attachment 1

to

item 108

Proposed Community Indicators –

Measuring the Hawkesbury

Community Strategic Plan

Hawkesbury City Council

LOOKING AFTER PEOPLE and PLACE

▶ CSP Strategy: Revitalise and enhance town centres and villages.

CSP Measure		HEADLINE INDCATOR					
		Description	(LPP) 1.1 Resident population of Windsor & Richmond				
LPP 1	Resident Population of town centres & villages	Explanation	Population of the Windsor and Richmond (based on ABS state suburb classification). To measure success in attracting residents to key urban & service centres (to arrest the decline in population of these centres).				
		Desired Trend	Absolute increase in number of people residing in Richmond and Windsor.	Data Source	ABS Census	Frequency	5 yearly
		SECONDARY INDCATOR					
		Description	(LPP) 1.2 Resident populations of key centres identified in Hawkesbury Residential Land Strategy (HRLS).				
		Explanation	Total Population of precincts identified for residential development within HRLS - Nth Richmond, Glossodia Wilberforce, Pitt Town, Vineyard, Sth Windsor corridor + rural villages of Kurrajong & Kurmond – based on ABS classification as state suburb or urban centre/locality. Measure success in achieving aims of the HRLS				
		Desired Trend	Increase in number of people residing in key centres identified in Hawkesbury Residential Land Strategy	Data Source	ABS Census	Frequency	5 yearly
CSP Measure		HEADLINE INDCATOR					
		Description	(LPP) 2.1 Total economic output of Windsor, Richmond and Nth Richmond				
LPP 2	Visitation to town centres & villages	Explanation	Will measure the economic vitality of key urban and service centres of Windsor, Richmond and Nth Richmond which is an indirect measure of levels of visitation and activity within these centres.				
		Desired Trend	Increase in the economic output of Windsor, Richmond and Nth Richmond	Data Source	REMPLAN	Frequency	Annual
		SECONDARY INDCATOR					
		Description	(LPP) 2.3 Number of bookings for use of Council-owned public spaces in Richmond and Windsor.				
		Explanation	To measure use of public spaces for community and civic events in Richmond and Windsor				
		Desired Trend	An increase in the number of bookings for the use of public spaces to stage community and civic events	Data Source	Council Data	Frequency	Annual

▶ CSP Strategy: Encourage affordable, diverse and quality housing in serviced areas

CSP Measure		HEADLINE INDCATOR					
		Description	(LPP) 3.1 Community Satisfaction with Housing Choice				
LPP 3	Housing Options versus demand	Explanation	Additional survey question to establish the % of people who agree that housing choices are available to meet community needs (proposed for inclusion in Community Survey undertaken by Micromex every two years).				
		Desired Trend	Increase in % of people who agree that housing choices are available to meet community need.	Data Source	Community Survey*	Frequency	Every two years
		SECONDARY INDCATOR					
		Description	(LPP) 3.2 Residential Building Approvals (no of new homes).				
		Explanation	To measure increase in supply of homes to meet projected demand (as compared with housing targets in Hawkesbury Residential Land Strategy).				
		Desired Trend	Increase in the number of new homes	Data Source	ABS Data Council Data	Frequency	Annual
		HEADLINE INDCATOR					
		Description	(LPP) 3.3 Housing Affordability – Households experiencing Housing Stress				
		Explanation	Housing Stress is defined as households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs. This indicator measures the number and % of households who may be experiencing difficulties in meeting their commitments.				
		Desired Trend	A decrease in the % of households experiencing housing stress.	Data Source	atlas.id Census Data	Frequency	5 yearly
		SECONDARY INDCATOR					
		Description	(LPP) 3.4 Community Perception of Housing Affordability				
		Explanation	Additional Community Survey question to establish the % of people who indicate that their current rental or mortgage payments are affecting their finances (proposed for inclusion in Micromex Community Survey.				
		Desired Trend	Decrease in % of people who indicate that housing payments are affecting household finances.	Data Source	Community Survey*	Frequency	Every two years

▶ CSP Strategy (cont.) Encourage affordable, diverse and quality housing in serviced areas

<table>
<tr><td rowspan="2">CSP Measure</td><td colspan="6">HEADLINE INDCATOR</td></tr>
<tr><td>Description</td><td colspan="5">(LPP) 4.1 Migration by Age Group</td></tr>
<tr><td rowspan="12">LPP 4</td><td rowspan="6">Migration of population</td><td>Explanation</td><td colspan="5">Measures the age structure of people who move in and out of the Hawkesbury (net migration). The indicator may highlight trends in the outflow of people due to lack of employment, education   or housing options</td></tr>
<tr><td>Desired Trend</td><td>A positive net migration flow across all age categories</td><td>Data Source</td><td>atlas.id Census Data</td><td>Frequency</td><td>5 yearly</td></tr>
<tr><td colspan="6">SECONDARY INDCATOR</td></tr>
<tr><td>Description</td><td colspan="5">(LPP) 4.2 Resident Population by age categories.</td></tr>
<tr><td>Explanation</td><td colspan="5">Measures the annual net change to the age profile of the Hawkesbury. While not a measure of migration, the annual figures will provide an indication of population outflows when compared with state & national trends.</td></tr>
<tr><td>Desired Trend</td><td>Changes to the population profile broadly reflect state and national trends.</td><td>Data Source</td><td>ABS National Regional Profile</td><td>Frequency</td><td>Annual</td></tr>
</table>

