

# Hawkesbury Community **Strategic Plan**

2013-2032



# About this plan...

**The Hawkesbury Community Strategic Plan (HCSP)** is a high level plan that outlines the key community aspirations and sets the essential direction for future Council activities and decision making.

This Plan is divided into five themes and incorporates the NSW Division of Local Government's (DLG) social, economic, environmental and governance strategic principles.

Each of the five themes are supported with a vision statement, directions, strategies, goals and measures, to assist Council and the community to achieve its objectives.

**The themes are:**

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

The Directions provide a further expansion of the intent of each of the Vision Statements.

Strategies identify how Council aims to deliver what the community has requested.

The Goals identify targets that must be achieved in order to reach the Vision.

Measures outline key performance guidelines that will identify if Council is on the right track.

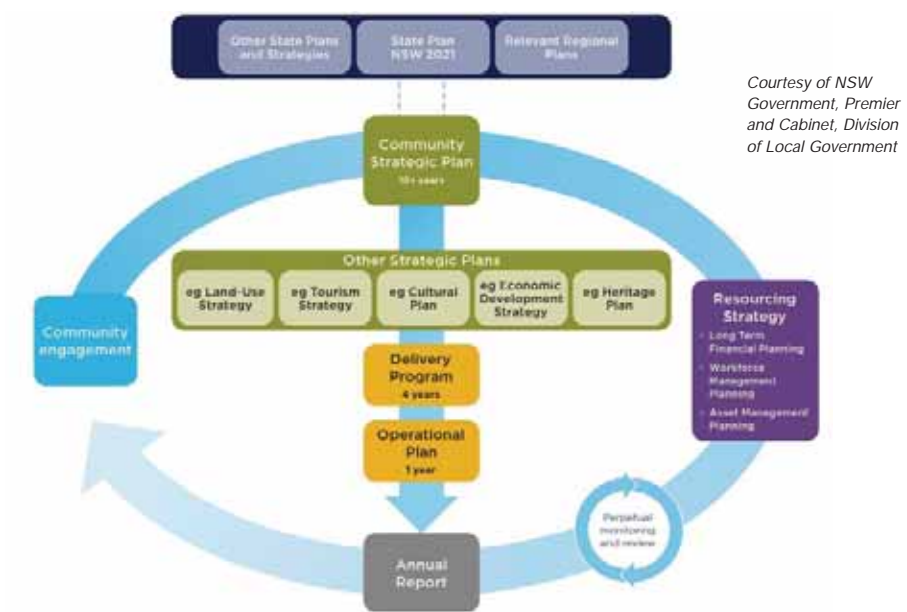
Put simply, the Visions and the Directions explain where we want to be by 2032. The Strategies explain how we will get there. The Goals and Measures will indicate if we have arrived.

While Council has a custodial role in initiating, preparing and maintaining the HCSP on behalf of the Hawkesbury local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the Plan.

## The way forward...

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Division of Local Government (DLG) Integrated Planning and Reporting Guidelines.

The framework outlined in the Guidelines is illustrated in the following diagram.



*Courtesy of NSW Government, Premier and Cabinet, Division of Local Government*

**The elements of this framework are:**

The Resourcing Strategy which includes long term financial planning, workforce planning and asset management planning.

The Delivery Program which identifies detailed strategies and actions to achieve objectives of the HCSP that Council can implement.

The Operational Plan which spells out the detailed actions in the Delivery Program to be implemented each year including a statement of revenue policy and a detailed annual budget.

The Annual Report includes:

- a summary of achievements in implementing the Delivery Program
- a State of the Environment Report
- audited financial statements, and
- in the year of the Ordinary Election, an end of term report.

## A message from the Mayor

**Shaping our Future – Hawkesbury Community Strategic Plan 2010-2030 (HCSP)** captured the vision of where our community, as a whole, would like to be in 20 years time. Following the local government election held in September 2012, state government legislation provides that the new Council review the Community Strategic Plan with a view to implementing a new plan by the end of the 2012-2013 financial year.



