

HAWKESBURY CITY COUNCIL

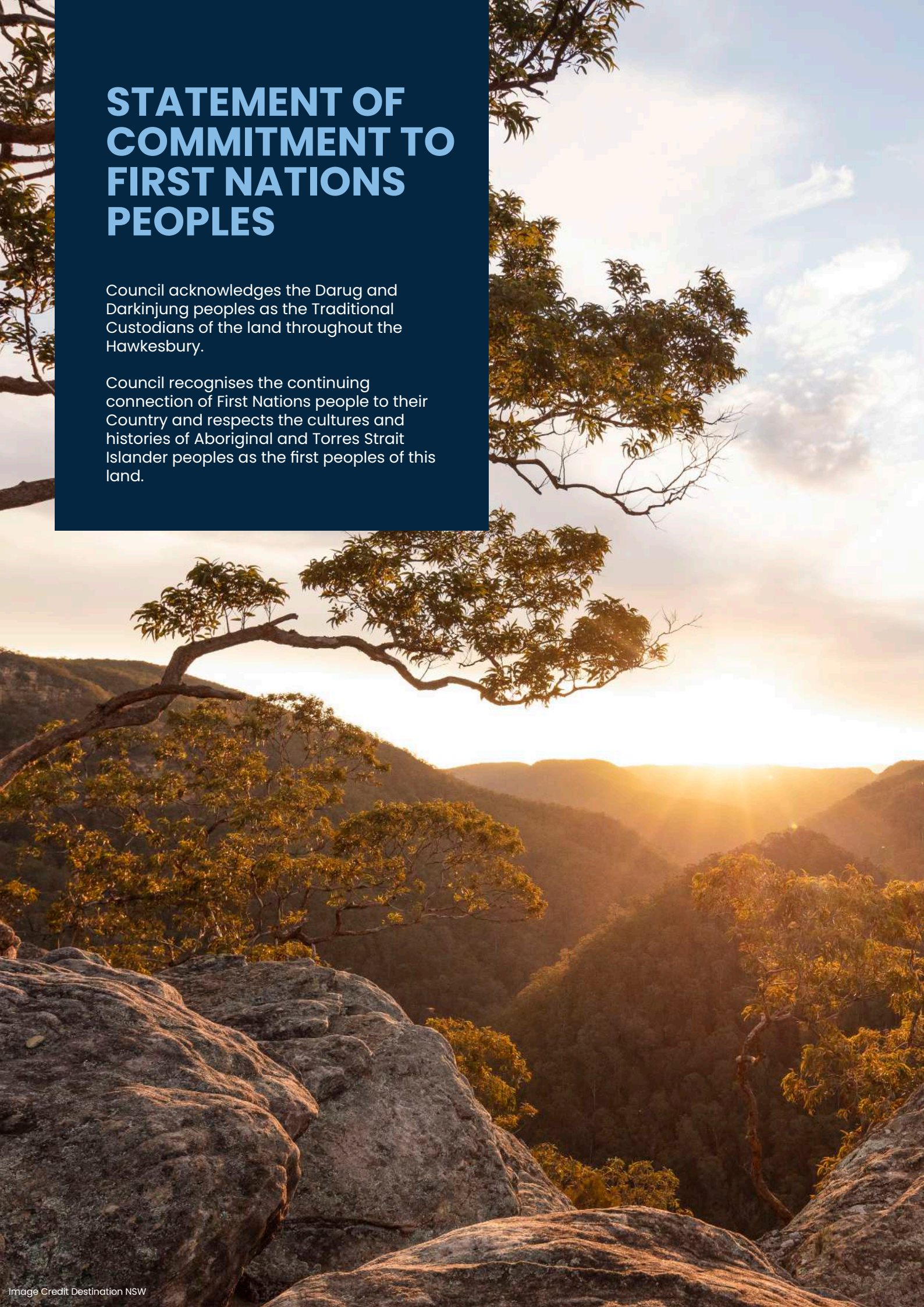
ANNUAL REPORT 2022/2023



STATEMENT OF COMMITMENT TO FIRST NATIONS PEOPLES

Council acknowledges the Darug and Darkinjung peoples as the Traditional Custodians of the land throughout the Hawkesbury.

Council recognises the continuing connection of First Nations people to their Country and respects the cultures and histories of Aboriginal and Torres Strait Islander peoples as the first peoples of this land.



OUR COMMUNITY'S VISION

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

Community Strategic Plan - The Hawkesbury 2042





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A MESSAGE FROM OUR LEADERS

As Councillors for Hawkesbury City Council, we are proud to share the Annual Report for 2022/2023. In this report, you will find a snapshot of the actions, programs, services and projects we have delivered in our efforts to serve the community throughout the past year.

The past 12 months have brought more challenges to the Hawkesbury. Our City again faced the mammoth challenge of a major flood whilst continuing the recovery from previous events. The ongoing recovery was a focal point of the 2022/2023 year and features strongly throughout this Annual Report.

Our community has come together and demonstrated their resilience during this difficult time, and the progress on key outcomes is testament to the proud and dedicated people of the Hawkesbury.

Despite the challenges faced, the 2022/2023 year has been an exciting time for the Hawkesbury. We have completed key recovery and upgrade projects, developed strategies that will lay the foundation for our future, continued to support our local communities and provide essential services including waste, sewerage, stormwater and community services.



L-R: Cllr Amanda Kotlash, Cllr Les Sheather, Cllr Danielle Wheeler, Cllr Eddie Dogramaci, Cllr Patrick Conolly, Cllr Barry Calvert (Deputy Mayor), Cllr Sarah McMahon (Mayor), Cllr Jill Reardon, Cllr Mary Lyons-Buckett, Cllr Nathan Zamprogno, Cllr Paul Veigel, Cllr Shane Djuric.

We also attracted significant funding and support to repair and improve our City. Key partnerships have been built with the Australian and NSW Governments to deliver new and improved community infrastructure to the residents of St Albans, Colo Heights and Pitt Town. In Richmond and South Windsor, work has been completed on revitalising these important town centres to make them more appealing to live, visit and do business – thanks to funding under the Western Sydney City Deal agreement.

Highlights for the year include:

- The completion of major recovery projects including the Upper Colo Bridge, Greens Road and the commencement of procurement for the Thomas James Bridge reconstruction.
- Continued support for local communities through the Community Hubs project and outreach programs.
- The return of our major events including Savour the Flavour, Light Up Windsor street fair and Australia Day on the Hawkesbury.
- The completion of key strategies for the Hawkesbury's future including the Environmental Sustainability Strategy, Urban Greening Strategy and Waste and Resource Recovery Strategy
- Delivery of open space and recreation upgrades at St Albans, Ivy Avenue Reserve, Deerubbin Park and Pitt Town Memorial Park and commencement of planning for the significant WestInvest projects.

We hope you enjoy reading about the 2022/2023 year and we thank you for your continued support and direction.

INTEGRATED PLANNING AND REPORTING

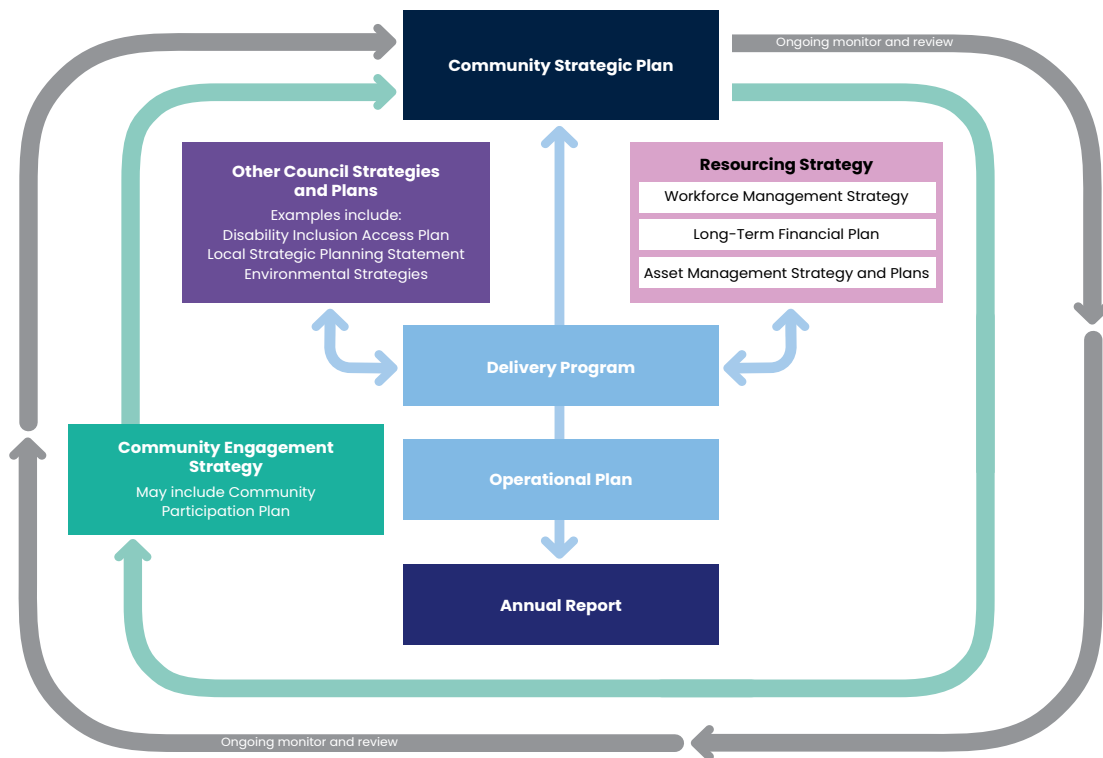
ABOUT THIS REPORT

Under the NSW Government’s Integrated Planning and Reporting framework for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term. The Annual Report is one of the key points of accountability between Council and the community.

The Community Strategic Plan sits above all other Council Plans and Policies. Its purpose is to identify the Hawkesbury community’s priorities and aspirations for the future. The strategies within it take into consideration the issues and pressures that affect the community and the level of resources realistically available. Given this, the significance of the Community Strategic Plan to the community, and to Council, is of the highest order and ensuring that it is fully reflective of the Hawkesbury community’s aspirations is viewed as critical.

The aim of the Annual Report is to provide the community with a status of how Council is progressing toward achieving our Community Strategic Plan: The Hawkesbury 2042. This report will focus on the period 1 July 2022 to 30 June 2023, showing what action Council has undertaken towards achieving the goals described by our community.

The Annual Report and accompanying Financial Statements provide an analysis of our performance throughout 2022/2023, demonstrating the breadth of our services, key projects completed and our progress on delivering sustainable outcomes for the Hawkesbury.



Office of Local Government – Integrated Planning and Reporting Framework 2021

THE HAWKESBURY

HISTORY AND SENSE OF PLACE – A VIBRANT CITY WITH A RURAL FEEL

The Hawkesbury is a unique area located in the Hawkesbury River Valley. It is the largest Local Government Area in the Sydney Metropolitan Region, covering approximately 2,776km².

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

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

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

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

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

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

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



WHO WE ARE

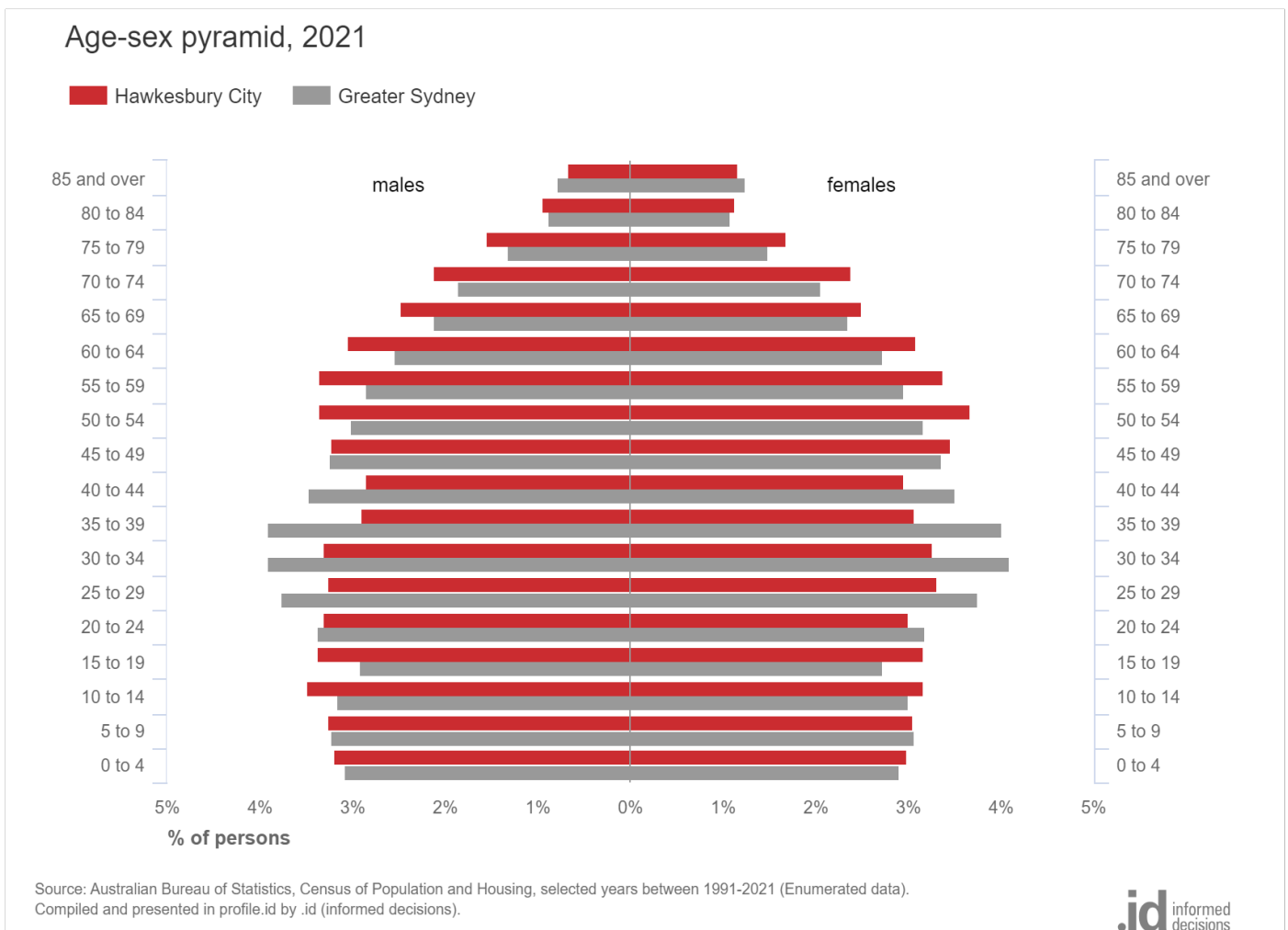
ALL STATISTICAL INFORMATION SOURCED FROM AUSTRALIAN BUREAU OF STATISTICS

The Hawkesbury's population of approximately 67,862 live in 64 towns, villages and rural localities each with very different identities, communities and stories comprising of floodplains, rural lands and national parks. Our population is dispersed with approximately 0.24 persons per hectare. Comparing us with Greater Sydney shows there is a higher proportion of people in the younger age groups (under 18 years) as well as a higher proportion of people in the older age groups (60+ years) here in the Hawkesbury.

The major differences between the age structure were:

- A larger percentage of 'older workers and pre-retirees' (13.7% compared with 12.0%)
- A larger percentage of 'empty nesters and retirees' (11.1% compared with 9.8%)
- A smaller percentage of 'young workforce' (13.1% compared with 15.5%)
- A smaller percentage of 'parents and homebuilders' (18.4% compared with 21.5%)

AGE-SEX PYRAMID, 2021



PEOPLE OF THE HAWKESBURY



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



13.3% of people here are born overseas, compared with 38.6% in Greater Sydney.



3,735 people (or 5.6% of the population) here reported needing help in their day-to-day lives due to disability.



35.2% of households are made up of couples with children.

The number of households increased by 1,513 between 2016–2021. The largest changes in family/household types in Hawkesbury City between 2016–2021 were:

- Couples without children (+799 households)
- Couples with children (+211 households)
- Lone person (+622 households)
- One-parent families (+139 households)

WHAT WE DO

The size of our labour force in 2021 was 34,471, of which 10,495 were employed part-time and 18,658 were full-time workers.

In March 2023, we had a comparable level of employment with Greater Sydney. Overall, 3.9% of the labour force was unemployed, compared with 3.4% for Greater Sydney.

We had nearly 30,000 jobs available locally in 2022 and produced a Gross Regional Product of \$4.16 Billion, growing 2.9% since 2021.



27.6% of our people had a vocational qualification in 2021, higher than Greater Sydney. This represents an increase of 1,078 people since 2016.

MOST POPULAR INDUSTRIES



Construction
(5,450 people
employed or 16.3%)



**Health Care and
Social Assistance**
(3,740 people
employed or 11.2%)



Retail Trade
(2,886 people
employed or 8.7%)

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

- A larger percentage of persons employed in construction (16.9% compared with 8.5%) and manufacturing (7.3% compared with 5.4%)
- A larger percentage of persons employed in agriculture, forestry and fishing (3% compared with 0.4%)
- A smaller percentage of persons employed in professional, scientific and technical services (4.7% compared to 10.9%)
- A smaller percentage of persons employed in financial and insurance services (2.1% compared to 7%).



13.0% of the population reported doing some form of voluntary work in 2021. This was a greater proportion than Greater Sydney.



26% of the population reported performing 154 hours or more of unpaid domestic work, compared with 20.4% for Greater Sydney.



6,323 carers were providing assistance to a person with a disability, long term illness or old age in 2021. This represents 11.6% of the population and more than Greater Sydney at 10.6%

OUR INCOME



Household income levels in the Hawkesbury shows there was a smaller proportion of high income households (those earning \$3,000 per week or more) and a higher proportion of low income households (those earning less than \$900 per week) in 2021 when compared with Greater Sydney. Overall, 25.6% of the households earned a high income and 18.5% were low income households, compared with 30.1% and 17.9% respectively for Greater Sydney.

FLOOD RECOVERY AND COMMUNITY RESILIENCE

OUR HISTORY OF FLOODS

The Hawkesbury community continued to face the challenges of natural disasters throughout 2022/2023, with the March and July 2022 floods causing extensive widespread damage. These floods were the largest to impact upon the Hawkesbury in 44 years and compounded the effects on our community, environment and infrastructure of the previous flooding through 2020 and 2021. The remarkable strength, generosity and support shown throughout these testing times is a testament to the values and resilience of our people.

BUILDING BACK BETTER

Council is working with government and non-government agencies to drive the community's recovery. Project teams and working groups are focusing on waste and the environment, infrastructure and planning, social and community support, agriculture and business recovery, grants, and effective communications.

In March 2022, Council established a dedicated Infrastructure Recovery Team to progress the projects from previous flooding and scope, assess and deliver recovery works from the March flood event. The team were well progressed with the assessment of damage when the July flood occurred, resulting in the need to begin the process all over again, given that this flood was higher and Council was required to demonstrate the increased level of damage for funding and auditing purposes.

This assessment work was completed in the first half of the 2022/2023 financial year, and Council is now well into the reconstruction phase.

Despite the challenges faced by the Hawkesbury community, they have demonstrated remarkable strength and resilience. The floods of the past two years have been devastating, but we have come together to support those impacted. While the road to recovery will be long, the Hawkesbury remains committed to re-building and coming back stronger.

NEXT 12 MONTHS

The continued recovery of the Hawkesbury remains a key focus for the 2023/2024 Operational Plan. Funding received under State Government and Federal Government grant programs is being added to Council's budget and works program, to accelerate the recovery of infrastructure in our region in the coming years. This funding and ongoing support is vital to repairing and building on our future resilience. It includes:

- \$180 Million under the Disaster Recovery Funding Arrangement for the repair, restoration and enhancement of damaged community infrastructure including roads, bridges and drainage.
- \$8.5 Million under the Community Local Infrastructure Program for repairs and improvements to damaged local community infrastructure including sporting facilities, recreational facilities and riverbanks.
- \$11.5 Million under the Regional and Local Roads Repair Program funding for urgent repairs to the local and regional road network, including road repairs, priority corrective maintenance works and repair of potholes on regional and local road.
- \$11.2 Million under the Hawkesbury Local Roads Upgrade Program funding for the renewal and upgrade of key roads within Council's road network.

The work to repair damaged infrastructure is combined with continued efforts to support our community through the Community Hubs, outreach and resilience projects.

OUR COUNCILLORS

COUNCILLOR REPRESENTATION JULY 2022 – JUNE 2023

	Calvert	Conolly	Djuric	Dogramaci	Kotlash	Lyons-Buckett	McMahon	Reardon	Sheather	Veigel	Wheeler	Zamprogno
Ordinary Meeting	14/14	14/14	14/14	13/14	13/14	14/14	14/14	14/14	14/14	14/14	14/14	14/14
Extraordinary Meeting	2/2	2/2	2/2	0/2	2/2	2/2	1/2	2/2	2/2	2/2	2/2	2/2
Community Services Committee												
Disaster & Emergency Committee	1/1	1/1	1/1	0/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1
Environment Committee												
Heritage Committee			1/1			1/1						
Innovation & Partnerships Committee	1/1	1/1						1/1		1/1		1/1



Councillor Sarah McMahon
Mayor



Councillor Barry Calvert
Deputy Mayor



Councillor Shane Djuric



Councillor Eddie Dogramaci



Councillor Amanda Kotlash



Councillor Mary Lyons-Buckett



Councillor Jill Reardon



Councillor Patrick Conolly



Councillor Les Sheather



Councillor Paul Veigel



Councillor Danielle Wheeler



Councillor Nathan Zamprogno

COMMITTEES AND BODIES

Committees, Working Groups and Bodies - Local Government (General) Regulation 2021, cl 217(1)(a8)

Council either convenes, or has representation on a number of Committees and Bodies which provide advice to Council, or other levels of Government and their agencies.

<p>GREAT PLACE TO LIVE</p>	<ul style="list-style-type: none"> • Western Sydney Academy of Sport • Western Parkland Councils • Western Sydney Regional Organisation of Councils • Peppercorn Services Inc. • Hawkesbury Western Sydney University Scholarship Selection Panel
<p>PROTECTED ENVIRONMENT AND VALUED HISTORY</p>	<ul style="list-style-type: none"> • Heritage Committee • Greater Sydney Local Land Services Local Government Advisory Group • Hawkesbury River County Council • Disaster and Emergency Committee • Bush Fire Management Committee • Greater Blue Mountains Area World Heritage Advisory Committee
<p>STRONG ECONOMY</p>	<ul style="list-style-type: none"> • clubGrants Local Committee • Western Sydney Regional Organisation of Council • Hawkesbury Sister City Association • Forum on Western Sydney Airport
<p>RELIABLE COUNCIL</p>	<ul style="list-style-type: none"> • Local Traffic Committee • CivicRisk Mutual Ltd • McMahon Park Management Committee • Hawkesbury Sports Council • NSW Public Libraries • General Manager's Performance Review Panel • Audit, Risk and Improvement Committee

WORK HEALTH AND SAFETY, INJURY MANAGEMENT AND RISK

Council holds a NSW Workers Compensation Self Insurers Licence which has been maintained since August 1983. Council engages an external company to manage workers compensation and return to work on its behalf. In the reporting period Council had three new claims registered and continued to manage six open claims.

