



Hawkesbury City Council

Attachment 1 to item 028

Progress Report on the 2019/2020 Operational Plan for the period July to December 2019

date of meeting: 25 February 2020

location: council chambers

time: to commence at the

conclusion of the

extraordinary meeting on

25 February 2020,

which commences at 6:30pm



Progress Report July – December 2019

Delivery Program 2017/2021
Operational Plan 2019/2020

Cover photo – Light Up Windsor, November 2019, Windsor Town Centre

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Hawkesbury City Council

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OUR HAWKESBURY

JULY TO DECEMBER 2019

VISION

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



ABOUT THIS REPORT

Our role as Council is to use our community's vision to guide our plans for the future. Our long term Community Strategic Plan, "The Hawkesbury 2036: It's Our Future" outlines just that.

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

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

This report provides our six monthly update on the organisation's progress and performance during the 1 July 2019 – 31 December 2019 period in delivering actions outlined in Council's 2019 – 2020 Operational Plan.

OUR HIGHLIGHTS

JULY TO DECEMBER 2019



Our Community Nursery has sold over 14,000 plants to the public, bush care groups and other Councils



Council's Customer Service team resolved 88% of the 29,124 enquiries received at first call, with an average wait time of 11 seconds



Over 13,000 people attended events across the Hawkesbury such as Light Up Windsor, Hawkesbury Fest and the Community Appreciation Party



Council negotiated a new energy agreement that will see Council buying 90% of all its power from solar farms



Council increased the number of customers connected to and using Council's Recycled Water system for use such as paddock irrigation



Council ran shop front façade workshops with local small businesses in Hawkesbury town centres



Council consulted community and key stakeholders on the development of Council's new website, to be delivered in 2020



Council rolled out a community awareness program that targeted schools zones to improve pedestrian safety around schools



Council invested \$30,000 in environmental restoration through the Save our Species program to ensure the survival of the threatened shale sandstone transition forest at Singleton's reserve, Matheson Park



Council expended \$8.3 million in guard rail installations, footpath, road and drainage upgrades and other projects commenced and completed. Approximately 40% of the capital works road and path construction program complete or underway.



Council continued rolling out renewable energy and energy efficient projects including street lighting retrofits to 10 suburbs (gaining 80% energy efficiency benefits) and installing three roof-mounted and 3 ground-mounted solar panel systems, saving approx. \$300,000 in energy bills



Almost 8,000 people visited the museum, attending exhibitions including 'Every Thread tells a Story', 'Food Bowl Farming' and 'The Cathedral of the Hawkesbury: 200 years of St Matthews Anglican Church



Council's library went live with a new online library catalogue, making it easier to promote and search the significant heritage collections



Council employees approved 178 Development Applications



Council developed the Draft Local Strategic Planning Statement and commenced a range of studies to inform amendments to the Local Environmental Plan and Development Control Plan



Council employees commenced a formal program of reviewing Council's third-party relationships to ensure any potential risks to Council or community is mitigated



Council employees completed 824 sewage management facility inspections and 234 plumbing and drainage inspections to protect the Hawkesbury's natural environment

THE GOSPERS MOUNTAIN & GROSE VALLEY FIRES

A single lightning strike on 26 October, 2019 sparked a fire in the Wollemi National Park in the Lithgow local government area. The subsequent weather conditions lead to that fire spreading into the Hawkesbury and thus starting what became known as The Gaspers Mountain 'mega fire'.

At the fires' peak, it had joined the Little L and Paddock Run fires south of Singleton, the Grose Valley fire in the Blue Mountains, the Three Mile fire on the Central Coast and the Thompson Creek fire in Yengo National Park to form a 60-kilometre fire front burning out of control. From the date the fire started to the end of January 2020, when this report was written, the fire has continuously been burning and has destroyed an area of over 512,000 hectares. The fire was finally brought under control after 79 days, but continues to burn as 2019 continues. The Hawkesbury was directly impacted by the fires, the details of which can be summarised as:

- 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.

Hawkesbury City Council supported the Rural Fire Service (RFS) and other agencies throughout the fire by:

- Releasing employees for fire fighting purposes
- Providing employees to assist at Wilberforce Fire Control
- Setting up a temporary safe place for people to go at Wilberforce School and Richmond Club
- Worked with the RFS and Hawkesbury Showgrounds 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 RFS through our social media channels and website.
- Commencing development of a Bushfire Recovery Guide
- 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 Hawkesbury City Council could help affected residents.



NSW Rural Fire Service – Bilpin Fruit Bowl

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Windsor Mall Mural

HOW TO READ THIS REPORT

The focus for this report is to outline the progress Council has made on the 2019–2020 Operational Plan during the six month period, 1 July 2019 – 31 December 2019. This progress report contributes to the 2017–2021 Delivery Program.

The Delivery Program outlines Council’s four year plan to meet the Community Strategic Plan. The Community Strategic Plan has five focus areas: Our Leadership, Our Community, Our Environment, Our Assets and Our Future.

HOW WE MEASURE OUR PROGRESS

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

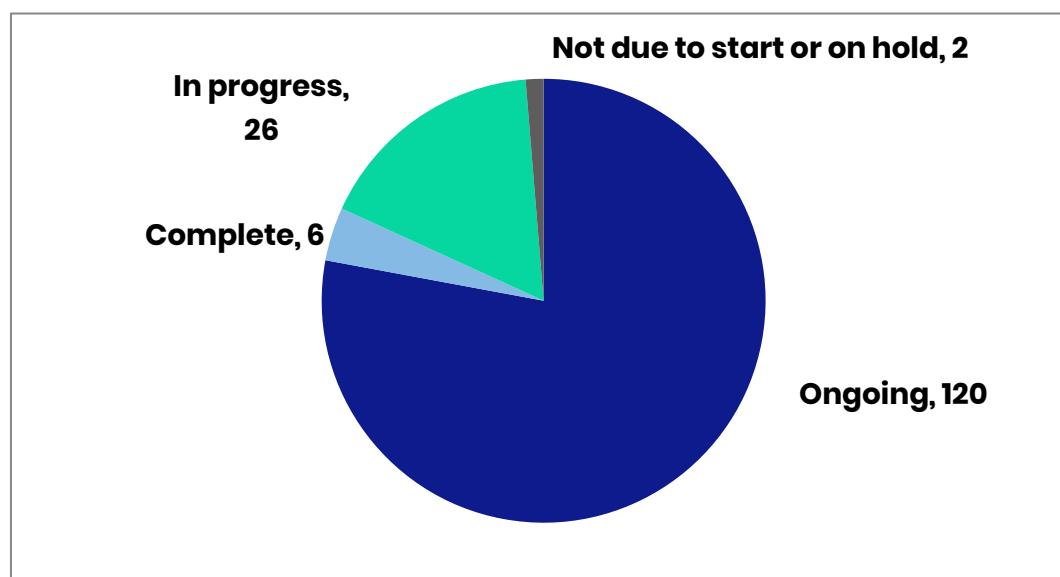
HOW THE INFORMATION IS REPORTED

High level summaries describing the progress of the Operational Plan under each of our Focus Areas are presented at the beginning of the report, along with some key achievements for this period and actions to look forward to in the next six months. A more detailed status report on all actions is provided in the appendix. It is important to note that this report does not contain an update on every service and activity provided by Council

OPERATIONAL PLAN PROGRESS SNAPSHOT

Period 1: 1 July – 31 December 2019

At the close of the period 1 July 2019 – 31 December 2019 all of Council’s operational plan actions were deemed ongoing, complete or in progress with the exception of three which are not due to start or on hold.





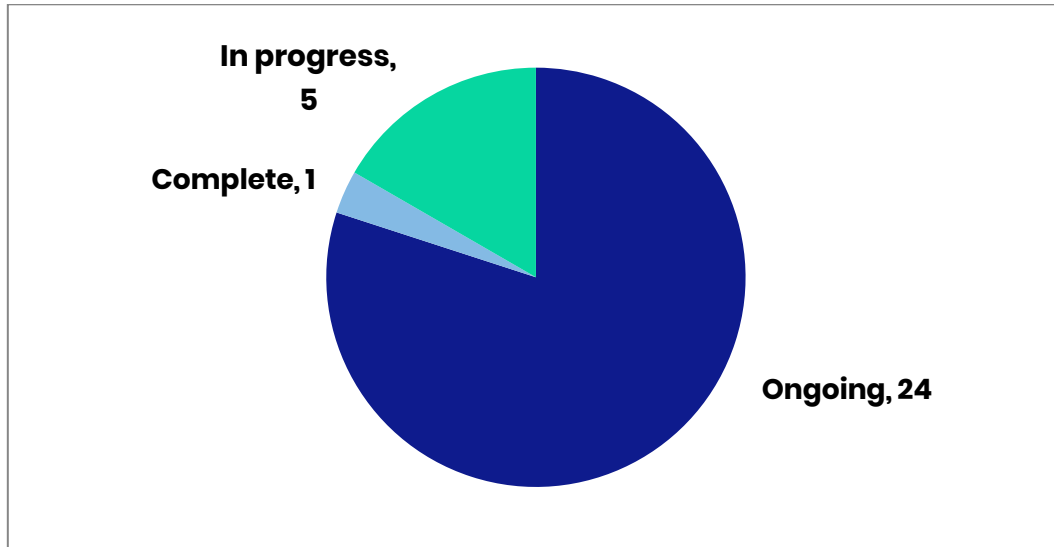
Hawkesbury Fest

OUR LEADERSHIP

FOCUS AREA ONE

What it means to you:

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



ACHIEVEMENTS

- Improved organisational planning processes
- Begun finalising the organisation's Sustainability Strategy
- Implemented a number of business improvement processes, some of which were based on audit recommendations
- Progressed work in the upgrade of Council's website based on community feedback
- Developed a draft Voluntary Planning Agreement Policy

NEXT SIX MONTHS

- Further improvements to the organisation's internal planning processes
- Enhancing communication and engagement with the community
- Continuing business improvement process throughout the organisation
- Continuing to build relationships with external stakeholders for the benefit of the Hawkesbury
- Developing a Works in Kind Policy to guide decisions on works-in-kind in lieu of monetary contributions
- Completing the organisation's Sustainability Strategy



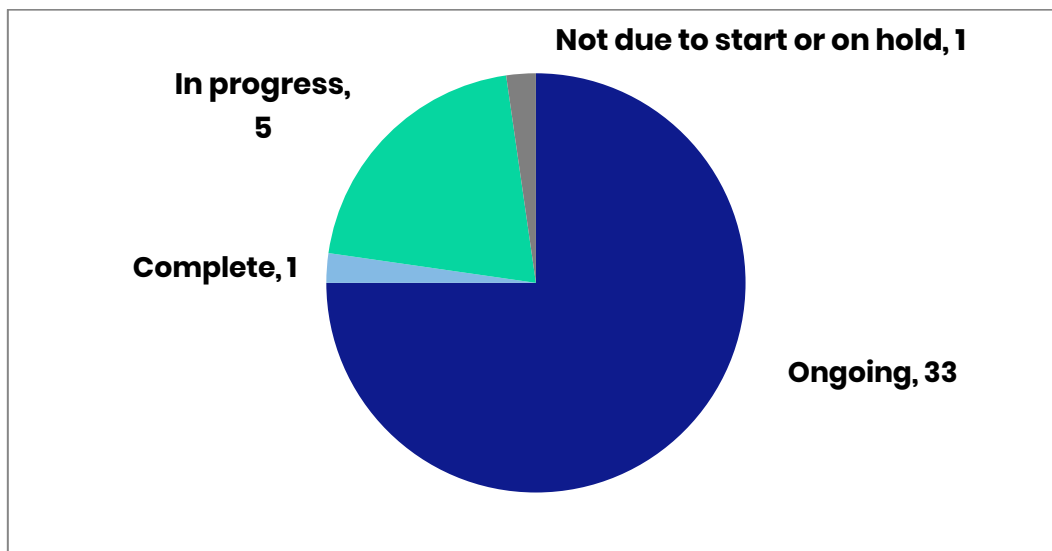
Council Chambers

OUR COMMUNITY

FOCUS AREA TWO

What it means to you:

