

Hunters Hill Community Strategic Plan



**Your Vision
for Our Future
2018 - 2028**

	Message from the Mayor and General Manager	2
	Executive Summary (What is the CSP?)	3
	About Hunters Hill	4-6
	Snapshot – Our Community Profile	7-8
	Engaging with the Community	9
	What we've learned from you	10
	Your Vision	11-12
	Aligning the Plan	13
	Delivering the Plan	14
	Resourcing the Plan	14
	Monitor, Measure, Report & Review of the Plan	14
	Key Directions	15-16
	Focus on the Community	17-20
	Maintain Character & Manage Growth Planning	21-24
	Manage and Preserve our Environment	25-28
	Making Getting Around Easier	29-32
	Leadership & Governance	33-36
	Rate & Special Variations	37-38
	Service Standards	39-42
	Social Justice & Quadruple bottom line	43-44

Message from the Mayor and General Manager



Message from the Mayor

The Hunters Hill Community Strategic Plan (CSP) has been created in consultation with the local community. The Plan identifies the community's priorities and aspirations and outlines the importance of civic leadership, accountability and engagement in decision making. The CSP is a reflection of the challenges and priorities that Council will focus on. It is shaped by the community and outlines how we will work towards a sustainable future.

The CSP is Council's single most important document. It incorporates a four year Delivery Program (the strategic objectives) and a one year Operational Plan (the actions) and identifies the importance of integrating all of Council's key planning documents.

Underpinning the CSP are strong partnerships and networks between Council, the community, the State Government and other agencies. The plan's vision, strategic objectives and actions reflect the issues and needs our residents and ratepayers told us are important to them, including the management of growth and development in the area as well as quality of life issues such as safety, open space, recreation, visual amenity and protection of our environment.

Council will report regularly to the Community on the progress of the CSP. We will conduct annual community surveys and ensure that we review our work practices to ensure our services and operations are effective, current and transparent.

We are committed to being a driver for change and ensuring that the needs and aspirations of the community are considered and acted upon.

I wish to thank the community for their time and energy in being part of this important process - completing online and telephone surveys, providing feedback, and attending focus groups. I also want to acknowledge my fellow Councillors who have provided guidance and support in developing this robust framework for the future.

Clr Mark Bennett
Mayor of Hunters Hill



Message from the General Manager

Following the events of the last few years Council can now move on with planning the long term strategic future for Hunters Hill 2030.

The mandatory Integrated Planning & Reporting (IP & R) Framework will continue to guide the planning process leading to the creation of the Community Strategic Plan 2030 (a 10-year plan). This Plan is supported by a Delivery Program (4 years), which details how each strategy in the plan will be delivered. The Delivery Program in turn is supported by an Annual Operating Plan and Budget.

Council's initial plan formulated under the mandatory framework has come to an end in 2018 and in conjunction with the Council election now needs to be reviewed to reflect current community expectations and desires.

An extensive community consultation process was undertaken last year to inform the planning process and the outcomes of that consultation are reflected in the new plan. Council must also take into account any State, Regional and Metropolitan plans and their potential impacts on the community.

The overall planning process will continue to be supported by a simple reporting process that measures and monitors outcomes and ensures accountability.

On behalf of Council, my sincere thanks to those members of the community who participated in and worked with us in developing this plan.

Barry Smith
General Manager



Clr Ben Collins



Clr Elizabeth Krassoi



Clr Jim Sanderson



Clr Justine
McLaughlin



Clr Ross Williams
Deputy Mayor



Clr Zac Miles

Executive Summary (What is the CSP?)

What is the 'Your Vision for Our Future' – Hunters Hill Community Plan?

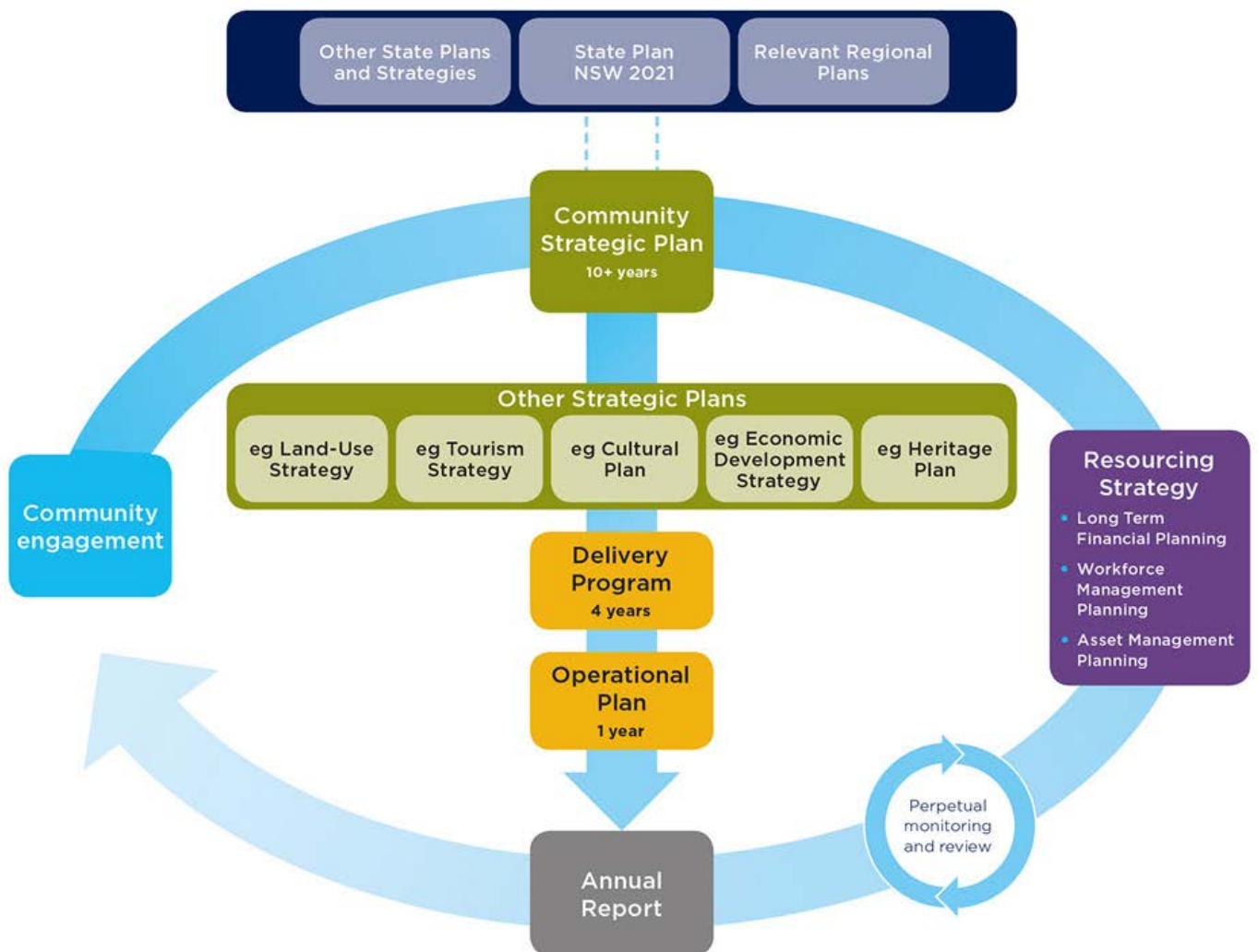
The Your Vision for Our Future – Hunters Hill Community Strategic Plan was developed in 2017/2018 through significant consultation with residents, community groups, stake holders, businesses and other government bodies.

The plan represents a vision and framework to guide the aspirations and needs of the Hunters Hill community over the next 10 years. It is designed to not only articulate our foresight for the future, but also outline expected levels of service, financial responsibilities and the ability to respond to future opportunities and challenges. Most importantly, it will address the level of resources that will realistically be available to achieve these aspirations and needs.

The Plan does not exist in isolation and is supported by more detailed plans and strategies, including a Delivery Program with a four year outlook and an Operational Plan with a one year outlook. This integrated framework acts as a 'blueprint' and encourages Council to draw the various plans together and understand how they interact to get the maximum leverage from our efforts by planning holistically for the future.

Whilst it is a State legislative requirement to develop this plan, Council's role within this process is to provide the platform for the community to have 'their say' and document their responses. These valuable contributions strengthened Council's partnership with all stake holders and endorsed the distinctive and beneficial role of all partners involved.

This Plan should be considered as the basis of our impending prosperity and empower the community to take collective action and responsibility in creating a stronger more connected community.



About Hunters Hill



WATER SHOT

The Municipality of Hunters Hill has a wonderfully rich and diverse history which precedes Federation and the formation of the Commonwealth of Australia in 1901. Early French settlers, including the Joubert brothers and Gabriel de Milhau, were influential in gaining the proclamation of Hunters Hill as a separate Borough in 1861 and much of the character of the Municipality has developed since that time.

Situated on a small peninsula that separates the Lane Cove River and Parramatta River, the Aboriginal name for the land is Moocooboola, meaning meeting of waters. Residents take great pride in this heritage and celebrate the Moocooboola Festival annually.

