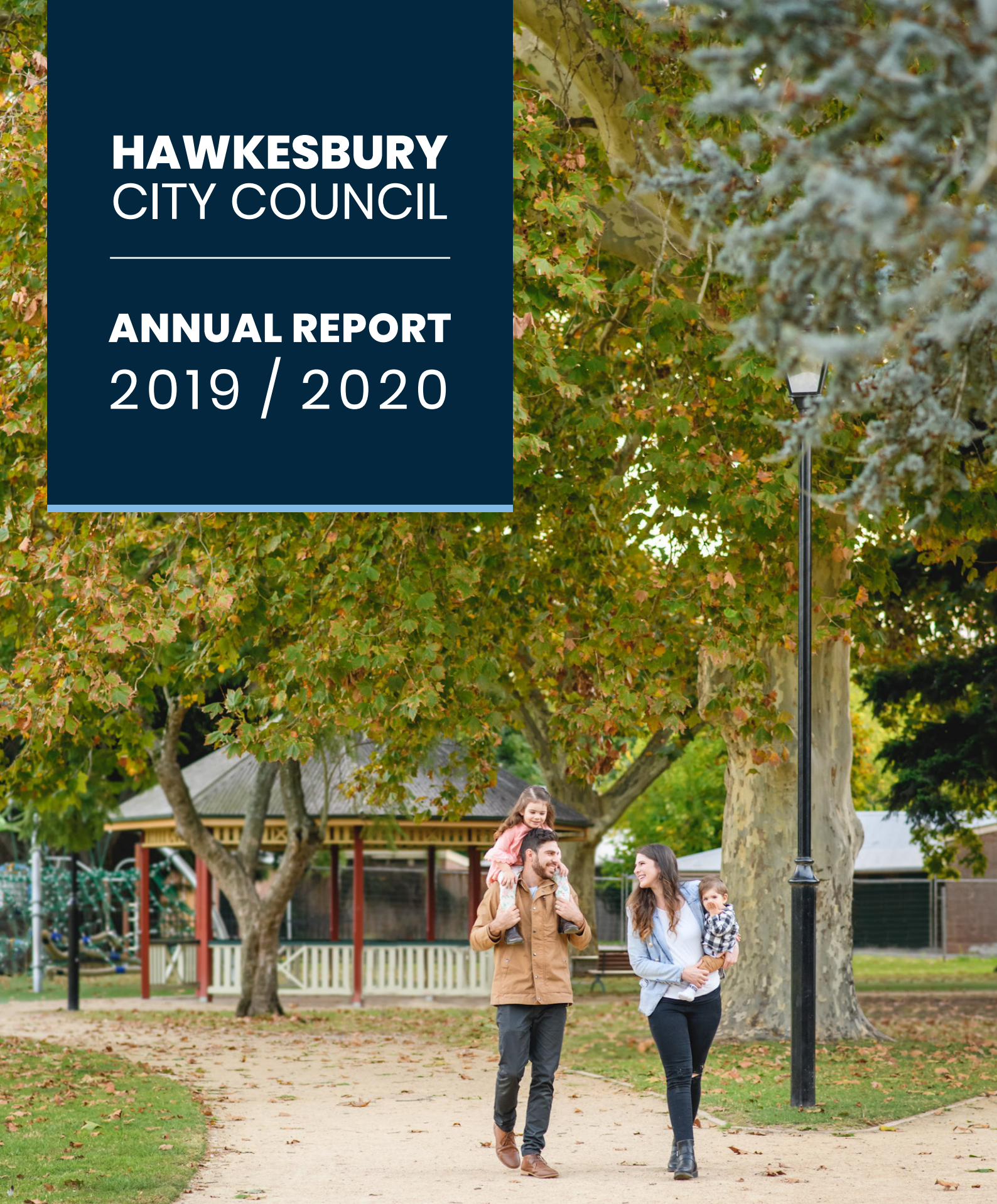


HAWKESBURY CITY COUNCIL

ANNUAL REPORT 2019 / 2020

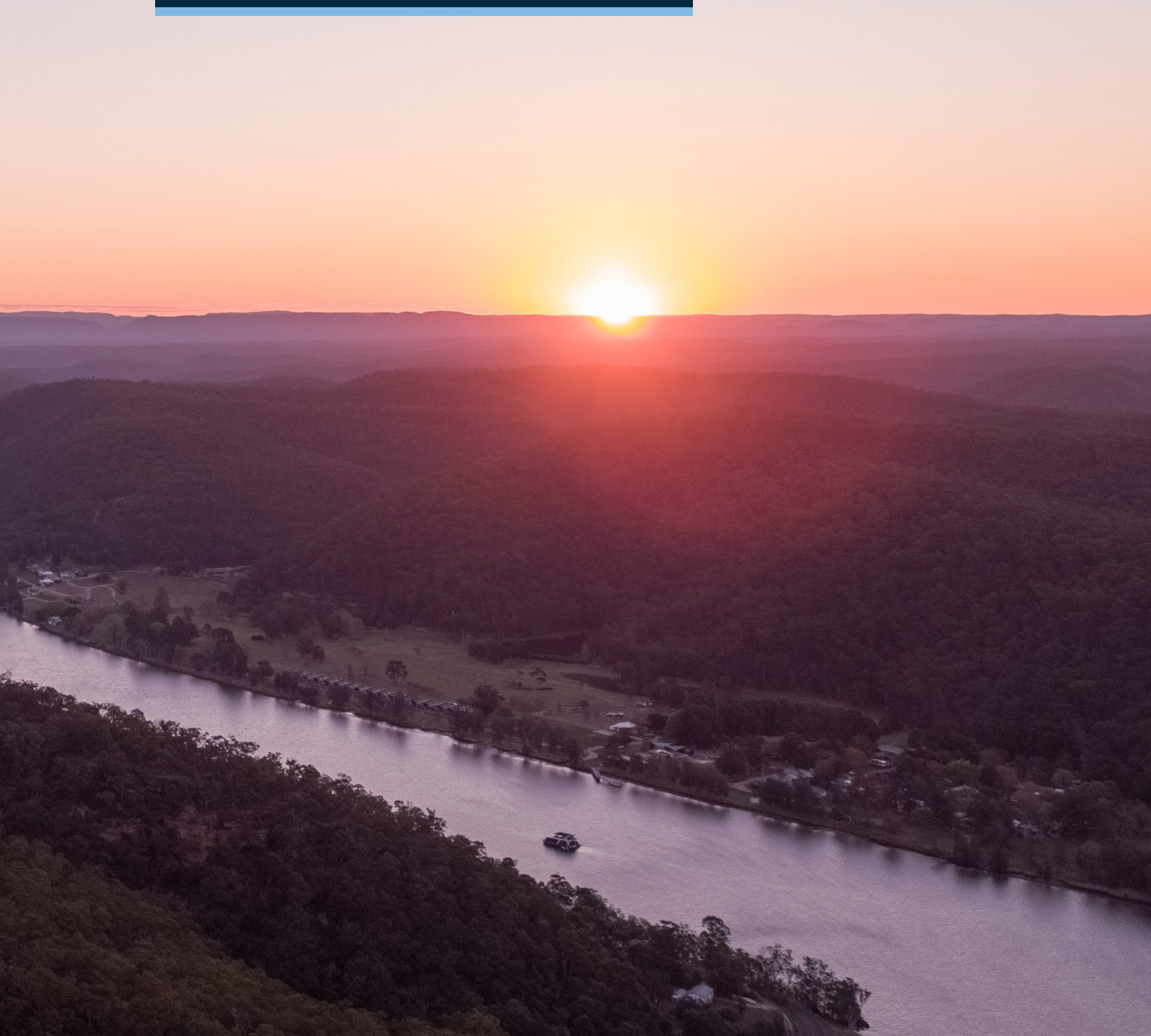


www.hawkesbury.nsw.gov.au

Statement of Commitment to Aboriginal Australians

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

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



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A Message from Our Leaders

The Councillors at Hawkesbury City Council are proud to share the Annual Report for 2019/2020, which outlines how Council has been serving our community.

During this time, we have been through a great deal with bushfires, flood and extreme storms and now COVID-19 having a significant impact on all of our lives. The health and safety of our community and staff is absolutely paramount and to protect our community, we made many changes to Council services and facilities. Our plans have had to adapt to the changing circumstances and priorities for our community.

These are unprecedented times where all councils are facing additional expenses, significant reductions in revenue and challenges in ensuring the ongoing delivery of important community services. Although we are still facing the long-term impact of the bushfires, flood and COVID-19 Pandemic, it is also important to acknowledge that we have managed to deliver the services and projects that the community has needed the most.

Our 2019/2020 Operational Plan outlined 158 key actions, programs and projects that Council planned to undertake in that financial year.

At a high level, the status can be summarised as follows:

- 74 Ongoing programs maintained
- 45 Projects completed
- 37 Projects in progress
- 2 Projects on hold

In this report, you will find a snapshot of the actions, programs and projects we delivered over the 2019/2020 period. At the end of this report, you can find detailed commentary from us on these actions. As the bushfires, flood and extreme weather conditions along with the COVID-19 Pandemic hit the Hawkesbury, Council had to respond. You will also find details of the actions Council took to help our community stay safe and get back on track.

By working together and supporting each other, our Hawkesbury community will bounce back better and stronger than ever.



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

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

Hawkesbury City Council's vision, mission and values respond to our community's aspirations for the future.

Our Vision

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

Our Mission

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

Our Values

Hawkesbury City Council is a professional, friendly and ethical organisation that consults with, and listens to the community. In our daily activities we embrace the following values, and aim to deliver on these in an effective and efficient manner.



PROFESSIONAL

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



ETHICAL

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



ENGAGING

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



COLLABORATIVE

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



The Hawkesbury

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

The Hawkesbury is a unique area located in the Hawkesbury River Valley. It is the largest Local Government Area in the Sydney Metropolitan Region, covering approximately 2775.83 square kilometers.

The Hawkesbury and its townships, rural villages and landscapes share a rich and enduring indigenous and European cultural heritage.

Prior to European settlement the area was inhabited by the Darug and Darkinjung peoples for over 40,000 years. The Hawkesbury River (known as 'Deerubbin' by the Darug people) was a focus for those people. Its tributaries and floodplains provided abundant natural resources and were places of strong social and spiritual significance for the First Australians. It has been estimated that there were up to 3,000 Aboriginal people living in the Hawkesbury area in 1788.

European explorers first arrived in The Hawkesbury in 1789. It is the third oldest European settlement in Australia. Windsor (originally Green Hills) which was established in 1794, is one of five 'Macquarie Towns', four of which are located within the Hawkesbury. Governor Macquarie had a profound influence on the development and landscapes of the Hawkesbury, which included naming the townships of Windsor, Richmond, Wilberforce and Pitt Town and the layout of their streets, cemeteries and town squares.

The Hawkesbury LGA straddles the divide between the urban metropolitan councils to its east and the rural councils to its west. While it is classified as part of Metropolitan Sydney, its unique blend of urban and rural settlements is uncharacteristic of the metropolitan area.

The Hawkesbury is therefore classed as a metropolitan-rural area by virtue of its location and its natural assets, including its natural beauty, its five rivers and their tributaries, its mountains, national parks and wilderness areas. The heritage towns of Windsor, Richmond, Pitt Town, Wilberforce and Ebenezer are all located within the Hawkesbury.

The agricultural lands that surround the Hawkesbury's towns and villages represent the oldest rural land holdings under continuous cultivation within Australia. The Hawkesbury also contains the oldest church, hotel and public square. Thompson Square, located in Windsor, was named and established by the then Governor Lachlan Macquarie in 1811 as recognition of the emancipist Andrew Thompson. Thompson Square and its immediate surrounds is also recognised as the oldest surviving public square in Australia.

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

People of The Hawkesbury – Who we are

All statistical information sourced from Australian Bureau of Statistics Census 2016

The Hawkesbury's population of approximately 67,000 live in 64 towns, villages and rural localities each with very different identities, communities and stories comprising of floodplains, rural lands and national parks. Our population is dispersed with approximately 0.24 persons per hectare.

General Information about us:

Comparing us to Greater Sydney shows that there was a higher proportion of people in the younger age groups (0 to 17 years) as well as a higher proportion of people in the older age groups (60+ years) here in The Hawkesbury.

The major differences between the age structure were:

- A *larger* percentage of 'Older workers & pre-retirees' (13.9% compared to 12.2%)
- A *larger* percentage of 'Secondary schoolers' (8.3% compared to 6.9%)
- A *smaller* percentage of 'Young workforce' (12.4% compared to 16.1%)
- A *smaller* percentage of 'Parents and homebuilders' (20.1% compared to 21.1%)



The three largest ancestries in here are Australian, English and Irish



12.3% of people here were born overseas, compared with 36.7% in Greater Sydney



3,046 people (or 4.7% of the population) here reported needing help in their day-to-day lives due to disability

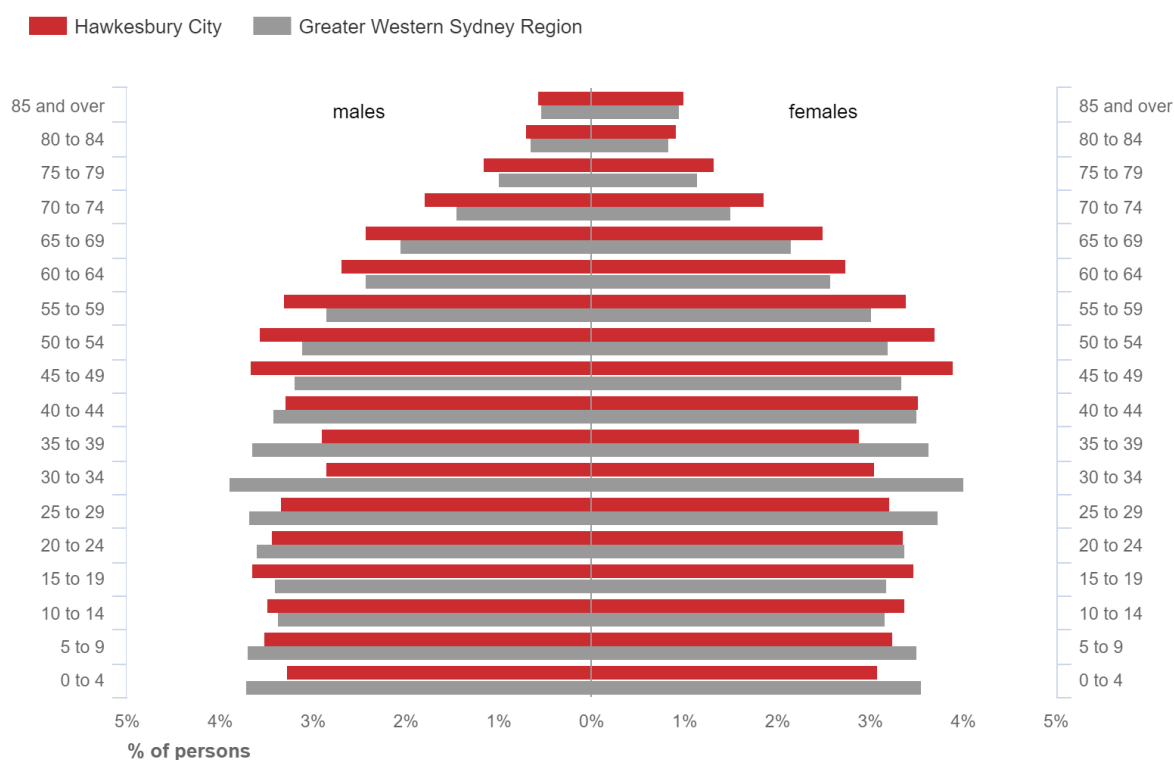


36.6% of households were made up of couples with children

The number of households increased by 798 between 2011 and 2016. The largest changes in family/household types in Hawkesbury City between 2011 and 2016 were:

- Couples without children (+233 households)
- Couples with children (+139 households)
- Lone person (+127 households)
- One parent families (-66 households)

Age-sex pyramid, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data).
Compiled and presented in profile.id by .id, the population experts.

.id the population experts

People of The Hawkesbury – What we do

The size of our labour force in 2016 was 33,771, of which 10,599 were employed part-time and 21,095 were full time workers.

In 2016, we had a higher proportion in employment, and a lower proportion unemployed compared to Greater Sydney. Overall, 95.7% of the labour force was employed (0.0% of the population aged 15+), and 4.3% unemployed (0.0% of the population aged 15+), compared with 94.0% and 6.0% respectively for Greater Sydney.



27.0% of our people had a Vocational qualification in 2016, higher than Greater Sydney. This represents an increase of 1,638 people since 2011.

Our most popular industries are:



Construction

(4,910 people employed or 15.2%)



Health Care and Social Assistance

(3,189 people employed or 9.9%)



Retail Trade

(3,080 people employed or 9.5%)

The major differences between the jobs held by the population of Hawkesbury City and Greater Sydney were:

- A *larger* percentage of persons employed in construction (15.2% compared to 8.2%)
- A *larger* percentage of persons employed in agriculture, forestry and fishing (2.9% compared to 0.4%)
- A *smaller* percentage of persons employed in professional, scientific and technical services (4.6% compared to 9.8%)
- A *smaller* percentage of persons employed in financial and insurance services (2.3% compared to 6.4%)



18.4% of the population reported doing some form of voluntary work in 2016. This was a greater proportion than Greater Sydney.



23% of the population reported performing 15 hours or more of unpaid domestic work, compared with 18.5% for Greater Sydney.



6,017 carers were providing unpaid assistance to a person with a disability, long term illness or old age in 2016. This represents 11.6% of the population aged 15+.

People of The Hawkesbury – Our Income

Household income levels in The Hawkesbury shows that there was a smaller proportion of high income households (those earning \$2,500 per week or more) and a lower proportion of low income households (those earning less than \$650 per week) in 2016 when compared to Greater Sydney.



Overall, 24.8% of the households earned a high income and 14.3% were low income households, compared with 28.3% and 15.1% respectively for Greater Sydney.

Fires, Flood and COVID-19



The Gaspers Mountain and Grose Vale fires

Starting from a single ignition point on 26 October 2019, the megafire burned for 79 continuous days before finally being extinguished. We thank the NSW Rural Fire Service, NSW Fire and Rescue Service and the NSW National Parks and Wildlife Service for their tireless efforts in protecting the Hawkesbury community.

Bilpin, Colo and St. Albans were amongst the hardest hit areas across the Hawkesbury, where impacts of the fires included:

- 24 homes destroyed, 13 damaged
- 1 facility destroyed, 4 damaged
- 65 outbuildings destroyed, 30 damaged
- 497 rural land holders impacted
- Major roads for the Hawkesbury including Bells Line of Road and Putty Road closed.

The February 2020 Flood

Shortly after we saw the Gaspers Mountain and Grose Vale fires finally extinguished and while clean-up efforts were well underway, the Hawkesbury was hit by yet another natural disaster. From Friday, 7 February to

Monday, 10 February 2020, it rained so much over the catchment of the Hawkesbury-Nepean River, that despite the dryness of the ground less than a week earlier, there was enough runoff to cause flooding in the Richmond and Windsor areas. In the lowest-lying areas of the Hawkesbury, including Pitt Town Bottoms, Grono Point and the Richmond Lowlands, people had to evacuate.

