



Hawkesbury City Council

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Annual Report 2013/2014

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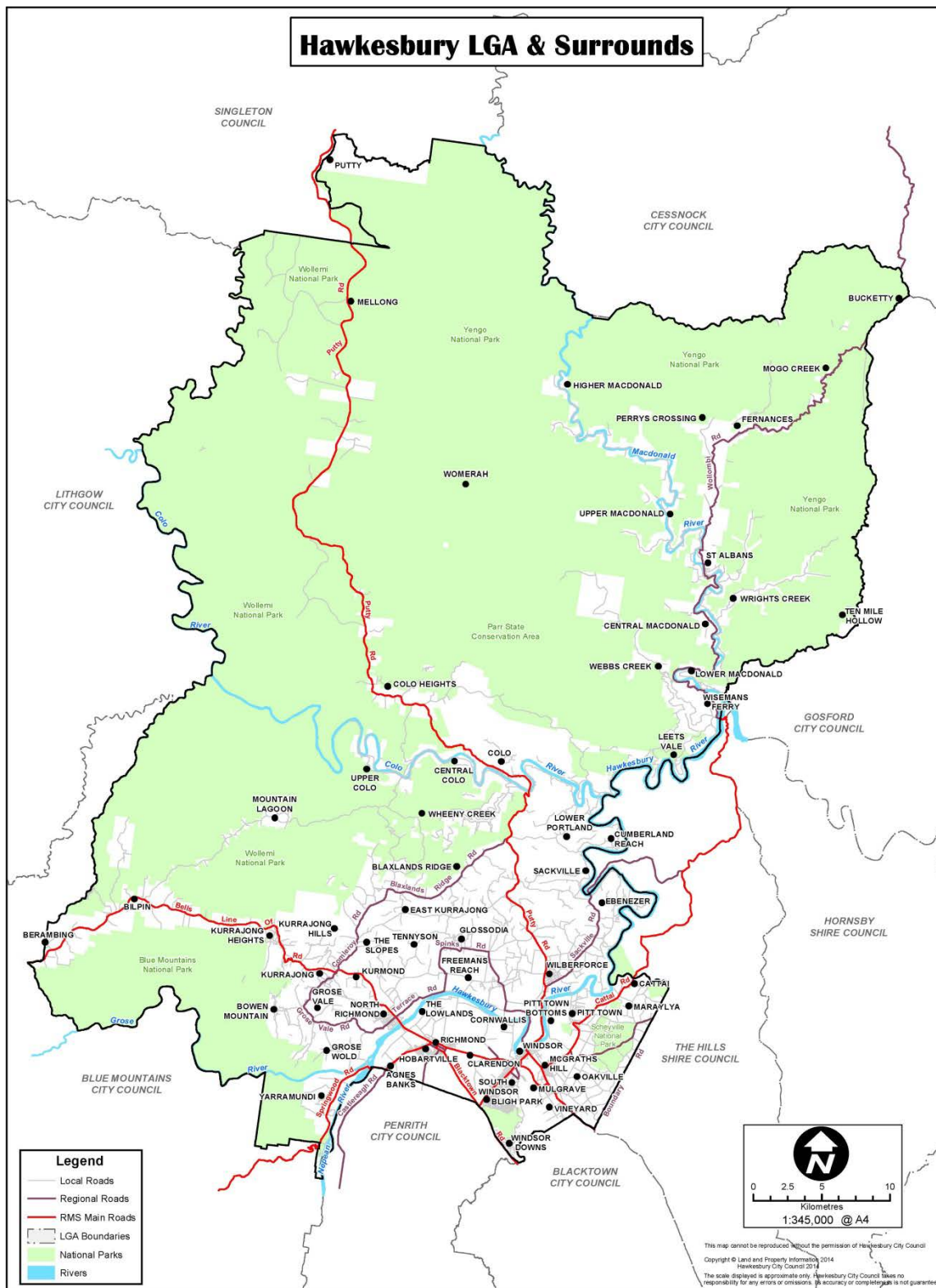
HAWKESBURY CITY COUNCIL

ANNUAL REPORT

2013/2014



SHAPING OUR FUTURE



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Mayoral Message

This Annual Report is the first full year report that demonstrates achievements in relation to the revised Hawkesbury Community Strategic Plan 2013 – 2032 (HCSP). The new plan was adopted by Council in April 2013 after the review of the original 2010 - 2030 Plan, required by State Government legislation following a local government election. This revised Plan reflects the commitment of Councillors and staff towards addressing the priorities of the community. Council staff have been working throughout the last year to implement the outcomes of the HCSP.

2013/2014 has seen the introduction and completion of many projects that are of great benefit to our community, these include; a new digital library service where residents are able to download books online and free of charge; upgrades to the facilities and services at Hawkesbury Indoor Stadium; installation of a new playground at Richmond Park and major refurbishments at the Oasis Aquatic and Leisure Centre to upgrade pool quality and safety.

Tremendous achievements have been made in the area of waste management with the introduction of the new garden organics collection service. After extensive community consultation the service was introduced in selected urban areas. The service has been well received and will be of great benefit to Hawkesbury residents in the long term.

With the vast geographical spread of the Hawkesbury local government area, we must also focus on linking residents of the outlying areas of the Hawkesbury. Council was very pleased to be able to work in partnership with the Hills Shire Council to jointly fund the refurbishment of a ferry, provided by the Roads and Maritime Service, to maintain the Lower Portland River ferry crossing with a higher capacity. The ability to maintain this crossing ensures residents in our outlying areas are able to connect with key town centres with ease.

We have celebrated a number of historic events throughout the past financial year. The Inaugural raising of the Aboriginal flag and Torres Strait Islander flag took place at a special ceremony at the Council Chambers. Both flags will now fly out the front of Council on newly erected flag poles and within the Council Chambers at all times.

Hawkesbury also signed the Refugee Council of Australia's declaration for the Hawkesbury to be a Refugee Welcome Zone. Whilst the refugee and asylum seeker community in the Hawkesbury is quite small, this action demonstrates Council's support for the many diverse groups in our community.

This report details the work that has been achieved during the 2013/2014 financial year which reflects very positively on the commitment of Councillors and staff of Hawkesbury City Council towards achieving progress for the Hawkesbury and addressing the diverse needs of our community.



Councillor Kim Ford
Mayor of Hawkesbury

General Manager's Message

This Annual Report, together with Audited Financial Statements has been produced in accordance with Section 428 of the NSW Local Government Act, 1993 and Clause 217 of the NSW Local Government (General) Regulation 2005. Financial Statements are produced in a separate volume.

The Hawkesbury has been faced with many challenges over the past few years, and Council has risen to meet these challenges through careful strategic management. Through focussing on better efficiencies within the organisation, Council has been able to balance competing demands for our limited resources and will continue to do so into the future. Staff are well versed in prioritising tasks to meet the increasing demand for services and facilities that is required by our widely dispersed community.

Every two years, Council conducts a Community Survey which provides an insight into the community's priorities and satisfaction in relation to Council activities, services and facilities. Council received the results from the latest Community Survey in October 2013. The survey found that overall residents expressed a 'moderate' level of satisfaction with the overall performance of Council. The survey also identified key drivers of the community's satisfaction. The information from this survey will be utilised by Council to assist in prioritising programs and activities in the future and to provide increased satisfaction for our community.

This Annual Report is the first full year report that demonstrates achievements in relation to the revised Hawkesbury Community Strategic Plan 2013 – 2032 (HCSP). Council is committed to being efficient and effective and aims to continue to actively advance the lifestyle of our community by progressively looking after our people and place with confidence.

Linking the Hawkesbury with a well maintained road network is a priority for Council and the community. We are continually working to repair and improve local roads to high standard. We have received praise for the work we have been able to achieve across our large road network, being recognised as the metropolitan Council spending the most money per head of population on maintenance of roads, bridges and footpaths.

Supporting Business and Local Jobs is one of the five themes of the HCSP with 'economic development' of key importance in achieving the goals of this theme. Council resolved to establish an Economic Working Group this year to assist in the development of an Economic Development Strategy for the future. The Strategy, once developed, will then provide guidance on how to develop a sustainable economy in the Hawkesbury in partnership with the Hawkesbury business community.

This Annual Report summarises Council's business practices and performance against its strategic objectives as outlined in the 2013/2014 Management Plan. This report shows the many and varied areas of achievement for Council during the 2013/2014 period. I look forward to building on these achievements in the next financial year, so together we continue to strengthen the future outlook of the Hawkesbury



Mr. Peter Jackson
General Manager

Table of Contents

Mayoral Message	i
General Manager's Message	ii
Key Highlights and Achievements 2013/2014	5
Transport	5
Planning.....	6
Council Facilities.....	6
Waste Management and Environment	7
Cultural Services	8
Events.....	9
Councillors.....	10
Organisational Structure	11
Work Health and Safety	15
Overview.....	15
Health and Safety Initiatives	15
Statutory Report - Local Government Act 1993	17
Section 428 (1) Implementing Council's Delivery Program	17
Section 428 (4) (a) Financial Statements	49
Section 508 Report on Special Variation (Infrastructure Renewal Program)	49
Clause 217 (1) (a) Overseas visits	51
Clause 217 (1) (a 1) (i to viii) Payment of Councillor Expenses	51
Conferences attended by Councillors	51
Clause 217 (1) (a 2) Major Contracts Awarded in excess of \$150,000	52
Construction and Maintenance.....	52
Professional Services	53
Waste Management	53
Water Management.....	54
Parks and Recreation	54
Regulatory Services	54
Building Services	54
General.....	55
Clause 217 (1) (a 3) Summary of Legal Proceedings	55
Clause 217 (1) (a 4) Work on Private Land.....	56
Clause 217 (1) (a 5) Contributions/Donations	56
Clause 217 (1) (a 6) External Bodies Exercising Council Delegated Functions	57
Child Care Centres	57
Community/Neighbourhood Centres, Halls and Other Buildings	57
Peppercorn Services	58
Playing Fields and Parks	59
Other Programs	59
Hawkesbury River County Council.....	60
Aquatic and Leisure Centre and Indoor Stadium	60

Clauses 217 (1) (a 7) and (a 8) Interests and Participation in Corporations, Partnerships, Cooperatives, Joint Ventures, Syndicates or other bodies	60
Westpool/United Independent Pools (UIP)	60
Hawkesbury River County Council.....	61
Hawkesbury Companion Animal Shelter.....	61
Hawkesbury Sister City Association – International Sister Cities	61
City - Country Alliances with Cabonne and Weddin Councils.....	62
Stormwater Partnership.....	64
Lower Portland Ferry Service.....	64
Clause 217 (1) (a 9) Equal Employment Opportunities.....	64
Equal Employment Opportunity Management Plan	64
Equal Employment Opportunity Policy Statement	64
Clause 217 (1) (b) and (c) General Manager and Senior Staff Remuneration	65
Clause 217 (1) (e) Annual charge for Stormwater management services	65
Clause 217 (1) (f) Activities relating to compliance with the Companion Animals Act and Regulations.....	65
Other Statutory Reporting Requirements.....	67
Access to Government Held Information.....	67
Contact Arrangements	67
Access to Information.....	67
Policy for Access to Information	68
Processing Applications for Access to Information	69
Conclusion.....	69
Government Information (Public Access) Act (GIPA) - Annual Statistical Reports.....	70
Impact of the Government Information (Public Access) Act (GIPA).....	73
Planning Agreements	73
Public Interest Disclosures Act 1994 and Regulation	73
Swimming Pool Inspections.....	74
Carers Recognition Act 2012.....	74

Key Highlights and Achievements 2013/2014

- 2013/2014 was the first full year that the revised Hawkesbury Community Strategic Plan 2013-2032 was used to benchmark the outcomes achievable by Council. The new plan was adopted by Council in April 2013 following the review of the original 2010 - 2030 Plan, required by State Government legislation following a local government election.
- In October 2013, Council received the results of its bi-ennial Community Survey which provides an insight into the community's priorities and satisfaction in relation to Council activities, services and facilities. The survey found that overall residents expressed a 'moderate' level of satisfaction with the overall performance of Council.

Transport

- Linking the Hawkesbury with a well maintained road network is a priority for Council and the community. We have received praise for the work we have been able to achieve across our large road network, being recognised as the metropolitan Council spending the most money per head of population on maintenance of roads, bridges and footpaths in 2012/2013.
- Some of the major road projects carried out this year include:
 - Restoration of various gravel roads in the rural areas
 - Slopes Road, North Richmond – Pavement rehabilitation works
 - Scheyville Road, Scheyville – Pavement rehabilitation works
 - Hermitage Road, Kurrajong Hills – Roadworks and drainage
 - Berambing Crescent, Berambing – Roadworks and drainage
 - Kurmond Road, Wilberforce – Roadworks
 - Bulga Street and Wollombi Road, St Albans – Roadworks
 - Boundary Road, Oakville/Maraylya – Roadworks.
- For 2013/2014, all major projects commenced in this period were completed.
- Bridges completed under the NSW Government's Local Infrastructure Renewal Scheme included:
 - Upper Colo Road: Bridges 5 and 7
 - Upper McDonald Road: Two bridges including Jurds Bridge.
- Day to day roads management 2013/2014:
 - 72 roads resurfaced at a total cost of \$1.6 million
 - Graded approximately 300 kilometres of gravel road network on an "as required" basis
 - Maintained 62 bridges on both local and regional roads.
- A newly refurbished Ferry was commissioned for the Lower Portland River crossing to improve transport services for the local community. The Ferry was provided by Roads and Maritime Services and was refurbished at an approximate cost of \$500,000 by Hawkesbury City Council and The Hills Shire Council.
- Council secured a \$250,000 grant through the State Government's Roads and Maritime Services Better Boating Program to match Council's own funding commitment to boating facilities. The funding was used to construct a fixed public jetty at Governor Phillip Reserve, Windsor; upgrade the existing boat ramp at Holmes Drive Reserve, Cumberland Reach; and refurbish the existing jetty at Hanna Park, North Richmond.

Planning

- Council's Development Services assisted many residents in the processing of planning applications. In total Council:
 - Assessed 724 Development Applications
 - Assessed 84 S96 Modification Applications
 - Assessed 3 S82A Reviews of Determination
 - Issued 182 Construction Certificates
 - Issued 38 Engineering Design Compliance Certificates
 - Issued 37 Complying Development Certificates
 - Issued 2477 Planning Certificates
 - Issued 48 Building Certificates
 - Issued 35 Subdivision Certificates.
- Work commenced on a Hawkesbury Revitalisation Plan which aims to develop a regional planning approach for Hawkesbury's key town centres, with community consultation workshops undertaken.

Council Facilities

- The Oasis Aquatic and Leisure Centre underwent a major refurbishment to upgrade pool quality and safety. Council installed two new bridges and a staircase to provide better access to the Centre's spa, steam room and waterslide. A new \$30,000 Children's playground was also installed. Council also invested \$160,000 to upgrade the pools heating systems and \$130,000 on a new 25m pool filtration system.
- Hawkesbury Indoor Stadium was refurbished to provide improved facilities and services to patrons. Internal works included new floor tiling, an upgrade to the café, replacement of outdoor paving, installation of a new outdoor dining area and shade sail and internal painting.
- Council supported Kurrajong Rural Fire Station by managing an extension to the existing Station to facilitate training and provide new storage, bathroom and office facilities.
- Freemans Reach Rural Fire Station underwent \$20,000 of operational improvements to the station including storage and training room upgrades.
- Painting was undertaken internally and externally on a range of Council facilities to the value of \$120,000.
- Connection of various Wilberforce sites to Sydney Water low pressure sewer system including Wilberforce Shopping Centre, Wilberforce School of Arts Hall, Australian Pioneer Village, Fire Control, Copeland Reserve, Woodlands Park and Pony Club valued at \$220,000.

