

2022-2023
**Annual
Report**



Our Mantra

The guiding principles of our daily operational mantra:

- C**ommunication
- C**ollaboration
- C**ontinuous Improvement

Our Values

Our values are at the **HEART** of who we are and what we do:

- H**onesty
- E**xcellence
- A**ccountability
- R**espect
- T**eamwork

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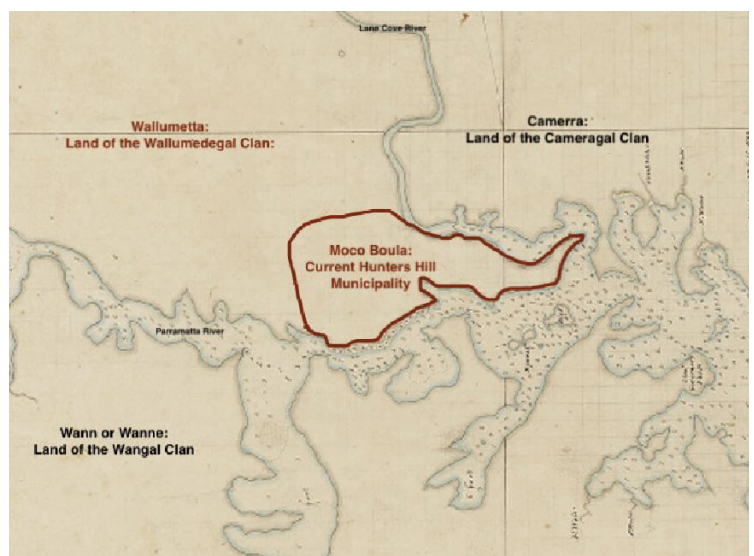
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Acknowledgement of country

Council acknowledges the Wallumedegal of the Eora Nation as the traditional custodians of all land and water of the Hunter's Hill Council local government area.

Council pays respect to Elders past, present and emerging, and extends this respect to all Aboriginal peoples living in, or visiting the local area.



Welcome

Welcome to Hunter's Hill Council's Annual Report for 2022-23.

This report provides a comprehensive account of Council's achievements during the year.

It also provides an overview of Council's financial position and detailed performance against commitments as set out in the Community Strategic Plan, Delivery Program and Operational Plan 2022-23.

This report demonstrates the breadth and diversity of services and operations delivered to our community and provides an insight into our financial position and decision-making processes.

Council acknowledges the commitment and hard work that the staff and volunteers undertake in delivering services to the Hunters Hill community.

This report is prepared in compliance with the Local Government Act 1993.

To view and download an online version of the Hunter's Hill Council Annual Report, visit our website at www.huntershill.nsw.gov.au

Alternatively, please contact our Customer Service Team to request a printed copy:

Customer Service Team
T 9879 9400
E customerservice@huntershill.nsw.gov.au



Photographs throughout this publication capture moments from various events held by Council with the community. They also include scenic shots of Hunters Hill that celebrate the vibrancy of our parks, reserves and street scenes.

Message from our Mayor

The past year has been one of significant progress for Hunters Hill, with the commencement of major projects – the largest for several decades.

Ground was broken for the long-awaited Sports and Community Facility at Boronia Park; work started on the field upgrade at Gladesville Reserve; and the revitalisation of Figtree Park, as part of the NSW Public Spaces Legacy Program is also under way.

Our community has told us that essential infrastructure, including roads and footpaths, is a top priority and in 2022-23, we invested millions of dollars through our Capital Works Program and special levies to deliver improvements and a higher level of asset renewal and maintenance.

Parking for motorists was made easier with the installation of sensors in mobility spaces as part of a trial project with the NSW Government through its Park'nPay app.

The enjoyment of Kelly's Bush was enhanced with the completion of 180 metres of upgraded walking track, and our dedicated Bushcare Volunteers continued their countless hours of work in urban forests across the municipality, alongside local schools, Scouts and other volunteer organisations.



Mayor of Hunters Hill
Zac Miles

Events were also back in full swing, with traditional favourites such as the Moocooboola Festival and Hunters Hill Art Exhibition back at Boronia Park and the Town Hall respectively. New events were staged, such as; Waste Wise: a festival of sustainability, Hunters Hill Textile Drop-off and youth event Skate and Celebrate. In addition, significant occasions were honoured, most notably with the commemoration of 100 years of Combined ANZAC Memorial Services, jointly hosted by our Council and the Hunters Hill RSL Sub-Branch with the Governor of NSW, Her Excellency the Honourable Margaret Beazley AC KC, and General the Honourable Sir Peter Cosgrove AK AC (Mil) CVO MC (Retd).

We look forward to continuing the important work we do for and with our community for many years to come.



General Manager of Hunter's Hill Council

Mitchell Murphy

As the Local Government authority, we occupy a vital role in our community. This comes with often unique and complex challenges: We must serve the community of today, but also strategically plan for the future. The expectations of Council nowadays extend way beyond simply "roads, rates, rubbish".

Hunter's Hill Council is delivering.

Our scheduled Capital Works Program for footpaths, kerbs and gutters, in alignment with our annual Operational Plan for 2022-23, were completed in full.

Council's financial performance has improved significantly, recording a 1.369m surplus net operating result for the 2022-23 financial year, compared to a \$910,000 deficit the previous financial year.

Council continues to renew existing and aging infrastructure plus build new fit for purpose facilities

Message from our General Manager

whilst remaining debt free. This is a wonderful achievement considering the high inflation rate and a massive increase in the cost of materials.

Council's commitment to scope and deliver two masterplans (the Gladesville retail precinct and Henley Community Centre/Gladesville Reserve precinct) and to review the Local Environmental Plan (LEP) and Development Control Plan (DCP) reflects of our future focus mentality.

We remain fully committed to sustainability initiatives and enhancing our commitment to reconciliation.

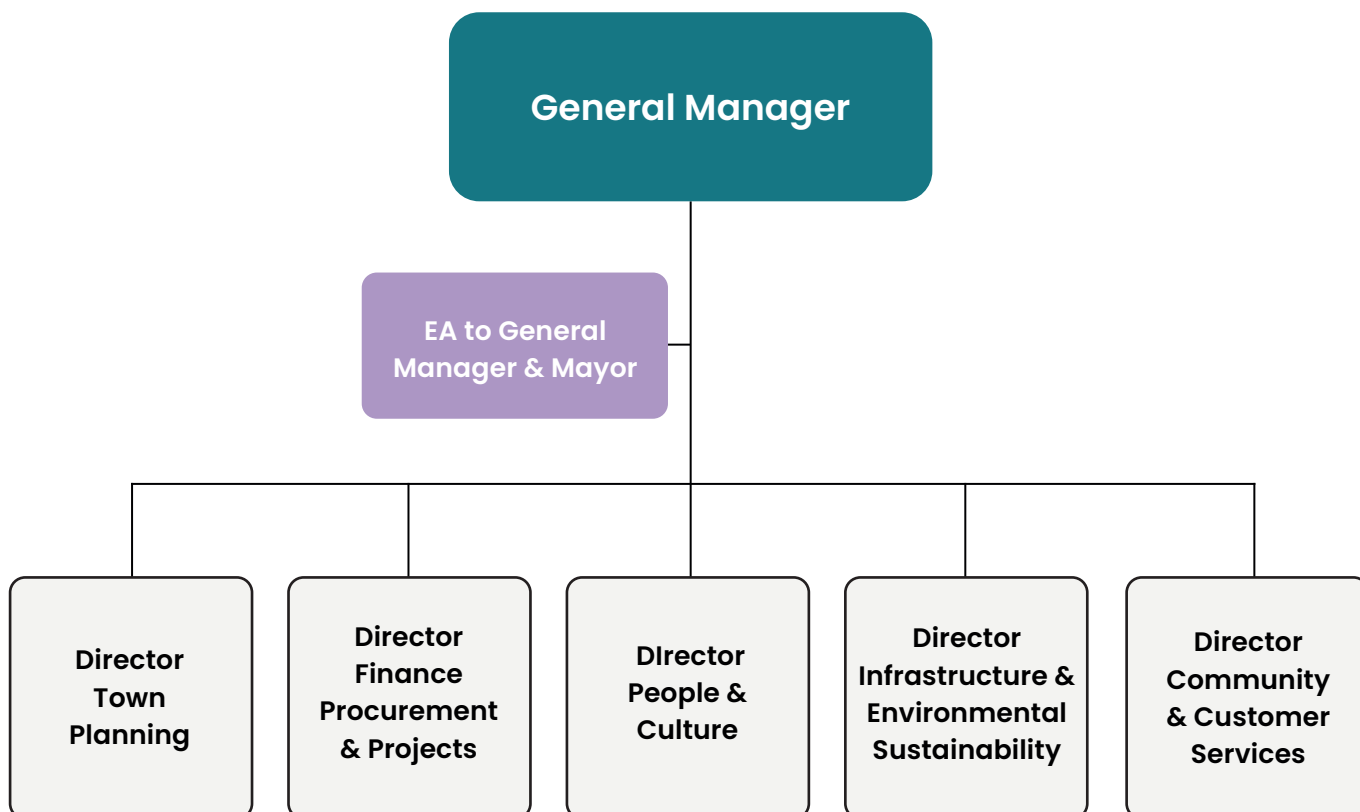
Council's fleet and equipment continues to be transitioned to electric, while solar panels have now been installed on the Town Hall roof. Council's 'reflect' Reconciliation Action Plan (RAP) has been lodged with Reconciliation Australia for final endorsement and is expected to be formally launched early next year.

Collaboration, communication and continuous improvement: This is the mantra our staff use on a daily basis to assist ratepayers. Our wonderful Customer Service team were ranked No 1 earlier this year as part of a Mystery Customer Program, which includes 43 councils across NSW.

Moreover, a representative from a local community group is a guest speaker at our staff monthly all staff meetings to ensure our connection with key stakeholders deepens. Success can't be achieved without the strategic guidance of our Mayor and Councillors and strong input from our dedicated Council employees, volunteers and the broader community.

I feel fortunate to work for a municipality with such resilient community spirit and thank everyone who plays a role in making Hunters Hill a naturally wonderful place.

Our Leadership



Council is the governing body that appoints the General Manager.

The General Manager leads the implementation of Council's strategic objectives and ensures that Council's decisions are actioned. The General Manager's responsibilities include the effective and efficient operation of Council, employment of Council staff and management of resources.

Our workforce is led by the Executive Leadership Team, which consists of the General Manager and a team of Directors who lead each key work area. The team is responsible for the delivery of a range of services across our community and organisation.

The Executive Leadership Team oversee policy development, strategy and the overall management of Council. Above is the organisational structure for the period 1 July 2022 to 30 June 2023.