Very quickly, the bushfire recovery efforts escalated to include flood cleanup across many parts of our city.

Over the course of these natural disasters, Council, NSW Rural Fire Service, NSW Fire and Rescue Service and the NSW National Parks and Wildlife Service and other agencies by:

- Releasing employees for firefighting purposes
- Providing employees to assist at Wilberforce Fire Control
- Setting up a temporary safe place for people to go at Wilberforce Public School and Richmond Club
- Worked with the NSW Rural Fire Service and Hawkesbury Showground operators to manage a safe site for residents to take and stay with their large animals
- Holding a community meeting in Colo where representatives from Council as well as agencies

such as the State Office of Emergency Management, Insurance Council of Australia, Public Works Council, and the Australian Red Cross attended

- Resharing information from the NSW Rural Fire Service through our social media channels and website
- Working with Blue Mountains City Council to collect key information from bushfire affected residents to understand what Council needs to do to help them get back on their feet
- Involving our Customer Service team in key conversations so they were kept up to date about how Hawkesbury City Council could help affected residents
- Working with NSW State Government agencies and their contractors with clean-up efforts across the city including the removal of dangerous fallen trees on over 40 private lands as well as public spaces
- Liaising with property owners and other government agencies such as the Department of Primary Industries on clean-up of orchards in the Bilpin Area, funded by the Department of Primary Industries
- Working with many committees and sub-committees on ensuring bushfire and flood recovery efforts were focused where they needed to, including physical recovery efforts, health and wellbeing, infrastructure, waste, environment, jobs, industry, tourism, animals and agriculture
- Establishing an Inter-Council Collaborative Work Group to co-ordinate community recovery across Hawkesbury, Blue Mountains, Lithgow and Mid-Westerns Councils which also included representatives from Step by Step, Red Cross, Salvation Army, Service NSW, Early Childhood Australia and Resilience NSW
- Providing regular information updates through Council's Bushfire and Flood recovery pages on Council's website and through social media posts and media releases and holding listening posts at Colo Heights, St Albans and Bilpin
- We reached out for grant funding for recovery efforts, infrastructure projects and other grants to directly support local businesses including the Hawkesbury Community Resilience and Economic Recovery Fund and promoting through Council's website and social media channels the wide variety of grants and financial assistance available for small businesses who were impacted by COVID-19.
- Making our Libraries, Gallery and Museum collections available online so our community (and anyone around the world!) could learn about the rich history of the Hawkesbury and use the many resources these facilities house, shifting the focus of our Environmental Health Officers, who regularly run food shop inspections, to assist these business owners to comply with NSW Public Health Orders to ensure the health and safety of everyone.
- Using forced closures of facilities (e.g. Richmond Pool) and lower levels of vehicles on the roads to fast-track infrastructure improvement projects with little to no impact on the community. The Visitor Information Centre also received a complete upgrade.
- Working with Destination NSW on their "Now's The Time to Love NSW" campaign into 'Love the Hawkesbury' to capitalise on the multi-million dollar domestic marketing program as public health order restrictions eased.
- Working in collaboration with all levels of government, agencies, business groups and charities to deliver as much support as possible to business and other at-risk parts of our community.
- Utilising the 'Hawkesbury Business Hub' to capture all business information and links to other agencies in a centralised location.
- Working in partnership with the Business Council of Australia to run their BizRebuild Program to conduct check-ins and provide some immediate relief through the distribution of re-tooling and service vouchers.
- Promoting "Strengthening Business" - an advisory service being offered specifically for fire affected local government areas, "FarmHub" - which connects Australian farmers to a range of resources, services and support including information relevant to managing a farm business during hardship and "Australia Post Business Hub" - an initiative to investigate ways to assist business with deliveries and postage through to business support.

The COVID-19 Pandemic

As recovery efforts for the fires and flood progressed, the world was gripped with the unprecedented COVID-19 Pandemic and the Hawkesbury was again hit hard. Businesses who were already struggling were forced to close or significantly alter operations. Support and recovery efforts had to change to abide by public health orders and just as the community were 'getting back out there', playgrounds, libraries and many more public spaces were closed.

But the community of the Hawkesbury remained resilient as ever, and just like many other Councils, Hawkesbury City Council began changing its operations to support the community through the difficulties the Pandemic presented.

Our Key Directions

2019/2020 Snapshot of our activities, programs and projects

1. OUR LEADERSHIP

Engaging with our community, differently

Genuine community engagement is at the heart of what Council delivers to the Hawkesbury. We increased our online engagement extensively, using the Your Hawkesbury Your Say web-feedback tool. We asked for your feedback during the 2019/2020 financial year inviting the community to make submissions on 38 projects, draft policies and plans.

During the bushfires, flood and COVID-19 Pandemic, we also linked you to the experts – NSW Rural Fire Service, State Emergency Services and NSW Health to keep you as up to date and informed as we can directly from the source of information.

Through funding from the “Increasing Resilience to Climate Change program”, a partnership between Local Government NSW and the NSW Department of Planning, Industry and Environment (DPIE), we’ve been working on an Emergency Dashboard for our community, which will provide you with up-to-date information in future emergency situations.

More ways to communicate with us

We’ve made changes to increase the number of customer service functions online. We’ve added more online forms to our website to make it easier and faster for people to make the requests they need. The online forms are available anytime so you can log a request any time – day or night, seven days per week. These forms allow you to request a bin, report dumped rubbish, report a pothole and so much more. To view these forms, go to <https://www.hawkesbury.nsw.gov.au/online-services>

We’ve also been working behind the scenes, observing what you want from our website and making it easier for you to find information and assistance on our website, allowing you to access all the information you need. The website will be ready to launch in late 2020.

From 18 May 2020 we have also been accepting development application lodgements through the NSW Planning Portal (<https://www.planningportal.nsw.gov.au/>). The online platform allows homeowners and businesses to lodge applications from their home or office. Neighbours can also see, in real-time, what development is proposed in their areas. This is an additional facility for our community to lodge and submit applications, as well as continuing to receive applications in person, via post and email.

To reach out to more of our community with our messaging, we’ve been harnessing social media as a great way to reach lots of people quickly. This has been important for people in our towns and villages spread right across our region and was particularly useful in getting messages out during the fires, flood and in the early days of the COVID-19 Pandemic. We have almost 8,500 followers and many of our posts reach thousands more.

Advocating for the Hawkesbury through strategic partnerships

Environment and sustainability, traffic and transport, employment, tourism and waste management are just some of the issues that matter to our community. Throughout the 2019/2020 period, we continued to strengthen our relationships with strategic partners to advocate and get the best outcomes for our community.

Some of these partners include:

- Commonwealth Government and its agencies
- State Government and its agencies
- 'Resilient Sydney' – a joint initiative lead by the City of Sydney and the Rockefeller 100 Resilient Cities Program with the support of the NSW Government, the Greater Sydney Commission and the 33 metropolitan Councils
- Western Sydney Regional Organisation of Councils (WSROC) – a collective voice to those issues which are crucial for Greater Western Sydney's growing population. We are one of eight local councils that are members of WSROC, jointly representing the councils and communities of Greater Western Sydney, as well as developing resource sharing and other co-operative projects. We continue to work together on a number of issues including waste, urban heat and environmental sustainability.
- 'Western Sydney City Deal' – a collaborative approach across three tiers of government (federal, state and local) to create world-class jobs, better transport and infrastructure, and a great quality of life through the vision of the Western Parkland City.
- 'Destination NSW' – to keep putting Hawkesbury Tourism on the map. The partnership we created here saw a dramatic increase in site visits to our tourism website "www.discoverthehawkesbury.com.au" particularly over the June long weekend.
- University of Western Sydney, TAFE, Royal Australian Air Force, Hawkesbury Showground and the Hawkesbury Racing Club to continue to provide services, employment and other opportunities for the people of the Hawkesbury.

See the tables on page 58 for more detail of the extensive amount of key partnerships we maintain in order to get the best outcomes for the Hawkesbury.

Keeping ourselves accountable

We made sure we kept ourselves accountable through the roll out of better internal planning and budgeting processes as well as continuous improvement projects driven through our audit program.

The 2019/2020 Audit Program comprised of:

- The Annual Roads and Maritime Services Drives Audit
- The City Planning – Applications and Certificates Audit
- Customer Service – Standards and Complaints

The progress of the Internal Audits and the implementation of agreed actions is reported to the Audit Committee on a quarterly basis.

Snapshot



38 online engagements via *Your Hawkesbury Your Say*



Council Facebook account followers – 8,500, Hawkesbury Events Facebook account – 7,500 followers, Hawkesbury Events Instagram – 1,500 followers



Customer service:
52 Customer Complaints and 49 Customer Compliments



Nine major internal process improvement projects on:

- On site Sewage Management Facilities
- Fire Safety
- Section 64 Sewage applications
- Project and contract management
- Developer contributions
- Accounts payable
- Plant and equipment
- Cyber Security
- Provision of information to the public

Customer service statistics

2,144 10.7 Planning Certificates

1,175 S603 Certificates

434 Drainage Diagrams

1,938 Sewage Management Facility Licences

636 Development Application Quotes

8489 Customer Requests in Property and Rating

505 Development Applications

118 S4.55 Applications

795 Private Certifier Certificates

769 Building Inspections

2,094 SMF Inspections

239 Driveway Inspections

111 Cemetery Burial/Interment Bookings

2. OUR COMMUNITY



Providing the support our community needed

The 2019/2020 bushfire season hit our community hard. We shifted resources that would have been supporting our community in other ways to facilitate the bushfire recovery project. Examples of activities include:

- Continuing the bushfire clean-up program to help communities take the first step towards rebuilding and recovery.
- Delivering an additional service to remove dead and dangerous trees from public land and private property including the clean-up of orchards in Bilpin.
- Developing and delivering weekly newsletter updates to our community leaders and monthly newsletters specifically for local businesses in response to the fires, flood and Pandemic. We also kept our social media channels up to date with the most current information from the NSW Rural Fire Services, State Emergency Services and from us directly to keep the community informed.
- Organising community meetings to bring together a range of state agencies, community organisations and Council to provide face to face support.
- Delivery of health and wellbeing initiatives in response to the people impacts of the fires, flood and COVID-19 including:
 - Developing and implementing of a Health and Wellbeing Action Plan for our community
 - Setting up listening posts in fire effected areas to understand how individuals and communities are recovering from the fire, flood and to an extent, COVID
- Supporting the Bushfire, Flood and Pandemic response services of:
 - Salvation Army
 - Step by Step
 - Red Cross Bushfire Recovery
 - Nepean Blue Mountains Local Health District Bushfire
 - COVID Trauma Recovery specialist mental health clinician

Snapshot



The Library, Museum and Gallery collection catalogues are now online and publicly accessible to a global audience.



545 artworks, 2,199 Museum objects and 24,922 Library Images are now accessible and the online collection grows daily

Community Support



Six safety information sessions delivered in relation to cyber safety for seniors, fraud avoidance, youth cyber safety, elder abuse, addressing social isolation and Mental Health Awareness



Led three events that promote healthy relationships and wellness for young people including Youth Week event, youth focused mental health month event and training for youth services in Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusion

Aged Care

- 4** Seniors Week well-being activity and information sessions were held at Richmond Pool.
- 3** Falls prevention sessions provided in partnership with Hawkesbury District Health Service in August, September and October 2019.

Community Sponsorship

2019/2020 financial year with the total 2019/2020 budget of \$42,149 allocated to 31 applicants.

Helping our homeless

- 28** persons sleeping rough were supported to access housing and support services
- 17** persons received permanent social housing placement with support of project
- 7** persons sourced own accommodation option with our support
- 4** persons continuing to be supported by project partners and are currently in supported accommodation

Helping the homeless

In 2019, the growth of tent encampment sites by the homeless in the area was beyond the scope of existing social housing and homelessness programs to respond to and solve. To resolve the problems, we put together a Project Group to support people sleeping rough in tent encampments in the Hawkesbury to exit homelessness and return these public spaces to the community. In the space of only 3 ½ months, members from the below agencies worked together to help 28 people find the housing placement they needed:

- Council
- Department of Communities and Justice – Housing
- Hawkesbury District Health Service – St John of God
- Hawkesbury's Helping Hands
- Hawkesbury Police Area Command
- Homelessness NSW
- Nepean Blue Mountains Local Health Mental Health team
- Platform Youth Services
- Wentworth Community Housing

Council continues to convene a homelessness working group that works to coordinate interventions and support for persons sleeping rough in the Hawkesbury.

Making our communities safer

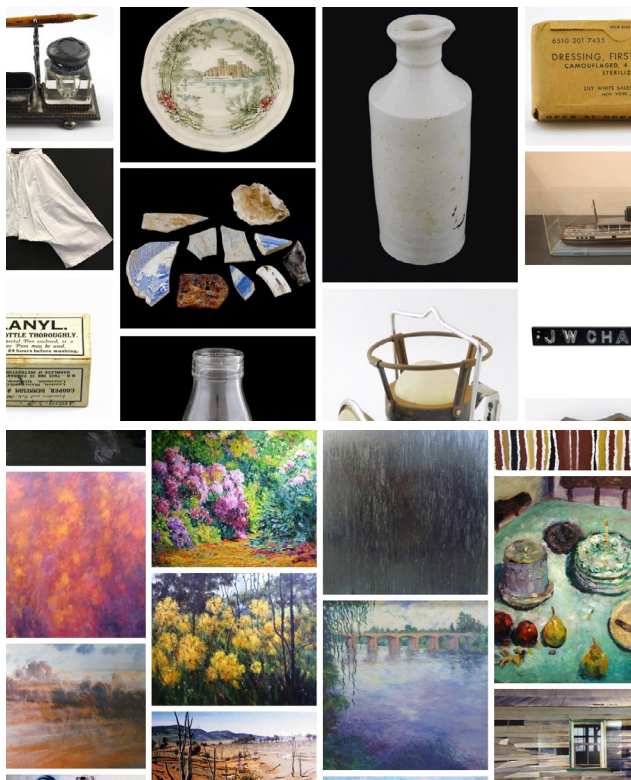
We've continued to collaborate and advocate for a safer Hawkesbury. We've partnered with key agencies such as the NSW Police Force and Transport for NSW to deliver projects to increase the awareness of safety prevention to our community. In 2019/2020 we delivered:

- Cyber security educational events for youth and seniors.
- Road Safety programs including speed awareness campaigns, child restraint programs, "Plan B" messaging through local courtesy bus promotion with the Hawkesbury Liquor Accord.
- A specific road safety program for pedestrian safety in and around school zones was also delivered by working with P&C groups schools.
- Education on dementia was delivered in October 2019 during Dementia Awareness Month through a working group comprising of General Practitioners, Dementia community service providers, Nepean Blue Mountains Primary Health Network and Carers.
- Youth Week events to provide information on youth focused mental health and training for youth services in Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusion.
- Family and Domestic Violence support activities including supporting funding applications for

partnership programs to increase crisis support and implement behaviour change programs for men; providing information at community events, including mental health month, interagency meetings and events held in partnership with Hawkesbury Action Network Against Domestic Violence and continued to work with Hawkesbury Action Network Against Domestic Violence to ensure the local service system is working collaboratively to address instances related to family and domestic violence.

Our Library, Museum and Gallery – now online!

While our Libraries, Museum and Gallery were closed due to the COVID-19 Pandemic, we used it as an opportunity to make these services even more accessible to everyone. Photographs, paintings, prints, convict tools, historical records, clothing, military paraphernalia, sculptures, farming equipment, household items, boat building tools and much more can now all be accessed online. We were one of the first local councils in Australia to integrate our cultural collections so that people can search across all collections. We also put the much loved Storytime library service online for families to enjoy at home.



Promoting and Respecting our Heritage

We delivered a range of actions associated with Aboriginal and Non Aboriginal heritage stemming from Council's Heritage Strategy, including:

- The Aboriginal Cultural Heritage Study which progressed to fieldwork and engagement with local Aboriginal representative groups
- The Hawkesbury Heritage Study which progressed with a compilation of potential listings and research
- The Local Heritage Assistance Fund 2019/2020 which was successfully completed, incorporating recommendations for improvement from Council's Heritage Advisory Committee
- Our Heritage Advisory Service continued to grow in popularity and demand
- Our Strategic Conservation Management Plan for Hawkesbury's Cemeteries was completed
- Works to individual heritage listed properties funded through the Heritage Near me Program has continued
- Thompson Square Conservation Management Plan submitted to Heritage NSW for endorsement
- The Application for State Listing of Singleton's Mill Site submitted to Heritage NSW.

Proudly supporting our volunteers

Our Cultural Services volunteers who volunteer across our libraries and museum have also been involved in meeting and greeting, providing visitor information, the Gallery exhibition openings and the Christmas Shopping night at the Gallery.

We've also been proud of the work of our 100 bushcare volunteers through 12 bushcare groups. From the removal of invasive weeds to allow natural revegetation to occur, seed collecting, litter removal and supplementary plantings of sites and native plant propagation from the Hawkesbury Community Nursery, these volunteers have clocked 1559 volunteer hours this year!

Of course, a special mention to our Clean-up Australia Day volunteers who, across 13 sites, collected 2,500kg of litter on the day.

Unfortunately due to the COVID-19 Pandemic, Council had to temporarily halt its volunteer programs to ensure the health and safety of our volunteers, many of whom are at greater risk of more severe symptoms if they are infected with the virus due to their age.

3. OUR ENVIRONMENT

Protecting and restoring our waterways

We've worked hard on actions to protect and restore the health of our waterways and wetlands. The actions stem from the 'Upper Hawkesbury River Estuary Coastal Zone Management Plan' which have been undertaken with respect to:

- Water Quality (including the first Waterways Health Card)
- Aquatic and riparian habitat
- Recreation and amenity
- Land use and development
- Foreshore protection
- Cultural heritage

Current weeding programs, habitat planting works, bush regeneration works and soon to be installed interpretive signage, further support the objectives of this Coastal Zone Management Plan.

We've also been working with five other councils along the Hawkesbury River in partnership to guide the long-term, integrated and sustainable management of the Hawkesbury-Nepean River system and its catchments. That project has advanced to the completion of the Scoping Study which was reported through Council's Environmental Sustainability Advisory Committee.

Given that much of the Hawkesbury River's banks are on privately owned land, we've also drafted Water Sensitive Urban Design Development Control Plan provisions and have begun preparing information sheets and guidelines for landowners with access to waterways.

Our energy got a whole lot 'greener'

Protecting and caring for our environment goes right through our operations. Council negotiated a new energy agreement that commenced in January 2020 to buy 90% of all its power from solar farms in central New South Wales for the next 10 years. This, along with the energy we get from solar panels, amounts to 100% of Council's power needs for all our large sites and street lighting are met using renewable energy.

We also continued to shift to lower power street lighting (LED retrofits) across 10 suburbs where old low efficient lights have been replaced to gain an 80% energy efficiency benefit.