Council has a robust online Work Health and Safety and Injury Management system which is informed by the AS/NZS ISO 45001 – Occupational Health and Safety Standard.

The system was enhanced with procedures and processes relating to psychological care and fatigue added. Work Health and Safety auditing also commenced to ensure compliance and to identify improvement opportunities. The audit schedule was developed using incident reporting data and statistics.

Fatigue management was identified as a major issue following the response to the major floods in the first half of 2022. Fatigue management procedures and tools for identifying and managing fatigue were developed, trialled and then finalised.

In response to the new SafeWork NSW Code of Practice: Managing psychosocial hazards at work, Council developed a psychological care procedure and Safe Work Method Statement. Psychological care remained a focus for Council with the roll out of training for Customer facing staff on managing psychological care in difficult situations.

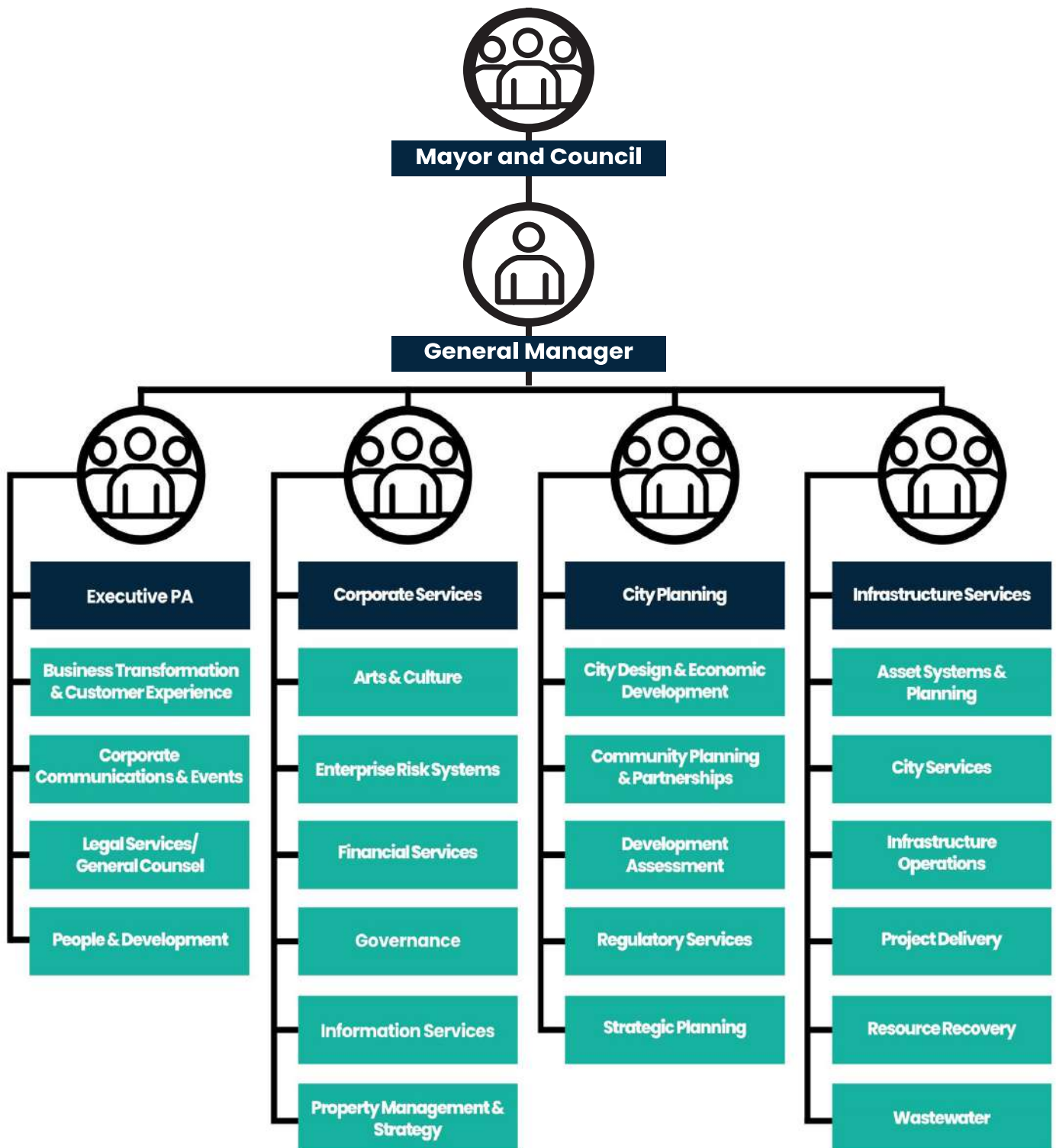
After a hiatus due to COVID 19, Council commenced random drug and alcohol testing of staff and contractors to ensure Council meets its legal obligations by providing a safe working environment for its employees and the general public.

Significant effort was expended by the WHS team to encourage increased completion of WHS Key Performance Indicators. In 2022/2023, the leadership team achieved an overall completion rate of 98%, this result has not been reached since 2018. The leadership team are thanked for their efforts in achieving this result, which demonstrates their commitment to WHS.

In the reporting period the predominant WHS issue was the response to the July 2022 flood. Support and advice were provided to staff regarding fatigue management and addressing risk of working in flood impacted areas including increased snake and spider activity and risks associated with water contamination and handling flood waste. The flood also activated the Council's Business Continuity Plan and after the floods After Action Reviews were conducted at a section level to improve future responses.

Council currently has 176 Enterprise Risks identified with 17 identified as Strategic Risks that if not managed may make it difficult, or even impossible, for Council to achieve its objectives and strategic goals. A Risk Appetite Statement was developed to establish broad parameters around the amount and type of risk that Hawkesbury City Council is willing to take to meet its strategic and operational objectives.

ORGANISATIONAL STRUCTURE



Council's Organisational structure as at 30 June 2023.

KEY SERVICE STATISTICS 2022/2023

56,164	CUSTOMER SERVICE CALLS HANDLED
17,000	PLANTS DONATED TO RESIDENTS FROM THE COMMUNITY NURSERY
31,233	POTHoles FILLED
6,300	LEARN TO SWIM & SQUAD ATTENDEES AT RICHMOND POOL
50,342	PLANTS SOLD AND DONATED FROM THE COMMUNITY NURSERY
3,200	RESIDENTS REGISTERED FOR COMMUNITY AND FLOOD RECOVERY UPDATES
1,150	GRAB AND GO EMERGENCY BAGS DISTRIBUTED
152	CONSTRUCTION CERTIFICATES ISSUED
185	SWIMMING POOL INSPECTIONS
524	DEVELOPMENT APPLICATIONS LODGED
21,000	FACEBOOK FOLLOWERS
229	SUBMISSIONS ON THE TOP PROJECTS ON YOUR HAWKESBURY YOUR SAY
2,663	PLANNING CERTIFICATES ISSUED
6,202	PAYMENTS MADE
\$56.6M	GRANT FUNDING RECEIVED
89,987	LIBRARY VISITS
11,686	GALLERY VISITS
4,800	TONNES OF RECYCLING COLLECTED

24,500	KG OF CHEMICALS CLEANED OUT
4.6KM	NEW FOOTPATH CONSTRUCTED
349	FOOD PREMISES INSPECTIONS
1MIL	WEBSITE VISITS
11,000	ATTENDED OUR HAWKESBURY SHOW DISPLAY
97	ACTIONS COMPLETED IN THE OPERATIONAL PLAN
\$42,149	COMMUNITY SPONSORSHIP
\$28.3M	INFRASTRUCTURE RECOVERY WORKS DELIVERED
393	STUDENTS IN THE LEADERSHIP AND AWARENESS PROGRAM



OUR HIGHLIGHTS AND ACHIEVEMENTS

This section details Council's achievements and key projects delivered throughout the year, under each of the four key Outcomes of the Community Strategic Plan: Hawkesbury 2042 as well as key infrastructure and capital works.

Thank you

Bridge

Builders



OUTCOME 1: GREAT PLACE TO LIVE

We will continue to partner with the community and key service providers to deliver outcomes which support a connected, healthy and inclusive Hawkesbury.

SUPPORTING COMMUNITY RECOVERY, RESILIENCE AND PREPAREDNESS

Working with the community and our extensive range of partners we have again been on the ground supporting our residents through response, recovery and resilience building. Grant funded projects such as the Community Recovery Officer, Community Hubs and Bright Ideas to Build Resilience have allowed us to provide:

- Extensive flood recovery place-based support in Recovery Centres, Community Hubs and online through an expanded flood recovery database and regular updates to over 3,200 registered residents. This includes Pop Up support in flood affected streets right across the LGA including Ebenezer, Lower Portland, Lower Macdonald, St Albans, Windsor and Upper Colo.
- Further development of the Community Hubs program providing place-based information and connection to services on mental health, connectedness, digital literacy and future preparedness. Our Online Hubs also received 30,000 visits.
- The Recovery on Wheels Interagency that connects over eighty participants across the emergency and community sector, identifying and addressing emerging needs to best support the community across the Hawkesbury and adjoining areas.
- The Grab and Go Bag program and resources in collaboration with our local emergency services, with over 1,150 bags distributed through Council venues, at events and through community organisations.
- The Prepared Informed and Ready Page, providing a comprehensive resource online to support the community with a range of resources from multiple agencies to prepare for multiple hazards such as flood, fire, heat and storms.
- The Resilient Hawkesbury Grant program to communities impacted by the 2019/2020 Summer Bushfires, providing grants of between \$500 and \$5,000 to undertake community-led events and programs for grass-roots activities that contribute to community recovery, wellbeing and resilience.

These initiatives have been supported by: NSW Reconstruction Authority, Bushfire Local Economic Recovery Funding (BLERF), Wentworth Healthcare Nepean Blue Mountains Primary Health Network (NBMPHN), Bushfire Community Recovery Resilience Fund (BCRRF), and Council is grateful for their continued support.



COMMUNITY PARTNERSHIPS AND SPONSORSHIPS

We continued to support our community through a range of partnerships, events, programs and sponsorships, including:

- Significant support across a great diversity of activities such as the Hope Walk for Suicide Prevention with Hope4U Foundation, NAIDOC, National Day of Healing and 16 Days of Activism.
- The delivery of events that promote healthy relationships and wellness for young people including Youth Week grants and YouthFest. We also actively participated in the Hawkesbury Youth Interagency and run Young Driver programs.
- The Disability Inclusive Emergency Planning Workshop with Peppercorn and University of Sydney to bring together people with disabilities, service providers and emergency services.
- Continued collaboration with other organisations across different sectors including health, business, emergency services and schools including the Western Sydney Heath Alliance.
- The Hawkesbury Connect Interagency and E-news platforms facilitated by Council continue to expand, identifying emerging needs and sharing information across services and to the community.



In the 2022/2023 Operational Plan, a \$42,149 provision made for the Community Sponsorship Program was offered over three rounds with an amazing array of successful applications including:

- Richmond High P&C for Breakfast Club for students with Aboriginal heritage.
- Animal Welfare League for Free Companion Animal Desexing Program.

There were also 37 Participants grants that supported Hawkesbury residents to represent their chosen sport at representative, state and national levels. The participant category funded Hawkesbury residents in the following sporting areas: Skateboarding, Baseball, Free G, Softball, Gymnastics, Futsal, BMX, Gridiron, Netball, Athletics, Oztag, Dragon boating, Rugby and Cricket.

We were able to provide funding for 14 projects under the Resilient Hawkesbury category. This included four local P&C associations and community organisations that helped the community in diverse and varied areas such as free animal desexing, Halloween celebrations and providing a Community Defibrillator in Lower Portland.

RECOGNISING OUR VOLUNTEERS

This year we ran Volunteer dinners across the Hawkesbury with 230 attendees from over 120 organisations.

Along with the continued support of Council volunteers, broader volunteering was supported by initiatives including the Everyday Leader Volunteer support program and a range of other volunteer training opportunities offered through the Bright Ideas to Build Resilience project.

Our Community Nursery volunteers on a Wednesday are amazing, with 500 individual visits equating to over 1300 hours of volunteers contributing to weeding, seed sorting, plant propagation and bonding through nature. Our Bushcare Volunteers also returned to sites along the river and contributed to the "Weed All About It" bushcare newsletter.

Two volunteer events were held for the 86 loyal Arts and Culture volunteers, which included a training session for museum and gallery volunteers and a formal event during National Volunteer Week to celebrate our volunteers and acknowledge their contributions.



INFORMING OUR COMMUNITY

Council was recognised for its work in keeping the community informed during the March and July 2022 floods with a RH Dougherty Award at this year's LGNSW Local Government Week Awards on 4 August 2022.

Council won in the *Excellence in Communications* (30,000-70,000 population) category. Initiatives included an online information hub which was prepared and ready within minutes of flood warnings being issued and which was kept updated with up-to-the-minute information, a weekly email update to subscribers outlining flood recovery and project updates, and a Short Message/Messaging Service (SMS) alert system providing rapid updates to subscribers in the event of emergency road closures.

Council's Waste Services Survey – Community Consultation was a finalist in the same category.

MAKING OUR COMMUNITIES SAFER

We have continued to collaborate and advocate for a safer Hawkesbury. We've partnered with key agencies such as the NSW Police Force and Transport for NSW to deliver projects to increase safety, prevention and awareness in our community. In 2022/2023 we delivered:

- Our team partnered with the Little Blue Dinosaur Foundation on a pilot program to evaluate community awareness about child pedestrian safety. The Little Blue Dinosaur Foundation received Commonwealth grant funding to co-design and implement the pilot project, specifically focused on road safety initiatives to reduce child road trauma. Ten childcare centres and before and after school care centres within the Hawkesbury participated.
- Council conducted two 'Get Active and Road Safety Around Schools' sessions for students in years 4, 5 and 6 attending Hawkesbury Primary Schools at the PCYC Hawkesbury with Hawkesbury Police Youth Officers. The sessions promoted road safety and safe behaviour around schools followed by fun activities for the students to participate in and were held between 24 March 2023 (Ride to School Day) and 20 May 2023 (Walk to School Day). A total of 447 students from six schools attended the sessions.
- Helping Learner Drivers Become Safer Drivers Online Workshops – A number of online workshops were held to explain the Graduated Licensing System to Supervisors of Learner Drivers with 34 attendees participating.
- Child Car Seat Fit and Check Program – Council provided a free child car seat/restraint fit and check to 238 Hawkesbury residents this financial year. This program was a mix of individual appointments arranged at a local authorised fitter and mobile fitting days which allowed residents from outer lying areas of the Hawkesbury to attend Council's Community Hubs to have their child seats/restraints newly installed or checked for safety.
- We have continued our activity in Family and Domestic Violence prevention, awareness and education activities including participating and supporting interagency meetings and events held in partnership with Hawkesbury Action Network Against Domestic Violence (HANADV) and Zonta. These events include Reclaim the Night and 16 Days of Activism against Gender Violence.
- Ongoing work continues with HANADV to ensure the local service system is working collaboratively to support victims and reduce occurrences of family and domestic violence in the Hawkesbury. Consultation remains underway to inform development of a renewed Family and Domestic Violence Action Plan in 2023/2024.
- The Draft Child Safety Policy has been completed with community engagement to occur on the documents in early 2023/2024. The Child Safe Framework helps protect children and young people through new responsibilities for all Council staff, volunteers, and Councillors.



OUR LIBRARIES

The Library Service and the Hawkesbury Regional Museum collaborated to host the Rex Stubbs OAM History Symposium after a break of three years in February 2023. The annual history symposium is an information sharing and networking opportunity for members of Hawkesbury's historical societies and heritage groups. It provided an opportunity to broaden the knowledge of trends in local and family history, heritage and collection management and to hear about projects that other organisations are focusing on. The theme for the 2023 symposium focused on the Hawkesbury River from the perspectives of geological, Aboriginal, and Colonial.

Our Libraries at Richmond and Windsor continued to provide for our community with a range of events, activities and improvmenets.

Major highlights included:

- 89,987 visits to our libraries and 7,087 attendees at library based events.
- New landscaping undertaken to the Richmond Branch Library gardens.
- Puppy Dog tales was launched which is a new early literacy program run in partnership with the Guide Dogs Association and the Library Service. Children are encouraged to read to a specialised reading dog.
- The Library Service has partnered with the Digital Literacy Foundation (DLF) to provide free weekly digital mentoring sessions to seniors at the Central Library and Richmond Branch Library.
- 24,000 pages of 19th/20th century legal documents, mostly relating to property, from the Windsor solicitor firm, operated by Beddek & Coley and the then Paine family were donated to the Library Service's historical collection. This is a valuable source of social history of the Hawkesbury.
- The Library Services captured the social and cultural history of the Hawkesbury through audio stories which are now available on Amplify, an oral history platform sponsored by the State Library of NSW.



GALLERY AND MUSEUM

Our Gallery and Musuem continued to provide a cultural and artistic link to the Hawkesbury's rich history.

Major highlights included:

- 11,686 visitors to the Gallery and 15,564 visitors to the Museum.
- The incredible Dyarubbin exhibition was nominated for a Leo Kelly OAM Arts and Culture Award and had 450 people attend the opening. The Governor-General of the Commonwealth of Australia also visited the Gallery for a tour of the Dyarubbin exhibition on Australia Day.
- Canoe Project Camp – a collaboration with Brewongle Education Centre and Department of Education involving Aboriginal Elders and students.
- The Museum launched the inaugural online exhibition and accompanying display in May 2023, 'Starry Night: The World of John Tebbutt' and held two sold out Tebbutt Talks in August 2022 and May 2023.
- The Light Up Windsor event (December 2022) and the Museum Open Day (May 2023) were big draw cards bringing in 952 and 420 visitors to the Museum respectively.
- Group tour bookings at the Museum increased post Covid and is on the trajectory of returning to pre Covid group bookings of at least one per week. School visits are also returning with seven schools participating in programs during the reporting period.

ENGAGING WITH YOU

Council uses a range of online and traditional tools to communicate including Council's Facebook – 21,000 followers with a reach of almost 550,000. Hawkesbury Events Facebook – close to 10,000 followers, Hawkesbury Events Instagram – 2,800 followers, Council's website – 80,000 average visits a month, and LinkedIn – 3,000 followers. Council also uses the online platform Your Hawkesbury Your Say with a total of 63,535 visits over the year.

Council also uses traditional media which also have an added online presence on our News page and includes monthly and feature advertisements in the two local papers, media releases, online forms and quarterly newsletters (January, April, July, October) which are sent to all ratepayers.

We held online public meetings including the Macdonald Valley Community and meetings for the Thomas James Bridge Community Advisory Group. Council was able to engage with the community about their civic role and functions at monthly Council meetings, weekly community hubs, Citizenship Ceremonies, and the Student Leadership and Awareness Program.

Council has also engaged with the community online using the Your Hawkesbury Your Say engagement tool. The top five projects had 229 submissions.

RENEWING HAWKESBURY'S ROADS ONLINE PORTAL

We launched the Renewing Hawkesbury's Roads online portal. This system makes it simple for our community to see details on key infrastructure recovery projects across the Hawkesbury. The map provides an interactive tool for residents showing all of the current road repairs projects across the City and their current status as they are delivered. It also includes road closures and safety information.

The portal was celebrated at the 2023 RH Dougherty Awards, winning the Excellence in Communication award.

www.hawkesbury.nsw.gov.au/emergency/renewing-hawkesburys-roads

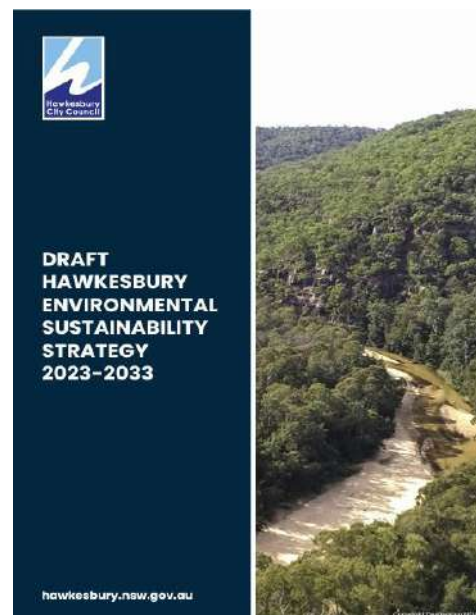
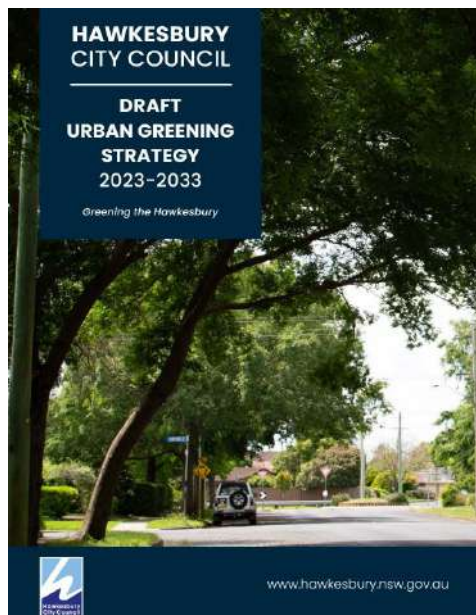
OUTCOME 2: PROTECTED ENVIRONMENT AND VALUED HISTORY

Through leadership, stewardship, and education, ensure that our natural and historic built environments are protected and enhanced in culturally sensitive ways.

SUSTAINABLE STRATEGIES FOR THE HAWKESBURY

We developed and adopted several strategies to set the foundation for key environmental and sustainability initiatives across the Hawkesbury. This included:

- **Environmental Sustainability Strategy** – This Strategy consolidates existing knowledge, actions, and directions, providing a long-term foundation for progressing the sustainability of the Hawkesbury Local Government Area whilst aligning with the United Nations sustainable development goals. As a 10-year plan, the Strategy sets the course for a continuous journey towards a more sustainable environment.
- **Urban Greening Strategy** – Council has developed the Draft Strategy to provide strategic alignment to both internal and State Government policies and to help coordinate Council’s current cross-organisational projects that contribute to increasing canopy cover and greening. The Draft Strategy identifies three key goals with objectives and actions under each of these. The goals include: ‘Existing areas of urban green are protected and enhanced’, ‘Green links are created where they are most needed’, and ‘Our community stewards our urban greening’.
- **Waste and Resource Recovery Strategy** – The Waste and Resource Recovery Strategy 2032 aims to achieve a higher rate of resource recovery with a focus on community waste education, the transition to a Food Organics and Garden Organics (FOGO) service (as mandated by the NSW Government’s Waste and Sustainable Materials 2041 Strategy) and considering innovative and emerging waste technologies. Council wants to minimise the environmental impact of waste generation in the Hawkesbury LGA. This Strategy supports the actions within multiple strategic documents at International, Federal, State, and Local levels, including the Hawkesbury City Council Net Zero Emissions and Water Efficiency Strategy.
- **Electric Vehicle (EV) Scoping Paper** – This study will inform the development of an EV Transition Plan for Council and detailed the challenges and opportunities for electric vehicle transition including charging infrastructure.



