In Progress	The implementation of the <i>Digital Strategy</i> is progressing including: <ul style="list-style-type: none"> <li>-The continued development and refinement of the Council website in response to customer analytics which drives content, quick links and web banners.</li> <li>-Customer service continuing to be improved through the development of the online forms and promotion of the forms.</li> </ul>

Action	Status	Comments
		<p>-Ongoing development of digital information sources including the website, LinkedIn, Facebook and Instagram and videos for the Council, Hawkesbury Events and Hawkesbury Visitor Information Centre page.</p> <p>-Ongoing development of Your Hawkesbury Your Say engagement tool to create sites to better inform our community.</p>

#### 4.2.2: Enhance Council communication to ensure the community understands the role Council has in the Hawkesbury

Action	Status	Comments
Continue to engage with the community about Council's roles and function through a range of mediums.	Complete	<p>In addition to Council's regular cycle of monthly Council meetings, Council uses a range of online and traditional tools to communicate including Council's Facebook with 21,000 followers with a reach of almost 550,000. Hawkesbury Events Facebook with almost 10,000 followers, Hawkesbury Events Instagram (2,800 followers), Council website (80,000 average hits a month) and LinkedIn (3,000 followers). Council also uses the online platform Your Hawkesbury Your Say for which had 16,137 visits and a total of 63,535 over the year.</p> <p>Council is also engaging using traditional media including monthly and feature ads in the two local papers, media releases, online forms and two, quarterly newsletters (January, April) which is sent to all residents.</p> <p>Council also held one online public meeting for the Macdonald Valley Community and two meetings of the Thomas James Advisory Group and engages weekly at community hubs in flood impacted outer areas of the LGA. Council was able to engage with the community about their civic role and functions at monthly Council meetings, at the Citizenship Ceremony in January 2023 and the Student Leadership and Awareness Program.</p> <p>Council has also engaged with the community online using the Your Hawkesbury Your Say engagement tool. The top five projects had 229 submissions.</p>

### 4.2.3: Provide quality customer service to the community

Action	Status	Comments
Implement recommendations from the 2020 Customer Service audit.	Complete	Team structure has been reviewed and endorsed with recommendations implemented.
Finalise and implement the Customer Experience strategy.	Complete	The Draft <i>Customer Service Experience Policy, Customer Feedback Policy and Customer Service Experience Charter</i> were endorsed by Council for public exhibition at its 9 May, 2023 meeting and subsequently adopted following the exhibition period. Planning is underway for training and implementation across Council in 2023/2024.

### 4.3: Build strong financial sustainability for now and future generations

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

Action	Status	Comments
Informed by the annual Service Review Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	Complete	Customer service changes have led to a significant improvement in call statistics. Further improvements have included reduction in paper reliance for Development Application processes, streamlined septic inspection and building inspection administration processes and online forms. Council has also implemented credit card payments for some online services to improve customer experience. A project management framework and management tool has been developed and piloted for capital projects.

#### 4.3.2: Meet the needs of the community now and into the future by managing Council assets with a long-term focus

Action	Status	Comments
Review Council's Long Term Asset Management Plan, in line with the long term financial plan, asset data and community feedback.	In Progress	As per the <i>Asset Strategy Roadmap</i> , the life-cycle financial modelling of infrastructure assets will be developed and Asset Management Plans for various asset groups including Roads, Stormwater, Buildings and Other Structures and Open Space will be revised by September 2024. The existing Asset Management Plan for Roads will be updated by December 2024.



### 4.3.3: Decisions which determine priorities will be made in the long-term interests of the community

Action	Status	Comments
Work towards attaining financial sustainability benchmarks.	Complete	The Financial Statements for the year ended 30 June 2022 finalised with an unqualified audit opinion, submitted to Council on 21 November 2022. Council met all financial ratio benchmarks with the exception of the Rates Outstanding Ratio. September 2022 Quarterly Budget Review completed and adopted by Council with a balanced result on 21 November 2022. December 2022 Quarterly Budget Review completed and adopted by Council with a balanced result on 14 February 2023. March 2023 Quarterly Budget Review completed and adopted by Council with a balanced result on 9 May 2023. The <i>2023/2024 Operational Plan</i> , including a balanced Budget and the <i>2023-2033 Long Term Financial Plan</i> were adopted by Council on 20 June 2023.
Manage the process in relation to the submission of grant applications to funding authorities.	Complete	Grant applications are generated by service and function areas within Council and managed through a centralised approval process that is linked with Finance for the purpose of tracking and reporting.
Implement an improved corporate planning process for the organisation. This includes streamlining the Business Plan and Integrated Planning and Reporting Framework process, while ensuring Office of Local Government's requirements are met.	In Progress	Council has developed and adopted its improved <i>Operational Plan</i> for 2023/2024. Work is now underway to improve reporting processes and alignment of business planning to performance goals.