Council partners with our community and key service providers to deliver outcomes that support a connected, healthy and inclusive Hawkesbury



ACHIEVEMENTS

- Integrated access to library, gallery and museum collections and catalogues
- Progressed actions to help the community in relation to health, safety, volunteerism and homelessness
- Provided opportunities for the community to give feedback on our open spaces such as Fernadell Park Plan of Management, the Memorial Park upgrade and Colbee Park and Deerubbin Park master plans
- Through our Community Sponsorship Program, Council provided \$50,500 to local community groups such as St Albans RFS Pioneer Trail Run, St Albans String Workshop, Christmas in the Park – Bowen Mountain, Carols in the Park – Kurrajong and North Richmond
- Resolved and signed the Sydney City Deals Health Alliance Memorandum of Understanding

NEXT SIX MONTHS

- Further memorandums of understanding with local health providers to progress the development of a Local Health Action Plan
- Completion of master plans and public domain plans for Richmond, Windsor and South Windsor
- Finalisation of a Volunteer strategy, policy and procedure to standardise and maximise Council's volunteer programs
- Further enhancing relationships with external stakeholders in the for the benefit of disadvantaged groups in the Hawkesbury with Windsor Police, NSW Department of Housing and Community Services and Wentworth Community Housing
- Finalise site and partnership proposals to increase the supply and diversity of housing in the Hawkesbury.



Community Appreciation Party



Volunteering information at Hawkesbury Fest

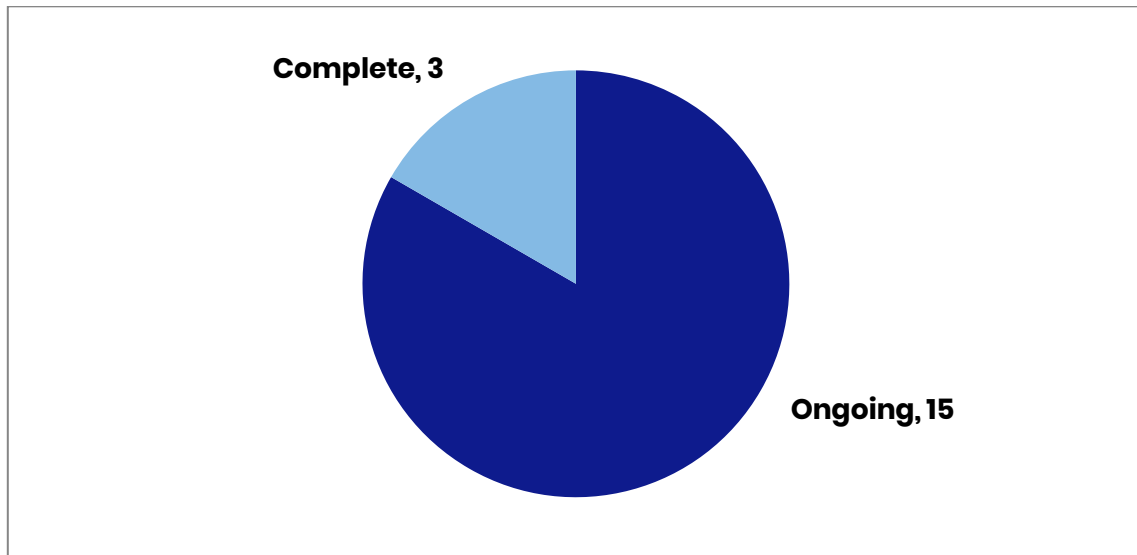


OUR ENVIRONMENT

FOCUS AREA THREE

What it means to you:

Council will, through leadership, stewardship and education, ensure that our natural and built environment is protected and enhanced for the current community and for future generations.



ACHIEVEMENTS

- Negotiated a new energy agreement to commence on 1 January 2020 involving buying 90% of all power from solar farms in central New South Wales
- Commenced using an online platform to track our environmental performance through the Resilient Sydney program and support the development of a Sustainability Strategy and Local Strategic Planning Statement
- Rolled out a range of waste education projects over the period such as Second Hand Saturday and Waste to Art
- Completed the following inspections in regards to the health and safety of the community and environment: 824 residential sewage management facilities, 234 plumbing and drainage, 178 food, 14 swimming pool, 18 skin penetration and 5 Legionella premises
- Reviewed Council's Sewage Management Facility policy and process

NEXT SIX MONTHS

- Finalising Council's Waste Management strategy
- Continuing to incorporate recycled materials in road construction and rehabilitation projects
- Continuing to roll out a program of retrofitting LED street lighting, roof-mounted solar panel systems and more energy efficient projects
- Adopting Council's Sewage Management Facility policy
- Completing Council's State of the Environment Report
- Review Councils domestic waste services contracts



Native plants stand at Hawkesbury Fest



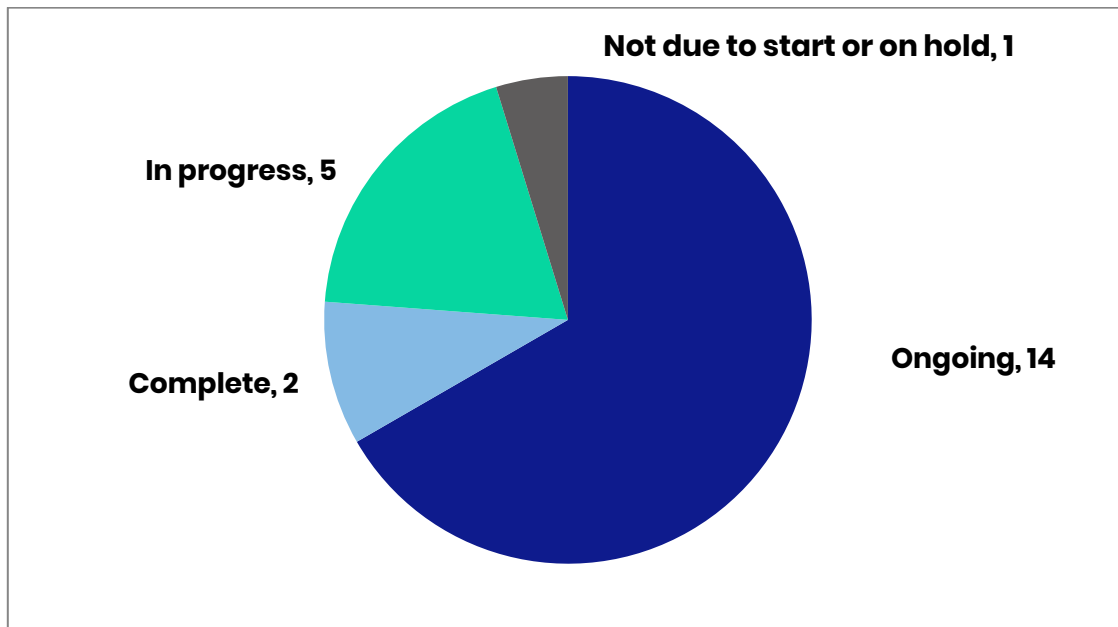
Community garden at the Museum

OUR ASSETS

FOCUS AREA FOUR

What it means to you:

Council will provide, upgrade and maintain assets to support our community



ACHIEVEMENTS

- Progressed the Bligh Park to South Windsor shared pathway project
- Completed the Mc Quade Park lake upgrade in September 2019 with grant funding from the NSW Government's Office of Environment and Heritage and Council funding.
- Achieved market rate for Council's commercial property portfolio

NEXT SIX MONTHS

- Continuing to advocate for transport services and connections through Roads & Maritime Services
- Completing all works under the Hawkesbury Mobility Plan
- Upgrading the playground at Memorial Park in Kurrajong
- Progressing Council's long-term asset management planning



Church Street playground opening



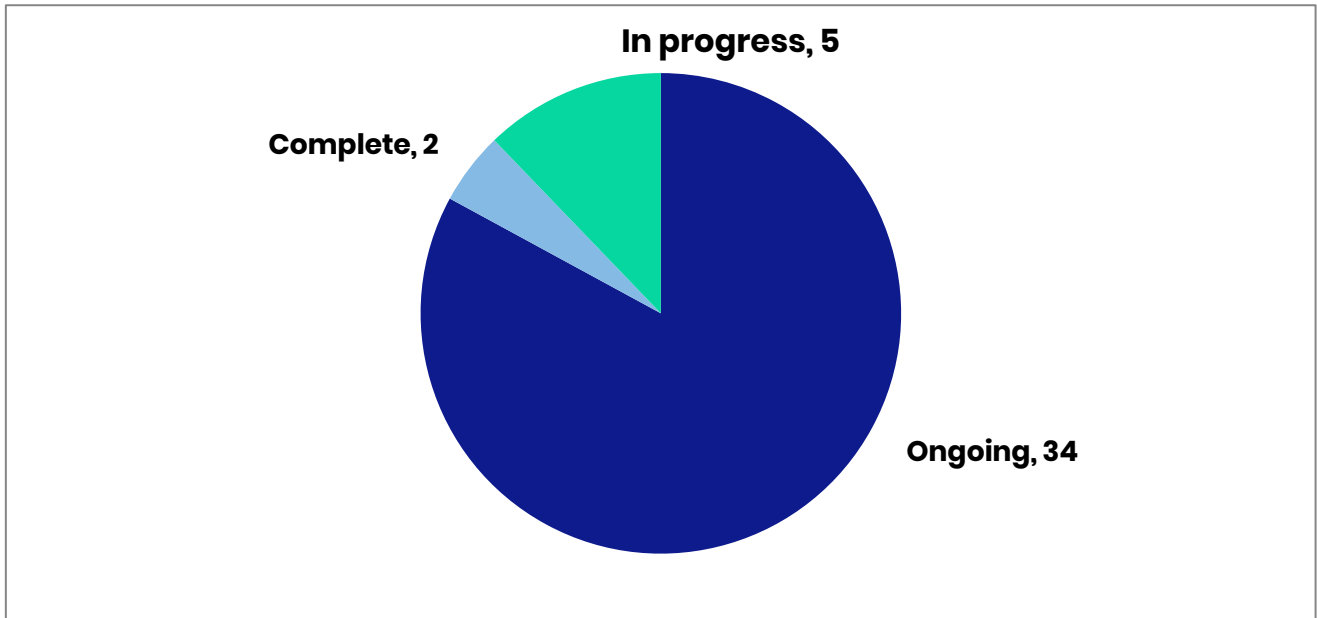
Governor Phillip Park Playground at Hawkesbury Fest

OUR FUTURE

FOCUS AREA FIVE

What it means to you:

Hawkesbury City Council will be a place that is vibrant, attractive and welcoming that treasures and celebrates our shared history, environment, local economy and lifestyle.



ACHIEVEMENTS

- Experienced a large increase in event attendance and social media followers
- Commenced setting up the grant funded Indigenous and endemic edible garden project at the museum
- Established a shop front façade program to help local small business owners
- Delivered two public art murals in the Windsor Mall
- Developed a Draft Local Strategic Planning Statement (LSPS) outlining a 20 year land use plan for the Hawkesbury
- Commenced work on a Demographics Study

NEXT SIX MONTHS

- Continuing to advocate for transport services and connections through Roads & Maritime Services
- Reviewing Council's long-term asset management planning
- Progressing the reclassification of land for a housing project with Wentworth Housing
- Finalisation of the Hawkesbury City Council Economic Development Strategy, draft Employment Lands Strategy, Ecological and Biodiversity Study, Heritage Strategy and Rural Lands Strategy
- Continuing to work with key stakeholders to progress plans for the development of an education, research and employment precinct at Clarendon
- Finalising the Local Strategic Planning Statement (LSPS)



Local business at Hawkesbury Fest



Hawkesbury Fest

DETAILED ACTION UPDATES

OUR LEADERSHIP

FOCUS AREA ONE

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

1.1.1: Council's elected leaders will actively connect and collaborate with the community.