Councillors, together with Council staff, reviewed the original HCSP adopted in 2009 and suggested draft revised strategies, goals and measures. The themes, visions and directions of the original plan remained the same. A draft revised plan, the Hawkesbury Community Strategic Plan 2013-2032 was placed on public exhibition and submissions were received and reported to Council in April 2013.

This document is therefore the product of the contributions of many parties. It is a community plan not simply a Council plan and represents the collective vision of the whole Hawkesbury community.

The work that will need to be achieved to fulfill the goals of this Plan will be extensive and will involve the cooperation and commitment of many sectors. Identified delivery partners are included for each of the vision themes as well as an indication of how this Community Plan fits into the bigger picture of state and regional plans.

This Plan belongs to the people of the Hawkesbury. We encourage you to help us to achieve your vision.

*Kim Ford*

COUNCILLOR KIM FORD  
MAYOR OF HAWKESBURY



This CSP is an update and review of the Hawkesbury Community Strategic Plan 2010-2030. Key steps taken by Council and the community to produce this CSP included:

#### 2007

- July/August – Community Survey and resident workshop
- December – Council resolves to review its Management Plan, having regard for Option 3 of the DLG’s options paper entitled “Integrated Planning and Reporting for NSW Councils”

#### 2008

- April – Councillor and senior staff workshop
- May – Council staff workshop
- June – 3 community focus groups including a workshop specifically for youth
- August/October – Councillor and senior staff workshops

#### 2009

- March – Council resolves to exhibit draft CSP 2010-2030
- April/July – Exhibition of draft plan including 3 community participation forums
- October – Public exhibition submissions considered and CSP 2010-2030 adopted by Council
- November/December – Community Survey

#### 2011

- August 2011 – Community survey
- October 2011 – 2 community focus groups

#### 2012

- October – Council resolves to review CSP 2010-2030
- November – Councillor and senior staff workshop followed by staff workshop
- December – Council resolves to exhibit reviewed CSP (draft CSP 2013-2032)

#### 2013

- January-March – Exhibition of draft CSP 2013-2032 including a community participation forum
- April – Public exhibition submissions considered and CSP 2012-2032 adopted by Council

## Relationship with state and regional plans

The CSP has been developed with regard to current state and regional plans, including, but not limited to, *NSW 2021 A Plan to Make NSW Number One*, September 2011; *Metropolitan Plan for Sydney 2036*, December 2010; *Draft Subregional Strategy North West Subregion*, December 2007; and *Western Sydney and Blue Mountains Regional Action Plan*, December 2012.

Within each theme relevant key goals of the *NSW 2021 A Plan to Make NSW Number One* and priorities of the *Western Sydney and Blue Mountains Regional Action Plan* are identified by way of a reference number in the respective plan in order to demonstrate where the CSP has been informed by, is consistent with or will support the achievement of the relevant goal and priority.

*Note: At the time of finalising the CSP the Metropolitan Plan for Sydney 2036 and Draft Subregional Strategy North West Subregion were under review by the State government.*

## Where are we now?

### Hawkesbury ‘Snap-shot’

Area of LGA approximately 2800 km<sup>2</sup>

Estimated population 64,312 (ABS ERP March 2012, Preliminary)

Children 0-14 years: 13,367 (21.4% of the population); people aged 15 to 24: 9,150 (14.7% of the population); people aged 25 to 54: 25,459 (40.9% of the population); people aged 55 to 64: 7,138 (11.3% of the population); people aged 65+: 7,138 (11.7% of the population)\*

Median age is 36 years old\*

Total number of families: 15,916; couple family with children: 49.4%; couple with no children: 32.5%; and single parent family 17%\*

Indigenous Australians are 2.6% of total population and overseas born are 12.6% of total population\*

225 kms of sealed urban roads, 511 kms of sealed rural roads, approximately 300 kms of gravel/unsealed roads, 50 concrete/steel bridges and 14 timber bridges

215 parks and reserves, 54 play grounds, 58 playing fields; 29 tennis courts, and 50 other recreational facilities

More than 35 community facilities and 159 other public amenities/buildings

Approximately 23,607 garbage bin collections per year

\* 2011 ABS Census of Population and Housing.

