

Hawkesbury River County Council

The Local Weed Control Authority for Blacktown, Hawkesbury, Penrith and The Hills Shire Councils

Business Activity Strategic Plan

2017-2027



Prepared in accordance with provisions contained in the Local Government Act 1993 and Local Government (General) Regulation 2005

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Glossary of Terms and Abbreviations

The following definitions and abbreviations are used in the Hawkesbury River County Council Business Activity Strategic Plan:

BASP	Hawkesbury River County Council Business Activity Strategic Plan
Biosecurity Act 2015	The NSW Act which regulates the control and spread of weeds.
Constituent Councils	means Blacktown City Council, Penrith City Council, The Hills Shire Council and Hawkesbury City Council. These local government areas constitute the area of operation for the Hawkesbury River County Council.
Council	Hawkesbury River County Council
County Council	Hawkesbury River County Council
HRCC	Hawkesbury River County Council
LGA 1993	NSW Local Government Act 1993 and establishes HRCC
Priority Weeds	Plants which are declared a priority under the Greater Sydney Regional Weeds Management Plan or HRCC Local Weeds Plan.
NSW DPI	NSW Department of Primary Industries
SWBM	Sydney Weeds Blue Mountains Regional Weeds Committee
SWC	Sydney Regional Weeds Committee
WAP	NSW Weeds Action Program
WMZ	Weed Management Zones. Sub-Catchments used in the NSW Weeds Action Program to protect key assets.

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- The Willow Warriors (Jeff Cottrell)
- Penrith City Council
- The Hills Shire Council
- Hawkesbury City Council
- Blacktown City Council

1. Purpose of Business Activity Strategic Plan

The Hawkesbury River County Council is required to develop a Business Activity Strategic Plan which is in accordance with Section 219, Local Government (General) Regulation 2005: It shall:

- a) identify the main business activity priorities of the council covering a period of at least 10 years from when the plan is endorsed, and
- b) establish strategic objectives together with strategies for achieving those objectives, and
- c) take into consideration the community strategic plans of the county council's constituent councils and in consultation with those councils.



Figure 1: County Council Integrated Planning and Reporting Framework

2. County Council Overview

County Council - Vision and Mission Statements

Vision

An improved environment through an integrated approach to weed management and building community capacity.

Mission

To provide effective integrated weed management systems to all Constituent Councils fairly and equitably in accordance with the *Biosecurity Act 2015*.

The Hawkesbury River County Council (HRCC) is a single purpose Council which is responsible for the fulfilment of its constituent Council's obligations under the *Biosecurity Act 2015*. The County Council's governance is in accordance with the *Local Government Act 1993* (LGA 1993) with the County Council being first proclaimed on 15 September 1948. The present area of operation of HRCC is the local government areas of Hawkesbury, The Hills Shire, Penrith and Blacktown. These Councils are located in Western Sydney, New South Wales.

2.1 Governing Body

As a County Council under the LGA 1993, HRCC is required to have a governing body made up of elected representatives of its Constituent Councils. Part 5 of Local Government Act 1993 (**see appendix A*) outlines the formation and operation of County Councils. The application of LGA 1993 to HRCC is outlined in Section 400, LGA 1993.

HRCC was proclaimed as a County Council in the NSW Government Gazette of 15 September 1948. The HRCC governing body meets at 6.00 p.m., on the second Thursday of February, April, June, August, October and December. The election of Chairperson and Deputy Chairperson occurs at Council's October meeting each year. Constituent Council delegates are elected by their Council after each Council general election and represent their Council on the HRCC for four years. The number of representatives for each Constituent Councils is two Councillors.

***Note 1: Part 5, Local Government Act 1993 contained in Appendix A**

2.2 County Council Core Business Activities

The core role of the County Council is the enforcement of control of priority weeds on private lands and the control of these weeds on Council lands. However, there is an increasing demand from stakeholders, NSW Government (via the NSW Invasive Species Plan) and funding authorities for this role to be broadened to also include weeds that are not declared priority. This broader role is being built into our on-ground control and surveillance programs to target weed species having the greatest impact on key assets, such as agriculture, threatened ecologies and recreation spaces. Additionally this is supported by increased education about a larger range of weed species.

In this regard the County Council has a major role to play in the management of weeds across the Sydney basin, which contains significant biodiversity assets, highly valuable agricultural production and the iconic Hawkesbury / Nepean River. However the area is threatened by new weed incursions due to a number of high risk pathways for weed spread such as the M7, the M4, numerous other arterial roads and the river system itself. This requires a landscape level focus that only an organisation with a large spatial coverage can provide.