GROWING OUR FUTURE AT THE COMMUNITY NURSERY

The Hawkesbury Community Nursery is predominantly a volunteer run nursery that propagates and sells Hawkesbury Indigenous native plants. The Nursery is located at 10 Mulgrave Road, Mulgrave, next door to the Hawkesbury Companion Animal Shelter.

Volunteers at the Hawkesbury Community Nursery grow over 170 different species of native plants that belong in the Hawkesbury region. These include trees suited to local conditions which help to rebuild habitat for the local fauna, river and riparian areas, wetlands and rainforests.

Some of the major projects that the Hawkesbury Community Nursery has supported include Council's bushfire recovery teams; our flood recovery program (as many riverbanks had washed away during the floods), the Greening our Cities project and habitat restoration projects such as One Tree Planted.

The Nursery also supports many local groups to improve habitat for native animals and the Hawkesbury Environment Network that has been restoring some of our local wetlands.

A total of 50,342 plants have been sold/distributed at the Hawkesbury Community nursery during the past year. The Nursery also represented Council at the Hawkesbury Show, giving away 1,000 plants to our residents and promoting a greener future for the Hawkesbury.



PROTECTING AND RESTORING OUR WATERWAYS

We have worked hard on actions to protect and restore the health of our waterways and wetlands. Council has continued active participation in the development of a Coastal Management Program in partnership with Hawkesbury Nepean Councils. This includes actions to deliver and address:

- Water quality / Annual Estuary Health Report
- Aquatic and riparian habitat
- Recreation and amenity
- Land use and development
- Foreshore protection
- Cultural heritage
- Current weeding programs, habitat planting works and bush regeneration works.

Key flood studies including the Hawkesbury Floodplain Risk Management Study, Plan and Strategy and MacDonald River, Colo River, Webbs and Greens Creek are nearing completion.

We also developed the River Snap project in partnership with Western Sydney University and Hawkesbury-Nepean Waterkeeper Alliance to help monitor the health of the Hawkesbury River through citizen science photography.

HAWKESBURY'S WAR ON WASTE

In December 2022 Council adopted the new Waste and Resource Recovery Strategy to help guide waste and resource recovery in the Hawkesbury for the next ten years. The strategy focusses on three key objectives of responsible citizens, generational legacy and environmental stewardship. The vision is that 'our natural and built environment is protected and enhanced for the current community and for future generations.'

In meeting this Strategy, the community recycled over 4,800 tonnes of materials through their household recycling bins, and 5,230 tonnes through their garden organic bins which resulted in a reduction of greenhouse gas emissions, water and energy use and landfill consumption.

The annual Chemical CleanOut event was held in August 2022 allowing residents to dispose of unwanted household chemicals, resulting in a safer home and environment. Over 450 residents attended, and 24,500kg of chemicals were collected at the event.

The Community Recycling Centre (CRC) located at the Hawkesbury Waste Management Facility (WMF) collected over 60 tonnes of problem wastes such as paint, gas bottles and batteries, which were recycled.

We supported local groups for the Clean Up Australia 2023 event with approximately 580kg of material collected from sites across the LGA by Council's Operations Team.

Sustainability workshops were held with 121 participants where education regarding solar, worm farming, waterwise gardens, and reusable nappies was delivered.



GREENER = BETTER

Council has been supporting and implementing greener initiatives across the Hawkesbury. Key highlights throughout the year include:

- The transition of the streetlight network and Deerubbin Centre to LED lighting was completed, providing significant savings and sustainability improvements. Council's partnership in the Western Sydney Energy Program has supported this initiative which will provide significant savings across the network.
- Transitioning of Council's leaseback fleet to hybrid vehicles. Once new vehicles have been received, 67% of our leaseback fleet will now consist of hybrids.
- We have installed hybrid solar power on key sites including St Albans, Upper Colo and Bilpin and a mainstream photovoltaic system at the South Windsor Childcare Centre.



RESPECTING OUR HERITAGE

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

- The Hawkesbury Local Heritage Assistance Fund promoted through direct correspondence to heritage building owners and media (standard and social). A record number of 24 applications under the program were received, highlighting the success of this promotion. 19 projects were able to be completed and funded through the program.
- Our Heritage Advisory Service continued to grow in popularity and demand with heritage property owners able to receive free expert advice with respect to their heritage properties.

SUPPORTING SPORT, RECREATION AND OPEN SPACE

Our improvements to open spaces, sporting grounds and recreational spaces aims to create a happy, healthy Hawkesbury for our residents and visitors. Highlights through 2022/2023 include:

- St Albans received significant upgrades, including improvements to St Albans Park, RFS Shed and School of Arts. The \$1.68 million, co-funded by the Australian and NSW Governments under the Bushfire Local Economic Recovery Fund, has brought resilience to key infrastructure and offered opportunities for recovery to the community affected by the 2019/2020 bushfires.



- A new playground was delivered and opened at Ivy Avenue Reserve, McGraths Hill, including updated swings, a hammock swing, climbing fort with slide and spiderweb climbing net.
- A new playground was also installed at Pitt Town Memorial Park, Pitt Town after the community was engaged to choose their preferred option.
- Upgrades to Deerubbin Park, Windsor were completed including improved parking, a fenced dog park with activities, lighting upgrades, bollards, walking paths and park furniture.
- The Fernadell Park Masterplan and Plan of Management were adopted by Council on 11 October 2022. The implementation of the Masterplan, consistent with the Plan of Management is being progressed in line with the available funding which includes WestInvest funding from the NSW Government.
- Key projects under the WestInvest Program were progressed into project planning stage including Woodbury Reserve, Glossodia, Fernadell Park, Pitt Town and the Richmond Swimming Centre Upgrade.
- Over 6,300 attendances through learn to swim and squad sessions at the Richmond Swimming Centre – the first time the pool has had more than 6,000 attendances.
- Over 2,000 trees and shrubs planted on Council riverbanks for flood restoration and vegetation regeneration.

OUTCOME 3: STRONG ECONOMY

Be a place that is vibrant, attractive and welcoming to residents and visitors, and which treasures and celebrates our shared history, environment, local economy and lifestyle.

REVITALISING OUR TOWN CENTRES

The Liveability Project saw the completion of two town centres; Richmond and South Windsor, with planning for Windsor nearing completion.

The upgrades in South Windsor included:

- Planting 40 advanced trees in Mullinger Lane.
- Planting 59 advanced trees on George Street between Campbell Street to Beerewan Park.
- New feature paving and street furniture.
- Realigned with compliant accessible parking in Mullinger Lane.
- An upgrade to the pedestrian crossing near Newtown Arcade with new surfacing, lighting and signage.

The upgrades in Richmond included:

- The planting of 26 advanced trees along Windsor Street.
- New feature paving and street furniture.
- Upgrades to both the pedestrian crossings between Bosworth Street and East Market Street.
- The installation of mature trees helps to address urban heat, improve shade for pedestrians and enhance local biodiversity.

The project is proudly co-funded by Hawkesbury City Council under the Western Parkland City Liveability Program which is part of the Western Sydney City Deal (WSCD) and part of the Greening Our City grant program that is proudly funded by the NSW Government in association with Local Government NSW.



SUPPORTING OUR LOCAL BUSINESS AND ECONOMY

To continue to support the needs of our local businesses of the Hawkesbury, Council adopted a Business Recovery Plan in 2021. This Plan was prepared to help businesses recover from the external shocks of the bushfires, floods, and Covid 19 pandemic. Council successfully delivered the implementation of various initiatives which included Industry engagement in the visitor economy, development of the Destination Management Plan and the continuation of the Business Mentoring Program. This Plan has been fully implemented with many other initiatives run including:

- An annual program of workshops and business seminars was delivered over 2022–2023. These covered varying topics including visitor economy engagement sessions, business recovery, marketing and social media.
- Partnered with Western Sydney Women on 'Local, Link, Learn' Business Luncheon.
- Partnered with Investment NSW to deliver a Capacity Building Workshop.
- Industry Engagement sessions on Tourism Ecosystem and 'Creating Awesome Tourism Experiences'.
- Free Business Health Checks run in partnership with Western Sydney Business Centre, Business Connect and Council.
- Councils' local jobs board, online platform is available for local businesses to promote job vacancies and recruit locally.
- Hawkesbury WSU Scholarship Program renewed until 2024.
- The monthly business e-newsletter is distributed to the business community each month and provides relevant business information and updates. This is delivered to over 4,000 local businesses and continues to grow.
- Hawkesbury Local Business Awards Sponsorship.
- Small Business Month activities including two workshops held in November 2022 on 'How to Successfully run an Agritourism business.'
- Hawkesbury City Council is a proud partner in the Zero Barriers project and are committed to promoting and supporting the inclusion of all residents, and visitors within the Hawkesbury region.
- Creation of a local business register to support local businesses within the Hawkesbury LGA with Local Procurement.
- Development of the Economic Profile snapshot and SpendMapp data which provides an insight to local business, employment, and the economic drivers of the Hawkesbury economy.
- Partnered with Business Connect to deliver a 'Business continuity planning to minimise disaster and event impact workshop'.
- Council trialled a new place activation initiative to contribute to the revitalisation of our towns, villages and public spaces by developing a Shop Local Campaign in South Windsor which ran from October – November 2023.

The Hawkesbury City Council Wayfinding and Signage Project continues. The Wayfinding and Signage Strategy project aims to improve how visitors and residents are guided through the Hawkesbury LGA. Richmond town centre will be the first location to receive the signage which is currently in manufacture stage by local businesses. This will then be followed by South Windsor, Windsor, Bilpin, Bligh Park, Clarendon, Colo, Glossodia, Kurmond, Kurrajong, North Richmond, Pitt Town, St Albans, and Wilberforce as part of the successful WestInvest Grant Funding.

EVENTS AND EXPERIENCES FOR EVERYONE

We host, sponsor and participate in a large range of events across the Hawkesbury, bringing our people together for family fun and connectedness. Highlights include:

- We celebrated Christmas in a big way on Saturday 3, December 2022 with the biggest Light Up Windsor Street Fair yet. Approximately 12,000 people from the Hawkesbury and surrounds visited Windsor Mall and George Street to enjoy an evening of festive fun and shopping, with more than 60 market stalls, snow flurries, Christmas lights, free face painting, visit from Santa and Mrs Claus, and staged and roaming entertainment. Local cafes and restaurants and retailers also stayed open, giving visitors even more options and helping deliver a huge financial boost to the local economy.
- The first ever Savour the Flavour was hosted in Richmond. Tastebuds were sizzling at the first ever Savour the Flavour Hawkesbury event at Richmond Park on Saturday, 15 October 2022. More than 5,000 people from across Sydney came along to sample food and beverages from Hawkesbury farmers, producers, wineries, and businesses.
- Our Annual Australia Day celebrations on the river brought our people together for a day of live entertainment, rides, food and drink stalls, RAAF Flyover and fireworks, as well as displays and features from local Emergency Services.
- Hawkesbury Fest will also return in August 2023 at Governor Phillip Park. The community event is hosted during local Government Week each year by Hawkesbury City Council to connect the Hawkesbury community and celebrate what Council does in our community.



- We also hosted several openings and celebrations including Ivy Avenue Park in McGraths Hill, Colo Bridge, Greens Road at Lower Portland and other infrastructure projects. The scope and number of people coming along to Council events has been steadily increasing over the past few years which is great to see.

We attended the Hawkesbury Show with our 'Pop Up at The Show'. More than 11,000 people came to see the displays at the Hawkesbury City Council tent, with Council winning First Prize for Best Public Service Exhibit and Champion Trade Exhibit. Our display included a plant giveaway from the community nursery, Savour the Flavour prizes, badge making and Hooked by Nature sessions. Our Event Passport also won the RH Dougherty Award for Special Events in 2023.



CREATING AMAZING PLACES AND SPACES

We are striving to support our incredible places and spaces across the Hawkesbury, promoting tourism and supporting the rich local character of our towns and centres. Key projects included:

- Development of Place plans which were placed on Public Exhibition from May – June 2023. The draft Place Plans have been created to develop and celebrate the unique local characteristics of each place as well as providing a vision document to assist in applying for future grants.
- A new Destination Management Plan for the Hawkesbury Region was developed and adopted which outlines the priority actions to aid the recovery and build resilience of the visitor economy sector across the region.
- A Town Centre Activation working group was formed between Council and the business community in Richmond Town Centre. This included developing a 'hello. Richmond' brand, Facebook and Instagram pages and the implementation of two successful activations which were held in December 2022 and April 2023.
- The Visitor Information Centre continued to promote and support local visitors to the region. The Visitor Information Centre social media followers continue to increase. The Discover the Hawkesbury Facebook increased by 500 followers. The Discover the Hawkesbury Instagram page increased by 600 followers. Both pages continue to maintain the followers and engagement.

OUTCOME 4: RELIABLE COUNCIL

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

POSITIVE CUSTOMER EXPERIENCES

We are prioritising excellent customer service to ensure we provide positive and efficient experiences for our customers. Highlights include:

- We developed a new Customer Feedback Policy, Customer Service Experience Policy and Customer Service Experience Charter to guide the way we interact with and respond to our customers every day.
- We handled 56,164 calls through the Customer Experience team call centre, answering questions, booking inspections and getting customers the information they require. We also significantly reduced the average wait time by implementing key business improvements.
- Established a dedicated Business Improvement Team to focus on process improvements, savings and efficiencies across Council.



Council hosted the first School Leadership and Awareness Program with 400 students from local primary schools coming along to learn about Local Government and what Council does for the Hawkesbury. Students learned about the three different levels of government – Federal, State and Local as well as the role of the Mayor and Councillors as representatives of Hawkesbury City Council.

We continued to host our Citizenship Ceremonies, welcoming our newest Australians to the Hawkesbury. The Governor-General of the Commonwealth of Australia, His Excellency General the Honourable David Hurley AC DSC (Retd), was the Presiding Officer for a special Australia Day ceremony which celebrated 32 new citizens.



BUILDING SUSTAINABILITY FOR FUTURE GENERATIONS

We continue to plan and invest in the future of Council and the Hawkesbury. This includes continuously improving our Governance, Information Technology, Finance, Corporate Planning, Risk and Learning and Development areas. Key highlights include:

- Setting up and training a record number of new staff in a range of financial matters to get them operational, including budgetary and procurement management.
- Managing and participating on a record number of tenders and quotations due to the increased capital works program arising from flood recovery.
- Implemented key improvements to our Integrated Planning & Reporting cycle to ensure the Budget, Operational Plan and Long-Term Financial Plan are effectively developed and engaged with each year.
- Onboarding 121 new employees and implementing key initiatives to improve culture including Get to Know Your Council sessions, staff culture survey, Our Heartbeat training and commencing a review of the Workforce Management Strategy.
- Implementation of fatigue management procedures and tools for identifying and managing staff fatigue.
- Completing upgrades to Council's Administration Building and Chambers to modernise the facilities for staff and customers.
- The Information Services Team successfully managed the migration of major systems to the cloud to improve performance and security. We also had 1,186,593 visits to our website.
- The Audit, Risk and Improvement Committee held its first meeting on 15 July 2022. The Internal Audit and Administration Support teams in Council have facilitated the Committee meeting five times during the 2022/2023 period to receive reports on governance processes, compliance, risk management and control frameworks, finance, internal audits, external accountability obligations and Council's overall performance.
- Our Records Team registered more than 65,000 emails and physical documents and implemented strategies to digitise key documents and improve the security and compliance of key information.
- In November 2022, Council participated in International Fraud Awareness Week for the first time; a week where organisations take steps to increase, throughout organisations the community, awareness of the risk of fraud and its impact. This involved distributing information to Council staff, displaying information in Council workplaces, electronic messaging to staff, and promoting the initiative to the community on Council's website on social media.

KEEPING THE HAWKESBURY RUNNING

Our depot operations team continue to respond to requests and keep the Hawkesbury safe, clean and tidy. In 2022/2023 we completed:

- **Potholes** – 31,233 potholes filled
- **Shoulder maintenance** – approx. 45km of shoulder grading completed
- **Unsealed road grading** – 536 total kilometres graded
- **Illegally dumped rubbish** – 45 tonnes disposed
- **Street sweepings** – 835 tonnes collected



STRONG RELATIONSHIPS AND SHARED RESPONSIBILITIES WITH STAKEHOLDERS

We worked with and advocated on behalf of the Hawkesbury community in relation to a range of needs including emergency services, Grose River crossing, Lower Portland ferry, sullage pump-outs, infrastructure corridors, North Richmond bridge, development contributions, flooding, heritage and homelessness. We continued working with the Western Sydney Regional Organisation of Councils (WSROC) on a range of initiatives including waste, urban heat, renewable energy and LED lighting.

We continue to work with the Western Sydney Health Alliance to resource the joint planning of programs which support healthy lifestyles.

ADVOCATING FOR THE HAWKESBURY THROUGH STRATEGIC PARTNERSHIPS

Throughout this year, we continued to strengthen our relationships with strategic partners to advocate for the best outcomes for our community. Some of these partners include:

- Commonwealth Government and its agencies.
- State Government and its agencies including State Emergency Service.
- Western Sydney Regional Organisation of Councils (WSROC) – a collective ‘voice to those issues which are crucial for Greater Western Sydney’s growing population. We are one of five local Councils that are members of WSROC, jointly representing the Councils and communities of Greater Western Sydney, as well as developing resource sharing and other cooperative projects. We continue to work together on a number of issues including waste, urban heat and environmental sustainability.
- Western Sydney City Deal – a collaborative approach across three tiers of government (federal, state and local) to create world-class jobs, better transport and infrastructure, and a great quality of life, through the vision of the Western Parkland City.
- University of Western Sydney, TAFE, Royal Australian Air Force, Hawkesbury Showground and the Hawkesbury Racing Club continue to provide services, employment and other opportunities for the people of the Hawkesbury.



INFRASTRUCTURE AND CAPITAL WORKS

MAJOR FLOOD RECOVERY PROJECTS

We completed two of the major flood recovery projects during 2022/2023. These significant works were funded under Australian and NSW Governments' Disaster Recovery Funding Arrangements. Procurement also commenced for the Thomas James Bridge reconstruction works.

Upper Colo Bridge

Council completed works on the Upper Colo Bridge, which provides vital linkages for Upper Colo and surrounding residents.

The Bridge was officially opened at a community thank you celebration on Sunday, 2 July 2023. The new concrete bridge provides a flood and bushfire resilient crossing of the Colo River on Colo Heights Road. It replaces the original 1936 timber bridge that was washed away in the March 2021 flood.

At just over \$3 million, the Bridge provides a single lane for vehicles plus space for pedestrians and cyclists to safely cross. The heritage of the original bridge has been honoured with the inclusion of wooden kerbs on the new bridge.

Bench seating and interpretive signage reflecting on indigenous history in the Colo region, European colonisation and the history of the timber bridge – all fashioned from the original bridge timbers – were also installed near the bridge

Greens Road, Lower Portland

We officially reopened Greens Road at Lower Portland at a community thank you celebration on Sunday, 23 July 2023. Damage was caused to 715 metres of the road by the floods of 2021 and 2022, significantly impacting its structural integrity and placing it at real risk of collapse in two locations.

The \$15 million repair program was carried out over 12 months and included stabilising and restoring the embankment under the road (up to eight metres deep in some places), reinforcing the adjoining rock face, implementing drainage and replacing the road surface.

The works have delivered Lower Portland residents an improved road that will be far more resilient to future flooding.



INFRASTRUCTURE RECOVERY

In response to the flood events of 2022, a dedicated Infrastructure Recovery Team was established within Council, with the sole objective of identifying, investigating, scoping and delivering reconstruction works on Council's damaged infrastructure. As at 30 June 2023, the following recovery projects had been practically completed:

- Upper Colo Road – Minor Landslips
- Pitt Town Dural Road – Sealed Roads
- Settlers Road 1098 – Major Landslip
- Upper Colo Road – Minor Landslips
- Old Stock Route Road – Sealed Roads
- Inalls Lane – Sealed Roads
- King Road – Sealed Roads
- Sackville Road – Sealed Roads
- West Portland Road – Sealed Roads
- Grono Farm Road – Sealed Roads
- Pitt Town Bottoms Road – Sealed Roads
- Percival Street – Sealed Roads
- Cupitts Lane – Sealed Roads
- Brabyn Street – Sealed Roads
- Upper Colo Road – Major Landslips
- Bensons Lane – Sealed Roads



During 2022/2023, significant effort was made keeping Settlers Road trafficable for residents. In addition, there has been significant preparation for the permanent reconstruction of the Thomas James Bridge and Settlers Road Landslip, with the project in procurement at 30 June 2023. It is anticipated that this project will commence early works in the first quarter of 2023/2024.

For the remaining works Council continues to prioritise these recovery projects and expects to have the majority of works underway in the 2023/2024 financial year.

REGIONAL AND LOCAL ROADS REPAIR PROGRAM

The Regional and Local Roads Repair Program (Program) was developed by the NSW Government to provide an immediate injection of maintenance funding for local and regional roads across NSW.

This funding is to support councils to undertake urgent repairs to their road network, which have been significantly impacted by severe flooding, storm damage and persistent wet weather events during 2022.

Council applied to Transport for NSW for funding to address urgent road repairs, priority corrective maintenance works and repair of potholes on regional and local roads within their applicable road network. The application was successful, and Council was granted \$11,495,420 to undertake the program of works, between February 2023 and February 2024.

As of 30 June 2023, 40,900m² of road maintenance has been delivered with the remaining program of works to be completed by 29 February 2024. While the maintenance has been across the network, notable repairs were delivered on:

- Sackville Road
- Spinks Road
- Blaxlands Ridge Road
- St Albans Road
- Southee Road

CAPITAL WORKS PROGRAM

A wet first six months, including the largest flood in 44 years, and ongoing challenges in the civil infrastructure industry including inflation, material scarcity and low contractor availability, hampered Council's efforts to deliver the full Capital Works Program.

However, the newly established Infrastructure Project Delivery team have maintained a focus on capital renewal projects across multiple sectors such as roads (rehabilitation and stabilisation), buildings, recreation facilities, amenities improvements, traffic safety facilities, footpaths, guardrails, stormwater, and waste projects.