As a community we face the following key challenges:

- Population growth is slowing and our population is aging
- Couple families with children are declining
- Meeting State government targets for dwelling and employment growth
- Encouraging affordable, diverse and quality housing close to transport and shops for current and future residents, particularly older residents
- The cost and time required to upgrade the necessary infrastructure, facilities and services to meet current needs and community expectations
- Preparing for natural disasters (fire, flood etc.) and community safety
- Managing the competing demands of more than 50 Council services and facilities
- Looking after our waterways and natural eco-systems
- Reducing our impact on the environment
- Working with the community and transport providers to improve transport services
- Supporting a variety of local jobs to reduce travel times
- Supporting tourism and promotion of the Hawkesbury area
- Integrating Council’s Sustainability Principals into Council’s plans and policies
- Advocating with the community for a better share of taxes and securing alternative income streams for the provision of services and facilities
- Developing strong partnerships and engaging with our community and other levels of government



# Looking After People and Place

# 2013-2032



In 2032 we want the Hawkesbury to be a place where we have:

A community in which the area's character is preserved and lifestyle choices are provided with sustainable, planned, well serviced development, within strongly connected, safe and friendly neighbourhoods.



## Directions

1. Be a place where we value, protect and enhance the historical, social, cultural and environmental character of Hawkesbury's towns, villages and rural landscapes
2. Offer residents a choice of housing options that meets their needs whilst being sympathetic to the qualities of the Hawkesbury
3. Population growth is matched with the provision of infrastructure and is sympathetic to the rural, environmental, heritage values and character of the Hawkesbury
4. Have development on both sides of the river supported by appropriate physical and community infrastructure
5. Have an effective system of flood mitigation, fire and natural disaster management and community safety which protects life, property and infrastructure
6. Have friendly neighbourhoods, connected communities, and supported household and families
7. Have future residential and commercial development designed and planned to minimise impacts on local transport systems, allowing easy access to main metropolitan gateways



## Strategies

1. Revitalise and enhance town centres and villages
2. Encourage affordable, diverse and quality housing solutions in serviced areas
3. Manage rural and natural lands to support a balance of agriculture, environment and housing that delivers viable rural production and rural character
4. Recognise, protect and promote the values of indigenous, natural and built heritage through conservation and active use
5. Upgrade the necessary physical infrastructure and human services to meet contemporary needs and expectations
6. Provide for a safer community through planning, mitigation and response

## GOALS

1. Towns and villages to be vibrant places that people choose to live in and visit
2. Appropriate and affordable range of infrastructure and services available to meet contemporary needs
3. Viable tourism economy
4. Funded viable and sustainable events
5. Housing is available and affordable for the population whilst retaining agricultural and heritage values
6. Managed population growth that contributes to and sustains the local economy and services and respects agricultural and heritage values of the area
7. Maintain and foster the rural and heritage character within the Hawkesbury
8. Viable and sustainable agriculture industries retained and developed
9. Natural and built heritage valued socially and economically
10. Ongoing review and implementation of community disaster and safety plans
11. Continue to support agencies and volunteers who assist in maintaining a safe and socially valuable community

## MEASURES

1. Population of town centres and villages
2. Visitation to town centres and villages
3. Housing options versus demand
4. Migration of population
5. Proportional dwelling mix
6. Community satisfaction with rural and heritage character
7. Agricultural production and employment
8. Availability and accessibility of affordable services versus benchmarks
9. Community perception of safety
10. Assistance to community safety providers
11. Visitation to cultural and heritage centres

### NSW 2021 A Plan to Make NSW Number One

Goals: 3, 5, 11, 12, 13, 14, 16, 19, 20, 25, 26, 27, & 28.