In order to fulfil this role of landscape level surveillance, HRCC is building a digital mapping system for the entire County. This will greatly improve our record-keeping and mapping capabilities needed to provide the accurate strategic guidance at an operational level.

2.3 Benefits of a County Council Model

The first and most obvious benefit is the economy of scale, or resource-sharing principle. Weed control requires specialised plant and equipment, and especially so in the case of our region, due to the large amount of aquatic and amphibious work required. It is far better to concentrate the cost of this in one organisation, and spread the benefit across a broader section of the environment and community. This greatly reduces overall costs to all constituent Councils.

So too with human resources, weed officers need an increasing level of skills and knowledge to undertake their community service in a modern, and professional manner. Keeping up to date with latest changes in legislation and orders, techniques, specific training, grant processes and OH&S requirements are just some of the demands. Having an organisation with its single focus on this role allows the process of review and adaption to happen more effectively than it would through a broader general purpose council, in which weed management may get lost amongst the other 100 to 200 services the organisation provides.

Another benefit is reduced tenure impact. Whilst we cannot eliminate cadastral boundaries, an organisation which can work across a number of boundaries will obviously be able to implement their strategy across the landscape much more effectively.

The County Council model is very strong in terms of strategic implementation. The smaller size of the organisation is also a great benefit in terms of responsiveness. For example, in the case of a new incursion outbreak; we would be able to reorientate our resources to anywhere in the County quite quickly to eradicate the target species.

The model also helps to foster strong local government by building and maintaining formal relationships between Councils. It is a community expectation that Councils work together, and this model is another good example of that. Links are developed operationally which allow the County Council to best integrate and support other public weed management programs.

Another clear community expectation is that of consistent application of regulatory processes. In the same way that weed control can be applied strategically, so too can the regulatory process. Most importantly, there is more equitable treatment of landowners within a community in relation to the *Biosecurity Act 2015*. Each Council operating as its own Local Control Authority tends to interpret and implement its statutory obligations quite differently, and this is a source of great frustration for landowners who perceive themselves to be on the “wrong end”. A County Council can take a more consistent approach across a number of local government areas.



Figure 2: The Hawkesbury Nepean is an area of rich agricultural lands

3. Area of Operation

Map1: HRCC Area of Operation



3.1 Regional Profile of HRCC

Description of Region

HRCC is situated north west of Sydney and comprises four local government areas (Blacktown, The Hills, Penrith and Hawkesbury) with a combined area of 3834 square kilometres, which includes approximately 160km¹ of the Hawkesbury-Nepean River, from Wallacia downstream to where the river meets the ocean at Broken Bay.

The region stretches 134km from below Putty in the north to Wallacia in the south, and 70km east to west from Carlingford to beyond Bilpin, in the Blue Mountains. The region includes significant areas of National Parks and reserves, rural land as well as some of the most densely populated urban areas in Australia.

The closest point to Sydney CBD is Carlingford (22km) while the furthest point is near Putty some 150km from the Sydney CBD. Our region shares borders with Liverpool, Wollondilly, Blue Mountains, Singleton, Cessnock, Gosford, Hornsby and Parramatta local government areas.

Distances from the Sydney CBD:

- 22km to the east (Carlingford)
- 68km to the south (Wallacia)
- 100 km to the west (Berambing)
- 151km to the north (Putty)

Climate

The region comprises a large part of the Sydney Basin, which is dominated by a temperate climate characterised by warm summers with no dry season. A sub-humid climate occurs across significant areas towards the coast. Rainfall can occur throughout the year, but varies across the region in relation to altitude and distance from the coast, with wetter areas being closer to the coast or in higher altitudes.

Temperature varies across the region. Variations of 2 to 5 degrees warmer in the west compared to the coast are not uncommon. The yearly average maximum temperature for Sydney as a whole is 21.7°C (71.1°F), with a minimum average of 13.8°C (56.8°F). The annual temperatures in Greater Western Sydney average a maximum of 23°C and a minimum of 12°C.

Sydney averages around 14 days of rainfall each month throughout the year. Rain is spread fairly evenly throughout the year, with June being the wettest month and September the driest.