Snapshot

Nursery



Nursery produced 54,492 plants

Sold 32,756 plants

Provided 910 plants for free to residents of bushfire effected premises, equating to 91 properties being supported in some small way

Building compliance

1243 Received illegal development enquiries

Health inspections

271 Food inspections

24 Food Hygiene checks

22 Public swimming pool inspections

26 Skin penetration inspections

5 Legionella premises inspections





We're winning the War on Waste

We've continued to arm our community with the knowledge and tools they need to make the right decision about their waste for our environment. We've continued rolling out our War on Waste Workshop Online Series with approximately 300 residents engaged in 2019/20. Our Compost Revolution continued, with 184 residents participating and purchasing a discounted compost bin or worm farm. The total impact of the program in 2019-20 included 77,637 kg of organic material diverted from landfill and 123,979 kg CO₂e saved.

We held our annual Chemical CleanOut which allows residents to dispose of household chemicals which results in a safer family home, and protection of our waterways and natural environment from potential pollution. 402 residents attended the event with 20,000kg of material collected.

Following from this, we held a small-scale remote area collection event in October 2019 in St Albans. This was based on the significant travel involved for residents from this remote area to attend the Chemical CleanOut Event or Community Recycling Centre. The event proved to be successful and greatly appreciated by the residents who attended. Based on that success, Council will now hold the same type of event in St Albans, Colo Heights and Bilpin during August and September 2020.

Of particular note is the continuing operation and promotion of the Community Recycling Centre since December 2018 which during the period has received over

34,000kg in 'problem waste' (e.g. paint and household chemicals).

And we didn't forget about the kids! Our Waste 2 Art Competition held in July 2019 saw 61 students from 13 local schools participate in the event which encourages primary school age children to consider the topic of waste and recycling but through a fun art competition.

Keeping people healthy and safe during COVID-19

Our Environmental Health Team have always run routine food inspections for restaurants, cafes and even food trucks to ensure owners are aware of the safety standards they need to meet. However, at the beginning of the COVID-19 Pandemic, we were asked by NSW Food Authority to conduct Food hygiene checks, which are an abbreviated version of a normal inspection. These inspections were primarily conducted to check on basic food hygiene practices where the officer would make observations of the basics of food hygiene such as hand washing facilities and appropriate use of food grade sanitiser. The Environmental Health Team were there to help answer questions from businesses about abiding by public health orders while still being able to operate in a way that was safe for everyone

4. OUR ASSETS

We are building Hawkesbury's future

With sealing, resealing and rehabilitating our roads, constructing new footpaths and making improvements to our infrastructure, we've continued to build Hawkesbury's Future. We've been working through the list of projects identified through the Special Rates Variation asset priority works, as well as continuously taking feedback on from our community. We've been upgrading our parks and sporting facilities and improving our community facilities. And of course, we made our infrastructure safe after the natural disasters that effected the Hawkesbury, from removing fallen trees to fixing potholes and everything in between, we did what was needed as the safety of our community remained the number one priority.

Infrastructure projects we delivered in 2019/2020 include:

Concrete Foot Paving

- Cycleway, lighting and thresholds
- Pedestrian Access & Management Plan (PAMP)
- Macquarie St, South Windsor
- Church Street, South Windsor
- Andrew Thompson Drive, McGraths Hill
- Francis Street, Richmond
- James Street, South Windsor

Guard Rail Installation

- St Albans Road, St Albans
- Upper Colo Road, Colo

Roadworks

- Tizzana Rd, Ebenezer
- Stannix Park Road, Ebenezer (90% complete awaiting seal on northern section)
- Terrace Road, Freemans Reach
- Shepherds Road, Freemans Reach (road sealed awaiting guardrail)
- Slopes Road, Kurrajong,
- East Market Street, Richmond
- Tennyson Road, Tennyson
- Old Hawkesbury Road, Vineyard (seal gravel road)
- Commercial Road, Vineyard
- Kurmond Road, North Richmond

Snapshot



5,500 Tonne of recycled road base used through construction projects

- St Albans Road, Webbs Creek
- Wallace Road, Vineyard
- Pebbly Hill Road, Maraylya (85% complete awaiting seal coat)
- Bull Ridge Road, East Kurrajong
- Cornwallis Road, Cornwallis
- Grose Vale Road, Grose Vale
- Grose Wold Road, Grose Wold
- Old East Kurrajong Road, East Kurrajong (seal gravel road)

Cycleways

The Bligh Park to South Windsor cycle way extension

Passive recreational spaces upgrades

- McQuade Park lake
- Hanna Park Carpark and Entrance
- Accessible tables and shade shelters at Richmond Pool
- Macquarie Park playground fencing
- Ham Common fitness equipment and pedestrian walkway
- Improved fencing at Navua Reserve, McLeod Park and Berger Road Reserve
- Completing a Traffic Study which included modelling of scenarios to assist in the strategic planning of the Kurmond Kurrajong area
- Worked with Transport for NSW on Road Network Planning Improvements along the various corridors

5. OUR FUTURE

Supporting our local businesses

Building on the \$15 million grant secured from the Commonwealth and State Government through the Western Sydney City Deal, we've been able to boost our support to the local businesses of the Hawkesbury.

The past 12 months saw the launch the Hawkesbury Business Hub – an online portal with resources for local businesses including webinars, forms and links to important information as well as a business directory to get local businesses connected to each other.

Two public art murals were created in the Windsor Mall on the walls of Lollies 'N Stuff and Guy Stuff.

We also responded to the needs of businesses in our area who were impacted by the fires, flood and the COVID-19 Pandemic by delivering Economic Development activities including:

- Small Business Mentoring Program
- Business Women Mentoring Program
- Pilot Place Based Mainstreet Recovery Program
- Getting Women Back to Business Support Program
- Pilot Business Bounce Back Program
- Smart Farms Program
- Small Business Month Grant
- Hawkesbury Local Business Awards

Revitalising our town centres through the Livability Project

The Hawkesbury is full of great spaces. Again, through the \$15 million grant secured from the Commonwealth and State Government through the Western Sydney City Deal, we have been focusing on revitalising some of our major public spaces to support and create economic development and social interaction within each centre. Work commenced on the development of masterplans and public domain plans for Richmond, Windsor and South Windsor, which were created using extensive feedback from our community during 2019/2020. They aim to undertake public space rejuvenation by leveraging on the rich historic and natural amenity of the Hawkesbury's towns and villages.

Planning for our future

We want the Hawkesbury to be a place that is vibrant, attractive and welcoming, that treasures and celebrates our shared history as well as the environment, local economy and lifestyle. While planning documents may not seem exciting, they help guide and shape the future of development, business and industry and housing improvements in a way that ensures continual improvement for the Hawkesbury. We've been busy drafting new plans and reviewing and improving existing plans to align with community and environmental needs including:

- The Draft Local Strategic Planning Statement
- Draft Background Strategies (housing, employment and rural lands)
- Council's General Amendments (Housekeeping) LEP Amendments
- The Draft Employment Lands Strategy
- The Draft Rural Lands Strategy
- The Draft Sustainability Strategy including:
 - Net Zero Emissions and Water Efficiency Strategy
 - Ecological/Biodiversity Strategic Planning Framework
 - Tree Canopy Strategy
 - Waste Education Strategy
- The Draft Hawkesbury City Council Economic Development Strategy 2020-2025
- Preparation of the Draft Flood Policy
- Drafting the Water Sensitive Urban Design Development Control Plan
- Hawkesbury-Nepean River Coastal Management Plan
- The Rural Landscape Character Assessment Study
- The Draft Local Housing
- Draft of the Reconciliation Action Plan (RAP), which has been reviewed by our RAP Working Group and re-submitted to Reconciliation Australia
- Parks plans of management and masterplans



Integrated Planning and Reporting Framework

Planning for a sustainable future

The process

The Hawkesbury Community Strategic Plan (CSP) was originally adopted by Council in 2009 and reviewed in 2017. The review of the Community Strategic Plan was supported by a Community Engagement Strategy. This latest review of the Community Strategic Plan provided a unique opportunity to review the overarching vision and strategy for the Hawkesbury to ensure it reflects the community's aspirations, and that the strategies are measurable.

In reviewing the CSP, Council and the community considered:

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

Why

The Community Strategic Plan sits above all other Council Plans and Policies. Its purpose is to identify the Hawkesbury community's priorities and aspirations for the future. The strategies within it should take into consideration the issues and pressures that affect the community and the level of resources realistically

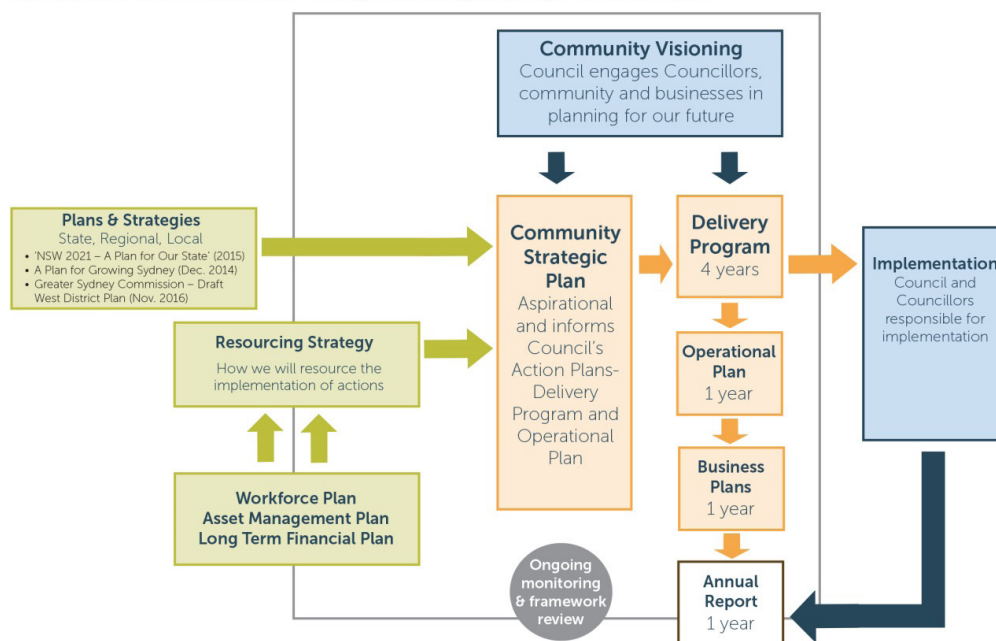
available. Given this, the significance of the Community Strategic Plan to the community, and to Council, is of the highest order and ensuring that it is fully reflective of the Hawkesbury community's aspirations is viewed as critical.

Legislation requires that each newly elected Council must review their respective Community Strategic Plan and develop a new Delivery Program by 30 June in the year following the local government elections (i.e. 30 June 2017).

How the framework links works and links to other plans

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

Local Government Planning and Reporting Framework



Community Strategic Plan

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

The Community Strategic Plan is to:

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

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

Resourcing Strategy

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

The Resourcing Strategy consists of three components:

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

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

Delivery Program

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

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

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

Operational Plan

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

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

Annual Report

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

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

What has Council done in response to this framework?

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

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

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

On 28 March 2017 Council adopted the new Hawkesbury Community Strategic Plan 2017-2036 after extensive community engagement.

After further community consultation, the new 4 year Delivery Program 2017-2021, Resourcing Strategy 2017-2021 and the 2017/2018 Operational Plan was adopted by Council on 13 April 2017.



Our Councillors

(1 July 2019 – 30 June 2020)



**Councillor Barry
CALVERT**

Sept 1999 – Present

- DEPUTY MAYOR, Sept 2016 – Sept 2018
- MAYOR, Sept 2018 – Present



**Councillor Peter
REYNOLDS**

Sept 2016 – Present



**Councillor Patrick
CONOLLY**

Sept 2012 – Present



**Councillor Sarah
RICHARDS**

Sept 2016 – Present



**Councillor Emma-Jane
GARROW**

Sept 2016 – Present



**Councillor John
ROSS**

Sept 2016 – Present



**Councillor Amanda
KOTLASH**

Sept 2016 – Present



**Councillor Tiffany
TREE**

Sept 2008 – Present

- DEPUTY MAYOR, 2012 – 2014



**Councillor Mary
LYONS-BUCKETT**

Sept 2012 – Present

- MAYOR, Sept 2016 – Sept 2018
- DEPUTY MAYOR, Sept 2018 – Present



**Councillor Danielle
WHEELER**

Sept 2016 – Present



**Councillor Paul
RASMUSSEN**

Sept 1999 – Present



**Councillor Nathan
ZAMPROGNO**

Sept 2016 – Present

Councillor Representation – 1 July 2019 – 30 June 2020

Councillor CALVERT

17/17	Ordinary Meetings
1/1	Extraordinary Meeting
1/4	Hawkesbury Access and Inclusion Advisory Committee Meeting
4/4	Human Services Advisory Committee Meetings
2/2	Infrastructure Committee Meetings

Councillor CONOLLY

13/17	Ordinary Meetings
1/1	Extraordinary Meeting
1/1	Hawkesbury Civic and Citizenship Committee Meeting

Councillor GARROW

14/17	Ordinary Meetings
1/1	Extraordinary Meeting
1/1	Enhancing the Arts in the Hawkesbury Working Group Meeting
1/1	Hawkesbury Tourism Advisory Committee Meeting
2/4	Human Services Advisory Committee Meetings
4/5	Reconciliation Action Plan (RAP) Working Group Meetings
5/5	Town Centres Master Plan Project Group Meetings

Councillor KOTLASH

14/17	Ordinary Meetings
1/1	Extraordinary Meeting
3/5	Floodplain Risk Management Advisory Committee Meetings
3/4	Hawkesbury Environmental Sustainability Advisory Committee Meetings

Councillor LYONS-BUCKETT

16/17	Ordinary Meetings
1/1	Extraordinary Meeting
5/5	Floodplain Risk Management Advisory Committee Meetings
1/4	Human Services Advisory Committee Meeting
2/2	Waste Management Advisory Committee Meetings

Councillor RASMUSSEN

8/17	Ordinary Meetings
1/1	Extraordinary Meeting
3/5	Audit Committee Meetings
3/5	Floodplain Risk Management Advisory Committee Meetings
0/1	Hawkesbury Tourism Advisory Committee Meeting
2/2	Infrastructure Committee Meetings
1/2	Waste Management Advisory Committee Meeting

Councillor REYNOLDS

15/17	Ordinary Meetings
1/1	Extraordinary Meeting
1/1	Enhancing the Arts in the Hawkesbury Working Group Meeting
5/5	Floodplain Risk Management Advisory Committee Meetings
3/4	Heritage Advisory Committee Meetings
2/2	Infrastructure Committee Meetings

Councillor RICHARDS

17/17	Ordinary Meetings
1/1	Extraordinary Meeting
1/1	Hawkesbury Civic and Citizenship Committee Meeting
1/1	Hawkesbury Tourism Advisory Committee Meeting
3/4	Human Services Advisory Committee Meetings

Councillor ROSS

16/17	Ordinary Meetings
1/1	Extraordinary Meeting
5/5	Audit Committee Meetings
4/4	Hawkesbury Access and Inclusion Advisory Committee Meetings
3/4	Hawkesbury Environmental Sustainability Advisory Committee Meetings
1/4	Human Services Advisory Committee Meeting
2/2	Infrastructure Committee Meetings
2/2	Waste Management Advisory Committee Meetings

Councillor TREE

12/17	Ordinary Meetings
0/1	Extraordinary Meeting

Councillor WHEELER

17/17	Ordinary Meetings
1/1	Extraordinary Meeting
4/5	Floodplain Risk Management Advisory Committee Meetings
3/4	Hawkesbury Environmental Sustainability Advisory Committee Meetings
4/4	Heritage Advisory Committee Meetings
5/5	Town Centres Master Plan Project Group Meetings
2/2	Waste Management Advisory Committee Meetings

Councillor ZAMPROGNO

17/17	Ordinary Meetings
1/1	Extraordinary Meeting
1/1	Hawkesbury Civic and Citizenship Committee Meeting
2/4	Heritage Advisory Committee Meetings
2/2	Infrastructure Committee Meetings

Committees, Working Groups and Bodies

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

OUR LEADERSHIP

- Audit Committee
- CivicRisk West/ CivicRisk Mutual Council Budget Preparation Process
- General Manager's Performance
- Review Panel Hawkesbury Civic and Citizenship Committee
- Western Sydney Regional Organisation of Councils

OUR COMMUNITY

- clubGrants Local Committee
- Floodplain Risk Management Advisory Committee
- Hawkesbury Access and Inclusion Advisory Committee
- Hawkesbury Civic and Citizenship Committee
- Hawkesbury Sister City Association
- Hawkesbury Sports Council Sports Council
- Heritage Advisory Committee
- Human Services Advisory Committee Local Traffic Committee
- NSW Public Libraries Peppercorn Services Inc
- Western Sydney Academy of Sport

OUR ENVIRONMENT

- Greater Sydney Local Land Services Local Government Advisory Committee
- Hawkesbury River County Council
- Hawkesbury Sustainability Advisory Committee
- Waste Management Advisory Committee
- Bushfire Management Committee
- Greater Blue Mountains Area World Heritage Advisory Committee

OUR ASSETS

- clubGrants Local Committee
- Floodplain Risk Management Advisory Committee
- Hawkesbury Sports Council
- Infrastructure Advisory Committee
- Local Traffic Committee
- Tourism Advisory Committee
- Waste Management Advisory Committee
- Western Sydney Academy of Sport
- McMahon's Park Management Committee

OUR FUTURE

- Floodplain Risk Management Advisory Committee
- Hawkesbury Sustainability Advisory Committee
- Heritage Advisory Committee
- Infrastructure Advisory Committee
- Local Traffic Committee
- Tourism Advisory Committee
- Western Sydney City Deal
- Forum on Western Sydney Airport (FOWSA)

Work Health and Safety, Injury Management and Risk

Council holds a NSW Workers Compensation Self Insurers Licence which has been maintained since August 1983. Recent changes to licensing conditions have allowed greater flexibility in meeting our Work Health and Safety responsibilities. Council is currently reviewing the Work Health and Safety & Injury Management system to align with the newly ratified AS/NZS 45001 – Occupational Health and Safety standard, to streamline and simplify processes and to incorporate a staff wellness framework which is under development.

In response to the National chain of responsibility legislation Council developed and implemented an Alcohol and other drugs policy. This was to create a safe and healthy work environment for all employees and to ensure support is made available for employees who may be having difficulty addressing alcohol and/or drug related issues.

Council is implementing an Enterprise Risk Management system, and as part of this process the Council's Enterprise Risk Register was developed and digitised through the 'Pulse' online management system. Pulse is being implemented for other Council functions such as auditing and project management. Two hundred and fourteen Enterprise Risks were identified and action plans were developed to reduce identified risks. Effective Enterprise Risk Management will raise awareness of risks facing Council and to develop plans to mitigate this risk. It will also inform planning and resource allocation.