<table>
<tr><td rowspan="2">CSP Measure</td><td colspan="6">HEADLINE INDCATOR</td></tr>
<tr><td>Description</td><td colspan="5">(LPP) 5.1 Community Satisfaction with Current Housing Arrangements</td></tr>
<tr><td rowspan="7">LPP 5</td><td rowspan="7">Proportional Dwelling Mix</td><td>Explanation</td><td colspan="5">Additional Community Survey question to establish the % of people who agree that their current housing meets their specific living needs (in terms of house size & dwelling type). Will measure community perception of dwelling mix (proposed for inclusion in Micromex Community Survey).</td></tr>
<tr><td>Desired Trend</td><td>Increase in % of people who agree that their current housing meets their specific living needs.</td><td>Data Source</td><td>Community Survey*</td><td>Frequency</td><td>Every two years</td></tr>
<tr><td colspan="6">SECONDARY INDCATOR</td></tr>
<tr><td>Description</td><td colspan="5">(LPP) 5.2 Proportional Dwelling Mix identified in Hawkesbury Residential Land Strategy (HRLS).</td></tr>
<tr><td>Explanation</td><td colspan="5">The HRLS has estimated the % of dwelling types (detached dwellings –vs- medium density) that would be required to satisfy the projected demand for dwellings based on the household type mix in 2031. This indicator would measure progress in achieving the required dwelling mix target in the HRLS.</td></tr>
<tr><td>Desired Trend</td><td>An increase in the % of medium density dwellings as a proportion of all dwelling types in line with the HRLS.</td><td>Data Source</td><td>Census Data</td><td>Frequency</td><td>5 yearly</td></tr>
</table>

▶ CSP Strategy: Manage rural & natural lands to support a balance of agriculture, environment & housing that delivers viable rural production & rural character

<table>
<tr><td rowspan="2">CSP Measure</td><td colspan="6">HEADLINE INDCATOR</td></tr>
<tr><td>Description</td><td colspan="5">(LPP) 7.1 Value of Agricultural Production.</td></tr>
<tr><td rowspan="10">LPP 7</td><td rowspan="10">. Agricultural Production and Employment</td><td>Explanation</td><td colspan="5">Measures the Gross Economic Outputs derived from rural industries (Agriculture, Forestry & Fishing).</td></tr>
<tr><td>Desired Trend</td><td>An increase in the value of Gross Outputs from Agriculture, Forestry & Fishing.</td><td>Data Source</td><td>REMPLAN</td><td>Frequency</td><td>Annual</td></tr>
<tr><td colspan="6">HEADLINE INDCATOR</td></tr>
<tr><td>Description</td><td colspan="5">(LPP) 7.2 Number and productivity of persons employed in rural industries</td></tr>
<tr><td>Explanation</td><td colspan="5">This indicator will measure the no of persons employed in Agriculture, Forestry and Fishing and their per-capita output (i.e. productivity). The productivity measure is included to take into account technological and workplace changes which may impact employment demand.</td></tr>
<tr><td>Desired Trend</td><td>An increase in the number and productivity of persons employed in Agriculture, Forestry & Fishing.</td><td>Data Source</td><td>REMPLAN</td><td>Frequency</td><td>Annual</td></tr>
<tr><td colspan="6">SECONDARY INDCATOR</td></tr>
<tr><td>Description</td><td colspan="5">(LPP) 7.3 Community Satisfaction with support provided to rural based industries.</td></tr>
<tr><td>Explanation</td><td colspan="5">This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.B. 3 – respondent satisfaction with performance in 'Supporting rural based activities').</td></tr>
<tr><td>Desired Trend</td><td>An increase in mean satisfaction rating of performance in 'supporting rural based activities'.</td><td>Data Source</td><td>Community Survey</td><td>Frequency</td><td>Every two years</td></tr>
</table>

LOOKING AFTER PEOPLE and PLACE

▶ **CSP Strategy:** Recognise, protect and promote the values of indigenous, natural and built heritage through conservation and active use.

CSP Measure		HEADLINE INDCATOR						
LPP 6	Community Satisfaction with Rural and Heritage Character	Description	(LPP) 6.1 Community Satisfaction with Rural Character					
		Explanation	Additional Community Survey question to establish the % of people who rate the rural character of the Hawkesbury as satisfactory (proposed for inclusion in Community Survey undertaken by Micromex).					
		Desired Trend	Increase in the % of people who rate rural character of the Hawkesbury as satisfactory	Data Source	Community Survey*	Frequency	Every two years	
		HEADLINE INDCATOR						
		Description	(LPP) 6.2 Community Satisfaction with Heritage Character					
		Explanation	This indicator derived from responses to Council's Community Survey conducted by Micromex every two years. (Question 1.E. 7 – respondent satisfaction with performance in 'valuing and protecting the Hawkesbury's heritage areas').					
		Desired Trend	An increase in mean satisfaction rating of performance in 'valuing & protecting heritage areas'.	Data Source	Community Survey	Frequency	Every two years	
		SECONDARY INDCATOR						
		Description	(LPP) 6.3 Community Satisfaction with Management of Natural Areas.					
		Explanation	Indicator derived from responses to Council's Community Survey conducted by Micromex (Question 1.D. 11 – respondent satisfaction with performance in 'protecting bushland, open space and natural habitats').					
		Desired Trend	An increase in mean satisfaction rating of performance in 'protecting natural habitats'.	Data Source	Community Survey	Frequency	Every two years	
		SECONDARY INDCATOR						
		Description	(LPP) 6.4 Community Satisfaction with Built Heritage					
		Explanation	Heritage buildings are cited as a key part of the identity of the Hawkesbury. This additional Community Survey question will measure the % of people who are satisfied with efforts made to protect and conserve built heritage (proposed for inclusion in Community Survey undertaken by Micromex every two years).					
		Desired Trend	Increase in % of people satisfied with efforts made to protect and conserve built heritage.	Data Source	Community Survey*	Frequency	Every two years	

CSP Measure		HEADLINE INDCATOR						
LPP 11	Visitation to cultural and heritage centre	Description	(LPP) 11.1 Visitation to Council Owned Cultural Facilities.					
		Explanation	This indicator will measure the number of annual visits to council owned cultural facilities including the Library, Regional Gallery, Regional Museum and Pioneer Village at Wilberforce. This will provide an indication of the active use of heritage and cultural sites (council owned sites have been selected as data for these sites is available).					
		Desired Trend	An increase in the number of annual visits to Council owned cultural facilities.	Data Source	Council Data	Frequency	Annual	

▶ **CSP Strategy:** Upgrade the necessary physical infrastructure and human services to meet contemporary needs and expectations.