### Western Sydney and Blue Mountains Regional Action Plan

Priority: 1, 3, 4 & 7.

### Delivery Partners

NSW Government Departments: Planning & Infrastructure, Family & Community Services (FACS), NSW Ministry of Health, and Office of Environment and Heritage; Building Industry; Community Housing; Community partners; and local businesses and residents.





# Caring for Our Environment

# 2013-2032

In 2032 we want the Hawkesbury to be a place where we have:

A community dedicated to minimising its ecological footprint, enjoying a clean river and an environment that is nurtured, healthy, protected and provides opportunities for its sustainable use.



## Directions

1. Be a place where we value, protect, and enhance the cultural and environmental character of Hawkesbury's towns, villages and rural landscapes
2. To look after our cultural and environmental assets for future generations so that they too can enjoy, and benefit from, a clean river and natural eco-systems, rural and cultural landscape
3. Take active steps to encourage lifestyle choices that minimise our ecological footprint
4. Work with our communities and businesses to use our resources in a sustainable way and employ best practices and technologies that are in harmony with our natural environment

## Strategies

1. Effective management of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships
2. Reduce our environmental footprint through resource and waste management
3. Manage growth with ecologically sustainable principles
4. Engage with the community and work together to care for our environment

## GOALS

1. Clean, healthy, usable rivers and waterways
2. Balance the needs of our ecology, recreational and commercial activities
3. Maximise sustainable use of potable and recycled water
4. Reduced greenhouse gas emissions
5. Our community is living more sustainably
6. Waste management facility operating on a commercial basis
7. Reduced waste to landfill
8. Environmental impact of growth is minimised
9. Healthy and functioning catchments and riparian corridors
10. Improved community awareness of the importance and value of healthy catchments, natural waterways, vegetated riparian corridors, surface water and groundwater resources.

## MEASURES

1. Swimmability of river
2. Implementation and progress of agreed erosion and river health programs
3. Number and type of recycled water connections and volume used
4. Waste to landfill volumes per capita of the Hawkesbury LGA
5. Recycling volumes per capita of the Hawkesbury LGA
6. Council energy and water use per capita of the Hawkesbury LGA
7. Council's greenhouse gas emissions per capita of the Hawkesbury LGA
8. Adherence to adopted sustainability indicators
9. Council's use of recycled materials

**NSW 2021 A Plan to Make NSW Number One**  
Goals: 3, 21, 22 & 23.

**Western Sydney and Blue Mountains Regional Action Plan**  
Priority: 6.

**Delivery Partners**  
Commonwealth Government; NSW Office of Environment and Heritage; Western Sydney Regional Organisation of Councils (WSROC); and local businesses and residents.







# Linking the Hawkesbury

# 2013-2032

In 2032 we want the Hawkesbury to be a place where we have:

A community which is provided with facilities and services efficiently linked by well maintained roads and accessible and integrated transport and communication systems which also connect surrounding regions.



## Directions

1. Have a comprehensive system of transport connections which link people and products across the Hawkesbury and with surrounding regions
2. Be linked by accessible, viable public transport, cycleways and pathways to the major growth, administrative, commercial and service centres within and beyond the Hawkesbury
3. Have a comprehensive system of well maintained local and regional roads to serve the needs of the community
4. Plan for, maintain and renew our physical infrastructure and community services, facilities and communication connections for the benefit of residents, visitors and businesses

## Strategies

1. Facilitate an integrated transport network
2. Establish and manage regional relationships with transport providers and other levels of government to improve and extend public transport services
3. Provide and maintain roads that are financially and environmentally sustainable and respond to community safety, priorities and expectations
4. Lobby for and work with providers to ensure Hawkesbury residents and businesses continue to enjoy competitive and contemporary telecommunications services

### GOALS

1. Improve transport routes to link people and businesses within and beyond the Hawkesbury in particular during peak hours
2. Integrated regional network on Federal and State agenda
3. Transport network is quick, easy, safe, cost effective and accessible to all users
4. Public transport available and utilised (25%)
5. Reduced cost of maintaining roads at agreed level
6. Widespread telecommunications coverage and usage across the Hawkesbury

### MEASURES

1. Community satisfaction with transport services within and beyond the Hawkesbury
2. Community satisfaction with Council's maintenance of roads to agreed affordable level
3. Availability and rate of use of public transport
4. Expenditure (in dollars per kilometre) on road maintenance to "agreed level" compared to long term renewal costs
5. Accessibility and take up of telecommunications



**NSW 2021 A Plan to Make NSW Number One**

Goals: 7, 8, 9, & 19.