The following are key projects completed during the year:

Concrete Footpaths

- Buckingham Street Pitt Town
- Liverpool Street Pathway Pitt Town
- Bathurst Street, Pitt Town Road Footpath Improvements
- Lennox Street, Richmond (South side)
- Moray Street, Richmond – Footpath Renewal
- Windsor Street, Richmond – Footpath Renewal
- George Street, South Windsor – Footpath Renewal
- Collith Avenue, South Windsor – Footpath Renewal
- Faithfull Street, Richmond – Footpath Renewal
- Moray Street, Richmond – Footpath Renewal
- East Market Street, Richmond – Footpath Renewal
- Grenville Street, Pitt Town – Footpath Renewal

Drainage

- Cnr Bowman and Dight Streets, Richmond
- Bunya Crescent, Bowan Mountain
- Rifle Range Road, Bligh Park

Recreation Spaces and Playgrounds

- Memorial Park, Pitt Town
- Ivy Avenue Reserve
- Colo Heights Park – Shade Sail Installation
- Shelters–Bilpin Park
- Freemans Reach Reserve Tennis Court Upgrade
- Shade sail – Bona Vista Park
- St Albans Park – Shade Sails Installation
- Cattai Creek Launch
- Colo Heights Community Project
- St Albans Community Project
- Bilpin Community Project
- Freemans Reach Bush Fire Shed Construction

Guard Rails

- St Albans Road, St Albans – Guardrail Replacement
- Bicentenary Road, Webbs Creek–Guardrail Replacement
- Old Stock Route Road, Oakville – Guardrail Replacement
- Blaxlands Ridge Road, Blaxlands Ridge – Guardrail Replacement
- Bull Ridge Road, East Kurrajong – Guardrail Replacement
- Diamond Hill Drive, Kurrajong Hills – Guardrail Replacement
- Mill Road, Kurrajong – Guardrail Replacement
- Slopes Road, North Richmond – Guardrail Replacement

Roadworks

- Old Pitt Town Road, Oakville
- Old Stock Route Road, Oakville
- Bathurst Street, Pitt Town

Traffic Facilities

- Tebbutt and George Street, Windsor – Traffic islands
- Bandon and Wallace Road, Vineyard – Traffic islands
- George and Brabyn Street, Windsor – Roundabout
- Oakville Road, Oakville – Install intersection island

WESTINVEST

In 2022, the NSW Government created the Westinvest funding program, which provided 15 Western Sydney Councils a total of \$2 billion – consisting of \$400 million of guaranteed funding and \$1.6 billion of competitive funding to deliver transformational infrastructure.

Hawkesbury City Council has received \$98 million in funding, contributing to a total of \$113 million to deliver significant recreation, culture and amenity projects for the Hawkesbury community.

Council will be resourcing the project management capability to deliver the projects in 2023/2024, with significant planning and design for each project. Some projects will commence as designs are completed and funding becomes available. The community will be informed and updated as the projects take shape.

The WestInvest projects are:

- Rickaby's Creek Bridge Cycleway
- Tamplin Field, Hobartville Redevelopment
- Oasis Aquatic and Fitness Centre Improvements
- Kurrajong to Kurmond Cycleway
- Woodberry Reserve, Glossodia Upgrade
- Richmond Swimming Centre Upgrade
- Fernadell Park, Pitt Town Community Facility Redevelopment
- North Richmond Community Precinct
- Discovering Hawkesbury Wayfinding and Signage

ASSET MANAGEMENT

Council continues to focus on raising the capability of its asset management, critical for the efficient, long-term management of \$1.64 billion dollars of public infrastructure and to respond to and reflect the significant impacts of the various natural disasters experienced across our LGA since 2019.

In pursuing this goal, Council has:

- Developed an overarching Asset Strategy Roadmap – outlining when key strategic documents, policies and strategies will be developed and adopted over the next 18 months.
- Conducted condition assessments of its road assets, including road pavement, footpaths, curbs and gutters, bridges, traffic management devices, and street furniture.
- Conducted inspections of open space assets for the remaining parks and reserves.
- Delivered the Asset Management Internal Audit actions.
- Established a mobility solution for asset inspections.
- Concluded the capitalisation of the 2022/2023 Capital Works Program and reduced the total works in progress from \$102 million to \$48 million.
- Completed the comprehensive valuation of land and buildings.



STATUTORY REPORTS – LOCAL GOVERNMENT ACT 1993

The following section provides responses to the requirements of Sections 428, 428A and 508 of the Local Government Act, 1993 and Clause 217 of the Local Government (General) Regulation, 2021. It also includes all elements required under the Office of Local Government Annual Report Checklist 2023.



FINANCIAL STATEMENTS – ACT S 428(4)(A)

Council’s Audited Financial Reports for the 2022/2023 year are provided in a separate accompanying document.

RATES AND CHARGES WRITTEN OFF – REG CL 132

Council wrote off \$6,449.65 in rates and annual charges under Voluntary Conservation Agreements during the year.

FINANCIAL ASSISTANCE – REG CL 217(1)(A5) & ACT S 356

The total amount contributed during the financial year was made up of the following amounts:

- \$32,723 to 43 recipients in accordance with the provisions of Council’s Community Sponsorship Program
- \$22,399 to the Women’s Cottage to cover annual rent on a Council Investment Property
- \$54,230 to 16 recipients in accordance with the provisions of Council’s Event Sponsorship Program.

ANNUAL CHARGE FOR STORMWATER MANAGEMENT SERVICES – REG CL 217(1)(E)

In 2022/2023 Council levied an annual charge for stormwater management services. The charges levied are shown in the table below:

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

GENERAL MANAGER AND SENIOR STAFF REMUNERATION – REG CL 217(1)(C)

There were four senior staff positions employed under contract by Council between 1 July 2022 and 30 June 2023. These positions were General Manager, Director Infrastructure Services, Director City Planning and Director Corporate Services. All senior staff follow the standard contract formats issued by the Office of Local Government (OLG) and are subject to performance agreements.

Between 1 July 2022 and 30 June 2023, the General Manager’s Total Remuneration Package (TRP) was \$355,113 and the TRP’s of the three Directors referred to above, totaled \$769,915.

The above TRPs include the following:

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

REPORT ON SPECIAL RATES VARIATION (BUILDING YOUR FUTURE PROGRAM) – SPECIAL RATE VARIATION GUIDELINES 7.1

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

As at the end of 2022/2023, the Special Rates Variation has generated an additional \$7.7 million since the Special Rates Variation began in 2019/2020. Also contributing to an enhanced infrastructure renewal program is the Infrastructure Borrowings Program, which projected a further additional \$7 million of works to be delivered in 2022/2023.

Under the Building Your Future program, these funding programs enabled the following projects and programs to be delivered. It is to be noted that delivery of projects was impacted by the ongoing recovery from the March/April 2022 and July 2022 flood events. Works identified to be funded under this program have been carried forward to future years, subject to prioritisation on flood recovery works.

The following table lists projects completed under the program.



Item	Comment
Road Renewals and Upgrades	<p>Council was able to work on the delivery of \$2.4M of Road Renewals and Upgrades, including:</p> <ul style="list-style-type: none"> • Bathurst Street, Pitt Town • Old East Kurrajong Road, East Kurrajong • Grandview Lane, Bowen Mountain • Blaxland Ridge Road, Kurrajong • Greens Road, Lower Portland • Reedy Road, Maraylya • Riverview Street, North Richmond • Packer Road, Blaxland Ridge • Bicentenary Road, Webbs Creek • Scheyville Road, Maraylya • Tizzana Road, Ebenezer • Upper Colo Road, Upper Colo • Wheelbarrow Ridge Road • Portland Head Road, Ebenezer • Roberts Creek Road, Kurrajong • Evans Road, Wilberforce • Maddens Road, North Richmond • Old Pitt Town Road, Oakville • Roundabout at Sunnyside Crescent x Grose Vale Road, North Richmond • St Albans Road, St Albans
Building Renewals	<p>A further \$1.2M of Building Renewals works, including:</p> <ul style="list-style-type: none"> • Tamplin Field Amenities • Oasis Aquatic and Fitness Centre • Richmond Family Centre • Windsor Function Centre • Administration Building • Peppercorn Place • Accessibility Improvements • Windsor CWA • Mileham Street Netball Clubhouse • Wilberforce Depot • Maraylya Community Hall • Colo Heights Bush Fire Shed • Dight Street Offices
Public Domain Renewals and Upgrades	<p>An additional \$1.6M of public domain upgrades and renewals, including:</p> <ul style="list-style-type: none"> • Richmond Pool • Woodbury Reserve • Deerubbin Park • Colbee Park • St Albans Village • Colonial Reserve • South Windsor Park • Bligh Park Reserve • Bona Vista Park • Signage Program • Memorial Park, Pitt Town
Pathways	<p>Pathways totaling \$0.4M, including:</p> <ul style="list-style-type: none"> • Lennox Street, Richmond • East Market Street, Richmond • Moray Street, Richmond • Windsor Street, Richmond • George Street, South Windsor • Collith Avenue, South Windsor • Grenville Street, Pitt Town • Faithfull Street, Richmond • Arkell Drive, Bligh Park
Increased Operational Programs	<p>Additional operational programs totaling \$1.9M were delivered, including:</p> <ul style="list-style-type: none"> • Roads maintenance • Parks maintenance • Business Improvement • Volunteering and Community Development • Environment and Sustainable Living • Community Events and Marketing

CONTRACTS AWARDED BY COUNCIL OVER \$150,000 – REG CL 217(1)(A2)

INFRASTRUCTURE OPERATIONS

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Bernipave Pty Ltd	Supply and Placement of Asphalt	5,467,369.19
L J Follington Construction P/L	Minor Civil Works and Plant Hire	979,741.68
State Asphalt Services	Road Resealing	355,073.23
Tono Ferry Services	Operation of Lower Portland Ferry	504,321.29
Metromix Pty Ltd	Road Base Materials	562,750.62
Northshore Landscapes	Supply of Bulk Materials and Plant Hire	391,300.78
Complete Linemarking Services	Linemarking	183,219.07
P & M Galea	Hire of Plant + effluent collection	5,974,202.12
Northern Fencing Specialists	Fencing	270,127.88
Azbuild Pty Ltd	Hire of Plant & Civil Works	2,075,132.38
Kerway Asphaltting	Road sealing	773,632.20
M & K Evans Haulage	Hire of Plant	223,707.83
RDO Equipment	Plant & parts	444,328.34
Lewis Waterboys	Hire of Plant	232,016.85
Fulton Hogan Industries	Road mix	373,414.55
Kennards Hire	Hire of Plant	316,055.26
Porter Plant Hire	Hire of Plant	326,146.92
Volvo	Plant & Parts	338839.73
Slaney Excavations	Civil Works	1,580,528.67
Construction Equipment Australia	Plant & Parts	226,600.00
Tyres4U	Tyres	169,551.70
A & C Plant Hire	Hire of Plant	402,803.44
Allcott Hire Pty Ltd	Hire of Plant	161,832.28
Boral	Supply of Bulk Materials	428,196.13
Conplant	Hire of Plant	206,450.37
Integrated Environmental	Asbestos Removal	199,161.56
Windsor Auto Group	Vehicle Parts	368,250.32
Bucher Municipal	Vehicle Parts	279,472.80
GWS Machinery	Plant Parts	187,259.68
TOTAL		24,001,486.87

PROFESSIONAL SERVICES

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Civic Risk Mutual	Insurance Contributions	2,165,459.78
Marsdens Law Group	Legal Services	210,924.55
Pikes & Verekers Lawyers	Legal Services	853,899.70
Complete Staff Solutions	Employment Agency	236,133.24
Randstad	Employment Agency	771,719.74
TOTAL		3,255,492.72

WASTE WATER MANAGEMENT

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Staples Bros (Nowra) P/L t/a Premier Pumpouts	Septic Tank & Collection Well Effluent Removal Service	2,423,957.78
Safe Group Automation	SCADA Systems	346,401.14
Bettergrow	Collection of Biosolids	493,291.40
Express Waste	Effluent collection	1,309,387.20
Ixom Operations	Water Treatment	231,412.10
Redox Pty Ltd	Chemicals for Treatment Plant	191,091.35
TCE Contracting	Rising Main C	15,072,374.51
Pipeline Watertech	Pipes	263,095.27
Quickway Constructions	Rising Main D	615,606.00
Redirect Recycling	Recycling	240,840.60
Turnbull Engineering	Design Services	153,940.74
TOTAL		20,032,010.89

PARKS AND RECREATION

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Tree Serve P/L	Arborist Services	1,330,409.08
Extreme Tree Services	Arborist Services	460,140.00
Brady Tree Services	Arborist Services	348,940.10
YMCA	Management & Operation of Hawkesbury Leisure Centre	784,243.40
Ecotune Bush Regeneration	Bush Regeneration	378,597.09
Moduplay	Park Equipment	563,272.75
TOTAL		3,865,602.42

WASTE SERVICES

Name of Contractor	Nature of Goods or Services	Total Value (\$)
J J Richards & Sons Pty Ltd	Garden and Recycling Collection and Processing	4,364,227.17
Cleanaway Pty Ltd	Kerbside Collection	753,399.17
Bingo Waste Services	Supply of Skip Bins	807,835.71
Western Sydney University	Rent	297,718.30
Dump It (Major Works) Pty Ltd	Supply of Skip Bins and Associated services	1,270,841.29
Select Civil	Waste Facility Plant hire	472,039.77
Robson Civil	Cell 6 Construction	3,359,308.52
TOTAL		11,325,369.93

PROJECT DELIVERY

Name of Contractor	Nature of Goods or Services	Total Value (\$)
MJ & MD Skinner Earthmoving P/L	Road Sealing and Rehabilitation	173,657.83
Planet Civil Pty Ltd	Civil Works and Roads	928,177.03
Convil Group P/L	Civil Works	1,680,667.43
Metal Fencing Specialists	Guardrails	196,519.40
Devcon Civil	Civil Works & Roadworks	1,706,907.78
Houghton & Meredith	Civil Works and Plant hire	1,439,510.67
TOTAL		6,125,440.14

FACILITY OPERATIONS

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Origin Energy	Electricity & NUOS Charges	325,740.03
Endeavour Energy	Street Lighting	445,714.07
Simply Energy	Retail Electricity	1,338,066.03
CMP Electrical	Electrical Repairs and Services	935,819.95
Westbury Constructions	Building Works	1,738,957.86
Workspace Commercial Furniture	Building Refurb	228,899.00
Storm International	Cleaning Services	216,460.78
Ecovolt Electrical	Electrical & HVAC	206,324.06
Hix Group	Electrical& Plumbng	178,386.87
CBD Mechanical/Electrical	Electrical	212,751.29
RVE Plumbing	Plumbing Services	221,305.70
TOTAL		6,048,425.65

GENERAL

Name of Contractor	Nature of Goods or Services	Total Value (\$)
BP Australia	Fuel	968,623.23
Vestone Capital Limited	Computer Equipment Leases	584,637.68
Technology One Ltd	Computer Software	1,048,543.37
Computer Systems Australia	IT Professional Services	381,349.19
Ampol Australia	Fuel Purchases	373,259.66
Sydney Water	Water	274,155.10
Telstra	Telecommunications –NBN Internet	1,324,171.90
Place Design Group	Design Livability project	193,662.82
Trees Impact	Supply of Trees (livability)	202,444.00
Statewide Civil	Civil Works (South Windsor)	2,510,566.88
KK Civil Engineering	Civil Works (Richmond)	1,971,711.62
TOTAL		9,833,125.45

INFRASTRUCTURE RECOVERY

Name of Contractor	Nature of Goods or Services	Total Value (\$)
Roadwork Solutions	Traffic Control	3,315,477.50
Complete Urban Pty Ltd	Design Services	1,565,473.38
DSA Contracting	Civil Works	644,251.28
Public Works Advisory	Project Management	20,161,532.71
Civilwise Pty Ltd	Civil Works	693,737.18
Delaney Civil	Civil Works	1,116,729.11
Durkin Contractors	Design Services	183,692.53
Enstruct Group	Design Services	835,941.15
Jay & LeI Civil Contractors	Civil Works + Roadworks	1,527,958.50
Stantec Australia	Design Services	151,661.40
TOTAL		30,196,454.75

DEVELOPMENT CONTRIBUTIONS AND LEVIES – EPA REG CL 218A(1)(2)(3)

The value of cash contributions received during 2022/2023 are provided in the table below.

Contributions Plan	Public Amenity	Amount
Section 64 Sewer	Sewer	\$957,001
Section 64 Pitt Town Stormwater	Stormwater Drainage	\$440,869
Section 7.12	Various	\$1,188,123
Section 7.11 – General	Extractive Industries – Roads	\$10,141
	Community Facilities	\$4,882
	Park Improvement	\$3,451
Section 7.11 – Pitt Town	Community Facilities	\$155,836
	Park Improvement	\$167,410
	Planning Studies	\$1,790
	Recreation Facilities	\$73,377
Section 7.11 – Vineyard	Roadworks	\$526,089
	Stormwater Drainage	\$3,591,604
	Plan Administration	\$91,932
	Roads & Transport	\$3,190,476
	Social Infrastructure	\$7,692,649

Details of projects for which contributions or levies have been used:

Contributions Plan	Project	Public Amenity	Amount	% of Project	Internal Loan Amount	Project Complete Yes/No
Section 64 Sewer	005701 – Nutrient Offset Scheme	Sewer	\$189,478	100%	\$0	N
Section 7.12	000031 – Developer Contributions Planner	Plan Administration	\$68,747	100%	\$0	N
	004042 – North Richmond Community Centre	Recreation	\$69,649	100%	\$0	N
	004625 – Deerubbin Park	Recreation	\$315,634	25%	\$0	N
	004753 – Wilberforce Community Precinct	Public Domain	\$33,200	100%	\$0	N
	005338 – Richmond Town Centre	Public Domain	\$250,000	100%	\$0	Y
Section 7.11 – General	004198 – Richmond Community Precinct Carpark	Carparking	\$10,331	100%	\$0	N
	004591 – East Kurrajong Road Rehabilitation	Extractive Industries – Roads	\$18,232	100%	\$0	N
Section 7.11 – Pitt Town	004468 – 130 Hall Street	Stormwater Drainage	\$1,026,592	100%	\$0	N
	004419 – Bathurst Street Road Improvements	Roads	\$599,755	37%	\$0	N
Section 7.11 – Vineyard	006274 – 40 Boundary Road	Drainage & Recreation	\$8,938,923	64%	\$6,774,647	Y
	005162 – Vineyard Infrastructure Loan	Roads & Drainage	\$2,063,901	100%	\$0	N
	005723 – Management of Vineyard Contributions Plan	Plan Admin	\$107,572	100%	\$0	N
	005990 – Commercial, Bocks & Chapman Roads	Roads & Transport	\$1,300	50%	\$0	N

SUMMARY OF LEGAL PROCEEDINGS AND COSTS – CLAUSE 217(1)(A3)

Total cost of proceedings \$925,670.

LAND AND ENVIRONMENT COURT

Matter	Cost	Status
<p>Case Numbers 2022/38370 2022/38384</p> <p>Case Title Hawkesbury City Council ats Sultana</p> <p>Property 47 Wolseley Road, McGraths Hill</p>	\$10,092.50	<p>Application 2022/38370 Class 1 Appeal against the deemed refusal of Development Application DA0052/22 for Farm Building and Associated Driveway.</p> <p>2022/38384 Class 1 Appeal against the deemed refusal of the building information certificate application no. BIC 3264.</p> <p>Status Proceedings discontinued, with each party to pay their own costs.</p>
<p>Case Number 2021/45798</p> <p>Case Title Hawkesbury City Council ats Hawkesbury Riverside Retreat Limited</p> <p>Property 78 Greens Road, Lower Portland</p>	\$2,560.00	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0769/15.</p> <p>Status Appeal upheld and Development Consent granted to the amended Development Application DA0769/15. Matter closed.</p>
<p>Case Number 2020/323302</p> <p>Case Title Hawkesbury City Council ats Wafaa Kara-Ali</p> <p>Property 1855 Putty Road, Colo</p>	\$19,933.08	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0069/20.</p> <p>Status Judgment delivered on 23 July 2021. Appeal upheld and Development Consent granted to Development Application DA0069/2.</p>
<p>Case Number 2022/91088</p> <p>Case Title Hawkesbury City Council ats Misius</p> <p>Property 128 Mountain Avenue, Yarramundi</p>	\$30,328.91	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0364/20.</p> <p>Status Appeal upheld and Development Consent granted to Development Application DA0364/20.</p>
<p>Case Number 2022/17052</p> <p>Case Title Universal Property Group Pty Ltd v Hawkesbury City Council</p> <p>Property 2 Harkness Road, Oakville</p>	\$627.00	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0261/21.</p> <p>Status Proceedings discontinued.</p>
<p>Case Number 2022/17005</p> <p>Case Title Hawkesbury City Council ats Universal Property Group Pty Ltd</p> <p>Property 283 Commercial Road, Vineyard 21-65 Harkness Road, Oakville</p>	\$3,575.00	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0322/21.</p> <p>Status Appeal upheld and development consent granted to Development Application DA0322/21. The Applicant ordered to pay Council's costs in the sum of \$4,500.00. Matter closed.</p>
<p>Case Number 2022/41056</p> <p>Case Title Hawkesbury City Council ats Rathee</p> <p>Property 305 Commercial Road, Oakville</p>	\$246.00	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0367/21.</p> <p>Status Appeal upheld and development consent granted to the amended Development Application DA0367/21. Matter closed.</p>
<p>Case Number 2021/334617</p> <p>Case Title Hawkesbury City Council ats Bennett</p> <p>Property 21 Vincents Road, Kurrajong</p>	\$20,621.00	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0055/21.</p> <p>Status Appeal upheld and development consent granted to Development Application DA0055/21. Matter closed.</p>

Matter	Cost	Status
<p>Case Number 2022/106762</p> <p>Case Title Hawkesbury City Council ats Mepstead & Associates Pty Ltd</p> <p>Property 567 Windsor Road, Vineyard</p>	\$18,998.79	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0048/22.</p> <p>Status Proceedings discontinued. The Applicant ordered to pay Council's costs in the sum of \$8,000.00. Matter closed.</p>
<p>Case Number 2020/169117</p> <p>Case Title Hawkesbury City Council ats Mepstead & Associates Pty Ltd</p> <p>Property 621-623 Windsor Road, Vineyard</p>	\$20,972.68	<p>Application Class 1 Appeal against the deemed refusal of development application DA0123/22.</p> <p>Status Appeal upheld and development consent granted to Development Application DA0123/22.</p>
<p>Case Number 2022/211239</p> <p>Case Title Hawkesbury City Council ats Universal Property Group</p> <p>Property 202 Commercial Road, Vineyard</p>	\$28,884.59	<p>Application Class 1 Appeal against the deemed refusal of development application DA0133/22.</p> <p>Status Matter listed for hearing on 9 August 2023. Judgment reserved.</p>
<p>Case Number 2022/00231076</p> <p>Case Title Hawkesbury City Council ats Smith & Anor</p> <p>Property 66 Canoona Avenue, Windsor Downs</p>	\$10,748.50	<p>Application Class 1 Appeal against the refusal of development application DA007/22.</p> <p>Status Appeal upheld and development consent granted to Development Application DA0007/22. Matter closed.</p>
<p>Case Number 2022/167212</p> <p>Case Title Hawkesbury City Council ats Kara-Ali</p> <p>Property 1855 Putty Road, Colo</p>	\$14,869.41	<p>Application Class 1 Appeal against deemed refusal of Development Application DA0005/22.</p> <p>Status Appeal upheld and development consent granted to Development Application DA0005/22. Matter closed.</p>
<p>Case Number 2022/286978</p> <p>Case Title Hawkesbury City Council ats UPG 186 Pty Ltd</p> <p>Property 40-58 Boundary Road, Oakville</p>	\$21,020.50	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0213/22.</p> <p>Status Proceedings fixed for hearing on 3 November 2023.</p>
<p>Case Number 2022/309210</p> <p>Case Title Hawkesbury City Council ats Brinsley Properties Pty Ltd</p> <p>Property 125 King Road, Wilberforce</p>	\$28,779.74	<p>Application Class 1 Appeal against the refusal of Development Application DA0323/21.</p> <p>Status Appeal upheld and development consent granted to Development Application DA 0323/21. Applicant to pay Council's costs as agreed in the amount of \$6,000.00. Matter closed.</p>
<p>Case Number 2022/382438</p> <p>Case Title Hawkesbury City Council ats BLR 1823 Pty Ltd</p> <p>Property 10-16 Old Bells Line of Road, Kurrajong</p>	\$9,475.73	<p>Application Class 1 Appeal against the deemed refusal of Development Application DA0351/22.</p> <p>Status Appeal upheld and development consent granted to Development Application DA0351/22. Applicant to pay Council's costs as agreed in the amount of \$9,000.00. Matter closed.</p>
<p>Case Number 2023/31156</p> <p>Case Title Hawkesbury City Council ats Back Up The Truck</p> <p>Property 90 March Street, Richmond</p>	\$2,784.00	<p>Application Class 1 Appeal against the refusal of Building Information Certificate Application BC/0018/22.</p> <p>Status Proceedings fixed for a Conciliation Conference on 4 July 2023. In principle agreement reached, pending judgment.</p>