Waste Management and Environment

- A contract with JJ Richards and Sons commenced in October 2013 to provide a new Garden Organics Service, collecting 3166 tonnes in 2013/2014. A contamination rate of 0.2% was recorded in the 2014 Domestic Waste Audit.
- The recycling stations at Council's Administration Building and Hawkesbury City Council Waste Management Facility collected 148.9kg of printer cartridges, almost 15kg of mobile phones and accessories, as well as CDs/DVDs and household batteries.
- A total of 41 presentations were given on Waste Education at Hawkesbury schools throughout the year. Four high schools participated in The School Environmental Management Plan (SEMP) Assistance Program coordinated by Council's Waste Education Officer.
- Council hosted two waste related events, which assisted residents to dispose of unwanted items in environmentally friendly manner:
 - The Chemical Cleanout collected almost 32 tonnes of household chemicals. This is an increase in almost seven tonnes from the previous year.
 - The Hawkesbury E-waste event in June 2014 collected just under 35 tonnes of electronic waste.
- Residents recycled approximately 30% of their total household waste, including 6177 tonnes of kerbside recycling, 492 mattresses through the Household CleanUp service, and several tonnes of scrap metal, tyres, gas bottles, e-waste, motor oil, oil drums and car batteries, which were dropped off at the Waste Management Facility.
- A free wood smoke reduction workshop was conducted during winter to help reduce the levels of smoke pollution in the Hawkesbury.
- Council received \$30,000 funding through the NSW Department of Trade and Investment – Crown Lands Division to manage weeds at Yarramundi Reserve. These funds will be used to match Council's own funding for this activity.
- Richmond Park upgrade featuring a new playground area was completed in June and is very popular with the community. The playground caters for ages 0-14 years with imaginative play rope structures and the classic slides and swings.
- Footbridges in Hobartville were upgraded to provide safe pedestrian access to local facilities and provide long term connections for our residents.
- Plans of Management for several key parks and reserves which address management issues and strategies for the parks were adopted by Council and will now be implemented by Council staff. Plans of Management adopted included:
 - Windsor Foreshore
 - Pughs Lagoon
 - Holmes Drive Reserve.
- The Hawkesbury Community Nursery celebrated National Tree Day by giving away more than 1,500 native plants to residents and are continually helping residents to choose the right plants to match their soil and climatic conditions.

Cultural Services

Gallery

- Hawkesbury Regional Gallery presented nine major exhibitions, including three travelling exhibitions and six in-house curated exhibitions.
- Click! A local photography competition was launched for young people, whose photographs were judged on their ability to capture young people's feelings about Hawkesbury's cultural identity.
- The Gallery launched the inaugural Hawkesbury Art Fair, which featured traditional and contemporary artists, designers and craftspeople living and working in the Hawkesbury. There were demonstrations by local practitioners, small business, building workshops for the creative industry and a launch party celebrating our local talent.
- Public programs included the popular Art After School x 4; a series of four linked workshops held every school term, and a Life Drawing Classes with guest tutor, artist/educator, Di Holdsworth.

Museum

- This year saw Hawkesbury Regional Museum launch three new displays:
 - The Richard Coley (Masonic) Lodge
 - Flood! (how living on a flood plain has shaped our community)
 - WW1, including a donation of a trunk and its contents (uniforms and other items) owned by Brigadier-General John Jackson Paine, who served in Egypt during the war.
- The Museum acquired a cannonball from HMS Bounty, infamous as the vessel whose crew mutinied and cast off their commander, William Bligh, who had a farm in the Hawkesbury and supported the early settlers of Windsor in times of flood.
- Other regular activities including guided tours of historic Howe House, and guest speakers, including Peter Lister, who spoke about the involvement of staff and students of Hawkesbury Agricultural College in WW1, and Jesse Adams Stein, who delivered our special History Week lecture on the theme of 'Picture This' with a look at the final three decades (1959-1989) of the NSW Government Printing Office.

Library

- 192,542 people visited the library, 268,208 items were borrowed and 20,867 computer bookings were made.
- A new digital library service was introduced by Hawkesbury Library Services where residents and Members can enjoy eBooks and audiobooks anytime, anywhere, including children's books, best sellers and classics.
- 8,348 people, from a range of different ages and background, attended activities held by the Hawkesbury Library Service, such as:
 - Book Club
 - Author talks
 - Family history groups
 - Computer classes
 - School holiday day activities
 - Children's story time and rhyme time.

- The Hawkesbury Library Service distributed its first e-newsletter in September 2013 and was nominated for the Australian Library and Information Association's Australia's Favourite Library Award.

Events

- Council joined the Garage Sale Trail for 2013. The Garage Sale Trail is a national event which allows communities to come together on the same day to reduce waste and re-use pre-loved items.
- Council joined forces with the NSW Government, Rotary and Hawkesbury Church to combat Graffiti at the second annual Graffiti Action Day.
- Council unveiled two commemorative plaques recognising the valuable contribution of William Cox and George Evans to the Hawkesbury, New South Wales and Australia.
- Council hosted the second annual Hawkesbury Small Business Week.
- The Inaugural raising of the Aboriginal flag and Torres Strait Islander flag took place at a special ceremony at the Council Chambers. Both flags will now fly out the front of Council on newly erected flag poles and within the Council Chambers at all times.
- Hawkesbury also signed the Refugee Council of Australia's declaration for the Hawkesbury to be a Refugee Welcome Zone. Whilst the refugee and asylum seeker community in the Hawkesbury is quite small, this action demonstrates Council's support for the many diverse groups in our community.

Councillors

July 2013 - June 2014



Councillor Kim Ford
(Mayor)



Councillor Tiffany Tree
(Deputy Mayor)



Councillor Barry Calvert



Councillor Patrick Conolly



Councillor Mike Creed



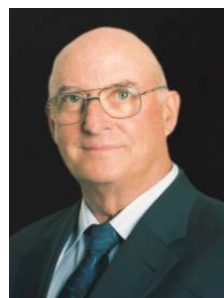
Councillor Mary Lyons-Buckett



Councillor Warwick Mackay



Councillor Christine Paine



Councillor Bob Porter



Councillor Paul Rasmussen

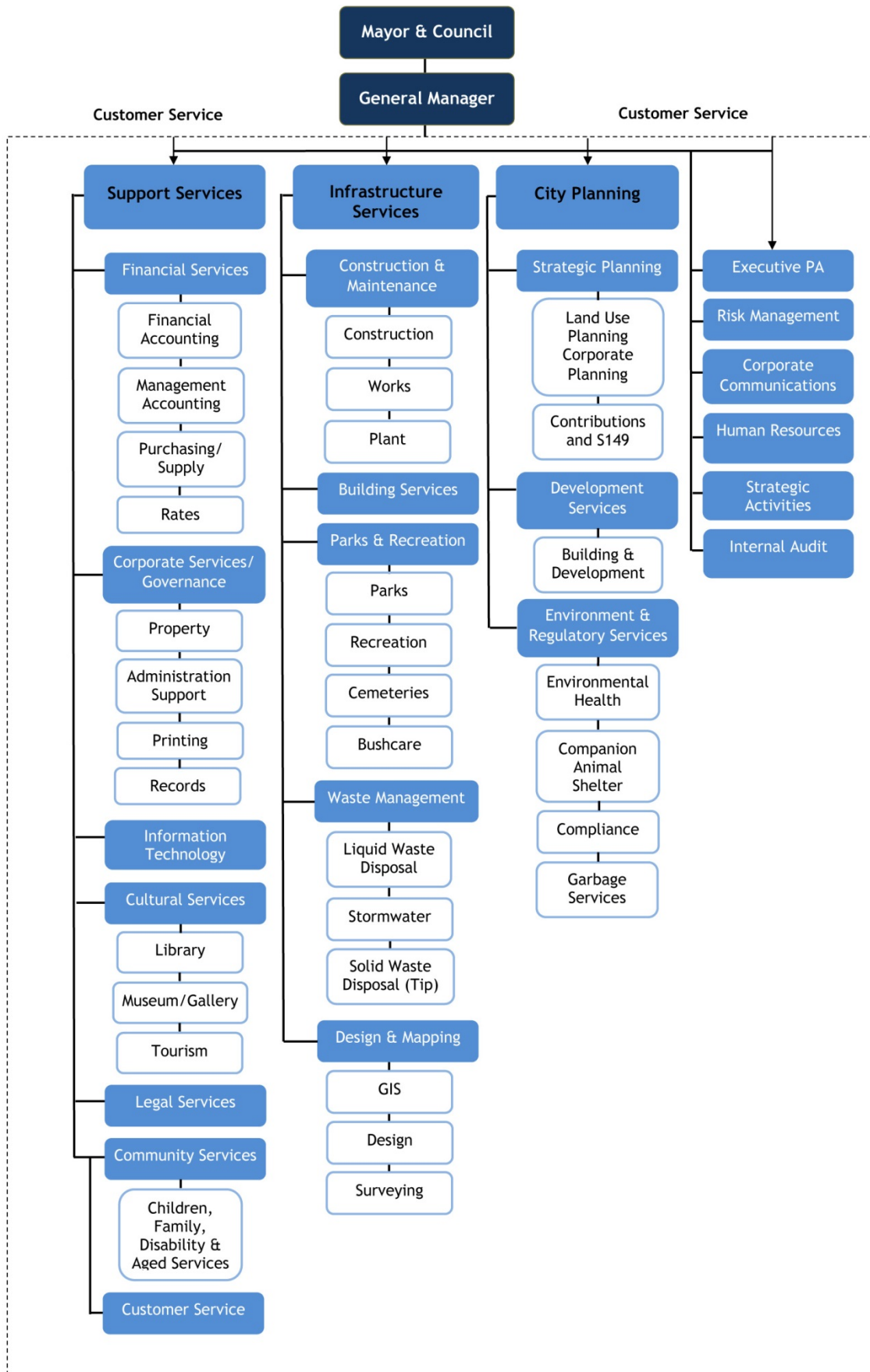



Councillor Jill Reardon



Councillor Leigh Williams

Organisational Structure





Council functions in accordance with the provisions of the Local Government Act, 1993 and ancillary legislation. The organisation is based around the General Manager and three Divisions.

The principal functions of each of these areas are:

General Manager

The General Manager's office includes executive service support for the Councillors and oversees the overall management of the Council administration.

It also has direct reports from the Corporate Communication Section (which deals with media, publications, internal and external communication, civic programs and events); the Human Resources Section (which caters for all recruitment and selection, training, industrial relations and performance management issues); the Risk Management Section (which deals with Council's various insurances, WHS matters, workers compensation and risk related matters); Strategic Activities (which undertakes research and information collection, partnership facilitation and development, sister city and city/country alliance activities and facilitation of tourism and economic development) and Internal Audit (which deals with organisational strategic activities and relationships, developments and implements the internal audit program and associated activities).

City Planning

At the commencement of the reporting period the City Planning Division (City Planning) comprised of a multi-disciplinary team incorporating strategic planning, development and building control, customer services, regulatory services, community services and waste collection.

In October 2013 Council reviewed the organisational structure and reallocated the Community Services and Customer Services branches to the Support Services Division. This was in recognition of a number of forecast changes to the planning legislation in NSW and to assist in the Council focus on strategic and development planning.

The City Planning Division (City Planning) is now comprised of Strategic Planning, Development Services, Environment and Regulatory Services and waste collection.


City Planning is also responsible for the servicing of a number of Council Committees including the Floodplain Risk Management Advisory Committee, Heritage Advisory Committee, Human Services Advisory Committee, Sustainability Advisory Committee and Waste Management Advisory Committee.

Strategic Planning

This Branch consists of specialists in Land Use Planning, Social Planning, Asset Planning, Environmental Planning and waste education. The Branch is responsible for the production of the key strategic documents for Council, including the Community Strategic Plan, Delivery Program, Resourcing Strategy, Operational Plan, State of the Environment Report, Local Environmental Plans, Development Control Plans, Contribution Plans, Social Planning (including the Hawkesbury Profile Atlas and Community Survey), Infrastructure Strategy and Annual Report. The Branch also undertakes, and coordinates the implementation of, specialist studies, including the Upper Hawkesbury Coastal Zone Management Plan, Hawkesbury Floodplain Risk Management Study and Plan, etc., as well as operating waste and recycling education programs.

Development Services

This Branch consists of town planners, building certifiers and development engineers. The Branch is responsible for the provision of development and construction advice, assessment and determination of development applications; building inspections, compliance and certification; issue of planning and building certificates; development engineering advice and subdivision approvals; and heritage



conservation matters. The Branch also provides free generic development advice to residents and potential investors in the Hawkesbury.

Environment and Regulatory Services

This Branch consists of specialist in environmental health, companion animals, compliance, parking control and waste collection. The Branch is responsible for health and food inspections; public health and environmental complaints; development compliance and unauthorised development investigations; parking patrols; companion animal shelter operations and domestic waste collection.

Infrastructure Services

Infrastructure Services Division (Infrastructure Services) is made up of five branches; Construction and Maintenance, Building Services, Parks and Recreation, Waste Management, and Design and Mapping Services. The overall responsibilities of the division essentially involve the construction and maintenance of all Council's physical assets including civil maintenance and construction including roads, bridges and drainage, building construction and maintenance, plant and ferry management, flood mitigation, parks construction and maintenance, survey and design and the operation of swimming centres, sewerage and waste.

The Construction and Maintenance Branch provide, maintain, and improve all the road related assets including road pavements, and shoulders, table drains, kerb and gutter, footpaving, drainage, signs and lines, street sweeping and car parking areas.

Building Services is responsible for construction, maintenance, energy management, and security of Council buildings, replacement and maintenance of furniture and fittings, the flood lighting and irrigation control of parks and reserves, and the provision of security and building management systems.


The Parks and Recreation Branch undertakes mowing, weed control, gardening, playground, park furniture and landscape maintenance and repairs and improvement, litter removal, public amenities cleaning and the maintenance of the Windsor Mall, bush regeneration, vegetation management and tree assessments both on public and private lands.

The Parks and Recreation Branch also undertakes planning for and provision of recreational facilities including the operation of the Richmond Swimming Pool, and the coordination of special events including the Spring Garden competition and the management and operation of a number of cemeteries including the Richmond Lawn Cemetery.

The Design and Mapping Services Branch undertakes cadastral and topographical surveys for road, drainage and carpark designs and other special projects. Design, checking and investigative work is provided for construction projects and investigation and associated reports prepared for local traffic issues, with support provided for the Floodplain Risk Management Advisory Committee.

This Branch is also responsible for the maintenance of the Spatial Information System (SIS), which is a computerised mapping system used for land use and geographic mapping (zoning, land parcels), and assets mapping (aerial photos, sewerage, drainage, road infrastructure) etc. The Branch also assigns street numbering and new road naming.

The Waste Management Branch consists of both solid and liquid waste management functions. Liquid waste management includes the operation of the Windsor Sewerage Scheme, providing a reticulated sewerage service to approximately 7,000 premises within the Hawkesbury. Trade waste management is also provided as a commercial service to industry whilst ensuring there are no adverse effects on the sewerage system from discharge from these areas. The Branch also manages the sullage pump out contract for properties that are not part of a reticulated sewerage system and provide treatment for effluent from that service at the South Windsor Plant.