**Western Sydney and Blue Mountains Regional Action Plan**

Priority: 2.

**Delivery Partners**

NSW Department of Infrastructure and Planning; NSW Roads and Maritime Services; Transport for NSW; transport providers; telecommunication providers; local residents.







# Supporting Business and Local Jobs

2013-2032

In 2032 we want the Hawkesbury to be a place where we have:

New and existing industries which provide opportunities for a range of local employment and training options, complemented by thriving town centres.



## Directions

1. Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region
2. Offer an increased choice and number of local jobs and training opportunities to meet the needs of Hawkesbury residents and to reduce their travel times
3. Help create thriving town centres, each with its own character that attracts residents, visitors and businesses

## Strategies

1. Differentiate, brand and promote the Hawkesbury as a tourism destination
2. Increase the focus on high end jobs and innovation to build on our strengths and achieve a diverse industry base
3. Actively support the retention of the RAAF Base and enhanced aviation related industry, building on existing facilities

GOALS	MEASURES
1. Increased level of GDP from tourism	1. Numbers of visitors and value of visitations
2. Improve tourism facilities in the Hawkesbury	2. Key tourism indicators (trends, outputs, dollars spent)
3. New "Hawkesbury" brand recognised and widely used	3. Recognition and use of "Hawkesbury" brand
4. Have an expanded, sustainable and growing industry base	4. Number and type of local jobs by industry
5. Stronger, broader range of sustainable businesses	5. Number and type of businesses
6. Skill development and training opportunities are available locally	6. Availability of local job training opportunities
7. RAAF Base is retained as an active aviation centre	7. RAAF Base retained and operational
8. Complementary aviation industries are sustainable and supported	8. Number of aviation related businesses operating and value of output
	9. Defence and Aviation industry indicators



**NSW 2021 A Plan to Make NSW Number One**  
Goals: 3, 6, 15, & 20.

**Western Sydney and Blue Mountains Regional Action Plan**  
Priority: 1, 5.

**Delivery Partners**  
NSW Trade and Investment; Department of Planning and Infrastructure; University of Western Sydney; Department of Education; TAFE NSW; local high schools; Department of Defence; local businesses and residents.







# Shaping Our Future Together

# 2013-2032

In 2032 we want the Hawkesbury to be a place where we have:

An independent, strong and engaged community, with a respected leadership which provides for the future needs of its people in a sustainable and financially responsible manner.

## Directions

1. The Council be financially sustainable to meet the current and future needs of the community based on a diversified income base, affordable and viable services
2. Have transparent, accountable and respected leadership and an engaged community
3. Maintain its independent identity and voice through strong local government and community institutions
4. A balanced set of decisions that integrate jobs, housing, infrastructure, heritage, and environment that incorporates sustainability principles
5. Have constructive and productive partnerships with residents, community groups and institutions



## Strategies

1. Improve financial sustainability
2. Broaden the resources and funding available to our community by working with local and regional partners as well as other levels of government
3. Achieve community respect through good corporate governance and community leadership and engagement
4. Work with the community to determine affordable levels of service and facilities
5. Make decisions in ways that are transparent, fair, balanced and equitable supported by appropriate resource allocations

## GOALS

1. Expanded income base
2. Alignment of services with funding and community needs
3. Maintain and grow levels of volunteerism
4. Equitable share of taxes from other levels of government
5. Improved Council image and levels of community satisfaction

## MEASURES

1. Funding gap between income and required expenditure
2. Community satisfaction with consultation and engagement
3. Number of Council volunteers
4. Support to community based groups
5. Sources of income (grants etc, from other levels of Government)
6. Community satisfaction with non-council services and facilities
7. Results of participation in partnerships
8. Compliance with reporting requirements
9. Community satisfaction with Council services and facilities



**NSW 2021 A Plan to Make NSW Number One**  
Goals: 24, 30, 31, & 32.

### Delivery Partners

Commonwealth Government; State Government; and local community leaders.