CSP Measure		HEADLINE INDCATOR						
LPP 8	Availability and accessibility of affordable services versus benchmarks	Description	(LPP) 8.1 Benchmarks for Social Infrastructure Provision					
		Explanation	Will measure the adequacy of social infrastructure (education, health, culture, emergency services, child care, youth, aged care, open space and recreation) based on indicative population thresholds identified by the NSW Growth Centres Commission (GCC) and the Hawkesbury Residential Land Strategy (HRLS). It is an indicator of the availability of facilities to meet the needs of local and district populations.					
		Desired Trend	Social infrastructure is provided in accordance with indicative benchmarks.	Data Source	Council Data	Frequency	Annual	
		SECONDARY INDCATOR						
		Description	(LPP) 8.2 Community Satisfaction with Services and Infrastructure.					
		Explanation	This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.E.5 – respondent satisfaction with improving services and infrastructure.					
		Desired Trend	An increase in mean satisfaction rating for improving services & infrastructure'.	Data Source	Community Survey	Frequency	Every two years	

LOOKING AFTER PEOPLE and PLACE

▶ CSP Strategy: Provide for a safer community through planning, mitigation and response.

CSP Measure		HEADLINE INDCATOR					
		Description	(LPP) 9.1 Community Perception of Safety.				
LPP 9	Community Perception of Safety	Explanation	Additional Community Survey question to establish the % of people who feel safe in their neighbourhood, and when alone in a public place (proposed for inclusion in Community Survey undertaken by Micromex).				
		Desired Trend	Increase in % of people who feel safe in their neighbourhood and in public spaces.	Data Source	Community Survey*	Frequency	Every two years
		SECONDARY INDCATOR					
		Description	(LPP) 9.2 Recorded Crime Rates for person and property offences.				
		Explanation	This indicator will measure the no of recorded offences per capita for crime categories involving offences against person and offences against property.				
		Desired Trend	A decrease in per-capita recorded crime rates for offences against person and property.	Data Source	BOSCAR	Frequency	Annual
CSP Measure		HEADLINE INDCATOR					
		Description	(LPP) 10.1 Council Investment in Community Safety Services				
LPP 10	Assistance to Community Safety Providers	Explanation	This indicator will measure the quantum of funding provided by Council to support the operations of community safety agencies - Rural Fire Services, State Emergency Services.				
		Desired Trend	Maintain level of funding contribution to community safety agencies	Data Source	Council Data	Frequency	Annual

CARING for OUR ENVIRONMENT

▶ CSP Strategy: Effective management of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.

CSP Measure		HEADLINE INDCATOR					
		Description	(COE) 1.1 Water Quality Guidelines for Primary Contact Recreation				
COE 1	Swimmability of River	Explanation	This indicator measure the median enterococci levels (cfu/100mL) at 5 monitoring sites on the Hawkesbury River (Yarramundi, Nth Richmond, Wilberforce, Sackville and Lower Portland). The level of enterococci has been identified as the best indicator for primary contact (swimming) recreational water quality. For water to be suitable for swimming the median enterococci density level should be below 35cfu/100mL.				
		Desired Trend	Median enterococci density of less than 35cfu/100mL as recorded at monitoring sites on Hawkesbury R.	Data Source	Sydney Catch. Authority	Frequency	Annual
CSP Measure		HEADLINE INDCATOR					
		Description	(COE) 2.1 Implementation of Actions in Upper Hawkesbury Coastal Zone Management Plan.				
COE 2	Implementation of erosion and river health programs	Explanation	Council has adopted a management plan which outlines actions to improve the environmental, recreational & cultural values of the Hawkesbury River. This indicator will measure the number of actions implemented.				
		Desired Trend	Implementation of actions identified in the Upper Hawkesbury Coastal Zone Management Plan	Data Source	Council Data	Frequency	Annual
		SECONDARY INDCATOR					
		Description	(COE) 2.2 Community satisfaction with Health of Hawkesbury River and Waterways.				
		Explanation	This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.D.1 – respondent satisfaction with health of Hawkesbury River and waterways).				
		Desired Trend	An increase in mean satisfaction rating of satisfaction with health of river and waterways.	Data Source	Community Survey	Frequency	Every two years

▶ CSP Strategy: Reduce our environmental footprint through resource and waste management.

CSP Measure		HEADLINE INDCATOR					
		Description	(COE) 3.1 Recycled Water Connections and Volumes.				
COE 3	Volume & no. of recycled water connections	Explanation	Council operates a number of recycled water re-use and distribution schemes. This indicator will measure the number of recycled water connections established through these schemes and the volume of recycled water used or distributed by these schemes.				
		Desired Trend	An increase in the number of recycled water connections and recycled water volumes	Data Source	Council Data	Frequency	Annual

CARING for OUR ENVIRONMENT

▶ CSP Strategy (cont.): Reduce our environmental footprint through resource and waste management.