Achieve an increased community awareness of Council's elected leader's roles and responsibilities

Action	Status	Comments
Develop and implement a program for regular engagement within distinct geographic areas across the Hawkesbury.	Ongoing	<p>Seven public meetings, as well as more than one event per month were held in towns and villages across the Hawkesbury Local Government Area. From St. Albans to Windsor, these events were held for the community to engage with the Council and Councilors.</p> <p>Council also held a community meeting in Colo Heights in response to the Gosper's Mountain fire in December.</p> <p>Council also provided opportunities for the community to engage on projects within their towns and villages through the 'Your Hawkesbury, Your Say' online platform and Facebook.</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.

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

Action	Status	Comments
Continue review of website and update in line with current trends, technologies and community requirement.	In progress	<p>After reviewing other websites and consulting the community, Councilors and Council employees, a draft website navigation menu has been created. The website is currently being developed, with a final draft website homepage, navigation menu and key page formats will be prepared by the end of April 2020.</p>
Implement actions in the Digital Communication	In progress	<p>The implementation of the Digital Communication Strategy is progressing including:</p>

Action	Status	Comments
Strategy.		<ul style="list-style-type: none"> - Customer service being improved through the development of online forms; - Increased digital delivery of information through the creation of a Facebook and Instagram page for the Hawkesbury Visitor Information Centre; - The review of Council's website which included a community survey on Your Hawkesbury Your Say asking people what they would like to see on the new website and how they would like it to function when it has been completed; and - Improved online engagement is being achieved through the increased use of Your Hawkesbury Your Say, an engagement tool on the website.

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

Develop and implement community engagement programs

Action	Status	Comments
Continue to annually engage with the community about Council's roles and functions.	Ongoing	<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 communication tools including:</p> <ul style="list-style-type: none"> - Council Facebook where followers have increased to 7,000, - Hawkesbury Events Facebook (7,000 followers), - Hawkesbury Events Instagram (1,500 followers), - Council website, - Discover the Hawkesbury tourism website - Hawkesbury Visitor Information Centre Facebook and Instagram <p>Council is also engaging using traditional media including media releases (more than 140), online forms, quarterly newsletters (July and October). Additionally, a Community Bushfire Recovery meeting was held in Colo Heights in response to the Gosper's Mountain fire in December 2019.</p>

1.2.3: Provide quality customer service to the community.

Implement Council's Customer Service Improvement Strategy to support the provision of reliable and responsive customer services

Action	Status	Comments
Introduce digital services via Council's website to provide enhanced customer service to the community.	Ongoing	After reviewing other websites and consulting with the community, Councilors and Council employees, a draft website navigation menu has been created. The website is currently being developed, with a final draft website homepage, navigation menu and key page formats will be prepared by the end of April 2020. The purpose of this review is to enhance the website's customer service functionality.

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

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

Develop and implement strategies to deliver sustainable services and facilities

Action	Status	Comments
Informed by the annual Audit Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	In progress	Following the annual audit program, multiple recommendations have been identified to improve Council's processes and services. These audit recommendations have led to business improvements throughout the organisation including specific projects in relation to: <ul style="list-style-type: none">- Sewage Management Facility inspections- Fire Safety Program processes- Section 64 Sewage applications- Project management processes These projects and others currently underway throughout the organisation. As well as this, Council's internal software program for managing audit outcomes is currently being built. This will enhance the organisation's ability to track and report on business improvements in relation to audit actions.

Identify and seek alternative income streams

Action	Status	Comments
Review policy and procedures for development contribution plans and Voluntary Planning Agreements.	Ongoing	A draft Voluntary Planning Agreement (VPA) Policy was also presented to Council in December 2019. After being publicly exhibited it will be reported to Council for adoption.

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

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

Action	Status	Comments
Collaborate through the Regional Strategic Alliance on a regional approach to asset management including the completion of condition audits on relevant asset categories.	Complete	Council is no longer proceeding with this following the cessation of the Regional Strategic Alliance, however collaboration is occurring through the establishment of affiliations within other professional groupings

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

Implement Council's fit for the Future Strategies

Action	Status	Comments
Implement Council's Fit for the Future Strategies.	Ongoing	All Fit for the Future Strategies has been implemented throughout the organisation, and have now become business as usual. As a result Council is on track to meet the required financial benchmarks by 2020/2021, and therefore placing Council in a financially sustainable position.

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.

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

Action	Status	Comments
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 Livability Grants.	Ongoing	Council has continued working with relevant government agencies and peak bodies to meet outcomes within the Community Strategic Plan. In November 2019 Council resolved to enter into a Memorandum of Understanding to support a Health Alliance between the eight Councils of the Western Parkland City, two State Government Local Health Districts and two Commonwealth Government Primary Health Networks. Council also resolved to formally enter into an alliance with the Western Parkland Councils in accordance with the draft Deed of Agreement and Section 355 of the Local Government Act 1993. Work has progressed on the development of a Digital Action Plan that will guide all levels of government to deliver better connectivity for the Western Parkland City. Council assisted in the development of a Regional Investment Brochure to promote the economic opportunities across the Western Parkland region.

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

Develop and maintain partnerships that facilitate management of resources and funding

Action	Status	Comments
Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> Asset Management 	Ongoing	Council is working with Roads & Maritime Services (RMS) to secure funding for road improvement projects throughout the Hawkesbury. Council is currently awaiting confirmation of funding for repairs to King Road in Wilberforce under the RMS "REPAIR" Program.
Work with strategic partners to pursue	Ongoing	Council has partnered with Blue Mountains City Council to engage The Centium Group to

Action	Status	Comments
objectives in relation to: • Auditing		undertake internal audits planned to occur through the 2019 – 2020 financial year. This includes audits on: - City Planning applications and certificates - Customer Service standards and complaints - Roads and Maritime Services drives compliance (annual)
Work with strategic partners to pursue objectives in relation to: • Employment	Ongoing	Preparation of the Draft Employment Lands Strategy has continued during the period. Work undertaken on the Draft to date has informed the preparation of the Draft Local Strategic Planning Statement. Additionally, 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 with strategic partners to pursue objectives in relation to: • Environment and Sustainability	Ongoing	Council continues to work with 33 other metropolitan local councils in relation to the 'Resilient Sydney' strategy. 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 next two years.
Work with strategic partners to pursue objectives in relation to: • Leisure Centres	Ongoing	Council employees continue to work closely with the YMCA regarding the management and operation of the Oasis aquatic and Leisure centre and the Hawkesbury Indoor stadium. Council is also working closely with PCYC NSW regarding the future management of the Hawkesbury Indoor Stadium .
Work with strategic partners to pursue objectives in relation to: • Procurement	Ongoing	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.

Action	Status	Comments
<p>Work with strategic partners to pursue objectives in relation to:</p> <ul style="list-style-type: none"> Risk Management 	Ongoing	<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
<p>Work with strategic partners to pursue objectives in relation to:</p> <ul style="list-style-type: none"> The Western Parkland City 	Ongoing	<p>Council continues to work with the Planning Partnerships Office as part of the Western Parkland City to participate in the development of engineering standards and street design guidelines. In addition the Planning Partnerships is supporting the 8 Western Parklands City Councils to develop a Local Developer Contributions Paper that will propose a series of recommendations to address a range of matters such as land acquisitions costs, infrastructure costs and the overall process.</p>
<p>Work with strategic partners to pursue objectives in relation to:</p> <ul style="list-style-type: none"> Tourism 	Ongoing	<p>The Regional Tourism Initiative continues to be pursued with Destination NSW, the Hawkesbury Visitor Economy Advisory Committee and Penrith and Blue Mountains City councils.</p>
<p>Work with strategic partners to pursue objectives in relation to:</p> <ul style="list-style-type: none"> Transport 	Ongoing	<p>Council employees continue to work with and advocate for transport services and connections through Transport for NSW, Roads & Maritime Services (RMS) and City Deals.</p> <p>Specific transport issues Council is currently working with State Government agencies on include:</p> <ul style="list-style-type: none"> - North Richmond Bridge; and - a broader transport framework for the

Action	Status	Comments
		Hawkesbury local government area and surrounds.
Work with strategic partners to pursue objectives in relation to: <ul style="list-style-type: none"> Waste Management 	Ongoing	Preparation of Council's Integrated Waste Strategy is underway. The strategy will identify government partnerships, agencies and commercial operators as part of the investigation phase. These partnerships will include other councils, universities and regional bodies.

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.

Comply with all statutory corporate planning and reporting requirements

Action	Status	Comments
1. Review Business Plans for each Council Business Unit, incorporating: <ul style="list-style-type: none"> Policies Enterprise Risk Management Delegations Authorities and Licenses Training Budgets Resources Contracts Tenders 	Ongoing	All Hawkesbury City Council branch managers have developed Business Plans for their Business Units. These plans have been reviewed and an improvement process has commenced to enhance the usability of the plans as an induction tool for new employees. Business Unit Actions have now been developed to show clear actions, responsibilities, measures and time frames for all actions each business unit 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.	Ongoing	Waste Management continues to provide a positive result and the payment of a Sewer Dividend is on track for 2021/22.
Mange the process in relation to the submission of grant applications to funding authorities.	Ongoing	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

Action	Status	Comments
		provided to relevant Branch Managers in relation to reporting for grant applications, progress reporting and acquittals.
Prepare a draft Dashboard of Compliance with Legislative Requirements and Customer Service Standards.	In progress	Preliminary work has commenced following the appointment in December 2019 of Council's Manager Corporate Services and Governance. It is expected that a Compliance Register will be completed during 2020.

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

Develop and implement best practice processes and reporting measures

Action	Status	Comments
Complete Sustainability Strategy including best practice processes and reporting measures.	Ongoing	With assistance through the Department of Planning Infrastructure and Environment's Sustainability Advantage Program work has continued on the preparation of a Sustainability Strategy. Further work associated with the preparation of the Draft Sustainability Strategy will be informed by the establishment of a baseline in terms of carbon emissions for Council as an organisation, and for the Hawkesbury Local Government Area.
Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and agreed management actions.	Ongoing	The 2019 – 2020 Audit program comprises of: <ul style="list-style-type: none"> - The Project Management Audit (complete) - The Contract Management Audit (complete) - The Annual Roads and Maritime Services Drives Audit 2019 (complete) - The City Planning – Applications and Certificates Audit (commenced) - Customer Service – Standards and Complaints audit is (scheduled to commence in March 2020) - The Annual Roads and Maritime Services Drives Audit 2020 ((scheduled to commence in May2020) The progress of the Audits and the implementation of the agreed management actions arising from

Action	Status	Comments
		the Audits are reported and monitored by the Audit Committee.
Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy.	Ongoing	During the period 1 July 2019 to 31 December 2019, Council received 24 customer complaints and 26 customer compliments. Complaints and compliments were actioned using Council's Complaints and Compliments procedures. An internal audit regarding customer service standards and complaints will commence in March 2020.