# Sustainability principles

In April 2008, Council adopted a process for Sustainability Planning which incorporated the following Sustainability Principles. These are based on leading-edge thinking about sustainability, and can be used to guide the high-level strategic approach to sustainability at Hawkesbury City Council. These principles would also function as a 'check' on planning and decision-making by assisting in determining which option will most effectively implement the sustainability aims of the Council and the community.

The principles and objectives were outcomes made possible through successful grant funding from the NSW Environmental Trust which was used to engage the Institute for Sustainable Futures – UTS (ISF), to assist with the preparation of a sustainability strategy.

**Principle 1:** The extraction and use of non-renewable resources should be slowed down, and sustainable production and consumption promoted

**Principle 2:** Cyclical, rather than linear systems, should be adopted to prevent the accumulation of waste materials

**Principle 3:** The productivity and diversity of nature must be protected and maintained

**Principle 4:** Use of energy and other resources must be just and efficient, both across the globe and between generations

**Principle 5:** Even if there is doubt about the environmental impact that an action will have, one should err on the side of caution to protect the environment

**Principle 6:** Expand and enable cooperative networks to work towards a common, sustainable future

**Principle 7:** Educate and empower people and foster participation

**Principle 8:** Continual improvement will be enabled, based on accountability, transparency and good governance

The objectives can be seen as a series of high level goals that Council is working towards.

**Objective 1:** Council builds and maintains local partnerships for sustainability

**Objective 2:** Sustainability practices are built into Council's existing operations

**Objective 3:** Sustainability practices are integrated into Council's existing plans

**Objective 4:** Council staff and Councillors understand, and are committed to, sustainability

**Objective 5:** Council engages and supports people in the community to work towards sustainability

**Objective 6:** Council secures resources and makes them available to deliver good sustainability outcomes

**Objective 7:** Sustainability objectives and achievements are communicated

## General Enquiries



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## Explanation of Terms

**Accountable** – liable to be called to account; responsible

**Benchmark** – a point of reference against which an organisation's performance is measured

**Diversified income base** – income from a variety of sources and investments

**Ecological footprint** – a measurement of the human demand on the combined physical and biological components of an environment

**Greenhouse gas emissions** – are gases in an atmosphere that absorb and emit radiation within the thermal infrared range such as water vapour, carbon dioxide, methane, nitrous oxide, ozone

**Industries** – all types of industry sectors as defined by the Australian Bureau of Statistics including, but not limited to, the following industries: accommodation; cafes and restaurants; agriculture; construction; culture and recreation services; government administration and defence; education; finance and insurance; property and business services; health and communities services; manufacturing; wholesale and retail trade

**Infrastructure** – built structures such as roads, railways, airports, water supply, sewers, power grids, telecommunications, buildings, facilities

**Sustainability** – means living within the limits posed by the physical world; understanding the interconnections among economy, society and environment; and equitable distribution of resources and opportunities

**Sustainability Principles** – a set of statements on how a sustainable city would function and provide a strategic framework for action

**Transparent** – open, frank, or candid

**Transport network** – a system of roads, railways, bus routes, airport, navigable waterways, pedestrian and bicycle paths that permits movement of people and goods

### Definitions and Numbering

Unless provided for in the Explanation of Terms, words used in this document are the same as normal dictionary definitions.

Numbering has been provided throughout this document for the ease of reference only. The numbering is not to be construed as an order of priority or to suggest a particular relationship between visions, directions, goals and measures.