Solid waste management incorporates the operation of the Hawkesbury City Waste Management Facility, which provides for waste disposal for residents and businesses within the Hawkesbury. This Branch oversees the landfill operation and resource recovery, including the recycling of greenwaste, metal and other construction waste.

Provision of support to the Rural Fire Service and State Emergency Services including the Local Emergency Management Committee and operation of the Emergency Operations Centre is also provided by the Infrastructure Services Division.

Support Services

The Support Services Division (Support Services) comprises of the Community Services, Corporate Services and Governance, Cultural Services, Financial Services and Information Services Branches of Council. Support Services also deals with the provision of legal services to Council.

The Community Services Branch coordinates the planning and provision of human services to meet the needs of residents. Its role is to work with community partners and other levels of government to identify community needs and service requirements and to leverage investment to respond to these needs. The Branch is also responsible for Council's portfolio of externally funded community services delivered through Council's contracted community services arm - Peppercorn Services Inc. The Branch also supports community committees to manage and operate Council's portfolio of community buildings.

The Community Services Branch also includes the Customer Service Unit (CSU). The CSU provides the first point of contact for Hawkesbury City Council customers. The CSU operates a telephone enquiry centre that responds to all customer enquiries and processes customer requests; a front counter service that provides face to face reception for enquiries, payments and application lodgements; and a back office administration service that processes customer requests to support the broad range of the services and activities provided by Council across different internal Branches. These include application and certificate processing, bookings for parks, banners and cemeteries, and the payment of fees and charges.

The Corporate Services and Governance Branch's main areas of responsibility are in regard to administration, printing, property and records management. These areas include governance, word processing, Council meetings, access to information, management of Council records, property management, property sales and acquisitions and printing and design of various Council documents, signs, banners, brochures and flyers.

The Cultural Services Branch includes the Hawkesbury Central Library, Hawkesbury Regional Gallery, Hawkesbury Regional Museum in Windsor and the Richmond Branch Library, as well as the Visitors Information Centre at Clarendon and is responsible for the delivery of the Cultural Plan.

The key functions of the Financial Services Branch include financial accounting, financial management, supply management and rates. These functions cover various work areas including accounts payable, payroll, investments, statutory and Council formal financial reports, budgets, procurement, contract management, rates notices, pensioner rebates and property title details.

The Information Services Branch undertakes information technology activities, including maintaining essential computer hardware and software resources, ongoing administration maintenance and customer support as well as an integrated network infrastructure to meet corporate objectives.

Work Health and Safety

Overview

The primary focus for 2013/2014 was systems review and document preparation for the formal audit by WorkCover NSW in support of maintaining our Self Insurance Licence for the purposes of Workers Compensation. This necessitated a full gap analysis and enhancement of our safety management system to ensure alignment with the harmonised WHS Act (2011) and associated Regulations, Codes of Practice and Australian Standards.

Health and Safety Initiatives

Council's Annual WHS Review and Planning Report identified the following as high priority WHS issues for 2013/2014 requiring full corporate support and to be individually championed throughout Council personally by the Senior Management team (MANEX).

1. Risk Registers

The development of comprehensive risk registers was the responsibility of the General Manager supported by the Manager Risk Management. Registers were developed for individual work sites, work activities, fixed site hazards, confined spaces, manual handling and noise. This project is ongoing however it is now substantially completed and integrated into corporate safety systems.

2. Asbestos Register

This is an ongoing project personally overseen by the Director Infrastructure Services and controlled by the Manager Building Services. Council has in excess of 300 buildings, all of which have to be audited for the presence of Asbestos Containing Materials (ACM). Identified ACMs have to be signed, an inspection and management plan developed and centralised register updated. This project is progressing well with all major sites completed. Additionally, this project has been leveraged to extend the auditing to a full Hazop review thus extending the project to identifying nominated hazardous substances in the workplace.

3. Inspection Testing and Monitoring Database

There are a large numbers of site specific structures, plant, equipment and materials as well as legislated health surveillance that require inspection, testing and monitoring. The development of this database and implementation of systemically driven IT&M program across all Council operations was championed by the Director Support Services and supported by the Manager Information Services.

4. Emergency Management

Under the oversight of the Director City Planning and supported by the Manager Risk Management all permanently staffed sites were risk assessed for emergency situations in accordance with AS 4735 Planning for Emergencies in Facilities. Additionally, potential emergency situations were considered in all Safe Work Method Statements (SWMS) with procedures written and training undertaken. Site specific emergency response manuals have also been developed and integrated into site emergency planning arrangements.

5. Joint Responsibilities for PCBU and Volunteers

The Manager Risk Management Services had a number of individual corporate safety initiatives for completion in 2013/2014 which included:

- Identifying which other business, community groups etc. have joint WHS responsibilities with Council, to what extent and what are the individual responsibilities, accountabilities and authorities that each hold.
- Ensuring monthly WHS reporting to MANEX.
- Ensuring the full application of Council's WHS Compliance, System and third party audit schedules.
- Identifying and completing necessary noise surveys across Council.
- Review of Council's WHS training programme to ensure full compliance and clear definition of associated responsibilities, accountabilities and authorities.

In accordance with WHS&IM procedure 001.7 Management Review a full audit of Council's safety management system is being completed with WHS corporate strategic safety initiatives and management KPIs to be formulated for the coming year as part of this process.

Statutory Report - Local Government Act 1993

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

Section 428 (1) Implementing Council's Delivery Program

Council's Delivery Program 2013–2017 details the principal activities to be undertaken by Council over a four year period to implement the five themes of the Hawkesbury Community Strategic Plan 2013-2032.

These themes are:

- Looking after People and Place
- Caring for the Environment
- Linking the Hawkesbury
- Supporting Business and Local Jobs
- Shaping our Future Together

The accompanying Operational Plan 2013-2014 spells out the details of the Delivery Program by identifying the actions Council proposed to achieve the commitments made in the Delivery Program.

The relationship between Council's Community Strategic Plan, Delivery Program, Operational Plan and the Annual Report is shown in the diagram below.



The following table shows the progress in achieving the Delivery Program activities and Operational Plan actions for the period 1 July 2013 – 30 June 2014.



DP Strategy and OP Action	Output Measure	Status	Annual Comments	
DP-01	Prepare strategies for town centres and villages that also showcase our heritage and character			
OP1-1.1	Prepare communication/promotional strategies for town centre Master Plans as applicable	Strategies prepared	Completed	Engagement HQ online consultation and Show Display implemented for Hawkesbury Horizon
DP-02	Prepare and commence implementation of Windsor and Richmond Master Plans			
OP1-2.1	Finalise the review of the draft Windsor Town Centre Master Plan	Windsor Town Centre Master Plan reported to Council for consideration following public exhibition	Commenced	Project replaced by commencement of Hawkesbury Horizon Revitalisation Strategy
OP1-2.2	Commence process for preparation of a Richmond Town Centre Master Plan	Project brief prepared and funding secured	Commenced	Project replaced by commencement of Hawkesbury Horizon Revitalisation Strategy
DP-03	Develop a program of events and model for conducting them successfully			
OP1-3.1	Investigate model for conducting successful events	Investigation completed and recommendations made	Completed	Reported to Council and Action Plan endorsed
OP1-3.2	Resource the planning of activities which celebrate community diversity in conjunction with inter-agency organising committees	Number of events supported	Achieved	Seven of seven targeted events were supported and successfully delivered - International Day for People with Disability, Youth Week, Seniors Week, Harmony Day, Refugee Week, International Women's Day and NAIDOC Week

DP Strategy and OP Action		Output Measure	Status	Annual Comments
DP-04 Implement the Hawkesbury Residential Land Strategy				
OP1-4.1	Investigate, prepare and assess Planning Proposals in accordance with recommendations of the Hawkesbury Residential Land Strategy	Investigations and Planning Proposals consistent with the Hawkesbury Residential Land Strategy	Achieved	Seven planning proposals received, two "Gateway" determinations received, one proposal gazetted
DP-05 Establish partnerships with developers and community housing providers				
OP1-5.1	Explore Council land with potential for development for community housing in partnership with Wentworth Community Housing	Investigations undertaken and reported to Council	Partially completed	Options have been investigated but yet to be reported to Council. Some preliminary discussion has been undertaken with Wentworth Community Housing and developer regarding the Redbank at North Richmond development.
DP-06 Develop and implement a Rural and Resource Lands Strategy				
OP1-6.1	Finalise development of a Rural and Resource Lands Strategy	Rural and Resource Lands Strategy reported to Council	Postponed	Grant application unsuccessful
DP-07 Review and implement the Heritage Strategy				
OP1-7.1	Review and implement the Heritage Strategy in line with Heritage Council requirements for grant funding	Revised Strategy reported to Council and implemented	Partially completed	Grant funding received for Heritage Incentive Scheme consistent with Heritage Strategy
OP1-7.2	Prepare a Planning Proposal to facilitate the listing of additional heritage items in the Hawkesbury Local Environmental Plan	Planning Proposal reported to Council	Partially completed	Planning proposal prepared, waiting completion of associated heritage inventory sheets

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-7.3	Create guidelines for assessing development proposals involving heritage items	Assessment guidelines created by the Heritage Advisor	Partially completed	Heritage DCP chapter prepared and adopted
OP1-7.4	Implement agreed priority actions within the Heritage Strategy in partnership with Heritage Advisory Committee	Priority actions of the Heritage Strategy implemented	Commenced	Priority for slab barn education and awareness achieved by success in grant funding
DP-08 Develop and implement strategies to deliver sustainable services and facilities				
OP1-8.1	Assess existing building services and facilities and benchmark against industry standard	Assessments undertaken	Partially achieved	All water metered sites assessed for water savings, All electrically metered sites inspected. Submeters for live reading of 36 sites for water underway together with live reads for 11 major power use sites thus giving direct response for control of use.
OP1-8.2	Identify and seek resources to fund identified service levels and to meet total life cycle costs for infrastructure maintenance and renewal	Services provided as funding allows	Partially achieved	Services provided within budget allocations for the year
OP1-8.3	Demonstrate leadership by implementing sustainability principles	Reduction in ecological footprint of Waste Management Branch	Partially achieved	Substantial power savings made by replacing single speed air blowers with more energy efficient variable speed drives at South Windsor STP. Recycled water facility provided 36.77 ML reuse water which offset the need to use potable water.
OP1-8.4	Develop library services strategically and in response to social, economic and environmental changes, and in accordance with State Library NSW benchmarks	Sustainable library services are reviewed and developed in response to community needs and affordable levels	Commenced	Good progress has been made in commencing or achieving Library Action Plan goals

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-8.5	Identify benchmarks for the provision of community services and facilities for population catchments in partnership with Human Services Advisory Committee	Benchmarks identified	Partially completed	Benchmarks identified for human services in proposed growth areas in conjunction with Council's Human Services Advisory Committee
OP1-8.6	Prepare asset management strategies to deliver sustainable services and facilities	Asset Management Strategy prepared and adopted	Completed	Asset Management Strategy adopted
DP-09 Implement the Hawkesbury Floodplain Risk Management Plan				
OP1-9.1	Determine agreed priority actions of the Hawkesbury Floodplain Risk Management Plan in partnership with the Floodplain Risk Management Advisory Committee	Priority actions determined and reported to Council	Commenced	Under consideration by Floodplain Risk Management Advisory Committee
DP-10 Implement the Road Safety Action Plan				
OP1-10.1	Implement priority activities and campaigns in the Road Safety Action Plan as negotiated with Roads and Maritime Services	Annual action plan developed and implemented	Delivered	All RMS funded projects in 2013/2014 Action Plan have been successfully delivered
OP1-10.2	Implement the 'Good Sports' program in partnership with Australian Drug Foundation	Continued Council sponsorship of program	Abandoned	Sponsorship ended in 2012/2013. Continued sponsorship of Good Sports Program not renewed as agency did not submit documents for renewal (despite several invitations from Council)

DP Strategy and OP Action		Output Measure	Status	Annual Comments
DP-11 Implement the Crime Prevention Strategy for Windsor and Richmond CBDs				
OP1-11.1	Implement priority actions and campaigns in the Crime Prevention Strategy in partnership with Crime Prevention Working Party	Action plan developed and implementation commenced	Postponed	Development of Crime Prevention Strategy postponed pending finalisation of Hawkesbury Horizon Revitalisation Strategy. Members of the Crime Prevention Working Party participate on the Hawkesbury Community Safety Precinct Committee, chaired by the Hawkesbury Area Local Command. A Seniors Crime Prevention awareness campaign was delivered.
DP-12 Implement the Natural Hazards Resilience Study				
OP1-12.1	Undertake cost benefit analysis modelling of risks identified in the Natural Hazards Resilience Study	Analysis undertaken and reported	Postponed	An alternative methodology is being investigated
DP-13 Participate with other authorities in the planning and implementation of their safety plans				
OP1-13.1	Work with Rural Fire Service to develop and implement hazard reduction programs on community managed land	Program developed and implemented	Completed	Program developed and carried out by the RFS as weather conditions allowed
OP1-13.2	Convene Local Emergency Management Committee meetings in accordance with statutory requirements	LEMC meetings held and secretariat support provided	Completed	Meetings held as per regulations and support provided



Caring for Our Environment

2013-2032


DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-14 Lobby for improved environmental flows			
OP1-14.1 Undertake lobbying action as a result of Council resolutions dealing with these issues	Lobbying undertaken	Achieved	Any resolutions of Council identifying lobbying to be undertaken in this area during the year actioned as required
DP-15 Lobby and take action to improve water quality			
OP1-15.1 Provide pump out services to limit nutrients and pollutants from onsite sewerage management systems entering waterways	Pump out service provided within agreed timeframes	Achieved	Pumpout service provided within agreed timeframes
OP1-15.2 Provide a trade waste service to commercial and industrial premises	Trade waste service provided in accordance with service standards and levels	Achieved	Trade waste services provided within service standards and levels
OP1-15.3 Continued operation and maintenance of sewage treatment plants and major pump stations to service the community	Sewage treatment plants and major pump stations alarms responded to within one hour	Achieved	Sewage treatment plant and major pump station alarms responded to within one hour
OP1-15.4 Continued operation and maintenance of minor pump stations to service the community	Minor pump stations alarms responded to within four hours	Achieved	Minor pump station alarms responded to within four hours
OP1-15.5 Sewage treatment plants, pump stations, and reticulation systems to transport and treat sewage	EPA license conditions met	Partially achieved	Licence requirements met

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-15.6	Reduce gross pollutants entering waterways through the provision of Gross Pollutant Traps	Gross pollutants captured, measured and reported	Achieved	All of Councils GPT's monitored and cleaned to ensure operational efficiency
OP1-15.7	Prepare the Upper Hawkesbury River Estuary Study and Management Plan	Upper Hawkesbury River Estuary Study and Management Plan reported to Council	Partially completed	Management Plan prepared, exhibited and is scheduled for report to Council
DP-16 Lobby and take action to improve river management actions, including elimination of wakeboard boats to minimize bank erosion				
OP1-16.1	Undertake lobbying action as a result of council resolutions dealing with these issues	Lobbying undertaken	Achieved	Any resolutions of Council identifying lobbying to be undertaken in this area during the year actioned as required
OP1-16.2	Participate in the Hawkesbury Nepean Local Government Advisory Group	Meetings attended as required	Completed	One meeting attended
OP1-16.3	Assist the Catchment Management Authority to finalise the Hawkesbury - Nepean Catchment Action Plan	Assistance provided as agreed	Completed	Catchment Action Plan finalised
DP-17 Review and implement the Waste Education Program				
OP1-17.1	Review and implement the Waste Education Program	Waste Education Program reviewed and implemented	Partially completed	Waste education program reviewed and is being implemented

DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-18 Showcase a range of initiatives to reduce environmental footprint by use of recycled/renewable resource materials			
OP1-18.1 Prepare a Master Plan for Hawkesbury City Waste Management Facility to develop long term sustainable resource use strategies	Master Plan developed and reported to Council	Partially completed	Draft Master Plan currently under review
OP1-18.2 Recycling incorporated in building works projects undertaken by Council	Levels of recycling reported on project basis	Achieved	All projects incorporate recycling and waste management strategies
OP1-18.3 Where appropriate, utilise recycled road-base material in order to reduce our dependency on non-renewable resources	Amount of recycled road-base used	Achieved	Recycled road base material included in Council's tender for the procurement of road material
OP1-18.4 Coordinate projects identified in the Waste and Sustainability Improvement Payment Program	Convene internal working group meetings and complete required reports to Office of Environment and Heritage (OEH)	Achieved	Meetings convened. Report to OEH not due until 2014/2015
DP-19 Explore business opportunities in waste management			
OP1-19.1 Expand the operation of recycled water system at South Windsor Sewage Treatment Plant	Number of customers connected to recycled water system. Volume of recycled water used	Partially achieved	Total volume used for 2013/2014 was 36.77 ML
OP1-19.2 Provide domestic and commercial waste and recycling collection services to the community	Services provided to the community in accordance with customer service standards	Delivered	Service provided to meet customer service standards

DP Strategy and OP Action		Output Measure	Status	Annual Comments
DP-20 Review and implement the Water and Energy Saving Action Plans				
OP1-20.1	Compare and monitor top water and energy use sites to benchmarks and set new goals	Reduce energy and water use to projected goals	Partially completed	Building Management System works underway with four sites of 10 started
OP1-20.2	Review and implement the Water Savings Action Plan	Water Savings Action Plans reviewed and annual targets achieved (WSAP)	Partially completed	WSAP completed. 70 metered sites audited, water savings measured completed to many sites including all tenanted sites. Rollout of 36 live metered sites underway. River and creek water utilised for road maintenance purposes in lieu of potable water.
OP1-20.3	Review and implement the Energy Savings Action Plan	Energy Savings Action Plans (ESAP) reviewed and annual targets achieved	Partially completed	ESAP completed. Deerubbin Centre relamps including LED's replacing compact fluors throughout completed together with an additional 11 other sites including community, child care and leisure centres. Four BMS sites started.
DP-21 Encourage sustainable built environment				
OP1-21.1	Develop and adopt sustainability indicators	Sustainability indicators developed and reported to Council	Partially completed	Indicators provided to Sustainability Advisory Committee for review
DP-22 Development and implement environmental education programs				
OP1-22.1	Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices	Information provided as required	Completed	Information provided to tenants
OP1-22.2	Develop and implement education programs covering Environmental Health, Public Health Waste Management and Development Compliance	Programs developed and actions implemented	Delivered	Developed programs were delivered

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-22.3	Implement a program to work with local business to promote sustainable business practices through improvements in environmental health, pollution prevention and advice of other statutory requirements	Program delivered	Delivered	The program commenced and will continue to be delivered.
OP1-22.4	Develop community awareness on environment and bush care values, threatened and endangered species	Workshops and educational opportunities provided	Completed	One bush care excursion conducted. One Indian Mynar workshop and one Micro bat workshop was undertaken. Quarterly newsletters distributed.
OP1-22.5	Promote the Sustainable Events Policy to community groups holding events	Policy promoted as required	Delivered	Venue Managers Training undertaken. Policy promoted to all event applicants.
DP-23 Demonstrate ecologically sustainable development by example				
OP1-23.1	Continued operation of recycled water systems at South Windsor and McGraths Hill Sewage Treatment Plants	Reduction of potable water used through increase in use of recycled water	Partially achieved	Total volume of recycled water used for 2013/2014 was 36.77ML
OP1-23.2	Provided assistance to Cleanup Australia Day volunteers	Assistance provided to Cleanup Australia Day volunteers	Delivered	Assistance provided to volunteers as required
OP1-23.3	Continued operation of Hawkesbury City Waste Management Facility	Facility open to the public every day except for Public Holidays in order to meet community's expectation of waste management and recycling services	Achieved	Facility opened every day except on public holidays



DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP1-23.4 Utilise sustainable building practices	Standardised and innovative specifications used	Partially achieved	Work continuing on sustainable works including hot water to various sites using heat pump, solar hot water to Oasis Pools, LEDs used where possible, renewals to inefficient filters to Oasis indoor pool giving water savings and energy savings.
OP1-23.5 Rate council offices using NABERS	Base year standard established	Scheduled to commence	NABERS rating will commence on Council building following the installation of the required check metering systems



Linking the Hawkesbury

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-24 Develop an Integrated Land-use and Transport Strategy with partners and providers			
OP1-24.1 Prepare a brief and seek funding to prepare a Transport Strategy for the Hawkesbury	Brief prepared and funding sought	Partially completed	Draft brief prepared, awaiting opportunity for funding application submission
DP-25 Engage with WSROC and other regional bodies to improve public transport services at a local and regional level			
OP1-25.1 Provide secretariat support to Local Traffic Committee	Support provided	Delivered	Traffic management and technical support provided to the Local Traffic Committee (LTC). LTC meeting held on each month except December. Agenda items for meeting provided and associated actions completed
OP1-25.2 Coordinate the implementation of the Hawkesbury Mobility Plan	Plan implemented	Postponed	Roads and Maritime funding for 2013/2014 not received. Extension of Richmond to Windsor Cycleway postponed pending outcome of discussions with Transport for NSW
OP1-25.3 Deliver community transport services in accordance with contracted outputs as negotiated with funding bodies	Contracted outputs achieved	Achieved	Contracted outputs were achieved. Peppercorn Services Inc received \$70K growth funds for further transport provision during the reporting period
DP-26 Complete data collection and set service levels for different categories of road			
OP1-26.1 Use road data to assist in determining service levels based on funding available	Draft service levels prepared	Partially completed	Condition data collected. Service levels to be established following community consultation
DP-27 Explore best practice models for road maintenance			
OP1-27.1 Investigate best practice models for road maintenance	Models investigated and reported	Partially completed	Achieved through the implementation of the alternative methods of asphalt transportation and application

DP Strategy and OP Action		Output Measure	Status	Annual Comments
DP-28	Undertake operational programs associated with roads and ancillary facilities			
OP1-28.1	Provide a street sweeping service	Street sweeping carried out in accordance with schedule road list	Delivered	Planned tasks completed on time
OP1-28.2	Undertake road and footpath maintenance renewal programs and report their condition	Maintenance and renewal programs implemented	Delivered	Footpath maintenance program completed and a condition survey is scheduled for 2014/2015
OP1-28.3	Construct, maintain and rehabilitate road related assets including road pavements and shoulders	Works completed on time and within budget	Completed	Necessary works completed
OP1-28.4	Maintain the bridge network in accordance with condition assessment	Works completed on time and within budget	Completed	Necessary works completed
OP1-28.5	Construct, maintain and reconstruct kerb and gutter and foot paving	Works completed on time and within budget	Completed	Necessary works completed
OP1-28.6	Erect and maintain street names and line marking	Works completed on time and within budget	Completed	Necessary works completed
OP1-28.7	Undertake road and footpath inspections and report on their condition	Inspections undertaken and reported	Completed	Road condition survey completed. Footpath survey is scheduled for 2014/2015
OP1-28.8	Maintain car parking areas	Works completed on time and within budget	Completed	Necessary works completed
DP-29	With providers and users, identify any telecommunication service shortfalls			
OP1-29.1	Survey the community to understand service shortfalls	Community shortfalls and issues identified and reported	Completed	Feedback documented and used in liaison with service providers

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-29.2	Liaise with service providers to understand service supply and shortfall matters for area	Information gathered and reported	Completed	Liaison incorporated into Mobile Coverage Program
DP-30 Lobby to improve delivery of services, including a range of services				
OP1-30.1	Inform service providers of service shortfalls and issues	Service shortfalls and issues reported to service providers	Completed	Shortfalls reported, including submission to Federal Government's Mobile Coverage Program on mobile services gaps and black spots in area
OP1-30.2	Approach National Broadband Network Co to establish timeframe for completion of NBN build in Richmond release area and commitment to completing NBN build in remaining areas	Advice on timeframe for completion for NBN build received	Completed	Liaison with NBN occurred. NBN to complete rollout
DP-31 Investigate telecommunications directions, in particular the digital era, and report				
OP1-31.1	Investigate telecommunication trends and indicators	Telecommunication trends and indicators reported	Completed	Information used to inform liaison with the Federal Government



Supporting Business and Local Jobs

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-32 Define local and regional markets			
OP1-32.1 Investigate tourism markets data and trends to establish understanding of local tourism economy	Trends and tourism indicators investigated and reported	Completed	Trends and indicators tracked. Incorporated into Tourism Strategy To be made available on website
DP-33 Implement a Tourism Strategy			
OP1-33.1 Prepare activity program, identifying resource commitments and timeframe	Program prepared and reported	Partially completed	Delayed due to other workload demands
DP-34 Develop a new brand for the “Hawkesbury”			
OP1-34.1 Prepare project scope	Scope statement prepared and endorsed	Completed	Scope statement finalised
OP1-34.2 Engage consultant to develop “Hawkesbury” brand	Consultant engaged	Scheduled to commence	Delayed due to other workload demands
DP-35 Operate the Hawkesbury Visitor Information Centre as an accredited Level 2 Visitor Information Centre			
OP1-35.1 Operating hours, signage, training and other relevant criteria complied with to maintain Level accreditation	Accreditation maintained	Achieved	Level 2 accreditation standards for the Hawkesbury VIC maintained
DP-36 Monitor local economy and investigate high end jobs			
OP1-36.1 Investigate behaviour of local economy	Trends and economy indicators reported	Partially completed	Trends and indicators tracked

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-36.2	Investigate the nature of high end jobs and in the local area context	Trends and local high end jobs indicators reported	Partially completed	Trends and indicators tracked. To be further considered in Economic Development Strategy
DP-37 Investigate innovation in local economy, including catalysts that enable industry/business to innovate				
OP1-37.1	Investigate the nature of innovation for business success in the local area context	Trends and innovation indicators reported	Partially completed	Trends and indicators tracked. To be further considered in Economic Development Strategy
DP-38 Support training of workforce to address job skills needs				
OP1-38.1	Identify and meet corporate and individual training needs	Learning opportunities including technical, personal and professional development that supports Council's objectives provided	Delivered	Successful delivery of corporate training for Code of Conduct and Leadership programs as well as individual training requirements as approved
OP1-38.2	Undertake UWS Scholarship to support employment	Scholarship funded by Council and project managed by staff	Completed	2014 Scholarship recipient selected. Scholarships funded for new and continuing recipients
OP1-38.3	Establish a Vocational Education Scholarship program	Scholarship program established	Completed	Considered in 2014/2015 Operational Plan
DP-39 Support training, networking and development of business community to address business skills and job creation and retention				
OP1-39.1	Continue to support traineeship, apprenticeship and work experience opportunities within Council	Successful liaison and support of opportunities to offer traineeships, apprenticeships and work experience to the community	Completed	Successful recruitment and appointment of approved traineeships and support of work experience requests as appropriate

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-39.2	Undertake a Small Business Week Event, as a learning and networking opportunity for business	Event undertaken	Completed	Event undertaken
OP1-39.3	Recognise business leaderships and successful business	Business awards programs sponsored	Completed	Local Business Awards presentation night held in October 2013
OP1-39.4	Promote and support business development and assist activities of State and Federal Governments; and make representation on local business and economy issues	Details provided on website. Attend meetings that address local business and economy issues. Make submissions to public consultation items	Partially completed	Opportunities tracked. Not reported via website, due to matters outside operational area control
OP1-39.5	Continue a program to employ two school based trainees and/or apprentices on an ongoing basis	Successful employment of two school based trainees and/or apprentices	Not achieved	Schools approached, further follow-up required to pursue program
DP-40 Implement the Hawkesbury Employment Lands Strategy				
OP1-40.1	Prepare promotional document to promote key aspects of the Hawkesbury Employment Land Strategy to the market	Promotional document available, distributed and posted on website	Abandoned	Terminated at preparation stage by Council

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-40.2	Investigate, prepare and assess Planning Proposals in accordance with the recommendations of the Hawkesbury Employment Land Strategy	Investigations and Planning Proposals consistent with Employment Land Strategy	Achieved	No planning proposals received, one "Gateway" determination received, two proposals gazetted
DP-41 Develop and implement an Economic Development Strategy				
OP1-41.1	Consolidate outcomes of Delivery Program Activities – to assist in development of the Economic Development Strategy	Data and trends available and posted on website	Partially completed	Trends and indicators tracked. Awaiting Economic Development Strategy in 2014/2015
DP-42 Continue to lobby for retention of RAAF Base				
OP1-42.1	Prepare submissions in response to Federal and State Government processes involving RAAF Base	Submissions provided as required	Completed	Submissions provided as required
OP1-42.2	Survey community to understand community concerns	Community concerns established and reported	Completed	Completed and documented
OP1-42.3	Facilitate the involvement of the community in Federal and State Governments processes involving RAAF Base	Advise the community of Federal and State Governments consultation processes	Completed	Completed and ongoing. Email group advised on demand

DP Strategy and OP Action		Output Measure	Status	Annual Comments
DP-43 Review future options for retaining RAAF Base Richmond and use of facilities				
OP1-43.1	Investigate options for using RAAF Base for Defence and aviation related industries	Investigations undertaken and reported	Completed	Options considered. To be further considered in Economic Development Strategy
DP-44 Investigate Defence and Aviation industry sectors contribution to the local economy				
OP1-44.1	Investigate RAAF Base, Defence and aviation industry's role in local economy	Trends and aviation indicators reported	Completed	Role and contribution to economy researched. To be further considered in Economic Development Strategy



Shaping Our Future Together

2013-2032

DP Strategy and OP Action	Output Measure	Status	Annual Comments
DP-45 Identify and seek feasible alternate income streams			
OP1-45.1 Review Council's revenue generating activities annually as part of the budget process	Revenue generating activities and associated fees and charges sustained	Completed	Council's revenue generating activities and associated fees reviewed for 2014/2015
OP1-45.2 Promote and foster business process review during annual budget process	Processes reviewed	Partially completed	Business process reviews identified are progressively undertaken throughout the year. Some reviews have been completed, with others still underway
OP1-45.3 Prepare and submit applications to funding authorities	Number of applications submitted	Completed	Grants regularly applied for as appropriate. 15 Grant applications were made
OP1-45.4 Provide rental income from Council owned properties under lease	Rental income received by Council is maximised	Achieved	The occupancy rates for Council rental properties achieved at a very high level
OP1-45.5 Ensure optimal utilisation and return on Council's funds	Council's funds invested in line with legislative requirements and Council's Investment Policy	Completed	All Council's funds were invested in line with legislative requirements and Council's Investment Policy. The Investment Policy was adopted by Council at the meeting on 27 May 2014. Independent Investment Advice has been obtained on a quarterly basis
OP1-45.6 Progress partnership proposal to secure external investment for construction of proposed Disability Services Centre on Pound Paddock, Richmond	Partnership proposal determined	Achieved	Partnership proposal finalised. Development Application has been approved. Licence Agreement to be finalised