Our Councillors



Mayor of Hunters Hill
Councillor Zac Miles
mayor@huntershill.nsw.gov.au



North Ward



Deputy Mayor
Councillor Elizabeth Krassoi
elizabethkrassoi@huntershill.nsw.gov.au



Councillor Ross Williams
rosswilliams@huntershill.nsw.gov.au



Councillor Julia Prieston
juliaprieston@huntershill.nsw.gov.au

South Ward



Councillor Jim Sanderson
jimsanderson@huntershill.nsw.gov.au



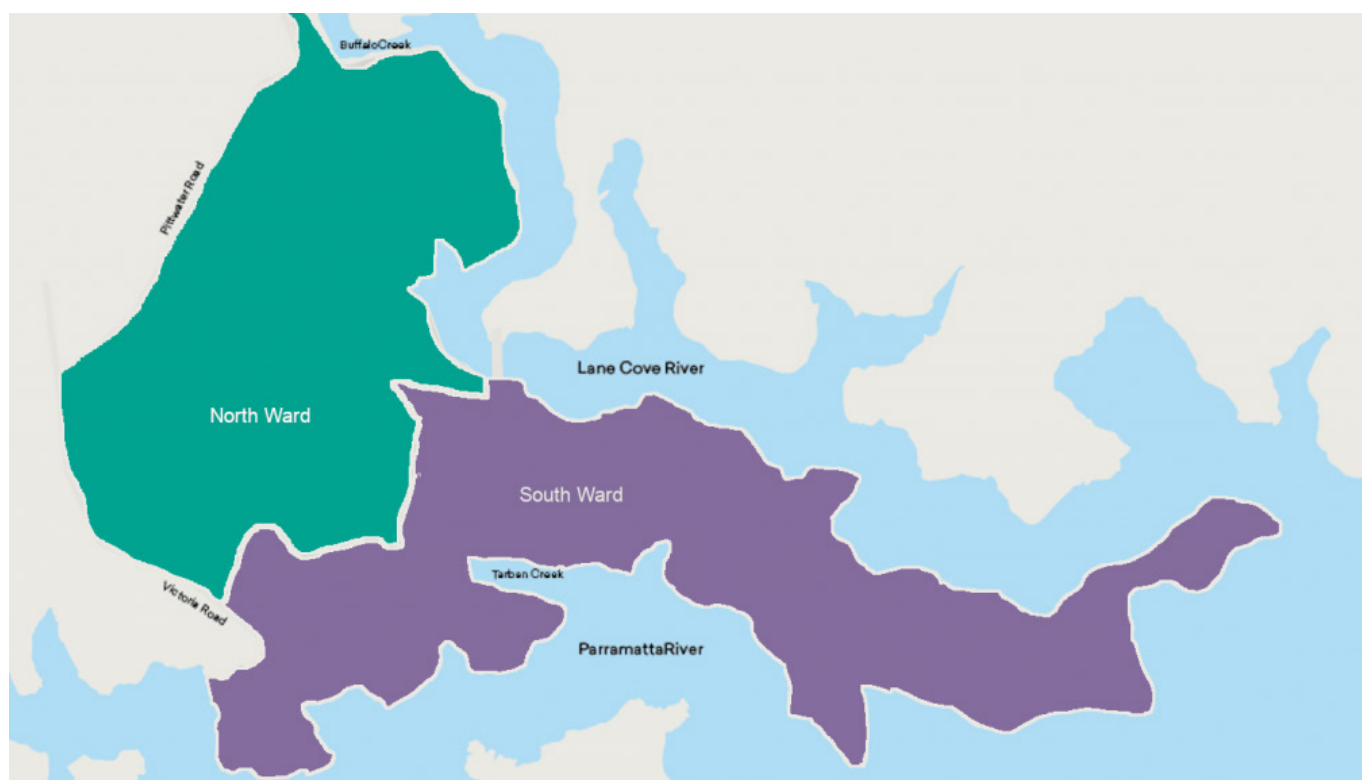
Councillor Tatyana Virgara
tatyanavirgara@huntershill.nsw.gov.au



Councillor Richard Quinn
richardquinn@huntershill.nsw.gov.au

Our Wards

Hunter's Hill Council is divided into two wards, North and South, and is governed by the body of Councillors who are elected by residents and ratepayers.



Whilst 3 Councillors represent South Ward and 3 Councillors represent North Ward, in addition to a popularly elected Mayor, our Council is governed as one entity. Decisions, services and programs are determined for the benefit of all residents of the Hunter's Hill Council local government area.

Our Community

From natural bushland to waterways that culminate on the foreshore of Sydney Harbour, Hunters Hill offers many different lifestyle assets.



Population
13,416*
estimated by
NSROC



3,540
Families
with an average
number of children



5,307
Dwellings
Owned **36%**
Purchasing **30%**
Renting **24%**



6,461
Employed
3,061 of
unemployed are
aged 60+



3,779
Students
At school or
Studying



51%
of students
Bachelor or Higher
degree qualification



5.72 km²
Land Area
of Hunters Hill



2,346
persons per km²
Population density



75% of the
Municipality
declared
conservation area



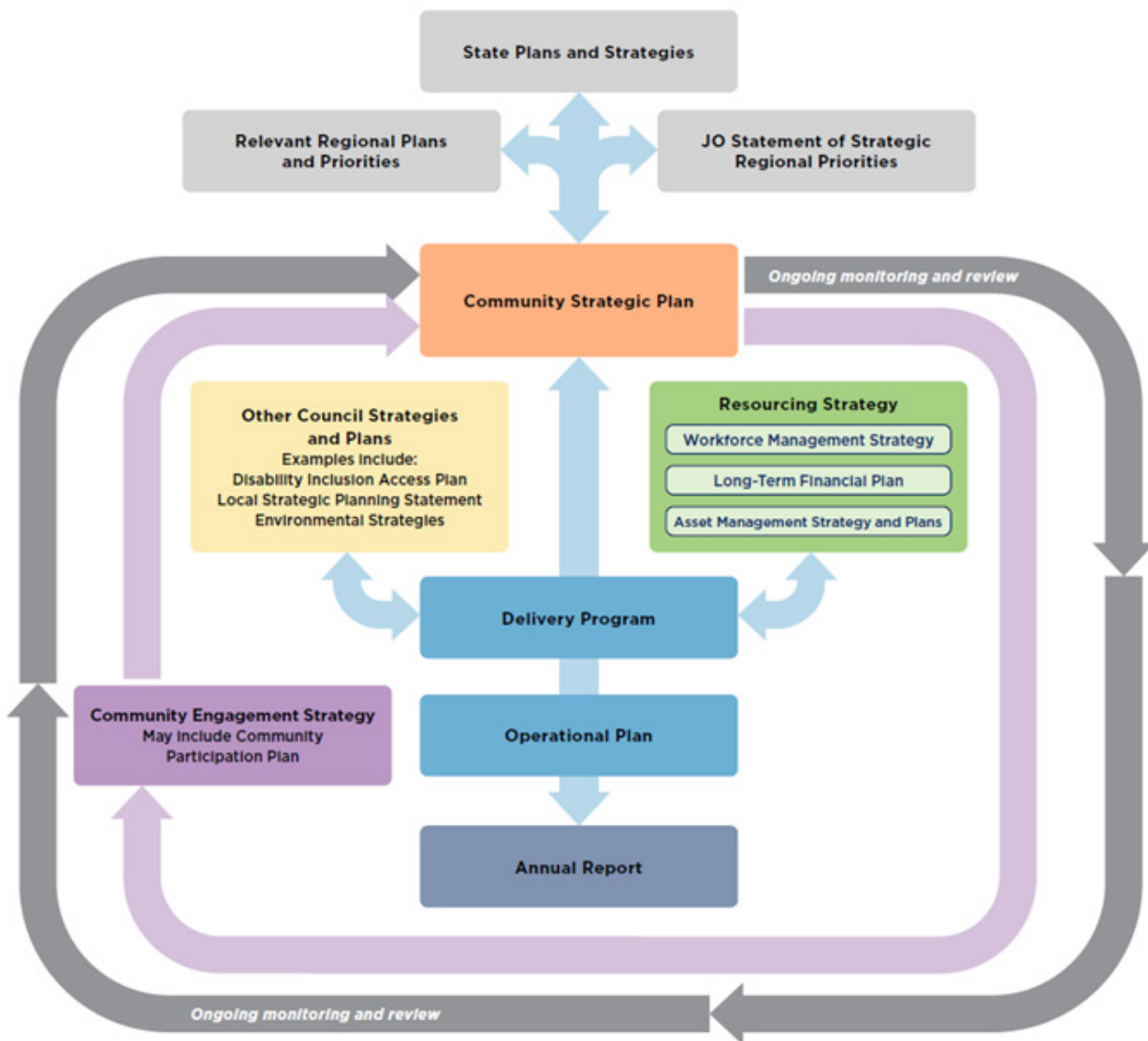
Diverse Community

Languages spoken:
English **74%**
Mandarin **6%**
Cantonese **6%**
Greek **2%**
Italian **1.9%**



Data above is from Census All persons QuickStats in Hunters Hill for Australian Bureau of Statistics (2021) and NSROC statistics (2022) for Hunters Hill population.

Integrated Planning & Reporting



The Integrated Planning and Reporting (IP&R) framework consists of a suite of documents including the Annual Report.

All councils in NSW operate within the IP&R framework. This is not only a requirement of the Office of Local Government, but also a requirement as set out under the Local Government Act. This framework includes social, economic, environmental and governance considerations.

One of the key inclusions of reporting against the IP&R framework is the completion of an Annual Report by 30 November 2023. The 2022–23 Hunter’s Hill Council Annual Report outlines Council’s commitment to ensuring that Council meets its obligations as outlined in the Delivery Program and Operational Plan and Budget, all of which are outlined within this Annual Report.

Service Reviews



Performance targets have been established for Operational Plan actions and are reported against every 6 months to Council. This enables Council to understand if projects, programs and services are meeting community needs and expectations and whether any service reviews are necessary.

Further to this, continuous improvement is monitored via:

- Regular financial reporting to Council and its Executive Leadership Team.
- Quarterly budget reviews.
- Annual review of the Long-Term Financial Plan (LTFP).
- Production of an Annual Report, which is reviewed by the Office of Local Government (OLG).
- Regular community engagement, including; telephone and online surveys, focus groups, drop-in sessions, and written feedback received via email/letter as well as telephone feedback directed through our Customer Service Centre.

Each reporting and measurement mechanism provides reassurance of an embedded process monitoring framework to support our community's vision for the immediate and long-term future of Hunters Hill.

In addition to this, Council's Audit Risk and Improvement Committee determine (in conjunction with Council) key areas for service reviews. This coupled with internal controls and IP&R deliverables determined the following service reviews for 2022-23:

Review	Result	Changes
Street Sweeping Program Service Review	Improvement in community satisfaction of Street Sweeping Program.	<ul style="list-style-type: none"> • Change to service timetable with increase in street sweeping cycle.
Capital Works Program Service Review	Improvement of progression of Roads and Footpath Program within allocated timeframes.	<ul style="list-style-type: none"> • Comprehensive update to Council's Asset Management software. • Completion of Risk Assessment Framework. • Improvement in reporting to community on status of Capital Works Program.
Buffalo Creek Sporting Facilities Service Review	Improvement and increased use of Buffalo Creek.	<ul style="list-style-type: none"> • Completion of resurfacing of 3-point basketball court. • Increased maintenance program. • Additional scoping and reporting to take place in 2023-24 for increased use.
Penetration Testing and Audit Review	Penetration testing and audit was conducted by an external provider to assess and identify any vulnerabilities visible from the external network.	<ul style="list-style-type: none"> • A series of recommendations were made. • Any high-risk items were outlined and addressed. • Recommendations were included in Council's Cyber Risk Policy.

Service Reviews Continued

Review	Result	Changes
IP&R Review	An independent review of Council's IP&R suite of documents took place. A series of recommendations were documented and presented to Council Officers.	<ul style="list-style-type: none"> • Endorsement from Council of the Annual Report prior to lodgement with the Minister. • Consider aligning Council Asset Management Planning processes to the ISO 55000 Standards for Asset Management. • Consider developing and communicating an Annual Report Summary for the community. • Develop an appropriate system to facilitate future End of Term Reports, with the aim of providing commentary to the new Council about the major issues and what needs to be addressed in the short to medium term.
Fraud and Corruption Risk Assessment Review	An internal audit report assessed the effectiveness of Council's fraud and corruption framework.	<ul style="list-style-type: none"> • The Fraud Prevention and Control Policy was updated and adopted by Council. • The Fraud and Corrupt Prevention Plan was updated and adopted by Council. • The Fraud and Corrupt Prevention plan clearly articulates the 10 fraud control attributes developed by the Audit Office of NSW in their 2015 Fraud Improvement Control Kit. • Volunteers Policy and Procedures were updated and now includes fraud prevention awareness activities.
Risk Management Framework Review	An internal review by Council's Risk Manager took place to determine the organisations risk appetite and to identify risks to embed a culture of risk management across the organisation.	<ul style="list-style-type: none"> • Risk Framework presented to ARIC. • Business Continuity Plan (BCP) testing took place. • Delivery of Risk Management software and uploads to system. • Ongoing status reports presented to ARIC. • Development of Privacy Awareness Program. • Specific project risks identified and actioned.