The Municipality includes the leafy suburbs of Gladesville (part), Henley, Hunters Hill, Huntleys Cove, Huntleys Point and Woolwich. Visually, it is easy to see why the area is recognised as Australia's oldest garden suburb, with over 70% of the local government area declared a conservation area.

Hunters Hill enjoys many lifestyle assets - from the bushland, to Sydney Harbour foreshore, its vibrant local villages and heritage. The area exudes beauty, both on and off the streets. Boasting many heritage listed homes, old world charmed sandstone workers cottages and waterfront homes, Hunters Hill is home to a community that has been nurtured by generations.

Today, Hunters Hill has a population of 14,000 and is well known for its schools, accessible location, open spaces and community spirit. The area brings great value and satisfaction to residents and the wider community.

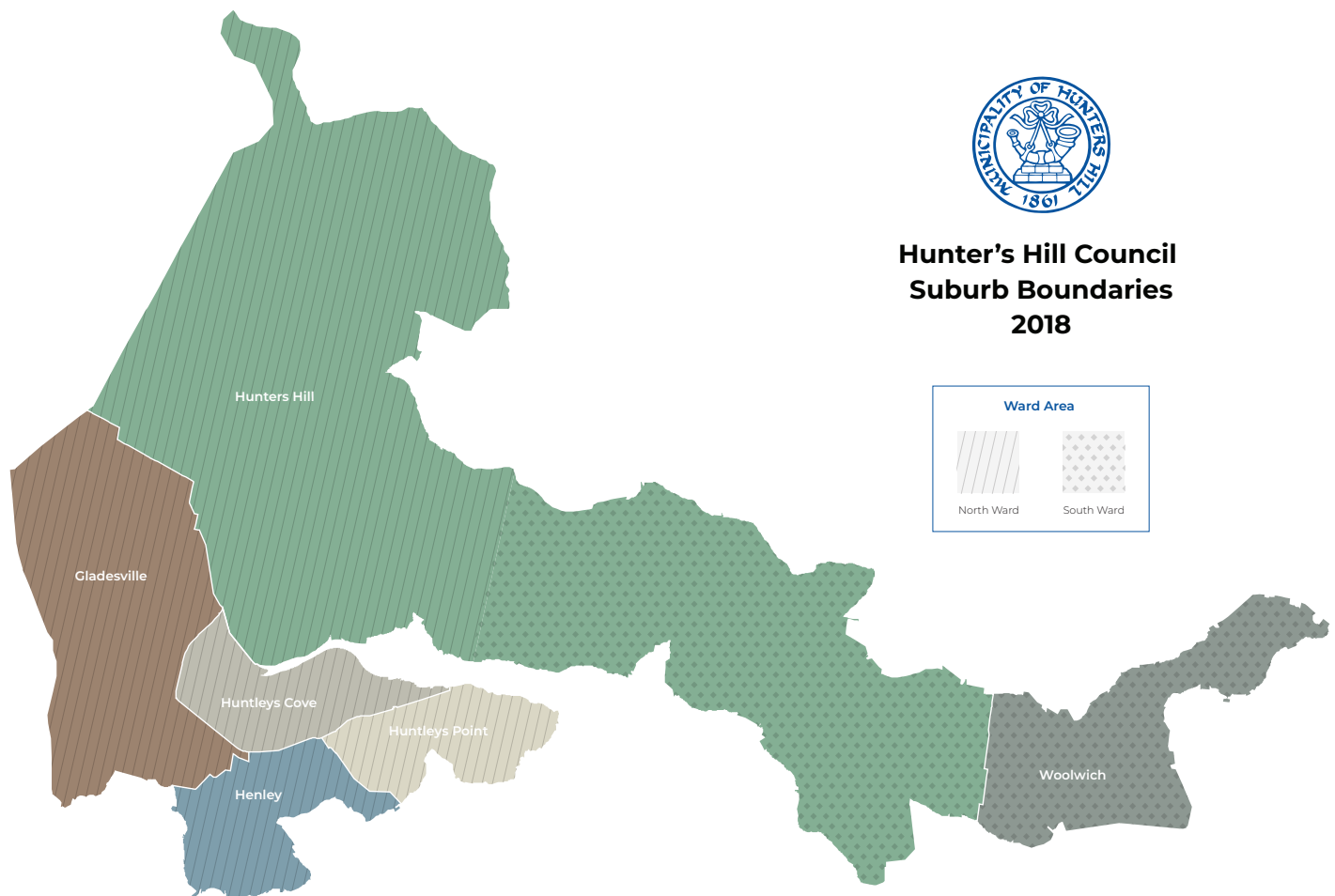
What makes the Hunters Hill LGA special?

Australia's oldest garden suburb is characterised by:

- 6 suburbs
- 50 sqm of open space per capita
- 3 ferry wharfs
- 2 bridges
- 3 primary schools
- 4 high schools
- 5 childcare centres
- 5 playgroup centres
- 11 playgrounds
- 4 sporting fields locations
- 6 aged care facilities
- 1 hospital
- 3 village areas
- 515 heritage items
- 7 heritage conservation areas (over 70% of the local government area)
- 1 major commercial area
- 19 community buildings
- 100+ bushcare volunteers
- 200 plant species
- 33 hectares of bushland
- 2 major roads (Victoria and Burns Bay Roads)
- 70 km of road network
- 2km of regional roads
- 87km of footpaths and cycleways
- 109km of kerb and gutter



Hunter's Hill Council Suburb Boundaries 2018



Ward Area



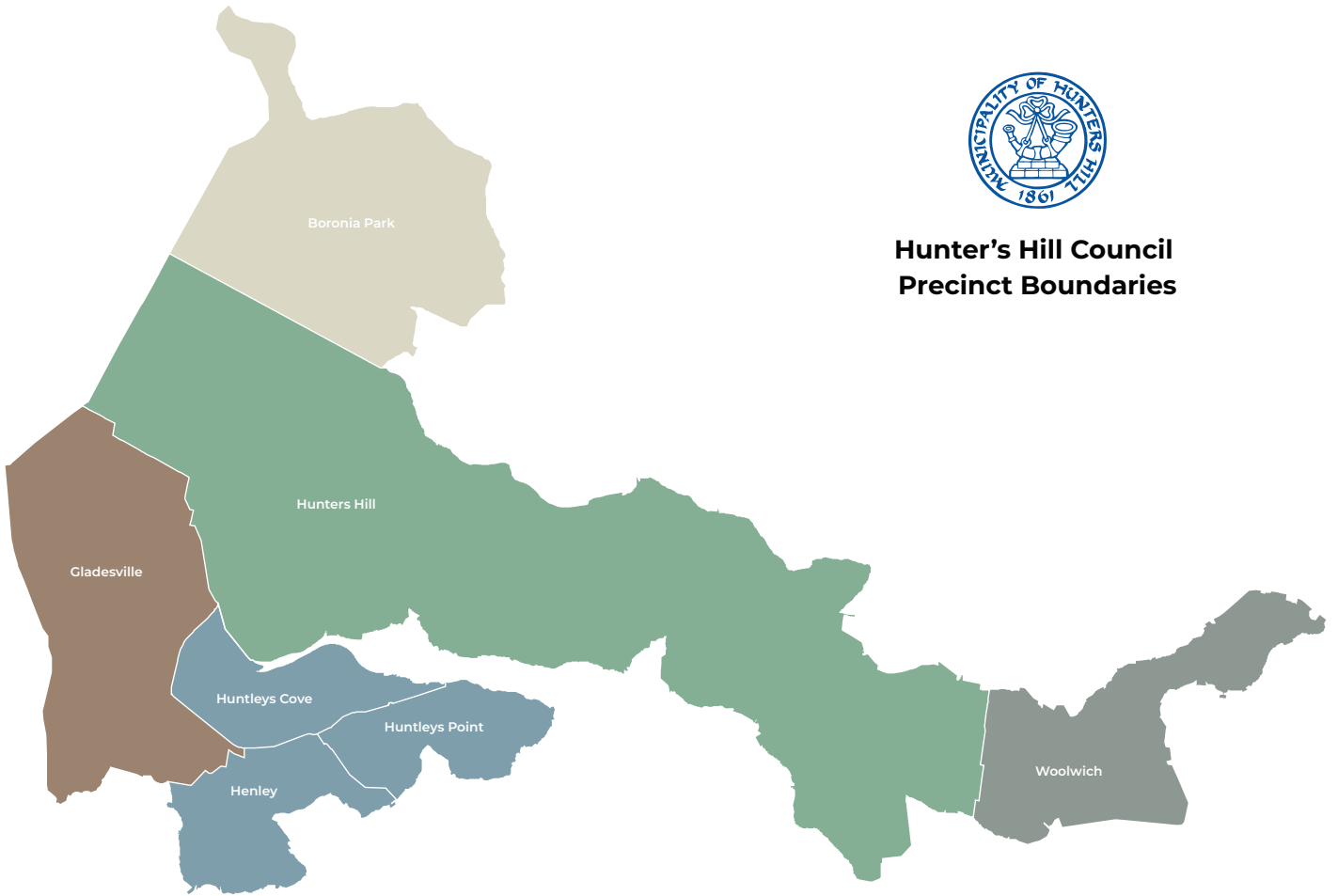
North Ward



South Ward



Hunter's Hill Council Precinct Boundaries



Snapshot – Our Community Profile

The Hunters Hill Local Government Area (LGA) is the smallest LGA in metropolitan Sydney covering an area of 5.75kms and includes the suburbs of; Gladesville (part), Henley, Hunters Hill, Huntleys Cove, Huntleys Point and Woolwich. Hunters Hill is located 7 km from the Sydney GPO and is bounded by the Lane Cove and Parramatta Rivers, with the road network extending west to Punt Road, up Victoria Road and along to Pittwater Road to Buffalo Creek Reserve.