According to a C.S.I.R.O report,

Since 1950, the Hawkesbury-Nepean catchment has experienced warming of around 0.8°C. The catchment has also experienced a significant drop in annual rainfall at a rate of approximately 20–50 mm per decade, depending on location. The contribution of human activities to the rainfall decline is hard to distinguish from natural variability.

The future climate of the Hawkesbury-Nepean Catchment is likely to be warmer. Although projected changes in average rainfall are currently not clear, given projected increases in evaporation, the catchment is likely to be drier. Such climate changes would also increase heat waves, extreme winds and fire risk. Nevertheless, despite this trend toward drier conditions, there is also potential for seasonal increases in extreme rainfall events.²

Warmer temperatures and lower rainfall results in lower river flows, enhancing conditions for aquatic weed growth.

Population

Rapid population growth is just one of the many challenges facing our region. In June 2010, the population of the four local government areas was 737,783 people, which represents 16.1% of Sydney's population and 10.2% of all of NSW. (Source: ABS)

¹ Based on 120km length of Hawkesbury ([Geographical Name Register Extract for Hawkesbury River](http://www.gnb.nsw.gov.au/name_search/extract?id=MalOIMtLit)". Geographical Names Board of New South Wales. http://www.gnb.nsw.gov.au/name_search/extract?id=MalOIMtLit.) plus 40km of the Nepean, from Wallacia to the confluence with the Grose.

² "Climate Change in the Hawkesbury-Nepean Catchment", prepared for the NSW Government by the CSIRO

Blacktown City LGA is currently the most populous City in NSW, the third largest in Australia behind Brisbane City and the Gold Coast, and the eighth largest growing City in Australia. From June 2009 to June 2010, the LGA grew by 8,324 or 2.8%, well above the 1.5% average for NSW. Hills Shire LGA experienced the fourth largest population growth in NSW, growing by 3,400 or 1.9%. Over the same period Penrith City and Hawkesbury City LGAs grew by 1798 (1.0%) and 543 (0.9%) respectively.

All four LGAs have been identified by the NSW Government as future growth areas, with significant amounts of land already identified for residential development, including:

- North Kellyville, Rouse Hill, Box Hill (Hills Shire Council)
- Riverstone, Marsden Park, Schofields and Vineyard (Blacktown City Council)
- Glenmore Park, Caddens, St Marys, Claremont Meadows and Penrith Lakes (Penrith City Council)
- Plans by Hawkesbury City Council to accommodate between 5,000 to 6,000 additional dwellings by 2031, primarily within the existing urban areas

The population of Western Sydney is expected to reach 2.96 million by 2036. Based on current percentages, the combined population of Blacktown, Hills, Penrith and Hawkesbury LGAs is expected to reach 1.1³ million by this time.

Table 1: Population by Council Area

LGA	Pop 2006	2010	Land Area (km2)
Blacktown	271,710	307,816	246.9
Hawkesbury	60,561	64,030	2,800
The Hills	165,143	179,716	380
Penrith	172,140	186,221	407
Total	669,554	737,783	3833.9

Land Use

Approximately 60% of the region is made up of national parks and reserves, with the remaining 40% containing significant urban and rural areas.

Major national parks include Wollemi, Blue Mountains, Marramarra, Ku-ring-gai Chase, and Brisbane Water.

Most of the urban areas are residential, with some commercial areas and industrial areas, including extractive industries and manufacturing. Much of the rural area is used for agricultural purposes, including dairying, orchards, poultry, turf, market gardens, hobby farms and horse industries.

The Hawkesbury-Nepean catchment provides Sydney with more than 90% of its drinking water; supports a diverse agricultural sector including irrigated agriculture which returns over \$600 million; provides over 80% of Sydney's sand and gravel needs for construction; and supports multi-million dollar recreation and tourism industries.

In the freshwater region 17 sewage treatment plants are licensed to discharge effluent to the river system. While treatment is now generally much upgraded, large volumes of treated effluent still enter the system. This, together with the build-up of sediments over many years, means that there are high nutrient loads overall.

In addition, run-off from the catchment's extensive and rapidly expanding urban development, together with run-off from agricultural lands, further contributes to the nutrient loads in the river system.

The mining of sand and gravel has also created a modified stream bed, particularly below Penrith Weir. Another significant modification is the thirteen weirs that impede flow along the main stem of the river in the freshwater region.

This highly modified, nutrient rich, low flow environment provides ideal conditions for the growth of aquatic weeds and algal blooms.