The following reviews have not been completed in the 2022–23 reporting period and will be accounted for in 2023–24:

- Review of the LEP/DCP.
- Review of Library Service.
- Review Gladesville Masterplan.

Quadruple Bottom Line



Our quadruple bottom line is the framework we have put in place to measure our performance across the following four (4) pillars; social, environmental, economic and civic leadership. The principles listed under each pillar outline the areas that the community have asked Council to consider, manage and source solutions to over the term of our IP&R cycle.

Social

- access and equity
- cultural activities
- recreation and active living
- built environment - urban design and planning for growth
- providing and maintaining community facilities
- heritage
- consultation and engagement
- public health and safety
- affordable housing
- education
- transport - community links within the LGA.

Environmental

- waste management
- water conservation and management
- climate change impacts
- alternative energy
- preserving our bushland
- preserving biodiversity
- environmental impact of development
- environmental sustainability
- land use
- foreshores
- protecting threatened flora and fauna.

Economic

- economic sustainability
- supporting local and small business and business partnerships
- transport links
- commercial opportunities
- public and private partnerships
- tourism
- NSROC economic profiles and opportunities.

Civic Leadership

- leadership and representation
- levels of service
- consultation and community participation in decision making
- business efficiency and probity
- policy frameworks
- decision making
- allocating priorities
- implementation and monitoring of IP&R
- legislative adherence
- employer of choice and workforce development programs.



Section Two



Reporting Against The
Local Government Act
Requirements





Councillor Allowances & Expenses

The NSW Local Government Remuneration Tribunal is responsible for categorising councils and determining the amounts of allowances to be paid to councillors and mayors in each category. There is usually a rise in the recommended allowance amount each year. However, at the 11 May 2020 Ordinary Meeting of Council, it was resolved that the 2020-2021 Operational Plan and Budget (including Long-Term Financial Plan) be amended so that:

- Mayoral and Member fee allowance increases were frozen for five (5) years going forward.
- Delegate expenses were reduced to \$1,000 per Councillor per year.
- Savings were reallocated to asset renewal.

This meant that the allowance for Councillors was set at \$20,280 per year and the allowance for the Mayor was set at \$68,341 per year.

Our Councillors undertake regular and ongoing professional development, which totalled \$7,595.15 and is outlined below:

Councillors	Cost
Clr Zac Miles (Mayor)	\$2,461
Clr Elizabeth Krassoi (Deputy Mayor)	\$4,527
Clr Ross Williams	\$121.43
Clr Jim Sanderson	\$121.43
Clr Richard Quinn	\$121.43
Clr Tatyana Virgara	\$121.43
Clr Julia Prieston	\$121.43

\$7,595.15

of the **\$88,621 Allowance** spent on Councillor professional development

Councillor Professional Development



We are committed to continuous learning for both our employees and our Councillors. Our elected members have been provided with learning and development opportunities. Under Section 231(1) (g) of the Local Government Act, all Mayors and Councillors have a responsibility to make all reasonable efforts to acquire and maintain the skills necessary to perform their roles.

The content of the ongoing professional development program for 2022-23 was determined in consultation with the Mayor and Councillors. Training is offered to reflect the current need of specific skills, knowledge and personal attributes required by the Mayor and each individual Councillor.

Councillors have been provided with regular updates on professional development opportunities and tools they can use as listed below:

- Councillor Professional Development Handbook.
- Self-assessment Checklist.
- Professional Development Needs Analysis template.
- Setting development goals template.
- Professional Development Calendar 2022-23.
- Regular updates in The Chronicle (Councillor monthly e-newsletter).
- In house briefing sessions on specific topics.

Our Professional Development Program for the 2022-2023 period, included:

Date	Professional Development
June 2022	Code of Conduct Awareness Training
September 2022	Planning Law updates
October 2022	LGNSW Annual Conference
October 2022	LEP update
October 2022	Parks & Leisure Conference
December 2022	Code of Meeting Practice
March 2023	ALGA Conference
March 2023	Planning for Councillors (LGNSW)
April 2023	Cybersecurity Awareness Training
May 2023	Foundations of Directorship (AICD)

Overseas Vists

Our Mayor and Councillors did not take any overseas trips during 2022-23.

Senior Staff Positions

Under the provisions of the Local Government Act there is only one senior staff position at Hunter's Hill Council – that of the General Manager.

Council Directors are permanent employees under the Local Government (State) Award and therefore are not under senior contract arrangements.

Written-Off Rates & Charges

The following rates and charges were written-off in 2022-23 compared to the previous financial year:

	2022-23	2021-22
Rate postponements written-off	\$1,144.03	\$382.00
Interest waived	\$399.03	\$496.00
Pensioner rebates	\$74,064.35	\$74,840.00

General Manager Remuneration

Salary	\$339,481.61
Superannuation Guarantee Contribution at 10.0% (the superannuation contribution cap of \$27,500 applies)	\$27,500.00
Motor Vehicle Private Use Contribution taken from pre-tax Total Remuneration Package based on a Novated Lease or a Council provided leaseback vehicle	\$13,018.39
Total Annual Remuneration	\$380,000.00



Managing the Money

Council manages finances on behalf of our community and is committed to responsible financial management.

During 2022-23, Council managed income of **\$22.069 million** of which 64% (\$14.19 million) was collected from rates and domestic waste charges. Operating expenditure of \$20.700 million was used to provide Council services, resulting in a net operating surplus of \$1.37 million for the year. When capital grants and contributions were deducted from the income, the result is a \$1.09 million deficit.

For comparison, results for the last four years are:

Year	Operating surplus/ (Deficit) (\$'000)	Operating surplus/ (Deficit) before capital income (\$'000)
2022-23	1,369	(1,097)
2021-2022	(910)	(2,491)
2020-2021	(390)	(2,219)
2019-2020	1,296	531

Council's operating result (which includes depreciation and amortisation expense of \$4.17 million) improved \$2.28 million from FY2021-22. Material variations from the previous financial year included:

- \$1.02 million increase in rates and annual charges including a Special Rate Variation approval.
- \$0.32 million increase in user charges and fees.
- \$0.89 million increase in government grants received during the year.
- \$0.32 million increase in materials and services costs .
- \$0.19 million decrease in depreciation and amortisation expense.

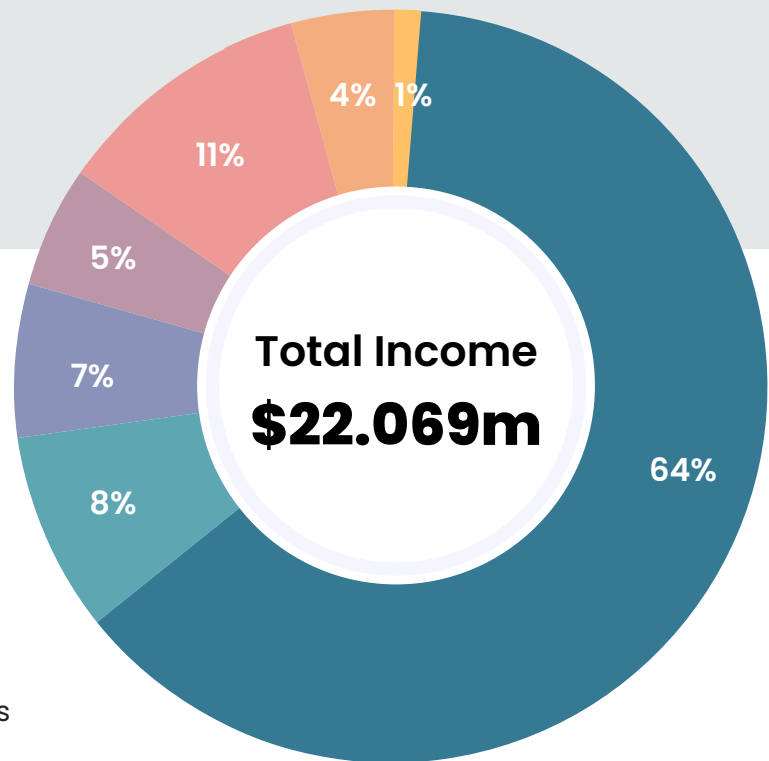
The net operating result before capital grants and contributions (a loss of \$1.09 million) was \$1.39 million lower than FY2021-22.

A copy of the Council's 2022-23 audited **Financial Statements** can be found on Council's website.

<https://www.huntershill.nsw.gov.au/financial-statements>

Income & Expenditure

Income

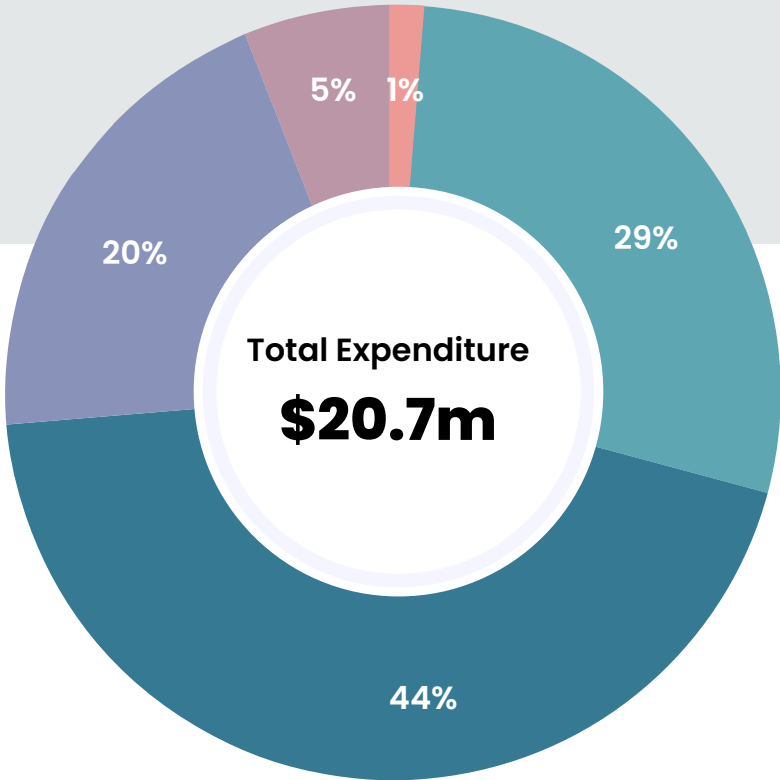


- Rates and annual charges
- User charges and fees
- Other revenues
- Grants and contributions provided for operating purposes
- Grants and contributions provided for capital purposes
- Interest and investment income
- Other Income

Income Source	Amount (\$'000)	% of total income
Rates and annual charges	14,192	64
User charges, fees and other	1,859	8
Other revenues	1,497	7
Operating grants and contributions	1,133	5
Capital grants and contributions	2,466	11
Investment revenue	775	4
Other Income	147	1
TOTAL	22,069	100%

Income & Expenditure

Expenses



- Material and services
- Employee benefits and on-costs
- Depreciation, amortisation and impairment of non-financial assets
- Other expenses
- Net loss from the disposal of assets

Expenditure type	Amount ('000)	% of total expenditure
Employee costs	6,050	29
Materials and services	9,208	44
Depreciation	4,174	20
Other expenses	963	5
Net losses from disposal of assets	305	1
TOTAL	20,700	100%

Financial Performance Measures

Council uses several measures to track financial and asset management performance.