CSP Measure		HEADLINE INDCATOR				
COE 4	Waste to landfill volumes	Description	(COE) 4.1 Waste to Landfill Volumes			
		Explanation	This indicator measures the total tonnage of waste which ends up as landfill at Council's Waste Management Facility at Sth Windsor. This amount is divided by the resident population to derive a per-capita figure.			
		Desired Trend	A reduction in the amount of waste (per-capita) going to landfill at Council's waste management facility.	Data Source	Council Data	Frequency	Annual

CSP Measure		HEADLINE INDCATOR				
COE 5	Recycling Volumes per capita.	Description	(COE) 5.1 Household Resource and Recovery Rates			
		Explanation	This indicator measures the total tonnage of household waste collected within the Hawkesbury LGA which is recovered and recycled. This amount is divided by the number of serviced households to derive a per-household figure. This indicator also calculates the proportion of solid waste which is recovered and recycled. Indicator (CE) 3.1 provides the corresponding figure for the recovery and reuse of waste-water.			
		Desired Trend	An increase in the tonnage and rates of solid waste which is recovered and recycled	Data Source	Council Data	Frequency	Annual

CSP Measure		HEADLINE INDCATOR				
COE 6	Council Energy and Water Use.	Description	(COE) 6.1 Council Energy and Water Use.			
		Explanation	This indicator measures the total energy consumption (in gigajoules) and total water consumption (in kilolitres) for Council facilities. The two amounts can be divided by the number of residents to derive an equivalent per-capita figure.			
		Desired Trend	A decrease in energy and water consumption within Council facilities (on a per-capita basis).	Data Source	Council Data	Frequency	Annual

CSP Measure		HEADLINE INDCATOR				
COE 7	Council Greenhouse gas emissions	Description	(COE) 7.1 Council Greenhouse Gas Emissions			
		Explanation	This indicator measures the total greenhouse gas emissions (in tonnes CO^2 equivalent) from electricity, gas, street lighting and diesel usage within Council operations. The amounts can be divided by the number of residents to derive an equivalent per-capita figure.			
		Desired Trend	A decrease in greenhouse gas emissions within Council operations.	Data Source	Council Data	Frequency	Annual

CSP Measure		HEADLINE INDCATOR				
COE 9	Council use of recycled materials	Description	(COE) 9.1 Purchase of environment friendly office and stationery supplies.			
		Explanation	Council has adopted an environmentally sustainable procurement policy. This measure will track the proportion of 'environment friendly' office and stationary supplies purchased as a proportion of all office and stationery supplies. (This measure may be expanded to include other products)			
		Desired Trend	An increase in the proportion of environment friendly products purchased by Council	Data Source	Council Data	Frequency	Annual

▶ CSP Strategy: Manage growth with ecologically sustainable principles.

CSP Measure		HEADLINE INDCATOR				
COE 8	Adherence to sustainability indicators	Description	(COE) 8.1 Performance against sustainability indicators.			
		Explanation	No specific measure is proposed for this indicator. Following discussion with the Sustainability Advisory Committee it was determined that the proposed Community Indicators as outlined will provide a suitable mechanism for measuring "Quadruple Bottom Line'' sustainability across Social, Economic, Environmental & Governance domains.			
		Desired Trend	No of Sustainability Indicators achieved or on track.	Data Source	Various	Frequency	Various
		SECONDARY INDCATOR				
		Description	(COE) 8.2 Community satisfaction with sustainable living performance.			
		Explanation	This indicator derived from responses to Council's Community Survey conducted by Micromex (Question 1.D.2 3 5 6 7 & 9 – respondent satisfaction with 'reduced water consumption, tree preservation, stormwater management and reuse, reducing energy consumption, improving air quality, recycling services).			
		Desired Trend	An increase in mean satisfaction rating of satisfaction with selected sustainable living programs.	Data Source	Community Survey	Frequency	Every two years

CARING for OUR ENVIRONMENT

▶ **CSP Strategy:** **Engage with the community and work together to care for our environment.**

<table>
<tr><td rowspan="4">SFT 3</td><td rowspan="4">Number of Community Volunteers</td><td colspan="2">CSP Measure</td><td colspan="5">HEADLINE INDCATOR</td></tr>
<tr><td colspan="2"></td><td colspan="5">Description</td></tr>
</table>

CSP Measure	HEADLINE INDCATOR				
Description	(SFT) 3.1. No of community volunteers (participating in environmental activities)				
Explanation	No specific measure has been identified within the 'Caring for Our Environment' Section of the Community Strategic Plan for this item. It is proposed to use CSP Measure **SF 3** 'no of Council volunteers' for this strategy with specific reference to no of volunteers participating in Bushcare and Community Nursery activities.				
Desired Trend	Maintain and increase the number of volunteers participating in environmental activities.	Data Source	Council Data	Frequency	Annual

(Row label: SFT 3 — Number of Community Volunteers)

LINKING the HAWKESBURY

▶ CSP Strategy: Facilitate an integrated transport network

LH1 — Community Satisfaction with transport services

CSP Measure	HEADLINE INDCATOR				
Description	(LH) 1.1. Community Satisfaction with transport services				
Explanation	Additional Community Survey question to establish the percentage of people who are satisfied with their ability to travel to work or commercial centres by private or public transport (proposed for inclusion in Community Survey undertaken by Micromex every two years).				
Desired Trend	Increase in % of people satisfied with ability to commute using private or public transport.	Data Source	Community Survey*	Frequency	Every two years
SECONDARY INDCATOR					
Description	(LH) 1.2 Travel Time to Work				
Explanation	This indicator will measure average work trip duration in minutes. It will provide an indicative measure of the ease of travelling within and beyond the Hawkesbury for work related purposes.				
Desired Trend	A reduction in average work trip duration travel times	Data Source	NSW Bureau of Transport Stats	Frequency	Annual

▶ CSP Strategy: Establish and manage regional partnerships with transport providers and other levels of government to improve and extend public transport services.