Other References

- <http://www.environment.nsw.gov.au/bioregions/SydneyBasin-Landform.htm>
- <http://www.metroplansydney.nsw.gov.au/portals/0/pdf/MetroPlansubregionalfactsheet.pdf>
- <http://metroplansydney.nsw.gov.au/Subregions/NorthWestSubregion.aspx>
- <http://profile.id.com.au/Default.aspx?id=303>

³ Based on percentage (37.18%) of current population for Western Sydney (1.99 million).

- <http://www.environment.nsw.gov.au/bioregions/SydneyBasin-Climate.htm>
- <http://www.experienceoz.com.au/sydney/information/weather-info>
- <http://www.business.nsw.gov.au/invest-in-nsw/regional-nsw/nsw-regions/western-sydney>
- Hawkesbury-Nepean Catchment Management Authority
- Hawkesbury City Council
- Penrith City Council
- Blacktown City Council
- The Hills Shire Council
- Australian Bureau of Statistics

Table 2: National Parks within County Council Area

National Park	Council	Area
Wollemi, Parr State Conservation Area, Cattai, Scheyville, Yengo National Parks and Blue Mountains National Park.	Hawkesbury	1930
Kuring-gai Chase	Hills	154
Muogamarra	Hills	22.74
Marramarra	Hills	118
Bouddi	Hills	0.01532
Brisbane Water	Hills	115
TOTAL		2340 (61.03%)



Figure 3: Yarramundi Lake, Nepean River

4. Guiding Strategies

Weed control is dynamic. It is closely linked to climate, land use and ecology and must therefore be managed in order to respond as these attributes change. There are, however, a range of guiding strategies that have been shown to be most effective across a range of conditions. The HRCC 10 Year Strategic Plan is closely aligned with these strategies as they have been outlined in the NSW Invasive Species Plan 2008-2015. They are broad enough to allow an organisation to respond to climate and land use, but still conform to a solid set of management principals. These strategic objectives also follow the guidance provided by the development of our member Council “Community Strategic Plans” (see Appendix C).

Our strategic objectives are:

Strategic Objective 4.1

Prevent the establishment of new weed species within our County – Exclude

Strategic Objective 4.2

Eliminate the spread of new and existing weed species within our County – Eradicate or Contain

Strategic Objective 4.3

Reduce the impact of widespread weeds on key assets – Effectively Manage

Strategic Objective 4.4

Ensure the community, industry and government stakeholders have the ability and long-term commitment to manage weeds – Build Capacity

Directing our principal activities towards meeting these strategic objectives will ensure our organisational resources are deployed in the most effective manner across the landscape. Our actions will therefore be centred on the following activities:

- Analyse and communicate continually about other weed programs across the landscape to ensure our activities best support the protection of investment and key assets.
- Identify and manage all high risk weed species and their pathways for spread across the County.
- Develop, implement and maintain a weed detection and mapping system to improve our capacity to track and control weeds.
- Respond swiftly to new incursion outbreaks as required.
- Increase community appreciation and involvement in weed management.

Regional Coordination

At a regional level, our 10 Year Business Plan and strategic objectives are connected with the Draft Greater Sydney Regional Weeds Management Plan (LLS). This regional plan is also guided by the NSW Invasive Species Plan. HRCC is a member of the Sydney Regional Weeds Committee (LSS) and South West Blue Mountains Sub-Regional Committee. HRCC seeks to be a leader for coordinated weed management across western Sydney. We work cooperatively with other land managers with a focus on achieving outcomes with the greatest regional benefit. This will include working with our constituent and adjoining Councils, other public authorities such as NPWS, RMS, Sydney Trains and private landowners and community groups.



Figure 4: It can get bad! - Salvinia along McKenzies Creek, Pitt Town (2005)

5. Principal Activities

5.1 Control of Priority Weeds

Meet Strategic Objectives:	<ul style="list-style-type: none"> 4.1 Exclude, 4.2 Eradicate or Contain, 4.3 Effectively Manage
Program Goals:	<ul style="list-style-type: none"> To control Priority Weeds on public roads, recreation areas and other lands controlled by Constituent Councils in accordance with the Noxious Weed Act, 1993. To ensure that other weeds do not adversely affect the health and welfare of the community.