In the reporting period the predominant WHS issue has been the COVID-19 Pandemic and keeping the community and visitors to the Hawkesbury safe. The initial response was to close public facing Council facilities. To keep Council workers safe and to also mitigate service delivery risks, a large number of Council staff worked from home and Council teams were split into two distinct teams to allow service delivery to continue if one half of the team was impacted by COVID-19. As COVID restrictions eased the Council's focus changed to the re-opening of Council facilities in a COVID safe way. Throughout this period Council also provided support to businesses on responding to COVID-19.

Clause 217((1)(a9) Equal Opportunities

Equal Employment Opportunity Management Plan

In line with Council's policy, the following activities were carried out during 2019/2020 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

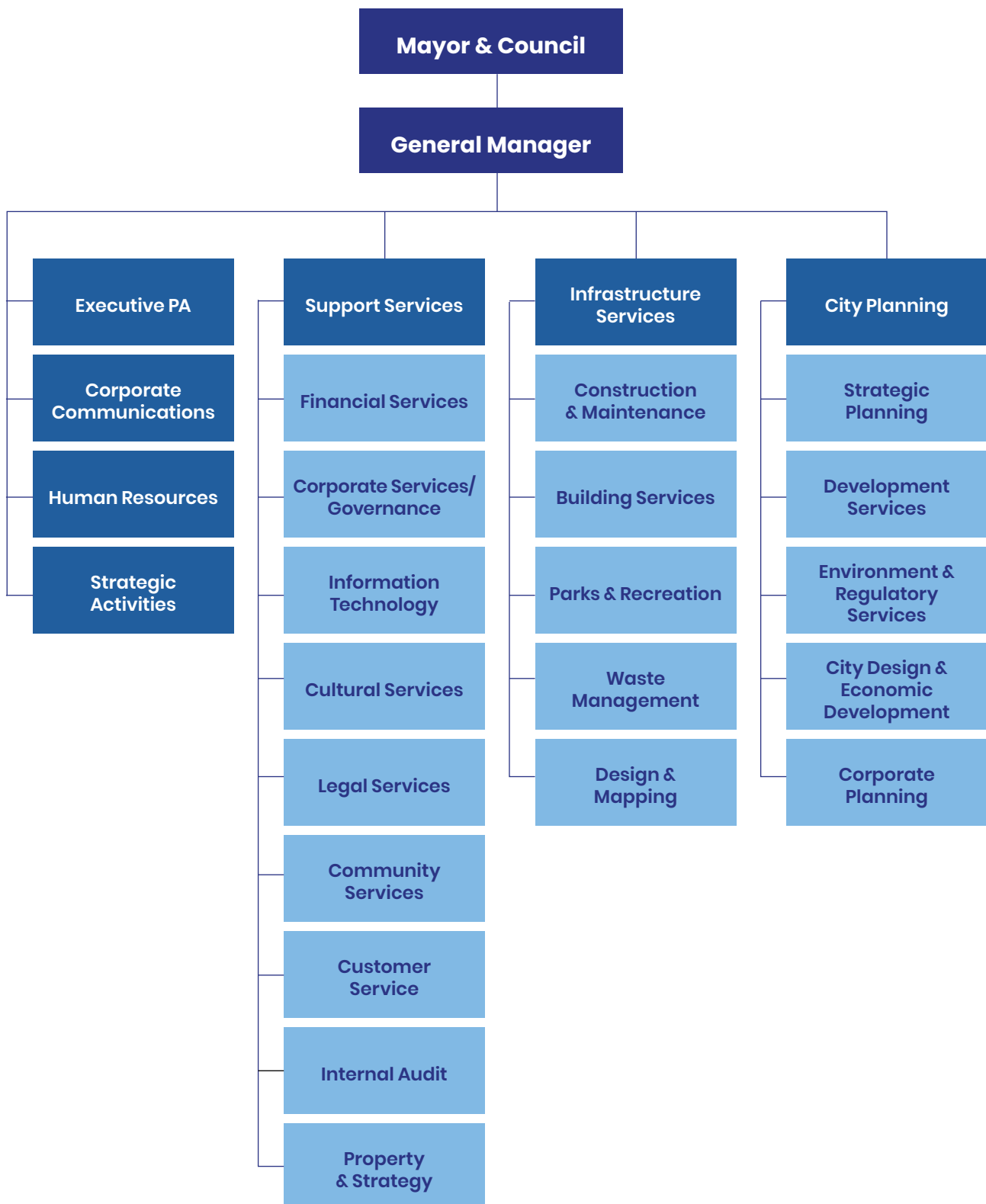
- ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including, specific qualifications/ licences, special skills or experience, including where applicable reference to broader industry skills and experience.
- that EEO responsibilities are included in all job descriptions Introduction of flexible work procedures in order to attract and retain employees with carers' responsibilities by offering flexible work options across the organisation where possible.
- Commenced a review of complaints and grievance handling policy and procedures to provide a more structure and transparent approach.
- Focus on improving communication across all areas of the organisation with Staff Briefing Sessions to reinforce organisation values and an inclusive approach delivery of organisational goals and objectives.

Equal Employment Opportunity Policy Statement

In line with Council's policy, the following activities were carried out during 2019/2020 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

- ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including, specific qualifications/ licences, special skills or experience, including where applicable reference to broader industry skills and experience.
- that EEO responsibilities are included in all job descriptions
- Introduction of flexible work procedures in order to attract and retain employees with carers' responsibilities by offering flexible work options across the organisation where possible.
- Commenced a review of complaints and grievance handling policy and procedures to provide a more structure and transparent approach.
- Focus on improving communication across all areas of the organisation with Staff Briefing Sessions to reinforce organisation values and an inclusive approach delivery of organisational goals and objectives.

Organisational Structure



Fit For The Future Improvement Plan

Councils Fit For The Future Improvement Plan outlines 20 expenditure and revenue measures which is projected to generate \$77.7M in cost savings and increased non-rating revenues over between 2016 and 2026.

The implementation of the Fit For The Future Improvement Plan is a critical component in achieving Council's long term financial sustainability. There are five broad objectives within the Plan:

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

Council commenced the implementation of Fit For The Future Improvement Plan in July 2015. The Table below provides an overview of the projected financial targets of each of the 20 measures and the progress to date as at 30 June 2020 in achieving those targets.

Table 4: FFTF Strategies Summary

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2020
1.1	Review of Road Operations	An annual 1% efficiency target applied to Councils yearly \$14M spend on road works operating costs (excluding ordinary wages and overheads). Reinvested in capital renewal roadworks.	\$600,000	\$627,737
1.2	Review of Service Delivery Models	An annual 1% to 2.5% efficiency target applied to Corporate Support and Discretionary Services (excluding employee costs and overheads).	\$820,179	\$2,254,409
1.3	Review of Plant and Fleet Management	Review of plant/fleet vehicles and accessories, ownership and maintenance models to achieve annual saving on net cost of operating plant/fleet.	\$1,356,574	\$348,252
1.4	Property and Asset Review	Rate of return review to identify non- performing and surplus properties for sale or disposal.	\$1,500,000	\$1,048,276
1.5	Review of Insurance Coverage and Self- Insurer Model	Review self-insurer model to enable comparison with alternate funding and provisioning arrangements for workers compensation and other insurances. Review to include assessment of impact of self-insurer requirements on procurement costs and staff productivity.	\$155,665	\$183,476
2.1	Special Rate Variation	Notional Special Rate Variation of 22.5% (excluding rate peg) over three years commencing in 2019/2020 to generate additional rating revenue to meet loan repayments for \$25M infrastructure borrowings program, with balance of revenue directed to asset renewal and maintenance and budget repair.	\$14,479,082	\$7,167,410

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2020
2.2	Stormwater Management Charge	\$25 annual levy for stormwater management services against properties connected to the stormwater drainage network – commencing in 2017/2018.	\$2,091,006	\$1,611,206
2.3	Special Rate for New Residential Development	Special Rate applied to developments at Redbank and Jacaranda Ponds Glossodia to generate additional revenue to fund asset maintenance requirements which will not be covered by ordinary rating revenue due to the particular characteristics of the environmental and heritage assets within these developments – commencing in 2019/2020 for Redbank. The commencement date for Jacaranda Ponds is dependent on the finalisation of the Voluntary Planning Agreement.	\$832,000	\$17,816
2.4	Waste Management and Sewer Dividend	A 12% rate of return on the value of assets within Waste Management Facility and Sewerage Scheme.	\$2,708,703	\$2,793,104
2.5	Review of Pricing Structures	Review operations of income generating 'non-core' business units – Cemeteries, Companion Animal Shelter, Richmond Pool, Upper Colo Reserve so that pricing structures can be geared to achieve break- even operating position over medium term.	\$506,291	\$848,428
2.6	Lobbying for increased regional road funding	Council receives RMS funding as a contribution to the costs of maintaining regional roads. It is proposed that Council lobby government to have additional roads placed on the regional roads network and seek contribution to costs of maintaining these roads.	\$8,841,672	\$10,299,209
3.1	Completion of Asset Management Plans	Completion of asset management plans to provide a sound platform for long-term financial forecasting.	N/A	Completed
3.2	Service Level Review	Community engagement strategy to determine safe, affordable and agreed levels of service for all asset classes. Intended to establish BTS asset standard for asset classes to reflect community priorities	N/A	Completed
3.3	Integrated Capital Works Program	Establish parameters for capital works investment with a clear priority on asset renewal to address infrastructure backlogs and upgrade of existing assets. Based on S94/94 and VPA work programs capital funding of \$8.8M will be directed to asset renewal works between 2016/2017 and 2020/2021.	\$7,446,835	\$3,643,292

'Fit For The Future' Strategies Summary and Provisional Timetable			Cumulative four year target	Achieved to 30/06/2020
4.2	Sinking Fund for Community Facilities	Building maintenance and renewal levy applied to community facilities used to deliver fee-paying and/or funded child care services based on 50% of the annual depreciation charges for these facilities as a contribution to the maintenance and renewal of these assets. Introduction of levy delayed to commence in 2020/2021.	\$192,285	\$0
4.3a	Infrastructure Borrowings Program	\$25M loan facility to fund accelerated five year works program focused on road upgrades and renewals, renewal of park assets and community buildings, in response to documented community priorities.	\$9,450,000	\$7,330,033
4.3b	Energy Efficiency Borrowings Program.	Loan facility to invest in energy efficiency infrastructure. Costs recovered through energy savings would be used to fund loan borrowings. Solar Program commenced in late 2019/2020 with savings expected to material and be captured commencing in 2019/2020.	\$33,590	\$23,397
5.1	OPEX Expenditure Reduction	Projected savings to be achieved through the adoption of new technology, on-line service delivery platforms, and a review of opening hours.	\$505,931	\$304,181
5.2	Regional Strategic Alliance	Formal partnership with Blue Mountains and Penrith City Councils to implement regional joint projects to increase operating efficiencies through the aggregation of service contracts and the sharing of resources and corporate costs across the three councils.	\$810,502	\$0
5.3	Sustainable Population Growth	Continued implementation of Hawkesbury Residential Land Strategy to concentrate new residential development around existing urban centres and villages.	\$631,149	\$1,162,663
TOTAL CUMULATIVE IMPACT			\$52,961,464	\$39,662,889

Outline of Fit For The Future Strategies

Increasing Operating Efficiencies

Council is continually seeking productivity gains and cost savings through business improvement, the use of technology, best value procurement and resource sharing. These measures include the following:

- **Review of Roads Operations.** Council has commenced a review of its road maintenance and construction programs to identify savings for reinvestment in repairing and upgrading roads. To date Council has achieved savings of \$627,737 which exceeds the target of \$600,000 in savings by 2021. To achieve this, Council has reviewed its workshop and depot operations and is implementing strategies to reduce the per unit costs of road works to deliver more works within available funding.
- **Review of Service Delivery Models.** This strategy aims to reduce the cost of back-office corporate support functions and discretionary outlays on community, recreational, cultural and civic programs. Productivity targets have been applied to corporate and discretionary programs which to date have achieved \$2,254,409 in savings while maintaining existing service levels.
- **Review of Plant/Fleet Management.** This strategy aims to improve the cost-effectiveness of Council's vehicle fleet and heavy machinery (plant) operations. Council has moved to a more economical fleet vehicle which has achieved \$348,252 in savings, and is implementing strategies to identify the optimum operating model for its fleet and the tracking of plant usage to reduce capital outlays and release \$1.4 million for asset renewal by 2021.
- **Property and Asset Review.** Council is reviewing its property and asset holdings to rationalise under-utilised or under-performing assets. To date Council has raised \$1,048,276 from the sale of assets and is on the way to achieve its target of \$1,500,000 by 2021.
- **Review of Insurance Coverage.** Council's current self-insurance model is resource intensive. This strategy will review existing practices to achieve the best possible balance between the cost and resource requirements of insurance while still delivering sound safety outcomes and the goal of an injury-free workplace. Resource adjustments to date have achieved savings of \$183,476, which has exceeded the target.

Increasing Operating Revenues

The Fit For The Future Plan includes revenue measures to direct additional funding to the upkeep of community assets and the delivery service levels to meet community expectations. These measures include:

- **Resourcing Strategy (Special Rate Variation).** In May 2018, the Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a 3 year special rate increase which has raised an additional \$7.9M. This additional income has been used to deliver an expanded road and public space works program which will progressively increase as the second and third year of the special rate increase take effect and Council can fully implement the \$72M, 10 year infrastructure program it presented to the community in July 2017.
- **Stormwater Management Charge.** The implementation of an annual Stormwater Management Charge of \$25 for properties connected to the stormwater network has raised an additional \$1,611,206 since implementation. Over the next ten years, this revenue will see Council invest an additional \$5M in improving drainage and building new stormwater assets.
- **Special Levy for New Development.** The introduction of a special rate for residential developments at Redbank, North Richmond and Jacaranda Ponds, Glossodia was projected to raise additional annual revenue of \$416,000. This revenue will be used to offset the additional maintenance costs for the enhanced open space and riparian corridors at these locations which will not be covered by ordinary rating revenue. A stormwater drainage charge of \$25 per property was introduced to properties within the Redbank development area in July 2019, raising \$17,816.
- **Review of Waste and Sewer Business Units.** This strategy has been implemented to ensure that ratepayers receive a return on the assets invested in Council's Waste Management Facility and Sewer Business Units. An annual dividend based on a 12% rate of return on the value of assets has been applied to the Waste Management Facility and generates \$621,000 in revenue each year. A dividend is projected to commence for Sewer operations from 2021.
- **Review of Pricing Structures for Business Units.** Council has been progressively reviewing the pricing structures of its fee-paying business units (e.g. camping reserves, swimming pools, cemeteries, companion animal shelter) to ensure that at a minimum they operate at breakeven result. To date Council has increased revenues from fee-paying business units of \$848,428 and has exceeded its target of \$506,000 of additional revenue by 2021.

- **Lobbying for Increased Regional Road Funding.** Council will continue its lobbying to ensure that the NSW Government maintains grant funding for the maintenance of regional roads which are jointly managed by Council and Roads and Maritime Services (RMS). Council depends on RMS grant contributions to fund the cost of regional roads which are used on a daily basis by NSW motorists.

Building a Sound Platform for Asset Planning

Council maintains well over \$1 Billion in assets on behalf of the community and has invested significant resources in strengthening its asset planning capability so that it can effectively manage these assets over the long term.

- **Completion of Asset Management Plans.** Council has developed Asset Management Plans for each of its asset categories to provide a strong foundation for best practice asset management. The Plans have established a picture of the useful life of assets to forecast funding requirements and support the effective management of strategic and operational risks through identification of asset management intervention points.
- **Service Level Review.** Council has consulted extensively with residents about their expectations for Council services. The community engagement program has been undertaken to determine safe, affordable, and agreed service levels for all asset classes. It also explored the community's appetite and preferences for adjusting current operations to redirect resources to asset renewal and maintenance. From this consultation it was determined that the community expected higher service levels for the majority of assets and were willing to contribute more towards increased investment in these assets, via collection of additional rates raised through a special rate increase.

Increasing Investment in Infrastructure Renewal and Maintenance

To meet the community's service level expectations will require Council to increase its spending on infrastructure maintenance and renewal. For many years, due to financial constraints, Council has been unable to meet the true cost of managing its \$1Billion asset portfolio. Expenditure on infrastructure has been limited to the level of income available. This structural funding shortfall has resulted in a growing asset renewal backlog and a deterioration in the condition of assets.

Council's Fit for the Future Plan aims to increase spending on the renewal of assets, while tackling the infrastructure backlog.

- **Integrated Capital Works Program.** This strategy aims to balance the need to increase spending on the renewal of existing assets with the need to build new assets. The focus is on ensuring that existing assets are upgraded to the standard and capacity required to meet industry benchmarks and community's expectations. To achieve this Council has been aligning the works within its Developer Contribution Plans and Voluntary Planning Agreements, to support the renewal and upgrading of existing assets while still continuing to ensure that these plans and agreements can meet the infrastructure needs arising from development. To date this strategy has seen \$3.6M in developer contributions directed to the renewal and upgrade of existing assets.
- **Sinking Fund for Community Facilities.** Council owns and maintains a number of community buildings including child care and community centres. For more than 30 years these facilities have been made available on a rent free basis to state and federally funded agencies to support the provision of services to the community. Council has introduced a license agreement incorporating a levy to be paid from childcare centres commencing in July 2020.
- **Infrastructure Borrowings Program.** With the approval of the special rate increase Council is now in the financial position to secure loan funds to accelerate its infrastructure program. The borrowings program will be targeted at the priorities identified by the community – upgrading roads and an enhanced maintenance and renewal program for public spaces and community buildings. The loan funds will enable these works to be brought forward, to bring assets to satisfactory standard sooner using the most cost-effective asset intervention methods resulting in increased community satisfaction. Additional projects totaling \$7.3 million have been delivered to date.
- **Energy Efficiency Borrowing Program.** As part of this strategy Council will continue to implement a renewable energy program using a mixture of grant funds or loans to deliver energy efficiencies in a financially sustainable manner. Council installed rooftop and ground mounted solar systems at a further 13 council sites across the Hawkesbury during 2019/2020 and 2020/2021. Savings of \$23,397 have been achieved thus far, with a further \$202,251 projected during 2020/2021.

Power Purchasing agreement. ***

Reduce per Unit Cost of Operations

OPEX Expenditure Reduction. Under this strategy, Council will be progressively reviewing its operations to investigate options for reducing the cost of delivering services to the community through the adoption of new technologies, the migration to on-line service platforms and a review of service delivery models. To date Council has achieved \$304,181 in salary savings through increased productivity and has established a target saving of \$505,931 by 2021.