Council met five of its six financial measure benchmarks, demonstrating very good cash liquidity and no debt. It has exceeded the following benchmarks set by the Office of Local Government:

- Own source operating revenue, which measures the degree Council relies on external funding sources such as grants and contributions.
- Unrestricted current ratio, which measures Council's ability to meet short-term cash obligations.
- Cash expense cover ratio, which measures the numbers of months Council can continue paying for its immediate expenses without additional cash inflow.
- Debt servicing cover ratio.
- Percentage of outstanding rates and annual charges.





Council did not meet the benchmark (of greater than zero percent) for the 'operating performance ratio'. This ratio measures how well operating expenditure is contained within the operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). This financial year, the ratio was not met primarily due to increased expenditure in material and services and increased depreciation costs.

Over the last three years, infrastructure asset performance measures have continued to improve.

The building and infrastructure renewal ratio, which measures the level of asset renewal as against building depreciation costs, dipped in FY2021-22 as in the previous year, Council

completed a major upgrade of the Council Administration Centre. Council's 10-Year Asset Management Plan, coupled with the recent permanent Special Variation application approved by NSW IPART, will continue to make inroads in reducing building asset backlogs.

The target benchmark ratio for asset maintenance has been met, with actual asset maintenance exceeding the required asset maintenance expenditure as defined in Council's 10-Year Asset Management Plan.

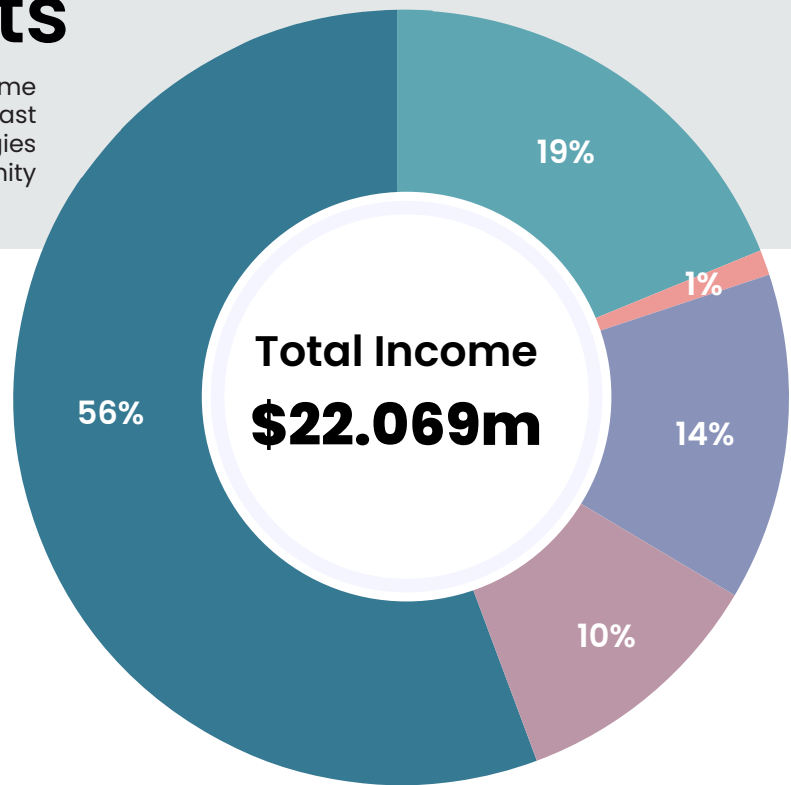
Conversely, whilst Council still has an infrastructure backlog, the 10-Year Long-term Financial Plan has been updated to include scenario analysis and financial strategies to address future operating deficits and infrastructure backlogs.

Ratios	2022-23	2021-22	2020-21	Benchmark
Operating Performance	-4.81%	-12.99%	-12.53%	>0.00%
Own Source Operating Revenue	83.58%	84.85%	84.23%	>60.00%
Unrestricted Current	2.30x	2.24x	3.54x	>1.50X
Debt Service Cover	0	0	0	>2.00X
Rates, annual charges, interest and extra charges outstanding percentage	4.79%	5.92%	4.71%	<5.00%
Cash Expense Cover	19.10mths	16.63mths	16.63mths	>3.00mths
Building and Infrastructure Renewals	55.30%	47.61%	147.26%	>=100%

Service Results

The following table compares the actual income and operational expenditure to that of last financial year. It is summarised by the strategies and functions included in Council's Community Strategic Plan and Delivery Program.

Operational Income 2022-23

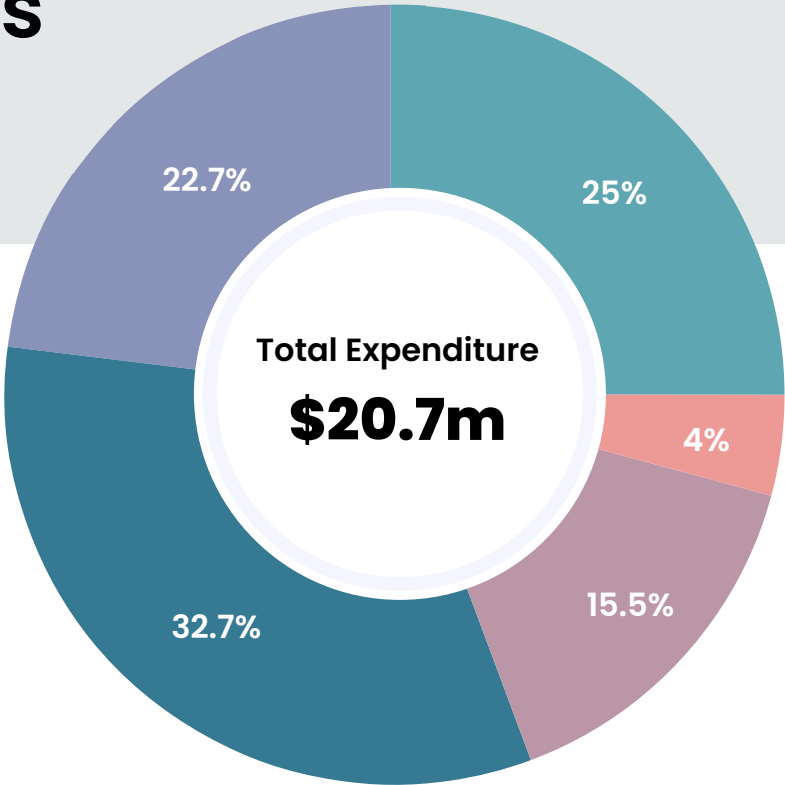


- Governance, participation and partnerships
- Character, heritage and places
- Environment, sustainability and open space
- Connected and accessible infrastructure
- Community and belonging

Functions and Activities	Actual 2022-23 (\$'000)	Actual 2021-22 (\$'000)
Character, heritage & places	4,158	2,624
Community & belonging	199	146
Environment, sustainability & open space	3,060	3,514
Connected & accessible infrastructure	2,335	1,734
Governance, participation & partnerships	12,317	10,802
TOTAL	22,069	18,820

Service Results

Operational Expenditure 2022-23



- Connected and accessible infrastructure
- Character, heritage and places
- Governance, participation and partnerships
- Environment, sustainability and open space
- Community and belonging

Functions and Activities	Actual 2022-23 (\$'000)	Actual 2021-22 (\$'000)
Character, heritage and places	5,167	5,509
Community and belonging	838	621
Environment, sustainability and open space	3,218	3,187
Connected and accessible infrastructure	6,772	4,843
Governance, participation and partnerships	4,705	5,570
TOTAL	20,700	19,730



Capital Works

Capital expenditure in 2022-23 totalled \$4.2 million, of which \$2.146 million was for renewals of existing assets and the balance for additional new assets.

	Additional	Renewals	Upgrade Cost	Work in Progress
Plant and equipment		188,000		
Office equipment		60,000		
Furniture and fittings		-		
Building		130,740		651,246
Other Structure		136,380	45,585	973,531
Roads	8,964	1,168,985		
Footpaths	201,965	229,629		
Kerb and guttering	119,500	127,914		
Other road assets	10,100			
Stormwater drainage		105,107		6,150
TOTAL	340,529	2,146,755	45,585	1,630,927

Further details of capital works expenditure can be found under **Special Variations** on the following page and also under **Developer Contributions**.



Special Variations

A **Special Variation (SV)** to rates allows councils to increase their general income above the State Government set rate peg. The rate peg limits the amounts by which councils can increase their general income. There are a range of reasons why councils apply for SVs, such as; to address financial sustainability, funding new or enhanced community services and funding the development and/or maintenance of essential community infrastructure.

Council’s Community Facilities Special Variation

Community Facilities	Actual Expenditure 2022-23
Croquet Club - electrical work	1,450
Henley Community Centre - electrical work	5,720
Henley Cottage - electrical work	850
Town Hall - reception area	6,300
Henley Cottage – replace shed at rear	16,600
The Priory - drainage	25,000

Council's Environmental Special Variation

Actual expenditure 2022-23	
STORMWATER DRAINAGE	
Pit replacements	16,900
PARKS AND RESERVES	
Enhance strands of bushland	33,822
Natural assets maintenance	57,896
SOIL TESTING	
Buffalo Creek	140
Boronia Park	420
Weil Park	140
Riverglade Reserve	140
Gladesville Reserve	140

Council's Permanent Special Variation

Actual expenditure 2022-23	
High Street - Pittwater to Park Road	132,500
Blaxland Street to Farnell Street	75,144
Pittwater Road to Earl Street	137,821
Earl Street to Pittwater Road	59,848
Weil Park - sports field lights	26,900

In FY 2022-23, Council received development contribution of \$791,293 and expended \$220,227 during the year.

Council's Other Infrastructure Special Variation

Actual expenditure 2022-23

FOOTPATHS

From Gaza Avenue to Thorn Street (Right Hand Side)	6,038
From Park Road to Gaza Avenue (Left Hand Side)	26,910
From William Street to Start cul-de-sac (LHS)	6,038
From Joly Parade to End of Road (RHS)	26,910
From Heath Lane to Church Street (RHS)	6,038
From Princes Street to High Street (LHS)	26,910
From Ernest Street to Ady Street (LHS)	6,038
From Woolwich Road to Rooke Lane (LHS)	26,910
From Downing Place to Tarban Street (LHS)	6,038
From Nelson Parade to Gladstone Avenue (South) (RHS)	26,910
From Valentia Street to Mt Morris Street (RHS)	6,038
From D'Aram Street to Ernest Street (LHS)	26,910

KERB AND GUTTER

Pittwater Road to Earl Street	38,600
Between Earl Street and Blaxland Street (RHS)	30,120
Blaxland Street to Earl Street	59,194
Reserve Street	109,500

MARINE STRUCTURE

Collingwood Street - renewal of seawall	28,765
Angelo Street Reserve - boat ramp	55,765

OPEN SPACE

Fern Road Park - stairs replacement	24,950
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TRAFFIC FACILITIES

Prince Edward Parade and Manning Road - traffic study	8,964
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Section 7.12

Section 7.12 (S7.12) of the Environmental Planning and Assessment Act 1979 (EP&A Act), by NSW Department of Planning, allows a fixed rate levy on the proposed cost of development to be imposed when a development consent or complying development certificate is issued.