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-45.7	Review existing Development Contributions Plans and prepare new Development Contributions Plans as required	Plans prepared and reported to Council	Partially completed	Consultant engaged to review Plans. Preparation of Draft Plans dependent on resolution of certain construction and land acquisition costings
DP-46 Balanced budget that sustains our provision of services and assets				
OP1-46.1	Determine revenue base required to sustain established service levels	Financial modeling undertaken and reported. Funding gap identified	Completed	The Long-Term Financial Plan 2014-2024 was submitted to Council at the Extraordinary Meeting on 17 June 2014
OP1-46.2	Align Council's provision of services and assets with available funding to maintain a balanced budget	Balanced budget presented for 2014/2015	Completed	2014/2015 Budget contained within the 2014/2015 Operational Plan adopted by Council at the Extraordinary Meeting on 17 June 2014
OP1-46.3	Review Long Term Financial Plan to ensure Council's financial sustainability	Long term financial plan reviewed	Completed	2014-2024 Long Term Financial Plan was submitted to Council at the Extraordinary Meeting on 17 June 2014
OP1-46.4	Review and develop ten year operational and financial plans for Waste Management	Funding available to adequately provide service to the community	Achieved	Funding available within budget to adequately provide services to community
DP-47 Support the contribution to the community by volunteers				
OP1-47.1	Promote the Cultural Services volunteer program	Cultural Services volunteers supported and valued through training and recognition programs. Number of volunteers	Achieved	133 volunteers supported Museum, Gallery and Library services. Training, support and recognition programs have included: WHS and Induction and throughout the year; Volunteer Week event; Christmas Thank You lunch; 'Recognition of five years of service' event; Professional development / social excursions to other collecting or exhibiting institutions

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-47.2	Support the community and volunteers with the Adopt-a-Road program	Number of active groups supported	Achieved	Ongoing support provided to existing participants. Currently eight participants/project locations in progress
OP1-47.3	Manage, support, encourage and develop volunteer Bush Care groups for bushland sites	Number of active Bush Care groups supported	Achieved	13 bushcare groups were supported throughout the year
OP1-47.4	Maintain the Community Volunteer Program at Companion Animal Shelter	Program maintained. Value of works-in-kind reported	Achieved	Volunteers have assisted the day to day operations of the facility throughout the year
OP1-47.5	Support community management of community facilities (halls and community centres)	Community halls and community centres maintained to required standard	Achieved	305 requests for maintenance/repairs received and actioned. 196 requests for management assistance supplied. 12 AGMs attended
OP1-47.6	Support Rural Fire Service and State Emergency Service activities through works and funding contributions	Funding provided	Delivered	Funding and resourcing provided as required
DP-48 Provide sustainable support for community groups				
OP1-48.1	Manage Deerubbin Centre community rooms for use by community groups	Community rooms made available to community groups	Achieved	740 Deerubbin Centre community room bookings were managed by Library staff
OP1-48.2	Provide financial support to assist community groups to build social capital through sponsorship of community programs and events	Financial support in accordance with Community Sponsorship Program and clubGrants provided	Delivered	Three rounds of Community Sponsorship Program completed with 46 applicants receiving \$64,885.50. ClubGRANTS 2013 completed with six applicants receiving \$56,540

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP1-48.3 Undertake Sister Cities and City Country-Alliance Program in conjunction with Hawkesbury Sister City Association	Working relationship maintained and reported to Council	Achieved	Ongoing relationship maintained and reported to Council
DP-49 Lobby other levels of government to deliver the services and infrastructure for which they are responsible			
OP1-49.1 Respond to planning documentation/proposals developed by State and Federal governments in relation to services and infrastructure strategies	Comments provided as required	Completed	Any resolutions of Council identifying submissions to be made in this area during the year actioned as required
OP1-49.2 As appropriate, lobby for the provision and/or improvement of government services and infrastructure for the area	Lobbying undertaken as appropriate	Completed	Any resolutions of Council identifying representations to be made in this area during the year actioned as required
OP1-49.3 Participate on local, regional and state planning forums to advocate for human services needs of the Hawkesbury	Meetings attended as required	Achieved	Meetings attended – Hawkesbury Community Care Forum, Hawkesbury Youth Interagency, Shout - Western Sydney Youth Sector Alliance, Hawkesbury Community Interagency, Hawkesbury Multicultural Interagency, Western Sydney Regional Forum, Nepean Volunteer Research Working Group, Nepean Health Transport Working Group, Nepean Joint Council's Meeting and Nepean Area Disability Forum
DP-50 Develop and maintain partnerships that facilitate management of resources and funding			
OP1-50.1 Maintain and develop Council's participation in Westpool and UIP to enhance Council's various insurances	Participation maintained and satisfactory results for various insurances received	Achieved	Renewals for 1 July 2014 completed and gathering of renewal data for the 31 October 2014 renewals near completion

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP1-50.2 Manage the Deed of Management for the operation of the Hawkesbury Leisure Centres	Formal meetings of representatives of the YMCA of Sydney and relevant Council staff held every three months. Reports and other documentation provided by the YMCA of Sydney as required under the Deed of Management	Achieved	Formal meetings held on 19 August 2013, 4 November 2013, 6 February 2014 and 28 April 2014 between Council staff and representatives of YMCA NSW to discuss the management and operation of the Centres. Also, a number of informal discussions and meetings have taken place. Reports and various documentation in accordance with the Deed of Management received by Council from YMCA NSW including monthly financial and attendance reports and the 2012/2013 Annual Report
OP1-50.3 Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc)	Funding and statutory requirements, as negotiated with funding bodies, achieved	Achieved	Peppercorn Services Inc programs achieved 100% delivery of contracted outputs for the reporting period
OP1-50.4 Provide financial support to the Hawkesbury River County Council	Support provided	Delivered	Yearly funding provided to the Hawkesbury River County Council
OP1-50.5 Consult with the Deerubbin Local Aboriginal Land Council about protocols for notification of development proposals	Consultation with DLALC undertaken	Not commenced	Not actioned due to workload demands
OP1-50.6 Support Hawkesbury Sports Council activities through planning and funding contributions	Funding provided	Delivered	Yearly funding provided to the Hawkesbury Sports Council

DP Strategy and OP Action		Output Measure	Status	Annual Comments
DP-51 Develop best practice processes and reporting measures				
OP1-51.1	Provide support to the Audit Committee	Support provided	Achieved	Audit Committee meetings held in accordance with meeting timetable. Agendas prepared and appropriate support provided
OP1-51.2	Conduct audits in accordance with Council's plan	Audits completed and recommendations implemented	Completed	Audits undertaken in accordance with Adopted Audit Plan. Audits completed and recommendations implemented
OP1-51.3	Maintain and test the Information Technology Disaster Recovery Plan	Information Technology Disaster Recovery Plan completed and alternative site established and maintained	Partially delivered	IT disaster recovery site established. Complexity of configuration to be reviewed prior to failover testing and recovery documentation being developed
OP1-51.4	Maintain and update Council's information technology infrastructure and corporate applications	Council's information technology infrastructure and corporate applications maintained and upgraded as required	Completed	All infrastructure and applications maintained as required. Upgrades ongoing in line with system releases and end of lease contracts
OP1-51.5	Maintain currency of the Business Continuity Plan	Business Continuity Plan is current	Achieved	Up to date Business Continuity Plan delivered. Plan to be reviewed quarterly and updated as required
OP1-51.6	Develop and implement best practice procurement processes throughout Council	Processes compliant and implemented	Achieved	On-going review of procurement policies and procedures and random audits on compliance with Council's policies procedures and relevant legislation conducted regularly during 2014/2015
OP1-51.7	Provide reliable and responsive customer services	Service delivered meets advertised Customer Contact and Customer Service Standards	Partially achieved	Council logged 35,625 Customer Requests for the year with approximately 28,500 (80%) completed within the required timeframe
OP1-51.8	Create reporting systems for monitoring of land development	Development monitoring reporting systems developed	Commenced	Quarterly reports to DAMAC committee provided. Annual reporting provided to Department of Planning and Environment

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-51.9	Deliver telephone enquiry and front counter services to Council's customers in accordance with performance indicators	Performance benchmarks achieved	Partially achieved	Council received 71,646 calls for the year. Average hold time in last six months 24.5 sec. New UC telephone system installed in March
OP1-51.10	Investigate customer service complaints in accordance with process and timeframes within Complaints Policy	Number of complaints finalised within required timeframes	Achieved	Total of 41 customer complaints for 2013/2014 and all were finalised within required timeframes
DP-52 Comply with all statutory planning and reporting requirements				
OP1-52.1	Implement and review Human Resources/Industrial Relations policies, procedures and delegations to meet legislative requirements	All Human Resources / Industrial Relations policies procedures meet legislative requirements	Achieved	Successful review and updating or development of Operational Management Standards or procedures as required
OP1-52.2	Prepare annual licence reporting for McGraths Hill and South Windsor Sewage Management Facilities	Annual licence reports submitted to relevant authorities	Completed	Annual licence reports completed and sent to EPA as required
OP1-52.3	Review and monitor Council's Work Health and Safety Strategy and Plan	Registers current and maintained. Workplaces where exposure to chemical and physical agents required health surveillance monitored. Emergency management plans developed	Completed	EMP's developed and successfully implemented at all significant sites. Health Surveillance program implemented and ongoing
OP1-52.4	Report Public Interest Disclosure (PIDS) in accordance with legislative requirements	Reports provided to the NSW Ombudsman	Completed	All reports submitted; one PID received and processed

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP1-52.5 Forward privacy complaints immediately to the Office of the Privacy Commissioner	Complaints forwarded as required	Completed	One privacy complaint received and forwarded to OPC; processed internally
OP1-52.6 Complete and report Pecuniary Interest Returns in accordance with legislative requirements	Pecuniary Interest Returns completed and reported to Council	Completed	New starter and annual returns completed and reported to Council
OP1-52.7 Review the Policy for the Payment of Expenses and Provision of Facilities to Councillors	Policy reviewed, adopted and submitted to the Office of Local Government (OLG)	Completed	Policy reviewed, adopted and submitted to OLG
OP1-52.8 Review Council's Publication Guide in accordance with legislative requirements	Publication Guide reviewed and submitted to the Office of Information Commission	Partially completed	Publication Guide to be finalised
OP1-52.9 Provide financial reporting in line with legislative requirements and Guidelines issued by the Division of Local Government	Financial reports submitted to the relevant authority within the required deadline	Completed	All Financial Reports and OLG returns completed and submitted to the OLG and/or Council within the required deadline
OP1-52.10 Ensure sound administration of Rates and Charges across the Local Government Area in line with legislative requirements	Rating categorisation, Rates Levy and charges determined in line with legislative requirements	Completed	2014/2015 Rating Categorisation, Levy and Charges, as contained in the 2014/2015 Operational Plan, adopted by Council at the Extraordinary Meeting on 17 June 2014
OP1-52.11 Maintain financial information in line with legislative requirements	Accounting records maintained in line with applicable legislation and Accounting Standards	Achieved	Accounting records maintained in line with relevant legislation and accounting standards. Unqualified Audit opinion received for the 2012/2013 financial year audit

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP1-52.12 Prepare Quarterly Budget Review Statements	Statements provided to Council	Completed	September 2013 QBRS adopted by Council on 26 November 2013. December QBRS adopted by Council on 25 February 2014. March QBRS adopted by Council on 27 May 2014. No QBRS is required for the June Quarter
OP1-52.13 Prepare Council's Resourcing Strategy	Resourcing Strategy prepared and reported to Council	Completed	Draft Asset Plans and Resourcing Strategy reviewed and updated. 2014/2024 Long Term Financial Plan, Asset Management Plan and Workforce Plan, contained within the Resourcing Strategy submitted to Council at the Extraordinary Meeting on 17 June 2014
OP1-52.14 Prepare Council's 2014/2015 Operational Plan	Operational Plan prepared and adopted by Council	Completed	2014/2015 Operational Plan adopted by Council on 17 June 2014
OP1-52.15 Prepare 2013-2017 Delivery Program progress reports	Progress reports reported to Council	Completed	Reported to Council as required
OP1-52.16 Prepare Council's Annual Report including the State of Environment Report	Report prepared and published	Completed	2012/2013 Annual Financial Statements included in the 2012/2013 Annual Report reported to Council at its meeting of 26 November 2013. Annual Report, including SOE, prepared and submitted to the OLG
OP1-52.17 Manage onsite sewage management systems effectively through the "septic safe" program	Onsite sewage management systems are managed based on risk through the "septic safe" program	Achieved	Onsite sewage management systems have been managed on a continual basis throughout the year
OP1-52.18 Investigate complaints of unauthorised development and development not complying with conditions of consent	Customer service standards achieved. Action taken to correct breaches in accordance with legislative requirements. Number and type of non-complying development complaints recorded	Achieved	Complaints investigated as required

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP1-52.19 Statutory statistical reports are provided to relevant State agencies on development activity	Statistical reports are provided to relevant State agencies	Delivered	Statistical reports provided
OP1-52.20 Coordinate the implementation of asset management in accordance with the Division of Local Government's Integrated Planning Reporting Framework	Division of Local Government requirement for Asset Planning met	Partially achieved	Partially complied with OLG Asset Planning requirements. Service levels to be set in consultation with the community in the near future
OP1-52.21 Prepare and forward all relevant statutory reports for Crown lands	Statutory reports submitted on time	Completed	Yearly report for 2012/2013 completed and submitted
OP1-52.22 Prepare and forward all relevant statutory reports for roads and associated infrastructure	Statutory reports submitted on time	Completed	All statutory reports have been submitted on time
DP-53 Develop and implement a communication strategy to increase community understanding of council responsibilities and operations			
OP1-53.1 Develop a communication strategy	Strategy developed	Completed	Engagement HQ implemented. Funding provided to enhance communication tools
DP-54 Undertake community engagement and have dialogue with the community in setting affordable and sustainable service levels and standards			
OP1-54.1 Develop an Engagement Strategy to determine range of service levels and standards to be reviewed	Strategy developed	Completed	Engagement HQ implemented. Initial focus groups undertaken

DP Strategy and OP Action		Output Measure	Status	Annual Comments
OP1-54.2	Establish service levels to be delivered based on community's expectations	Service levels established	Commenced	Preliminary discussion with the community provided insight into strategy options for community engagement in setting service levels
OP1-54.3	Develop the Hawkesbury Cultural Plan and Resourcing Strategy	Hawkesbury Cultural Plan development and reported to Council. Resourcing Strategy prepared	Commenced	Preparation of Cultural Plan commenced
DP-55 Demonstrate decisions made are transparent, fair, balanced and equitable and supported by appropriate resource allocations				
OP1-55.1	Council meeting cycle meets legislative requirements	At least 10 Council meetings held each year, in different months	Achieved	Requirements achieved for 2013 and meeting schedule prepared for 2014 will ensure requirements are achieved for 2014
OP1-55.2	Review committees and membership annually	Review undertaken and reported to Council	Completed	Review undertaken and reported to Council in September, 2013 as part of Extra-Ordinary meeting for the election of Mayor, Deputy Mayor and Committee representation
OP1-55.3	Provide community access to Council information	Government Information Public Access (GIPA) Act complied with	Completed	Applications completed; a total of 719 Informal GIPAs and 33 Formal GIPAs were processed
OP1-55.4	Provide an efficient and effective media and public relations program	Media relationships maintained and strengthened	Delivered	171 media releases issued. 114 Media comments responded to
OP1-55.5	Compile Business Papers for Council meetings	All Business Papers are accurately compiled in accordance with relevant legislation and Council procedures	Achieved	All Business Papers compiled within legislative and Council parameters; a total of 19 ordinary business papers, 15 confidential business papers and four extra-ordinary business papers
OP1-55.6	Coordinate implementation of recommendations of Hawkesbury Youth Summit	2012 Youth Summit recommendations achieved	Achieved	Youthsafe Presentations held at Windsor High School, Hawkesbury High School and Bligh Park Community Centre. Youth Week 2014 delivered in partnership with community organisations (301 young people total in attendance) with transport provided. Youth Week. Re-engagement with Youth planning group underway to jointly plan Youth Summit 2015

DP Strategy and OP Action	Output Measure	Status	Annual Comments
OP1-55.7 Provide online access to development application information consistent with statutory requirements	DA Tracker information is regularly reviewed to ensure statutory requirements are met	Delivered	Decisions shown on website via DA tracker
OP1-55.8 Maintain Fines and Orders Appeals Assessment Panel of Council	Panel meets policy requirements	Delivered	The Panel met and considered appeals lodged throughout the year on an "as needed basis"
OP1-55.9 Undertake Community Engagement for reportable matters in conformance with Community Engagement Policy	Number of consultations. Compliance with Community Engagement Policy	Achieved	Required consultations were undertaken in accordance with Policy and reported to Council
OP1-55.10 Provide legal services to Council	Urgent legal advice provided to Council within 24 hours and other legal advice provided within agreed timeframes. Monthly reports received from Council's Solicitors outlining outstanding legal matters	Achieved	All urgent legal advice provided immediately or within 24 hours of initial request. Other legal advice provided within agreed timeframes. Monthly reports received from both of Council's Solicitors outlining outstanding matters
OP1-55.11 Provide survey, design and Graphical Information System services and support	Service and support provided	Delivered	Survey, design and Spatial Information System services and support provided and delivered in accordance with program targets
OP1-55.12 Implement the Capital Works Program	Capital Works Program delivered	Partially completed	Delivery of projects and works has been generally progressed in accordance with program targets. Where works have been delayed due to unavoidable or external factors, programs have been amended to reflect these factors

Section 428 (4) (a) Financial Statements

Audited Financial Reports for the 2013/2014 year are printed in a separate document.