Matter	Cost	Status
<p>Case Number 2023/54996</p> <p>Case Title Hawkesbury City Council ats Jones</p> <p>Property 127 Edwards Road, Richmond Lowlands</p>	\$2,574.00	<p>Application Class 1 Appeal against the refusal of Development Application DA0333/21.</p> <p>Status Section 34 Agreement filed on 3 August 2023. Judgment reserved.</p>
<p>Case Number 2022/264264</p> <p>Case Title Hawkesbury City Council ats Newman</p> <p>Property 331 Windsor Street, Richmond</p>	\$25,972.83	<p>Application Class 1 Appeal against refusal of Development Application BA17/1968.</p> <p>Status Proceedings discontinued. Matter closed.</p>
<p>Case Number 2023/00036617</p> <p>Case Title Hawkesbury City Council ats Newman</p> <p>Property 331 Windsor Street,</p>	\$25,334.32	<p>Application Class 1 Appeal against the refusal of modification Development Application S96001/19.</p> <p>Status Proceedings listed for hearing on 11 and 12 September 2023.</p>
<p>Case Number 2022/306749</p> <p>Case Title Hawkesbury City Council ats Thornton</p> <p>Property 130 Hall Street, Pitt Town</p>	\$29,809.02	<p>Application Class 3 Appeal objecting to the determination of compensation payable for land acquisition.</p> <p>Status Appeal upheld. Matter closed.</p>
<p>Case Number 2020/349413</p> <p>Case Title Hawkesbury City Council v Laird & Ors</p> <p>Property 14c Yengo Drive, Putty</p>	\$50,347.84	<p>Application Class 4 Summons. Alleged unlawful use of land. Consent orders made on 21 March 2022. Contempt proceedings commenced on 22 July 2022. Alleged non-compliance with Consent Orders.</p> <p>Status Matter to be listed for sentencing in the fourth quarter of 2023.</p>
<p>Case Number 2022/210032</p> <p>Case Title Hawkesbury City Council v Windbid Pty Ltd</p> <p>Property Windsor Riverside Van Park, 482 Wilberforce Road, Wilberforce</p>	\$25,798.89	<p>Application Class 4 Summons. Alleged unlawful installation of moveable dwellings and associated structures.</p> <p>Status Proceedings fixed for hearing on 28 February 2024.</p>
<p>Case Number 2021/186191</p> <p>Case Title Hawkesbury City Council v Huang Brother Pty Ltd</p> <p>Property 121A Batchelors Wharf Road, Freemans Reach</p>	\$12,021.71	<p>Application Class 4 Summons. Alleged unlawful use of land.</p> <p>Status Consent Orders made on 29 November 2022. Matter closed.</p>
<p>Case Number 2021/185570</p> <p>Case Title Hawkesbury City Council v Huang Brother Pty Ltd</p> <p>Property 69 Blacktown Road, Freemans Reach</p>	\$2,362.50	<p>Application Class 4 Summons. Alleged unlawful use of land.</p> <p>Status Consent Orders made on 29 November 2022. Matter closed.</p>
<p>Case Number 2021/185570</p> <p>Case Title Hawkesbury City Council v Huang Brother Pty Ltd</p> <p>Property 69 Blacktown Road, Freemans Reach</p>	\$2,362.50	<p>Application Class 4 Summons. Alleged unlawful use of land.</p> <p>Status Consent Orders made on 29 November 2022. Matter closed.</p>

Matter	Cost	Status
<p>Case Number 2022/52939</p> <p>Case Title Hawkesbury City Council v Walton & Ors</p> <p>Property 128 Mountain Avenue, Yarramundi</p>	\$24,464.13	<p>Application Class 4 Summons. Alleged unlawful building works and alleged unlawful waste facility.</p> <p>Status Proceedings discontinued on 2 February 2023 with the Respondent to pay Council's costs as agreed in the sum of \$15,000.00.</p>
<p>Case Number 2022/206915</p> <p>Case Title Hawkesbury City Council v Parker & Anor</p> <p>Property 2 Scheyville Road, Oakville</p>	\$35,927.79	<p>Application Class 4 Summons. Alleged unlawful use of land.</p> <p>Status Consent Orders made on 29 June 2023, with the Respondent to pay Council's costs as agreed in the sum of \$20,000.00.</p>
<p>Case Number 2022/18749</p> <p>Case Title Hawkesbury City Council v Bugeja</p> <p>Property 198 Yarramundi Lane, Agnes Banks</p>	\$25,260.42	<p>Application Class 4 Summons. Alleged non-compliance with Development Control Order.</p> <p>Status Consent Orders made on 5 April 2023, with the Respondent to pay Council's costs as agreed in the sum of \$24,000.00.</p>
<p>Case Number 2022/187708</p> <p>Case Title Hawkesbury City Council v Saliba & Anor</p> <p>Property 273 Grose Wold Road, Grose Wold</p>	\$17,354.66	<p>Application Class 4 Summons. Alleged unlawful development.</p> <p>Status Consent Orders made on 4 November 2022, with the Respondent to pay Council's cost as agreed in the sum of \$10,000.00.</p>
<p>Case Number 2022/229661</p> <p>Case Title Hawkesbury City Council v Taclam Pty Ltd</p> <p>Property 76 Wilberforce Road, Wilberforce</p>	\$40,880.41	<p>Application Class 4 Summons. Alleged non-compliance with Development Control Order.</p> <p>Status Matter listed for mediation on 14 August 2023. Consent Orders currently being negotiated between the parties.</p>
<p>Case Number 2021/131214</p> <p>Case Title Hawkesbury City Council v Saed</p> <p>Property 57 Prentis Lane, Ebenezer</p>	\$495.00	<p>Application Class 5 Summons. Alleged unlawful vegetation clearing and tree removal.</p> <p>Status Defendant convicted and ordered to pay a fine of \$18,750.00 and pay Council's costs in the amount of \$10,000.00. Matter closed.</p>

SUPREME COURT OF NEW SOUTH WALES

Matter	Cost	Status
<p>Case Number 2020/167934</p> <p>Case Title Hawkesbury City Council ats Marshall</p> <p>Property 22 Price Lane, Agnes Banks</p>	\$188,693	<p>Application Statement of Claim. Alleged nuisance.</p> <p>Status Proceedings listed for a Directions hearing on 13 October 2023.</p>
<p>Case Number 2022/269701</p> <p>Case Title Hawkesbury City Council & Anor v Kara-Ali & Anor</p> <p>Property 1855 Putty Rd, Colo</p>	\$5,696.67	<p>Application Statement of Claim. Voidable transfer of land.</p> <p>Status Proceedings listed for mediation on 15 September 2023.</p>
<p>Case Number 2023/208261</p> <p>Case Title Hawkesbury City Council v The Civil Experts Pty Ltd & Anor</p>	\$8,793.00	<p>Application Technology and Construction List Summons. Appeal against Adjudication Determination.</p> <p>Status Appeal dismissed. Matter closed.</p>

PAID WORK STATISTICS – REG CL 217 (1)(D)

Statement of the total number of persons who performed paid work for Hawkesbury City Council on Wednesday 23 November 2022.

- The number of persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract - 367
- The number of persons employed by the council who are “senior staff” for the purposes of the Local Government Act 1993 - 4 (General Manager + 3 Directors)
- The number of persons engaged by the council, under a contract or other arrangement with the person’s employer, that is wholly or principally for the labour of the person - 3
- The number of persons supplied to the council, under a contract or other arrangement with the person’s employer, as an apprentice or trainee - 1

ANTI SLAVERY ACTION STATEMENT- ACT S 428(4)(C)(D)

Council was not involved in any issues raised by the Anti-slavery Commissioner during 2022/2023.

Council’s Procurement Policy contains measures to ensure effective and compliant processes are adhered to and aims to:

- Apply Best Practice procurement processes that comply with all legislative requirements
- Be open, honest, transparent, ethical and accountable in all dealings
- Ensure that appropriate protections are afforded to commercially sensitive and confidential material that is provided to Council by suppliers
- Ensure the promotion of fairness and competition
- Obtain value for money.

These measures ensure Council is not participating in any activities which are the product of modern slavery.



COUNCILLOR PROFESSIONAL DEVELOPMENT – REG CL 186

A comprehensive induction training program was delivered to Councillors following the election of Councillors in December 2021. The induction training program consisted of:

- The provision to Councillors of an induction Councillor Handbook, containing information necessary to assist Councillors in carrying out their civic duties
- Training sessions conducted by the General Manager and Council staff

OVERSEAS VISITS – REG CL 217(1)(A)

No overseas visits were undertaken during the 2022/2023 period by Councillors, Council staff or other persons representing Council.

COUNCILLOR EXPENSES– REG CL 217(1)(A1)

The total amount expended during 2022/2023 on the provision of Councillor facilities and the payment of Councillor expenses, including the Mayoral and Councillor fees is shown below:

Item	Amount
Mayoral fees and superannuation	\$58,220
Councillor fees	\$322,046
Councillor expenses	\$67,294
TOTAL	\$448,258

This amount includes the following costs:

Item	Amount
Dedicated Office Equipment	\$2,373
Telephone Calls	\$3,035
Attendance at Conferences and Seminars	\$24,323
Training and Skill Development	\$15,764
Interstate Visits	\$8,003
Overseas Visits	Nil
Expenses of Spouses, Partners or Accompanying Persons	Nil
Child Care	Nil

All figures above are exclusive of GST.

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

EXTERNAL BODIES – REG CL 217(1)(A6)

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

To facilitate community participation, Council delegates certain responsibilities to community management committees. These committees are actively involved in the day-to-day management of long day care centres, pre-schools, community halls, neighbourhood centres and sporting and recreation facilities.

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.

Hawkesbury River County Council

The Hawkesbury River County Council (HRCC) was established by proclamation and falls under the Local Government Act 1993. Under the Biosecurity Act 2015, HRCC, as the Local Control Authority for the Hills Shire Council, and Blacktown, Penrith and Hawkesbury City Councils, has a legal responsibility to manage the biosecurity risk posed or likely to be posed by the impacts of priority weeds on human health, the economy, community and environment. This single purpose authority has responsibility for a combined area of 3,823km² and is able to work across council boundaries.

Funds are provided by levies upon the four constituent councils with the State Government providing some grant funding.

HRCC's strategic objectives are realised through strategic planning and their Biosecurity Priority Weeds Local Plan which guides the implementation of the Biosecurity Act 2015.

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

Child Care Centres

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

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

Community/Neighbourhood Centres, Halls and Other Buildings

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

Committees	Facilities/Location
Bilpin District Hall Inc.	Bilpin Hall
Bligh Park Community Services	Tiningi Community/Youth Centre Bligh Park Neighbourhood Centre
Bowen Mountain Management Committee	Bowen Mountain Community Hall
Glossodia Community Information and Neighbourhood Centre Inc.	Glossodia Community Centre
Hawkesbury Skills Inc.	Hawkesbury Skills Centre
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 Leisure and Learning Centre South Windsor Family Centre McGraths Hill Community Transport Depot
Richmond Community Services Inc	Richmond Neighbourhood Centre
St Albans School of Arts Management Committee	St Albans School of Arts
Wilberforce School of Arts Inc.	Wilberforce School of Arts

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

Oasis Aquatic and Fitness Centre and Hawkesbury Indoor Stadium

The Oasis Aquatic and Fitness Centre and the Hawkesbury Indoor Stadium are owned by Council.

The Oasis Aquatic and Fitness Centre is operated and managed on behalf of Council by YMCA NSW. The Indoor Stadium is managed by the PCYC, NSW under a lease arrangement.

INTERESTS AND PARTICIPATION IN CORPORATIONS, PARTNERSHIPS, COOPERATIVES, JOINT VENTURES, SYNDICATES, OR OTHER BODIES – REG CL 217(1)(A7)(A8)

Council maintains third party relationships with and provides representatives to various organisations and bodies, including:

- CivicRisk Mutual – Councillor Veigel (Board Member)
- Hawkesbury Sports Council – Councillor Sheather (Board Member)
- Hawkesbury River County Council – Councillor Wheeler, Councillor Kotlash (Elected Members)
- Peppercorn Services Inc. – Councillor Wheeler, Director City Planning and Manager Governance (Board Members)
- Western Sydney Regional Organisation of Councils – Councillor Calvert (President and Board Member), Councillor Kotlash (Board Member)

CivicRisk Mutual

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

CivicRisk Mutual Ltd is a self-managed, self-funded mutual owned and operated entirely by members. The mutual provides a mechanism for the sourcing of insurance for its 26 member councils.

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

Through CivicRisk Mutual Ltd, Council holds insurances in areas including public liability, professional indemnity, property, motor vehicle, Information Technology and councilor's and managers liability cover.

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

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

- Collective bargaining for the best Insurance rates.
- Access to funding for Council initiated projects to manage and mitigate risks.
- Dedicated claims management assistance.
- Sharing best practice between the member Councils.

Hawkesbury Companion Animal Shelter

Council provides an animal shelter establishment for the caring of impounded and unwanted dogs and cats. Hawkesbury's Companion Animal Shelter provides this service for the residents of the Hawkesbury, Penrith, Hills Shire, Hornsby and Cumberland Council areas.

This service is performed under an agreement between Hawkesbury Council and the participating councils, and provides for the housing and administration of impounded cats and dogs. The five councils work closely together and with animal welfare agencies, to ensure as many animals as possible are reunited with their owners or found foster or permanent homes, where the owners can't be found.

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

Peppercorn Services

Council continued to work in partnership with Peppercorn Services Inc. (PSI) to operate a range of community services. During the 2022/2023 Financial Year the following services were provided to residents of the Hawkesbury by PSI.

Peppercorn Family Services:

Targeted Early Intervention family support services including supported playgroups, parenting programs, mentoring/peer support and information and referral building capacity for Hawkesbury families.

Peppercorn Transport:

Delivered a range of coordinated transport services for transport disadvantaged people living in the Hawkesbury including isolated residents.

Peppercorn Aged Services :

Dietician and meals program providing individual support and cooking groups.

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

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

Social groups and support to improve connection particularly for older Hawkesbury residents.

Hawkesbury Sister Cities

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

The Sister City Program is managed by Council in conjunction with the Hawkesbury Sister City Association Inc. (Association), which was established in 1984.

The Association manages community and cultural activities of the program, which mainly involves the student exchange program to and from the sister cities. Council manages other activities of the program, including Mayoral communications, civic events and exchanges. The Sister City Program operates as a low cost Community – Council partnership.

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

City – Country Alliances with Cabonne and Weddin Councils

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

The City–Country Alliance Program is managed by Council with exchanges including Councillor exchanges, Council corporate exchanges and community exchanges. Information sharing also occurs through newsletters and publications.

Lower Portland Ferry Service

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

Whilst the contract and operational costs are shared equally between Hawkesbury City Council and The Hills Shire Council, the management of the service and day-to-day operation is the responsibility of Hawkesbury City Council. A major overhaul of the ferry is required to be undertaken every three years, as a requirement of running a public passenger service. The next major ferry overhaul is scheduled for the second quarter of 2023/2024.

The Tono Group Pty Ltd were awarded a three-year contract to operate the Lower Portland Ferry service. The contract amount for the three-year term is \$1,295,790 plus annual CPI increases. The Total cost of operation will be shared on a 50:50 basis between The Hills Shire Council and Hawkesbury City Council.

The NSW Government have provided \$500,000 per year since 2019, for the operation of the Ferry. 2023/2024 is the last committed year of funding from the NSW Government. Council continues to work with the NSW Government on ensuring the ongoing service provided by Ferry.

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



ACCESS TO GOVERNMENT HELD INFORMATION – GOVERNMENT INFORMATION (PUBLIC ACCESS)

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

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

General Manager
Hawkesbury City Council
PO Box 146
WINDSOR NSW 2756

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

Format of Council information

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

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

Policy for Access to Information

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

The GIPA Act has been in force since 2010. Pursuant to this legislation, Council:

- Has an adopted Access to Information Policy. The objective of the policy is to describe Council's principles regarding public access to information and to facilitate the processing of requests for such access.
- Prepared an Information Guide, which is reviewed annually. This identifies information held by Council and how to obtain that information.
- Has an adopted Privacy Management Plan in accordance with the Privacy and Personal Information Protection Act 1998 and protections against disclosure of personal information.

Open Access and Proactive Release

Open access information is information that Council is required to make available on its website in accordance with Section 6 of the GIPA Act. Open access information includes, but is not limited to the following Council information:

- Information Guide
- Policies
- Disclosure log
- Register of government contracts
- Annual reports
- Financial reports

- Returns of interests of Councillors and designated persons.

A full list of Council's open access information and how to view it can be found on Council's website.

Proactive Release of Information

In accordance with Section 7 of the GIPA Act, Council can decide to proactively release information it holds by making it publicly available on its website.

While Council did not conduct a full review of its proactive release program during the reporting period, it did review release of certain categories of information, particularly information relating to the operations of third party organisations to whom Council delegates functions.

Informal Access to Information

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

The number of informal access requests received by Council in the 2022/2023 period in comparison to previous years is listed in the table below:

Financial Year	Number of informal requests
2022-2023	507
2021-2022	557
2020-2021	636
2019-2020	629
2018-2019	539
2017-2018	537
2016-2017	619
2015-2016	660
2014-2015	701
2013-2014	791
2012-2013	733

Formal Access to Information

Requests to obtain information not covered under open access, proactive release or an informal access request will be considered in line with the following:

- If granting public access is prohibited under relevant legislation
- Taking the result of any consultation process into account.

When requesting access to the personal information of other persons or commercially sensitive information, a formal access application is usually required and will attract a statutory application fee of \$30, as well as processing charges of \$30 per hour.

The number of formal access requests reduced from 66 in 2021/2022 to 52 in 2022/2023. However, Council received a significant number of formal access requests, which given the nature of the information sought and after consultation with the access applicant, were able to be dealt with informally.

The continued high number of formal requests, the scope and complexity of some of the requests, and staff availability during the reporting period resulted in a higher than usual number of formal access requests not being processed within the statutory timeframe. At times these factors also impacted on the department's ability to meet Council's Customer Service Standard target of 20 working days to complete informal access requests.

In the second half of the reporting period, staff movements within the Governance Branch and development opportunities resulted in an increased capacity to meet the demands of access requests.

Privacy

The privacy of members of the public is recognised through withholding access to personal information where the release of information would compromise individual safety, constitutes an unreasonable disclosure of personal information or is contrary to the public interest.

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

Council received one internal privacy review under Part 5 of the Privacy and Personal Information Protection Act 1998.

Annual Statistics Reports

Section 125 of the GIPA Act requires councils to prepare an annual report on their obligations under the Act. That report is to contain information prescribed by Clause 8 and Schedule 2 of the GIPA Regulations. This information is set out below.

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

Reviews carried out	Information made publicly available
1	0

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

Total number of applications received	52
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8(c) The total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	
Wholly	0
Partly	0
Total	0

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

The following tables provide statistical information about access applications received during 2022/2023 and are in accordance with the provisions of the Regulation.

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

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	2	0	2	1	0	0	0
Not for profit organisation or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	6	0	4	2	1	0	0
Members of the public (Other)	4	14	10	3	4	1	0	1

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

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

Type of Applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm /deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	8	19	10	9	6	3	0	1
Access applications that are partly personal information applications and partly other	0	3	0	0	1	0	0	0

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

Table 7: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	14
Application is for excluded information of the agency (section 43 of the GIPA Act)	0
Application contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	14
Invalid applications that subsequently become valid applications	0

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

Consideration	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	6
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

Consideration	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	30
Business interests of agencies and other persons	1
Environment, cultural, economy and general matters	0
Secrecy provisions	5
Exempt documents under interstate Freedom of Information legislation	0

Table 10: Timeliness

Timeframe	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	32
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	13
Total	45

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

Applications	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner*	0	1	1
Internal review following recommendation under section 93 of the Act	0	0	0
Review by ADT	0	0	0
Total	0	2	2

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

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

Type of applicant	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

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

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

PUBLIC INTEREST DISCLOSURES ACT 1994 AND REGULATION

Council at its meeting on 12 April 2016 adopted a revised Internal Reporting Policy (Public Interest Disclosures Act 1994). During the 2022/2023 period, no public interest disclosures were received.

WORK ON PRIVATE LAND – REG CL 217(1)(A4)

Works to clear a blockage on a drain along the Cornwallis Lowlands on private land was undertaken totalling \$10,252.50 joint funded from the Commonwealth and NSW Governments.

PLANNING AGREEMENTS

No Voluntary Planning Agreements were entered into during the 2022/2023 period.

ENVIRONMENTAL UPGRADE AGREEMENTS – ACT S 54P(1)

Council has not entered into any environmental upgrade agreements during the 2022/2023 period.

SWIMMING POOL INSPECTIONS

Council issued 107 Pool Compliance Certificates between 1 July 2022 and 30 June 2023. A total of eight inspections resulted in the issuance of non-compliance. A total of 185 inspections were undertaken by Council (including private swimming pools).

CLAUSE 217(1)(F) ACTIVITIES RELATING TO COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATIONS

Hawkesbury City Council (Council) is required to report a detailed statement of activities relating to enforcing and ensuring compliance with the Companion Animal Act 1998 and Regulations. Council owns and operates Hawkesbury Companion Animal Shelter, the shelter is an impounding service provider for Penrith City Council, Cumberland City Council, The Hills Shire Council and Hornsby Shire Council. For the purpose of this report, the statistics provided do not reflect the animals seized by the other Councils.