Outcomes	Performance Target	Actions	Performance Measure
1. Remove and destroy all & Priority Weeds.	Control all reported infestations within resources.	When carrying out and priority weed control or other principal activities, inspect for the presence of & Priority Weeds.	All reported infestations treated and/or weeds removed.
2. Fully and continuously suppress and destroy all Priority Weeds subject to adequate funding.	No increase in infestations.	Using the latest weed control techniques and practices, treat with herbicides and other suitable integrated weed management systems.	All reported Priority Weeds infestations to be treated each year in accordance with Council's Roadside Spraying Policy.
3. Prevent the spread and reduce the numbers and distribution of Priority Weeds	Contain and reduce infestations of Priority Weeds on an annual seasonal basis.	Using the latest weed control techniques and practices treat weeds with herbicides and other suitable integrated weed management systems.	A reduction in the area of priority weed infestations treated each year.
4. Reduce the risk from Priority Weeds which are poisonous to humans and animals on public lands.	Reduce the extent of infestations of Priority Weeds which are considered a risk to human and animal health.	Prioritise treatment of poisonous Priority Weeds on public land.	No reports of humans or animals being affected by contact with Priority Weeds on public lands.

Outcomes	Performance Target	Actions	Performance Measure
5. Maintain the health of staff and public who may come into contact with herbicides during the priority weed spraying program.	Report of number of herbicide-related illnesses	<p>Staff to use herbicides in accordance with guidelines of Council, industry standards and specific guidelines on the label of each herbicide being used.</p> <p>Spraying operations to cease when there is a danger of the public becoming contaminated with herbicides by spray or volatile drift onto neighbouring properties or contamination of produce likely to be consumed by the public, such as blackberry fruit.</p>	Zero complaints or reports of ill health from the public or staff related to this activity.



Figure 5: Water Hyacinth collects in the river near Freeman's Reach, Windsor (2011)

5.2 Inspection of Properties

Meet Strategic Objectives	<ul style="list-style-type: none"> • 4.1 Exclude, 4.2 Eradicate or Contain, 4.3 Effectively Manage, 4.4 Build Capacity
Program Goals:	<ul style="list-style-type: none"> • To inspect public and private properties and to advise land managers on the implementation of priority plant control programs. • To report the existence, type and extent of priority plant infestations. • To monitor the effectiveness of each land manager's priority plant control program. • To commence regulatory action under the Biosecurity Act 2015, where control programs are not put in place or are ineffective.

Outcomes	Performance Target	Actions	Performance Measure
1. Inspect properties which have the most influence on exclusion of new weed incursions and/or protection of key landscape assets.	Carry out at least 2000 property inspections annually in a systematic manner within sub-catchments that reflect management "zones" around key assets.	Systematically inspect various new areas bounded by specific landmarks, such as creek or road systems, each year. Report Priority Weeds found, degree of infestation, location and area infested and input all data to the database system. Report action being carried out by land occupier and further action required by land occupier to Council.	Reports to council to contain a summary of all properties inspected in specific areas.
2. Prevent the sale and transport of Priority Weeds.	No Priority Weeds sold in area of operation.	Inspect all nurseries and other outlets involved in the sale of weeds quarterly.	Number of inspections carried out on nurseries and other outlets involved in the sale of weeds quarterly.
3. Re-inspect all properties systematically where owners are, or should be, undertaking priority plant control programs.	Re-inspect as per the Property Re-Inspection Report produced from the database records.	Systematically reinspect identified properties. Report action being carried out by land manager and further action required by land manager to Council.	Inspection reports to Council containing recommendations for actions required by land manager or Council within a reasonable time of the last inspection.
4. Advise, co-ordinate and implement priority plant control programs.	All land managers carry out priority plant control procedures using integrated management techniques in accordance with the specified actions for the categories of Priority Weeds under the NWA 1993.	Provide advice to land managers on a one-to-one basis. This advice will be provided during inspections and field days, or by phone calls, letters or fact sheets.	Inspection reports indicate a containment, reduction and eradication of Priority Weeds on the property.

Outcomes	Performance Target	Actions	Performance Measure
5. Undertake landscape surveillance to understand extent of weed control requirements.	Map the extent of all Priority Weeds. Map all priority “weed management zones”.	Utilise a GIS system to spatially record extent of weed infestations.	Maps are reported to Council annually.



Figure 6: The region has many highly productive agricultural lands.