S7.12 Contribution	Amount
Income	791,294
Expenses	Amount
Gladesville Pedestrian Accessibility Mobility Plan	119,500
Flood Study - LGA	1,250
Stormwater Pipe Relining - 27 Martin Street	51,057
LGA Stormwater Upgrade	12,500
Corner of Martin Street and Bonnefin Road	29,550
Weil Park - playground upgrade	6,170
TOTAL	220,227

Stormwater Levy

For 2022-23, Council did not charge any Stormwater Levy.





Legal Proceedings

Council's net legal expenditure for 2022-23 was \$404,317.90.

Amounts incurred by Council in relation to legal proceedings are as follows:

Case Name	Matter	Status/Outcome	\$ by case (\$)
44A Barons Crescent	Appeal Class 1 Application Deemed Refusal	Consent orders issued – Appeal upheld – Agreement between parties	27,285.75
2 Windeyer Avenue	Appeal Class 1 Application Deemed Refusal	Consent orders issued – Appeal upheld – Agreement between parties	26,620
2 James Street	Appeal Class 1 Application Actual Refusal	Consent orders issued – Appeal upheld – Agreement between parties	16,575.35
26 Farnell Street	Appeal Class 1 Application Deemed Refusal	Pending	28,747.60
28 Martin Street	Appeal Class 1 Application	Consent orders issued – Appeal upheld – Agreement between parties	22,519.50
32 Ryde Road	Appeal Class 1 Application	Consent orders issued – Appeal upheld – Agreement between parties	27,322
39 Alexandra	Appeal Class 1 Application Deemed Refusal	Consent orders issued – Appeal upheld – Agreement between parties	63,183.27
48 Barons Crescent	Appeal Class 1 Application	Consent orders issued – Appeal upheld – Agreement between parties	12,580.09
7 Francis Street	Appeal Class 1 Application Deemed Refusal	Consent orders issued – Appeal upheld – Agreement between parties	86,684.76
28 Madeline Street	Appeal Class 1 Application Deemed Refusal	Consent orders issued – Appeal upheld – Agreement between parties	23,824.75
8 Dick Street	Appeal Class 1 Application Deemed Refusal	Pending	5,694
General Planning Legal expenses	Legal Advice	Legal Advice	61,494.83
Total			404,317.90

This is a reduction of \$188,455 compared to \$592,772.90 in legal expenditure for 2021-22.

Government Information Public Access (GIPA)

Responding to requests made under the Government Information (Public Access) Act 2009 (GIPA Act), is an essential component of transparent and accountable governance. Under the GIPA Act, we encourage the proactive public release of government information where possible. The public have an enforceable right to access government information by way of open access information, informal requests, and formal access applications. Access to information is only restricted when there is an overriding public interest consideration against disclosure, as clearly defined within the GIPA Act. Council must decide valid formal access applications made under GIPA within the decision period of 20 working days from receipt, except where an extension of time is provided by the GIPA Act.

Council received 6 formal access applications and 272 informal requests (public interest disclosures) for the financial year ending 30 June 2023.

Modern Slavery Act

As continued effort, Council took measures to ensure that goods and services procured by and for the Council during 2022-23 were not the product of modern slavery within the meaning of the Modern Slavery Act 2018.

Section 428(4) of the Local Government Act 1993, requires Council from 1 July 2022 to include in their Annual Reports:

- a statement of the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue,
- a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018.

Further, under Section 438ZE of the Local Government Act 1993, Council will also have a duty from 1 July 2022, to take reasonable steps to ensure goods and services procured are not the product of Modern Slavery within the meaning under section 5 of the Act.

Council has amended its Procurement & Contract Management Policy in September 2022, and its accompanying corporate Procurement Manual to reflect following requirements: The Procuring Officer (or Contract Owner) must consider any risks of Modern Slavery practices in the operations and supply chains used in the provision of the Goods and/or Services, including in the marketing testing and evaluation of procurement contracts. If at any time the Officer becomes aware of Modern Slavery practices in the operations and supply chains used in the performance of the Contract, the Officer must as soon as reasonably practicable take all reasonable actions to address this matter with the contracted party.

Code of Conduct

Section 440 of the Local Government Act 1993 requires every council to adopt a Code of Conduct. Councillors and staff are bound by this Code of Conduct, which sets a high standard for ethical behaviour and decision-making. The Code defines roles and responsibilities and outlines the steps to be followed when making and investigating allegations of breaches of the Code.

All Councillors and Council staff participated in Code of Conduct training.

During 2022-23 there were no Code of Conduct complaints received.



Human Services Agency

In 2022-23, Hunter's Hill Council was not considered to be 'human services agencies' under the Carers Recognition Act 2010 (CR Act).

Recovery and Threat Abatement Plan

Hunter's Hill Council was not part of Recovery and Threat Abatement Plans in 2022-23.

Swimming Pool Act (SP Act)

In 2022-23 one (1) swimming pool barrier was inspected:

- 0 were of tourist and visitor accommodation.
- 0 were of premises with more than 2 dwellings.
- 1 resulted in issuance of a certificate of compliance under s22D of the SP Act.
- 0 resulted in issuance of a certificate of non-compliance under clause 21 Swimming Pool Regulations.

Private Works

In 2022-23 no private works were carried out.

Planning Agreements

There were no planning agreements in place during 2022-23.

Anti-Slavery Commissioner

The first Anti-slavery Commissioner of NSW was sworn into the position in 1 August 2022. Further effort will be made in the coming financial year in recognition of the NSW Anti-slavery Commissioner's Strategic Plan 2023-2026, which was released on 20 June 2023.

Coastal Protection Services

This is not relevant to Hunter's Hill Council local government area.

Major Contracts Awarded

In 2022-23 Council awarded the following contracts over \$150,000:



Construction of Boronia Park Sporting & Community Facility – Paynter Dixon Constructions Pty Ltd valued at \$4,943,964 (excluding GST).



Landscaping, building, playground and associated works at Figtree Park – Landscape Solutions Australia Pty Ltd valued at \$3,060,416 (excluding GST).

Joint Ventures

In 2022-23 Council did not hold a controlling interest in any company, joint venture or partnership. A listing and description of significant agreements, cooperatives and partnerships are as follows:



Joint Use Agreement with Lane Cove Council for provision of Library Services and Depot.



Shared Service with Lane Cove Council, which includes; a Waste Officer, Road Safety Officers and Rates Officers.

External Bodies Companies & Partnerships

Council does not have any functions delegated under Section 355. There are two types of Section 355 Committees. Firstly, a Section 355 Committee may manage community facilities on behalf of the Council. The committee aims to maximise the use of the facilities and is responsible for day-to-day management, including the organisation of maintenance and minor repairs. Secondly, there are Section 355 Committees that have also been established to advise Council on community needs in specific areas, such as future enhancements or upgrades of facilities. Council has a range of Advisory Committees. These are set out below.

ADVISORY COMMITTEES	EXTERNAL COMMITTEES
<p>These Committees meet throughout the year to gather feedback, share ideas and provide advice to Council on broad areas of interest:</p>	<p>External Committees include the groups listed below, and comprise of industry and partnership leaders:</p>
<ul style="list-style-type: none"> • Arts Advisory Committee • Bushland Management Advisory Committee • Conservation Advisory Panel • Cultural and Events Advisory Committee • Movement and Transport Advisory Committee • School Principals Liaison Committee • Sport and Recreation Advisory Committee • Sustainability Advisory Committee 	<ul style="list-style-type: none"> • Audit Risk and Improvement Committee (ARIC) • Civic Risk Mutual • Hunters Hill Local Area Traffic Committee • Hunters Hill - Le Vésinet Friendship Committee • Local Government NSW Conference • Local Planning Panel (LPP) • Northern Sydney Regional Organisation of Councils (NSROC) • Parramatta River Catchment Group (PRCG) • Regional Planning Panel • Sydney Harbour Foreshore Authority (SHFA) • Sydney North Planning Panel





State And Federal Government Grants

Hunter's Hill Council received financial assistance for 2022-23.

Financial Assistance	Amount
General component	\$475,897
Local Roads component	\$217,930
TOTAL	\$693,827

Grants Funding Received 2022-23

Project Title	Funding Body/Program	Funding
Strong Start Cadetship Program	Department of Planning, Industry and Environment	\$25,000
Crown Land Improvement – Mornington Reserve, Murray Prior Reserve, Collingwood St Reserve and St Johns Park	Department of Planning, Industry and Environment	\$10,000
Crown Land Improvement – Gladesville Reserve	Department of Planning, Industry and Environment	\$10,000
Strengthening biodiversity corridors along the lower Lane Cove and Parramatta River estuaries	Department of Planning, Industry and Environment	\$24,662
Local Government Small Heritage Grant	Department of Premier and Cabinet (Heritage NSW)	\$11,400
Mangrove and Coastal Saltmarsh Rehabilitation	Department of Regional NSW – Primary Industries	\$9,960
Bush Fire Risk and Mitigation	NSW Rural Fire Service	\$3,465
Land Care at Bedlam Bay	Land Care NSW	\$2,000
NSW Youth Week	Department of Communities and Justice	\$2,513
Anzac Community Grants Program	National Australia Day Council	\$3,000
Australia Day Community Grants 2023	National Australia Day Council	\$20,000
Road Safety	Transport for NSW	\$33,724



Community Grants

Council assistance to community groups for 2022-23 totalled \$15,500.00

Community	Funding
ECOBEL LTD	\$1,500
1st Hunters Hill Scout Group	\$2,000
St George Community Housing Ltd	\$1,000
Cornucopia Art Group Gladesville Hospital (Gladesville Pottery Studio)	\$1,000
Hunters Hill Croquet Club	\$1,500
Hunters Hill Preschool Inc	\$1,000
ELPIS FOUNDATION OF AUSTRALIA	\$1,500
Giant Steps Australia	\$1,500
Rotary Club of Hunters Hill	\$1,000
Gladesville Occasional Child Care Centre	\$1,000
Hunters Hill Historical Society Inc	\$1,000
Easy Care Gardening Inc	\$1,500