## 4.4: Build strong relationships and shared responsibilities

### 4.4.1: 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

Action	Status	Comments
Engage with and provide advice to relevant government agencies and peak bodies.i.e. work with all levels of government via	Complete	Staff represent Council on the following Western Parklands Working Groups: <ul style="list-style-type: none"> <li>-Early local land acquisition and dedication framework.</li> <li>-Metropolitan rural area review.</li> </ul>

Action	Status	Comments
WSROC and City Deal through Planning Partnerships, Engineering Standards, and Liveability Grants.		<ul style="list-style-type: none"> <li>-Regional Affordable Housing Strategy.</li> <li>-Western City District Plan review.</li> <li>-Disaster recovery planning framework.</li> <li>-Infrastructure coordination and delivery.</li> <li>-Implementation of infrastructure contributions reforms.</li> </ul> <p>The Liveability Project is underway. Town Centre revitalisation works in South Windsor and Richmond are now complete.</p> <p>Staff represent Council in WSROC initiatives including:</p> <ul style="list-style-type: none"> <li>-Western Sydney Regional Waste Strategy.</li> <li>-Turn Down the Heat.</li> <li>-Western Sydney Energy Program.</li> </ul>
Partner with the Western Sydney Investment Attraction Office on any economic development activities.	Complete	Council have worked in partnership with the Western Parklands City Authority (WPCA) on delivering a regional Economic Development Strategy and a Regional Investment Prospectus.

#### 4.4.2: Achieve higher strategic capacity through strategic alliances and partnerships

Action	Status	Comments
Work with strategic partners to pursue objectives for our community across all of Council's functions.	Complete	Council works with a wide range of partners to develop and deliver the strategic objectives of Council and the community. Strategic partners include the Greater Cities Commission; Western Parkland City Authority; Western Parklands Councils group; Western Sydney Planning Partnership; Infrastructure NSW; (former) Resilience NSW and a range of other agencies.

#### 4.5: Encourage a shared responsibility for effective compliance

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

Action	Status	Comments
Finalise the Dashboard of Compliance with Legislative Requirements and Customer Service Standards.	In Progress	Council continues to explore options for developing an electronic compliance register, maintains a system for identifying changes in legislative compliance standards.

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

Action	Status	Comments
Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy.	Complete	All feedback was addressed through Council's complaints and Compliments procedure. The <i>Draft Customer Service Experience Policy, Customer Feedback Policy and Customer Service Experience Charter</i> will significantly improve practices across Council once implemented.
Implement Sustainability Strategy including best practice processes and reporting measures.	Complete	<p>The draft <i>Environmental Sustainability Strategy</i> was prepared to consolidate existing knowledge, actions, and directions, and to provide a long-term foundation for progressing the sustainability of the Hawkesbury Local Government Area.</p> <p>At its Ordinary Meeting on 18 April 2023, Council resolved to place the draft <i>Environmental Sustainability Strategy</i> (draft Strategy) on public exhibition. The draft Strategy was publicly exhibited for an extended period of 42 days between 3 May 2023 and 13 June 2023. A total of 7 submissions were received during the exhibition period which have been considered and where appropriate amendments made to the draft Strategy.</p> <p>The draft Strategy (post exhibition) is scheduled for consideration by Council at its Meeting 11 July 2023, seeking adoption of the draft Strategy.</p>
Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and agreed management actions.	Complete	<p>The 2022/2023 Internal Audit Program contained five audits, with the progress of each summarised as follows:</p> <ul style="list-style-type: none"> <li>-Records Management – Completed.</li> <li>-Fire Safety, Sewer and Swimming Pool Inspections – Completed.</li> <li>-Emergency Management including the Business Continuity Plan – In Progress.</li> <li>-Work Health and Safety including Workers Compensation – In Progress.</li> <li>-Transport for NSW Drives Compliance – Completed.</li> </ul> <p>The Audit, Risk and Improvement Committee received reports on the progress of Internal Audit Management Actions at its meetings during the year on 15 July 2022, 21 October 2022, 27 March 2023 and 30 June 2023.</p>

#### 4.6: Support the operation of the organisation through effective staff engagement

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

Action	Status	Comments
Implement year one actions from the 2022-2026 Workforce Management Strategy.	Complete	Get to Know Your Council sessions were implemented throughout the period with five sessions held and over 120 staff attending. These sessions helped staff from all levels familiarise themselves with Council's functions, purpose and strategic priorities. The Diploma in Leadership and Management continued during this period with 49 employees graduating from the program. A further 42 are enrolled in the program and are expected to graduate in 2023/2024.