The Municipality is predominantly a residential area, including many parks and reserves with very little commercial land use. Hunters Hill is recognised as:

- Australia's oldest garden suburb, with over 70% of the Municipality declared a conservation area. The area has a very French feel, with many of the early houses being designed by the Joubert Brothers, who used local sandstone and Italian stonemasons.
- The original inhabitants of the Hunters Hill area were the Wallumedegal Aboriginal people. European settlement dates from 1795 when land was first farmed, but it wasn't until 1861 when the Municipality of Hunters Hill was officially formed.
- The population of the LGA is approximately 14,000. The population increased by 784 between 2011-2016, a 6% increase (compared to 8% increase in NSW). The largest increase was in 65-80 year olds, 45-55 year olds and 5-14 year olds. This follows the demographic trend of the aging of the population but also shows an increase in the numbers of "empty nesters" and families with school aged children in the area.
- The Municipality has a number of aged accommodation facilities, and has a much larger percentage of over 80 year olds than NSW (7.9% compared to 4.3%).



Population Projections

It is anticipated that the LGA will continue to grow at a similar rate in the next five years with continued infill medium density developments along Victoria Road and other retail centres.

The proportion of residents aged over 65 years has grown as a result of the general aging of the population and the attraction into new medium density developments which are close to the city.

The increase in the numbers of young families is also expected to continue with a corresponding increase in children 0-18 years.

Urban consolidation is likely to also see a continued increase in overseas migrants, especially residents from non-English speaking backgrounds.

The most recent population projections show a slowing in population growth rate but increases to 14,600 by 2021.

Our community is made up of diverse cultural, socioeconomic, religious and age ranges. The analysis of our Municipality follows many of the NSW demographic trends which reinforces the need for Council to work closely with other state and regional plans and guides.

2016 Census Results for Hunter's Hill Council

TOTAL POPULATION

2011 13,215
2016 13,999

% INCREASE 6%
NSW - 8%

MEDIAN AGE

43 years

NSW - 38 years

POPULATION OVER 70 YRS

16%

NSW - 11%

AGE GROUP WITH LARGEST INCREASE IN POPULATION

65-75 years

+343 people

BIRTHPLACE

68% born in Australia

Other main countries
United Kingdom, China,
New Zealand, Italy and
South Africa

PROFICIENCY IN ENGLISH

75% speak English only

3% speak poor English

OTHER LANGUAGES SPOKEN AT HOME

Mandarin 3%
Cantonese 2%
Greek 2%
Arabic 1%

FAMILIES

64% with children
(11% single parents)
35% couples
no children
NSW - 62%
(16% single parents)
37% no children

MEDIAN WEEKLY HOUSEHOLD INCOME

\$2,463

NSW - \$1,481

HOUSEHOLDS WITH INCOME LESS THAN \$33,800 PA

15%

NSW - 20%

HOUSEHOLDS WITH INCOME GREATER THAN \$156,000 PA

43%

NSW - 19%

LONE PERSON HOUSEHOLDS

24%

NSW - 24%

MEDIUM & HIGH DENSITY HOUSING

38%

NSW - 32%

HOUSEHOLDS RENTING

25%

NSW - 32%

LOW INCOME HOUSING

(State or Cooperative Housing)

300 dwellings
(6%)

NSW - 5%

MEDIAN MORTGAGE REPAYMENTS

\$3,033

NSW - \$1,986

NO INTERNET CONNECTION TO DWELLING

10%

NSW - 15%

CHILDREN ATTENDING CATHOLIC / INDEPENDENT SCHOOLS

68%

NSW - 36%

HAS NEED FOR ASSISTANCE

(self care, mobility or communication disability)

6%

NSW - 5%

VOLUNTARY WORK IN LAST 12 MONTHS

26%

NSW - 18%

Engaging with the Community



Between June 2017 and March 2018 a comprehensive engagement process was implemented to inform, consult, involve, collaborate and empower the community to shape the future direction of Hunter's Hill Council . Through this process Council endeavoured to learn from the community and increase our knowledge of what is important to residents.

The engagement strategy was designed to ensure we heard from a wide range of perspectives, age groups, cultures, locations and special interest groups. The response was overwhelming and represented the most successful community engagement process Council has ever undertaken.

Whilst 'reaching out' to our community is somewhat more accessible in today's society due to the use of social media, other innovative and effective consultation systems were used to capture collective ideas which will benefit the whole community. The approach was to inspire the community through their own personal experiences and for Council to take a 'speak less, listen more approach'.

These included:

- Your Voice OnLine Survey
- Your Voice Reply Paid Postcard Survey
- Youth Survey
- School Workshops
- Social Media Posts
- Focus Groups
- Advertisements in Local Newspapers
- Council Newsletters
- Message from the Mayor
- Major Local Events hosted by Council
- Phone Surveys
- Web Feedback
- Community Satisfaction Survey
- Councillor Feedback



A set of reoccurring key directions arose from the engagement process and have formed the building blocks of our five themes and associated goals and strategies that will guide Hunters Hill into the year 2028:

- Making Getting Around Easier
- Focus on the Community
- Manage and Preserve our Environment
- Leadership and Governance
- Maintain Character & Manage Growth Planning

The enthusiasm, interest and input shown from the community has inspired Council to use this experience as a benchmark for all future engagement processes. The #Your Voice model has been developed in a way that allows its expansion and application across various Council projects. The model highlighted visionary thinking and bringing about change, instead of management processes.

Evaluating the engagement process has been a rewarding experience for all involved. Primarily this has been captured by the number of participants, the quality of the feedback received and the attitude, knowledge and behaviour brought about by being a part of this process. As a result of this the Hunters Hill CSP truly represents #YourVoice.

What we've learned from you

Priority Services that you want Council to focus on

Priority service areas for immediate attention/improvement:

- Preservation of heritage and character
- Council is open and transparent
- Preserving the tree canopy (including street trees)
- Public transport
- Council maintains a high level of customer service (all staff)
- Council communicates issues to residents
- Council engages with the community in making decisions
- Council maintains assets (halls, buildings, etc)
- Footpath maintenance
- Road maintenance
- Council builds partnerships with residents and community groups
- Access for vehicles, pedestrians and cyclists



YOUR VISION **LOOKING TO THE FUTURE**

To protect and enhance the integrity, character and visual amenity of the Hunters Hill Local Government Area through leadership, community involvement and the pursuit of excellence.

Our Mission

- We will provide a range of services and program that meet the needs of the community as effectively and economically as possible.
- We will manage the resources of the organisation efficiently and with proper care to achieve the objectives of the Council, in a fair and equitable manner.
- We are committed to providing quality customer service, accurate and consistent advice and timely responsiveness to all requests.
- We will develop and empower staff to achieve excellence and professional satisfaction in the delivery of services.



Aligning the Plan

There are a number of documents, plans and policies that support the Community Strategic Plan, Delivery Program and Operational Plan. Each document is important in informing either the goals, strategic objectives or actions. Some of these documents also ensure that Council meets its service delivery objectives and ensures that continuous improvement is a key priority across the organisation.

Embedded in the combined CSP, Delivery Program and Operational Plan are a number of important supporting and key referencing documents. These include:

- Hunters Hill Local Environmental Plan (LEP)
- Hunters Hill Development Control Plan (DCP)
- Hunter's Hill Council Resourcing Strategy (Long Term Financial Plan, Workforce Plan and Asset Management Plan)
- Hunter's Hill Council IT Plan
- Disability Inclusion Action Plan (DIAP)
- Hunter's Hill Council Community Engagement Strategy
- Hunter's Hill Council Code of Meeting Practice
- Hunter's Hill Council Environmental Management Plan
- Hunters Hill Traffic Management Plans
- Parramatta River Masterplan
- North District Plan
- NSROC Regional Sportsground Strategy
- NSROC Regional Ageing Priorities
- Northern Sydney Regional Waste Strategy
- PwC - Australia LG Performance Benchmarking Report

Each of these documents provide foundations for the future direction of Hunters Hill and will ensure Council's commitment to continuous improvement, and finding ways to streamline processes. The rise of continuous improvement methods and tools, and their broader application to operations and leadership behaviours and practise, will result in a culture of improved quality, increased efficiency, reduced costs and greater levels of employee engagement and customer satisfaction.