Lodgement of pound data collection returns with the Office of Local Government (OLG)

During the 2022/2023 financial year, Council seized 682 companion animals. This figure was made up of 238 dogs and 444 cats.

Seeking alternatives to euthanasia for unclaimed animals

At the end of an animal's holding period, an animal is listed for adoption on Council's website and Facebook page. If an animal goes unsold for an extended period, shelter staff explore alternate options, such as behavioural assessment, foster care, or transferring to a rescue group, before any decisions are made to euthanise an animal.

During the 2022/2023 financial year, Council reunited 159 lost animals with their owners, rehomed 268 animals, transferred 67 animals to rescue groups and euthanised 188 animals.

Lodgement of data relating to dog attacks with the OLG

Council reports dog attacks to the OLG via the Companion Animals Register (CAR), within 72 hours of being notified of an attack.

Amount of funding spent relating to companion animal management and activities

During the 2022/2023 financial year, Council spent \$1,012,796 on the management of companion animals and related activities.

Companion animal education programs and desexing initiatives

During the 2022/2023 financial year, Council educated the community on responsible pet ownership through engagement at the Companion Animal Shelter.

Council's Off-Leash Facilities

Council provides the community with five off leash dog areas, these areas are sign-posted with conditions of use outlined.

- Pool Park – corner of Ham and Cox Streets, South Windsor
- Peel Park – Arthur Phillip Drive, North Richmond
- Yarramundi Reserve – Springwood Road, Agnes Banks
- Pound Paddock – Corner of Blacktown and Bourke Street, Richmond
- Deerubbin Park – Greenway Crescent onto Cornwallis Road, Windsor

EQUAL EMPLOYMENT OPPORTUNITIES

In line with Council's policy, the following activities were carried out during 2022/2023 to maintain and support the existing Equal Employment Opportunity (EEO) Management Plan:

- Ongoing monitoring of position descriptions and advertisements to ensure that only essential criteria showing inherent requirements of the position including, specific qualifications/ licences, special skills or experience including, where applicable, reference to broader industry skills and experience.
- EEO responsibilities are included in all position descriptions.
- EEO principles are incorporated as part of Councils induction program for new starters.
- Continued implementation of the Workplace Flexibility Corporate Policy and Procedure, assists staff with work life balance and carers responsibilities.

CARERS RECOGNITION ACT - CARERS RECOGNITION ACT 2010, S 8(2)

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

DISABILITY INCLUSION ACTION PLAN

The Hawkesbury Disability Inclusion Action Plan 2017-2021 was developed following broad consultation with people with disabilities, details of which have been provided to the Disability Council NSW. Actions and strategies within the Hawkesbury Disability Action Plan support the goals of the Disability Inclusion Act 2014.

This year the review and the engagement for the new four year Disability Inclusion Action Plan has commenced in line with the Disability Inclusion Action Planning Guidelines to be submitted by November.

Hawkesbury City Council is committed to ensuring local services, facilities and programs delivered by council are inclusive and accessible to all in the community. Council is working on undertaking consultation with the community to develop a new Disability Inclusion Action Plan developed in line with the NSW Disability Inclusion Action Planning Guidelines for Local Government.

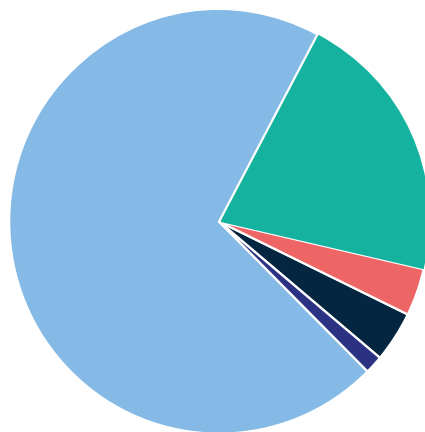


OUR OPERATIONAL PLAN ACTIONS 2022/2023

This Annual Report 2022/2023 is reporting against the 2022/2023 Operational Plan. The Operational Plan is derived from Council's Delivery Program 2022-2026 which details the principal activities to be undertaken by Council over this four-year period to implement the four Community Outcomes of the Community Strategic Plan: Hawkesbury 2042.

The table showing the progress in achieving the Delivery Program and Operational Plan Actions for the period 1 July 2022 to 30 June 2023 is provided below.

At the end of 2023, all of Council's 138 Operational Plan actions were deemed complete, in progress or ongoing, apart from five which were off-track and five not due to start or on hold.



- 97 - Complete
- 29 - In Progress
- 2 - Ongoing
- 5 - Not Due to Start or On-hold
- 5 - Off Track



COMMUNITY OUTCOME ONE: GREAT PLACE TO LIVE

1.1: Enable a shared responsibility for community resilience, community safety and disaster management

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

Action	Status	Comments
Update the <i>Hawkesbury Floodplain Risk Management Study, Plan and Strategy</i> .	Off Track	Preparation of the Study and Plan that has been undertaken includes: - Identification, review, and summarisation of data/ information sourced. - Draft Stage 1 Report prepared for review. An extension to this funded project has been granted until April 2024.
Undertake a Flood Risk Management Study and Plan for the MacDonald River, Colo River, Webbs and Greens Creek.	Off Track	Preparation of the Study and Plan that has been undertaken includes: - Identification, review, and summarisation of data/ information sourced. - Review of existing flood data and Lower Macdonald Flood Study 2004. - Review of existing legislation. - Topographic Survey undertaken. - Digital Model development completed. - Draft Stage 1 Report reviewed, including comments from State Agencies. - Stage 1 Report completed. An extension to this funded project has been granted until April 2024.
Develop the <i>Resilient Hawkesbury 2030 Plan</i> .	In Progress	- Community engagement for the Plan has been completed. - A Draft Engagement Report and Plan is under review. - The draft Plan will be presented to Council in Quarter 1 - 2023/2024.
Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land.	Complete	Hazard reduction program approved and implemented as conditions permit, for Council owned or managed lands. Council has supported and contributed to the Bushfire Management Committee's Risk Management Plan.

1.1.2: Make the Hawkesbury a friendly place where people feel safe

Action	Status	Comments
Development of a renewed <i>Family and Domestic Violence Action Plan</i> .	In Progress	Review of the <i>Hawkesbury Family and Domestic Violence Action Plan</i> complete. Engagement with persons with lived experience of domestic violence and service providers planned for Quarter 2 - 2023/2024. The outcomes of engagement will be reported to Councillors via a briefing in Quarter 2 - 2023/2024.
Deliver community safety projects and activities in conjunction with Hawkesbury Police Area Command to reduce crime and improve community safety.	Complete	<p>Programs and initiatives delivered over the period include:</p> <ul style="list-style-type: none"> -Free programs to check and install child car seats free of charge - in the last quarter this was outreach to community hubs. -Facilitation of a Learner Driver online course targeting issues associated with young drivers. -Email contact with a database of over 3,000 residents regarding flood recovery information and maintenance of online recovery information. -Ongoing development and maintenance of Prepared Informed and Ready pages including in language resources. -Go Bag program and resources development and distribution -Joint Disability Inclusive Emergency Planning workshop in partnership with University of Sydney and Peppercorn Services. -Involvement of Local Area Command (Police) in Youth Week program - Juice with a Youth. -Continuation of the Community Hubs program providing place-based access to recovery support. -Continued facilitation of the recovery on wheel service network/interagency.
Implement priority activities and campaigns in the <i>Road Safety Action Plan</i> .	Complete	<p>Activities delivered during the reporting period include:</p> <ul style="list-style-type: none"> -Significant community engagement and drafting of Active Transport Plan. -Delivered Child Restraint Fitting Program including outreach at Community Hubs. -Facilitated Learner Driver workshops. -Promoted online road safety messaging campaigns. -Road Safety presence at Hawkesbury Show. -Series of Safe and Active School activities with school aged children at PCYC in partnership with Local Area Command (Police). -Hold My Hand safety program with local early childhood providers in partnership with Little Blue Dinosaur.

Action	Status	Comments
Implement Year Two actions of the <i>Dementia Friendly Hawkesbury Plan</i> .	Complete	<ul style="list-style-type: none"> -Co-facilitated the Disability Inclusive Emergency Planning workshop including Dementia Services, persons with dementia and carers in partnership with University of Sydney and Peppercorn Services. -Facilitated delivery of Person-Centered Emergency Preparedness workshops with persons with dementia, carers, emergency service agencies and community service providers. -Supported "Zero Barriers" project through the economic development team to improve access and inclusion within local businesses for persons living with dementia. -Evacuation procedures established for persons living with dementia and their carers to be implemented by Emergency Operations Centre during disasters. -All remaining outstanding actions will be delivered by Peppercorn Services as they have the staff with the requisite clinical expertise to support persons living with dementia.
Develop and implement the Child Safe Framework.	In Progress	<ul style="list-style-type: none"> -The <i>Draft Child Safe Policy</i> has been completed and will be going on public exhibition post the 11 July, 2023 Council Meeting. -The Child Safe Procedure is in draft form. -Engagement with People and Development proceeding for development of a training program. -Changes to the Code of Conduct relevant to child safety have been made.

1.2: Encourage and enable our community to participate in a healthy lifestyle

1.2.1: Encourage and enable our community to participate in a healthy lifestyle

Action	Status	Comments
Continue work with the City Deals Health Alliance for the joint planning of programs which support healthy lifestyles.	Complete	<ul style="list-style-type: none"> -Continued Representation on the Access to Health Services Working Group. -Expansion of exercise program through the Community Hubs with weekly classes in four outer areas of the LGA. -Facilitation and delivery of monthly Hawkesbury Connect Interagency as a medium to promote services that support healthy lifestyles for the community and provide an opportunity for health services to present and foster cross sector collaboration. - Engaged with the Alliance through their submission on the 2023/2024 Operational Plan.
Seek funding to implement community resilience and mental health programs in particular mental health outreach programs.	Complete	<ul style="list-style-type: none"> -An additional 12 months funding of the Bright Ideas to Build Resilience project has been sought and successfully obtained from Wentworth Healthcare to provide community resilience building support in flood affected areas of the LGA. -Council has continued to deliver grant funded projects that aim to improve community resilience and offer access to mental health support in outreach settings, including the Bright Ideas, Everyday Leaders and Community Hubs which regularly host outreach mental health and suicide prevention staff.

Action	Status	Comments
Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA NSW and other stakeholders.	Complete	<ul style="list-style-type: none"> -School holiday activity in Community Hubs locations in partnership with PCYC. -Continued partnership in deliver of mental health programs through partnership with Nepean Blue Mountains Primary Health Network. -Ongoing delivery of HUBS programs to service the community's healthy lifestyle needs which include exercise, cooking, leisure activities such as craft. -Funding and delivery of monthly First aid courses for adults and Youth First Aid Education.
Encourage participation in Council initiatives for healthy, active ageing programs (report stats).	Complete	<ul style="list-style-type: none"> -Active participation of ageing cohorts in cooking programs at Bilpin, exercise classes for all abilities at Bowen Mountain, Wilberforce, Colo Heights, and St Albans. -Partnerships with Digital Literacy Foundation for support and education program with primarily ageing participants at Community Hubs. -Facilitation of community engagement with Hawkesbury Hospital at St Albans regarding services for ageing populations in the Macdonald Valley. -Ongoing promotion of the person-centered emergency preparedness program.

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

Action	Status	Comments
Develop a prioritised implementation plan for Crown Land parks, Plans of Management and Master Plans.	Complete	An update on the development of Plans of Management, including a proposed priority listing for Plans of Management was provided to a Councillor Briefing on 20 September 2022. Work will continue to develop Master Plans and Plans of Management in 2023, based on this prioritisation.
Implement the <i>Fernadell Master Plan and Management Plan</i> .	In Progress	The <i>Fernadell Park Masterplan and Plan of Management</i> were adopted by Council on 11 October 2022. The implementation of the Masterplan, consistent with the Plan of Management is being progressed in line with the available funding which includes WestInvest funding from the NSW Government.

1.3: Increase the range of local partnerships and plan for the future

1.3.1: Encourage and facilitate community partnerships

Action	Status	Comments
Continue providing financial and other support through the sponsorship of community programs and events.	Complete	Three rounds of the Community Sponsorship Program were delivered in 2022/2023. They were reported to Council meetings in November 2022, April and July 2023. There has been increased promotion and engagement with the individual component of the program this year. There has also been delivery of grant writing support sessions recorded and through the Hawkesbury Learning Hub and hosted on the Have Your Say platform. Review of Sponsorship Strategy is ongoing.

1.3.2: Support and expand active volunteering

Action	Status	Comments
Promote the Cultural Services volunteering program.	Complete	There are currently 86 active volunteers across the Arts and Culture Branch. They comprise of 17 Hawkesbury Regional Gallery volunteers, 19 Hawkesbury Regional Museum volunteers and 50 Hawkesbury Library Service volunteers. During this period eight new volunteers have joined the Arts and Culture team. Volunteer opportunities were promoted on Council's website, social media platforms, through media released and at events (e.g. Hawkesbury Show). They have also been promoted in the quarterly library, museum and gallery What's On publication. Two volunteer events were held which included a training session for museum and gallery volunteers and a formal event during Volunteers Week to celebrate our volunteers and to acknowledge their contributions
Support Clean-up Australia volunteers.	Complete	The 2023 Clean Up Australia Day Event was held on Sunday 5 March 2023. Across the Hawkesbury, 28 sites registered to host a Clean Up event, including 13 schools, who held an event for Schools Clean Up Day. A total of six sites requested Council collection on the day with approximately 580kg of material collected by Council's Operations Team.
Support volunteer bushcare groups.	Complete	The Bushcare volunteers are back attending their Bushcare sites and the nursery. A number of Bushcare sites along the river that had encountered serious erosion are improving. Sites are slowly regenerating, with groups focussing on the weed load that has increased after the floods. Council has provided several education events such as Nocturnal Safaris and Birdwatching which have been well attended by our volunteers and the broader community. The latest issue of the Hawkesbury Bushcare newsletter 'Weed All About It' is in production and due for release soon.
Implement the <i>Volunteer Strategy</i> .	Off Track	<p>-Progress has been made with systems review and new on-line application processes for Volunteers.</p> <p>-A series of Volunteer dinners were held with over 220 Volunteers from a range of organisations providing feedback to a series of questions related to volunteering that will inform the content of the Strategy.</p> <p>-Further engagement with Volunteers will continue in 2023/2024 and the draft Strategy will be reported to Council in Quarter 4 – 2023/2024.</p>

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

Action	Status	Comments
Continue a review of third-party relationships, building upon learning from initial reviews.	In Progress	The review of the Hawkesbury Sports Council commenced in May 2023 as part of the program of third-party reviews. The initial work includes reviewing documents and interviewing key personnel and stakeholders.
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services.	Complete	One Councillor and two Council staff provide corporate governance support to Peppercorn Services Inc through representation on the Board. Financial service support is provided by way of management of funding contracts, overseen by Council staff.

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

Action	Status	Comments
Encourage community involvement in the development of plans for the management of parks.	Complete	Engagement to encourage participation in the preparation of draft Plans of Management has been undertaken through various means including direct meetings with stakeholders such as Sports Council and users of relevant parks and reserves, online surveys, engagement with First Nations representative groups and individuals, State Agencies, mail outs to residents within 400 metres of each park and reserve, formal public notices and placement of signage within parks. Community engagement was undertaken to inform the preparation of the following draft Plans of Management: -McQuade Park -Macquarie Park -Woodbury Reserve -Fernadell Park These draft Plans of Management were placed on formal public exhibition in accordance with Council's Community Engagement Policy.
Review parameters and goals of the Hawkesbury Sports Council.	In Progress	Council staff continue to work closely with the Hawkesbury Sports Council, attending monthly executive meetings to provide advice. Funding has been allocated to the Hawkesbury Sports Council for implementation of the maintenance and capital works programs. Council is also arranging a third-party review of the Hawkesbury Sports Council. The focus of the review will include but not be limited to the structure of the Sports Council, its governance, functions and how Council manages the relationship.

1.4: Facilitate the delivery of infrastructure through relevant agencies for Council's own works

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

Action	Status	Comments
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Complete	Council maintained ongoing relationships with various Government and non-Government authorities and agencies, advocating on behalf of the community and supporting activities to remedy existing utility infrastructure deficiencies to ensure the provision of effective utility infrastructure.
Advocate for community needs and good design outcomes on state and regionally significant transport projects.	Complete	The needs of the community are raised on an ongoing basis with the relevant agencies, based on projects being undertaken, such as the current considerations for the Richmond Bridge project.
Finalise and begin implementation of year one actions of the <i>Social Infrastructure Strategy</i> .	Off Track	Community engagement to develop the Strategy commenced in November 2022. The outcomes of the engagement are currently under review and the draft Strategy will be reported to Council in the second Quarter of 2023/2024.
Implement prioritised actions from the <i>Western Parklands Council Digital Action Plan</i> .	Complete	Staff have been working with the Parklands Digital Inclusion Officer to deliver digital inclusion outreach sessions through Council's Community Hubs Program.

Action	Status	Comments
Finalise the Waste Strategy and implement identified year one actions.	Complete	The <i>Waste and Resource Recovery Strategy 2032</i> was adopted at Council's Ordinary Meeting in December 2022. The Strategy will be implemented through the Infrastructure Services' Resource Recovery branch. The majority of actions are ongoing beyond year 1.
Develop a renewed Asset Management strategy.	In Progress	As per the <i>Asset Strategy Roadmap</i> , the life cycle models for infrastructure assets will be developed to estimate the average annual required funding over the next 10 years. Subsequently, the Asset Management Strategy will be revised to reflect the required budget and be developed by June 2024.
Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	Complete	The <i>Local Strategic Planning Statement</i> was adopted by Council (23 February 2021).

1.4.2: New development and infrastructure provision is aligned and meets community needs

Action	Status	Comments
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Complete	Funding has been sought across all asset classes including applications made to restore community assets following recent flood events, particularly damaged roads. WestInvest funding has also been secured for major transformative projects including the North Richmond Community Precinct, Oasis Aquatic and Fitness Centre and Discovering Hawkesbury Wayfinding and Signage Project.

1.5: Provide the right places and spaces to serve our community

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

Action	Status	Comments
Renew and upgrade parks in line with the Parks Capital Works Program.	Complete	The following parks and playgrounds were completed in 2022-2023: <ul style="list-style-type: none"> -Repair of St Albans Playground. -Pitt Town Memorial Playground, Pitt Town. -Ivy Reserve Playground, McGraths Hill. -Conducted Parks Asset Condition Audit. -Deerubbin Carpark and Dog off leash.
Quality passive recreational spaces are provided and enhanced.	Complete	Mowing, spraying and cleaning programs were implemented. These programs vary from weekly, up to six monthly rotations. Council staff mow and maintain over 68 sites monthly, cleaning 37 toilets and 19 BBQs on a minimum weekly basis with contractors mowing and maintaining a further 60 outlying sites.

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

Action	Status	Comments
Manage active recreational spaces.	Complete	Mowing and maintenance programs continued, with 509 mows being carried out over the 35 complexes that Hawkesbury Sports Council administers. This figure is still somewhat reduced on historic trends due to several grounds being closed.
Quality active recreational spaces are provided and enhanced.	Complete	<p>The majority of works undertaken over this period were in relation to flood remediation with Hawkesbury Sports Council being involved in the clean-up of nine flood affected amenities buildings and their associated grounds including the remediation of the baseball diamonds at both Colbee Park and Bensons Baseball. have been completed. Returfing of the playing surfaces will be undertaken in August 2023 and remediation of the batting tunnels is now underway.</p> <p>Weed spraying of the grounds is currently being undertaken and aerating and fertilising of the grounds has also taken place.</p> <p>Several remediation projects in relation to flood damage will be undertaken over the coming months now that the funding has been received to finance these works. Funds to aid in the resilience and evacuation of facilities have also been received and these works will also be scheduled for the near future.</p>
Review Richmond Pool and Hawkesbury Oasis Aquatic and Fitness Centre.	Not Due to Start or On-hold	Review process has been put on hold while the relevant WestInvest projects, the Richmond Pool Redevelopment and the Oasis Aquatic and Fitness Centre are completed. These projects will fundamentally alter the operating dynamic of the centres and once complete will provide new opportunities for Council to examine the operational model.

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

Action	Status	Comments
Review cultural spaces to better support the community in the use of our spaces.	Ongoing	<p>The Deerubbin Centre community meeting rooms have been well utilised in the second half of the financial year with 325 bookings made.</p> <p>There have also been a number of technology-based upgrades in our cultural spaces:</p> <ul style="list-style-type: none"> -An upgrade to the increasingly popular public Wi-Fi now allows for easier connection for all known devices and brands of mobile computing. -Zoomtext has been installed on the public computers at all libraries. Zoomtext is a software that allows people with sight impairments to access computers. -Creative Suite is now available to the public to use on three new high-end computers.

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

Action	Status	Comments
Optimise occupancy rates and rental returns for Council owned commercial properties.	Complete	Council owned commercial premises are receiving market annual rental. An offer has been accepted for the vacant shop at Glossodia, once the lease is signed the complex will be fully leased. There are three vacant offices in the Dight Street Offices.
Develop a renewed Property Strategy.	In Progress	The <i>Property Management Strategy</i> has been drafted and is being reviewed by relevant staff, prior to being reported to Senior Leadership Team and Executive Leadership Team. Due for completion in July 2023.

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

Action	Status	Comments
Review Library, Gallery and Museum spaces so that they evolve to attract a wide range of users.	Complete	The Hawkesbury Central Library completed the window tinting project which involved the addition of window tinting to the local studies, fiction and children's spaces. This has resulted in more comfortable spaces for our community users. The next stage of the project will be to improve the external signage on Macquarie Street in the 2023/2024 financial year. The Museum's latest exhibition 'Starry Night' about the life and achievements of the renowned 19th century, Windsor based astronomer, John Tebbutt has been curated as an online and in-person exhibition providing access to the exhibition to a wider audience.
Enhance and maintain Council owned buildings.	Complete	Facility Operations team continue to conduct preventative and corrective maintenance to Council owned buildings to ensure the spaces can continue to serve our community comfortably and safely.
Review administration building configuration to locate more Council employees in one building.	In Progress	Council's Administration Building has been progressively upgraded to bring it to current standards for office accommodation. Heating, ventilation, air conditioning and lighting upgrades have been largely completed. Upgrades to the Council Chambers were completed in time for the June Council meeting. Desking and redesign of the office environment is significantly progressed, and works are scheduled to be completed in early 2023/2024.

1.6: Build on a sense of community and wellbeing

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

Action	Status	Comments
Implement year one actions from the <i>Hawkesbury Local Housing Strategy</i> .	In Progress	The Department of Planning and Environment endorsed the <i>Hawkesbury Local Housing Strategy</i> on 3 September 2021. Work has progressed (in conjunction with Western Sydney councils through the Planning Partnerships Office) associated with Local Character Statements and the preparation of a draft Regional Affordable Housing Scheme.