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 employee and a highly capable workforce

Implement strategies identified in Council's Workforce Management Plan

Action	Status	Comments
Implementation of strategies as identified in Council's Workforce Management Plan	In progress	<p>The identified workforce planning strategies for 2019/2020 reporting period include:</p> <ul style="list-style-type: none"> - Learning & Development – Investigation of E-Learning, Development of Onboarding Portal - Recruitment & Selection – introduction of more detailed Employment Screening provisions - Flexible Work Arrangements – reviewed 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 - Workforce Structure – completed five realignment projects to align business functions to organisation structure - Changes to Chain of Responsibility legislation also saw priority placed on wellbeing and safety strategies required to support employee and organisation in delivering outcomes for the community.

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

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

Action	Status	Comments
Continue an organisation-wide program of Business Improvement processes linked to Council's Fit for the Future Strategies and Customer Service Outcomes including Fire Safety and Development Services such as Development Application assessment times.	Ongoing	<p>A number of business improvement projects have been underway within the organisation, including:</p> <ul style="list-style-type: none">- A Business Improvement Methodology- Section 64 Sewer: A process to allow Council to manage applications requested by residents, to connect into Council's sewerage management treatment plant- Fire Safety Program: A holistic compliance process to manage fire safety building requirements to reduce risks on occupants. Council's internal software program is currently being built, to deliver this process with testing being done in early 2020- Septic Management Facilities: A holistic compliance process to manage inspections to reduce risks on residents & the environment has been finalised. Council's internal software program is currently being built, to deliver this process with testing being done in 2020

OUR COMMUNITY

FOCUS AREA TWO

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.

Implement Council's Hawkesbury Floodplain Risk Management Plan

Action	Status	Comments
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan and Strategy.	Ongoing	Key actions from the Hawkesbury Floodplain Risk Management Plan which were implemented in this period are as follows: <ul style="list-style-type: none">- Preparation of a Draft Flood Liable Land Policy- The Flood Development Control Plan Chapter has continued, and will be reported through Council's Floodplain Risk Management Advisory Committee.- Policy work is considering the release by the NSW State Government of the Hawkesbury Nepean Regional Flood Study in August 2019.- Council was notified during the period of a successful grant application from the Office of Environment and Heritage in respect of an update to the Flood Risk Management Plan to consider the new data associated with the Hawkesbury Nepean Regional Flood Study released in August 2019.

Implement Council's Natural Hazards Resilience Study

Action	Status	Comments
Develop interim Flood Policy	Ongoing	The preparation of the Draft Flood Liable Land Policy (flood policy) is a key action implemented this period from the Hawkesbury Floodplain Risk Management Plan and Strategy.

Participate with other authorities in the planning and implementation of their emergency and risk management plans

Action	Status	Comments
Provide support to the community led Disaster Resilience Pilot Project west of the river.	In progress	Initial meetings held with State Agencies to support development of pilot program, however agency employee have been redeployed to bushfire recovery activities and will recommence when this work has been finalised.
Work with Rural Fire	Ongoing	The Bushfire Management Committee, which

Action	Status	Comments
Service to develop and implement yearly hazard reduction programs on community managed land.		<p>represents:</p> <ul style="list-style-type: none"> - Hawkesbury City Council, - Rural Fire Services, - NSW Fire and Rescue, - NSW Police, - Roads and Maritime Services, - Endeavour Energy, - Railcorp, - Farmers Association, - Royal Australian Air Force (RAAF), and - The Lands Department <p>completed development of a hazard reduction program for implementation during winter, when weather conditions permitted. Recent fires will necessitate a review of the program.</p>

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

Take action and develop partnerships to strengthen and achieve a safe and inclusive community

Action	Status	Comments
Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	Ongoing	<ul style="list-style-type: none"> - Four safety information sessions delivered in relation to cyber safety for seniors, fraud avoidance, youth cyber safety and elder abuse. - 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 employee. - Facilitated delivery of one cyber safety training session to parents in school setting. - Led three events that promote healthy relationships and wellness for young people including Youth Week event, youth focused mental health month event and training for youth services in Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusion.
Develop Dementia	Ongoing	Draft Dementia Friendly Working Group formed

Action	Status	Comments
<p>Friendly Hawkesbury Plan including rolling out community education on dementia friendly spaces.</p>		<p>including the following key stakeholders:</p> <ul style="list-style-type: none"> - General Practitioner - 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 Draft Plan was reported to Council in November 2019 and placed on public exhibition. The outcomes of the public exhibition are being reported to Council in February 2020.</p> <p>Four community education sessions were held in October 2019 during Dementia Awareness month.</p>
<p>Implement priority activities and campaigns in the Road Safety Action Plan including child restraint fitting program and speed reduction campaigns</p>	Ongoing	<p>Programs delivered in the July – December 2019 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>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>	Ongoing	<p>Actions undertaken in this period 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

Action	Status	Comments
		statistics related to local incidence of domestic violence to support funding applications

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.

Resource the joint planning and provision of activities and programs which support healthy lifestyles

Action	Status	Comments
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.	Ongoing	Council signed the Western Sydney City Deals Health Alliance Memorandum of Understanding in November 2019. Council will seek a Memorandum of Understanding with Nepean Blue Mountains Local Health District, Nepean Blue Mountains Primary Health Network and St John of God Hospital to progress development of a local Health Action Plan in 2020.
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.	Ongoing	<ul style="list-style-type: none"> - Planning for Health and well-being activity and information sessions for Seniors Week in February 2020 has been completed - Three falls prevention sessions provided in partnership with Hawkesbury District Health Service in August, September and October 2019.

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

Implement the Hawkesbury Regional Open Space Strategy

Action	Status	Comments
Complete review the Hawkesbury Regional Open Space Strategy.	In progress	- Hawkesbury Ecological and Biodiversity Framework is being developed to categorise council land

Action	Status	Comments
		<ul style="list-style-type: none"> - Demographic profiles to inform future needs are being finalised. These profiles will be used to inform other studies such as the Hawkesbury Regional Open Space Strategy. - The Hawkesbury Regional Open Space Strategy is being finalised and expanded to include community facilities, given potential synergies between recreation and community facilities. Quotations will be sought in 2020 from suitable companies to review the Hawkesbury Regional Open Space Strategy once complete.
Develop the Fernadell Master Plan and Management Plan.	In progress	The development of the Fernadell Master Plan and Management Plan has commenced. Quotations were sought from qualified companies and the contractor (Complete Urban) was appointed. Community consultation has been undertaken through September and October and a draft plan is planned to be completed in early 2020.

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.

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

Action	Status	Comments
Implement Community Sponsorship Program.	Ongoing	Council completed one round of Community Sponsorship Program in December 2019 with \$23,146 distributed to 16 applicants from a range of community groups.

2.3.2: Support and expand active volunteering Council resolved on 10 September 2019 to amend the Code as to adjustments to the placement and frequency of meetings and method of voting. Council resolved on 26 November 2019 to further amend the Code concerning condolence motions. All of the amendments were placed on public exhibition, with submissions open until late January 2020.

Support and resource active volunteerism within the community

Action	Status	Comments
Establish and implement an annual program of tourism familiarisation tours for Museum	In progress	Planning is in place to develop a tourism familiarisation tour for Museum volunteers by June 2020. The focus will be on visitor attractions and it is being organised with the assistance of the

Action	Status	Comments
volunteers.		employee at the Hawkesbury Visitor Information Centre.
Establish Civic Volunteer Program.	Ongoing	Draft internal policy, procedure and Volunteer Strategy being prepared for the reporting to the Council's executive team by April 2020.
Promote the Cultural Services volunteer program.	In progress	<p>The Cultural Services Branch has 83 volunteers working across the Museum and Gallery, and 51 Library volunteers. During 2019 five Gallery and Museum volunteers were awarded 5 years' service, and three Museum volunteers achieved 10 years' service awards.</p> <p>Apart from volunteer support with meeting and greeting, providing visitor information, processing sales and recording visitor numbers, volunteer 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 – about 200 shoppers <p>Training and recognition programs for the volunteers during July–December 2019 have included:</p> <ul style="list-style-type: none"> • Excursion to Nutcote (House Museum of May Gibbs) • Council's Community and Volunteer Appreciation Party
Support Clean-up Australia Day volunteers.	Ongoing	Planning for Clean Up Australia Day activities has commenced during the period ahead of the events scheduled for 1 March 2020.
Support volunteer Bush Care groups.	In progress	Council supported 13 bush care groups and 111 volunteers during the six month period. The groups are based at spread around the Hawkesbury with four 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

Action	Status	Comments
		area. The works these volunteers are doing include the removal of invasive weeds allowing natural revegetation to occur. This equates to 1664 volunteer hours for this period.

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

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

Action	Status	Comments
Develop a community awareness program targeting school zones.	Ongoing	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 information circulated to improve pedestrian safety in school zones.
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc.).	Ongoing	All funding and statutory requirements as negotiated with funding bodies have been met and reported.
Undertake a review of third party relationships.	Ongoing	In October 2019 Council entered into an agreement with InConsult for the carrying out of a review of the third party relationship between Council and Peppercorn Services Inc. This is the first third party organisation to be reviewed as part of a program to address the issue of potential risk associated with such relationships. The preliminary stage of the Peppercorn review involved the obtaining of documents concerning operational and governance arrangements and establishing a timeline for moving forward. The Peppercorn review will establish a framework

Action	Status	Comments
		and templates for subsequent reviews, including reviews of Hawkesbury River County Council (HRCC) and 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.

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

Action	Status	Comments
Continue to work with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs.	Ongoing	Funding has been allocated to the Hawkesbury Sports Council for them to implement their maintenance and Capital works programs. Council employees continue to work closely with the Hawkesbury Sports Council, attending monthly executive meeting to provide advice. A progressive field lighting review is being undertaken by Council in consultation with Hawkesbury Sports Club including work at Bensons Lane Sporting Complex and North Richmond tennis and netball courts.
Encourage community involvement in the development of plans for the management of parks.	Ongoing	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. Further opportunities will occur with the community having an opportunity to comment on the upgrade of Bilpin Oval in February 2020

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.

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

Action	Status	Comments
Develop and implement Hawkesbury Response to Rough Sleeper Action	Complete	The Hawkesbury Response to Rough Sleeper Action was developed and implemented in August 2019, in partnership with key stakeholders

Action	Status	Comments
Plan.		<p>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 - Hawkesbury's 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.</p>
Participate on local, regional and State planning forums to advocate for the human service needs of the Hawkesbury.	Ongoing	<p>Employee continue to participate on 12 local and regional interagency and planning forums in relation to aged, disability, mental health, domestic violence, health, safety and youth issues. Employees are currently exploring establishing a cross functional planning mechanism to promote cross sectorial and district wide planning.</p> <p>Employee participating in the Western Sydney City Deal Health Alliance Steering Committee to progress initiatives to improve access to health services. Employee 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>

Action	Status	Comments
Prepare a design brief and operating framework for Homelessness Hub.	Ongoing	<p>Actions have included:</p> <p>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 & Hawkesbury's Helping Hands.</p> <p>Developed program for addressing homelessness in Windsor.</p> <p>Windsor homeless project was concluded in August 2019.</p> <p>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.</p> <p>Council is supporting access to these services through transport partnerships and service promotion.</p>
Seek funding in partnership with Nepean Blue Mountains Primary Health Network to prepare a Community Health and Well-being Action framework.	Ongoing	<p>Preliminary consultation has been undertaken with service providers to identify primary determinants of health and wellbeing for further analysis and priority. Council will seek to develop a Memorandum of Understanding (MOU) with the Nepean Blue Mountains Local Health District, the Nepean Blue Mountains Primary Health Network and St John of God Hospital to develop a local health action plan and improve access to health services.</p>
Seek funding to implement community resilience and mental health programs in particular mental health outreach programs.	Ongoing	<p>Preliminary consultation has been undertaken with service providers to identify primary determinants of health and wellbeing for further analysis and priority. Council supported Peppercorn Services Inc. to obtain funds to deliver men's resilience program. Council will continue to pursue funding opportunities to establish</p>

Action	Status	Comments
		wellbeing programs with a focus on mental health.
Subject to flooding and other constraints, implement the priority actions of the Affordable Housing Working Group, in conjunction with Council's Human Services Advisory Committee including partnerships to deliver affordable rental housing.	Ongoing	Employees have worked to identify suitable sites for prospective partnership to increase the supply and diversity of housing stock through a partnership with a community housing provider. Site and partnership proposal being reported to Council in February 2020.