People and Culture



Our Leadership

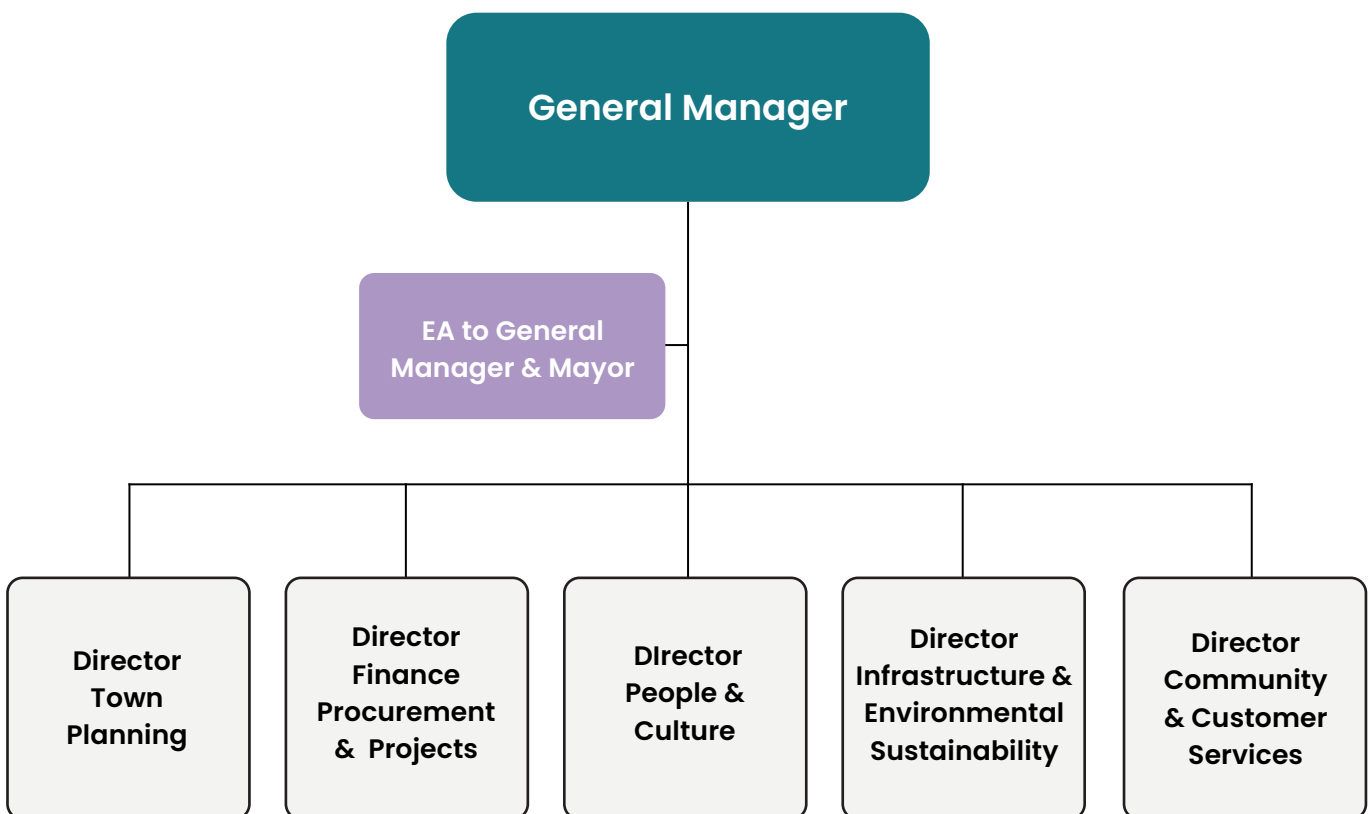


Council is the governing body that appoints the General Manager.

The General Manager of Council leads the implementation of Council's strategic objectives and ensures that Council's decisions are actioned. The General Manager's responsibilities include the effective and efficient operation of Council, employment of Council staff and management of resources.

Our workforce is led by the Executive Leadership Team, which consists of the General Manager and a team of Directors who lead each key work area. The team is responsible for the delivery of a range of services across our community and organisation.

The Executive Leadership Team oversee policy development, strategy and the overall management of Council. Below is the organisational structure for the period 1 July 2022 to 30 June 2023.



Our Workforce Management Strategies

Our Workforce Management Strategies focus on the following:

- We ensure that our recruitment practices are merit-based and have implemented targeted strategies to recruit, select and retain the right workforce to support Council's delivery program. This ensures that Council has the right people at the right time with the right skills to effectively deliver its strategies, plans and programs.
- Delivery of ongoing service reviews to ensure the workforce is appropriately resourced and the structure adopts an efficiencies model to deliver its key objectives and legal responsibilities.
- Development of capabilities across the organisation through the implementation of targeted training and development initiatives to ensure we achieve our strategic and operational objectives.
- Diversity and inclusion by promoting a workplace culture that embraces equitable workplace practices, demonstrates behaviour based on our values, and improved employment access and participation through our Equal Employment Opportunity (EEO) and diversity programs.
- Delivery of innovative programs and systems to ensure our workforce is supported to efficiently and effectively deliver its programs.
- Refreshing our brand and culture to enhance our Employee Value Proposition (EVP).
- Implementation of our Recognition and Reward Program, which provides responsible benefits and incentives to encourage productivity and continuous improvement while recognising and rewarding staff to support staff retention.
- Ensuring compliance with statutory requirements by managing employee relations through collaboration, communication and continuous improvement while promoting a safe and industrially stable work environment.
- Our commitment to workplace diversity, EEO and providing our employees flexible working options to ensure work / life balance. The balance of these factors helps to promote productivity, social responsibility and the attraction and retention of talented people seeking challenging work and contemporary working conditions as they progress their careers with us.

Our Workforce

Hunter's Hill Council is the smallest council in the Sydney Metropolitan area. Our workforce for the period 1 July 2022 to 30 June 2023 comprised of 54 full-time equivalent (FTE) employees (including permanent, part-time and casual employees).

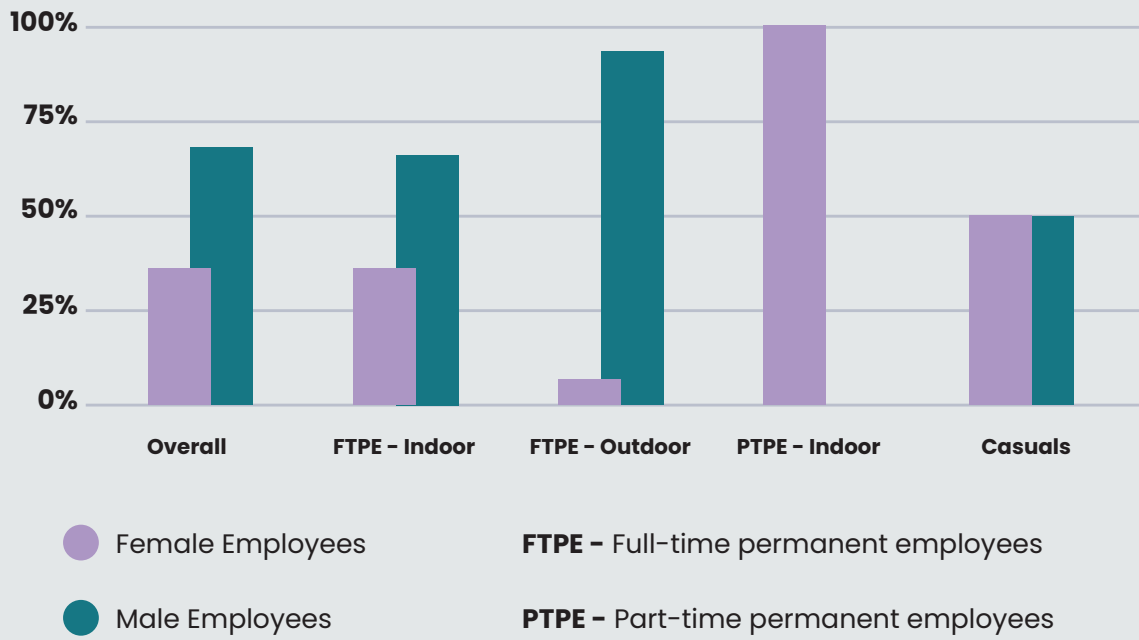
Given Council's small size, we recognise and understand the value of our people and they are our most important asset. We are committed to achieving a safe and rewarding workplace that is free of unlawful harassment and discrimination.

Driving productivity and growth in a challenging landscape

Over the past 12 months Hunter's Hill Council has actively sought best practice solutions to deliver services and projects to our local community. We have implemented a Learning and Development Plan which has been targeted to enhance employee knowledge and capacity, which enables staff to undertake a number of new functions and projects.

Effective collaboration with other councils and stakeholders has provided innovative solutions, leading to the delivery of more efficient and cost-effective services for the benefit of our community.

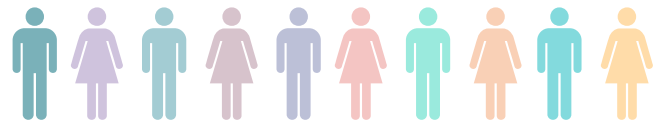
Our workforce comprises 54 employees as follows:



Council’s organisational structure consists of the positions that make up Council’s permanent workforce arranged in their respective departments. These departments are:

- Town Planning & Compliance
- Infrastructure & Environmental Sustainability
- Community & Customer Services
- Human Resources and Workplace Safety
- Finance and Procurement
- General Manager’s Office

Council also uses temporary roles and fixed term positions as an adjunct to permanent positions. These are additional to the organisation structure and are in place to achieve a short-term outcome such as projects identified in the Capital Works Program and the delivery of projects.



Staff Turnover

For the period 1/7/2022 to 30/6/2023 staff turnover was 11%.



Staff Age – Intergenerational Workforce

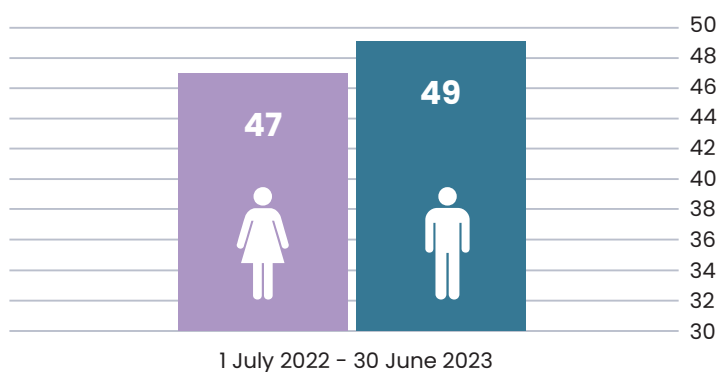
Council continues to address the issue of diversity in the workplace through initiatives such as traineeship programs, internships, flexible working arrangements, family friendly work practices, and learning and development programs.

The average age of staff has reduced in the last 12 months from an average of 52 to 48.

For the period 1/7/2022 to 30/6/2023 the average age of Council employees was 48 years of age. The average age for males was 49 and the average age for females was 47.

The following graph shows the age profile of staff employed in permanent roles as at 30 June 2023.

Average age of Females to males comparison



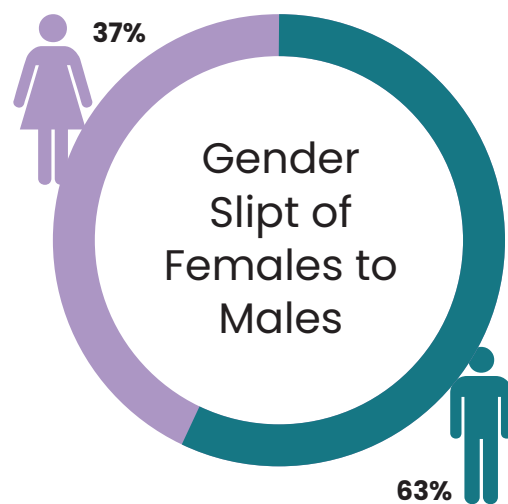
Staff Gender & Diversity

For the period 1/7/2022 to 30/6/2023 the percentage of female employees was 36.5% whilst the percentage of males was 63.46%.

However, our part-time workforce was made up of 100% females. Thereby, Council has been successful in appointing women in the workforce seeking work/life balance.

70% of our Executive Leadership Team includes women. This includes four of our directors.

Gender split for our Council for the period 1 July 2021 to 30 June 2022 is as per the graph.





Equal Employment Opportunity (EEO)

Hunter's Hill Council values and understands equity and diversity in the workplace and expects its employees to treat each other and members of the community with dignity and respect, regardless of characteristics such as sex, marital status, family responsibility or family status, race, religious commitment, age or impairment.

Council has a strong commitment to Equal Employment Opportunity (EEO) and recruits and employs staff based on merit. This allows for a diverse workforce and a workplace culture where people are treated equitably. All employees are entitled to access employment, promotion, training, transfers and benefits of employment on the basis of merit. They are assessed on their skills, qualifications, abilities, prior work experience and aptitude.

Hunter's Hill Council, through the implementation of an Equal Employment Opportunity (EEO) Plan, seeks

to identify and eliminate all discriminatory practices both direct and indirect to maintain a work place free of harassment. As a responsible employer, we are committed to taking proactive measures to ensure our employees are afforded equal access to employment, promotion and learning and development opportunities within our workplace.