Section 508 Report on Special Variation (Infrastructure Renewal Program)

On 27 June 2007, the Minister for Local Government, pursuant to section 508(2) of the Local Government Act 1993, granted approval for Council to increase income by way of additional rates for costs associated with an infrastructure renewal program.

Relevant information relating to the projects and programs identified in the Infrastructure Renewal Program Estimates contain within the 2013/2014 Budget Estimates is provided below:

Item	Comment
Essential Grading-Unsealed Roads	\$74,063 has been utilised on grading work at Settlers and Upper Macdonald Road, St Albans.
Resheeting-Unsealed Roads	\$116,387 has been utilised to provide essential granular surface cover on Mountain Lagoon, Comleroy and Upper Colo Roads.
Road Rehabilitation-Various Locations	\$359,115 has been expended on the repair of failed road sections of sealed roads. This work has provided a safer road network throughout the Hawkesbury area.
Road shoulder renewal-IRP	\$90,493 has been utilised to improve road shoulders at a number of locations, including Spinks Road, Neich Road, Terrace Road and Crooked Lane.
Redgum Crescent, Bowen Mountain	\$121,659 was spent to alleviate drainage problems in Bowen Mountain, of which \$5,000 was funded from the infrastructure renewal program.
Various Locations Kerb, Gutter and Drainage	\$49,156 was funded from the infrastructure renewal program for a total project of \$138,694 to reconstruct kerb and gutter. The work has contributed to providing a much safer road network with improved drainage. Council's exposure to potential litigation resulting from trips and falls has been reduced.
Clear drainage structures/channels, pipes and pits	Funding of \$96,388 enabled many additional drainage channels, pipes and pits to be cleared thus preventing localised flooding during heavy rainfall. Locations included Kurmond Road, Freemans Reach, the intersection of Carters Road and Bowen Mountain Road, Bowen Mountain, the open channel in Windsor Street, Richmond and a large portion of the pipe network in Richmond.
Yarramundi Reserve Carpark	\$2,102 was carried forward to finalise resheeting and grading of the carpark surface.
Reconstruct failed footpaving-various locations	\$89,167 has been expended on this program including the cycleway near Colo High School, The Terrace, Windsor and Richmond. The infrastructure renewal program contributed \$24,448 towards this work.
Upper Colo Bridge No.7	Funding in the amount of \$147,506 was utilised towards the design, investigation and construction of a reinforced concrete bridge structure, to replace the current bridge.
Francis Street, Richmond	\$88,409 was utilised on this project comprising of substantial reconstruction of failed road pavement generally between Pitt and Moray Streets.
Grose Vale Footpath Improvement (opposite Kurrajong Public School)	\$14,112 has been expended on this project providing a substantial improvement in pedestrian safety comprising of footpaving and kerb and guttering facilities.

Item	Comment
Boat Ramp upgrades	\$2,301 has been expended on installation of gates at entry to boat ramps.
Pathway renewals	\$8,463 was spent on upgrading the pathway at Yarramundi Reserve. The remaining \$7,081 was carried over to upgrade the pathway at Hanna Park in 2014/2015.
Windsor Mall Windsor	\$32,575 carried forward to 2014/2015 for future renewal work.
Colo Reserves in general	Funding of \$18,931 has been carried forward for the upgrading of the carpark at Upper Colo Reserves in 2014/2015.
Navua Reserve	\$7,690 was expended to replace the reserve shelter.
McQuade Park	\$3,822 has been spent for concept design for park upgrade.
Macquarie Park	\$79,960 has been spent on the upgrading of the fencing/bollards and car parking within Macquarie Park.
Memorials / Monuments - Parks	\$3,060 spent on restoration of historic horse troughs at Agnes Banks and North Richmond.
Pontoons	Hanna Park pontoon has been replaced at a cost of \$14,160.
Richmond Park Plan of Management	\$200,000 has been spent on the upgrade of Richmond Park playground.
Tennis Courts Surface Replacement	Resurfacing and fencing of the McQuade Park tennis courts to commence in 2014/15 at a cost of \$70,000.
Construct fencing/gates	\$11,526 was spent on upgrading the fencing at St Albans Reserve.
Bins/Furniture replacement in parks	\$20,478 has been carried over for the upgrading of the Richmond main street bins in 2014/15.
Ham Common	\$12,618 has been spent on minor upgrades and repairs within the park.
Sports Council Capital Contribution	\$140,000 was spent on upgrading of the Mileham Street netball courts with \$42,000 carried over to complete the upgrade in 2014/15.
Argyle Bailey Memorial Reserve	\$17,481 was spent on the demolition of old shelters and replaced with picnic settings.
Bridge Replacement Program - Ham Common	\$15,000 was spent on replacing the foot bridge at Ham Common.
Bridge Replacement Program - Lawrence St Reserve	\$15,000 was spent on replacing the foot bridge at Lawrence Street Reserve.
Admin Bldg - Data Centre Works	Works undertaken on data centre relocation within administration building during 2014.
Woodlands Pony Club, Wilberforce	Site connected to Sydney Water low pressure sewer system and septic decommissioned.
Smith Park Amenities, Richmond	Renewed toilet amenities in Smith Park including connection to Sydney Water sewer, decommissioning of old septic system and toilet block, and construction of footpath to new amenities.
Hawkesbury Oasis Swimming Centre, South Windsor	Works included replacement of pool bridges, slide access and floor coverings within Oasis pool hall, together with 50m plant room refurbishments to switch board and water treatment.
Hawkesbury Oasis - BMS Replacement	Design documentation complete with works to be undertaken in 2014/2015.
Hawkesbury Oasis - Heat Pump	Pool blankets purchased for outdoor pool which were incorporated with the new solar heating system. Pool cleaner upgraded.

Clause 217 (1) (a) Overseas visits

No overseas visits were undertaken during 2013/2014 by Councillors, Council staff or other persons representing Council.

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

The total amount expended during 2013/2014 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees as shown in Section 428 (4) (b).

Mayoral fees	\$38,160
Councillor fees (12 x \$17,490)	\$209,880
Councillor expenses	\$118,921
TOTAL	\$366,961

This amount includes the following costs:

i.	Dedicated Office Equipment	\$17,747.39
ii.	Telephone Calls	\$14,111.18
iii.	Attendance at Conferences and Seminars	\$53,873
iv.	Interstate Visits (also included in iii)	\$33,069
v.	Expenses of Spouses, Partners or Accompanying Persons	\$120

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

Conferences attended by Councillors

In line with Council's policy, the type and cost of conferences attended by Councillors is reported below. Total costs were \$53,873 being \$20,804 for intrastate visits and \$33,069 for Interstate visits. No overseas visit was undertaken during 2013/2014.

Name of Conference	Date and Place	Councillor Attended
16 th International River Symposium*	23 - 26 September 2013 Brisbane, QLD	Clr Lyons-Buckett Clr Paine
Annual Local Government NSW Conference	1 - 3 October 2013 Sydney, NSW	Clr Ford Clr Creed Clr Lyons-Buckett Clr Paine
Australian Waste and Recycle Expo*	19 - 20 November 2013 Melbourne, VIC	Clr Paine Clr Williams
2014 LGNSW Tourism Conference	10 - 12 March 2014 Hunter Valley, NSW	Clr Calvert
Urban Development Institute of Australia National Congress*	26 - 28 March 2014 Brisbane, QLD	Clr Creed
2014 Best Practice in Local Government Conference	21 - 22 May 2014 Sydney, NSW	Clr Rasmussen

Name of Conference	Date and Place	Councillor Attended
2014 Local Government Managers Australia (LGMA) National Congress and Business Expo*	30 April - 2 May 2014 Melbourne, VIC	Clr Ford Clr Creed Clr Lyons-Buckett Clr Paine Clr Rasmussen
2014 Floodplain Management Association Conference	20 - 23 May 2014 Deniliquin, NSW	Clr Porter Clr Reardon

* Interstate Travel

Clause 217 (1) (a 2) Major Contracts Awarded in excess of \$150,000

Construction and Maintenance

Name of Contractor	Nature of Goods or Services	Total Value
Metromix Pty Ltd	Supply of Bulk Materials	\$155,276
Awada Civil Pty Ltd	Concrete Works	\$156,751
LGS Plant Hire Pty Ltd	Hire of Plant and Trucks	\$164,898
GWS Machinery Pty Ltd	Small Plant and Outdoor Power Equipment	\$167,643
The Trustee for Northshore Landscapes	Hire of Plant and Trucks	\$169,000
Conplant Pty Ltd	Hire of Plant and Trucks	\$171,776
MP Schultz Excavations	Hire of Plant and Trucks	\$186,527
Gilbert and Roach Pty Ltd	Acquisition of Motor Vehicles	\$190,799
Complete Linemarking Services Pty Ltd	Pavement Marking Services	\$191,360
Hanson Construction Materials Pty Ltd	Supply of Bulk Materials	\$196,188
Wormleaton Earthmoving Pty Ltd	Hire of Plant and Trucks	\$215,860
Maybury Marine Pty Ltd	Hire of Plant and Trucks	\$243,755
Paveline International Pty Ltd	Motor Vehicle Modifications	\$277,397
L J Follington Construction Pty Ltd	Hire of Plant and Trucks	\$289,000
Iveco Trucks Australia Ltd	Motor Vehicles	\$344,100
L J Follington Construction Pty Ltd	Selective Maintenance of Roads and Drainage	\$376,000
Hawkesbury Ferry Services	Operation of Ferry	\$476,650
Hawkesbury Road Maintenance Pty Ltd	Maintenance of Gravel Roads in the St Albans and Surrounding Areas	\$505,265
MJ and MD Skinner Earthmoving Pty Ltd	Concrete Works	\$508,297
MJ and MD Skinner Earthmoving Pty Ltd	Reconstruction of Sealed Road Sections of Freemans Reach Road and Grose Vale Road	\$530,000
The Trustee for Northshore Landscapes	Supply of Bulk Materials for Civil Construction	\$554,000

Name of Contractor	Nature of Goods or Services	Total Value
Delaney Civil Pty Ltd	Construction of Bridge No 5 and Bridge No 7 on Upper Colo Road, Upper Colo	\$871,674
Civilbuild Pty Ltd	Construction of Jurds Bridge	\$1,024,251
Bernipave Pty Ltd	Supply and Placement of Asphaltic Concrete	\$1,529,768
Fulton Hogan Industries Pty Ltd	The Bitumen Sealing and Resealing of Roads within the City of Hawkesbury	\$2,026,789
	TOTAL	\$11,523,021.72

Professional Services

Name of Contractor	Nature of Goods or Services	Total Value
BMT WBM Pty Ltd	Consultant Services	\$159,354
Pikes and Verekers Lawyers	Legal Services	\$162,857
Recoveries and Reconstruction (Aust) Pty Ltd	Debt Recovery Services	\$194,024
Computer Systems Australia Pty Ltd	IT Professional Services	\$197,910
United Independent Pools Insurance	Insurance Contributions	\$406,503
Westpool Contribution	Insurance Contributions	\$630,300
	TOTAL	\$1,750,948.21

Waste Management

Name of Contractor	Nature of Goods or Services	Total Value
Bettergrow Pty Ltd	Collection, Transportation and Disposal of Biosolids at South Windsor Sewage Treatment Plant	\$347,961
Landfill Gas Industries Pty Ltd	Design, Supply, Delivery, Installation and Operation of a Landfill Gas Flaring System	\$514,877
	TOTAL	\$862,838.00

Water Management

Name of Contractor	Nature of Goods or Services	Total Value
Itech Corporation Pty Ltd	Electrical Engineers	\$169,016
Orica Australia Pty Ltd	Chemicals	\$172,086
Redox Pty Ltd	Chemicals for Treatment Works	\$202,971
Beech Plumbing	Plumbing Services	\$222,474
Interflow Pty Ltd	Pipeline Construction	\$528,438
Staples Bros. (Nowra) Pty Ltd	Provision of a Septic Tank and Collection Well Effluent Removal Service	\$1,285,048
	TOTAL	\$2,580,032.88

Parks and Recreation

Name of Contractor	Nature of Goods or Services	Total Value
Sterling Group Services Pty Ltd	Memorial Park, Kurrajong Landscape Works	\$165,552
Blue Tongue Eco-systems T/F Reynolds Family Trust	Bush Regeneration	\$167,197
Extreme Tree Services	Arborist and Other Tree Services	\$201,455
Viva Recreation Pty Ltd	Playground Equipment	\$220,000
	TOTAL	\$754,204.44

Regulatory Services

Name of Contractor	Nature of Goods or Services	Total Value
Transpacific Cleanaway Pty Ltd	Kerbside Collection	\$424,973
JJ Richards and Sons Pty Ltd	Garden Organic Collection and Processing Service	\$2,167,023
	TOTAL	\$2,591,996.00

Building Services

Name of Contractor	Nature of Goods or Services	Total Value
Origin Energy Electricity Limited	Electricity and Network Use of System	\$154,077
Katopa Holdings Pty Ltd T/as CBD Mechanical Electrical	Electrical Repairs and Services	\$300,000
AGL Sales Pty Ltd	Electricity Supply	\$396,799
Endeavour Energy	Street Lighting	\$396,799
CMP Electrical (Australia) Pty Ltd	Electrical Repairs and Services	\$540,396
Energy Australia	Power usage street lighting and major sites	\$1,115,118
	TOTAL	\$2,903,188.02