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

Undertake community consultation and engagement to understand community needs and service demands

Action	Status	Comments
Undertake community consultation and engagement to understand community needs and service demands.	Ongoing	<p>A program of community engagement was held between July and August with seven town meetings held in towns and villages across the Hawkesbury. Meetings were held in Bilpin, St Albans, Maraylya, McGraths Hill, Colo Heights, North Richmond and Wilberforce. The community were updated about the works and program Council had completed over the previous year (in a video) and heard from Council employee about increased opportunities for engagement with the community through digital media, online forms and the website and event and community sponsorship opportunities.</p> <p>Community engagement is undertaken through Council's digital channels, using the website tool Your Hawkesbury Your Say for questions, surveys and voting and Facebook for information sharing and feedback.</p> <p>In response to the Gosper's Mountain Bushfire,</p>

Action	Status	Comments
		Council held a community meeting in Colo Heights to address the early need of community affected by the bushfire.

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

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

Action	Status	Comments
Implement Year 3 actions of Council's 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	Ongoing	<p>14 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 rooms

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

Action	Status	Comments
Report recommendations of the Hawkesbury Youth Summit 2019 to Council and implement	Ongoing	Youth reference groups facilitated. In response to feedback from young people employee have commenced planning for development of a youth action plan rather than hosting stand-alone Youth Summit in 2019/2020.

Action	Status	Comments
endorsed recommendations.		

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

Action	Status	Comments
Adopt the Hawkesbury Cultural Development Plan.	In progress	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.
Develop Youth Action Plan to understand the needs of young people and plan Hawkesbury's future with them.	Ongoing	Youth reference groups facilitated. In response to feedback from young people, employees have commenced planning for development of a Youth Action Plan.
Provide financial and other support to community groups to plan and deliver community events and activities.	Ongoing	Financial and in-kind assistance provided to support: <ul style="list-style-type: none"> - Social Inclusion Week - Carers Day - NAIDOC Week - Dementia Awareness Month - White Ribbon Day - Mental Health Month - International Day of People with Disabilities - Sorry Day - Seniors Week - Youth Week - Harmony Day - International Women's Day

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

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

Action	Status	Comments
Complete implementation of a new Library system which will include	Ongoing	The Library component of the catalogue is online with 125,694 items made accessible. The Library photograph collection, as well as Museum and Gallery collection components of the online

Action	Status	Comments
museum and gallery collection catalogues and make them online accessible		catalogue are currently being built and will be online accessible in early 2020. This accessibility will promote the profile and use of the Hawkesbury's State significant heritage collections. The new Library system also provides more features, and easier searching across all collections, for Library users.
Work with PCYC NSW to progress planning for the design and delivery of a Police Community Youth Club for the Hawkesbury	Ongoing	Council is currently finalising a Development Agreement and Lease with PCYC NSW to operate the Hawkesbury Indoor Stadium with PCYC to assume operating responsibility of the Stadium from 1 July 2020.

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

Provide a range of history and cultural heritage programs and exhibitions

Action	Status	Comments
Provide museum collection programs which celebrate our significant heritage and history and manage the museum's history collection.	In progress	<p>During July – December 2019, the Museum has presented two candlelit tours of the Georgian building Howe House. These dramatic presentations of local historical tales attracted 35 visitors. A talk on Childhood over the generations focused on children's toys from the Museum collection.</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 7,930 visitors during</p>

Action	Status	Comments
		July – December 2019.
Recognise, conserve and promote the area's history and heritage for current and future generations	Ongoing	<p>During July – December 2019, the Library presented:</p> <ul style="list-style-type: none"> - Three family history research classes attracting 64 participants - Six talks by family history and local studies specialists. - Presentations - including researching women in history, using cemetery records, birth, death, marriage certificates and colonial records - attracted 303 attendees. - Photographs from the Library's local studies collection will be online in the first half of 2020. - The Rex Stubbs Commemorative History Day, held in August, was attended by 46 people, representing local and regional history groups.

Review and implement Council's Heritage Strategy

Action	Status	Comments
Complete the Hawkesbury Heritage Study.	Ongoing	Work associated with the Hawkesbury Heritage Study has continued with any potential listings being researched and assessed as to whether there is sufficient merit in proposing a heritage listing.
Review and implement agreed priority actions of Council's Heritage Strategy.	Ongoing	<p>The Hawkesbury Local Heritage Assistance Fund continued, with a total of \$30,000 provided to 12 applicants for maintenance/conservation works to heritage listed properties.</p> <p>Council's Heritage Advisory Service has continued. The Thompson Square Conservation Management Plan was submitted to the Heritage Council for endorsement.</p>

Through the Master planning processes for the revitalization of the Richmond and Windsor Town Centres provide opportunity to consider the recognition and promotion of the area's history and heritage

Action	Status	Comments
Complete master planning for town centre	In progress	Draft master plans are being developed based on information collected as part of the community

Action	Status	Comments
revitalisation of Richmond, Windsor and South Windsor.		engagement process. Further community engagement is planned, which will inform the development of Draft Public Domain Plans and the further refinement of the Master Plans.

Provide a range of media to Recognise and promote the area's history and heritage

Action	Status	Comments
Produce a Museum publication on the cultural history of food production in the Hawkesbury.	Not Due To Start or On hold	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.	Ongoing	Continued to support and promote the area's heritage through the Local Heritage Assistance Fund, development of the Thompson Square Conservation Management Plan, and developing Draft Heritage Fact Sheets and Guidelines.

OUR ENVIRONMENT

FOCUS AREA THREE

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 ground waters, and natural eco-systems through local action and regional partnerships.

Manage and protect our rivers, waterways, riparian land, surface and ground waters, and natural eco-systems through local action and regional partnerships

Action	Status	Comments
Commence a Scoping Study for a new Coastal Management Plan with other Hawkesbury River local authorities.	Ongoing	Given the changes to Coastal Management Legislation and a requirement to have an updated Coastal Zone Management Plan under that new legislation by 2021. 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.
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Ongoing	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.

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

Take action and engage with relevant government agencies and community groups to protect the natural environment

Action	Status	Comments
Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program	Ongoing	A business improvement process was conducted internally to increase efficiencies for Sewage Management Facility (SMF) inspections. During the first 6 months of the 2019 – 2020 financial year, the Septic Safe program has

Action	Status	Comments
		<p>continued with the successful completion of 825 SMF inspections and 234 Plumbing and Drainage Inspections.</p> <p>An additional employee member has allowed the SMF team to review more systems within the Hawkesbury Local Government Area ensuring that they are operating in an environmentally safe manner.</p>
Investigate the opportunity to work with RID Squad to undertake a pilot illegal dumping project.	Ongoing	Consideration is still being made to the possibility of joining the RID squad. Further data regarding the program is being sourced prior to joining this program.
Work with key agencies to investigate illegal land use actives such as the Natural Resource Access Regulator, Environmental Planning Authority and Department of Primary Industries to undertake investigations.	Ongoing	Continued to work with relevant government agencies including NSW Police, 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 of waterways, noise complaints, operating outside of development approvals, illegal works and illegally dumped rubbish.

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

Develop and implement programs that encourage the community to care for the natural environment

Action	Status	Comments
Complete Ecological/Biodiversity Framework.	Ongoing	<p>Work associated with the mapping and prioritisation of Biodiversity has continued during the period. The mapping to date has informed a range of further studies to date, including Kurmond Kurrajong Investigation Area Structure Plan, Draft Local Housing Strategy, Draft Employment Lands Strategy and Rural Lands Strategy. Once further work is completed, this will inform:</p>

Action	Status	Comments
		<ul style="list-style-type: none"> - Strategies to retain and enhance key identified biodiversity - Review the local environmental plan (LEP) and Development Control Plan (DCP) - Inform Council's response to the Cumberland Plain Conversation Plan process - Inform the review of Council's Regional Open Space Strategic - Inform Council's property strategy
Grow endemic plants at the community nursery for parks, reserves, and Land-care groups.	In progress	The Nursery has generated over 15,112 plants in the last six month period. We have sold 14,108 to a range of customers including direct sales to the public, Penrith Council, Bush care groups, Hawkesbury River County Council and Hawkesbury Rainforest network. We have also given away 1004 plants at events such Hawkesbury Fest, Koala Fest Hawkesbury and Kurrajong-a-buzz.
Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land.	Ongoing	<p>Budget of \$241,000 allocated to Land Management activities across 35 reserves throughout the Hawkesbury, including:</p> <ul style="list-style-type: none"> - 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

Action	Status	Comments
		<ul style="list-style-type: none"> - George Street - Hanna Park - Hawkesbury Park - Navua, Riverside Drive - Yarramundi - Chain of Ponds - Woodbury - Glossodia Park - Pughs Lagoon - Bushels Lagoon - Redbank Creek - Diamond Hill - Singleton's - Matheson Park - Bellbird Hill - Upper Colo <p>Council continues to expend funding received to support environmental restoration activities from the following organisations. \$30,900 received through Save our Species program to ensure the survival of threatened ecological communities at Singleton's reserve, Matheson Park and Diamond Hill. \$10,000 received from GSLLS for Giant Reed control in the Macdonald valley and \$8,150 for weed control in local wetlands. \$15000 received from OEH for Estuary Health monitoring.</p>

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

Identify, investigate and resolve unauthorized and environmentally harmful development

Action	Status	Comments
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance & Enforcement Policy.	Ongoing	Council employees have continued to investigate reports in relation to illegal developments. The Building Compliance Team received 740 illegal development enquiries/complaints in this reporting period and completed 60% of those investigations. The completion of matters has taken 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.

Develop and implement community sustainability programs

Action	Status	Comments
Review and implement Council's Waste Education Program.	Ongoing	<p>Council has rolled out a range of waste education projects over the period, including:</p> <ul style="list-style-type: none"> - Council's Monthly War on Waste Workshops - Public Place Recycling Program - Chemical Clean Out Event - Promotion of the newly opened Community Recycling Centre - Bin Inspection Program - Waste 2 Art Competition - Household Compost Revolution - The new program for Schools Compost Revolution - Clean Up Australia Day. <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.

Investigate and implement alternative energy forms where feasible

Action	Status	Comments
Implement renewable energy and energy efficient projects.	In progress	<p>Projects completed in this period include</p> <ol style="list-style-type: none"> 1. 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. 2. Installation of 3 roof mounted systems completed and a further 3 ground mounted solar panel system installations are in progress; these

Action	Status	Comments
		<p>projects when completed will save approximately \$300,000p.a. in energy bills.</p> <p>3. Council has negotiated a new energy agreement to commence on January 1 2020 involving buying 90% of all its power from solar farms in central New South Wales. This change will provide renewable energy to 100% of Council's power needs for all our large sites and street lighting.</p>

3.2.3: Become a carbon neutral Local Government Area

Investigate opportunities and take action to assist Council in becoming a carbon neutral organisation

Action	Status	Comments
Based on baseline data, investigate opportunities for Council to manage, lead and advocate for the benefits of becoming a carbon neutral organisation.	Ongoing	<p>Council has partnered with the Resilient Sydney Program. Through Council's participation in the Resilient Sydney Program, an Environmental Footprint digital platform has been developed. The platform assists councils track their environmental performance, compare performance to other organisations, enables better planning for future communities and inform the decision making process on how to take action. It provides a standardised evidence base for decision-making, while also enabling collaboration, action and advocacy.</p> <p>As outlined at the Councilor 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.