EEO Management Plan

The goals of EEO are to:

- Ensure that prospective employees are treated equitably when applying for positions within Council.
- Facilitate the fair and equitable treatment of employees by promoting a workplace free of discrimination.
- Promote and encourage good working relationships and provide a workplace free of harassment.

Treating people fairly and equitably, and recognising that each person can contribute something valuable to Council, will assist employees in realising their full potential whilst also enhancing Council's effectiveness, efficiency and service to the community.

The Anti-Discrimination Act (1977) provides that it is illegal to discriminate on a number of grounds as outlined in Council's EEO Policy. Every employee of Hunter's Hill Council has a responsibility to ensure compliance with this legislation.



KEY AREA 1: EFFECTIVE CONSULTATION

Objective:

Employees are represented in the development of the EEO Management Plan 2021–2024.

Actions completed:

- Presented the draft EEO Management Plan 2021–2024 to the Executive Leadership Team and Consultative Committee for review and feedback.
- Members of the Consultative Committee discussed the contents of the EEO Management Plan 2021–2024 with their constituents and reported feedback and comments to the Consultative Committee.
- Presented the final version of the EEO Management Plan 2021–2024 to the Senior Leadership Team for final comments and sign off.

Enhancing employee engagement

- Staff Engagement Survey – November 2022.
- Town Hall Talks – monthly.
- The Big Day In.
- Postcards to the GM.
- Performance Reviews.
- Staff Development Plans.
- Staff Consultation.

91.8% – 2022 staff engagement index

This is a significant increase from recent 2 years:

- 2020 – 83.33%
- 2019 – 51%

KEY AREA 2: EFFECTIVE CONSULTATION

Objective:

Employees are aware of EEO principles.

Actions completed:

- Conducted EEO Awareness training for all new employees, which is part of the Hunter's Hill Council Induction program.
- Arranged training for managers and supervisory staff on EEO principles and their responsibilities relating to the appropriate legislation.
- Conducted training for all non-supervisory staff on EEO principles and their responsibilities relating to the appropriate legislation.
- Communicated EEO information to all new full-time and part-time employees as part of Council's induction program.
- Promoted EEO, anti-discrimination and anti-harassment via the staff newsletter.
- Promote prohibition of online harassment (i.e. use of email) as detailed in Council's Web Access and Email Policy.

KEY AREA 3: DATA COLLECTION

Objective:

EEO statistical data is collected and reported on.

Actions completed:

- Data on EEO breakdowns collated for inclusion in Council's Workforce Management Plan.
- Data was collected on EEO principles in the Staff Engagement Survey.
- A focus group was facilitated for staff feedback.

KEY AREA 4: RECRUITMENT & SELECTION

Objective:

Ensure that Council's Recruitment and Selection Policy and Human Resources Manual outline procedures that conform with EEO principles.

Actions completed:

- All advertisements for vacant positions accurately reflected the role and use of non-discriminatory language.
 - Recruitment panel members were trained in behavioural interviewing training that incorporates EEO awareness.
 - Ensured interviews for management and supervisory positions included questions related to EEO responsibilities.
-

KEY AREA 5: APPOINTMENT, PROMOTIONS & TRANSFER PROCESSES

Objective:

Ensure that all appointments, promotions and transfers are based on merit and/or position-related criteria and ensure all employees who are injured at work and unable to return to their pre-injury duties are assessed for suitable duties in accordance with their abilities.

Actions completed:

- All advertisements for vacant positions accurately reflected the role and use of non-discriminatory language.
 - Ensured all appointment decisions were justified and documented on merit-based grounds.
 - Monitored appointments, promotions and transfers to ensure they did not breach EEO principles.
 - Ensured that if and when opportunities to act in higher grade positions were available that they were assigned.
 - Checked that offers of suitable duties were based on the injured worker's abilities.
-

KEY AREA 6: CONDITIONS OF SERVICE

Objective:

Ensure that conditions of service comply with EEO principles.

Actions completed:

- Reviewed Council's Work and Family Policy to ensure alignment to EEO principles.
- Human Resources policies and procedures were developed and reviewed to ensure compliance with EEO principles.

KEY AREA 7: RECRUITMENT & SELECTION

Objective:

Review learning and development policies and practices to ensure they conform with EEO principles and provide all employees with learning and development opportunities.

Actions completed:

- Individual learning needs were identified in annual performance appraisals.
 - Individual learning and development plans were developed to assist employees into their roles.
 - Arranged training according to the needs of Council as specified in Council and individual Development Plans.
 - Examined in-house and external training courses and materials to ensure they were not discriminatory and consistent with EEO principles.
 - Arranged training according to the needs of Council as specified in Council and individual Development Plans.
 - Supported the professional development of employees when applying for Study Assistance by considering all applications on merit.
-

KEY AREA 8: EEO TARGET GROUPS

Objectives:

- To provide opportunities for those who are members of certain EEO target groups (eg. women, Non-English Speaking Background (NESB) Aboriginal & Torres Strait Islander (ATSI), people with a disability) to improve their skills to make them more marketable for employment.
- To provide options for mature aged workers.
- To convert positions – where appropriate – into traineeships or apprenticeships.
- To convert positions – where appropriate – into positions suitable for people with a disability.
- To convert positions – where appropriate – into part-time positions – suitable for people with a disability, or women.
- To provide flexible options for mature aged workers.
- To improve understanding of the needs and capabilities of people with a disability.
- To improve understanding of the needs and capabilities of people from a NESB and those who identify as ATSI.
- Actions completed:
- Identified appropriate positions for active recruitment – employment, traineeships and work experience.
- Ascertained whether positions, as they became vacant, were suitable for redesign for a person with disability.
- Ascertained whether positions, as they became available, were suitable for redesign for part-time employment.
- Offered training to managers and staff to help new or existing staff who may have had physical, mental health or behavioural issues.

Disability Inclusion Action Plan

The NSW Disability Inclusion Act (2014) requires local councils and NSW government departments to develop Disability Inclusion Action Plans (DIAPs).

The DIAP details the actions to be taken by our Council over a four-year period to build strong communities that are inclusive of people with disability and provides a public commitment to create more inclusive and accessible communities.

Hunter's Hill Council and Lane Cove Council have worked together to create a regional Disability Inclusion Action Plan (DIAP). This is the second Disability Inclusion Action Plan (DIAP) for these Councils under the NSW Disability Inclusion Act 2014. Over the past four years both councils have upgraded and built new accessible recreation and cultural facilities, improved accessibility of public buildings and spaces and delivered community awareness programs that recognise the value and skill that people with disability bring to our communities and workplaces.

This DIAP not only supports the inclusion and independence of people with lived experience of disability. It also enables many other members of the community to more easily participate and engage locally. By applying the principles of universal design to information, services and products, everyone in the community can benefit. Actions in this DIAP aim to address barriers that can impede fair access and negatively impact the lives of all people: their independence, participation, interactions and movement. The DIAP identifies actions for each Council over the next four years and addresses four focus areas:

- Attitudes and behaviours
- Liveable communities
- Employment
- Systems and processes

Key achievements in 2022-23 across the DIAP's four focus areas are outlined in this Annual Report.

FOCUS AREA ONE ATTITUDES & BEHAVIOURS

- Shared local success stories and initiatives in Council communications to highlight the contribution of people with disability.
- Provided networking opportunities for local service providers.
- Continued collaboration between Hunters Hill, Lane Cove and City of Ryde Councils to sponsor and promote the annual Northern Districts Local Business Awards - Access and Inclusion Award.
- Honoured Young Citizens of the Year as champions of inclusion through an Australia Day Awards and Citizenship Ceremony and other civic events.
- Continued to highlight inclusion as part of the criteria to access Council's Community Grants Program funding.
- Provided updates to Councillors, Council staff and community members about implementation of the DIAP and engagement and participation opportunities for development of a renewed plan.

FOCUS AREA TWO LIVEABLE COMMUNITIES

- Maintained and reviewed conditions and access of footpaths in and around village centres. Provided networking opportunities for local service providers.
- Encouraged social connection and inclusion through promotion of a Hunters Hill Connect app, as well as networking opportunities for local service providers and organisations.
- Supported local community transport organisation through networking, promotion and grants program.
- Provided home library service to residents unable to visit the library due to age, illness, disability or lack of mobility.
- Developed Signage Strategy to improve wayfinding across the entire Municipality.
- Implemented an additional disabled car parking space located at the Town Hall building.
- Applied Working from Home Policy to assist in providing flexible work arrangements for eligible employees.

FOCUS AREA THREE EMPLOYMENT

- Continued promotion and implementation of Council's Equal Employment Opportunity (EEO) Policy and EEO Action Plan.
- Promoted our Council in job recruitment ads as an equal opportunity employer, committed to ensuring a safe, accessible and inclusive work environment.
- Applied Working from Home Policy to assist in providing flexible work arrangements for eligible employees.

FOCUS AREA FOUR SYSTEMS & PROCESSES

- Provided information on accessibility of Council facilities in venue and booking hire information.
- Improved Council meeting accessibility using online broadcast with captioning, and opportunities for public participation via online meeting tools.
- Participated in and facilitated forums, networking and events with service providers.
- Consulted with community members, Council staff and other key stakeholders via a range of engagement methods in preparation for a renewed DIAP.
- Promoted opportunities for participation and access to Council services in-person, online and via phone.
- Committed to inclusive participation as part of an updated Community Engagement Strategy.
- Reviewed Council's website for accessibility.

Companion Animals

Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018, are as follows:

- Lodgement of dogs to the pound or Council seizures of cats and dogs was nil.
- Lodgement of data about dog attacks with the Office of Local Government was 2.
- Collection of 3 dogs by Council rangers with owners collecting their pets from Town Hall.

Off-leash areas in Hunters Hill

- Boronia Park – Oval 3.
- Clarkes Point Reserve – All day Monday – Friday and until 9:30am Saturday & Sunday.
- Gladesville Reserve – Lower – in sign-posted area all day Monday – Friday and until 9:30am Saturday & Sunday.
- Tarban Creek Reserve – East Side – Gladesville Road to Manning Road (Unrestricted).
- Riverglade Reserve – From east of the concrete spillway that runs between the two sediment ponds in the centre of the Reserve, to the eastern end of the Reserve i.e. at the pathway leading to Waruda Place (unrestricted).





Section Three



Delivery
Program
Reporting

The Delivery Program (DP) is a statement of commitment to the community from each newly elected Council and translates the community's strategic goals into clear actions.

The Delivery Program is the primary reference point for all activities undertaken by Council during its term of office. It allows Council to determine what is achievable over the next 4 years (or given the shorter period of this current election cycle - 2.5 years), what the priorities are, and how programs will be scheduled.

Importantly, the Delivery Program allows Council to demonstrate how its 'business-as-usual' activities help achieve Community Plan objectives.

There is a clear link between the Community Plan, Delivery Program and the Operational Plan. Activities in the Delivery Program must clearly link to the strategies identified in the Community Plan and appear as more detailed actions in the Operational Plan.

The Delivery Program outlines how Council will engage with the community and other stakeholders to determine service level expectations and identifies appropriate measures. The Delivery Program highlights major projects and addresses ongoing improvements to the efficiency, productivity, financial management and governance of Council.

The following pages represent Council's commitment to reporting against the strategic objectives outlined within the Delivery Program and the actions highlighted in the Operational Plan. Objectives and actions sit within 5 (five) Community Plan themes, which are:

- **CONNECTED & ACCESSIBLE INFRASTRUCTURE**
- **SUSTAINABILITY, ENVIRONMENT & OPEN SPACE**
- **COMMUNITY & BELONGING**
- **CHARACTER, HERITAGE & PLACES**
- **GOVERNANCE, PARTICIPATION & PARTNERSHIPS**

Connected & Accessible Infrastructure

Our Goal: Maintain our local infrastructure so people can use, walk, drive, cycle and catch public transport safely and easily.