- Regional Strategic Alliance.** Historically, Council was a member of the Regional Strategic Alliance in association with Blue Mountains City Council and Penrith City Council. The Agreement enabled the three councils to initiate projects and programs aimed at optimising state and regional planning, strengthening regional advocacy, and maximising opportunities for organisational effectiveness, shared services and innovation. Recent specific outcomes involved the delivery of joint tourism, procurement and internal audit programs across the three councils. The Regional Strategic Alliance agreement was concluded in September 2019 with each of the member Councils resolving to focus on existing arrangements with WSROC and the Western Sydney City Deal. In concluding the alliance, the member Councils noted that staff would continue to liaise with each other and where relevant two or more of the Councils would continue to work actively together in the pursuit of broader strategic outcomes and benefits.
- Sustainable Population Growth.** Built into the Long Term Financial Plan are assumptions in relation to additional rates income that is generated due to development. While there is increased income above the additional required expenditure over the short term, over time the additional asset maintenance and renewal expenditure requirement consumes this short term surplus. Based on the projected timings of known specific developments and current general trend in additional housing, an estimated increase in net income of \$631,000 by 2021 is expected.

Statutory Report – Local Government Act 1993

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

Section 428(1) Implementing Council's Delivery Program 2017–2021

This Annual Report 2019/2020 is reporting against the 2019/2020 Operational Plan. The Operational Plan is derived from Council's Delivery Program 2017–2021 which details the principle activities to be undertaken by Council over this four-year period to implement the five Focus Areas of the Hawkesbury Community Strategic Plan 2013–203. The table showing the progress in achieving the Delivery Program activities and Operational Plan Actions for the period 1 July 2019 to 30 June 2020 is provided at the end of this document.

Section 428(4)(a) Financial Statements

Council's Audited Financial Reports for the 2019/2020 year are provided in a separate accompanying document.

Section 508 Report on Special Variation (Infrastructure Renewal Program)

On 15 March 2018, the Minister for Local Government, pursuant to section 508(2) of the *Local Government Act 1993*, granted approval for Council to increase income by way of additional rates to fund operational and capital expenditure, reduce the infrastructure backlog and improve financial sustainability.

In 2019/2020, the Special Rates Variation generated an additional \$2.4M above the rate peg increase of \$0.9M and an additional \$4.7M since the Special Rates Variation began in 2019/2020. Included within Council's Long-Term Financial Plan, was an Infrastructure Borrowings Program, which projected a further additional \$7M of works to be delivered in 2019/2020.

Under the Building Your Future program, these funding programs enabled the following projects and programs to be delivered.

Item	Comment
Road Renewals and Upgrades	<p>Council was able to deliver \$4.3M of Road Renewals and Upgrades, including:</p> <ul style="list-style-type: none"> • Road Rehabilitation of Kurmond Road, Freemans Reach • Road Rehabilitation of Grose Wold Road, Grose Wold • Road Rehabilitation of Greggs Road, Kurrajong • Road Rehabilitation of King Road, Wilberforce • Road Rehabilitation of Cornwallis Road, Cornwallis • Road Rehabilitation of East Kurrajong Road, East Kurrajong • Road Rehabilitation of Linden Drive, Freemans Reach • Road Rehabilitation of Spinx Road, Glossodia • Road Rehabilitation of Beaumont Avenue, North Richmond • Road Rehabilitation of Moray Street, North Richmond • Road Rehabilitation of Drummond Street, South Windsor • Road Rehabilitation of Sackville Road, Ebenezer • Sealing of Stannix Park Road, Ebenezer • Sealing of Old East Kurrajong Road, East Kurrajong • Sealing of Shepherds Road, Freemans Reach • Sealing of Old Hawkesbury Road, Vineyard

Item	Comment
Building Renewals	<p>A further \$0.9M of Building Renewals were delivered, including:</p> <ul style="list-style-type: none"> • Bensons Lane Sporting Complex • Oasis Aquatic and Leisure Centre • Bilpin Community Hall • Bligh Park Community Centre • State Emergency Services Headquarters • Visitors Information Centres • Blaxland Ridge Community Centre • Hawkesbury Companion Animal Shelter
Public Domain Renewals	<p>An additional \$0.2M of public domain renewals were delivered, including:</p> <ul style="list-style-type: none"> • Kurrajong Memorial Park • Governor Phillip Park, Windsor • McQuade Park, Windsor • Ham Common, Clarendon • Colo Heights Reserve • Accessibility Improvements
Public Domain Upgrades	No Public Domain Upgrades were funded from the SRV during 2019/2020.
New Shared Pathways	<p>New pathways totaling \$0.6M were constructed, including:</p> <ul style="list-style-type: none"> • Macquarie Street, South Windsor • Church Street, South Windsor • Andrew Thompson Drive, McGraths Hill • Francis Street, Richmond • James Street, South Windsor • College Street, Richmond • Bourke Street, Richmond • Paget Street, Richmond • William Street, North Richmond • Campbell Street, South Windsor • Harpur Crescent, South Windsor • Redhouse Crescent, McGraths Hill
Increased opex	<p>Additional operational programs totaling \$0.7M were delivered, including:</p> <ul style="list-style-type: none"> • Roads maintenance • Parks maintenance • Business Improvement • Volunteering & Community Development • Environment & Sustainable Living • Community Events & Marketing

Clause 217(1)(a) Overseas Visits

No overseas visits were undertaken during 2019/2020 by Councillors, Council staff or other persons representing Council.

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

The total amount expended during 2019/2020 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees as shown in Section 428 (4) (b).

Mayoral fees	\$42,120
Councillor fees (12 x \$19,310)	\$231,720
Councillor expenses	\$43,864
TOTAL	\$317,704

This amount includes the following costs:

i.	Dedicated Office Equipment	Nil
ii.	Telephone Calls	\$1,825
iii.	Attendance at Conferences and Seminars	\$9,970
iv.	Training and Skill Development	\$120
v.	Interstate Visits (included in iii, above)	\$0
vi.	Overseas Visits (included in iii, above)	Nil
vii.	Expenses of Spouses, Partners or Accompanying Persons	Nil
viii.	Child Care	Nil

All figures above are exclusive of GST.

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

Conferences attended by Councillors 2019/2020

Name of Conference	Date and Place	Councillor attended
2019 Local Government NSW Annual Conference	14 - 16 October 2019 Warwick Farm, NSW	Clr Calvert Clr Lyons-Buckett Clr Kotlash Clr Ross Clr Wheeler
2020 Local Government NSW Tourism Conference	16 - 18 March 2020 Jindabyne, NSW	Clr Rasmussen
2020 Digital Floodplain Management Australia Conference	20 - 21 May 2020 Online Conference	Clr Lyons-Buckett Clr Rasmussen Clr Wheeler
Strengthening Resilience Forum	26 May 2020 Online Forum	Clr Lyons-Buckett

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

Name of Contractor	Nature of Goods or Services	Total Value(\$)
Sydney Ship Repair	Ferry Overhaul	558,769.35
Savage Earthmoving	Restoration of Footpaths, Kerb & Gutters and Plant Hire	190,454.04
Bernipave Pty Ltd	Supply and Placement of Asphalt	4,910,100.71
MJ & MD Skinner Earthmoving P/L	Road Sealing and Rehabilitation	1,215,852.26
Planet Civil Pty Ltd	Restoration of Footpaths and Kerb & Gutter	662,375.77
L J Follington Construction P/L	Minor Civil Works and Plant Hire	860,698.94
State Asphalt Services	Road Resealing	727,150.07
Tono Ferry Services	Operation of Lower Portland Ferry	462,390.90
Metromix Pty Ltd	Road Base Materials	332,263.05
Northshore Landscapes	Supply of Bulk Materials and Plant Hire	491,498.18
Complete Linemarking Services	Linemarking	393,747.18
Wormleaton Earthmoving	Hire of Plant	428,705.20
Gilbert & Roach	Supply of Plant & Equipment	179,201.11
P & M Galea	Hire of Plant	244,062.50
Conplant Pty Ltd	Hire of Plant	174,331.00
J Wyndham Prince	Design Services	164,714.00
Western Earthmoving	Rehabilitation of Roads	759,281.31
All Pavement Solutions	Bitumen Sealing	541,153.40
Antoun Civil (Aust) P/L	Rehabilitation of Roads	1,230,022.73
Azbuild Pty Ltd	Hire of Plant	321,424.19
C & D Camilleri	Hire of Plant	162,721.55
Civil Constructions P/L	Hanna Park Carpark Upgrade	496,402.92
Convil Group P/L	Reconstruction of Intersections	413,558.09
M & K Evans Haulage	Hire of Plant	180,121.11
Houghton & Meredith	Hire of Plant	164,560.00
Roadwork Solutions	Traffic Control	436,968.24
	TOTAL	16,702,527.80

Professional Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Civic Risk Mutual	Insurance Contributions	823,900.00
Marsdens Law Group	Legal Services	474,768.96
Pikes & Verekers Lawyers	Legal Services	247,490.62
Complete Staff Solutions	Employment Agency	358,683.21
	TOTAL	1,904,842.79

Waste Water Management

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Turnkey Innovative Engineering	Upgrade of Pump Stations L & R	405,836.60
Staples Bros (Nowra) P/L t/a Premier Pumpouts	Septic Tank & Collection Well Effluent Removal Service	1,940,404.91
Select Civil Pty Ltd	Waste Facility Plant Hire	382,412.94
Sage Automation	SCADA Systems	257,647.00
Communications Connect	Fibre Optic Installation Pump Stations O & F	201,869.81
Environmental Earth Sciences	Environmental Monitoring	159,707.10
Hardman Chemicals	Chemicals for Treatment Plant	194,711.44
Tonkin Consulting	Design Services Cell 6 Waste Facility	218,534.58
	TOTAL	3,761,124.38

Parks and Recreation

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Tree Serve P/L	Arborist Services	210,076.32
Extreme Tree Services	Arborist Services	452,911.10
Brady Tree Services	Arborist Services	265,876.91
YMCA	Management & Operation of Hawkesbury Leisure Centre	257,869.77
Ecotune Bush Regeneration	Bush Regeneration	346,934.41
Undercover Landscaping	Landscaping	637,002.74
	TOTAL	2,170,671.25

Regulatory Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
J J Richards & Sons Pty Ltd	Garden and Recycling Collection and Processing	3,374,181.02
Cleanaway Pty Ltd	Kerbside Collection	664,750.36
Bingo Waste Services	Supply of Skip Bins	256,249.40
	TOTAL	4,295,180.78

Building Services

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Origin Energy	Electricity Major Sites	915,182.72
Endeavour Energy	Street Lighting	721,761.80
ERM Power Retail	Supply of Electricity	245,258.78
Simply Energy	Retail Electricity	463,067.90
The Green Guys	Solar Panels	258,812.29
CMP Electrical	Electrical Repairs and Services	354,951.74
Katopa Holdings t/a CBD Mechanical Electrical	Electrical Repairs and Services	380,485.91
Westbury Constructions	Building Works	435,134.82
Fabranamics	Construct Amenities Block	249,443.70
Neptune Benson	Oasis Plant Renewal	129,517.50
Poolcorp Pty Ltd	Oasis Pool Surface Renewal	216,760.50
	TOTAL	4,370,377.66

General

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Western Region Automotive	Motor Vehicles	622,100.62
BP Australia	Fuel	735,541.93
Nepean Motor Group	Motor Vehicles	286,848.74
Macquarie Bank Limited	Computer Equipment Leases	517,834.03
Technology One Ltd	Computer Software	406,170.85
Computer Systems Australia	IT Professional Services	324,276.87
Caltex Australia	Fuel Purchases	265,189.71
Sydney Water	Water	206,963.27
Windsor Toyota	Motor Vehicles	274,277.39
Telstra	Telecommunications –NBN Internet	207,407.95
CJD Equipment	Plant Purchase	212,155.00
Outcomex Pty Ltd	Communications Upgrade	326,826.51
Penrith Auto	Motor Vehicles	155,808.43
Windsor Auto Group	Vehicle Parts	171,044.66
	TOTAL	4,712,445.96

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

Total cost of proceedings \$434,242.76

Land and Environment Court

Matter	Cost	Status
382 Grose Vale Road, North Richmond	\$13,805.00	A Section 34 Agreement was filed with the Land and Environment Court on 28 August 2020. Court orders 24 September 2020 provided that the appeal was upheld, Development Application No. 0498/18 was approved and the Applicant was ordered to pay the First Respondent's costs thrown away as a result of the amended development application pursuant to Section 8.15(2) of the EPA Act in the amount of \$1,500.00.
35 Hadden Ridge Road, Wilberforce – Matter 1	\$3,170.00	On 7 August 2020 Council was notified that the Applicant was seeking to file a Notice of Discontinuance on the basis that each party pays their own costs. On 10 August 2020 Council agreed to this proposal.
35 Hadden Ridge Road, Wilberforce – Matter 2	\$34,706.00	Court orders of 31 July 2020 provided that the Applicant was to pay Council's costs thrown away as a result of amendments pursuant to Section 8.15(3) of the EPA Act in the agreed amount of \$15,000.00, and the Applicant was to pay Council's costs of notifying the amended application in the amount of \$1,583.00. On 26 March 2020 Court orders were varied as follows: The Respondent is to file and serve an Amended Statement of Facts and Contentions by 28 September 2020 The matter is listed for an online Court communication on 1 October 2020 for the parties to seek leave to rely upon expert advice. These proceedings are listed for hearing 16-19 November 2020.
244 Hawkesbury Valley Way, Clarendon	\$2,695.00	These proceedings were discontinued by consent. The proposal was modified and Council considered the new conditions acceptable.
542 Windsor Road, Vineyard	\$3,295.00	These proceedings are listed for conciliation conference on 7 December 2020.
197 Windsor Street, Richmond	\$3,593.00	These proceedings are listed for conciliation conference on 9 December 2020.
292 Fairey Road, South Windsor	\$469.00	These proceedings were discontinued. A Notice of Discontinuance was filed 22 August 2019 with each party to pay their own costs.
15 Box Avenue, Wilberforce	\$3,581.00	These proceedings were discontinued by consent, on terms that each party to pay their own costs if the modification application was approved by 27 May 2020. A Notice of Discontinuance was filed 28 May 2020.
163 Glenidol Road, Oakville – Matter 1	\$17,927.00	Appeal against refusal of development consent. Court orders of 14 May 2020 dismissed the appeal.
163 Glenidol Road, Oakville – Matter 2	\$1,358.00	Appeal against refusal to issue Building Information Certificate for the partially completed structure. Court orders 14 May 2020 provided that the appeal be dismissed.
43 Bootles Lane, Pitt Town	\$17,423.00	A Section 34 Agreement was filed to Court on 14 November 2019. Court orders of 3 December 2019 provided that the appeal was upheld and Development Application No. 0474/18 was approved.

Matter	Cost	Status
86 Arthur Phillip Drive, North Richmond	\$8,186.00	A Section 34 Agreement was filed to Court on 18 October 2019. Court orders of 31 October 2019 provided that the appeal was upheld, the Applicant was to pay Council's costs thrown away pursuant to s8.15(3) of the EPA Act in the amount of \$7,500.00, and Development Application No. 0334/18 was approved.
30 Bulga Street, St Albans	\$61,388.00	Court orders of 20-21 November 2019 provided that the appeal was dismissed, and that Development Application No. 0187/17 was refused.
752 George Street, Windsor	\$13,960.50	Court orders of 13 November 2018 provided that the Applicant was to pay Council's costs thrown away as a result of the amendment of the development application pursuant to Section 8.15(3) of the EPA Act in the sum of \$7,500.00, the appeal be upheld, and Development Application No. 0078/17 be approved.
74 Broos Road, Oakville	\$630.30	Class 1 proceedings were discontinued in November 2019.
84 Livingstone Street, Windsor	\$8,132.00	The Applicant appealed a Development Control Order. The matter was listed for hearing on 20 and 23 November 2020. A Notice of Discontinuance was filed by the Applicant on 16 October 2020. Consent to the proceedings being discontinued was given on terms that the Applicant Council the sum of \$1,280.00 and any outstanding costs. The Development Control Order is required to be complied with by 18 December 2020.
1855 Putty Road, Colo	\$1,121.00	Judgment was given in favour of Council. The Respondents did not comply with the Court orders and was subject to further monthly fines of \$2,000.00 each. Monies were later received from one respondent. Revenue NSW are pursuing further enforcement action. Certificate of Determination of Costs – Ordered Costs Assessment determined on 10 September 2020.
66 Wattle Crescent, Glossodia	\$83,251.00	Hearing of proceedings against Council's deemed refusal of Development Application No. 0560/18 took place on 6 December 2019. The decision of the Court was reserved and it was requested that both parties provide a final set of draft conditions. Court judgment hearing listed for 22 April 2020. Court orders 22 April 2020 provided that the appeal was dismissed, and that Development Application No. 0560/19 was refused.
Compulsory Acquisition by RMS (transferred to Transport for NSW)	\$91,478.46	A Deed of Settlement was executed 27 March 2020. It provided: Council was to receive its Advanced Payment from Transport for NSW in the sum of \$8,910 The Court proceedings were to be discontinued by Council Transport for NSW agreed to pay Council's legal costs A Notice of Discontinuance was filed 1 May 2020. Council resolved on 8 September 2020 to accept Transport for NSW's offer of payment for Council's legal costs in the sum of \$100,000

Supreme Court of New South Wales

Matter	Cost	Status
Hawkesbury House Pty Limited (in Liquidation)	\$49,314.50	Court Examination of directors and related parties to an insolvent company which owes Council rental arrears. Examinations of examinees were listed for 15 October 2020. An order was issued for production of financial information. An offer regarding the payment of the Liquidator's costs accordance with the Contempt Judgement of 22 May 2020 expired on 5 November 2020 with no responses. A Costs Assessment Application is being finalised to have Council's costs of the contempt proceedings assessed. The Examinations were vacated due to failure to produce documents and the Court set a new date in February 2021.
3 Bowen Mountain Road, Grose Vale	\$6,429.50	These proceedings concern a claim for compensation relating to an easement. On 29 May 2020 a joint Valuation assessed the amount of compensation payable. A Deed of settlement will be prepared. The proceedings have been adjourned to 18 December 2020 to settle any remaining issue between the parties as to costs.

Local Court

Matter	Cost	Status
Prosecution of Rymer	\$1,888.00	Council did not pursue this matter as compliance was achieved. An Application to withdraw the proceedings was granted and the matter was dismissed.
286 Carters Road, Grose Vale	\$4,110.00	The defendant pleaded guilty charge and the matter was dismissed without recording a conviction, with costs awarded to Council in the sum of \$3,900.00.

Federal Court of Australia

Matter	Cost	Status
Subpoena – Haskell & Anor v Commonwealth of Australia	\$2,331.50	The Plaintiff is the representative applicant in class action proceedings concerning PFAS contamination. The Subpoena required production of Council rates information for the purpose of the Court sending notices to potential class participants. Documents were produced on terms, including payment of Council's legal costs in the sum of \$2,000.00.

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

Dangerous tree removal on private land as a result of the bushfire was undertaken through funding provided by the Commonwealth at total of \$1.3M.

Clean up assistance due to the 2020 flood was also undertaken at eight properties in Central Colo, Upper Colo, Wheeny Creek and Pitt Town Bottoms at a cost of approximately \$20,000 (final exact cost is unable to be provided as clean up at one property is has not been completed).

Clause 217(1)(a5) Contributions/Donations

The total amount contributed during the financial year was \$92,866 made up of the following amounts:

- \$42,149 distributed to 31 recipients in accordance with the provisions of Council's Community Sponsorship Program.
- \$6,000 distributed to 12 young people to support their participation in the Sister Cities Student Exchange Program.