Action	Status	Comments
Develop the Human Services Outcomes framework.	Complete	<p>Staff continue to work collaboratively with community agencies to draw on community service networks to gather data related to the human services' needs of the Hawkesbury including:</p> <ul style="list-style-type: none"> -Delivery of the Harwood collective principles through targeted engagement with the community. -Facilitation of Hawkesbury Connect. -Facilitation of Recovery on Wheels interagency. -Representation on the End Street Sleeping Initiative. -Facilitation of the Hawkesbury Youth Interagency.

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

Action	Status	Comments
Undertake community consultation and engagement to understand community needs and service demands.	Complete	<p>Council's communication and engagement activities are guided by the adopted <i>Communication and Engagement Strategy</i> and <i>Community Engagement Policy</i> and include:</p> <ul style="list-style-type: none"> -Online community meeting in March and two meetings of the Thomas James Advisory Group with residents in the Macdonald Valley to discuss flood recovery and planned road works. -Your Hawkesbury Your Say online engagement tool for written submissions. Total visits to the site were 16,137 with the top five engagements: <ul style="list-style-type: none"> -Flood Recovery Information -Liveability Project -Hawkesbury Community Hubs -Draft Place Plans -Woodbury Reserve BMX pump track -Facebook to share stories and information. The post with the highest reach was the 'McGraths Hill Shopping Centre' with 31,417 people reached. -Community newsletter in January and April to inform and encourage engagement. The Council's online 'News' page has approximately 5,000 page views. -Mayor on Air radio segments and media releases to inform and encourage engagement. -Regular information update and feature ads about current engagements in the local Hawkesbury Gazette and Independent newspapers.

1.7: Encourage broad and rich celebration of our local culture and significant heritage

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

Action	Status	Comments
Adopt the Hawkesbury Cultural Plan.	Not Due to Start or On-hold	The development of the <i>Hawkesbury City Council Art and Culture Plan</i> (the Plan) will commence in July 2023 and has been identified as an action item in Council's 2023/2024 Operational Plan and Budget. The aim for the Plan will be to enhance the cultural life of the community by promoting and supporting arts, heritage, and cultural activities within the region. The Plan will outline strategies and initiatives to strengthen the role of our libraries, museum, and gallery in providing access to knowledge, preserving heritage, and fostering creativity and innovation. The Plan will be developed in through Council's community consultation process and is currently planned to be completed and endorsed by June 2024.

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

Action	Status	Comments
Continue to update and maintain the Library, Museum and Gallery collection catalogues and make them accessible online.	Complete	The Library collection catalogues continue to grow online with 512 new items added between January 2023 and June 2023. During this period, 8,028 physical library items were also added to the library's online catalogue. The Gallery and Museum catalogue database is in the process of being transferred to Ehive, an industry standard online collection management system specifically for galleries and museums. Once completed, phased public access will be available. A Gallery collection audit is also currently being undertaken which will assist with collection catalogue development and public access.

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

Action	Status	Comments
Recognise, conserve and promote the area's history and heritage through exhibitions, publications and programs.	Complete	The Dyarubbin exhibition was a significant milestone in the development of Aboriginal programming and relationship building for the Gallery. The relationships built with the artists and the community resulted in a significant exhibition and extensive education and public programs. Examples include Brewongle (Museum Canoe Project) and the consultation for the development of future Aboriginal programs such as the Indigenous Garden project. An Open Day was held at the Museum in May 2023 to promote the collection on display and Howe House including the most recent exhibition, 'Starry Night' about the life and achievements of the renowned 19th century, Windsor based astronomer, John Tebbutt. An interpretation plan for Howe House has been developed to outline key themes, stories and interpretive devices that can help consolidate the approach to the site and explore new opportunities. The recommendations of this plan will be reviewed and implemented where feasible in the 2023/2024 financial year. The Library has continued to promote and run the very popular tours of the Sackville Reach and Wilberforce cemeteries as part of the annual Australian Heritage Festival.

COMMUNITY OUTCOME TWO: PROTECTED ENVIRONMENT AND VALUED HISTORY

2.1: Value, protect and enhance our historic built environment as well as our relationship to Aboriginal and non-Aboriginal history

2.1.1: Our planning and actions will ensure that Aboriginal and non- Aboriginal heritage are both integral to our city

Action	Status	Comments
Finalise the <i>Hawkesbury Heritage Study</i> , including the <i>Aboriginal Cultural Heritage Study</i> .	Not Due to Start or On-hold	Council's Heritage Advisory Committee recommended prioritising adding potential heritage items to the Heritage Register, including undertaking a Slab Barn Study, to facilitate heritage protection to listed items prior to recommencement and finalisation of a Heritage Study.

2.1.2: Encourage and promote sympathetic, adaptive, and creative uses for heritage sites and buildings across the city

Action	Status	Comments
Promote the Hawkesbury Local Heritage Assistance Fund.	Complete	Hawkesbury Local Heritage Assistance Fund promoted through direct correspondence to heritage building owners, and media (standard and social). A record number of 24 applications under the program were received, highlighting the success of this promotion. Based on availability of contractors to undertake the required works, six of the approved applicants subsequently withdrew their applications, but 19 projects were able to be completed and funded through the program.

2.1.3: As a community, identify ways to become better connected with our indigenous peoples, their history and culture

Action	Status	Comments
Continue the development of the Museum's grant funded Indigenous and endemic edible garden project.	In Progress	This project will be finalised in the 2023/2024 financial year. The project will involve setting up an Indigenous edible garden in the grounds of the Museum.
Finalise the <i>Reconciliation Action Plan</i> and begin implementing year one actions.	Off Track	The <i>Reconciliation Action Plan</i> is with Reconciliation Australia awaiting approval and will then be presented to a Councillor briefing anticipated to be in Quarter 1 2023/2024.

2.2: Value, protect and enhance our natural land-based environment with an emphasis on using local resources and key partnerships

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

Action	Status	Comments
Promote sustainability initiatives to our community for them to take part in.	Complete	A total of eight sustainability initiatives were promoted during this period, including National Tree Planting Day, Biodiversity Week and activities during Recycling Week.

2.2.2: Encourage effective management and protection of our waterways, riparian land, and land-based natural ecosystems through local action, regional partnerships and working with key agency partners

Action	Status	Comments
Actively manage onsite sewerage management systems effectively through the NSW Septic Safe Program.	Complete	The inspection program is an annual project which has been successfully concluded for 2022/2023. A separate process improvement continues responding to audit findings and is scheduled to be finalised by June 2024.
Investigate illegal land use actives to protect our environment and, where applicable, work jointly with partners such as: <ul style="list-style-type: none"> - Natural Resource Access Regulator - NSW Environmental Protection Agency - Department of Primary Industries. 	Complete	The Development Compliance Team are currently working with Crown Lands and other State Government agencies to address alleged illegal development both on land and on the banks of the Hawkesbury River, strengthening relationships between Council and State Government.
Work with key stakeholders for the protection of the natural environment and promotion of natural restoration, including: <ul style="list-style-type: none"> - Greater Sydney Local Land Services - Penrith City Council - Hawkesbury River County Council - NSW Department of Planning and - Environment Land Care Australia. 	Complete	Council's Environmental Team continues to work closely with external organisations to promote natural restoration. These organisations include Penrith, The Hills Shire, Central Coast, Northern Beaches, Hornsby and Ku-ring-gai Councils, Greater Sydney Local Land Services, Department of Planning, Industry and Environment, Hawkesbury River County Council, OzFish Unlimited, The Foundation for National Parks and Wildlife and Hawkesbury Nepean Landcare Network. Council has recently been invited to join the Cumberland Plain Conservation Plan Weed Control Working Party which will play an important role in guiding land management across the North-west Growth area.

2.2.3: Encourage and implement progressive urban design which is sensitive to environmental issues

Action	Status	Comments
Review the <i>Hawkesbury Local Environmental Plan</i> and finalise <i>Hawkesbury Development Control Plan</i> .	In Progress	At its meeting 22 November 2022 Council: <ul style="list-style-type: none"> -Endorsed the preparation of the Planning Proposal to amend the <i>Hawkesbury Local Environmental Plan 2012</i>. -Adopted draft Chapters as part of Stage 1 of the new <i>Development Control Plan</i>.

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

Action	Status	Comments
Grow endemic plants at the community nursery for parks, reserves, and Landcare groups.	Complete	<p>During the period of 01 January 2023 and 30 June 2023, the Hawkesbury Community Nursery sold/distributed 25,282 plants. The range of customers included: sales to the public (7,327 plants), Hawkesbury City Council, Bushcare Groups, Bush Regeneration Contractors, Landcare, local schools and Richmond TAFE, Greening Australia (8,345 plants), Greater Sydney Local Land Services, Greater Sydney Local Landcare (1,080 plants) and Foundation for National Parks and Wildlife (8,530 plants). Greater Sydney Landcare and plants supplied to Bushfire Recovery from a grant from Foundation for National Parks and Wildlife showed strong uptake. A total of 50,342 plants have been sold/distributed throughout the 12-month period.</p> <p>Council had a busy and well received display at the Hawkesbury Show, giving away 1,000 plants to our residents and will also be present at the upcoming Hawkesbury Fest event.</p> <p>There is still a strong interest in volunteering through our partnership with the Foundation for National Parks and Wildlife.</p>
Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land.	Complete	<p>Land management activities are ongoing across 36 reserves throughout the Hawkesbury. This work continues to protect and enhance the Hawkesbury's riparian corridors, endangered ecological communities, wildlife corridors and high-value ecosystems.</p> <p>Council continues to support environmental restoration activities from the following organisations: \$33,856 received through Save our Species program to ensure the survival of threatened ecological communities at Singleton's reserve, Matheson Park and Diamond Hill and \$15,000 received from the Department of Planning, Industry and Environment for estuary health monitoring.</p>
Finalise and begin implementation of the <i>Strategic Biodiversity Land Use Planning Framework</i> .	Ongoing	Council prepared a draft <i>Strategic Biodiversity Land Use Planning Framework</i> in 2020, the outcomes of the draft Framework are informing the next stages of the Development Control Plan review.
Undertake necessary studies and strategies to prepare for the commencement of the Cumberland Plain Conservation Plan.	Complete	The draft <i>Strategic Biodiversity Land Use Planning Framework</i> that was prepared in 2020 enabled Council's preparation for the commencement of the <i>Cumberland Plain Conservation Plan</i> that was prepared by the Department of Planning and Environment.

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

Action	Status	Comments
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance and Enforcement Policy.	Complete	The <i>Enforcement Policy</i> is currently under review, this will be finalised by December 2023. Running concurrently is a program to support regulatory investigations by undertaking capability and process review.

Action	Status	Comments
Investigate complaints to ensure the natural environment is protected and amenity of the community is maintained.	Complete	The Development Compliance Team investigate complaints in partnership with Crown Lands and other State Government agencies to address alleged illegal dumping and matters related to environmental protection.

2.3: Encourage and enable our community to embrace the waste management principles of reduce, reuse and recycle

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

Action	Status	Comments
Finalise and commence implementing actions from the Waste Strategy.	Complete	The <i>Waste and Resource Recovery Strategy 2032</i> was adopted at Council's Ordinary Meeting on 13 December 2022. The Resource Recovery Branch has commenced implementing actions.

2.4: Encourage and enable our community to make more sustainable choices

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

Action	Status	Comments
Develop and implement community sustainability programs.	Complete	A total of six workshops with a total of 121 participants were held during the reporting period. Workshop topics included solar, worm farming, stream watch, waterwise gardens, and reusable nappies.

2.4.2 Work with businesses and tourism operators to promote good practice and sustainability principles

Action	Status	Comments
Facilitate advice on request from tenants of Council leased buildings on caring for their environment and implementing sustainable practices.	Complete	Council has installed solar panels on some of its commercial tenancies and works with other tenants who wish to have solar panels installed on the lease premises. Council staff have also met with tenants onsite to discuss electricity and water efficiencies.
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment.	Complete	The Environmental Health Team undertook a risk-based approach to industrial audits and undertook inspections/audits in response to community concerns. During these audits information was provided to business owners regarding sustainable choices and environmental best practice.
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements and relevant Council Policies.	Complete	These inspection programs run annually and have now been finalised. This includes: Food Premises – 349 inspections Swimming Pools – 15 inspections Cooling Towers – 6 inspections A mosquito trapping program was also implemented along with three food seminars.

2.4.3: Ensure development is functional, attractive and sympathetic to the environment, and avoids unnecessary use of energy, water and other resources

Action	Status	Comments
Incorporate ecologically sustainable building and road construction practices into Council projects.	Complete	All projects undertaken have considered and incorporated where feasible, sustainable approaches to ensure recycling and reuse of water through to efficiency in energy use. All street lighting has now been converted to LED lighting along with The Deerubbin Centre.
Utilising the updated <i>Local Environmental Plan</i> and <i>Development Control Plan</i> , work with developers to encourage sustainability measures for their developments.	In Progress	Stage 1 <i>Development Control Plan</i> was adopted by Council on 22 November 2022 and Stage 2 <i>Development Control Plan</i> will be undertaken by June 2023 which will include provisions for sustainable development.

2.4.4: Introduce measures to manage the issue of urban heat

Action	Status	Comments
Continue tree planting across Windsor, South Windsor and Richmond.	In Progress	The tree planting in South Windsor and Richmond Town Centres has been completed. Windsor Town Centre tree planting is expected to roll out in 2024.

2.5: Value, protect and enhance our waterways and wetlands with an emphasis on using local resources and key partnerships

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

Action	Status	Comments
Continue to develop plans to attract business to the Hawkesbury, including the finalisation of the <i>Clarendon Precinct Plan</i> .	In Progress	The implementation of the <i>Destination Management Plan 2022-2024</i> includes initiatives that aim to attract business to the Hawkesbury. Work has commenced on the development of the <i>Clarendon Precinct Plan</i> and it is anticipated the Plan will be finalised late 2023. Work continues working with the Western Parkland Authority to attract visitors regionally. The production of the "Snapshot" was a collaborative project across all 8 Councils.

2.5.2: Develop active partnerships and implement programs designed to improve the health of our rivers and riverbanks

Action	Status	Comments
Implement the priority actions of the Upper <i>Hawkesbury River Estuary Coastal Zone Management Plan</i> .	In Progress	Council has continued active participation in the development of a Coastal Management Program in partnership with Hawkesbury Nepean Councils. Funding has now been received from the Department of Planning and Environment to fund the implementation of Stage 3 of the Coastal Management Program. Councils are discussing the framework of the Stage 3 works.

2.6: Achieve net zero emissions targets

2.6.1: Implement strategies to achieve Council's net-zero emissions targets

Action	Status	Comments
Transition Council plant and equipment to electric and battery operated, where feasible.	In Progress	Leaseback vehicles continue to transition to hybrid as replacements become due; currently 22 in use, and another 40-awaiting delivery. Upon delivery this equates to 67% of the leaseback fleet transitioned. An Electric Vehicle Transition Working Group has been established by the Sustainability Team to coordinate EV requirements to facilitate broader transition across the organisation and community, including available grant funding and infrastructure requirements.

Action	Status	Comments
Amend LEP/DCP to mandate Electric Vehicle charging outlets and infrastructure.	Complete	<p><i>Electric Vehicle (EV) Scoping Paper</i> prepared and progressing towards finalisation of an <i>EV Transition Plan</i> to address a number of matters associated with EV's, including infrastructure.</p> <p>A new <i>Development Control Plan</i> Chapter for traffic and parking was adopted by Council on 22 November 2022 includes provisions for Electric Vehicle Charging.</p>
Collaborate with other Local Governments to advocate for updated BASIX targets.	Complete	<p>In August 2022, the NSW Government released the new <i>State Environmental Planning Policy (Sustainable Buildings) 2022 (SB SEPP)</i>. The SB SEPP package will come into effect on 1 October 2023 and aims to increase BASIX thermal performance and energy standards for residential development as well as introduce new measures for non-residential buildings.</p> <p>The higher BASIX thermal performance standards will be at least 7 stars, based on the star-rating scale defined by the Nationwide House Energy Rating Scheme (NATHERS) and will also be consistent with the National Construction Code 2022.</p>
Update the Local Environmental Plan (LEP) and Development Control Plan (DCP) with urban heat provisions.	Complete	<p>Urban Heat provisions were included in <i>Hawkesbury Local Environmental Plan 2012 Review Report</i> considered at Council's Ordinary Meeting on 22 November 2022. Use of the <i>Western Sydney Regional Organisation of Council's Urban Heat Model Development Control Plan</i> provisions will be utilised when the Hawkesbury Local Environmental Plan amendment is finalised.</p>
Implement priority actions from the Sustainability Framework.	In Progress	<p>Draft <i>Environmental Sustainability Strategy</i> publicly exhibited and report recommending adoption being presented to Council on 11 July 2023. <i>Draft Urban Greening Strategy</i> currently on public exhibition and scheduled to be considered for adoption by Council in August 2023. <i>Draft Climate Risk Assessment and Adaptation Action Plan</i> scheduled to be presented to Councillors in July ahead of formal consideration in August 2023. All of these strategies integrate with the adopted <i>Net Zero Emissions and Water Efficiency Strategy</i> and actions contribute to achieving Net-Zero targets.</p>
Implement priority actions from the Biodiversity Framework.	Not Due to Start or On-hold	<p>Council prepared a draft <i>Strategic Biodiversity Land Use Planning Framework</i> in 2020, the outcomes of which will be considered in conjunction with Council's suite of environmental sustainability, climate risk and urban greening strategies, as well as further Development Control Plan review.</p>

2.6.2: Maximise solar photovoltaic system installations on Council assets

Action	Status	Comments
Continue roll out of photovoltaic systems across Council buildings.	In Progress	Council completed four additional sites with hybrid solar power in 2022/2023, which included battery backups, at St Albans, Upper Colo and Bilpin and a mainstream photovoltaic system at the South Windsor Childcare Centre. Further investigations will be carried out to prepare the list of potential buildings and projects will be prioritised and included in the capital works program if beneficial for Council.

2.6.3: Alternative forms of energy are embraced throughout the Hawkesbury

Action	Status	Comments
Implement renewable energy and energy efficient projects.	Complete	Council committed to and completed the replacement of street lighting with energy efficient LED lights throughout the network. Hybrid solar power systems were also installed at four community facilities.

COMMUNITY OUTCOME THREE: STRONG ECONOMY

3.1: Creating an integrated and well-maintained transport system is an important local priority

3.1.1: Ensure our roads and other transport infrastructure provides a connected, efficient system to ensure safe movement of all modes of transport

Action	Status	Comments
Undertake a review of parking requirements and provisions and implement solutions to address identified parking issues.	In Progress	Parking study will be undertaken in 2023/2024.
Utilise Council Traffic models to assess traffic impact of projects, planning proposals and advocacy measures.	Complete	<p>Council's traffic model is available to assess traffic impact of projects, planning proposals and advocacy measures to ensure that the road network and other associated transport infrastructure provides a connected, efficient system to ensure safe movement of all modes of transport.</p> <p>Information contained within the Traffic model was utilised to undertake a review on the Heavy Vehicle Movement within the Hawkesbury Local Government Area which was reported to the Innovation and Partnership Committee on 8 November 2022. The findings in the report were on the basis that the proportion of Heavy Vehicles overall along Hawkesbury Roads is in keeping with the road environment, land use and general trends for the area and that the demand of heavy vehicles be considered as a key driver in the development of the next Transport Asset Management Plan. Review of Asset Plans are targeted to commence during 2024.</p>

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

Action	Status	Comments
Work with Transport for NSW and provide input on their projects.	Complete	Officers have continued to work with Transport for NSW with respect to strategic planning associated with various projects including, Richmond Bridge, Hawkesbury Nepean Flood Evacuation Routes, Grose River Bridge, Outer Sydney Orbital. Officers are also part of the Boundary Road Working Group which has facilitated negotiations between Hawkesbury City Council, The Hills Shire Council, Department of Planning and Environment and Transport for NSW to planning and resolve funding of the road upgrades.
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury.	Complete	<p>Advocacy for major transport services and linkages has continued on an ongoing basis, both in terms of responding to formal and informal exhibition by the NSW and Federal Government of various transport related matters including through the Western Parkland City, City Deals and the Greater Cities Commission. Direct advocacy has also continued with respect to seeking improvements to flood evacuation routes and the Richmond Bridge Project in particular.</p> <p>Initial planning including state agency stakeholder engagement has commenced with respect to public transport and public transport corridors, including exploring community transport options to fill potential gaps.</p>

3.1.3: Have a comprehensive transport system of well-maintained local and regional linkages that are financially and environmentally sustainable, and meet community safety priorities and expectations

Action	Status	Comments
Undertake operational programs associated with construction and maintenance of roads and ancillary facilities in accordance with the Capital Works Program.	Complete	The construction and maintenance of roads and ancillary facilities are being undertaken through Capital Works, Infrastructure Recovery, Regional Local Roads Recovery Program and other maintenance programs. In addition, the condition assessment of all road assets is underway which will inform the comprehensive valuation of the assets, long-term financial planning, and strategic asset management plans.
In the context of recent disasters, review the <i>Asset Management Plan</i> .	In Progress	The Asset Management Branch is currently reviewing and updating Council's <i>Asset Management Framework</i> including the Asset Management Plans, with work commenced to value and assess asset classes and deliver accurate future cost modelling.

3.1.4: Provide mobility links throughout the city to connect our centres, parks and facilities

Action	Status	Comments
Continue to implement priority actions from the <i>Hawkesbury Mobility Plan</i> .	Not Due to Start or On-hold	Council has prepared a draft <i>Active Transport Plan</i> that will supersede the <i>Hawkesbury Mobility Plan</i> , reviewing pedestrian and cycleway infrastructure across the local government area. The <i>Active Transport Plan</i> will provide Council with a strategy that will identify future works to deliver mobility links that will both meet the emerging needs of communities and reflect current design standards for active transport infrastructure. The draft Plan will be reported to Council in the first quarter of 2023/2024.

3.2: Increase the range of local industry opportunities and provide effective support to continued growth

3.2.1: Plan for a range of industries that build on the strengths of the Hawkesbury region, to stimulate investment and employment

Action	Status	Comments
Implement priority actions from the <i>Employment Lands Strategy</i> .	Complete	Relevant Employment Lands Strategy provisions were included in the <i>Hawkesbury Local Environmental Plan 2012 Review</i> that was presented to Council's Ordinary Meeting on 22 November 2022.