General

Name of Contractor	Nature of Goods or Services	Total Value
Telstra Telephone	Telecommunications - NBN / Internet provisions	\$166,741
Bakers Construction and Industrial Hardware	General Hardware	\$166,754
Data#3 Limited Software Licences	Computer Software	\$193,132
Windsor Toyota	Motor Vehicles	\$255,185
Uplinx Group Pty Ltd	Telephone System	\$266,327
Cumberland Motor Group Pty Ltd T/as Sinclair Hyundai	Motor Vehicles	\$291,473
Caltex Australia Petroleum Pty Ltd	Fuel Card Fuel Purchases	\$306,425
Western Region Automotive Sinclair Automotive and Sinclair Isuzu Ute	Motor Vehicles	\$346,022
Technology One Ltd	Computer Software	\$671,812
Katopa Holdings Pty Ltd T/as CBD Mechanical Electrical	Data Centre Relocation	\$800,000
BP Australia Limited	Bulk diesel and petrol	\$870,167
	TOTAL	\$4,334,039.39

Clause 217 (1) (a 3) Summary of Legal Proceedings

Proceedings favourably finalised	-\$72,580
Proceeding not favourably finalised	\$19,945
Proceeding not finalised (continuing)	\$61,396

Project Name	Cost	Status
Proceeding favourably finalised		
AJE	\$988	Administrative Appeals Tribunal proceedings - Privacy complaint
Tuscany	-\$9,502	Supreme Court of Appeal proceedings - Appeal against decision of the Land and Environment Court - Finalised in 2012/2013 - Invoice and final payment were outstanding
VIS Investments	-\$75,977	Federal Court proceedings - Winding Up Order issued under the Corporations Act 2001 has been terminated - Council awarded under judgement - Payment received
Brown	\$1,398	Land and Environment Court proceedings – Development without consent - Withdrawn with the consent of both parties - Payment for costs received in 2010/2011 - Invoices were outstanding
Carney	\$9,106	Land and Environment Court - Appeal against refusal of Development Application - Matter discontinued - Agreed between parties to pay their own costs

Project Name	Cost	Status
Butler	\$1,407	Local Court proceedings - Appeal Infringement Notice - Council awarded partial costs
Proceeding not favourably finalised		
Pillay	\$7,904	Land and Environment Court proceedings - Deemed refusal of Development Application - Consent granted
Flesch	\$3,065	Local Court proceedings - Dangerous dog declaration - Appeal upheld - Applicant to pay 50% of Council's costs
Sheridan	\$4,003	Local Court proceedings - Development not in accordance with consent - No conviction recorded
Callus and Hourn	\$4,973	Local Court proceedings - Dangerous dog declaration - Case dismissed as defendants failed to show - Costs order sought but not given
Proceeding not finalised (continuing)		
Ford and Portelli	\$36,214	Local Court proceedings - Illegal tree removal
Urban City Consulting	\$4,035	Land and Environment Court proceedings - Appeal against Orders without consent
Huang Brothers	\$3,220	Land and Environment Court proceedings - Appeal against refusal of Development Application
Urban City Consulting	\$17,927	Land and Environment Court - Appeal against refusal of Development Application

Clause 217 (1) (a 4) Work on Private Land

No resolutions were made during the reporting period for work to be carried out on private land that was partly or fully subsidised by the Council.

Clause 217 (1) (a 5) Contributions/Donations

The total amount contributed under Section 356 of the Local Government Act 1993 during the financial year was \$70,886 made up of the following amounts:

- \$64,886 distributed to 46 recipients in accordance with the provisions of Council's Community Sponsorship Program;
- \$6,000 distributed to 12 young people to support their participation in the Sister Cities Student Exchange Program.

Clause 217 (1) (a 6) External Bodies Exercising Council Delegated Functions

Council has encouraged the active participation of residents in the management and operation of community facilities. Council also supports the involvement of residents in the coordination of Council programs and activities to ensure that these activities are sympathetic to the needs of residents.

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

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

Child Care Centres

Care, control and management of community buildings (Childcare Centres) was delegated to the following Incorporated Associations and Management Committees:

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

Community/Neighbourhood Centres, Halls and Other Buildings

Care, control and management of community buildings (Community Centres and halls) has been delegated to the following Incorporated Associations and Committees:

Committees	Facilities/Location
Bilpin District Hall Inc.	Bilpin Hall
Blaxlands Ridge Community Centre Management Committee	Blaxlands Ridge Community Centre
Bligh Park Community Services	Tiningi Community/Youth Centre Bligh Park Neighbourhood Centre
Bowen Mountain Management Committee	Bowen Mountain Community Centre
Colo Heights Reserve Management Committee	Horrie Elley Hall, Colo Heights
Glossodia Community Information and Neighbourhood Centre Inc.	Glossodia Community Centre

Committees	Facilities/Location
Hawkesbury Skills Inc.	Hawkesbury Skills Centre, Bosworth Street, Richmond
Maraylya Progress Association	Maraylya Hall
McMahon Park Management Committee	Kurrajong Community Centre
North Richmond Community Centre Inc.	North Richmond Community Centre
North Richmond Youth Centre	Chas Perry Hall
Peppercorn Services Inc.	Hawkesbury Seniors Leisure and Learning Centre South Windsor Family Centre McGraths Hill Community Transport Depot Richmond Occasional Child Care
Richmond Community Services	Richmond Neighbourhood Centre (Hall 1 and 2)
St Albans School of Arts Management Committee	St Albans School of Arts
Wilberforce School of Arts Inc.	Wilberforce School of Arts

Peppercorn Services

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

During the 2013/2014 Financial Year the following initiatives were undertaken:

- **Peppercorn Family, Community and Youth Services**
 - **Hawkesbury Community Hub** - Provides activities, events and learning programs in local schools and community centres.
 - **Forgotten Valley Community and Youth Development Project** - Provides activities, events and learning programs to vulnerable residents and young people in the Forgotten Valley to decrease their social isolation.
 - **Youth Transport Options** - Provides innovative transport options to support socially and geographically isolated young people to access services.
- **Peppercorn Children's Services**
 - **Forgotten Valley Pre-Schools** - Provides pre-school services to meet the developmental needs of children 0 - 6 years and providing childcare options in the geographically isolated regions of South Maroota and Wisemans Ferry.
 - **Forgotten Valley Vacation Care** - Provides recreational school holiday programs for children aged 5 - 12 years.
 - **Richmond Occasional Child Care** – Provides occasional child care services for children aged 0 - 4.
 - **Hawkesbury Family Day Care** - Manages a home based childcare service to meet the learning and developmental needs of children aged 0 - 12.

- **Peppercorn Transport**
 - **Community Transport** - Provides a range of coordinated transport services for disadvantaged people living in the Hawkesbury including isolated residents.
- **Peppercorn Life Skills**
 - **Centre-Based Meals Program** - Provides a centre-based meals program from Hawkesbury Seniors Learning and Leisure Centre.
 - **Easy Care Lawn Mowing and Gardening** - Provides subsidised lawn mowing service to frail aged people, people with disabilities and their carers in the Hawkesbury, Penrith and Blue Mountains Local Government Areas and a subsidised garden maintenance service to residents of the Blue Mountains and Hawkesbury Local Government Areas. These home maintenance services allow people to remain in their own homes and have the capacity to convert gardens to low maintenance ones, ensuring that the garden areas are safe and enjoyable.
 - **Hawkesbury Seniors Leisure and Learning Centre** - Working with seniors groups to present a varied and responsible range of activities in an accessible and safe venue.
- **Peppercorn Property**
 - Managed the day-to-day building operations of McGrath's Hill Bus Depot, South Windsor Family Centre and Hawkesbury Seniors Leisure and Learning Centre.

Playing Fields and Parks

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

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

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

Other Programs

The following Committees have been established by Council to provide advice in regard to certain program and activities:

- Human Services Advisory Committee
- Hawkesbury Civics and Citizenship Committee
- Waste Management Advisory Committee
- Heritage Advisory Committee
- Floodplain Risk Management Advisory Committee
- Audit Committee
- Hawkesbury Access and Inclusion Advisory Committee
- Development Application Monitoring Advisory Committee
- Hawkesbury Sustainability Advisory Committee
- Local Traffic Committee

In addition, Council has delegated responsibility to various Committees for the management of Council funded or auspiced services including the following:

- McMahon's Park Management Committee
- Hawkesbury Sports Council
- Peppercorn Services Inc.
- Hawkesbury Sister City Association

Hawkesbury River County Council

Controlling and suppressing of all declared Noxious Weeds has been delegated to Hawkesbury River County Council.

Aquatic and Leisure Centre and Indoor Stadium

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

Clauses 217 (1) (a 7) and (a 8) Interests and Participation in Corporations, Partnerships, Cooperatives, Joint Ventures, Syndicates or other bodies

Council did not hold a controlling interest in any company during the 2013/2014 financial year.

In an endeavour to achieve efficiencies in its operations, Council has formed alliances and/or undertakes initiatives with other councils and organisations in areas such as joint purchasing arrangements via participation in the Western Sydney Regional Organisation of Councils (WSROC); pooled insurances arrangements via Westpool; the operation of its Companion Animal Shelter by entering into an agreement with Penrith and The Hills Shire Councils facilitating the use of Hawkesbury's facility. This latter alliance has alleviated the need for those Councils to establish their own facility and enabled a more economical use of resources.

Westpool/United Independent Pools (UIP)

Council is a member of Westpool, which is an insurance and risk management discretionary mutual, established in 1988 and now consists of nine Councils – Blacktown, Blue Mountains, Fairfield, Hawkesbury, Liverpool, Parramatta, Penrith, Shellharbour and Wollongong City Councils.

This alliance provides opportunities for its members to self-manage public liability and professional indemnity claims, to purchase a variety of insurance products and to share risk management strategies. Currently public liability, professional indemnity, corporate travel, and group personal accident insurances are purchased by Westpool. Westpool, in association with its sister organisation, Metro Pool has established United Independent Pools (UIP) which now self manages motor vehicle, industrial special risks (Property), Councillors and Officers, Statutory Liability and Crime (internal fraud and electronic theft) insurance covers. Through the ability of these mutual associations to self-insure and group purchase insurance it is considered that significant savings have been achieved in the level of premiums paid by the Council in comparison to potential premiums had Council approached the insurance market as a single entity.

In addition, much is gained by councils being able to share experiences, initiatives and ideas in areas such as risk management strategies, claims management strategies, fleet management, property protection and security, Work Health Safety, workers compensation, etc. Council continues to reap the benefits of this alliance which now actively covers all lines of insurance

Westpool is managed by a representative group of elected members and senior officers from all member councils and is funded by contributions based on independent actuarial assessment.

Hawkesbury River County Council

The HRCC has been established under the Local Government Act 1993. It covers the areas of The Hills Shire, Blacktown, Penrith and Hawkesbury City Councils and has responsibility for the management, control and suppression of declared noxious weeds on these areas of the River. This single purpose authority has responsibility for a combined area of 3,823km² and by the forming of a larger area, local government boundary problems are avoided.

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

HRCC strategic objectives follow the guidance provided by the development of their member Council "Community Strategic Plans" and the NSW Invasive Species Plan. In order of priority they are as follows:

- Prevent the establishment of new weed species.
- Eliminate the spread of new and existing weed species.
- Reduce the impact of widespread weeds on key assets.
- Support the community, industry and government stakeholders to have the ability and long term commitment to manage weeds.

Further information on HRCC is available at www.hrcc.nsw.gov.au.

Hawkesbury Companion Animal Shelter

Council has, for the past several years, provided an animal shelter establishment for the caring of impounded and unwanted dogs for Penrith and the Hills Shire Council areas, as well as its own.

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

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


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

During 2013/2014, the Shelter and its staff in conjunction with a number of welfare agencies achieved rehoming rates of 80% for cats and 93% for dogs per month, for animals that were suitable for rehoming.

Hawkesbury Sister City Association – International Sister Cities

Council has two international sister cities, being Temple City, California USA (established 1984) and KyoTamba, Kyoto JAPAN (established 1988, nee Tamba).

The Sister City Program is managed by Council officers in conjunction with the Hawkesbury Sister City Association Inc.(Association) , which was established in 1984 by the then Hawkesbury Shire Council. The Association mainly undertakes the activities of the program, managing the community and cultural exchanges on behalf of Council. Council undertakes other activities of the program, managing Mayoral communications, civic exchanges and the like.



Council renewed its Sister City Program Policy on 10 July 2007 and at the same time formally delegated authority to the Hawkesbury Sister City Association, Inc. "...to promote, on the Council's behalf, international understanding at all levels of the local community on a continuing basis with Sister Cities as determined from time to time by the Association and Council, and to develop and conduct sporting, youth, cultural and other appropriate exchange programs in association with established Sister City relationships."

The Association undertakes student exchange visits on an annual basis and adult exchange visits on an on-demand basis. These exchange visits allows Hawkesbury residents to visit our sister cities to experience new cultures and for exchange students to live with sister cities families. Annual student exchange visits to the sister cities take place around September/October. Up to six high school students (e.g. Year 9 or Year 10) are selected to visit each sister city. Reciprocal student exchanges from sister cities visit the Hawkesbury area at the same time around July/August. Students and their families fund the exchange visits and the Association funds related exchange activities. Council provides a \$500 donation to each Hawkesbury exchange student to assist with travel expenses.

Since 1988, over 225 Hawkesbury exchange students have visited KyoTamba and about 85 Hawkesbury exchange students have visited Temple City.

Many lasting friendships have been formed between the students (and families) and adults who have participated in the cultural exchanges and between the Association's members who make the program a success program.

Council renewed its relationship with KyoTamba in February 2007 with the re-signing of the Sister City Agreement by Mayor of Hawkesbury, Councillor (Dr) Rex Stubbs and Mayor of KyoTamba Town, Shigeki Matsubara when visiting the Hawkesbury area.

On 24 February 2009, Council extended the Association's delegation to give authority "...to promote, on Council's behalf, understanding at all levels of the local community on a continuing basis with Sister Cities and/or City-Country Alliances as determined from time to time by the Association and Council, and to develop and conduct sporting, youth, cultural and other appropriate exchange programs in association with established Sister City relationships and/or City-Country Alliances." The extension of the delegation to include the City – Country Alliance partnerships was done to enable the Association to undertake exchanges with our country alliance councils and their communities, similar to those at the international level.

In 2010, Council recognised the 25th anniversary of the Sister Cities friendship with Temple City and its community, during a visit by the Temple City Sister City Association. In 2014, Council celebrates the 25th anniversary of the Sister Cities friendship with KyoTamba.

Mayors of Temple City and Kyotamba have visited the Hawkesbury area as part adult delegations from their cities in recent years.

In February 2014, the news of the death of Jean Peare, OAM, founding chairperson and life member of the Association was received. Jean's invaluable contribution to the success of the Sister City program over the last 30 years is acknowledged.

City - Country Alliances with Cabonne and Weddin Councils

Council has two City-Country Alliances, one with Cabonne Council and one with Weddin Council. The Alliances were created on 16 May 2007, when Council formally signed each Alliance Memorandum of Understandings (MOU) (after Council adopted the Alliance MOUs at its meeting on 11 December 2007). The MOUs state:

"Hawkesbury City Council and Cabonne Council

Hawkesbury City Council and Cabonne Council have this day signed a Memorandum of Understanding that will promote a greater awareness and understanding of our respective areas, lifestyles, to seek and explore areas of mutual benefit for our communities.