LH 3 — Availability and rate of use of public transport

CSP Measure	HEADLINE INDCATOR				
Description	(LH) 3.1 Work related public transport usage.				
Explanation	This indicator would measure the proportion of residents travelling to work where the main method of transport is either public transport or a non-car mode of transport (bus, train, taxi, bicycle or by walking)				
Desired Trend	Increase in the % of residents travelling to work by public transport or a non-car mode of transport.	Data Source	Census Data	Frequency	5 yearly
SECONDARY INDCATOR					
Description	(LH) 3.2 Community Satisfaction with public transport services.				
Explanation	This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.C.5 6 – respondent satisfaction with 'bus services and train services'.				
Desired Trend	An increase in mean satisfaction rating of satisfaction with bus and train services.	Data Source	Community Survey	Frequency	Every two years

▶ CSP Strategy: Provide and maintain roads that are financially and environmentally sustainable and respond to community safety, priorities and expectations.

LH 2 — Community Satisfaction with Council's Maintenance of roads.

CSP Measure	HEADLINE INDCATOR				
Description	(LH) 2.1 Community Satisfaction with Road Maintenance.				
Explanation	This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.C.4 – respondent satisfaction with 'road maintenance'.				
Desired Trend	An increase in mean satisfaction rating of satisfaction with road maintenance.	Data Source	Community Survey	Frequency	Every two years
SECONDARY INDCATOR					
Description	(LH) 2.2 Road Condition.				
Explanation	This indicator will measure the proportion of Council's sealed road network which rated as fair or above under the pavement condition index (PCI) for the sealed road network.				
Desired Trend	Maintain or increase the proportion of sealed road network with a PCI rating of fair or above.	Data Source	Council Data	Frequency	Every two years

▶ CSP Strategy (cont.):   Provide and maintain roads that are financially and environmentally sustainable and respond to community safety, priorities and expectations.

CSP Measure		HEADLINE INDCATOR				
		Description	(LH) 4.1 Road Maintenance expenditure to agreed level			
LH 4	Expenditure on road maintenance –vs- long term renewal cost	Explanation	This indicator will compare actual expenditure (in dollars per kilometer) on road maintenance (for the local road network under Council's control) compared with the cost per kilometre that would be required to bring the local road network up to an maintained at an agreed level (to be determined following community consultation). The measure will identify the gap between actual expenditure and the amount required to achieve the long-term renewal cost of the road network at the agreed level.			
		Desired Trend	A reduction in the gap between actual expenditure on road maintenance and required long term renewal cost	Data Source	Council Data	Frequency	Annual

▶ CSP Strategy: Lobby for and work with providers to ensure Hawkesbury residents and business continue to enjoy competitive and contemporary telecommunications services.

CSP Measure		HEADLINE INDCATOR					
		Description	(LH) 5.1 Broadband Connection.				
LH 5	Accessibility and take up of telecommunications.	Explanation	Fast internet connection is increasingly required for accessing essential information for undertaking domestic and non-domestic business. This indicator measures the percentage of households within the Hawkesbury with a broadband connection.				
		Desired Trend	An increase in the proportion of households with broadband connection.	Data Source	Census Data	Frequency	5 yearly
		SECONDARY INDCATOR					
		Description	(LH) 5.2 Satisfaction with Communication Network.				
		Explanation	This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.C.7 – respondent satisfaction with 'supporting a wider communication network (mobile coverage, broadband, TV reception)'.				
		Desired Trend	An increase in mean satisfaction rating of satisfaction with communication network.	Data Source	Community Survey	Frequency	Every two years

SUPPORTING BUSINESS and LOCAL JOBS

▶ CSP Strategy: Differentiate, brand and promote the Hawkesbury as a tourism destination.

CSP Measure		HEADLINE INDCATOR					
		Description	(SBJ) 1.1 Number of Visitors.				
SBJ 1	No of visitors and value of visitations	Explanation	This indicator is intended to measure: 1. the total number of international overnight, domestic overnight and domestic daytrip visitors to the Hawkesbury LGA and 2. the total visitor spends by overnight and domestic visitors (The availability of this data for the Hawkesbury LGA is yet to be confirmed.				
		Desired Trend	Increase in number & value of over-night & domestic daytrip visitors to Hawkesbury LGA.	Data Source	Destination NSW	Frequency	Annual

CSP Measure		HEADLINE INDCATOR					
		Description	(SBJ) 1.1 Tourism Outputs (GDP)				
SBJ 2	Key Tourism indicators	Explanation	This indicator is intended to measure the key economic outputs of tourism related industries within the Hawkesbury LGA – (gross revenue and employment).				
		Desired Trend	Increase in the value of economic and employment related outputs from tourism related industries.	Data Source	REMPLAN	Frequency	Annual

SUPPORTING BUSINESS and LOCAL JOBS

▶ CSP Strategy (cont.): Differentiate, brand and promote the Hawkesbury as a tourism destination