Finalise and commence implementation of a Waste Management Strategy

Action	Status	Comments
Develop a Waste Management Strategy.	In progress	The development of the Waste Management Strategy is 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 Councilor workshop.

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

Develop and implement environmental sustainability and climate change education programs

Action	Status	Comments
Facilitate advice on request from tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	Ongoing	Tenants were provided the opportunity to meet with Building Services employee to learn more efficient practices in relation to energy and water savings measures. 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.

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.

Undertake the industrial premises audit program

Action	Status	Comments
Undertake the industrial premises audit program targeting small and medium businesses that	Ongoing	The Environmental Health Section continues to implement the annual industrial audit program. For the first 6 months of the 2019 / 2020 financial year 2 industrial audit inspections have been conducted

Action	Status	Comments
pose a significant risk to the environment.		with more to be completed during the remainder of the financial year.

Undertake the inspection of regulated commercial premises in accordance with a risk based program

Action	Status	Comments
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements and relevant Council Policies.	Ongoing	Between July 1 and December 31 2019, the Environmental Health Team has continued all of their annual routine health inspections and for the 6 month period have completed a total of: <ul style="list-style-type: none"> - 178 Food inspections - 14 Public swimming pool inspections - 18 Skin penetration inspections - 5 Legionella premises inspections

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

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

Action	Status	Comments
Commence review of Hawkesbury Development Control Plan (DCP).	Ongoing	Council has commenced preparation of a range of studies to inform amendments to the local environmental plan (LEP) and development control plan (DCP). This includes Demographic Trends and projections, Traffic Model Study, Rural Lands Study, Employment Lands Study, Local Housing Study, Ecological/Biodiversity Study, Kurmond Kurrajong Structure Planning processes, Coastal Management Study, Sustainability Strategy, Ecological and Biodiversity Framework, Flood Planning (Policy and DCP Chapter), Town Centres Master plans for Richmond, Windsor and South Windsor, Heritage Study and Contributions Planning (particularly the Vineyard Stage 1 Precinct). Work to date on these various studies has informed the preparation of the Draft Hawkesbury Local Strategic Planning Statement. The LEP Health Check Report was previously completed and reported to Council, and

Action	Status	Comments
		has been approved by the Greater Sydney Commission.
Incorporate ecologically sustainable building and road construction practices into Council projects.	Ongoing	<p>Road construction and rehabilitation projects incorporate recycled materials and where possible reuse materials onsite through stabilisation, avoiding transport and disposal.</p> <p>Approximately 5,500 tons of recycled material has been used on road projects during the July - December 2019 period.</p> <p>Where possible construction and maintenance projects are using non-potable water.</p>

OUR ASSETS

FOCUS AREA FOUR

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.

Explore and implement solutions to traffic congestion on our major roads

Action	Status	Comments
Undertake a review of parking requirements and provisions in Windsor and Richmond, and implement solutions to address identified parking issues.	Ongoing	Council commenced 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 centers. During the 6 month period the Community Enforcement Team investigated 222 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.
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.	Ongoing	The Draft Hawkesbury City Council Traffic Study has been completed with ongoing refinement. Modeling of scenarios is being undertaken to inform current studies.

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

Action	Status	Comments
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	Ongoing	Council employees continue to work with and advocate for transport services and connections through Transport for NSW, Roads & Maritime Services (RMS) and City Deals. Specific transport issues Council is currently working with State Government agencies on include

Action	Status	Comments
		<ul style="list-style-type: none"> - North Richmond Bridge; 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.	Ongoing	<p>The Roads and Maritime Services (RMS) is currently working on several projects with the Hawkesbury Local Government Area. These projects have an effect on our roads and other transport infrastructure. Having continuing dialogue is being held to seek best outcomes for our community. This also ensures that Council provides input towards these projects. Projects that are currently in progress include by RMS:</p> <ul style="list-style-type: none"> - The Windsor Bridge upgrade expected to be completed during 2020 and council employee are seeking to ensure high quality outcomes for public domain areas, within the scope of RMS project works. - The Richmond to North Richmond upgrade has seen the completion of two stages with the third stage at the intersection of March Street and Bosworth Street expected to commence during 2020. Council continues to seek mitigation of traffic impacts on Yarramundi Lane arising from the works and main road congestion - North Richmond Bridge Duplication. Council is participating in the current community consultation phase and is providing relevant information to RMS 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

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

Action	Status	Comments
Work with Peppercorn Services Inc. and other providers to improve access to community transport services.	Ongoing	Transport options for isolated residents have been expanded through implementation of additional weekly community transport bus services to outlying areas including North of Kurrajong and Wisemans Ferry

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.

Undertake operational programs associated with construction and maintenance of roads and ancillary facilities

Action	Status	Comments
Works and activities are undertaken in accordance with the Capital Works Program and Operational Plan.	In progress	<p>The capital works program for road and path construction is approximately 40% complete with works totaling \$8.3m either complete or in progress. Design and contract documentation is in progress on remaining works. Projects completed during the July - December 2019 period are:</p> <p>Concrete foot-paving projects:</p> <ul style="list-style-type: none"> - William Street, North Richmond - Campbell Street, South Windsor - Harpur Crescent, South Windsor - Redhouse Crescent, McGraths Hill - Paget Street, Richmond - Bourke Street, Richmond - College Street, Richmond <p>Asphalt renewal projects:</p> <ul style="list-style-type: none"> - Colonial Drive, Bligh Park - Barkley Drive, Windsor Downs - Willaroo Drive, Windsor Downs - Andrew Thompson Drive, McGraths Hill <p>Guard Rail Installations:</p> <ul style="list-style-type: none"> - Blaxlands Ridge Road, Blaxlands Ridge - Hermitage Road, Kurrajong Hills - Kurmond Road, Kurmond

Action	Status	Comments
		<ul style="list-style-type: none"> - Crooked Lane, North Richmond - Grose River Road, Grose Wold - Old Stock Route Road, Oakville <p>Roads constructed:</p> <ul style="list-style-type: none"> - East Kurrajong Road, Kurrajong - Linden Drive, Freemans Reach - Beaumont Avenue, North Richmond - Moray Street, Richmond - The Driftway, Londonderry - Drummond Street, South Windsor - Sackville Road, Ebenezer - Settlers Road, Lower Macdonald - Settlers Road, St Albans - Paget Street, Richmond - Spinks Road, Glossodia - Kurmond Road, Kurmond - Kurmond Road, Freemans Reach <p>Drainage projects</p> <ul style="list-style-type: none"> - Ham Street, South Windsor - Rifle Range Road, South Windsor - Greggs Road, Kurrajong - Redbank Road, North Richmond - Grose Wold Road, Grose Wold <p>Road shoulder renewals</p> <ul style="list-style-type: none"> - Beaumont Avenue, North Richmond - Mt Lagoon Road, Mount Lagoon - Millers Road, Catai - Grose Wold Road, Grose Wold

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

Review and implement the Hawkesbury Mobility Plan

Action	Status	Comments
Implement Stage 6 of the Bligh Park to South Windsor Shared pathway	Ongoing	A request for quote is in progress for the construction of a cycle refuge on Berger Rd as the next stage of the previously constructed shared path. This work comprises pavement widening, kerb and gutter and islands for the Bligh Park to South Windsor Shared pathway.

Action	Status	Comments
		A request for quote for associated lighting for this project is currently being finalised.
Implement the Hawkesbury Mobility Plan.	In progress	Works identified under the Mobility Plan comprising foot paving and kerb ramps are in progress. Works are expected to be completed by April 2020.
Seek funding to prepare an Active Transport Plan for the Hawkesbury.	Ongoing	Council employees continue to advocate for transport services and connections through Roads & Maritime Services (RMS), including seeking funding opportunities for preparation of a Plan.

4.2: Utilities – Facilitate the delivery of infrastructure through relevant agencies and Council's own works

4.2.1: Our community's current and future utility infrastructure needs (water, sewer, waste, storm water, gas, electricity and telecommunications) are identified and delivered.

Design, construct, operate and maintain Council's wastewater, storm water and solid waste facilities to ensure efficient and effective best practices

Action	Status	Comments
Explore opportunities to increase use of the recycled water system at the South Windsor Sewage Treatment Plant.	Ongoing	The number of customers connected to and using Council's recycled water has increased. Opportunities to extend use through reticulation extension as well as bulk tanker supply points are being explored.

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

Action	Status	Comments
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Complete	Routine requests and assistance provided to authorities and contractors through advice, approvals and permits. Continuing engagement with Independent Pricing and Regulatory Tribunal (IPART) and providers to ensure timely and efficient servicing of Vineyard release area. Through the development of the draft Local Strategic Planning Statement, Council has identified key infrastructure required to support the current community and any growth as a result of development.
Plan for strategic	Ongoing	The Draft Local Strategic Planning Statement (LSPS)

Action	Status	Comments
Infrastructure requirements through the development of The Local Strategic Planning Statement.		<p>was completed and presented to Council for consideration on 24 September and this was followed by community engagement and public exhibition provided considerable which resulted in valuable comment from a range of individuals, groups and agencies. Council considered the outcomes of public exhibition at its Ordinary Meeting on 10 December.</p> <p>The Local Strategic Planning Statement has four themes of which one is "Infrastructure and Collaboration". Council has identified a number of infrastructure actions that across the areas of roads and utilities that will support the current and future communities.</p>

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

Plan for the infrastructure needs of the community and identify infrastructure requirements for new development

Action	Status	Comments
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Ongoing	<p>Council has commenced preparation of a range of studies to inform amendments to the local environmental plan (LEP), development control plan (DCP) and Infrastructure Planning. This includes Demographic Trends and projections, Traffic Study, Rural Lands Study, Employment Lands Study, Local Housing Study, Ecological/Biodiversity Study, Kurmond Kurrajong Structure Planning processes, Coastal Management Study, Sustainability Strategy, Flood Planning (Policy and DCP Chapter), Town Centres Master plans for Richmond, Windsor and South Windsor, Heritage Study and Contributions Planning (particularly the Vineyard Stage 1 Precinct). Work to date on these various studies has informed the preparation of the Draft Hawkesbury Local Strategic Planning Statement. A draft Voluntary Planning Agreement (VPA) Policy was also presented to Council in December 2019 and was publicly exhibited and will be reported to Council for</p>

Action	Status	Comments
		adoption.

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, bush land reserves and civic spaces to enhance our community's health and lifestyle

Provide passive recreation opportunities in accordance with the Hawkesbury Regional Open Space Strategy

Action	Status	Comments
Quality passive recreational spaces are provided and enhanced.	Ongoing	<p>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.</p> <p>Hanna Park Car park and Entrance upgrade was completed.</p> <p>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</p> <p>The Hawkesbury Regional Open Space Strategy is being finalised and expanded to include community facilities, given potential synergies between recreation and community facilities.</p>

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

Provide active recreation opportunities in accordance with the Hawkesbury Regional Open Space Strategy

Action	Status	Comments
Manage active recreational spaces in accordance with strategies and available resources.	In progress	<p>Mowing, spraying and cleaning programs were implemented. These programs vary from weekly, up to six monthly rotations. Council employees 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>Drought is having an impact on our active recreation spaces with stage two water restrictions now in place. Mowing has been reduced with</p>

Action	Status	Comments
		employee concentrating on tree work, repairs and rubbish collection. Alternative water supplies are being investigated.