Council provides community services to approximately 14,000 residents, and demands for our time and resources are always increasing. For Council to have an opportunity to undertake new and diverse projects, Council has adopted a continuous improvement approach across the organisation - we will find more efficient ways to perform duties, while maintaining high quality outputs.

Complementing Council's focus on continuous improvement will be direct links to the Workforce Plan. As we mature and build internal capability we now train staff to be involved in the continuous improvement process, and champion the methodology across all service delivery areas.

Via involvement with key continuous improvement projects such as the PwC Australia LG Performance Excellence Program, Council will continue to strive for opportunities to improve its services and facilities to residents.



Delivering the Plan

The successful delivery of the Plan will be achieved through the combined efforts and decisions of multiple partnerships, as well as the everyday decisions we all make as residents, business people, visitors and general members of the community.

As facilitator of the Plan, Council will ensure a number of fundamental processes are in place to ensure the success of this cohesive planning approach.

- A schedule for monitoring, measuring and reporting progress along the way
- Effective governance
- Collaborative partnerships and close engagement
- Commitment from Council to advocate on behalf of the Hunters Hill community at all times
- Producing strategic management plans that complement this plan
- Committing to service standards that meet the needs of the community

Resourcing the Plan

The benefits of an Integrated Planning and Reporting Framework are not possible without a realistic view on the level of resources available to achieve the aspirations and needs of the community. Consideration must be given to the capacity for Council to deliver on its responsibilities via the sufficient mix of financial and human resources as well as the delivery of infrastructure services.

In order to achieve our long term vision, the classification and distribution of resources must be done to ensure Council's financial sustainability. This is recognised by the preparation of a Resourcing Strategy which incorporates:

- Council's Long Term Financial Plan, which focuses on the long term goal of financial sustainability and delivering quality services to the community.
- Council's Work Force Plan, which identifies current and future staffing needs.
- Council's Assets Management Framework, which is a review of the LGA's infrastructure network which is maintained in partnership with other levels of government. The maintenance and safety of assets is also detailed in this plan.

Monitoring, Measuring, Reporting & Review of the Plan

Successful delivery of the CSP requires timely and transparent monitoring, measuring and reporting of progress as the CSP is rolled out. Transparent reporting keeps the community informed and inspires confidence and certainty that the strategy is being followed. Ongoing reporting will identify and ensure the integrity of the Plan is being used as intended. It will also help determine the need for further action and possible improvements in supporting internal Council action plans.

Ultimately, the ongoing monitoring, measuring, reporting and review of the CSP will keep Council accountable by addressing four key questions:

- Where are we now?
- Where do we want to be in 10 years time?
- How will we get there?
- How will we know when we have arrived?

Regular updates regarding the progress of the plan will be communicated to the community via the following platforms: Annual Report, End of Term Report, and 6-monthly Council Reports. Informally, Council will celebrate small and large milestones as they are achieved through Council Newsletter's, Council Website, Mayor's Message and Social Media.

KEY DIRECTIONS

- > Focus on the Community
- > Maintain Character and Manage Growth Planning
- > Manage and Preserve our Environment
- > Making Getting Around Easier
- > Leadership & Governance







FOCUS ON THE COMMUNITY

Our focus is on creating an inclusive, connected, informed and healthy community, which encompasses the well-being of all residents. Together we want to encourage and support community groups that are inclusive, engaging and enhance social cohesion.

Focus on the Community

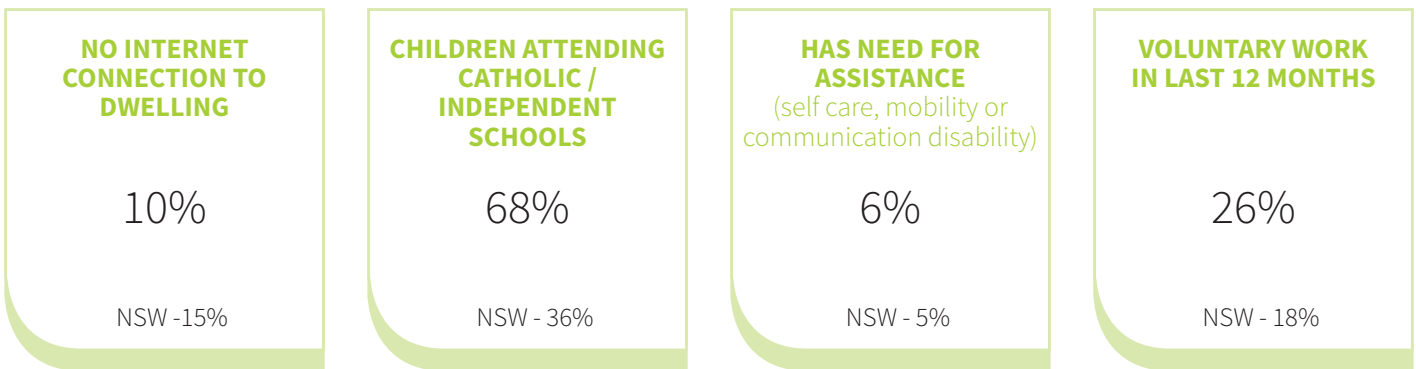


Focus on the Community

Residents are inspired to lead an active lifestyle by the provision of multipurpose community facilities that are accessible and maximise participation opportunities. Open spaces, parks, reserves and playgrounds are attractive places where people can find sanctuary amongst urban living.

A range of arts and cultural activities that are respected and celebrated enhance our strong sense of place and belonging and assist in shaping our unified community. We look to create opportunities through a lively events calendar that promotes friendly neighbourhoods and vibrant village centres.

Volunteering is a way of life for many Hunters Hill residents and we aim to expand on this by encouraging the community to realise the benefits of a harmonious, well supported and positive place that improves the happiness of our entire community.



Key Performance Indicators

DO RESIDENTS FEEL INCLUDED IN COUNCIL DECISION MAKING?

Measure: Increasing % trend of engagement satisfaction

Source: Customer Survey

DO SERVICES AND FACILITIES MEET COMMUNITY NEEDS?

Measure: % of implementation of the DIAP

Source: Disability Inclusion Action Plan

ARE PARKS AND RESERVES WELL MANAGED?

Measure: % of update/completion of Plans of Management

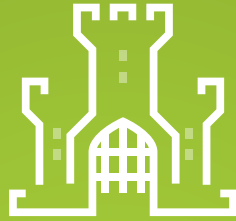
Source: Delivery Program

DO RESIDENTS FEEL SAFE?

Measure: Increasing % trend of people who feel safe

Source: Customer Survey

Strategic Objective	Action/s	18/19	19/20	Beyond
Plans of Management reflect community need	<ul style="list-style-type: none"> • Create Figtree Park POM • Clarkes Point (review) • Boronia Park (review) • Riverglade Reserve • Gladesville Reserve (review) • Create a POM for Buffalo Creek Reserve 	● ●	● ●	● ●
Council encourages a sense of belonging and connection to the local community	<ul style="list-style-type: none"> • Conduct and regularly review an annual program of events • Support and facilitate community events/projects and initiatives that encourage community participation • Support and facilitate initiatives and projects to promote local community groups • Assist Northern Sydney Aboriginal organisations and activities • Develop and implement a Youth Engagement Strategy 	●		
The community is informed and involved in decisions	<ul style="list-style-type: none"> • Increase engagement through social media platforms and Council's website • Improve community engagement (e.g. Councillors precinct forums and investigate community led governance) • Promote access to Customer Request Module (CRM) • Conduct a Community Survey • Distribute a quarterly hardcopy and e-Newsletter that informs and encourages community engagement • Update and implement the Communication Policy • Audit and review branding on all Council publications to ensure residents are aware of Council initiatives 	●		
The library service is well organised and well supported	<ul style="list-style-type: none"> • Continue to ensure that a high quality library service is provided to residents • Review alternatives for the delivery and location of the library service. • Promote library programs, services and events 	●		
Council's Social and Cultural Plans reflect community needs	<ul style="list-style-type: none"> • Review and update the Hunters Hill Social and Cultural Plans • Promote facilities and activities that promote and enhance cultural diversity 	●	●	
Enhance the health and sense of wellbeing of the community at all life stages	<ul style="list-style-type: none"> • Promote and organise health and wellbeing campaigns and programs • Work with health providers and local organisations to increase awareness of health and wellbeing issues 	●		
Services and facilities that are child, youth, family and age friendly are supported	<ul style="list-style-type: none"> • Improve and maximise access to and use of parks, community, sporting and cultural facilities • Liaise with and support local children's and aged services providers 	●		
Council provides accessible services and facilities to residents of all abilities	<ul style="list-style-type: none"> • Implement the Disability Inclusion Action Plan (DIAP) • Review the use of open spaces, parks, reserves, playgrounds in line with DIAP, POMs and Council's Asset Management Plans • Hunter's Hill Council incorporates Universal Design Principles into its plans and documents • Organise events to celebrate seniors week • Work with local organisations and residents to assist disadvantaged residents and reduce social isolation • Maximise access to and usage of Council's community and sporting facilities 	●		
Council provides a diverse and well supported arts and cultural program	<ul style="list-style-type: none"> • Promote Hunters Hill as a destination for arts and culture • Review public art policy and list and promote public art installations 	●		
Council builds social networks and cohesion	<ul style="list-style-type: none"> • Support regional strategies to improve service provision for residents of non-English speaking backgrounds • Support awards and initiatives that promote the contribution made by volunteers to community life • Foster and promote volunteering programs that support community, cultural, recreational and environmental priorities • Provide annual community service grants to local organisations • Facilitate meetings between School Principals and Council 		●	
The Hunters Hill local government area is a place where people feel safe	<ul style="list-style-type: none"> • Inform residents about community safety and encourage residents to report any safety issues 	●		



MAINTAIN CHARACTER & MANAGE GROWTH PLANNING

Hunter's Hill Council is a champion in heritage conservation. The Hunters Hill local government area is preserved in history, heritage, and character. Residents feel strongly about maintaining the look and feel of Hunters Hill and are committed to retaining the existing visual amenity. Our lifestyle is matched by our desire to retain the beauty of our garden suburb.

