



Hawkesbury City Council

attachment 1
to
item 151

Delivery Program 2013-2017
Annual Progress Report:
1 July 2013 - 30 June 2014

date of meeting: 26 August 2014
location: council chambers
time: 6:30 p.m.



| 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|---|--|---------------------|---|
| 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-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 Strategy and OP Action | Output Measure | Status | Annual Comments | |
|--|---|---|---------------------|--|
| 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 |
| 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 | | | | |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|--|--|---------------------|---|
| 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 |
| 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|---|---|-----------|---|
| OP1-8.6 Prepare asset management strategies to deliver sustainable services and facilities | Asset Management Strategy prepared and adopted | Completed | Existing 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-/013. Continued sponsorship of Good Sports Program not renewed as agency did not submit documents for renewal (despite several invitations from Council). |
| DP-11 Implement the Crime Prevention Strategy for Windsor and Richmond CBDs | | | |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|---|---|-----------|--|
| 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 |



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|---|--|---|-----------------|--|
| 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 |



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|---|--|---------------------|--|
| 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 |
| 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 minimise 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 |



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|--|--|---|---------------------|---|
| 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-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 & Heritage (OEH) | Achieved | Meetings convened. Report to OEH not due until 2014/2015 |



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|--|--|---|---------------------|--|
| 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-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 fluros throughout completed together with an additional 11 other sites including community, child care and leisure centres. Four BMS sites started. |



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|---|---|---|---------------------|---|
| 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, along with their 2013/2014 outgoings |
| 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 |
| 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. |



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| 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

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|---|--|--------------------|---|
| 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 |



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| 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 |



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|---|--|-----------------------------------|--|
| 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 | | | |



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|--|---|---------------------|--|
| 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-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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|--|---|-----------|--|
| 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 |
| 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 | | | |



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|---|---|-----------|--|
| 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 blackspots 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 |



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|--|---|---|-----------------------|--|
| 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 | | | | |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|---|--|---------------------|--|
| 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. |
| 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 | | | |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|---|---|-----------|---|
| 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 |
| 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|--|--|---------------------|---|
| 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. |
| 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 | | | |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
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| 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-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 |



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| 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 |



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|--|---|--|---------------------|--|
| 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. 18 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. |



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| 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. |
| 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 dependant on resolution of certain construction and land acquisition costings. |

DP-46 Balanced budget that sustains our provision of services and assets

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| OP1-46.1 Determine revenue base required to sustain established service levels | Financial modelling 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 Strategy and OP Action | Output Measure | Status | Annual Comments |
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| 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 5 years of service' event; Professional development / social excursions to other collecting or exhibiting institutions. |
| 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. |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
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| 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. |
| 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|--|---|-----------|---|
| 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|--|--|--------------------|---|
| 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. |
| 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|---|--|---------------------|--|
| 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 |
| 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 Division of Local Government (DLG) | Completed | Policy reviewed, adopted and submitted to DLG |
| 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|--|--|-----------|--|
| 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 Office of Local Government returns completed and submitted to the Office of Local Government 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 |
| 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 | | 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|---|---|-----------|--|
| 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 Division of Local Government |
| 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 achievedAction taken to correct breaches in accordance with legislative requirementsNumber and type of non-complying development complaints recorded | Achieved | Complaints investigated as required |
| 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|---|---|--------------------|---|
| 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 DLG 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|--|--|-----------|---|
| 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 |
| 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 |



| DP Strategy and OP Action | Output Measure | Status | Annual Comments |
|--|--|---------------------|---|
| 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 |