<table>
<tr><td rowspan="2">CSP Measure</td><td colspan="7">HEADLINE INDCATOR</td></tr>
<tr><td>Description</td><td colspan="6">(SBJ) 3.1 Take up of the 'Hawkesbury' brand.</td></tr>
<tr><td rowspan="10">SBJ 3</td><td rowspan="10">Recognition and use of 'Hawkesbury' brand</td><td>Explanation</td><td colspan="6">This indicator will measure the number of businesses who apply to use or take up elements of the suite of marketing tools likely to be associated with the 'Hawkesbury' brand. (Council is intending to commission a brief to develop the idea of a 'Hawkesbury' brand and consequently the specific components or types of branding material is yet to be confirmed)</td></tr>
<tr><td>Desired Trend</td><td colspan="2">An increase in the number of businesses adopting the 'Hawkesbury' brand as a marketing tool</td><td>Data Source</td><td>Council Data</td><td>Frequency</td><td>Annual</td></tr>
<tr><td colspan="7">SECONDARY INDCATOR</td></tr>
<tr><td>Description</td><td colspan="6">(SBJ) 3.2 Satisfaction with Tourism Facilities and support to tourism industry.</td></tr>
<tr><td>Explanation</td><td colspan="6">This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.B.4 – respondent satisfaction with 'supporting tourism facilities and industry'.</td></tr>
<tr><td>Desired Trend</td><td colspan="2">An increase in mean satisfaction rating of satisfaction with supporting tourism facilities &industry.</td><td>Data Source</td><td>Community Survey</td><td>Frequency</td><td>Every two years</td></tr>
</table>

▶ CSP Strategy: Increase the focus on high end jobs and innovation to build our strengths and achieve a diverse industry base.

<table>
<tr><td rowspan="2">CSP Measure</td><td colspan="7">HEADLINE INDCATOR</td></tr>
<tr><td>Description</td><td colspan="6">(SBJ) 4.1 Local Employment by Industry Sector.</td></tr>
<tr><td rowspan="10">SBJ 4</td><td rowspan="10">Number and type of local jobs by industry</td><td>Explanation</td><td colspan="6">This indicator will measure the number of local jobs by industry sector. A balanced economy requires a diverse local employment profile with jobs created across all industry sectors. For this indicator, local employment benchmarks (i.e. the desired % of jobs within each industry sector) will be identified to measure progress in achieving the benchmark. Initially, the benchmark will be based on the national employment profile (i.e. the local employment profile would be compared with the national employment profile). It is envisaged that the proposed Economic Development Strategy would identify more localised employment benchmarks.</td></tr>
<tr><td>Desired Trend</td><td colspan="2">Increase in the number of local jobs across industry sectors (in accordance with indicative benchmarks)</td><td>Data Source</td><td>REMPLAN</td><td>Frequency</td><td>Annual</td></tr>
<tr><td colspan="7">SECONDARY INDCATOR</td></tr>
<tr><td>Description</td><td colspan="6">(SBJ) 4.2 Proportion of Residents Employed Locally.</td></tr>
<tr><td>Explanation</td><td colspan="6">This indicator will measure the proportion of employed residents who live and work in the Hawkesbury LGA. (may be expanded to include residents working in adjoining LGAs of Penrith, Blacktown and The Hills).</td></tr>
<tr><td>Desired Trend</td><td colspan="2">Maintain the % of employed residents who live and work in the Hawkesbury</td><td>Data Source</td><td>Census Data</td><td>Frequency</td><td>5 yearly</td></tr>
<tr><td colspan="7">SECONDARY INDCATOR</td></tr>
<tr><td>Description</td><td colspan="6">(SBJ) 4.3 Satisfaction with Local Employment Opportunities</td></tr>
<tr><td>Explanation</td><td colspan="6">This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.B.1 – respondent satisfaction with 'promoting local employment opportunities'.</td></tr>
<tr><td>Desired Trend</td><td colspan="2">An increase in mean rating of satisfaction with promoting local employment opportunities</td><td>Data Source</td><td>Community Survey</td><td>Frequency</td><td>Every two years</td></tr>
</table>

<table>
<tr><td rowspan="2">CSP Measure</td><td colspan="7">HEADLINE INDCATOR</td></tr>
<tr><td>Description</td><td colspan="6">(SBJ) 5.1 Business Diversity</td></tr>
<tr><td rowspan="8">SBJ 5</td><td rowspan="8">Number and type of business</td><td>Explanation</td><td colspan="6">This indicator will measure the number of businesses by industry sector. As for indicator SBJ 4.1, local benchmarks will be identified to measure progress in achieving a desired business profile. Initially, benchmark will be based on the national business profile with more localised benchmarks derived from the proposed Economic Development Strategy. This indicator may also measure the value of Gross Outputs across industry sectors to provide a complementary measurement of Business Diversity</td></tr>
<tr><td>Desired Trend</td><td colspan="2">An increase in the number of businesses adopting the 'Hawkesbury' brand as a marketing tool</td><td>Data Source</td><td>Council Data</td><td>Frequency</td><td>Annual</td></tr>
<tr><td colspan="7">SECONDARY INDCATOR</td></tr>
<tr><td>Description</td><td colspan="6">(SBJ) 5.2 Satisfaction with Support for Business Development.</td></tr>
<tr><td>Explanation</td><td colspan="6">This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.B.4 – respondent satisfaction with 'supporting business development'.</td></tr>
<tr><td>Desired Trend</td><td colspan="2">An increase in mean satisfaction rating of satisfaction with supporting business development</td><td>Data Source</td><td>Community Survey</td><td>Frequency</td><td>Every two years</td></tr>
</table>

SUPPORTING BUSINESS and LOCAL JOBS

▶ CSP Strategy (cont.): Increase the focus on high end jobs and innovation to build our strengths and achieve a diverse industry base.