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

Council encourages the active participation of residents in the management and operation of community facilities. Council also supports the involvement of residents to plan and deliver programs, services and projects that support a connected, healthy and inclusive Hawkesbury.

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

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

Child Care Centres

Care, control and management of community buildings that operate childcare services have been delegated to the following Incorporated Associations and Management Committees:

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

Community/Neighbourhood Centres, Halls and Other Buildings

Care, control and management of community buildings considered as community centres and halls have been delegated to the following Incorporated Associations and Committees:

Committees	Facilities/Location
Bilpin District Hall Inc.	Bilpin Hall
Blaxlands Ridge Community Centre Management Committee	Blaxlands Ridge Community Centre
Bligh Park Community Services	<ul style="list-style-type: none"> • Tiningi Community/Youth Centre • Bligh Park Neighbourhood Centre
Bowen Mountain Management Committee	Bowen Mountain Community Centre
Colo Heights Reserve Management Committee	Horrie Elley Hall, Colo Heights
Glossodia Community Information and Neighbourhood Centre Inc.	Glossodia Community Centre
Hawkesbury Skills Inc.	Hawkesbury Skills Centre, Bosworth Street, Richmond
Maraylya Progress Association	Maraylya Hall
McMahon Park Management Committee	Kurrajong Community Centre
North Richmond Community Centre Inc.	<ul style="list-style-type: none"> • North Richmond Community Centre • North Richmond Youth Centre • Chas Perry Hall
Peppercorn Services Inc.	<ul style="list-style-type: none"> • Hawkesbury Seniors Leisure and Learning Centre • South Windsor Family Centre • McGraths Hill Community Transport Depot
Richmond Community Services	Richmond Neighbourhood Centre
St Albans School of Arts Management Committee	St Albans School of Arts
Wilberforce School of Arts Inc.	Wilberforce School of Arts

Peppercorn Services

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

During the 2019/2020 Financial Year the following services were provided to residents of the Hawkesbury by PSI.

- **Peppercorn Family Services:**

Hawkesbury Family Support – at home and centre based family support services including playgroups, parenting programs, and family fun days.

- **Peppercorn Children's Services:**

Forgotten Valley Pre-Schools – operated pre-school services from two venues in Wisemans Ferry and South Maroota to meet the developmental needs of children 0-6 years.

- **Peppercorn Transport:**

Community Transport – delivered a range of coordinated transport services for transport disadvantaged people living in the Hawkesbury including isolated residents.

- **Peppercorn Aged Services :**

Come Dine with Me – a meals program which provides a healthy lunch, social interaction and activities for socially and/or geographically isolated people living in the Hawkesbury.

Home and Garden Maintenance – delivered subsidised lawn mowing and garden maintenance service services to frail aged people, people with disabilities and their carers in the Hawkesbury and Penrith Local Government Areas. The service aims to support older people and younger people with a disability to maintain their independence and enable them to remain living in their own homes.

Hawkesbury Leisure and Learning Centre – a range of creative and flexible leisure and learning programs for residents continued to be delivered from this venue.

- **Peppercorn Property:**

Managed the day-to-day building operations of McGrath's Hill Bus Depot, South Windsor Family Centre and Hawkesbury Leisure and Learning Centre.

Carers Recognition Act 2012

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

Disability Inclusion Act 2014

The Hawkesbury Disability Inclusion Action Plan was developed following broad consultation with people with disabilities, details of which have been provided to the

Disability Council NSW. Actions and strategies within the Hawkesbury Disability Action Plan support the goals of the *Disability Inclusion Act 2014*. Council's Access and Inclusion Advisory Committee comprises of seven community representatives including people with disabilities and the Committee oversee and monitor implementation of the Plan at bi- monthly meetings. Year Three actions in the adopted Plan achieved in this year include

- informing the design of buildings and public spaces including footpath refinement works at Kable St Windsor, public domain works at Wilberforce Shopping Centre and parks Masterplan for Governor Phillip Park.
- establishment of a Dementia Friendly Working Group and developed a Dementia Friendly Hawkesbury Plan adopted by Council February 2020
- made recommendation regarding a priority for replacement and refurbishment of public amenities.
- oversaw the rollout of Dementia Friendly training to businesses, community organisations and members of the community to improve inclusion for people with disabilities and living with a diagnosis of dementia in the Hawkesbury.

Playing Fields and Parks

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

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

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

Hawkesbury River County Council

Controlling and suppressing of all declared Priority Weeds (formerly known as noxious weeds) has been delegated to Hawkesbury River County Council.

Oasis Aquatic and Leisure Centre and Hawkesbury Indoor Stadium

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

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

Civic Risk Mutual

Hawkesbury City Council is a member of an independent insurance and risk management discretionary mutual, now known as Civic Risk Mutual Ltd.

Established in 1988, the insurance pool to which Council originally belonged was known as Westpool, and later CivicRisk West. In 2020 a restructure saw the insurance pools in the mutual structure merge into CivicRisk Mutual Ltd.

CivicRisk Mutual Ltd now provides access to insurance for 24 NSW Councils – Bayside, Blue Mountains, Camden, Dubbo, Kiama, Liverpool, Orange, Parramatta, Richmond Valley, Snowy Monaro, Wollondilly, Blacktown, Burwood, Cumberland, Gunnedah, Hunters Hill, Lane Cove, Mid-Western Region, Parkes, Penrith, Shellharbour, Willoughby and Wollongong.

CivicRisk Mutual Ltd is not an insurance company nor agency. It is a self-managed, self-funded mutual owned and operated entirely by members. The mutual provides a mechanism for the sourcing of insurance for member councils.

The cost of risk management through insurance is distributed to member councils in the form of an annual contribution.

Through CivicRisk Mutual Ltd, Council holds insurances in areas including public liability, professional indemnity, industrial special risks (property) motor vehicle, cyber and crime, and councillor's and officer's liability and group personal accident cover.

In addition, CivicRisk Mutual Ltd has assisted Council by supporting excellence in claims management, cost effectiveness in operations and value for money risk management solutions.

The benefits of Council being a member of CivicRisk Mutual Ltd include:

- Access to funding for Council initiated projects to manage and mitigate risks.
- Receiving a share of the return of surplus capital.
- Dedicated claims management assistance, including for litigation.

Hawkesbury River County Council

The Hawkesbury River County Council (HRCC) has been established under the Local Government Act 1993. Under the Biosecurity Act 2015, HRCC as the Local Control Authority for The Hills Shire, Blacktown, Penrith and Hawkesbury City Councils, has a legal responsibility to manage the biosecurity risk posed or likely to be posed by reducing the impacts of Priority Weeds on human health, the economy, community and environment. This single purpose authority has responsibility for a combined area of 3,823km² and by the forming of a larger area, local government boundary problems are avoided.

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

HRCC strategic objectives follow the guidance provided by the development of their member Council 'Community Strategic Plans' and their Local Priority Weeds Plan which guides the implementation of the new Act in relation to weeds.

Information about this can be found at <http://hrcc.nsw.gov.au/weed-information/weed-inspection-process>

Hawkesbury Companion Animal Shelter

Council has, for the past several years, provided an animal shelter establishment for the caring of impounded and unwanted dogs. Hawkesbury's Companion Animal Shelter provides this service for the residents of the Hawkesbury, Penrith, Hills Shire Council, Hornsby Council, and has recently extended these services to the residents of the Cumberland Council area.

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

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

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

Hawkesbury Sister City Association International Sister Cities

Council and the Hawkesbury community have two international sister cities, Temple City, California USA (established 1984) and Kyoto, Japan (established 1988, nee Tamba).

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

Council recognises the strength of our sister cities relationships that have been cemented over the years, primarily through the student exchange programs. The exchange program has created many lasting friendships for our citizens, members of the Association and Council.

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

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

A program of sightseeing events for 2019/2020 was held for inbound students visiting Australia from Kyoto and Temple City during July 2019.

The outbound program for 2019/2020 included a group of local students travelling to Kyoto in September 2019 however in March 2020 the Hawkesbury Sister City Association advised Council that due to the COVID-19 Pandemic any further overseas travel had been cancelled and no trips were made by Hawkesbury students to Temple City.

City – Country Alliances with Cabonne and Weddin Councils

Council has two City–Country Alliances, with Cabonne Shire Council and Weddin Shire Council to promote a greater awareness and understanding of different areas and lifestyles between rural and city locations.

The City–Country Alliance Program is managed by Council with exchanges including Councillor exchanges, Council corporate exchanges and community exchanges.

Due to the travel restrictions from the COVID-19 Pandemic no interstate travel has been undertaken in 2019/2020.

Lower Portland Ferry Service

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

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

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

The Tono Group Pty Ltd were awarded a three year contract to operate the Lower Portland Ferry service. The contract amount for the three year term is \$1,295,790 plus annual CPI increases. The Total cost of operation will be shared on a 50:50 basis between The Hills Shire Council and Hawkesbury City Council. The next out of water survey (major overhaul) is scheduled for March 2022 and is expected to cost around \$550,000.

The ferry currently operates between 6:00 am – 10:00 pm, seven days per week.

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

There were four senior staff positions employed under contract by Council between 1 July 2018 and 30 June 2019. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the OLG and are subject to performance agreements.

Between 1 July 2019 and 30 June 2020 the General Manager's Total Remuneration Packages (TRP) was \$299,428 and the TRP's of the three Directors referred to above, totalled \$773,158.

The above TRPs include the following:

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

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

In 2019/2020 Council levied an annual charge for stormwater management services. The charges levied are shown in the table below.

Category	Annual Charge
Residential	\$25.00
Residential Strata	\$12.50
Business	\$25.00 per 350m ² , or part thereof, up to a maximum of \$1,500
Business Strata	Pro-rata of the above, based on land valuation apportionment

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

During 2019/2020, Council completed and lodged all Companion Animal Shelter data collection returns with the OLG as required by legislation, including data relating to dog attacks. During this period, Council had an expenditure of \$985,596, and an income of \$656,292, which gives a net loss to Council of \$329,304 for animal control. This represents a greater loss than the previous financial year where the net loss to Council was \$254,616.

During this period, the Shelter and its staff in conjunction with a number of welfare agencies achieved rehoming rates of over 60% for cats and 90% for dogs over the financial year, which were for animals that were suitable for rehoming. At the beginning of 2020, Hawkesbury's Companion Animal Shelter experienced a decline in dogs and cats being brought into the shelter and this was due to the Covid – 19 Pandemic.

Council provides three dog off leash areas located at:

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

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

Access to Government held information

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

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

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

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

Format of Council information

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

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

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

Policy for Access to Information

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

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

- adopted an Access to Information Policy on 29 June 2010. The Access to Information Policy was reviewed in 2017-18, and an updated version of the Policy was adopted on 13 March 2018. The objective of the policy is to describe Council's principles regarding public access to information and to facilitate the processing of requests for such access.
- prepared an Information Guide, which is reviewed annually. This identifies information held by Council and how to obtain that information.
- revised its Privacy Management Plan in 2013, in accordance with the *Privacy and Personal Information Protection Act 1998* (NSW) to protect the public from disclosure of personal information.

Open Access and Proactive Release (No Charge)

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

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

- agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public)
- annual financial reports
- Annual Report
- annual reports of bodies exercising delegated Council functions
- any Codes referred to in the *Local Government Act, 1993*
- applications under Part 1 of Chapter 7 of the *Local Government Act, 1993* for approval to erect a building, and associated documents, subject to restrictions outlined in the GIPA Act
- Auditor's report
- Code of Conduct
- Code of Meeting Practice
- Delivery Plans, Operational Plans and Resourcing Strategies
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the *Local Government Act, 1993*

- development applications (within the meaning of the *Environmental Planning and Assessment Act, 1979*) and associated documents, subject to restrictions outlined in the GIPA Regulations
- EEO Management Plan
- environmental planning instruments, development control plans and contributions plans made under the *Environmental Planning and Assessment Act, 1979* applying to land within the Council's area
- land register
- leases and licences for use of public land classified as community land
- local policies adopted by the Council concerning approvals and orders
- minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting
- Payment of Expenses and Provision of Facilities to Councillors Policy
- plans of land proposed to be compulsorily acquired by the Council
- plans of management for community land
- records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- register of delegations
- register of investments
- returns as to candidates' campaign donations
- returns of the interests of councillors, designated persons and delegates
- the register of graffiti removal work kept in accordance with Section 67 C of the *Local Government Act, 1993*.

Processing Applications for Access to Information

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

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

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

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

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

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

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

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

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

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

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

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

Reviews carried out	Information made publicly available
No	No

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

Total number of applications received	46
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7(c) The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	
Wholly	0
Partly	3
Total	3

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

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

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

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	3	5	0	0	0	0	0	0
Not for profit organisation or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	5	6	0	3	0	0	0	0
Members of the public (Other)	9	14	1	2	0	0	0	0

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

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

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	1	0	0	0	0	0	0	0
Access applications (other than personal information applications)	16	25	1	5	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

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

Table 7: Invalid applications

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

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

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	3
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

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

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	1
Individual rights, judicial processes and natural justice	24
Business interests of agencies and other persons	0
Environment, cultural, economy and general matters	0
Secrecy provisions	2
Exempt documents under interstate Freedom of Information legislation	0

Table 10: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	42
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	1
Total	43

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

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

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

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

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

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

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

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

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

Financial year	Number of informal requests
2019-2020	629
2018-2019	539
2017-2018	537
2016-2017	619
2015-2016	660
2014-2015	701
2013-2014	791
2012-2013	733

There were no enquiries or appeals involving the Ombudsman.

There were no privacy reviews during 2019/2020, 2018/2019, 2017/2018, 2016/2017, 2015/2016 or 2014/2015. One (internal) review was lodged with Council in 2013/2014 under Part 5 of the *Privacy and Personal Information Protection Act 1998*.

The number of informal access requests increased substantially in 2019-2020, breaking the trend of previous years, in which the number of requests was slowly reducing. The number of formal access requests received also increased significantly, from 27 requests in 2018-2019 to 46 requests in 2019-2020. Due to this increase in demand, additional duties and projects previously being undertaken by the Governance Officer were required to be set aside, and Council's Customer Service Standard target of 10 working days for basic requests was not able to be met as consistently as in previous years.

As the majority of Council's customers request access to information electronically, the COVID-19 Pandemic did not have a noticeable impact on the number of requests received, or the manner in which requests were processed. When required, Council was able to arrange inspections of records in a safe manner by maintaining social distancing requirements in its public interview rooms.

Unfortunately, the increased volume of access requests to be processed, in conjunction with the workload from the other responsibilities of the Governance team, meant that Council was unable to conduct a review of its proactive release program as required by Section 7(3) of the GIPA Act.

During the first half of 2020, we commenced the process of recruiting for new positions in the Governance team; one of the positions has now been filled, with the other positions expected to be occupied before the end of 2020. The provision of additional staff in the area should allow applications to be dealt with in a timelier manner during periods of increased demand or staff absence, as well as allow other projects relating to the provision of information to the public to be undertaken.

Planning Agreements

One Voluntary Planning Agreements were entered into during the 2019/2020 period.

During the 2019/2020 period, Council entered into the following Voluntary Planning Agreements:

Voluntary Planning Agreement for 431 & 431a Greggs Road KURRAJONG – the Voluntary Planning Agreement enabling Council to levy a \$30,000 monetary contribution for the additional housing lot arising from the future subdivision of the subject site was executed by Council on 8 January 2020.

Swimming Pool Inspections

Council issued 83 Pool Compliance Certificates between 1 July 2019 and 30 June 2020. 17 inspections resulted in the issuance of non-compliance. A total of 273 inspection were undertaken by Council (including private swimming pools).

Public Interest Disclosures Act 1994 and Regulation

Council at its meeting on 12 April 2016 adopted a revised Internal Reporting Policy (*Public Interest Disclosures Act 1994*). During the 2019/2020 period, Council received one public interest disclosure.



Section 428(1) Implementing Council's Delivery Program 2017–2021

1. OUR LEADERSHIP

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

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

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

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

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

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

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

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

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

DP2-03.01: Develop and implement community engagement programs

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

1.2.3: Provide quality customer service to the community.