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

Action	Status	Comments
Finalise and begin implementation of year one actions from Council's Information and Communication Technology (ICT) Strategy.	Complete	Council's <i>Information and Communication Technology (ICT) Strategy</i> and accompanying ICT Action Plan for 2022-2026 were presented to, and endorsed by, the Senior Leadership Team in November 2022. Since its endorsement the Information Services Leadership team have undertaken quarterly progress reviews of key tasks identified for delivery within the ICT Action Plan. Progress to date has seen completion or commencement of the majority of tasks. Tasks that have not yet been completed are either nearing completion, span multiple years and are on-going or have been reprioritised or require additional resources. At the commencement of the 2023/2024 financial year a full review will be undertaken and adjustments made to the ICT Action Plan where required to ensure that priorities remain current, focused, relevant and on track.
Develop the organisation's Business Improvement plan.	In Progress	A pipeline of key projects including customer experience, service digitisation and data management have been developed and commenced under Council's business improvement plan. The Business Improvement Specialist will develop Council's approach and staging of these projects.

Action	Status	Comments
Develop the organisation's approach to business excellence.	In Progress	Council has recruited a Business Improvement Specialist who will lead and champion Council's continuous improvement projects and business excellence approach.
Develop and implement an internal knowledge database to support employees in providing timely and consistent service to customers.	Complete	The internal knowledge management system continues to be updated and expanded to improve the Customer Experience.

#### 4.7: Encourage informed planning, balanced growth and community engagement

##### 4.7.1: Council planning is integrated and long term and 4.7.2: Council decision making on all matters is transparent, accessible and accountable

Action	Status	Comments
Ensure Council's planning is consistent with the Office of Local Government's Integrated Planning and reporting Framework.	Complete	Council has continued to comply with the requirements of the Office of Local Government Integrated Planning and reporting Framework. <i>Operational Plan 2023/2024</i> adopted in June and implementation commenced. Significant improvements to Council's planning and reporting framework will be implemented for the 2024/2025 planning cycle. This includes a review of Council's informing strategies, business planning processes and the implementation of quarterly reporting on actions.

##### 4.7.3: Council will continue to review service provision to the ensure best possible outcomes for the community

Action	Status	Comments
Develop Council's Service Review framework.	In Progress	The Service Review framework is under development, aligning to Council Internal Audit function.

#### 4.7.4: Encourage increased community participation in planning and policy development

Action	Status	Comments
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements.	Complete	<p>Engagement was undertaken for a range of policy and planning matters during the period, including:</p> <ul style="list-style-type: none"> <li>-Proposed Amendments to <i>Redbank Voluntary Planning Agreement</i> (377 submissions received).</li> <li>-Public Exhibition of <i>Draft Waste and Resource Recovery Strategy 2032</i> (35 submissions received).</li> <li>-Notification of development applications.</li> <li>-<i>Draft Urban Greening Strategy</i> (currently on exhibition).</li> <li>-<i>Draft Environmental Sustainability Strategy</i> (7 submissions received).</li> <li>-<i>Draft Local Approvals Policy</i> (Caravan Parks).</li> <li>-<i>Draft Plans of Management</i> (Fernadell Park, Macquarie Park, McQuade Park).</li> <li>-Development of <i>Draft Climate Risk Assessment and Adaptation Action Plan</i> (engagement with relevant stakeholders ahead of formal public exhibition).</li> </ul>

#### 4.7.5: The needs of our community will be reflected in local, state and regional plans

Action	Status	Comments
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	Complete	Council continues to advocate for the needs of the Hawkesbury, particularly in response to natural disaster recovery. Regular meetings continue with Australian and NSW Government representatives; the Parklands Councils and WSROC, together with meetings with various NSW Government Departments.

#### 4.8: Facilitate the delivery of infrastructure through relevant agencies and Council's own works

##### 4.8.1: Identify current and future utility infrastructure needs (water, sewerage, waste, stormwater, gas, electricity and telecommunications) and deliver to the community

Action	Status	Comments
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Complete	Council maintains ongoing relationships with various Government and non-Government authorities and agencies for the purpose of advocating on behalf of the community and supporting those entities' activities to remedy existing utility infrastructure deficiencies to ensure the provision of necessary utility infrastructure for both existing and new development. During the reporting period there was a particular focus on electricity supply, with Endeavour Energy raising critical electricity distribution infrastructure and telecommunications with Telstra proactively switching telecommunication towers to grid-independent power supply on the issue of Flood Watches.
Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	Complete	The <i>Local Strategic Planning Statement</i> was completed, endorsed by the Department of Planning and Environment (8 February 2021) and adopted by Council (23 February 2021). Work has progressed with respect to the Local Strategic Planning Statement's Planning Priority 1 - Ensure infrastructure aligns with current needs and future growth, and Planning Priority 2 - Form partnerships with stakeholders and agencies through the LEP Review process, new <i>Development Control Plan</i> and <i>Contribution Plan</i> Review project.

##### 4.8.2: New development and infrastructure meets community needs

Action	Status	Comments
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Complete	Funding has been sought across all asset classes - Open Space and Recreation, Buildings, Wastewater and Roads, including applications made to restore community assets following the flood events of 2022, Roads to Recovery, road maintenance funding and applications to the WestInvest Program.





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