CSP Measure	HEADLINE INDCATOR						
	Description	(SBJ) 6.1 Enrolment in Tertiary Institutions.					
SBJ 6 — Availability of local job training opportunities	Explanation	(There is no available data at a local government level which corresponds to the CSP Measure). The proposed indicator will measure the number and proportion of persons enrolled in tertiary institutions (TAFE, University & Other Training Institutions) to provide indication of accessibility of post-school training opportunities.					
	Desired Trend	An increase in the number of persons enrolled in tertiary studies.	Data Source	atlas.id Census Data	Frequency	5 yearly	
	SECONDARY INDCATOR						
	Description	(SBJ) 6.2 Satisfaction with Training and Career Opportunities.					
	Explanation	This indicator derived from responses to Council's Bi-Annual Community Survey conducted by Micromex (Question 1.B.5 – respondent satisfaction with 'supporting training and career opportunities.					
	Desired Trend	An increase in mean satisfaction rating of satisfaction with supporting training and career opportunities.	Data Source	Community Survey	Frequency	Every two years	

▶ CSP Strategy: Actively support the retention of the RAAF Base and enhanced aviation related industry by building on existing facilities.

CSP Measure	HEADLINE INDCATOR					
	Description	(SBJ) 7.1 RAAF Base Operations				
SBJ 7 — RAAF base retained	Explanation	This indicator will simply measure whether the Richmond RAAF Base operations are maintained.				
	Desired Trend	RAFF Base operations maintained.	Data Source	Council Data	Frequency	Annual

CSP Measure	HEADLINE INDCATOR					
	Description	(SBJ) 8.1 Value of Aircraft Manufacturing				
SBJ 8 — Output of aviation business	Explanation	This indicator will measure the gross revenues derived from aircraft manufacturing activities within the Hawkesbury LGA and the total number of persons employed in this industry sector.				
	Desired Trend	An increase in the value of economic and employment related outputs from aircraft manufacturing	Data Source	REMPLAN	Frequency	Annual

CSP Measure	HEADLINE INDCATOR					
	Description	(SBJ) 9.1 Value of Defence Industry				
SBJ 9 — Defence Industry Indicators	Explanation	This indicator will measure the gross revenues derived from defence related activities within the Hawkesbury LGA and the total number of persons employed in this industry sector.				
	Desired Trend	An increase in the value of economic and employment related outputs from Defence	Data Source	REMPLAN	Frequency	Annual

SHAPING our FUTURE TOGETHER.

▶ CSP STRATEGY: Improve financial sustainability

CSP Measure	HEADLINE INDCATOR					
	Description	(SFT) 1.1 Financial Performance				
SFT 1 — Funding gap between income and expenditure	Explanation	This indicator will track Councils net operating result before grants & contributions which are received for capital works. It will measure Council's capacity to meet the cost of operations from its operating revenues.				
	Desired Trend	A decrease in Council's operating deficit (to achieve at least a balanced operating result).	Data Source	Council Data	Frequency	Annual
	SECONDARY INDCATOR					
	Description	(SFT) 1.2 Provision for Asset Renewal				
	Explanation	Council is responsible for an extensive portfolio of community assets. This indicator is based on the Asset Renewal Ratio (ARR) - i.e. the rate at which assets are being renewed compared with the rate at which they are depreciating. A 100% ARR indicates that Council is providing sufficient funds for asset renewal.				
	Desired Trend	An increase in Council's Asset Renewal Ratio (to achieve the recommended 100% benchmark).	Data Source	Council Data	Frequency	Annual

▶CSP STRATEGY: Broaden the resources and funding available to our community by working with local and regional partners as well as other levels of government.

CSP Measure		HEADLINE INDCATOR					
		Description	(SFT) 3.1 No of Volunteers				
SFT 3	Number of Council volunteers	Explanation	This indicator will measure the number of volunteers working with Council to support Council's operations and activities (including volunteers working for Council's externally contracted service arms such as the Sports Council and Peppercorn Services Inc.)				
		Desired Trend	Maintain and increase the number of volunteers working in partnership with Council.	Data Source	Council Data	Frequency	Annual
		SECONDARY INDCATOR					
		Description	(SFT) 3.2 Community Satisfaction with Council Support of Volunteers.				
		Explanation	This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.E.3 – respondent satisfaction with 'supporting and valuing volunteers').				
		Desired Trend	An increase in mean satisfaction rating of satisfaction with supporting and valuing volunteers.	Data Source	Community Survey	Frequency	Every two years

CSP Measure		HEADLINE INDCATOR					
		Description	(SFT) 4.1 Financial Contribution to Community Groups				
SFT 4	Support to community based groups	Explanation	This indicator will measure the $ value of financial assistance provided to support the activities of community based groups. Initially the value of direct financial assistance will be calculated with the intention of including indirect financial assistance (delivered through subsidised rents and other in-kind contributions) as this data becomes available – this indirect assistance is commonly referred to as 'community service obligation'.				
		Desired Trend	Maintain and increase the $ value of contributions to community groups.	Data Source	Council Data	Frequency	Annual
		SECONDARY INDCATOR					
		Description	(SFT) 4.2 Community Satisfaction with Council Support of Community Groups.				
		Explanation	This indicator derived from responses to Council's Community Survey conducted by Micromex every two years (Question 1.E.2 – respondent satisfaction with 'supporting and valuing community organisations').				
		Desired Trend	An increase in mean satisfaction rating of satisfaction with supporting and valuing community organisations.	Data Source	Community Survey	Frequency	Every two years

CSP Measure		HEADLINE INDCATOR					
		Description	(SFT) 5.1 Level of External Investment				
SFT 5	Sources of income (grants etc., from other levels of government)	Explanation	This indicator will measure the $ value of external revenue and investments sourced from partnerships and other levels of government.				
		Desired Trend	Maintain and increase the $ value of external grants and investment from external sources.	Data Source	Council Data	Frequency	Annual
		SECONDARY INDCATOR					
		Description	(SFT) 5.2 Community Satisfaction with Council Lobbying.				
		Explanation	Indicator derived from responses to two-yearly Community Survey conducted by Micromex (Question 1.E.6 – respondent satisfaction with 'lobbying state & federal governments for funding and improved service levels').				
		Desired Trend	Increase in mean rating of satisfaction with 'lobbying state/fed government for funding & improved services.	Data Source	Community Survey	Frequency	Every two years