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

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

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

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

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

Operational Plan Action	Annual Comment
Informed by the annual Audit Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	<p>Following the review of the annual audit program in 2017, to incorporate a more proactive, continuous improvement and and systemic approach to the annual audit program , over 240 management actions have been adopted and are in the process of being implemented across the organisation. Management actions have resulted in business improvements throughout the organisation including specific activities in relation to:</p> <ul style="list-style-type: none"> • On site Sewage Management Facilities • Fire Safety • Section 64 Sewage applications • Project and contract management • Developer contributions • Accounts payable • Plant and equipment • Cyber Security • Provision of information to the public <p>Furthermore, Council has acquired software to better manage the the implementation and reporting of audits and associated management actions. Development of the software is currently being finalised which will in turn assist the Audit Committee and Council in monitoring progress in relation to tracking the completion of management actions.</p>

DP2-05.02: Identify and seek alternative income streams

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

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

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

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

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

DP2-07.01: Implement Councils Fit For The Future Strategies

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Operational Plan Action	Annual Comment
<p>Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and agreed management actions.</p>	<p>Following the review of the annual audit program in 2017, to incorporate a more proactive, continuous improvement and and systemic approach to the annual audit program, over 240 management actions have been adopted and are in the process of being implemented across the organisation. Management actions have resulted in business improvements throughout the organisation including specific activities in relation to:</p> <ul style="list-style-type: none"> • On site Sewage Management Facilities • Fire Safety • Section 64 Sewage applications • Project and contract management • Developer contributions • Accounts payable • Plant and equipment • Cyber Security • Provision of information to the public <p>The 2019/2020 Internal Audit Program comprised of:</p> <ul style="list-style-type: none"> • The Annual Roads and Maritime Services Drives Audit - Completed. Awaiting final report • The City Planning - Applications and Certificates Audit - Completed. Awaiting final report • Customer Service - Standards and Complaints Audit - Commenced. Scheduled to be completed in August 2020 <p>The progress of the Internal Audits and the implementation of the agreed management actions arising from the Audits are reported and monitored by the Audit Committee.</p> <p>Furthermore, Council has acquired software to better manage the the implementation and reporting of audits and associated management actions. Development of the software is currently being finalised which will in turn assist the Audit Committee and Council in monitoring progress in relation to tracking the completion of management actions.</p>
<p>Investigate customer service complaints and compliments in accordance with process and timeframes within Councils Complaints Policy.</p>	<p>During the period 1 January 2020 to 30 June 2020, Council received 28 customer complaints and 23 customer compliments . In total for the financial year 1 July 2019 to 30 June 2020 there was 52 Customer Complaints and 49 Customer Compliments . All customer service complaints and compliments addressed using Council's Complaints and Compliments procedures.</p> <p>An internal audit regarding customer service standards and complaints was planned to commence in March 2020 but with COVID- 19 this audit has been rescheduled for July 2020.</p>

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

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

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

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

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

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

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

2. OUR COMMUNITY

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

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

DP2-14.01: Implement Councils Hawkesbury Floodplain Risk Management Plan

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

DP2-14.02: Implement Councils Natural Hazards Resilience Study

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

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

Operational Plan Action	Annual Comment
Provide support to the community led Disaster Resilience Pilot Project west of the river.	<p>Support has and continues to be provided through the bushfire recovery coordinator and other staff to this ongoing project. Examples of activities include:</p> <ul style="list-style-type: none"> Continuing the bushfire clean-up program to help communities take the first step towards rebuilding and recovery. Developing and delivering regular updates in response to the fires, flood and Pandemic including: <ul style="list-style-type: none"> Weekly Bushfire and Pandemic Recovery update Monthly business newsletter Weekly staff update An additional service to remove dead and dangerous trees from public land and private property including the clean-up of orchards in Bilpin. <p>Delivery of health and wellbeing initiatives in response to the people impacts of the fires, flood and COVID-19 including:</p> <ul style="list-style-type: none"> The development and implementation of a Health and Wellbeing Action Plan for our community Listening posts in fire effected areas to understand how individuals and communities are recovering from the fire, flood and to an extent, COVID <p>Supporting the services of:</p> <ul style="list-style-type: none"> Salvation Army Step by Step Red Cross Bushfire Recovery Nepean Blue Mountains Local Health District Bushfire and COVID Trauma Recovery specialist mental health clinician
Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land.	<p>Council staff have participated in and contributed to the Bushfire Management Committee in planning and prioritising works and seeking approvals. Work is ongoing and also includes hazard reduction on affected Council managed land. This is an ongoing process to assess the bushfire risks, prioritise areas of risk and conduct hazard reduction activities based on the assessed priorities. Given the recent fires, the focus areas for this year will shift to those areas that were not subject to 2019/2020 bushfire (e.g. Scheyville, and others across the LGA).</p>

2.1.2: Make the Hawkesbury a friendly place where people feel safe.**DP2-15.01: Take action and develop partnerships to strengthen and achieve a safe and inclusive community**

Operational Plan Action	Annual Comment
Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	<p>Six safety information sessions delivered in relation to cyber safety for seniors, fraud avoidance, youth cyber safety, elder abuse, addressing social isolation and Mental Health Awareness events:</p> <ul style="list-style-type: none"> Workshops conducted in partnership with Hawkesbury Police Area Command. Facilitated delivery of two cyber safety training that included strategies to respond to cyber bullying to service providers and Department of Education staff. Facilitated delivery of one cyber safety training session to parents in school setting. Led three events that promote healthy relationships and wellness for young people including Youth Week event, youth focused mental health month event and training for youth services in Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusion

Operational Plan Action	Annual Comment
Develop Dementia Friendly Hawkesbury Plan including rolling out community education on dementia friendly spaces.	<p>Draft Dementia Friendly Working Group formed including the following key stakeholders:</p> <ul style="list-style-type: none"> • General Practitioners • Dementia community service providers • Nepean Blue Mountains Primary Health Network • Carers <p>Broad consultation was undertaken to inform content of Draft Dementia Friendly Hawkesbury Plan. The Dementia Friendly Hawkesbury Plan was adopted by Council in February 2020. Four community education sessions were held in October 2019 during Dementia Awareness month. Further education will be rolled out to the community upon the lifting of COVID-19 Pandemic restrictions</p>
Implement priority activities and campaigns in the Road Safety Action Plan including child restraint fitting program and speed reduction campaigns	<p>Programs delivered in the 2019/2020 period for Council's Road Safety Action Plan include:</p> <ul style="list-style-type: none"> • Child restraint program • Speed awareness campaigns • Promotion of Plan B messaging through local courtesy bus promotion at Hawkesbury Liquor Accord • Program for pedestrian safety in and around school zones implemented in September 2019 <p>The events of 2020, including fire, flood and the COVID-19 Pandemic resulted in a change from planned road safety activities for 2020. Council is instead rolling out a learner driver program to offer subsidised driving lessons to young persons whose families are experiencing financial difficulties.</p>
Implement Year 3 actions of the Hawkesbury Family and Domestic Violence Action Plan including holding White Ribbon events and establishing local partnerships to address key priorities, including funding for crisis accommodations, education programs and health services.	<p>Actions undertaken in the 2019/2020 year include:</p> <ul style="list-style-type: none"> • supporting funding application for partnership program to increase crisis support and implement behaviour change program for men • family and domestic violence service resource cards distributed at a four community events, including mental health month events, interagency meetings and events held in partnership with Hawkesbury Action Network Against Domestic Violence • obtained funding to deliver behaviour change programs 'Blokes of Tomorrow' in partnership with Peppercorn Services Inc • developed process for obtaining and distributing statistics related to local incidence of domestic violence to support funding applications • provision of equipment to enable continued service provision to women and children experiencing family and domestic violence during the COVID-19 Pandemic restrictions • continued to work with Hawkesbury Action Network Against Domestic Violence to ensure the local service system is working collaboratively to address instances related to family and domestic violence

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

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

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

Operational Plan Action	Annual Comment
As a part of the Western Sydney Health Alliance under the City Deal develop a Memorandum of Understanding (MOU) with services to develop Hawkesbury Health Action Plans.	<p>Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2019. Council has sought a Memorandum of Understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital, however the Local Health District is not pursuing a Memorandum of Understanding with all parties at this time.</p> <p>Council continues to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles. The working groups of the Health Alliance are as follows:</p> <ul style="list-style-type: none"> - Social Determinants of Health – Framework and prioritisation tool - Social Connectedness – Framework - Health Impact Statement - Health Workforce Strategy <p>Council staff are represented on the Social Determinants of Health – Framework and prioritisation tool, and the Social Connectedness Framework working groups</p> <p>An action plan is being developed by the Health Alliance for implementation from October 2020.</p>
Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA NSW and other stakeholders, including programs for people with chronic health conditions and accessible sports and recreation initiatives.	<ul style="list-style-type: none"> - Four Seniors Week well-being activity and information sessions were held at Richmond Pool. - Three falls prevention sessions provided in partnership with Hawkesbury District Health Service in August, September and October 2019. - Work with key stakeholders to develop new ways of delivering these types of programs during restrictions created by the COVID-19 Pandemic has begun.

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

DP2-17.01: Implement the Hawkesbury Regional Open Space Strategy

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

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

2.3.1: Encourage and facilitate community partnerships.

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

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

2.3.2: Support and expand active volunteering

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

Operational Plan Action	Annual Comment												
Establish and implement an annual program of tourism familiarisation tours for Museum volunteers.	Council is currently developing a Volunteer Strategy and associated Policy and Operational Management Standard to standardise Councils approach to recruiting, managing and recognising volunteers across the organisation. Once the corporate framework has been developed and adopted, Council will recruit volunteers under the new system and engage them to implement an annual program of tourism familiarisation tours for Museum.												
Establish Civic Volunteer Program.	Whilst work has continued on the suite of Volunteer documents, it has been hampered by a shift in staff resources to COVID-19 response related work. It is anticipated that the draft policy, procedure and Volunteer Strategy will be reported to Council's Executive Team in August 2020.												
Promote the Cultural Services volunteer program.	<p>The Cultural Services Branch has 83 volunteers working across the Museum and Gallery, and 51 Library volunteers. During 2019/2020, 14 volunteers were awarded five years service, 11 volunteers were awarded ten years service and four were awarded 15 years service awards.</p> <p>Apart from volunteer support with meeting and greeting, providing visitor information, processing sales and recording visitor numbers, volunteers have supported Council at significant events during the July - Dec 2019 period including:</p> <ul style="list-style-type: none">- Light Up Windsor 525 visitors- Gallery exhibition openings 465 attendees- Christmas Shopping night at the Gallery approximately 200 shoppers <p>The COVID-19 Pandemic has disrupted volunteer involvement during the second half of the 2019/2020 year.</p> <p>Training and recognition programs for the volunteers during July-June have included:</p> <ul style="list-style-type: none">- Excursion to Nutcote (House Museum of May Gibbs)- Council's Community and Volunteer Appreciation Party- Museum and Gallery volunteer meetings												
Support Clean-up Australia Day volunteers.	<p>Clean Up Australia Day Event held in March 2020, however due to COVID-19, the number of sites and tonnage of waste collected was smaller than previous years.</p> <table><tr><td>2017:</td><td>5,000 sites</td><td>7,000kg collected</td></tr><tr><td>2018:</td><td>50 sites</td><td>22,000kg collected</td></tr><tr><td>2019:</td><td>39 sites</td><td>5,000kg collected</td></tr><tr><td>2020:</td><td>13 sites</td><td>2,500kg collected</td></tr></table>	2017:	5,000 sites	7,000kg collected	2018:	50 sites	22,000kg collected	2019:	39 sites	5,000kg collected	2020:	13 sites	2,500kg collected
2017:	5,000 sites	7,000kg collected											
2018:	50 sites	22,000kg collected											
2019:	39 sites	5,000kg collected											
2020:	13 sites	2,500kg collected											

Operational Plan Action	Annual Comment
Support volunteer Bush Care groups.	<p>Council supported 12 Bushcare groups and 100 volunteers during the 12 month period. The groups are based and spread around the Hawkesbury with three sites in the Kurrajong, two in North Richmond/Grose Vale area, two in Ebenezer/Sackville area, two in St Albans/Lower McDonald area and three in the Windsor/Bligh Park area. The works these volunteers are doing include the removal of invasive weeds allowing natural revegetation to occur, seed collecting, litter removal & supplementary plantings of sites and native plant propagation from the Hawkesbury Community Nursery. This equates to 1559 volunteer hours for this period.</p> <p>The Bushcare volunteers have not been able to attend their Bushcare sites since April 2020 due to COVID-19 restrictions. Prior to this some community involvement at various sites were also restricted due to the drought, heat extremities of summer, bushfires and then the flood of early 2020. However the Council accredited bush regeneration contractor has been maintaining these sites within budget restraints until Bushcare volunteers are able to attend their Bushcare sites.</p> <p>Other engaging community events were Three Nocturnal Nature Safaris (outdoor nature tours) were conducted during the warmer months which have proven to be extremely popular for all age groups. National Tree Day, that was combined with Hawkesbury Fest as of Local Government Week, the Kurrajong-a-Buzz Festival, and Koala Fest; all of which had community engagement with the Hawkesbury Bushcare Program and The Hawkesbury Community Nursery.</p>

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

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

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

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

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

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

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

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

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

Operational Plan Action	Annual Comment
Develop and implement Hawkesbury Response to Rough Sleeper Action Plan.	<p>The Hawkesbury Response to Rough Sleeper Action Plan was developed and implemented in August 2019, in partnership with key stakeholders including:</p> <ul style="list-style-type: none"> - Windsor Police - Wentworth Community Housing - NSW Department of Family and Community Services - Platform Youth Services - St John of God Hospital - Nepean Blue Mountains Local Health District - Hawkesburys Helping Hands <p>Outcomes of the Hawkesbury Rough Sleepers Action identified:</p> <ul style="list-style-type: none"> - 28 persons sleeping rough were supported to access housing and support services - 17 persons received permanent social housing placement with support of project - 7 persons sourced own accommodation option - 4 persons continuing to be supported by project partners and are currently in supported accommodation <p>Council is in the process of development a Housing Strategy that will set a plan for the delivery of housing to meet future needs. This will be reported to Council in August 2020.</p> <p>Council has reconvened the stakeholders that delivered the Hawkesbury Response to Rough Sleepers Action Plan for the purpose of coordinating tailored supports for persons sleeping rough to access housing and support services</p>

Operational Plan Action	Annual Comment
Participate on local, regional and State planning forums to advocate for the human service needs of the Hawkesbury.	<p>The main focus for staff since December 2019 has been the coordinating of local recovery agencies to streamline access to information, assist residents with referrals to support agencies and support individual and community recovery from bushfire, flood and the COVID-19 Pandemic.</p> <p>Staff were still able to participate in 14 local and regional interagency and planning forums in relation to aged, disability, mental health, domestic violence, health, safety and youth issues. Staff are continuing to explore development of a cross functional planning mechanism to promote cross sectoral and district wide planning. Staff participating in the Western Sydney City Deal Health Alliance Steering Committee to progress initiatives to improve access to health services and develop a framework for health impact assessments for use by Local Government. Staff have partnered with Uniting through the Primary Health Network Social Isolation in Older Persons project, to provide access to aged care assessment services at Council's library facility.</p>
Prepare a design brief and operating framework for Homelessness Hub.	<p>Actions have included:</p> <ul style="list-style-type: none"> - Developed partnerships with key stakeholders including: Windsor Police, Wentworth Community Housing, NSW Department of Family & Community Services, St John of God Hospital, Nepean Blue Mountains Local Health District & Hawkesburys Helping Hands. - Developed program for addressing homelessness in Windsor. - Windsor homeless project was concluded in August 2019. - Briefing to Council in November 2019 to present 'hub' initiatives developed following project, including outreach services provided at Hawkesbury's Helping Hands, 'Be & Co', a mental health and support services outreach program operated from Council's library garden. - Council is supporting access to these services through transport partnerships and service promotion. - Council has reconvened the project group that oversaw the program to address homelessness in 2019 for the purpose of providing an ongoing, collaborative approach to developing and delivering targeted supports to persons sleeping rough to enable them to access and sustain long term housing.
Seek funding in partnership with Nepean Blue Mountains Primary Health Network to prepare a Community Health and Well-being Action framework.	<p>Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2019. Council has sought a Memorandum of Understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital, however the Local Health District is not pursuing a Memorandum of Understanding with all parties at this time.</p> <p>Council continues to work with the City Deals Health Alliance to resource the joint planning of programs which support healthy lifestyles.</p> <p>The working groups of the Health Alliance are as follows:</p> <ul style="list-style-type: none"> - Social Determinants of Health - Framework and prioritisation tool - Social Connectedness - Framework - Health Impact Statement - Health Workforce Strategy <p>Council staff are represented on the Social Determinants of Health - Framework and prioritisation tool, and the Social Connectedness Framework working groups</p> <p>An action plan is being developed by the Health Alliance for implementation from October 2020.</p>
Seek funding to implement community resilience and mental health programs in particular mental health outreach programs.	<p>Council supported Peppercorn Services Inc to obtain funds to deliver men's resilience and mental health program. Council was successful in gaining \$50,000 funding to deliver a range of community development recovery initiatives focused on health and wellbeing.</p>

Operational Plan Action	Annual Comment
Subject to flooding and other constraints, implement the priority actions of the Affordable Housing Working Group, in conjunction with Councils Human Services Advisory Committee including partnerships to deliver affordable rental housing.	<p>Council staff have worked with Wentworth Community Housing as the primary community housing provider in the Hawkesbury Local Government Area with the aim of developing a partnership proposal to increase the supply and diversity of housing stock in the Hawkesbury Local Government Area. At its meeting on 18 February 2020, Council considered a report that recommended a partnership arrangement with Wentworth Community Housing regarding use of Council land to increase the supply and diversity of housing stock and that a planning proposal be prepared and lodged regarding reclassification of community land to operational land to enable it to be prospectively used for a partnership project that would increase the diversity of housing stock in the Hawkesbury Local Government Area.</p> <p>The Draft Housing Strategy will be reported to Council in August 2020.</p>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DP2-26.02: Review and implement Councils Heritage Strategy

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

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

DP2-26.03: Through the Masterplanning processes for the revitalization of the Richmond and Windsor Town Centres provide opportunity to consider the recognition and promotion of the areas history and heritage

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

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

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

3. OUR ENVIRONMENT

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

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

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

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

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

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

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

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

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

Operational Plan Action	Annual Comment
Complete Ecological/Biodiversity Framework.	<p>Preparation of the Ecological/Biodiversity Strategic Planning Framework has continued including:</p> <ul style="list-style-type: none"> - Compilation of work carried out to date into a Strategic Planning Framework (includes Hawkesbury strategic biodiversity planning study, Hawkesbury high biodiversity value lands mapping report, priority mapping and document the development process) - The commencement of appropriate Development Control Plan provisions which will consider the broader planning framework, biodiversity priority within the Hawkesbury LGA, other Development Control Plan components/clauses relation to biodiversity, and consideration of best practice) - The assessment of 26 Council owned/controlled sites, including their potential as offset sites <p>The mapping to date has informed a range of further studies, including the:</p> <ul style="list-style-type: none"> - Kurmond Kurrajong Investigation Area Structure Plan - Draft Local Housing Strategy - Draft Employment Lands Strategy, - Draft Rural Lands Strategy, - Recreation and Open Space Plan' - Council Property Strategy - Biodiversity offsets - Review the local environmental plan (LEP) and Development Control Plan (DCP) - Council's response to the Cumberland Plain Conversation Plan

Operational Plan Action	Annual Comment
Grow endemic plants at the community nursery for parks, reserves, and Land-care groups.	During the 2019/2020 financial year the Hawkesbury Community Nursery produced 41,251 plants by tubing up (forestry tubes) and 13,241 plants by direct sowing into Hiko Cells. The nursery sold 32,756 plants and another 6,641 plants have been contract grown for September 2020 delivery. The range of customers includes; sales to the public, Hawkesbury City Council, Penrith City Council, Bushcare Groups, Bush Regeneration Contractors, Landcare, Birdlife Australia, Greening Australia, Hawkesbury River County Council, Greater Sydney Local Land Services. A combined 1,424 plants were made available to the community at Hawkesbury Fest / National Tree Day (1,004 plants), Koala Fest Hawkesbury (140 plants) and Kurrajong-a-Buzz (280 plants). After the Bushfires 910 plants were provided to resident of bushfire affected properties of 10 plants per property, equating to 91 properties being supported in some small way.
Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land.	The Budget of \$241,000 allocated to Land Management activities has been expended across 35 reserves throughout the Hawkesbury, including Argyle Bailey , Cattai Bridge, Charles Kemp, Wilberforce Cemetery, St Albans Park & Settlers Rd, Skeleton Rocks, Half Moon Farm, Sackville Mission, Oakville Park, Ebenezer Park, South Creek, Green Hills Burial Ground, Governor Phillip Park, Macquarie Park, Deerubbin Park, Howe Park, The Breakaway, George Street, Hanna Park, Hawkesbury Park, Navua, Riverside Drive, Yarramundi, Chain of Ponds, Woodbury, Glossodia Park, Pughs Lagoon, Bushells Lagoon, Redbank Creek, Diamond Hill, Singletons, Matheson Park, Bellbird hill and Upper Colo. Council continues to expend funding received to support environmental restoration activities from the following organisations. \$46,600 received through Save our Species program to ensure the survival of threatened ecological communities at Singleton's reserve, Matheson Park and Diamond Hill. \$19,300 received from GSLLS for Giant Reed control in the Macdonald valley and \$8,150 for weed control in local wetlands. \$15,000 received from OEH for Estuary Health monitoring.

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

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

Operational Plan Action	Annual Comment
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Councils Compliance & Enforcement Policy.	Over 2019 / 2020 financial year the Building Compliance Team have continued to investigate reports in relation to illegal development. The Building Compliance Team received 1243 illegal development inquiries, with a completion rate of almost 60%. Depending on the complexity of these matters, they generally take between between 2 weeks and 12 months to resolve.