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

Action	Status	Comments
Monitor changes in employment and investigate jobs skills and skills of the future and growth sectors.	Complete	The performance of the local economy is monitored through: <ul style="list-style-type: none"> -Responding to the outcomes of the Economic Health & Wellbeing survey which was conducted in October 2020 and November 2021 and business engagement. -Review of the Australian Business Register new Business Registration report. -Inclusion of Economic ID Reporting in the monthly business newsletter produced by the Economic Development team. <p>The above information will inform the development of the Economic Development Strategy that will be prepared in late 2023.</p>

3.2.3: Actively support the retention of the RAAF Base Richmond and enhance aviation-related industry, building on existing facilities

Pursue opportunities such as the <i>Greater Sydney Commission District Plan</i> and City Deal to enhance aviation-related industry near the RAAF base.	Complete	As part of the <i>Western Parklands City Deal and District Plan</i> , Council continues to pursue opportunities to enhance aviation-related industry near the Richmond RAAF base.
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3.2.4: Work towards ensuring people in our community have access to safe, nutritious, affordable and sustainably-produced food

Ensure the retention of agricultural lands through relevant planning processes.	Complete	Relevant planning provisions were included in the <i>Hawkesbury Local Environmental Plan 2012</i> Review presented to Council's Ordinary Meeting on 22 November 2022. Council provided support to the business community to advocate for amended Agritourism provisions that were subsequently endorsed by the Department of Planning and Environment. Based on those new LEP provisions, preparation of a new <i>Agritourism Development Control Plan</i> chapter has commenced and will be reported to Council in Quarter 2 2023/2024.
Work in partnership with businesses, community and public health agencies to promote access to safe, nutritious, affordable and sustainably produced food.	Complete	<ul style="list-style-type: none"> -Council has partnered with Peppercorn Services Inc to deliver cooking and nutrition education programs in Bilpin. -Council promotes the food relief services that are available to the community through online service listings and at its Community Hubs. -Council regularly engages with community, emergency relief and food services, many of whom have corporate partners, to ensure that up to date information is available to community members and services.

3.2.5: Plan for the continuance and growth of agricultural industry uses within the Hawkesbury

Planning instruments and other land use documents to include provisions for agricultural business activities within environmental constraints and strengths of the Hawkesbury.	Complete	Relevant planning provisions were included in the <i>Hawkesbury Local Environmental Plan 2012</i> Review presented to Council's Ordinary Meeting on 22 November 2022. Preparation of a new <i>Agritourism Development Control Plan</i> chapter has commenced and will be reported to Council in Quarter 2 2023/2024.
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3.3: Promote our community as the place to visit, work and invest

3.3.1: Working in partnership we will actively market our city and capabilities to existing and potential businesses, visitors and investors

Review the Communication and Engagement Strategy.	Complete	Council adopted the <i>Communication and Engagement Strategy</i> in September 2021. The Strategy sets the strategic direction for our communication. The Strategy recognises that communication is about building trust, providing people with the information they need and celebrating our connections. Council is continually looking for ways to better engage the community. The updated <i>Community Engagement Policy</i> was updated in May. The Policy will inform the future review of the Communication and Engagement Strategy in the coming year.
Implement actions from the Hawkesbury Economic Development and Business Recovery Plan.	Complete	Implementation of the <i>Business Recovery Plan</i> is completed. An Economic Development Strategy is to be developed in late 2023 that will provide a framework to support continued business growth in the Hawkesbury.
Promote the availability of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund.	Complete	The promotion of Destination NSW funding to existing and new tourism businesses, through the Destination NSW Regional Tourism Fund is shared via the monthly business e-newsletter and online at the Hawkesbury Business Hub and at any of the Tourism Industry Business Engagement Sessions.

3.3.2: Develop Hawkesbury tourism to enhance and strengthen opportunities within our tourism sector

Promote the region as a tourism destination through the Visitor Information Centre.	Complete	The Visitor Information Centre promotes a comprehensive list of visitor attractions and promotes the region as a tourism destination. All tourism information is available on the Discover the Hawkesbury Website and on the Visitor Information Centre's Facebook page.
Promote the region as a tourism destination through the Discover the Hawkesbury website.	Complete	The Visitor Information Centre promotes a comprehensive list of visitor attractions and promotes the region as a tourism destination. All tourism information is available on the Discover the Hawkesbury website and on the Visitor Information Centre's Facebook page.
Work with partners and the Hawkesbury Visitor Economy to identify and pursue opportunities to grow local tourism.	Complete	Council adopted the <i>Hawkesbury Destination Management Plan</i> in November 2022 and continues to work with Destination NSW and other Government Departments to look for opportunities to grow local tourism. Council is currently working with Destination NSW on the development of the NSW Destination Management Plan.

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

Design and deliver a program of workshops, Business 101 seminars, and skills development opportunities to increase knowledge and capacity to help local businesses adapt and grow.	Complete	An annual program of workshops, seminars and business support has been developed and continues to be rolled out. The program is promoted each month via the business e-newsletter and online at Hawkesbury Business Hub.
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Support increased networking among existing business owners and support business events and awards programs.	Complete	<p>Council have engaged with local businesses and business associations this has included:</p> <ul style="list-style-type: none"> -The delivery a series of four Industry Engagement Sessions for 2022 with the tourism businesses in Hawkesbury. These were held on 4 April 2022, 16 May 2022, 8 August, and 31 October 2022. -A mentoring program was run from June – October 2022, which was targeted at tourism businesses within the Visitor Economy. -Council works in partnership with the Hawkesbury Chamber of Commerce and regularly attends business networking events and Business Breakfasts and presents at these. Council have also partnered with the Hawkesbury Chamber of Commerce to deliver workshops and business events. -Council delivered in collaboration with Empowering & Enabling the Women of Western Sydney a Women in Aviation workshop on 8 September 2022. -Council supported and participated in the Hawkesbury business expo on 13 September 2022 which was run by the Hawkesbury Business Alliance. -Council was successful in receiving a \$5,000 Small Business Month Grant which involved two workshops run in partnership with Hawkesbury Harvest on how to successfully run an Agri-tourism business. The workshops were held on 8 November 2022 and 23 November 2022. -Council sponsored the Hawkesbury Business Conference in March 2023 which was run by the Hawkesbury Business Alliance. -Council worked in collaboration with Western Sydney Women to deliver the Career Bootcamps on 13 and 14 June 2023. Then delivering Women in Business Lunch on 21 June 2023.
Promote Council-owned spaces for businesses to meet and network.	Complete	<p>In collaboration with the Western Parklands Authority (WPA), Council captured all co-working spaces within the Hawkesbury and the region. The information collected has been placed on the WPA website. Council continues to promote council owned spaces for businesses to meet and network.</p>

3.4: Support the revitalisation of our town centres and growth of our business community

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

Implement the Liveability Program across Windsor, South Windsor, and Richmond town centres.	In Progress	<p>The Liveability Construction Program is completed in Richmond and South Windsor. The Windsor Town Centre Program has undergone various project scope changes and is currently in redesign. The program for Stage 1 is due to commence late 2023 including the Windsor Train Station through to Fitzgerald Street along George Street.</p>
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3.4.2: Create active partnerships to develop a network of vibrant centres, which bring opportunities for business growth and community connection

<p>In conjunction with key partners, deliver an annual calendar of events.</p>	<p>Complete</p>	<p>Council’s annual event calendar includes five major events, a range of civic and community events and an event sponsorship program for community and business events. Council works with event partners including sponsors and local community, sporting and business groups to deliver events for the Hawkesbury.</p> <p>-Council continues to work with the Hawkesbury District Agricultural Association to sponsor and support the Hawkesbury Show. During the event Council and all emergency services promote our Emergency Passport and give stamps and prizes to community members who visit their tents. In the Council tent we showcased our Draft Operational Plan, flood recovery, cultural services, Visitor Information Centre, playground upgrades, events including Savour the Flavour Hawkesbury, WestInvest projects and our bushcare/community nursery to 11,000 visitors.</p> <p>-Council worked with a range of staff to present the role of Council in everyday life to 393 students from 12 local primary schools as part of the Student Leadership and Awareness Program. Social media engagement with the post-event photo gallery was very positive, with 8,756 post impressions, 6,721 post reach, 1,384 post engagements with a 100 per cent positive interaction.</p> <p>-Council offers two rounds of event sponsorship a year to support many event organisers. Three community events were sponsored in Round 2 of the 2022/2023 program offering in kind and \$8,000 of financial support.</p>
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3.4.3: Assist our town and village centres to become vibrant local hubs

<p>Continue the implementation of Place-Making Strategies including undertaking a program to review and renew wayfinding and signage across the local government, particularly in, around, and to our town centres and villages.</p>	<p>Complete</p>	<p>Place-Making Strategies continue to be implemented including ‘Shop Local’ Campaign in South Windsor and Town Centre Activations such as Crazy Day in Richmond Town Centre. A program to review and renew wayfinding and signage across the local government has been developed as part of the WestInvest Grant funding application. The Wayfinding and Signage in Richmond and South Windsor is currently in manufacture.</p>
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COMMUNITY OUTCOME FOUR: RELIABLE COUNCIL

4.1: Provide representative, responsive and accountable governance

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

Action	Status	Comments
Develop and implement a program for regular engagement for Councillors with the community within distinct geographic areas across the Hawkesbury.	Complete	<p>Council regularly engaged with our communities in towns and villages across the Hawkesbury. Regular Community Hubs and activities were held in Wilberforce, Colo Heights, St Albans and Bilpin. These forums provided opportunities for the community to engage with Council on key issues with information available about projects and upcoming works. Online community meetings were held in September and December with residents in the Macdonald Valley to discuss flood recovery and planned road works.</p> <p>Extensive community engagement is undertaken through Council's digital channels, using the website tool Your Hawkesbury Your Say for questions, surveys and voting and Facebook for information sharing and feedback. This information about key projects is available to all residents across the Hawkesbury.</p>

4.2: Encourage an informed community, and enable meaningful engagement

4.2.1: Provide open and clear lines of communication with the community using up-to-date technology

Action	Status	Comments
Continuously review and improve Council's corporate website.	Complete	<p>Quarterly reviews of the website were undertaken prior to each seasonal update of content. Each review looked at analytical information relating to site traffic, search history and frequently accessed information along with user feedback which is used to identify areas for improvement or change. The site continues to be well received and quarterly reviews will be undertaken on a seasonal basis.</p>
Implement priority actions in the Digital Communication Strategy.	In Progress	<p>The implementation of the <i>Digital Strategy</i> is progressing including:</p> <ul style="list-style-type: none"> -The continued development and refinement of the Council website in response to customer analytics which drives content, quick links and web banners. -Customer service continuing to be improved through the development of the online forms and promotion of the forms. -Ongoing development of digital information sources including the website, LinkedIn, Facebook and Instagram and videos for the Council, Hawkesbury Events and Hawkesbury Visitor Information Centre page. -Ongoing development of Your Hawkesbury Your Say engagement tool to create sites to better inform our community.

4.2.2: Enhance Council communication to ensure the community understands the role Council has in the Hawkesbury

Action	Status	Comments
Continue to engage with the community about Council's roles and function through a range of mediums.	Complete	<p>In addition to Council's regular cycle of monthly Council meetings, Council uses a range of online and traditional tools to communicate including Council's Facebook with 21,000 followers with a reach of almost 550,000. Hawkesbury Events Facebook with almost 10,000 followers, Hawkesbury Events Instagram (2,800 followers), Council website (80,000 average hits a month) and LinkedIn (3,000 followers). Council also uses the online platform Your Hawkesbury Your Say for which had 16,137 visits and a total of 63,535 over the year.</p> <p>Council is also engaging using traditional media including monthly and feature ads in the two local papers, media releases, online forms and two, quarterly newsletters (January, April) which is sent to all residents.</p> <p>Council also held one online public meeting for the Macdonald Valley Community and two meetings of the Thomas James Advisory Group and engages weekly at community hubs in flood impacted outer areas of the LGA. Council was able to engage with the community about their civic role and functions at monthly Council meetings, at the Citizenship Ceremony in January 2023 and the Student Leadership and Awareness Program.</p> <p>Council has also engaged with the community online using the Your Hawkesbury Your Say engagement tool. The top five projects had 229 submissions.</p>

4.2.3: Provide quality customer service to the community

Action	Status	Comments
Implement recommendations from the 2020 Customer Service audit.	Complete	Team structure has been reviewed and endorsed with recommendations implemented.
Finalise and implement the Customer Experience strategy.	Complete	The Draft <i>Customer Service Experience Policy, Customer Feedback Policy and Customer Service Experience Charter</i> were endorsed by Council for public exhibition at its 9 May, 2023 meeting and subsequently adopted following the exhibition period. Planning is underway for training and implementation across Council in 2023/2024.

4.3: Build strong financial sustainability for now and future generations

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

Action	Status	Comments
Informed by the annual Service Review Program, pursue business process reviews, and where appropriate, implement outcomes of the review.	Complete	Customer service changes have led to a significant improvement in call statistics. Further improvements have included reduction in paper reliance for Development Application processes, streamlined septic inspection and building inspection administration processes and online forms. Council has also implemented credit card payments for some online services to improve customer experience. A project management framework and management tool has been developed and piloted for capital projects.

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

Action	Status	Comments
Review Council's Long Term Asset Management Plan, in line with the long term financial plan, asset data and community feedback.	In Progress	As per the <i>Asset Strategy Roadmap</i> , the life-cycle financial modelling of infrastructure assets will be developed and Asset Management Plans for various asset groups including Roads, Stormwater, Buildings and Other Structures and Open Space will be revised by September 2024. The existing Asset Management Plan for Roads will be updated by December 2024.

4.3.3: Decisions which determine priorities will be made in the long-term interests of the community

Action	Status	Comments
Work towards attaining financial sustainability benchmarks.	Complete	The Financial Statements for the year ended 30 June 2022 finalised with an unqualified audit opinion, submitted to Council on 21 November 2022. Council met all financial ratio benchmarks with the exception of the Rates Outstanding Ratio. September 2022 Quarterly Budget Review completed and adopted by Council with a balanced result on 21 November 2022. December 2022 Quarterly Budget Review completed and adopted by Council with a balanced result on 14 February 2023. March 2023 Quarterly Budget Review completed and adopted by Council with a balanced result on 9 May 2023. The <i>2023/2024 Operational Plan</i> , including a balanced Budget and the <i>2023-2033 Long Term Financial Plan</i> were adopted by Council on 20 June 2023.
Manage the process in relation to the submission of grant applications to funding authorities.	Complete	Grant applications are generated by service and function areas within Council and managed through a centralised approval process that is linked with Finance for the purpose of tracking and reporting.
Implement an improved corporate planning process for the organisation. This includes streamlining the Business Plan and Integrated Planning and Reporting Framework process, while ensuring Office of Local Government's requirements are met.	In Progress	Council has developed and adopted its improved <i>Operational Plan</i> for 2023/2024. Work is now underway to improve reporting processes and alignment of business planning to performance goals.

4.4: Build strong relationships and shared responsibilities

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

Action	Status	Comments
Engage with and provide advice to relevant government agencies and peak bodies.i.e. work with all levels of government via WSROC and City Deal through Planning Partnerships, Engineering Standards, and Liveability Grants.	Complete	Staff represent Council on the following Western Parklands Working Groups: -Early local land acquisition and dedication framework. -Metropolitan rural area review. -Regional Affordable Housing Strategy. -Western City District Plan review. -Disaster recovery planning framework. -Infrastructure coordination and delivery. -Implementation of infrastructure contributions reforms. The Liveability Project is underway. Town Centre revitalisation works in South Windsor and Richmond are now complete. Staff represent Council in WSROC initiatives including: -Western Sydney Regional Waste Strategy. -Turn Down the Heat. -Western Sydney Energy Program.
Partner with the Western Sydney Investment Attraction Office on any economic development activities.	Complete	Council have worked in partnership with the Western Parklands City Authority (WPCA) on delivering a regional Economic Development Strategy and a Regional Investment Prospectus.

4.4.2: Achieve higher strategic capacity through strategic alliances and partnerships

Action	Status	Comments
Work with strategic partners to pursue objectives for our community across all of Council's functions.	Complete	Council works with a wide range of partners to develop and deliver the strategic objectives of Council and the community. Strategic partners include the Greater Cities Commission; Western Parkland City Authority; Western Parklands Councils group; Western Sydney Planning Partnership; Infrastructure NSW; (former) Resilience NSW and a range of other agencies.

4.5: Encourage a shared responsibility for effective compliance

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

Action	Status	Comments
Finalise the Dashboard of Compliance with Legislative Requirements and Customer Service Standards.	In Progress	Council continues to explore options for developing an electronic compliance register, maintains a system for identifying changes in legislative compliance standards.

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

Action	Status	Comments
Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy.	Complete	All feedback was addressed through Council's complaints and Compliments procedure. The <i>Draft Customer Service Experience Policy, Customer Feedback Policy and Customer Service Experience Charter</i> will significantly improve practices across Council once implemented.
Implement Sustainability Strategy including best practice processes and reporting measures.	Complete	<p>The draft <i>Environmental Sustainability Strategy</i> was prepared to consolidate existing knowledge, actions, and directions, and to provide a long-term foundation for progressing the sustainability of the Hawkesbury Local Government Area.</p> <p>At its Ordinary Meeting on 18 April 2023, Council resolved to place the draft <i>Environmental Sustainability Strategy</i> (draft Strategy) on public exhibition. The draft Strategy was publicly exhibited for an extended period of 42 days between 3 May 2023 and 13 June 2023. A total of 7 submissions were received during the exhibition period which have been considered and where appropriate amendments made to the draft Strategy.</p> <p>The draft Strategy (post exhibition) is scheduled for consideration by Council at its Meeting 11 July 2023, seeking adoption of the draft Strategy.</p>
Conduct audits in accordance with the Annual Audit Program and report progress in relation to Audit recommendations and agreed management actions.	Complete	<p>The 2022/2023 Internal Audit Program contained five audits, with the progress of each summarised as follows:</p> <ul style="list-style-type: none"> -Records Management – Completed. -Fire Safety, Sewer and Swimming Pool Inspections – Completed. -Emergency Management including the Business Continuity Plan – In Progress. -Work Health and Safety including Workers Compensation – In Progress. -Transport for NSW Drives Compliance – Completed. <p>The Audit, Risk and Improvement Committee received reports on the progress of Internal Audit Management Actions at its meetings during the year on 15 July 2022, 21 October 2022, 27 March 2023 and 30 June 2023.</p>

4.6: Support the operation of the organisation through effective staff engagement

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

Action	Status	Comments
Implement year one actions from the 2022- 2026 Workforce Management Strategy.	Complete	Get to Know Your Council sessions were implemented throughout the period with five sessions held and over 120 staff attending. These sessions helped staff from all levels familiarise themselves with Council's functions, purpose and strategic priorities. The Diploma in Leadership and Management continued during this period with 49 employees graduating from the program. A further 42 are enrolled in the program and are expected to graduate in 2023/2024.

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

Action	Status	Comments
Finalise and begin implementation of year one actions from Council's Information and Communication Technology (ICT) Strategy.	Complete	Council's <i>Information and Communication Technology (ICT) Strategy</i> and accompanying ICT Action Plan for 2022-2026 were presented to, and endorsed by, the Senior Leadership Team in November 2022. Since its endorsement the Information Services Leadership team have undertaken quarterly progress reviews of key tasks identified for delivery within the ICT Action Plan. Progress to date has seen completion or commencement of the majority of tasks. Tasks that have not yet been completed are either nearing completion, span multiple years and are on-going or have been reprioritised or require additional resources. At the commencement of the 2023/2024 financial year a full review will be undertaken and adjustments made to the ICT Action Plan where required to ensure that priorities remain current, focused, relevant and on track.
Develop the organisation's Business Improvement plan.	In Progress	A pipeline of key projects including customer experience, service digitisation and data management have been developed and commenced under Council's business improvement plan. The Business Improvement Specialist will develop Council's approach and staging of these projects.
Develop the organisation's approach to business excellence.	In Progress	Council has recruited a Business Improvement Specialist who will lead and champion Council's continuous improvement projects and business excellence approach.
Develop and implement an internal knowledge database to support employees in providing timely and consistent service to customers.	Complete	The internal knowledge management system continues to be updated and expanded to improve the Customer Experience.

4.7: Encourage informed planning, balanced growth and community engagement

4.7.1: Council planning is integrated and long term and 4.7.2: Council decision making on all matters is transparent, accessible and accountable

Action	Status	Comments
Ensure Council's planning is consistent with the Office of Local Government's Integrated Planning and reporting Framework.	Complete	Council has continued to comply with the requirements of the Office of Local Government Integrated Planning and reporting Framework. <i>Operational Plan 2023/2024</i> adopted in June and implementation commenced. Significant improvements to Council's planning and reporting framework will be implemented for the 2024/2025 planning cycle. This includes a review of Council's informing strategies, business planning processes and the implementation of quarterly reporting on actions.

4.7.3: Council will continue to review service provision to the ensure best possible outcomes for the community

Action	Status	Comments
Develop Council's Service Review framework.	In Progress	The Service Review framework is under development, aligning to Council Internal Audit function.

4.7.4: Encourage increased community participation in planning and policy development

Action	Status	Comments
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements.	Complete	Engagement was undertaken for a range of policy and planning matters during the period, including: <ul style="list-style-type: none"> -Proposed Amendments to <i>Redbank Voluntary Planning Agreement</i> (377 submissions received). -Public Exhibition of <i>Draft Waste and Resource Recovery Strategy 2032</i> (35 submissions received). -Notification of development applications. -<i>Draft Urban Greening Strategy</i> (currently on exhibition). -<i>Draft Environmental Sustainability Strategy</i> (7 submissions received). -<i>Draft Local Approvals Policy</i> (Caravan Parks). -<i>Draft Plans of Management</i> (Fernadell Park, Macquarie Park, McQuade Park). -Development of <i>Draft Climate Risk Assessment and Adaptation Action Plan</i> (engagement with relevant stakeholders ahead of formal public exhibition).

4.7.5: The needs of our community will be reflected in local, state and regional plans

Action	Status	Comments
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans.	Complete	Council continues to advocate for the needs of the Hawkesbury, particularly in response to natural disaster recovery. Regular meetings continue with Australian and NSW Government representatives; the Parklands Councils and WSROC, together with meetings with various NSW Government Departments.

4.8: Facilitate the delivery of infrastructure through relevant agencies and Council's own works

4.8.1: Identify current and future utility infrastructure needs (water, sewerage, waste, stormwater, gas, electricity and telecommunications) and deliver to the community

Action	Status	Comments
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development.	Complete	Council maintains ongoing relationships with various Government and non-Government authorities and agencies for the purpose of advocating on behalf of the community and supporting those entities' activities to remedy existing utility infrastructure deficiencies to ensure the provision of necessary utility infrastructure for both existing and new development. During the reporting period there was a particular focus on electricity supply, with Endeavour Energy raising critical electricity distribution infrastructure and telecommunications with Telstra proactively switching telecommunication towers to grid-independent power supply on the issue of Flood Watches.
Plan for strategic Infrastructure requirements through the development of The Local Strategic Planning Statement.	Complete	The <i>Local Strategic Planning Statement</i> was completed, endorsed by the Department of Planning and Environment (8 February 2021) and adopted by Council (23 February 2021). Work has progressed with respect to the Local Strategic Planning Statement's Planning Priority 1 - Ensure infrastructure aligns with current needs and future growth, and Planning Priority 2 - Form partnerships with stakeholders and agencies through the LEP Review process, new <i>Development Control Plan</i> and <i>Contribution Plan</i> Review project.

4.8.2: New development and infrastructure meets community needs

Action	Status	Comments
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs.	Complete	Funding has been sought across all asset classes - Open Space and Recreation, Buildings, Wastewater and Roads, including applications made to restore community assets following the flood events of 2022, Roads to Recovery, road maintenance funding and applications to the WestInvest Program.



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