Under this agreement both Councils agree to act as facilitators within their local government areas to bring together local community groups and organisations in the sporting, education, business and cultural fields and to encourage them to participate in exchanges between the two areas that will lead to greater understanding and involvement between the two communities.

The Councils also agree to undertake activities that will benefit both Councils through the exchange of staff and the sharing of information on processes and procedures which may also lead to the formation of strategic alliances in areas of mutual interest.

The Councils trust that through this Memorandum of Understanding many lasting friendships will be formed and many activities undertaken to the long-term benefit and advantage of our respective communities."

"Hawkesbury City Council and Weddin Shire Council

Hawkesbury City Council and Weddin Shire Council have this day signed a Memorandum of Understanding that will promote a greater awareness and understanding of our respective areas, lifestyles, to seek and explore areas of mutual benefit for our communities.

Under this agreement both Councils agree to act as facilitators within their local government areas to bring together local community groups and organisations in the sporting, education, business and cultural fields and to encourage them to participate in exchanges between the two areas that will lead to greater understanding and involvement between the two communities.

The Councils also agree to undertake activities that will benefit both Councils through the exchange of staff and the sharing of information on processes and procedures which may also lead to the formation of strategic alliances in areas of mutual interest.

The Councils trust that through this Memorandum of Understanding many lasting friendships will be formed and many activities undertaken to the long-term benefit and advantage of our respective communities."

The City-Country Alliance Program is managed by Council officers in conjunction with officers of Cabonne and Weddin Councils and program partners and interested community groups.

Alliance exchanges can include Councillor exchanges, Council corporate exchanges and community exchanges. Cabonne and Weddin councils participate in Council's show tent at the annual Hawkesbury Agricultural show as a tourism activity. The Mayor of Hawkesbury, Councillor Kim Ford, and the General Manager visited the Cabonne and Weddin areas in August 2013 and the Mayor also visited the Weddin area over a weekend in June 2014, at the invitation of the council to coincide with the Henry Lawson Festival, which is an annual event held in the area.

Hawkesbury Sister City Association Inc. is a partner of the City-Country program and its delegation was extended to include City-Country Alliance activities.

Stormwater Partnership

Council is part of a collaborative including the University of Western Sydney (UWS), Sydney Water and industrial groups which formulated a stormwater drainage reuse facility for a large catchment within Richmond. Council contributes to the ongoing operation and maintenance of the program which provides environmental improvement through the treatment of stormwater.

Council also partners UWS and industry groups in the Co-operative Research Centre (CRC) for irrigation futures. The CRC undertakes research into the provision of safe, potable water supplies including the provision of adequate water supplies to agriculture, environmental flows and recreation sites.

Lower Portland Ferry Service

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

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

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

A new three year contract for the operation of the Lower Portland Ferry has been awarded to Tono Ferry Services Pty Ltd.

The ferry operates between 5am - midnight, seven days per week.

Clause 217 (1) (a 9) Equal Employment Opportunities

Equal Employment Opportunity Management Plan

In line with Councils policy, the following activities were carried out during 2013/2014 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

- Ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including work outside normal working hours, specific licences, special skills or experience are required.
- EEO Information including Operational Management Standards for EEO, Grievance Handling and Harassment Prevention included as part of the Induction Kit for all new staff.

Equal Employment Opportunity Policy Statement

Council is committed to ensuring a workplace free of discrimination and harassment. This commitment is based on the intention to ensure that Council complies with Equal Employment Opportunity Legislation by providing a work environment conducive to encouraging positive and productive working relationships between all employees.

Council will endeavour to ensure that no discrimination takes place in the application of all Council policies, practices and procedures and that all employees enjoy equal access to opportunities within the organisation. Employment decisions will be based on the individual merit of each applicant/employee.

Council is committed to achieving the following EEO objectives:

- To ensure all employees are treated fairly.
- To provide all employees with equal access to opportunities that will utilise or develop their skills.
- To keep all policies and procedures consistent with EEO principles.
- To support morale and motivation by increasing employee confidence in the fairness of our work practices and access to employment opportunities.
- To ensure achievement of our objectives through our EEO initiatives.
- All employees will have equal opportunity in the workplace based on merit, without favour or discrimination.

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

There were four senior staff positions employed under contract by Council between 1 July 2013 and 30 June 2014. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Support Services. All senior staff follow the standard contract formats issued by the OLG and are subject to performance agreements.

Between 1 July 2013 and 30 June 2014 the General Manager's Total Remuneration Packages (TRP) was \$266,501 and the TRP's of the three Directors referred to above, totalled \$652,184.

The above TRPs include the following:

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

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


In 2013/2014 Council did not levy an annual charge for stormwater management services.

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

During the financial year, Council completed and lodged all pound data collection returns with the OLG as required by the legislation, including data relating to dog attacks.

During this period, Council had an expenditure of \$864,524 and an income of \$720,378 which gives a net expense/loss to Council of \$144,146 for animal control in the 2013/2014 financial year. This represents a reduced expense/loss of \$118,764 from the previous financial year.

Council introduced a mandatory desexing program of all animals sold through the Hawkesbury Animal Shelter during the 2012/2013 financial year in an attempt to reduce the number of unwanted pets in our community as a result of accidental pregnancy. Council with the assistance of the Animal Welfare League and the Cat Society conducts reduced price desexing clinics throughout the year as well.



Council proudly continued to achieve an 80-93% rehoming rate of companion animals for 2013/2014. This achievement is only possible because of Council's dedicated staff, and the continued association with, and the help from, the animal welfare organisations in our local area, as well as the rest of NSW and other states within Australia.

Council provides three dog off- leash areas located at Pool Park, South Windsor, Yarramundi Reserve, Yarramundi and Peel Park, North Richmond.

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

Other Statutory Reporting Requirements

Access to Government Held Information

Contact Arrangements

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

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

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

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

Access to Information

The Council takes great care to maintain and manage records that include Microfiche, Hard Copy Files/Documents and Electronic Records. Emphasising the importance of this, the Council employs dedicated staff to manage its records effectively.

Council's computerised records management system ensures that all records are well managed and retained over specified periods of time in accordance with the Local Government Act 1993 and State Records Act 1998. All Council's business documentation is entered into this system and distributed to the appropriate area for action, allowing the Council to respond faster to correspondence and requests. In addition, paper documentation is kept on site and at the NSW Government Records Repository at Kingswood.

On 1 July 2010 the Government Information (Public Access) Act 2009 (GIPA Act) replaced the Freedom of Information Act and section 12 of the Local Government Act 1993. In accordance with the new legislation, Council:

- Adopted an Access to Information Policy on 29 June 2010, which is currently under review. The objective of the policy is to describe Council's principles regarding public access to information and to facilitate the processing of requests for such access.
- Prepared and reviewed a Publications Guide which identifies, amongst other things, information held by Council and how to obtain that information.
- Revised its Privacy Management Plan in 2013, in accordance with the Privacy and Personal Information Protection Act 1998 (NSW) to protect the public from disclosure of personal information.

Policy for Access to Information

Introduction

In adopting an open file policy for access to information, Council recognises and promotes the public's right to broad ranging access to Council information and documents. Council encourages open and transparent governance and well informed community debate.

Proactive Release (No Charge)

In accordance with proactive release under the GIPA Act and Council's Publication Guide, the following Council documents are available for inspection at no charge:

- Code of conduct.
- Code of meeting practice.
- Annual Report.
- Annual financial reports.
- Auditor's report.
- Delivery Plans, Operational Plans and Resourcing Strategies.
- EEO management plan.
- Payment of expenses and provision of facilities to councillors policy.
- Land register.
- Register of investments.
- Returns of the interests of councillors, designated persons and delegates.
- Returns as to candidates' campaign donations.
- Agendas and business papers for Council and Committee meetings (but not including business papers for matters considered when part of a meeting is closed to the public).
- Minutes of Council and Committee meetings, but restricted (in the case of any part of the meeting that is closed to the public), to the resolutions and recommendations of the meeting.
- Any Codes referred to in the Local Government Act 1993.
- Register of delegations.
- Annual Reports of bodies exercising delegated Council functions.
- Applications under Part 1 of Chapter 7 of the Local Government Act 1993 for approval to erect a building, and associated documents, subject to restrictions outlined in the GIPA Act.
- Development applications (within the meaning of the Environmental Planning and Assessment Act 1979) and associated documents, subject to restrictions outlined in the GIPA Act.
- Local policies adopted by the Council concerning approvals and orders.
- Records of approvals granted, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals.

- Plans of land proposed to be compulsorily acquired by the Council.
- Leases and licences for use of public land classified as community land.
- Plans of management for community land.
- Environmental planning instruments, development control plans and contributions plans made under the Environmental Planning and Assessment Act 1979 applying to land within the Council's area.
- Departmental representatives' reports presented at a meeting of the Council in accordance with Section 433 of the Local Government Act 1993.
- The register of graffiti removal work kept in accordance with Section 67 C of the Local Government Act 1993.

Processing Applications for Access to Information

Access to documents other than those listed as freely available are provided in accordance with the GIPA Act. No fees are payable for viewing the documents under an informal access request, however copying charges may be applied.

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

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

When requesting access to sensitive information, or a number of documents which would amount to an unreasonable diversion of Council resources, a formal access application is required and will attract an application fee, as well as processing charges of \$30 per hour. There are exceptions where only 50% of the fees will be charged, or in the case of requesting personal information – no charges will be applied for the first 20 hours of processing.

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

Conclusion

This policy aims to meet the objective of open and transparent governance and encourages community input on matters before the Council. Privacy of the complainants is also recognised through denial of access where the release of information would compromise individual safety, constitutes an unreasonable disclosure of personal information or is contrary to public interest or consultation process.

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

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

Details regarding the number of Formal Access Requests received under the GIPA Act for the 2013/2014 financial year are contained in the following table:

Part A

Formal GIPA Requests		Personal	Other	Total
A1	New (including transferred in)	5 (1 in part)	31	35
A2	Brought forward	-	1	1
A3	Total to be processed	5 (1 in part)	31	35
A4	Completed	5 (1 in part)	26	30
A5	Transferred out	-	1	1
A6	Withdrawn	-	3	3
A7	Total processed	5 (1 in part)	19	23
	Unfinished (carried forward)	-	2	2

Part B

What happened to completed requests? (Completed requests are on line A4.)

Result of Formal GIPA Requests		Personal	Other
B1	Granted in full	1	3
B2	Granted in part	3	15
B3	Refused	-	7
B4	Deferred	-	-
B5	No Records Held	-	1
B6	Completed	5 (1 in part)	26 (1 in part)

Part C

Ministerial Certificates - number issued during the period.

C1	Ministerial Certificates Issued	Nil
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Part D

Formal Consultations - number of requests requiring consultations (issued) and total number of formal consultation(s) for the period.

		Issued	Total
D1	Number of requests requiring formal consultation(s)	19	32

Note: 19 formal access applications required the consultation process, with 32 individual persons being consulted.

Part E

Amendment of personal records - number of requests - number of requests for amendments processed during the period.

Result of Amendment Request		Total
E1	Result of amendment - agreed	-
E2	Result of amendment - refused	-
E3	Total	Nil

Part F

Notation of personal records - number of requests for notation processed during the period.

F3	Number of Requests for notation	Nil
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Part G

GIPA Requests granted in part or refused - basis of disallowing access - Number of times each reason cited in relation to completed requests that were granted in part or refused.

Basis of Disallowing or Restricting Access		Personal	Other
G1	Section 41 (invalid application, i.e. incomplete)	-	1
G2	Section 60(c) and 70(1) (advance deposit not paid)	-	-
G3	Section 60 (refuse to deal with, i.e. unreasonable diversion of resources, previous application for substantially the same information)	-	1
G4	Section 63 (deemed refusal, over 20 days)	-	-
G5	Section 58(b) (documents not held)	1	6
G6	Section 14 (public interest considerations against disclosure)	1	26
G7	Schedule 1 documents (conclusive presumption of overriding public interest against disclosure)	-	1
G8	Totals	2	35

Part H

Costs and fees of requests processed during the period (i.e. those included in lines A4, A5 and A6).

		GIPA Assessed Costs	GIPA Fees Received (Application fees only)
H1	All completed requests	\$4,035	\$1,020

Part I

Discounts allowed - numbers of GIPA requests processed during the period where discounts were allowed.

Type of Discount Allowed		Personal	Other
I2	s65 – Financial Hardship	-	1
I3	s66 – Special Public Benefit	-	-
I4	s67 – Personal Information	-	-
I5	Totals	Nil	1

Part J

Days to process - Number of completed requests (A4) by hours taken to process.

Processing Hours		Personal	Other
J1	0 - 10hrs	4	23
J2	11 - 20hrs	-	1
J3	21 - 40hrs	-	1
J4	Over 40hrs	-	1
J5	Totals	4	26

Part K

GIPA Reviews and Appeals - number finalised during the period.

K1	Number of internal reviews finalised	3
K2	Number of Ombudsman reviews finalised	Nil
K3	Number of Administrative Decisions Tribunal	1

Part L

Details of Internal review Results for GIPA - in relation to internal reviews finalised during the period.

Basis of Internal Review		Personal		Other	
Grounds on which internal review requested		Upheld*	Varied*	Upheld*	Varied*
L4	Access Refused	-	1	2 [†]	1
L5	Deferred	-	-	-	-
L6	Exempt matter	-	-	-	-
L7	Unreasonable charges	-	-	-	-
L8	Charge unreasonably Incurred	-	-	-	-
L9	Amendment refused	-	-	-	-
L10	Totals	Nil	1	2	1

* Relates to whether or not the original agency decision was upheld or varied by the internal review.

† Assume ADT upheld one appeal

Comparison to 2012/2013 and 2011/2012

There were 30 Formal GIPA Applications were completed during 2013/2014, compared to 18 in 2012/2013 and seven in 2011/2012.

No ministerial directions for amendment of personal records were received in this period. However, there were three internal reviews and one ADT review during this period.

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

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

The introduction of the GIPA legislation and the community's increased awareness of information being available has placed a greater resource commitment on the organisation's behalf in providing access to documents. With the increasing number of Formal Access Applications (listed above) impacting on Council's activities by increasing the amount of time Council commits to researching, compiling and providing the required documents. There were 791 Informal Access applications processed in 2013/2014, 733 during the 2012/2013 financial year, and 850 during the 2011/2012 year.

Council's policies and procedures are being reviewed to ensure consistency and provide guidelines to staff. This includes explaining the procedures involved in determining a request, and assisting the applicant in identifying the nature of the information being sought and providing an opportunity to narrow the scope of requests.

Section F

There were no enquiries or appeals involving the Ombudsman.

Section G

Council at its meeting on 12 November 2013 adopted a revised Privacy Management Plan, in accordance with the Privacy and Personal Information Protection Act 1998.

One internal review was lodged with Council in 2013/2014 under Part 5 of the Privacy and Personal Information Protection Act 1998, compared with zero the previous year.

Planning Agreements

No Planning Agreements were in force during the reporting period.

Public Interest Disclosures Act 1994 and Regulation

Council at its meeting on 12 November 2013, adopted a revised Internal reporting policy (Public Disclosures Act). One public Interest disclosure was received during 2013/2014.



Swimming Pool Inspections

Council was not required to carry out any inspections under Section 22F of the Swimming Pools Act 1992 for the 2013/2014 period. The mandatory inspection program will be adopted and will commence in 2014/15.

Carers Recognition Act 2012

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