Maintain Character & Manage Growth Planning



Maintain Character & Manage Growth Planning

Urban growth is well managed by applying 'excellence in design' principles. Development meets tight controls and complies with Local Environment Plans (LEPs) and Development Control Plans (DCPs). There is a balanced view of 'built form' to ensure the area continues to remain vibrant and diverse, but at the same time there is a strong desire to limit over development and retain the existing streetscape. We provide a range of flexible and adaptable buildings for a mix of retail, commercial, community and residential spaces in addition to our thriving village centres being used by our engaged and supportive community.

We champion our conservation zones and remain committed to fighting against high rise urbanisation. Our community and Council work in partnership to continue to strive for retention of our harbour access and foreshores and the remarkable harbour views, which are iconic to our Municipality.



Key Performance Indicators

DOES COUNCIL HAVE THE RIGHT PLANS IN PLACE TO MAINTAIN THE CHARACTER OF HUNTERS HILL?

Measure: Review and update of key strategic planning documents

Source: Delivery Program

ARE PUBLIC PLACES WELL PLANNED?

Measure: Update and development of masterplans for commercial hubs

Source: Delivery Program

DOES THE COMMUNITY UNDERSTAND HERITAGE MATTERS/CONTROLS?

Measure: No. of education and promotion programs implemented

Source: Delivery Program

DO RESIDENTS FEEL INCLUDED IN COUNCIL DECISION MAKING?

Measure: Increase in engagement satisfaction

Source: Customer Survey

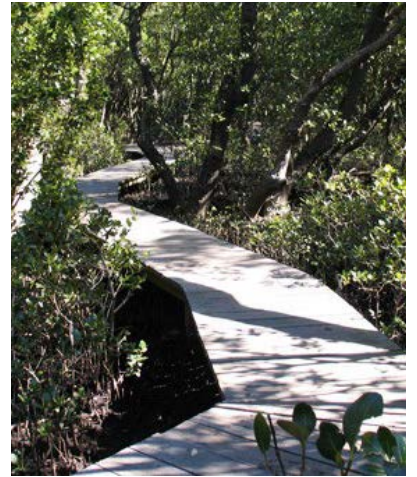
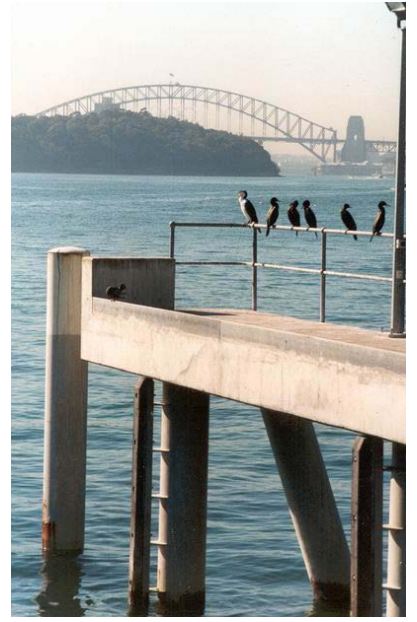
Strategic Objective	Action/s	18/19	19/20	Beyond
Maintain the character and amenity of Hunters Hill	<ul style="list-style-type: none"> • Complete and implement heritage character statements, eg trees, rocky outcrops, stonewalls, iconic views, seawalls, streetscape and waterscape • Prepare and review strategic land use strategies, policies and plans, such as the LEP and DCP • Provide quality technical heritage advice to residents, developers, DCU, and the Land and Environment Court • Encourage community participation and responsibility in development applications and heritage conservation • All building work complies with Council regulations 	●		
Council has well planned accessible foreshore access	<ul style="list-style-type: none"> • Continue to advocate to improve foreshore access and boating facilities 	●		
Council has well planned commercial areas, village centres and neighbourhoods	<ul style="list-style-type: none"> • Apply design in excellence planning controls that protect the residential character of Hunters Hill • Use place based planning to support the role of village centres as a focus for connected neighbourhoods • Review and update the Gladesville Master Plan and liaise with key stakeholders, including residents and the City of Ryde • Develop and implement a commercial centre/village centre improvement program • Continue to revitalise the Gladesville precinct as a low impact commercial hub • Developments include a mix use of housing, shops and commercial facilities • Educate the community and key stakeholders about the importance of referencing key planning heritage documents such as the Burra Charter • Prepare a local or district housing strategy that addresses the delivery of a housing supply target of 150 by 2021 • Review and administer the Section 94A Plan and implement any recommended outcomes • Encourage commercial development that is inclusive and easily accessible by walking, riding, driving or public transport 	●		
Public Places are vibrant and active	<ul style="list-style-type: none"> • Ensure that new and existing voluntary planning agreements contain provisions for vibrant and active public places where applicable or practical • Maintain public places to ensure they are clean and attractive • Ensure public spaces provide for a range of people and can be easily adapted to suit the changing needs of our community • Liaise with Main Street Committees and Chambers of Commerce to support and promote local business 	●		
Council monitors compliance with environmental controls and standards	<ul style="list-style-type: none"> • Ensure compliance with the Swimming Pool Act • Provide animal management services that meet legislative requirements • Conduct regular inspections of food premises • Ensure all commercial operators adhere to health and buildings standards 		●	



MANAGE AND PRESERVE OUR ENVIRONMENT

Residents value our natural environment as an ecological and aesthetic resource to be preserved for generations to come.

Manage and Preserve Our Environment



Manage and Preserve Our Environment

Together, we respond proactively to pressure facing our environment and endeavour to enhance the way we conserve our resources and natural systems. Striving towards an ecological sound future and measuring the extent of our human footprint is critical for the long term sustainability.

We regularly review our operations and processes to identify opportunities to reduce, recycle and reuse products generated by our changing lifestyles. We understand that this is an important process in the development of all future programs, policies and partnerships.

With an impressive 14km of harbour foreshore and abundant flora and fauna that we are so blessed to inhabit, we acknowledge that sound environmental management is fundamental in ensuring the high quality of life we all enjoy.



Key Performance Indicators

IS OUR BUSHLAND BEING PROTECTED?

Measure: Maintain or improvement in number of bushcare volunteers

Source: Annual Report

DOES COUNCIL ENCOURAGE SUSTAINABLE LIVING?

Measure: No. of education programs implemented

Source: Environmental Management Plan

ARE OUR WATERWAYS HEALTHY?

Measure: Improvement in water quality

Source: Environmental Management Plan

DOES COUNCIL ENCOURAGE INNOVATIVE WASTE AND RECYCLING SERVICES TO ACHIEVE THE HIGHEST LEVEL OF RESOURCE RECOVERY?