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

Provide sustainable support for community groups

Action	Status	Comments
Prepare a design and draft plan for increasing activity spaces in Windsor Central Library, and investigate funding options.	In progress	An architectural plan for converting Hawkesbury Central Library's balcony (approximately 60 square meters) 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 outcome of this grant application is due in April 2020. The Club grants Arts and Culture grant program has also been investigated, but this funding source requires dollar for dollar matching funding.

Prepare design briefs for redevelopment of community precincts and upgrade of community facilities

Action	Status	Comments
Complete a signage renewal project within Richmond Branch Library, which will enhance access to Library resources	Complete	The signage for Richmond Library has been completed, including a mural design in the children's area in which the Library commissioned local artist, Lizzy Newcomb to create. The signage makes Library collections, resources and spaces easier for users of all ages to locate use and enjoy.
Finalise design brief for redevelopment of the North Richmond Community Precinct.	Not Due To Start or On hold	An initial meeting was held on site with Stakeholders to collect initial information. Council employees are exploring other options for funding of a range of services to be included. A design brief will be developed in 2020.

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

Seek to optimize occupancy rates for Council owned commercial properties

Action	Status	Comments
Seek to optimise occupancy rates and rental returns for Council owned commercial properties.	Ongoing	Council has appointed a new Managing Agent for two of its properties; this Agent will also advertise all Council's vacancies through www.realcommercial.com.au and their own website. It is anticipated that this new method of advertising will increase Council's occupancy rates and achieve better use of Council's assets. Council is achieving market rate for its commercial owned properties, this is reflected in the market valuations Council receives from its registered valuers when leases are renewed.

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

Provide administrative and commercial spaces on behalf of the community

Action	Status	Comments
Implement Council's building maintenance program.	Ongoing	Maintenance of Council's 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 progress within budget and in line with planned service levels required.
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	Ongoing	The update of the Central Library's signage has been completed, making its collections, resources and spaces easier for users of all ages to locate, use and enjoy. The new hanging space provides opportunities to present both touring exhibitions and displays which highlight the library photograph collection. During July–December 2019, "Harold Burch Photography – a

Action	Status	Comments
		<p>display of photographs of the local area from the 1950s and 1960s", featured photographs from the Library's local studies collection.</p> <p>The Library's large display case has featured a display on "Brigadier General JJ Paine", which makes connections to the Hawkesbury Regional Museum and its collections.</p> <p>The replacement of large library desks with more customer-friendly and moveable modules, as well as the conversion of shelving to moveable shelves, has also enabled the Library's central atrium to be used to its full potential as an occasional event space.</p> <p>These refurbishments have created more flexible Library spaces, allowing a broader range of services and activities, and with the aim of attracting a wider range of users.</p>

OUR FUTURE

FOCUS AREA FIVE

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

5.1.1: Council's planning is integrated and long term.

Council's planning is consistent with the Office of Local Government's Integrated Planning and Reporting Framework

Action	Status	Comments
Ensure Council's planning is consistent with the Office of Local Government's Integrated Planning and Reporting Framework.	Ongoing	Council has continued to comply with the Office of Local Government (OLG) planning and reporting framework. An improvement process has commenced to improve the corporate planning process to be more streamlined and functional for the organisation. This will also result in better and more readable update reports for Councilors and our community.

Implement Council's Fit for the Future strategies

Action	Status	Comments
Implement Council's Fit for the Future strategies.	Complete	All Fit for the Future Strategies has been implemented throughout the organisation, and have now become business as usual. As a result Council is on track to meet the required financial benchmarks by 2020/2021, and therefore placing Council in a financially sustainable position

5.1.2: Council's decision making on all matters is transparent, accessible and accountable.

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

Action	Status	Comments
Ensure compliance with Code of Meeting Practice	Complete	Council's Code of Meeting Practice (the Code) was adopted by resolution on 28 May 2019, and 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 Councilors, and notice to Councilors of the agenda and business papers. No extraordinary meetings were held in the period June to December 2019. In accordance with the Code Council has published

Action	Status	Comments
		<p>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 Councilors and committee members of conflicts of interests. 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.</p> <p>Council resolved on 10 September 2019 to amend the Code as to adjustments to the placement and frequency of meetings and method of voting. Council resolved on 26 November 2019 to further amend the Code concerning condolence motions. All of the amendments were placed on public exhibition, with submissions open until late January 2020.</p>
Process informal and formal requests for Council information and complete required reporting.	Ongoing	<p>Council received 19 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's annual report on its obligations under the Act was provided to the NSW Information and Privacy Commission in July 2019.</p> <p>Council received 334 informal access applications.</p>

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

Undertake community engagement relating to service level reviews

Action	Status	Comments
Undertake community engagement in relation to any further business process and/or service reviews.	Ongoing	<p>A program of community engagement was held between July and August with seven town meetings held in towns and villages across the Hawkesbury. Meetings were held in Bilpin, St Albans, Maraylya, McGraths Hill, Colo Heights, North Richmond and Wilberforce. There were opportunities for the community to watch a video on the works and programs Council had completed over the previous</p>

Action	Status	Comments
		year and hear from Council employee about increased opportunities for engagement with the community through digital media, online forms, the website and event and community sponsorship. Regular community engagement is undertaken through Facebook for information sharing and feedback with multiple posts daily. The website tool, Your Hawkesbury Your Say, was used on 13 occasions for the community to respond to projects and policies providing the opportunity for raising questions, surveys and voting.

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

Encourage increased community participation in planning and policy development

Action	Status	Comments
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements.	Ongoing	<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 – Storm water Infrastructure for Pitt Town – Catai 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 <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.

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

Action	Status	Comments
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	Ongoing	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 Agency representatives- Transport NSW 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.

Review and implement Council's Heritage Strategy

Action	Status	Comments
Commence the Museum's grant funded Indigenous and endemic edible garden project, in partnership with WSU and Merana Aboriginal Community Organisation for the Hawkesbury Inc.	In progress	The Museum's grant funded Indigenous and endemic edible garden project has commenced with consultation having been undertaken in partnership with Western Sydney University and Merana Aboriginal Community Organisation for the Hawkesbury Inc. A concept for the garden layout has been developed, with further consultation to take place in mid-2020.
Complete Community Based Hawkesbury Heritage Study.	Ongoing	A range of actions associated with Aboriginal and Non Aboriginal heritage have been undertaken during the period, including: <ul style="list-style-type: none">- The Hawkesbury Local Heritage Assistance Fund was continued, with a total of \$30,000 provided to 12

Action	Status	Comments
		<p>applicants for maintenance/conservation works to heritage listed properties.</p> <ul style="list-style-type: none"> - 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.

Explore and implement progressive urban design, sensitive to environment and heritage issues

Action	Status	Comments
Complete master plan and public domain plans for town centre revitalisation of Richmond, Windsor and South Windsor. See also 5.2.1.	In progress	Community Engagement phase one completed. Draft master plan being developed based on the information collected as part of the community engagement process. Community Engagement stage two underway, this will inform the development of Draft Public Domain Plans as well as further refine the Master Plans.
Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required.	Ongoing	Council has commenced preparation of a range of studies to inform amendments to the Local Environmental Plan (LEP), Development Control Plan (DCP) and Infrastructure Planning. This includes Demographic Trends and projections, Traffic Study, Rural Lands Study, Employment Lands Study, Local

Action	Status	Comments
		Housing Study, Ecological/Biodiversity Study, Kurmond Kurrajong Structure Planning processes, Coastal Management Study, Sustainability Strategy, Flood Planning (Policy and DCP Chapter), Town Centres Master plans for Richmond, Windsor and South Windsor, Heritage Study and Contributions Planning (particularly the Vineyard Stage 1 Precinct). Work to date on these various studies has informed the preparation of the Draft Hawkesbury Local Strategic Planning Statement. A draft Voluntary Planning Agreement Policy was also presented to Council in December 2019 and was publicly exhibited and will be reported to Council for adoption.

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

Encourage and promote sympathetic adaptive and creative uses of heritage sites and buildings

Action	Status	Comments
Provide enhanced level of service in relation to Heritage and Urban Design.	Ongoing	Council is developing options to promote progressive urban design outcomes that are consistent with the Buva Charter, sensitive to the environment and that conserve the heritage significance of heritage items, Aboriginal object/s, Aboriginal place/s of heritage significance or heritage conservation areas, including associated fabric, settings and views. This is achieved by requiring that a heritage management document be prepared that assesses the extent to which the carrying out of the proposed development will affect the heritage significance of the heritage item or heritage conservation area concerned prior to granting development consent.

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

Develop and implement a Reconciliation Action Plan

Action	Status	Comments
Reconciliation Action	Ongoing	Draft Reconciliation Action Plan (RAP) has been

Action	Status	Comments
Plan reported to Council and a resourcing framework for implementing Year 1 actions developed.		reviewed by Working Group and submitted to Reconciliation Australia. 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.

Prepare and implement necessary strategies to inform land use, infrastructure and service plans

Action	Status	Comments
<p>Complete the Local Strategic Planning Statement process, including background studies:</p> <ul style="list-style-type: none"> • Rural Land Strategy • Local Housing Strategy • Employment Lands Strategy. 	Ongoing	<p>In order to meet State Government requirements, preparation of the Draft Local Strategic Planning Statement (LSPS) was completed and presented to Council for consideration on 24 September. The subsequent community engagement and public exhibition provided considerable and valuable comment from a range of individual, groups and agencies. Council considered the outcomes of public exhibition at its Ordinary Meeting on 10 December.</p> <p>Council has continued preparation of a range of studies to inform the Draft Local Strategic Planning Statement, in addition to amendments to the Local Environmental Plan (LEP) and Development Control Plan (DCP). This includes Demographic Trends and projections, Traffic Study, Rural Lands Study, Employment Lands Study, Local Housing Study, Ecological/Biodiversity Study, Kurmond Kurrajong Structure Planning processes, Coastal Management Study, Sustainability Strategy, Flood Planning (Policy and DCP Chapter), Town Centres Master plans for Richmond, Windsor and South Windsor, Heritage Study and Contributions Planning (particularly the Vineyard Stage 1 Precinct). Work to date on these various studies has informed the preparation of the</p>

Action	Status	Comments
		Draft Hawkesbury Local Strategic Planning Statement. The LEP Health Check Report was completed and reported to Council, and has been approved by the Greater Sydney Commission.

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

Establish partnerships with developers and community housing providers

Action	Status	Comments
Building on the work of the Affordable Housing Working Party, investigate affordable rental housing opportunities and partnerships.	Ongoing	Sites have been identified for an affordable housing project, subject to the resolution of flooding issues. Council is developing a Local Housing Strategy that will set the plan for the delivery of housing to meet future needs

In conjunction with regional stakeholders plan and implement a Regional Housing Strategy

Action	Status	Comments
Complete the Draft Local Housing Strategy.	Ongoing	Following the release of the Hawkesbury Nepean Regional Flood Study by the NSW State Government, work associated with the review of Council's Local Environmental Plan (LEP), Development Control Plan and Policies has commenced and will be reported through Council's Floodplain Risk Management Advisory Committee for advice. Following this process it will then be possible to identify the suitability of available Council land for affordable housing projects. Once determined, options for possible projects will be reported to Council. Additionally, Council Officers have had a series of meetings with community housing providers with respect to potential opportunities.