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

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

DP2-31.01: Develop and implement community sustainability programs

Operational Plan Action	Annual Comment
Review and implement Councils Waste Education Program.	<p>War on Waste Workshop Online Series – Since 2018, Council has been holding monthly workshops series focused on the War on Waste. These workshops have been extremely popular with residents, with approximately 300 residents engaged in 2019/20.</p> <p>Compost Revolution All Year Round Council continued to offer the compost revolution program with 184 residents participating and purchasing a discounted compost bin or worm farm. The total impact of the program in 2019-20 included 77,637 kg of organic material diverted from landfill and 123,979 kg CO2e saved.</p> <p>Waste 2 Art Competition July 2019 61 students from 13 local schools participated in the event which encourages primary school age children to consider the topic of waste and recycling but through a fun art competition.</p> <p>Chemical CleanOut Council in partnership held this annual event which allows residents to dispose of household chemicals which results in a safer family home, and protection of our waterways and natural environment from potential pollution. 402 residents attended the event with 20,000kg of material collected.</p> <p>Remote Area Recycling Collection Event – In October 2019 Council held a small-scale (20 participants) recycling collection event in St Albans following a request from the local community to assist them to dispose of household problem waste including paint, motor oil and batteries. This was based on the significant travel involved for residents from this remote area to attend the Chemical CleanOut Event or Community Recycling Centre.</p> <p>The event proved to be successful and greatly appreciated by the residents who attended. Based on that success, Council will now hold the same type of event but in St Albans, Colo Heights and Bilpin during August and September 2020.</p> <p>Second Hand Saturday 16 November 2019 There were 60 households who participated in the event with positive feedback received from the community.</p> <p>Waste Management Strategy Focus Group 26 November 2019 Councils Waste Education Officer was the Council Representative at this event which had 44 residents attend. Residents provided feedback on illegal dumping and litter, Waste Management Facility Fees, Business Engagement, Access to waste collections in remote areas and access to garden organics bin, and a potential FOGO service.</p> <p>Clean Up Australia Day 1 March 2020- 13 community sites participated in the event in 2020.</p> <p>Domestic Waste Audit March 2020 Council conducted an EPA approved domestic waste audit, which has been conducted every three years since 2008. The major findings were that the commercial waste services have a direct and significant impact on Councils annual reporting, that recycling and garden organics bin contamination is among the lowest in Greater Sydney, that there is opportunity to capture organic material (food waste) from the red bin.</p> <p>Council Submission EPA 20 Year Waste Strategy Councils Waste Education Officer drafted Councils submission highlighting the inequitable and inconsistent application of the Waste Levy on similar peri-urban Greater Sydney Councils which results in Hawkesbury Council paying an additional \$1.3 Million in Waste Levy Fees.</p> <p>Waste and Recycling Education Videos – Council has been working with its waste and recycling consultant EnviroCom to develop a video package to cover the most relevant waste and recycling topics and provide clear and easy to understand tips to increase recycling, reduce contamination and reduce waste to landfill.</p> <p>Outcomes of these various programs have continued to be reported through the Waste Management Advisory Committee. Of particular note is the continuing operation and promotion of the Community Recycling Centre since December 2018 which during the period has received over 34,000kg in 'problem waste' (e.g. paint and household chemicals)</p>

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

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

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

3.2.3: Become a carbon neutral Local Government Area

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

Operational Plan Action	Annual Comment
Based on baseline data, investigate opportunities for Council to manage, lead and advocate for the benefits of becoming a carbon neutral organisation.	<p>Council has partnered with the Resilient Sydney Program. Through Council's participation in the Resilient Sydney Program, an Environmental Footprint digital platform has been developed. The platform assists councils track their environmental performance, compare performance to other organisations, enables better planning for future communities and inform the decision making process on how to take action. It provides a standardised evidence base for decision-making, while also enabling collaboration, action and advocacy. As outlined at the Councillor Workshop in December 2019, the platform shows the carbon emissions for each local government area (LGA) for 2016-17, to form a baseline. The carbon emissions data can be represented at an LGA and at a suburb level. It also categories emissions by their source (e.g. transport, electricity, waste and gas). The platform also provides an Emission Reduction Pathway to 2036 for the Hawkesbury, which considers Renewable Energy, BASIX, Waste Diversion and Retrofits, with the aim to reach the Paris Agreement Targets on Climate Change.</p> <p>During the 3rd and 4th quarter it is intended to utilise this platform in addition to other available data in order to inform the prioritisation of actions to move towards becoming a carbon neutral Local Government Area.</p>

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

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

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

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

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

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

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

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

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

DP2-36.01: Undertake the industrial premises audit program

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

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

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

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

Operational Plan Action	Annual Comment
Commence review of Hawkesbury Development Control Plan (DCP).	<p>The LEP Health Check Report was previously completed and reported to Council, and has been approved by the Greater Sydney Commission. Council has since commenced preparation of a range of studies to inform amendments to the Local Environmental Plan (LEP) and Development Control Plan (DCP). This includes Hawkesbury Demographic Study (Complete), LGA Wide Traffic Study (Complete), Rural Lands Strategy (Draft), Employment Lands Strategy (Draft), Local Housing Strategy (Draft), Ecological/Biodiversity Framework (Commenced), Kurmond Kurrajong Structure Plan (Draft), Coastal Management Strategy (Commenced), Sustainability Strategy (Draft), Flood Planning - Policy (Draft), Town Centres Masterplans for Richmond, Windsor and South Windsor (Draft), Heritage Study (Commenced) and Contributions Planning (particularly the Vineyard Stage 1 Precinct - Draft). Work to date on these various studies has informed the preparation of the Draft Hawkesbury Local Strategic Planning Statement. The Draft Local Strategic Planning Statement has been submitted to the Greater Sydney Commission for Assurance.</p>

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

4. OUR ASSETS

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

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

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

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

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

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

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

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

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



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

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

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

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

DP2-41.01: Review and implement the Hawkesbury Mobility Plan

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

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

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

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

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

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

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

Operational Plan Action	Annual Comment
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	<p>Routine requests and assistance provided to authorities and contractors through advice, approvals and permits.</p> <p>Continuing engagement with Independent Pricing and Regulatory Tribunal (IPART) and the NSW Department of Planning, Industry and Environment to ensure adequate funds are realised to ensure the timely and efficient servicing of Vineyard release area to an acceptable standard.</p> <p>Through the development of the draft Local Strategic Planning Statement, Council has identified key infrastructure required to support the current community and any growth as a result of development.</p>

Operational Plan Action	Annual Comment
Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	<p>The Draft Local Strategic Planning Statement has progressed to the Greater Sydney Commission Assurance stage. This has included preparation and reporting of the Draft Local Strategic Planning Statement to:</p> <ul style="list-style-type: none"> - Seek Council's endorsement to publicly exhibit the Draft in September 2019 - Community engagement and Public Exhibition - October - November 2019 - Report on outcome of community engagement/public exhibition December 2019 - Amendments to Draft Local Strategic Planning Statement based on community engagement and public agency comments (December 2019-February 2020) - Reports to Council seeking approval to submit Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance (February and May 2020) - Submission of Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance June 2020. <p>Draft Background Strategies (housing, employment and rural lands) have been completed and are expected to be reported to Council (August - September) seeking endorsement to publicly exhibit the Draft Strategies</p> <p>Council's General Amendments (Housekeeping) LEP Amendment has progressed to public exhibition the outcome of which has been considered by Council.</p>

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

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

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

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

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

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

Operational Plan Action	Annual Comment
Quality passive recreational spaces are provided and enhanced.	<ul style="list-style-type: none"> - The McQuade Park lake upgrade was completed in September 2019 with grant funding from the NSW Government's Office of Environment and Heritage and Council funding. - Hanna Park Carpark and Entrance upgrade was completed. - Consultation has also occurred on the upgrade of the playground at Memorial Park, Kurrajong. The community was given the opportunity to vote on their preferred playground. These works are likely to commence in the second half of the year - The Hawkesbury Regional Open Space Strategy is being finalised and expanded to include community facilities, given potential synergies between recreation and community facilities. - Accessible tables and shade shelters were installed at Richmond Pool in March 2020 from grant funding allocated from the State Government My Community Grants program a community based program whereby the community determines the projects most needing the funding. - The playground at Macquarie Park was better fenced, to reduce potential conflict between the playspace and the adjoining road. The bollards that were removed were reused on site to replaced aged treated pine bollards within the car park areas. - The fitness equipment at Ham Common has been replaced and upgraded. Council also repaired sections of the pedestrian walkway. This work was completed in June 2020 and further funding will be used to undertake continual improvement of the site. - The bollard fencing at Navua Reserve and McLeod Park, were replaced. We also upgraded fencing at Berger Road Reserve - The upgrade for the playground at Memorial Park, Kurrajong was delayed due to shipping delays created by the COVID-19 Pandemic. The equipment arrived in early July 2020 and will be installed early this financial year of 2020-21 - Conservation specialists have been engaged to undertake the conservation works of the Richmond Park Cannons. Apart conservation of the cast barrels new carriages will be built to represent the original form from the early 1900s. This is a significant conservation project and will be ready for ANZAC Day 2021.

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

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

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

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

DP2-46.01: Provide sustainable support for community groups

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

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

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

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

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

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

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

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

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



5. OUR FUTURE

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

5.1.1: Councils planning is integrated and long term.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DP2-54.01: Review and implement Councils Heritage Strategy

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

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

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

Operational Plan Action	Annual Comment
Complete masterplan and public domain plans for town centre revitalisation of Richmond, Windsor and South Windsor. See also 5.2.1.	In October 2019 Council engaged the services of Urbis to guide the town centre revitalisation with focused community and stakeholder engagement and preparation of longer term strategic Master Plans as well as shorter term Public Domain Plans for physical upgrades of the centres. The Draft Master Plans and Public Domain Plans have been developed. The plans are due to go to Council followed by public exhibition in August 2020.

Operational Plan Action	Annual Comment
Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required.	<p>The Draft Local Strategic Planning Statement has progressed to the Greater Sydney Commission Assurance stage. This has included preparation and reporting of the Draft Local Strategic Planning Statement to:</p> <ul style="list-style-type: none"> - Seek Council's endorsement to publicly exhibit the Draft in September 2019 - Community engagement and Public Exhibition - October - November 2019 - Report on outcome of community engagement/public exhibition December 2019 - Amendments to Draft Local Strategic Planning Statement based on community engagement and public agency comments (December 2019-February 2020) <p>- Reports to Council seeking approval to submit Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance (February and May 2020)</p> <p>- Submission of Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance June 2020.</p> <p>Draft Background Strategies (housing, employment and rural lands) have been completed and are expected to be reported to Council (August - September) seeking endorsement to publicly exhibit the Draft Strategies.</p> <p>Council's General Amendments (Housekeeping) LEP Amendment has progressed to public exhibition the outcome of which has been considered by Council.</p>

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

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

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

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

DP2-57.01: Develop and implement a Reconciliation Action Plan

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

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

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

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

Operational Plan Action	Annual Comment
Complete the Local Strategic Planning Statement process, including background studies: <ul style="list-style-type: none"> - Rural Land Strategy - Local Housing Strategy - Employment Lands Strategy. 	<p>The Draft Local Strategic Planning Statement has progressed to the Greater Sydney Commission Assurance stage. This has included preparation and reporting of the Draft Local Strategic Planning Statement to:</p> <ul style="list-style-type: none"> - Seek Council's endorsement to publicly exhibit the Draft in September 2019 - Community engagement and Public Exhibition - October - November 2019 - Report on outcome of community engagement/public exhibition December 2019 - Amendments to Draft Local Strategic Planning Statement based on community engagement and public agency comments (December 2019-February 2020) - Reports to Council seeking approval to submit Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance (February and May 2020) - Submission of Draft Local Strategic Planning Statement to Greater Sydney Commission for Assurance June 2020. <p>Draft Background Strategies (housing, employment and rural lands) have been completed and are expected to be reported to Council (August - September) seeking endorsement to publicly exhibit the Draft Strategies.</p> <p>Council's General Amendments (Housekeeping) LEP Amendment has progressed to public exhibition the outcome of which has been considered by Council.</p>

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

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

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

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

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

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

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

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

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

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

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

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

DP2-61.01: Implement the Hawkesbury Horizon Initiative

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

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

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

Operational Plan Action	Annual Comment
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	<p>A series of actions regarding the protection and restoration of our waterways including wetlands in accordance with Council's current Upper Hawkesbury River Estuary Coastal Zone Management Plan have been undertaken with respect to:</p> <ul style="list-style-type: none"> - Water Quality - Aquatic and riparian habitat - Recreation and amenity - Land use and development - Foreshore protection - Cultural heritage. <p>Current weeding programs, habitat planting works, bush regeneration works and soon to be installed interpretive signage, further support the objectives of this Coastal Zone Management Plan. These works are often undertaken in partnership with local environmental groups.</p> <p>Preparation of the First Waterways Health Card has been completed and reported to the Environmental Sustainability Advisory Committee.</p> <p>Ongoing discussions have continued with Sydney Water in terms of potential Nutrient Offset Projects</p> <p>Drafting of relevant Water Sensitive Urban Design Development Control Plan provisions have continued, as has preparation of information sheets and guidelines applicable for landowners with access to waterways.</p> <p>Council is also involved in the development of the Hawkesbury-Nepean River Coastal Management Plan. Six councils located along the Hawkesbury River system have partnered, with the assistance of government funding, to guide the long-term, integrated and sustainable management of the Hawkesbury-Nepean River system and its catchments. That project has advanced to the completion of the Scoping Study which was reported through Council's Environmental Sustainability Advisory Committee. Funding is being sought for the next stages of this combined project.</p>

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

DP2-63.01: Implement the Hawkesbury Floodplain Risk Management Plan

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

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

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

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

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

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

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

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

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

Operational Plan Action	Annual Comment
Maintain and refine annual events calendar.	<p>Council has been working to develop a network of vibrant centres with strong connections and business growth. An annual events calendar is maintained on the Council website which identifies all events that Council works with the community and businesses to organise. A series of events were developed and planned between January and June however they have had to be cancelled due to COVID-19 Public Health Order Restrictions. Events staff have focused on updating the Online Events Guide to make it a more streamlined process for event applicants, reviewing the Events Sustainability Policy, increasing the following on the Event Facebook page by continuing to engage and refresh content, develop an online version of Hawkesbury Fest for August, and planning for Light up Windsor in December. The events team have also been working on community engagement by preparing a more comprehensive Community Report, updating the look and feel of our brand through a revision of our Branding Guidelines, reviewing our Crisis Communication after the recent events and working with our Visitor Information Centre on social media and future events. These resources were also used to developing and deliver regular updates in response to the fires, flood and Pandemic including:</p> <ul style="list-style-type: none"> - Weekly Bushfire and Pandemic Recovery update - Monthly business newsletter - Weekly staff update

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

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

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

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

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

DP2-67.01: Develop and implement annual events programs

Operational Plan Action	Annual Comment
Maintain and refine annual events calendar.	<p>Council has been working to create an annual program of events where communities can be connected and they can celebrate together. A series of events were developed and planned between January and June however they have had to be cancelled due to COVID-19 Public Health Order Restrictions. Events that were able to be held in January and February include Australia Day on the Hawkesbury (6,500 attendees), the Community Pool Party (900 attendees). The Event Sponsorship Program had nominated a series of events to be sponsored by Council however these events were not able to go ahead due to COVID-19. Council is currently in discussion with event organisers to identify future dates for the postponed events once the Public Health restrictions are relaxed. These events include Music in the Park in Kurrajong town centre and Pitt Town ANZAC Day event, St Albans Folk Festival. The Hawkesbury community Thank you Parade and Festival was to be held in the mainstreet of Richmond however the event also could not go ahead due to the Public Health Order restrictions. Events staff have focused on updating the Online Events Guide to make it a more streamlined process for event applicants, reviewing the Events Sustainability Policy, increasing the following on the Event Facebook page by continuing to engage and refresh content, develop an online version of Hawkesbury Fest for August, and planning for Light up Windsor in December. The events team have also been working on community engagement by preparing a more comprehensive Community Report, updating the look and feel of our brand through a revision of our Branding Guidelines, reviewing our Crisis Communication after the recent events and working with our Visitor Information Centre on social media and future events. These resources were also used to developing and deliver regular updates in response to the fires, flood and Pandemic including:</p> <ul style="list-style-type: none"> - Weekly Bushfire and Pandemic Recovery update - Monthly business newsletter - staff update

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

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

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

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

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

DP2-69.05: Develop a Hawkesbury Brand Strategy.

Operational Plan Action	Annual Comment
Building on the work of Destination NSW, commence development of Local Brand Strategy.	<p>Council has used the opportunities in the last six months to create increased brand recognition of its activities, projects and tourism opportunities, even during COVID-19, through social media and the website. While events had to be cancelled, due to the requirements of the Public Health Order online interactions have increased. Councils Facebook following has increased to more than 8,500 people from 7,000 in December 2019. Councils Events Facebook page also has 7,500 followers. Instagram following has increased to 1,700 people. The number of users on the Council website has also increased.</p> <p>Council's tourism website Discover the Hawkesbury has increased to its highest number ever with 4000 unique visitors in June. Over the June long weekend we had 1330 visitors to the website including a peak record day of 365 people on the holiday Monday. During the easing of COVID-19 restrictions the topics driving visitation to the site were bushwalking, Whats On and Caravan and Camping. The Discover the Hawkesbury and Visitor Information Facebook and Instagram have both been created in the past year with followers around 700 on Facebook and 1100 on Instagram.</p> <p>Council also delivered Economic Development activities to assist local businesses (so many of which are in the tourism sector) post bushfires, flood and COVID-19 including:</p> <ul style="list-style-type: none"> - Small business mentoring program - Business Women Mentoring Program - Pilot Place Based Mainstreet Recovery Program - Getting Women Back to Business support program - Pilot business bounce back program - Smart farms program - Small Business Month grant - Hawkesbury Local Business Awards

DP2-69.09: Develop and implement an Economic Development Strategy

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

5.7.2: Working in partnership we will develop the Hawkesbury tourism product to enhance and strengthen opportunities within our tourism sector.**DP2-70.01: Work with tourism sector and other parties to develop a local and regional approach to tourism**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Operational Plan Action	Annual Comment
Complete the Sustainability Strategy.	Drafting of the Sustainability Strategy has continued, and will serve as an umbrella strategy to a series of further work being undertaken by Council relating to sustainability, including: <ul style="list-style-type: none"> - Net Zero Emissions and Water Efficiency Strategy - Ecological/Biodiversity Strategic Planning Framework - Tree Canopy Strategy - Waste Education Strategy
Ensure the retention of agricultural lands through relevant planning processes.	The Draft Rural Lands Strategy has progressed, with the recommendations workshopped with Council. It is expected that a report seeking endorsement to publicly exhibit the Draft Rural Lands Strategy will be presented to Council in September 2020.

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

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

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



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