Measure: Reduction in waste generation

Source: State/Regional Waste Avoidance and Resource Recovery Strategy

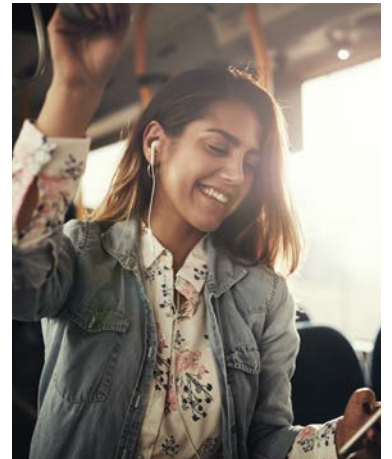
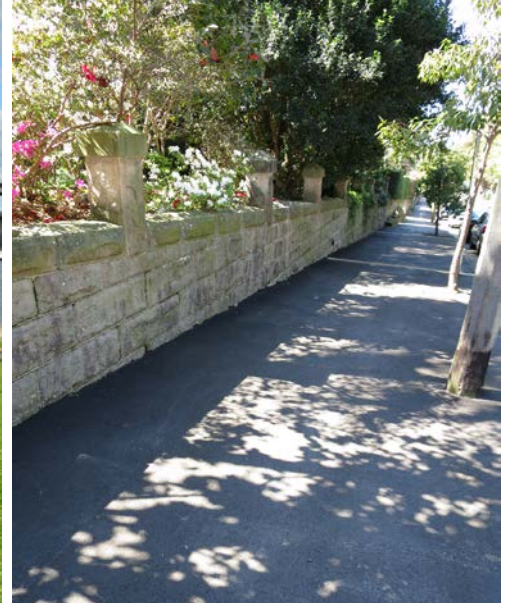
Strategic Objective	Action/s	18/19	19/20	Beyond
A leader in sustainability by responding proactively to pressure facing our natural environment	<ul style="list-style-type: none"> Review the Environmental Management Plan and include sustainability, upcycling, community gardens, street libraries, tree canopy, and energy efficiency Establish a Committee to address the quadruple bottom line and review areas such as water, tree canopy, energy management, air quality, waste and recycling 	●	●	
Council validates the benefits of sustainable living and supports advanced approaches to resource recovery	<ul style="list-style-type: none"> Create strong partnerships with our community to support innovative attitudes to sustainable lifestyles, waste minimisation and increase reuse and recycling opportunities Undertake education programs aimed at decreasing waste to landfill for residents, schools, businesses and staff Promote opportunities and assistance for residents and business to access funding and grants that will assist them in making sustainable choices Ensure waste collection service meets community expectations in terms of accessibility, ease, frequency and accountable practice. Maximise water efficiency and recycling through water sensitive urban design, capturing stormwater, encouraging substitution of potable water with alternative supply and improving water usage behaviour Monitor and maintain stormwater assets Support and encourage groups undertaking community garden projects 	●		
Our natural environment is protected, and enhanced for future generations	<ul style="list-style-type: none"> Encourage and support active community participation in local environmental projects and events Manage, protect and rehabilitate degraded and fragmented natural areas and improve habitat and wildlife corridors Protect the diversity of flora, fauna and ecological communities Ensure that future land use planning and management enhances and protects biodiversity and natural heritage Improve environmental monitoring and reporting Implement effective weed control programs including track maintenance Carry out hazard reduction activities as outlined in the Bushfire Risk Management Plan Removal of trees and pruning of tree branches are managed through a permit process and through a Development Application (DA) Maintain and improve the local tree canopy Improve the protection of foreshores and waterways Protect and monitor waterways and improve water quality Manage and maintain parks and reserves Complete a State of Environment Report to be included in the Annual Report in the year in which an ordinary local government election is held Carry out feral animal control programs 	●		
Council recognises Aboriginal cultural connections and heritage	<ul style="list-style-type: none"> Work with other agencies to protect local aboriginal assets Council appoints a Native Title Manager as required by the revised NSW Crown Land Act 	● ●		



MAKING GETTING AROUND EASIER

Various modes of transport that are accessible and connected play a major role in keeping our area linked to work, leisure, education and a healthy lifestyle. A community that can move around easily is essential to the overall prosperity and sustainability of the local government area.

Making Getting Around Easier



Making Getting Around Easier

Efficient and reliable major public transport options that are safe and integrated will see a future that is less dependent on cars and a reduction in congestion and carbon footprint. Whilst public transport is planned and funded by the NSW State Government, council will advocate on behalf of the community for improved transport solutions. We recognise the importance of targeted programs to encourage the community to make public transport options a way of daily life.

Alternate methods of transport, such as walking and cycling require paths that are well designed and maintained. Safe and convenient footpaths and cycle ways will promote walking and cycling as a viable option that will reduce reliance on private motor vehicles.

While private transport is a popular preference, focus will be given to the development and implementation of local area traffic management plans and parking schemes, which will effectively manage traffic flow and safety.

In order to improve all modes of transport choices, our planning controls will require a co-ordinated approach to support movement in, around and beyond our Municipality.



Key Performance Indicators

IS ACCESS TO OUR SUBURBS, WORKPLACES AND BEYOND IMPROVING?

Measure: Increased promotion of sustainable transport options

Source: Customer Survey

IS TRAFFIC CONGESTION AND FLOW BEING MANAGED EFFECTIVELY?

Measure: Number of local area traffic management plans developed and implemented

Source: Delivery Program

ARE FOOTPATHS/CYCLE PATHS WELL MAINTAINED?

Measure: Increase in satisfaction with footpaths/cycle paths

Source: Customer Survey and Asset Management Plans

ARE ROADS WELL MAINTAINED?

Measure: Increase in satisfaction with local roads and cycle ways

Source: Customer Survey and Asset Management Plans

Strategic Objective	Action/s	18/19	19/20	Beyond
Asset Management Plans meet community and legislative guidelines	<ul style="list-style-type: none"> Review Asset Management Plans and include prioritised maintenance schedules and standards 	●		
Roads are well maintained	<ul style="list-style-type: none"> Council constructs and maintains accessible, safe and high quality roads 	●		
Footpaths are accessible, safe and connected	<ul style="list-style-type: none"> Council plans, designs, constructs and maintains accessible, safe, and high quality infrastructure (Asset Management Plan and PAMP) 	●		
Council has a network of safe and linked cycle paths	<ul style="list-style-type: none"> Update and implement the Hunters Hill Cycle Plan to ensure cycle paths are well designed to meet infrastructure needs 			●
Road congestion and traffic safety is improved	<ul style="list-style-type: none"> Review Traffic Management Plans to identify areas that require intervention (e.g. traffic calming) Council advocates on behalf of the community to the State Govt for local traffic solutions and grant funding Deliver targeted education programs to encourage the community to make better road safety and transport choices 	●		
Schools are supported through the provision of safe drop off and pick-up zones	<ul style="list-style-type: none"> Identify and prioritise school zones where traffic and safety management is required Liaise with the School Principals Committee and other School Committees to exchange and identify any traffic safety concerns 	●	●	
Parking will support the needs of our community	<ul style="list-style-type: none"> Develop parking management plans in commercial, village and public transport zones 		●	



LEADERSHIP & GOVERNANCE

Hunter's Hill Council is founded on active and engaged partnerships that foster a collaborative approach to leadership and governance.



Leadership & Governance

Through widespread community involvement, Council succeeds with responsible and transparent management that promotes best practice initiatives. A consultative approach creates an informed and educated community who are empowered to identify, participate and offer solutions in any decision making process.

To ensure that statutory and financial management obligations are met, strategic outcomes are delivered to ensure social, environmental, economic and civic issues are addressed in the best interest of the community.

Our staff are essential to the success of the organisation and we strive to attract, retain and develop a committed team that encompasses a workplace culture that values ethical behaviours and safe working practices. Council's internal values reflect the **HEART** of what we do and who we are: **H**onesty, **E**xcellence, **A**ccountability, **R**espect, **T**eamwork and **S**afety. Simply explained, these values will guide our future choices and how we can best add value to the community.

Council will advocate for strong partnering programs with other governing bodies, neighbouring councils and key stakeholders to ensure we reflect a commitment to a whole-of-government approach to undertaking important issues. Aligning ourselves in this manner will ensure the successful implementation and execution of integrated plans.

Key Performance Indicators

ARE COUNCIL'S IT SYSTEMS RESPONSIVE TO COMMUNITY NEEDS?

Measure: Decrease
in number of
complaints

Source: Delivery Program and IT Plan

DO THE COMMUNITY SEE COUNCIL AS OPEN AND TRANSPARENT?

Measure: Increased
community involvement
in issues/projects

Evidence: Customer Survey

IS COUNCIL FINANCIALLY SUSTAINABLE?

Measure: Improvement in
financial indicators

Evidence: Long Term Financial Plan

DOES COUNCIL ADHERE TO ITS SERVICE STANDARDS?

Measure: Increase in
residents who are happy with
the service provided

Evidence: Customer Survey

Strategic Objective	Action/s	18/19	19/20	Beyond
Council's IT systems are responsive to the changing needs of our community	<ul style="list-style-type: none"> • Upgrade communication interface including CRM system • Upgrade Council website • Investigate alternate options for a responsive HR/CSP management software solution which focuses on an integrated outcome • Implement software/hardware solution/s to allow for better communication and organisation of works staff 	●		
Council provides a safe workplace and community facility	<ul style="list-style-type: none"> • Upgrade Council office accommodation – include a staged implementation plan to meet disability/access requirements 		●	
Council is recognised and respected as an open and transparent organisation	<ul style="list-style-type: none"> • Engage our community in conversation and provide timely and accurate information including maximising social media, advertising, print and face-to-face engagement options • Council and Councillors abide by the Code of Conduct, Code of Meeting Practice and Local Government Act • Review, update and implement the Community Engagement Strategy and Communication Plan to reflect advocacy, transparency, communication and engagement • Report quarterly to Council and the community on the progress of the Delivery Program, Operational Plan and associated Resourcing Strategy (LTFP, AMP's & Workforce Plan) 	●		
Councillors are supported within a democratic governance framework	<ul style="list-style-type: none"> • Provide professional development opportunities for Councillors 	●		
There is a shared vision by Council and staff of continuous improvement	<ul style="list-style-type: none"> • Council has an appropriately trained, skilled and supported workforce to ensure a consistent level of quality customer care (Workforce Plan) • Provide front line staff with training to better interface with customers • Develop and implement initiatives that support and promote career development capability across the organisation • Attract, retain and develop staff to meet current and future workforce needs 	●		
Service standards are up-to-date and reflect community need	<ul style="list-style-type: none"> • Review, develop, monitor and implement service standards and key performance indicators • Council benchmarks its services (e.g. PwC Performance Excellence Program) to ensure they meet agreed standards • Assessment of asset utilisation by the Internal Audit Committee and Asset Advisory Committee 	●		
Council is financially sustainable	<ul style="list-style-type: none"> • Provide timely financial information, advice and reports to Council, the community and staff including the Long Term Financial Plan • Council develops commercial opportunities that generate alternate sources of income/revenue (e.g. property portfolio) • Fees and charges will be reviewed annually • Council's rating structure is reviewed to include the option of applying for a Special Rate Variation (SRV) 	●		
Council collaborates with other agencies and all levels of government	<ul style="list-style-type: none"> • Council continues its membership of NSROC • Council advocates for the community in responding to local and regional issues 	●		