5.3 Community Awareness

Meet Strategic Objectives	<ul style="list-style-type: none"> 4.3 Effectively Manage, 4.4 Build Capacity
Program Goals:	<ul style="list-style-type: none"> To promote an effective level of understanding of weed awareness and management strategies amongst all stakeholders. To maintain membership of and/or provide assistance to: <ul style="list-style-type: none"> (i) Weeds Advisory Groups (ii) Neighbouring Councils (iii) Landcare Groups (iv) Associated weed professional associations (v) Department of Primary Industries and other State Government bodies (vi) C.S.I.R.O. and other federal government bodies.

Outcomes	Performance Target	Actions	Performance Measure
1. Develop awareness of priority and potentially damaging weeds and promote good weed management practices using integrated weed management strategies and develop Weed Management Plans for weeds of regional importance through a Regional Committee.	The public is targeted with awareness campaigns	Conduct field days, seminars and weed walks; speak at various farmer or community group meetings.	Report field days and other activities conducted or attended
		Use various media such as newsprint, radio, television (video) and fact sheets to distribute information on priority weeds.	Observe level of feedback from publicity campaigns.
		Promote appropriate vegetation management using integrated weed control and management techniques.	Observe more effective priority weed control programs being undertaken by landholders.
2. Participate in regional groups, campaigns and surveys being conducted by stakeholders with weed control interests.	Co-ordinate activities with neighbouring Councils and the Sydney Weeds Committee (SWC). Participate in meetings of stakeholders' regional committees.	Consult neighbouring Councils and their senior staff. Attend meetings which directly or indirectly affect Council's priority plant control program.	Report attendance at regional meetings.
		Complete surveys or reports which support the endeavours of other bodies interested in weed control.	Report support of other bodies engaged in weed control activities

5.4 Governance

Meet Strategic Objectives: 4.4 Build Capacity

Program Goals

- To ensure effective and continuous communication, co-ordination and co-operation with each **Constituent Council** and the Department of Primary Industries.
- To secure the appropriate level of contributions and grants from Constituent Councils and Department of Primary Industries, sufficient to achieve Council's goals and objectives.
- Ensure that the County Council complies with its legislative requirements under the Local Government Act, 1993.

Outcomes	Performance Target	Actions	Performance Measure
REPORTING			
1. Provide ongoing information to Constituent Councils and the NSW Department of Primary Industries.	<p>Councillors to report to their respective Councils after each meeting, distribute fact sheets and annual reports.</p> <p>Maintain effective level of accurate cost/benefit feedback to Councils and the NSW Department of Primary Industries</p> <p>The General Manager to convene a HRCC Management Network with key managers from each Council</p>	<p>The General Manager or Operations Manager to provide feedback and reports on operations to each Constituent Council.</p> <p>Provide an annual grant summary report to Council and, in turn, the Constituent Councils.</p> <p>The General Manager to provide regular updates on all major Council decisions and strategic planning processes.</p>	<p>Elected Members/Senior Staff's understanding and appreciation of the need for priority weed control. Two operational level meetings held per year.</p> <p>Compare level of funds to previous year's and return on investment.</p> <p>The General Manager to convene two meetings per year.</p>

Outcomes	Performance Target	Actions	Performance Measure
STRATEGIC PLANNING 1. Achieve Management Planning Practices	Annually update and review Council's Delivery Program as part of the development of Council's Annual Operational Plan.	The General Manager and Operations Manager will review and monitor the Operational Plan and report to Council.	Operational Plan adopted by Council by 30 June each year.
	Update Council's Long Term Financial Plan annually.	The General Manager and Operations Manager to update Long Term Financial Plan and report to Council.	Plan update by 30 June each year.
	Council's Annual Report submitted Annually.	The General Manager and Operations Manager prepare Annual Report in accordance with Local Government (General) Regulation 2005.	Council adopts and Submits Annual Report by 30 November each year.
	Workforce Management Strategy reviewed within four years	The General Manager and Operations Manager will review Workforce Management Strategy and report to Council.	Review conducted by 30 June 2016.
2. Ensure level of Grant Funding is maintained.	Complete Grant Application and Returns on Time	The General Manager and Operations Manager will complete applications and returns.	Grant returns completed and returned on time as specified by funding authority
3. Look for new funding opportunities that match Council's vision and business model.	Submit at least two funding applications each year.	The General Manager and Operations Manager will complete applications.	At least two grant applications submitted and reported to Council.

Outcomes	Performance Target	Actions	Performance Measure
GOVERNANCE			
1. Conduct Council Meetings.	Conduct 6 Council meetings per year.	Conduct 6 Council meetings per year in accordance with the <i>Local Government Act 1993</i> .	6 Meetings per year are held and minutes recorded and published on Council website.