CSP Measure		HEADLINE INDCATOR					
		Description	(SFT) 7.1 No of Partnerships				
SFT 7	Results of Participation	Explanation	This indicator will measure the no of partnerships that Council participates. Where feasible the return on investment (ROI) derived from these partnerships will be calculated.				
		Desired Trend	Maintain and increase the number of partnerships.	Data Source	Council Data	Frequency	Annual
		SECONDARY INDCATOR					
		Description	(SFT) 5.2 Community Satisfaction with Partnership Activities.				
		Explanation	Indicator derived from responses to Council's two-yearly Community Survey conducted by Micromex (Question 1.E.8 – respondent satisfaction with 'building partnerships with residents, community groups & institutions').				
		Desired Trend	Increase in mean rating of satisfaction with 'building partnerships'	Data Source	Community Survey	Frequency	Every two years

▶CSP STRATEGY: Achieve community respect through good corporate governance and community leadership and engagement.

Make decisions in ways that are transparent, fair, balanced and equitable supported by appropriate resource allocations

CSP Measure		HEADLINE INDCATOR					
		Description	(SFT) 3.1 Community Satisfaction with Consultation				
SFT 3	Community satisfaction with consultation and engagement	Explanation	Indicator derived from responses to two-yearly Community Survey conducted by Micromex (Question 5 – respondent satisfaction with 'way Council consults with the community').				
		Desired Trend	Increase in mean satisfaction rating of satisfaction with 'way Council consults with the community'.	Data Source	Community Survey	Frequency	Every two years
		SECONDARY INDCATOR					
		Description	(SFT) 3.2 Community Satisfaction with Engagement in Decision Making.				
		Explanation	Indicator derived from responses to two-yearly Community Survey conducted by Micromex (Question 1.E.4 – respondent satisfaction with 'engaging community in making decisions').				
		Desired Trend	Increase in mean rating of satisfaction with 'engaging community in making decisions.	Data Source	Community Survey	Frequency	Every two years
		SECONDARY INDCATOR					
		Description	(SFT) 3.3 Community Satisfaction with Planning				
		Explanation	Additional Community Survey question to establish the % of people who agree with the statement that Council plans well for the future (proposed for inclusion in Community Survey undertaken by Micromex).				
		Desired Trend	Increase in % of people who feel that Council plans well for the future.	Data Source	Community Survey*	Frequency	Every two years
		SECONDARY INDCATOR					
		Description	(SFT) 3.3 Community Satisfaction with Council Communication				
		Explanation	Additional Community Survey question to establish the % of people who agree with the statement that Council communicates well (proposed for inclusion in Community Survey undertaken by Micromex).				
		Desired Trend	Increase in % of people who feel that Council communicates well	Data Source	Community Survey*	Frequency	Every two years
		HEADLINE INDCATOR					
		Description	(SFT) 3.4 Community Satisfaction with Performance of Council				
		Explanation	Indicator derived from responses to two-yearly Community Survey conducted by Micromex (Question 3a – respondent satisfaction with 'the performance of Council across all responsibility areas').				
		Desired Trend	Increase in mean rating of satisfaction with 'Council performance across all responsibility areas.	Data Source	Community Survey	Frequency	Every two years
		SECONDARY INDCATOR					
		Description	(SFT) 3.5 Community Satisfaction with Council Leadership				
		Explanation	Indicator derived from responses to two-yearly Community Survey conducted by Micromex (Question 1.E.1 – respondent satisfaction with 'providing transparent, accountable and respected leadership').				
		Desired Trend	Increase in mean rating of satisfaction with Council leadership.	Data Source	Community Survey	Frequency	Every two years

CSP Measure		HEADLINE INDCATOR					
		Description	(SFT) 8.1 Compliance with Statutory Reporting Requirements				
SFT 8	Compliance with reporting requirements	Explanation	This indicator will measure Council's compliance with statutory and legislated reporting requirements as set by the government bodies and other regulatory authorities. Council is required to submit documentation and reports to multiple bodies across a range of functions.				
		Desired Trend	100% compliance with reporting requirements.	Data Source	Council Data	Frequency	Annual

▶ CSP STRATEGY: Work with the community to determine affordable levels of services and facilities.

CSP Measure	HEADLINE INDCATOR					
	Description	(SFT) 6 .1 Community Satisfaction with non-Council services and facilities.				
SFT 6 — Satisfaction with non-Council services & facilities	Explanation	This indicator derived from responses to Council's two yearly Community Survey conducted by Micromex (Question 1 – respondent satisfaction with performance of a non- Council facilities and services). If possible an overall satisfaction rating will be derived by the aggregation of individual scores.				
	Desired Trend	An increase in mean satisfaction rating of performance of selected facilities and services'.	Data Source	Community Survey	Frequency	Every two years

CSP Measure	HEADLINE INDCATOR					
	Description	(SFT) 9.1 Community Satisfaction with Council Services & Facilities Consultation				
SFT 9 — Satisfaction with Council services and Facilities	Explanation	This indicator derived from responses to Council's two-yearly Community Survey conducted by Micromex (Question 1 – respondent satisfaction with performance of a Council facilities and services). If possible an overall satisfaction rating will be derived by the aggregation of individual scores.				
	Desired Trend	Increase in mean satisfaction rating of satisfaction with 'way Council consults with the community'.	Data Source	Community Survey	Frequency	Every two years