Rates and Special Variations

Council can apply to IPART for a Special Variation to the rate peg, which will be considered against the guidelines set by the NSW Office of Local Government, including the level of community awareness and how efficiently Council has been managing its finances.

Council requests for Special Variations are often in order to develop or maintain essential community services or regional projects. The priority of these services and projects comes from resident feedback via structured engagement processes, e.g. online surveys, focus groups, telephone surveys, etc.

How does IPART assess Council Special Variations?

IPART requires councils to actively engage residents in discussions about any proposed increase above the rate peg. This can be achieved with public hearings and other community engagement tools. IPART will consider how effective each council's community inclusion has been before determining its application to increase charges above the set rate.

Councils need to show IPART there is:

- community awareness of their plans
- a demonstrated need for higher increases to charges
- a reasonable impact on ratepayers
- a sustainable financing strategy
- a history of well-documented Council productivity improvements

In addition to council evidence, IPART will assess any other information considered relevant, including letters from ratepayers.

IPART can wholly or partially approve or reject a Council's application. IPART's reasons will be published and available on their website.

What Special Variations does Council currently have in place?

Council has three Special Variations in place. These variations include:

Environmental Levy

This special rate will provide funding for \$1.8M of environmental works over 10 years commencing 01/07/2013, and is also applicable to all rateable properties.

Roads Infrastructure Special Rate

Roads Infrastructure Special Rate (commencing on 01/07/2012 for a period of 10 years). This special rate will provide Council with the funds to undertake the extensive roads capital expenditure program.

Other Infrastructure Special Rate

Other Infrastructure Special Rate (commencing on 01/07/2013 for a period of 10 years). This special rate will provide Council with \$2.5M over a 10 year period to undertake the footpath, kerb and gutter renewal program.

Expired Special Variations

Community Facilities Asset Infrastructure Special Rate Levy (rate increase of 4.16% in 2007/08).

Introduced in 2007/08 the income raised by the levy funded capital works identified in the Asset Management Plans for Buildings, Parks and Recreation. This rate, which expired on 30 June 2017 funded approximately \$350,000 of maintenance programs and upgrades.

Council intended to reapply to IPART in 2017 to continue this special rate for a further 10 years. However, councils who were subject to merger proposals were deemed ineligible.

Is Council considering applying for a Special Variation?

In order to fund the Asset Management Plans and their corresponding strategic objectives and actions it will be necessary for Council to consider reapplying to IPART to have the Community Facilities Asset Infrastructure Special Rate reinstated. Throughout the Community Strategic Plan engagement process and resident surveys the priority from the community has been clear about ensuring Council continues to maintain buildings, parks and recreation at agreed levels.

If Council does apply to IPART for this special rate it will be necessary to explain to the community the impact that the special rate will have, such as the percentage increase and whether the increase will be permanent or temporary. Residents will be able to respond/comment and provide feedback as to their approval/non approval.

What are the rating scenarios Council is considering?

Council will consider the following three rating options following community engagement and feedback:

- **Option 1: Rate peg increase** (statutory increase that all councils receive)
- **Option 2: Rate peg + Community Facilities SV** (10 year period)
- **Option 3: Rate peg + Community Facilities SV (10yrs) + Operational SV** (permanent)

These options are set out in further detail in the tables below.

The amounts listed in the tables have been calculated using a residential property with an average land value of \$1,530,000 for 1 year. This is provided as an example only. The proposal for the Community Facilities Special Variation is proposed for a period of 10 years. The proposal for an Operational Special Variation would be a permanent increase.

OPTION 1 - RATE PEG INCREASE (STATUTORY INCREASE THAT ALL COUNCILS RECEIVE)	
Percentage increase	2.7%
Approximate weekly increase/property	\$0.91c
Approximate annual increase/property	\$47.21
Approximate total annual amount generated	\$234,200
WHAT PROJECTS WILL BE DELIVERED	
<ul style="list-style-type: none">• No new facility projects will be delivered;• Maintenance standards on buildings, parks and reserves will reduce.	

OPTION 2 - RATE PEG + COMMUNITY FACILITIES SV (10 year period)

Percentage increase	2.7% (statutory increase) + 4.04% (SV increase)
Approximate weekly increase/property	\$0.91 + \$1.35 = \$2.26
Approximate annual increase/property	\$117.26
Approximate total annual amount generated	\$234,200 + \$350,000 = \$584,200

WHAT PROJECTS WILL BE DELIVERED

- Figtree Park new toilet block
- Henley Community Centre, Gladesville Rd Community Centre, Respite Care internal and external works including car parking
- Fairland Hall internal and external works
- Hunters Hill Pre School, Riverside Pre School and Gladesville Occasional Care internal and external upgrades and maintenance
- 10 Cowell St relocation
- Henley Cottage internal and external works
- Hunters Hill Town Hall Roof restoration, air conditioning and maintenance improvements
- Weil Park Hall upgrades, sports field and fitness improvements
- Gladesville Reserve playground equipment, toilet and path upgrades
- Riverglade Reserve playground, carpark, toilet block and sports field improvements
- Bedlam Bay sports field improvements
- Woolwich Baths upgrades
- Harry Shelley Memorial Park, Valentia St Reserve, Harding Memorial Reserve playground upgrade
- Buffalo Creek Reserve improvements

OPTION 3 - RATE PEG + COMMUNITY FACILITIES SV (10YRS) + Operational SV (permanent)

Percentage increase	2.7% (statutory increase) + 4.04% + 3.0%
Approximate weekly increase/property	\$0.91 + \$1.35 + \$1.00 = \$3.26
Approximate annual increase/property	\$169.39
Approximate total annual amount generated	\$234,200 + \$350,000 + \$259,700 = \$843,898

WHAT PROJECTS WILL BE DELIVERED

- Figtree Park new toilet block
- Henley Community Centre, Gladesville Rd Community Centre, Respite Care internal and external works including car parking
- Fairland Hall internal and external works
- Hunters Hill Pre School, Riverside Pre School and Gladesville Occasional Care internal and external upgrades and maintenance
- 10 Cowell St relocation
- Henley Cottage internal and external works
- Hunters Hill Town Hall Roof restoration, air conditioning and maintenance improvements
- Weil Park Hall upgrades, sports field and fitness improvements
- Gladesville Reserve playground equipment, toilet and path upgrades
- Riverglade Reserve playground, carpark, toilet block and sports field improvements
- Bedlam Bay sports field improvements
- Woolwich Baths upgrades
- Harry Shelley Memorial Park, Valentia St Reserve, Harding Memorial Reserve playground upgrade
- Buffalo Creek Reserve improvements

PLUS

- Enables Council to maintain current service levels.

*** this is necessary as a result of the accumulative impact of cost increases higher than the rate peg and CPI, in particular in utilities.*

Has Council considered other options to fund asset maintenance?

Council has adopted and is developing a number of alternate strategies and revenue opportunities. A commitment to these strategies, backed by sound financial discipline and adherence to adopted financial objectives will enable Council to remain a sustainable and vibrant local government entity that is able to meet the needs of its community. Special rates are vital to this.

The following series of financial strategies and objectives have been the key to Council's solid financial position and continuing success in managing its financial obligations.

Objective No. 1 Financial Planning

To ensure the achievement of adopted financial objectives and policies through the planning and forecasting of revenue and expenditure.

Objective No. 2 Investment of Surplus Funds

To provide for the secure and optimum return on the investment of surplus funds.

Objective No. 3 Capital Improvements

To ensure improvements are programed and undertaken within the parameters of available funding.

Objective No. 4 Current Ratio/Liquidity

To ensure Council's level of funds are sufficient to finance recurrent operations, meet liquidity requirements and secure Council's financial position against possible future setbacks.

Objective No. 5 Loan Funding

To provide necessary financing for capital improvements within the parameters of Council's debt servicing capacity and annual allocations by the Department of Local Government.