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

Develop and implement a Rural and Resource Land Strategy

Action	Status	Comments
Complete the Rural Lands Strategy.	Ongoing	The Rural Lands Study has continued, and is nearing completion. It is expected that the Draft Rural Lands

Action	Status	Comments
		Study will be finalised and presented to Council for consideration of the public exhibition of the Draft in early 2020 The Study will identify 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 also inform robust decision making and outcomes for planning proposals, development applications and a review of broader strategic plans such as the Hawkesbury LEP 2012. The Study will also provide appropriate land use planning controls reflective of the circumstances of Hawkesbury's rural lands taking into account the impact of emerging pressures and opportunities

Prepare necessary strategies to inform land use plans and education awareness programs based on a peri-urban context

Action	Status	Comments
Complete the Rural Landscape Character Assessment for all rural areas of the LGA.	Ongoing	The Rural Lands Study has continued, and is nearing completion in relation to Kurmond & Kurrajong. It is expected that the Draft Rural Lands Study will be finalised and presented to Council for consideration of the public exhibition of the Draft in early 2020 The Study will identify 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 also inform robust decision making and outcomes for

Action	Status	Comments
		planning proposals, development applications and a review of broader strategic plans such as the Hawkesbury LEP 2012. The Study will also provide appropriate land use planning controls reflective of the circumstances of Hawkesbury's rural lands taking into account the impact of emerging pressures and opportunities

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.

Implement the Hawkesbury Horizon Initiative

Action	Status	Comments
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	Ongoing	Council employees continue to meet and work with the 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, TAFE and Department of Education and Training 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.

Implement Council's Upper Hawkesbury River Estuary Coastal Zone Management Plan

Action	Status	Comments
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan.	Ongoing	Implementation of the actions of the current Coastal Zone Management Plan have continued, including collection of water quality data to enable the preparation of a Waterways Health Card which is now expected in early 2020. Additionally, given

Action	Status	Comments
		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. Council has partnered with all Council's who share the same sediment load within the Hawkesbury River 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.

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

Implement the Hawkesbury Floodplain Risk Management Plan

Action	Status	Comments
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan.	Ongoing	Preparation of a Draft 'Development on Flood Liable Land Policy' and a Flood Development Control Plan Chapter has continued, and will be reported through Council's Floodplain Risk Management Advisory Committee. This policy work will also consider the release by the NSW State Government of the Hawkesbury Nepean Regional Flood Study in August 2019. Council was notified during the period of a successful grant application from the Office of Environment and Heritage in respect of an update to the Flood Risk Management Plan to consider the new data associated with the Hawkesbury Nepean Regional Flood Study released in August 2019.

Explore business opportunities in "green space" to use floodplain lands

Action	Status	Comments
Complete the Employment Lands Strategy.	Ongoing	Preparation of the Draft Employment Lands Strategy has continued during the period. Work undertaken on the Draft to date had informed the preparation of the Draft Local Strategic Planning Statement. Additionally, a synopsis of work

Action	Status	Comments
		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.

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.

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.

Action	Status	Comments
Support Council's revitalisation projects within Windsor and Richmond through history research services and contributing to community events.	Ongoing	Work has commenced to develop master plans 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.	Ongoing	Council has been working with community and event organisers to hold events in our towns and villages. Council has sponsored five events as part of the Events Sponsorship Program that builds on the strengths of the towns and villages. The events include Light Up Windsor where we have been working with the Windsor Business Group to build the event. 2020 was the second year that Council sponsored the event and 7,000 people came along to celebrate in the town and experience local businesses. Other sponsored events under the Events Sponsorship Program that help to strengthen businesses in our towns and villages include Rotary Carols in Richmond, the Richmond Good Food Markets every Saturday, Hanna Park

Action	Status	Comments
		Carols at North Richmond and the Hawkesbury Remakery Twilight Markets in Windsor Mall. Council also held a Windsor Town Centre Mural event (attendance 100) however the regular Business Meet and Greet in Windsor Mall was cancelled as a result of the Gosper's Mountain fire activity.

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

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

Action	Status	Comments
Maintain and refine annual events calendar.	Ongoing	Council has been working to develop a network of vibrant centres with strong connections and business growth. An annual event calendar has been created and maintained on the Council website which identifies all the events that Council works with the community and businesses to organize. Council held Light Up Windsor in November where Council worked in partnership with the Windsor Business Group and other local businesses, sponsors and stallholders continue to build the event. 2019 was the second year that Council sponsored the event and 7,000 people came along to celebrate in the town and experience local businesses. Council also held a Windsor Town Centre Mural event however the regular Business Meet and Greet was cancelled as a result of the Gosper's Mountain fire activity. Council sponsored a range of events as part of the Events Sponsorship Program that help to strengthen businesses in our towns and villages including Rotary Carols in Richmond, the Richmond Good Food Markets every Saturday, Hanna Park Carols at North Richmond and the Hawkesbury Remakery Twilight Markets in Windsor Mall. These events give Council the opportunity to work with business, business groups and the community

Action	Status	Comments
		to create vibrant, busy centres.

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

Prepare and implement strategies to activate town centres and villages that also showcase our heritage and character

Action	Status	Comments
Complete master plan and public domain plans for town centre revitalization of Richmond, Windsor and South Windsor including implementation of Place Making Strategies: <ul style="list-style-type: none">• Shop front improvements• Public art/mural projects• Activation through testing of concepts.	Ongoing	Work commenced on the development of master plans and public domain plans for Windsor, Richmond and South Windsor town centres. These plans will support future place making initiatives. The past 6 months saw the establishment of a Shop front 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 all of the Guy Stuff.

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.

Develop and implement annual events programs

Action	Status	Comments
Maintain and refine annual events calendar.	Ongoing	Council has been working to create an annual program of events where communities can be connected and they can celebrate together. Total attendance at the Council's program of events is in excess of 13,000 people. The Council sponsored Hawkesbury Fest was held in July (attendance 6,000) Light Up Windsor event (attendance 7,000), was held in November. Other events where connections were made were seven town meetings (attendance 500), Waste 2 Art (attendance 100), Club Grants Morning Tea (attendance 40), Citizenship Ceremony (300), Community Appreciation Party (attendance 300). There were

Action	Status	Comments
		also seven events sponsored as part of the Event Sponsorship Program that occurred in various locations across the Hawkesbury, bringing people to the area, creating great 'places'.

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

Encourage and facilitate community engagement and participation associated with Master planning processes

Action	Status	Comments
Undertake master planning process for Richmond, Windsor and South Windsor including community engagement.	In progress	Community Engagement phase one completed. Draft master plan developed based on the information collected as part of the community engagement process. Community Engagement stage two underway, this will inform the development of Draft Public Domain Plans as well as further refine the Master Plans.

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.

Develop a Hawkesbury Brand Strategy.

Action	Status	Comments
Building on the work of Destination NSW, commence development of Local Brand Strategy.	In progress	Destination NSW identified a number of key opportunities to increase the recognition of the Hawkesbury brand. Council has used these opportunities in the last six months to create increased brand recognition of its activities, projects and products within the Hawkesbury community and beyond through bigger and more frequent events and community engagement and the development of its social media and website tools. Attendance at events in the past six months has been more than 13 000 people. Facebook Following has increased to more than 7,000 people on both the Council's Facebook page and the Council's Hawkesbury Events Facebook pages. Instagram following has increased to 1,500 people. Community can also access the information on the

Action	Status	Comments
		Council website and the tourism website Discover the Hawkesbury. Discover the Hawkesbury and Visitor Information Facebook and Instagram have both been created recently and their following is steadily increasing. Hawkesbury Visitor Information Centre has also attended four Hawkesbury Council events and has engaged with tourists and Hawkesbury locals.

Develop and implement an Economic Development Strategy

Action	Status	Comments
Complete Economic Development Strategy.	In progress	Draft Economic Development Strategy is currently being developed.

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

Work with tourism sector and other parties to develop a local and regional approach to tourism

Action	Status	Comments
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.	Ongoing	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 unskilled to adopt more ethical and sustainable practices.

Facilitate access to learning opportunities for business and employees to improve business ethics and practices

Action	Status	Comments
Convene meetings and events with a range of business interests	Ongoing	Council supported and delivered a number of programs and events for the business community, 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 is being established for 2020.

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.

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

Action	Status	Comments
Complete Employment Lands Strategy.	Ongoing	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.	Ongoing	In order to meet State Government requirements, preparation of the Draft Local Strategic Planning Statement was completed and presented to Council for consideration on 24 September. The subsequent community engagement and public exhibition provided considerable and valuable comment from a range of individual, groups and

Action	Status	Comments
		<p>agencies. Council considered the outcomes of public exhibition at its Ordinary Meeting on 10 December.</p> <p>Council has continued preparation of a range of studies to inform the Draft Local Strategic Planning Statement, in addition to amendments to the Local Environmental Plan (LEP) and Development Control Plan. This includes Demographic Trends and projections, Traffic Study, Rural Lands Study, Employment Lands Study, Local Housing Study, Ecological/Biodiversity Study, Kurmond Kurrajong Structure Planning processes, Coastal Management Study, Sustainability Strategy, Flood Planning (Policy and Development Control Plan Chapter), Town Centres Master plans for Richmond, Windsor and South Windsor, Heritage Study and Contributions Planning (particularly the Vineyard Stage 1 Precinct). Work to date on these various studies has informed the preparation of the Draft Hawkesbury Local Strategic Planning Statement. The LEP Health Check Report was completed and reported to Council, and has been approved by the Greater Sydney Commission.</p>

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

Monitor changes in employment and investigate jobs skills and skills of the future and growth sectors

Action	Status	Comments
Identify and develop strategic relationships with potential partners.	Ongoing	Council has developed a Local Strategic Planning Statement (LSPS) which includes a theme on Infrastructure and Collaboration. Various partnerships will continue to be developed to progress work on a range of matters such as the Clarendon Precinct which comprises an economic cluster of aviation, university, TAFE and equine activities, developing partners to enhance economic development and environmental

Action	Status	Comments
		sustainability, and building community capacity and resilience.

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

Advocate for the retention of RAAF Base Richmond

Action	Status	Comments
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.	Ongoing	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 Agency representatives - Transport NSW representatives

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

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

Action	Status	Comments
Complete the Sustainability Strategy.	Ongoing	With assistance through the Department of Planning Infrastructure and Environment's Sustainability Advantage Program work has continued on the preparation of a Sustainability Strategy. Further work associated with the preparation of the Draft Sustainability Strategy will be informed by the establishment of a baseline in terms of carbon emissions for Council as an organisation, and for the Hawkesbury Local Government Area.
Ensure the retention of agricultural lands through relevant	Ongoing	The Rural Lands Study has continued, and is nearing completion. It is expected that the Draft Rural Lands Study will be finalised and presented to Council for

Action	Status	Comments
planning processes.		consideration of the public exhibition of the Draft in early 2020 The Study will identify 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 also inform robust decision making and outcomes for planning proposals, development applications and a review of broader strategic plans such as the Hawkesbury local environmental plan (LEP) 2012. The Study will also provide appropriate land use planning controls reflective of the circumstances of Hawkesbury's rural lands taking into account the impact of emerging pressures and opportunities.

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

Planning instruments and other land use documents to include provisions for agricultural business activities within environmental constraints and strengths of the Hawkesbury

Action	Status	Comments
Complete Employment Lands Strategy. Including identification of potential partnerships and opportunities.	Ongoing	Preparation of the Draft Employment Lands Strategy has continued during the period. Work undertaken on the Draft to date had informed the preparation of the Draft Local Strategic Planning Statement. Additionally, 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 and will include the identification of potential partnerships and opportunities.

Action	Status	Comments
Complete Local Strategic Planning Statement including identified priorities and actions associated with Land Use Policy documents.	Ongoing	The Rural Lands Study has continued, and is nearing completion. It is expected that the Draft Rural Lands Study will be finalised and presented to Council for consideration of the public exhibition of the Draft in early 2020 The Study will identify 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 also inform robust decision making and outcomes for planning proposals, development applications and a review of broader strategic plans such as the Hawkesbury Local Environmental Plan 2012. The Study will also provide appropriate land use planning controls reflective of the circumstances of Hawkesbury's rural lands taking into account the impact of emerging pressures and opportunities.