Appendix A – Constituent Council Community Strategic Plan Links

Penrith City Council



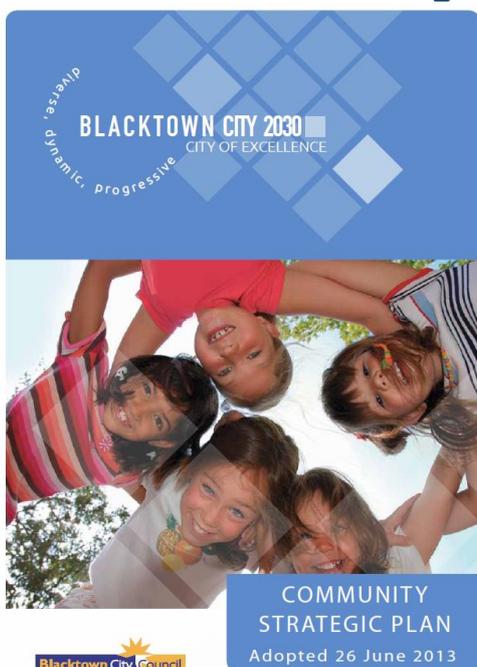
Penrith's Outcome

We care about our environment

Measuring our success

- Protect and improve our natural areas, the Nepean River and other waterways.

Blacktown City Council



Environmental Sustainability

Focus areas

- Protect and improve the water quality of our local waterways.
- Enhance the health and wellbeing of the Blacktown community by promoting public health best practice and enforcing legislation.
- Protect, restore and enhance Blacktown City's biodiversity.

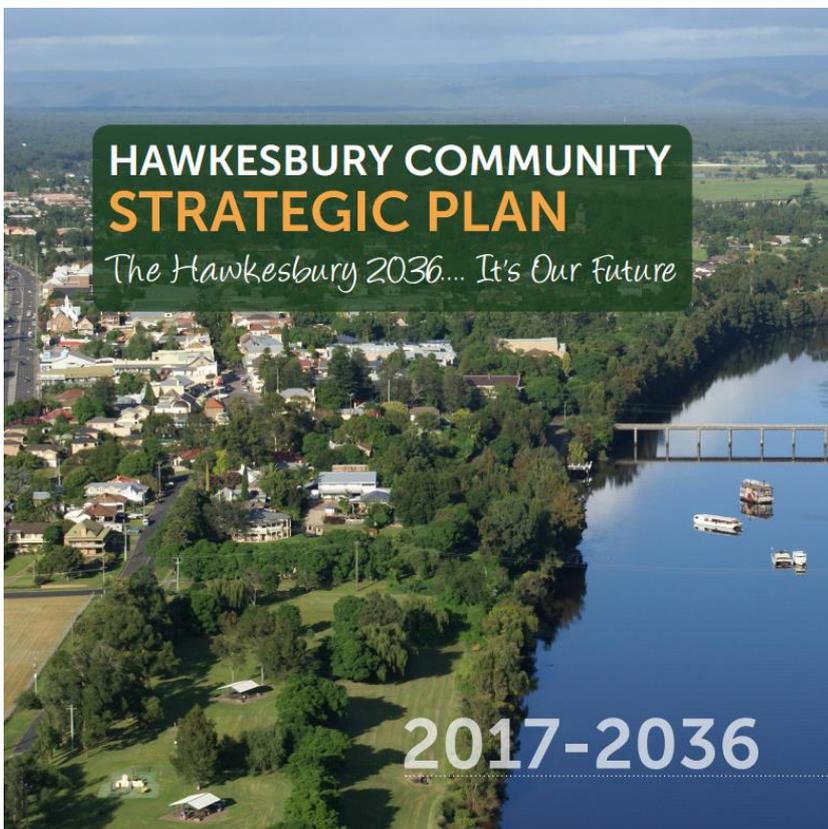
The Hills Shire Council



“I can feel close to nature”

- Monitor and maintain the natural qualities of the waterways.
- Manage the rehabilitation of local bushland and protect local flora and fauna.

Hawkesbury City Council



In 2036 we want the Hawkesbury to be a place where we:

Ensure that our natural and built environment is protected and enhanced for the current community and future generations.

Measures

- Effective management and protection of rivers, waterways, riparian land through local and regional partnerships
- Use a range of compliance measures to protect the natural environment.