Objective No. 6 Creation and Maintenance of Financial Reserves

To ensure Council's level of reserves are sufficient so that specific projects and events to be undertaken in the future, such as the replacement of existing assets, can be financed by the planned transfer of funds in the periods leading up to the undertaking of the project; and specific expenditures, which fluctuate over time, such as the payment of employee leave entitlements and gratuities can be funded if necessary from reserves to prevent a material effect on the budget and financial result for a particular year.

Objective No. 7 Review and Implementation of Special Variations

Special variations enable Council to fund vital infrastructure maintenance and renewals. These targeted programs ensure that the priorities of the local community are addressed and delivered.



Agendas and Reports

- Council agendas and reports for Ordinary Meetings of Council will be available for Councillors and the community to download on the Thursday prior to the Council Meeting.
- Minutes of Council Meetings will be available for Councillors to download on the Thursday following the Council Meeting.
- Agendas for Committee and Working Party Meetings will be published on Council's website or emailed to members at least five (5) days prior to the scheduled meeting.
- Minutes of Committee and Working Party Meetings will be forwarded to members within five (5) working days of the meeting.
- Notification of meeting dates for the year will be provided at the first annual meeting of Committees and Working Parties.

Answering Telephone Calls

Council staff will:

- Answer their telephone within six (6) rings.
- Hunter's Hill Council's standard greeting is: Good morning/Good afternoon, Hunter's Hill Council, (Name) speaking.
- Use group pick-up, diversion or voicemail on their phones when away from their desks.
- When transferring a call, always announce the caller before transferring.
- Ask probing questions to establish the caller's needs – identify requirements early on to ensure timely response.
- If the caller is not able to speak to the intended staff member, always ask if they would like you to take a message.
- When taking a message, always send the details as an email to the staff member so the details are logged and can be actioned.
- The receiver of the message should always respond to the resident within two (2) working days.

Complaints

Council staff will:

- Explain the complaint resolution process to customers.
- Provide information about how, when, where and to whom to address the complaint.
- Respond to all formal complaints in writing within ten (10) working days.

Confidentiality

Council staff will:

- Respect the privacy of customers and will abide by any laws relating to this protection.

Customer Service Centre

Council staff will:

- Greet customers upon entry into the Hunter's Hill Council Customer Services Centre in a courteous and professional manner.
- Ask customers how we can assist them.
- Listen effectively to our customer's requests and promptly take the necessary actions to assist them.
- Keep our customers informed of any unexpected delays in service.
- Inform our customers of normal process time, when they can expect completion and any delays that may arise in the process.
- Touch base with our customers to update them as to where we are at in the process within 24 hours and as required there after.
- Respond to website questions/requests within 24 hours during normal business hours.
- Ensure our encounters with our customers are always courteous and professional.

Development Applications (DA's)

- Customers will have access to a Planning Officer (in person) on Monday to Friday between the hours of 8.30am to 10.00am and 3.30pm to 4.30pm.
- Council staff will issue Complying Development Certificates within ten (10) working days.
- Assessment and determination of standard residential development (DA's) will take place within (3) months, except in the case of objections being received and the matter being referred to a Council Meeting.
- All emails received must be replied to within 24 hours or one (1) working day.
- Respond to applicants upon receipt of their application within 24 hours to inform them of the normal process time and to advise them when they can expect completion or of any delays that may arise in the process.
- Council staff will issue Construction Certificates (CCs) within 5 working days.

Food & Health

- The appointed contractor will conduct bi-annual inspections of food premises to ensure compliance with the Food Act.
- Council staff will investigate all complaints within two (2) working days.

Graffiti

- Hunter's Hill Council staff are not permitted to enter private property to remove graffiti without the permission of the owner of the property.
- Council staff will remove graffiti on Council property within five (5) days of the graffiti being reported, or within two (2) days if the graffiti is deemed 'indecent'.
- All incidences of graffiti will be added to Council's graffiti register and registered with the police if applicable.

Service Standards

Information Requests

Council staff will:

- Provide access to public documents listed in the GIPA Act, unless there is a disclosure against public interest.
- Provide hard copy or electronic copy of Council publications (charges may apply).

Meetings

Council staff will:

- Be punctual for internal meetings, meetings involving community members and meetings involving other private and government organisations (this includes onsite and offsite meetings)
- Turn mobile phones off, or onto silent mode during meetings.

Parks & Reserves

- Parks and reserves will be mowed at least every four (4) weeks in summer and every six (6) weeks in winter, or assessed if mowing is not needed with a date to be specified.
- Park facilities, including amenity blocks will be cleaned at least every two (2) days.
- Open/closure details of playing fields will be updated regularly on Council's website.

Ranger Services

Council Rangers will:

- Display sound judgement in exercising any discretion to issue a PIN.
- Ensure that the Road Rules are pursued in a fair and equitable manner.
- Have regard to public safety, property damage and any impact to members of the public.
- Keep up with industry best practices.
- Obtain photographic evidence of any vehicle that is committing an offence within the Council area.
- Ensure to secure any photographs in Council's record system to restrict accessibility by the public and unauthorised members of staff.
- School zone enforcement will be conducted in an ethical and consistent manner. Rangers will ensure at all times during their enforcement that they are visible to all users of the area (students, staff and parents).
- Rangers undertaking school zone enforcement will ensure they carry their Child Protection number at all times.

Roads and footpaths

- Potholes will be evaluated and if action is required made safe within five (5) working days.
- Footpath trip hazards will be evaluated and if action is required be made safe within five (5) working days.
- Kerb and gutter hazards will be evaluated and if action is required be made safe within ten (10) working days.
- Blocked drains will be cleared within 24 hours.
- Street sweeping will be conducted on a monthly cycle.

Swimming Pools

Council staff will:

- Implement and maintain a swimming pool register
- Develop and maintain an inspection program
- Issue compliance certificates as necessary
- Conduct mandatory inspections of swimming pools.

Trees

- Tree Preservation Orders (TPO's) will be processed within ten (10) days.
- Street trees deemed dangerous will be removed within thirty (30) days (as soon as practicable).

Waste

- Waste services will operate on the days outlined on the waste calendar.
- Waste collection services will not commence prior to 6am.
- New or replacement bins will be delivered by the contractor within two (2) working days.
- Reported missed services will be collected by close of the next working day, unless otherwise advised.
- Household clean-up services will be provided twice a year.
- Waste in public spaces, parks and reserves will be monitored and cleared on an ongoing basis.

Written Information (including emails)

Council staff will:

- Respond to written requests and emails within three (3) working days. If a full answer cannot be given at that point, advise the correspondent that a full response will take some time but should be received within ten (10) working days (this allows staff time to seek specialist advice, if required).
- Use clear, simple and concise language.
- Use standardised formats and templates.
- Provide that all written correspondence will have a name, address, contact telephone number and email address attached.
- Follow Council's Style Guide in order to meet style and correspondence guidelines.

Social Justice & Quadruple Bottom Line

Social Justice Principles

Our community is made up of many ages, ethnicity, special interests and individual circumstances etc. To ensure fair distribution of available resources across the community, social justice principles are paramount when considering fair and equitable processes.

The Hunters Hill Community Strategic Plan supports the provision of social justice through the sustainable and equitable provision of a wide range of cultural, recreational and leisure activities, events and support services for people of all ages, backgrounds and abilities. The plan also reflects the need of community members who may be in more vulnerable situations and aims to address housing equity issues to ensure that low cost and adaptive housing is considered a key element in Council's planning process.

To ensure that every resident had an opportunity to participate and have their voice heard, Council used a variety of engagement tools for resident workshops, online surveys and telephone surveys to ensure the greatest possible catchment of views and concerns. This enabled Council to address access issues relating to services, resources and opportunities within the Community Strategic Plan. It also enabled Council to understand some current areas of concern amongst the community such as safety, transport, social connectedness and access to recreation.

The community was given every opportunity to participate in the development and planning process for the Community Strategic Plan, as well as the supporting Disability Inclusion Action Plan (DIAP), which is a key referencing document throughout the CSP.



Quadruple Bottom Line

In reviewing the Community Strategic Plan, Council has considered the quadruple bottom line to ensure that our five key themes are reflective of the community issues outlined during the community engagement process. The key areas are outlined below.

SOCIAL	ENVIRONMENTAL	ECONOMIC	CIVIC LEADERSHIP
Heritage issues	Protection of the environment	Council's financial sustainability	Policy framework
Population growth	Preserving biodiversity	Economic sustainability strategies	Leadership
Affordable housing	Waste management	NSROC economic profiles and opportunities	Transparency
Urban design	Water management	Tourism	Service levels
Cultural events	Reducing energy consumption	Commercial opportunities	Employer of choice & workforce development programs
Providing & maintaining community facilities	Improving environmental and sustainable education	Local business development	Community engagement
Transport links	Waste management partnerships	Public/private partnership issues	Implementation & monitoring of IP&R
Participation issues	Environmental education		Legislative adherence



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Hunter's Hill Council would like to show respect and acknowledge the traditional custodians of the land, of elders past and present