Delivery Program Objective	Reporting Against Operational Plan Actions
<p>Clean and accessible infrastructure is managed and maintained effectively.</p>	<ul style="list-style-type: none"> The 2022-23 street sweeping program was completed according to schedule. Council increased the street sweeper schedule to ensure all streets in Hunters Hill were swept fortnightly. Disability Inclusion Action Plan (DIAP) activities included; ensuring access to public transport, advocating to the State Government for maintenance to ferry wharfs, targeting improvements and accessibility around bus shelters, providing support to carers and working with Sydney Community Services and St George Housing to support residents who need assistance in their everyday lives. In addition, Council provided 'chill out' spaces at community events and reviewed maintenance schedules for community buildings to include accessibility upgrades. Monitored our contractors with a GPS system to ensure compliance, timelines and service standards are met. Improved road congestion and traffic safety, Local Traffic Committee Meetings were held quarterly throughout the year with items including signage, line marking and changes to parking restrictions and work zones. Council commenced its first year of a 3-year trial with the State Government to implement digital solutions to capture real time parking availability for accessible parking spaces, which will be displayed in real-time on the Park'nPay app. This included installation of sensors.
<p>People are connected to their destination through improved public transport systems, linkages and networks.</p>	<ul style="list-style-type: none"> Council commenced discussions with TfNSW to improve the servicing of the Transport Corridor along Victoria Road. Council conducted key projects to ensure our roads were well maintained including; <ul style="list-style-type: none"> George Street High Street Princes Street A total of 12 projects were scheduled for Capital Works Program 22-23, and all were completed. Council awarded grant funding to undertake the design of traffic calming devices prescribed as part of the Hunter's Hill Council Bike Plan. Council has been working with the Movement & Transport Committee to plan for its first Integrated Transport Strategy. This is planned for adoption in June 2024.
<p>Levels of service and community need are reflected in the Asset Management Plan.</p>	<ul style="list-style-type: none"> Council assessed its key infrastructure, including; roads, footpaths and kerb and gutter and updated the Digital Asset Management Plan accordingly. Updated condition assessment for all Hunter's Hill Council roads, footpaths, kerb and gutter and additionally updated our roads capital works and developed Council's first planned preventative roads maintenance program. Awarded grant funding to commence Council's road patching program.
<p>Safe walking, cycling, and vehicle travel is supported and encouraged</p>	<ul style="list-style-type: none"> The 2022-23 Capital Works Program included upgrades to; Barons Crescent, Bayview Crescent, Centenary Avenue, Durham Street, Farnell Street, Madeline Street, Passy Avenue, Prince Edward Street, Prince George Parade, The Point Road and Madeline Street. Council was successful in receiving State Government grant funding for the detailed design of its Bike Plan. This will allow further development of Bike Plan concepts. Partnerships took place with Lane Cove and Hornsby Councils to hold the 'Help Learner Drivers Become Safer Drivers' workshops. Activities took place during the 'National Road Safety Week', and 'Walk Safely to School Day'. The Child Car Seat Voucher Program was a huge success. Council worked with schools to create a safer environment via School Principals' Liaison Advisory Committee. The Movement and Transport Committee continued to play an important role in improving traffic safety.

Environment, Sustainability & Open Space

Our Goal: Protect and sustain our environment so people can enjoy our outdoor spaces and places.

Delivery Program Objective	Reporting Against Operational Plan Actions
<p>Natural spaces, including our bushland, foreshores and waterways are protected and enhanced.</p>	<ul style="list-style-type: none"> Continued support of our 80 bushcare volunteers, local schools and scouts and volunteer organisations, including; Habitat Network, ECOBEL, Greater Sydney Landcare Network (via Streamwatch), and the PRCG Biodiversity and Education Subcommittee took place. Volunteers planted hundreds of native plants and participated in Clean Up Australia Day. A series of talks on small bird habitat, flying foxes and a Battlers for the Bush tour also took place. Council continued to work with Habitat Network on the Department of Planning and Environment (DPE) Biodiversity Corridors Grant, with ECOBEL to rehabilitate mangroves near Mount Street, a Local Land Services Grant for Buffalo Creek Reserve, a Sydney Water Grant for turtle habitat restoration along Tarban Creek, and 2 (two) Crown Land Grants. The Bushland Management Program, including a fox control program was undertaken. Continued work took place with the Parramatta River Catchment Group (PRCG) to improve the health of our waterways. Additional activities included participating in 'Get the Site Right' and a Regional Litter Prevention Strategy. In addition, the PRCG received significant funding from the State Government for a riverbank naturalisation project and stormwater compliance and education program. Through the Riverwatch and Beachwatch Programs, Council completed ongoing water quality monitoring at the proposed Bedlam Bay swim site and Woolwich Baths respectively. The draft Bedlam Bay Human Health Risk Assessment (HHRA) with additional water sampling was completed for review for the proposed swim site. In addition, staff and bushcare volunteers participated in the 'Streamwatch' water quality program, which included; monitoring Tarban Creek, Brickmakers Creek and Buffalo Creek. The tree heat mapping and tree register projects were close to finalisation by the conclusion of 2022-23. The Kelly's Bush walking track upgrade was completed. The upgrade covered approximately 180 metres of walking track.
<p>Improved sustainability is reflected in policies, strategies, programs and projects.</p>	<ul style="list-style-type: none"> Many of the actions prescribed within the Sustainability Action Plan were completed, including the approval of solar panel installation on the Town Hall roof and the continued partnership with Recycle Smart who collect monthly waste items, such as fabrics, soft plastics and e-waste from The Yarn. The Sustainability Advisory Committee continued to provide valuable feedback and advice throughout the year. Community education took place via partnerships with North Sydney, Lane Cove and Willoughby Councils to participate in the Sustainability Fair. Council also held the inaugural Waste Wise Festival, which focussed on recycling, composting and waste minimisation. The Waste Contract Coordinator continued to manage the waste collection and processing contracts for Hunter's Hill and Lane Cove Councils.
<p>Community resilience to the impacts of climate change is supported through urban form and infrastructure management and health initiatives.</p>	<ul style="list-style-type: none"> Work commenced on a comprehensive Resilience Strategy. The framework includes; understanding shocks and stresses managed through planning, reducing the temperature in our suburbs, monitoring metropolitan social cohesion and wellbeing, getting prepared for emergencies, engaging government, business, community and academic organisations to help develop and support the strategy. Council continued participation in the Hunters Hill, Lane Cove, Parramatta, Ryde Bushfire Risk Management Committee meetings with the draft Bush Fire Risk Management Plan being completed.
<p>Waste, water and energy consumption is reduced and managed effectively.</p>	<ul style="list-style-type: none"> Council entered into an agreement with Ausgrid for the Stage 2 LED upgrade throughout the Hunters Hill LGA. A Regional Waste Strategy was adopted, which provides a framework for Council to work with the community to encourage best practice for waste management and recycling to decrease litter and landfill rates.

Community & Belonging

Our Goal: Connect people to information and accessible experiences to help them feel included and safe in the community.

Delivery Program Objective	Reporting Against Operational Plan Actions
<p>Programs and community groups which promote active living, health and well-being are supported and encouraged.</p>	<ul style="list-style-type: none"> A number of activities were held for our seniors, including; a Henley Garden Party and free digital skills courses were hosted at The YARN library and community space as part of 'Be Connected', which is a free Australian Government initiative empowering Australians to navigate the digital world safely and confidently. Recipients, including community groups and not-for-profit organisations, acquitted grants provided through our annual Community Grants Program, following delivery of programs, events and projects to the community.
<p>Services and facilities meet the needs of all generations.</p>	<ul style="list-style-type: none"> During the NSW Youth Week Council staged a 'Skate and Celebrate' youth event at Gladesville Skate Park featuring interactive DJ sessions, skateboarding workshops and demonstrations, and a free barbecue. Young people were involved in planning and staging the event and attendees included youth ranging from primary school aged children to young adults. As well as library loan services, free activity highlights at The YARN library and community space, included; school holiday and craft workshops, weekly story time and baby bounce sessions. The added addition of free 'IT for Retirees' training sessions proved popular with our community.
<p>Activities and programs are designed to be welcoming, inclusive and promote safety.</p>	<ul style="list-style-type: none"> Council continued its journey towards the development of our very own Reconciliation Action Plan (RAP). The RAP Committee worked closely with local community groups and schools. The Hunters Hill Crime Prevention Strategy was completed. Council worked with Ryde Local Area Command to implement safety measures across the LGA, including supporting the Local Emergency Management Committee to improve local emergency process. (Sam's addition) Universal Design Principles were incorporated into the final design of the Boronia Park (Sports and Community Facility). Ryde and Hunters Hill Councils worked together to find better ways to improve the local emergency process to make it easier.
<p>Community, cultural events and activities are coordinated and delivered inclusively</p>	<ul style="list-style-type: none"> The annual community events calendar was completed with the highlight being the 100th year of Combined ANZAC Memorial Services, jointly hosted by our Council and the Hunters Hill RSL Sub-Branch. Attendance included a number of distinguished guests such as the Governor of NSW, Her Excellency the Honourable Margaret Beazley AC KC, and General the Honourable Sir Peter Cosgrove AK AC (Mil) CVO MC (Retd). New events were also staged, with funding from the NSW Environment Protection Authority (EPA) enabling a Textile Drop-off Event that collected more than 1100 kilograms of textiles for recycling. Additionally, a 'Waste Wise' festival of sustainability offered free workshops, cooking demonstrations, kids' activities, toy and clothing swaps, bike repairs, an electric vehicle showcase, and much more.

Character, Heritage & Places

Our Goal: Create a liveable place where everyone can enjoy our heritage, neighbourhoods, thriving village centres, parks, playgrounds and recreational areas.

Delivery Program Objective

Reporting Against Operational Plan Actions

Neighbourhoods reflect local character, heritage and create a sense of belonging.

- Review of the Local Environmental Plan (LEP) and Development Control Plan (DCP) commenced. Feedback was gathered from key stakeholders.

Urban environments attract business investment, economic activity and place making initiatives.

- Our Councillors were briefed with an overview of the background and future options for the Gladesville Masterplan.
- The Figtree Park upgrade commenced with a NSW Government Public Spaces Legacy Program (PSLP) grant.

Development application, regulation and monitoring services are streamlined.

- The DA Tracker on Council's website was well utilised by the community for viewing DA documentation and determinations.
- All routine food inspections of food premises were completed and reported to the NSW Food Authority.

Parks, sports fields and playgrounds support inclusive and accessible play.

- The playground Action Plan was actioned to deliver play spaces through continued plans for a new inclusive play space at Figtree Park as part of the NSW Public Spaces Legacy Program project.
- Council maintained public buildings and amenities by way of implementing and following maintenance programs in accordance to statutory regulations and budgets, with a focus on fire services compliance.
- New shade sails were installed in Weil Park and Harding Memorial playgrounds.
- The upgrade to Gladesville Reserve commenced with a fencing perimeter being established around the main playing surface.
- Significant planning for the Bedlam Bay swim site took place.

Governance, Participation & Partnerships

Our Goal: Bring people and local business together to share ideas and engage in collaborative projects.

Delivery Program Objective	Reporting Against Operational Plan Actions
The community is aware of Council decisions through a transparent and democratic engagement process.	<ul style="list-style-type: none">• A diverse engagement program in line with our Community Engagement Strategy was delivered, including; more than 1000 visitors to the Council stall at the Waste Wise Festival, which provided interaction, discussion and community education around sustainability, a Henley Precinct Community Meeting held in March 2023, with more than 100 stakeholders attending to share community views about what is important in the Henley Precinct, and significant increases in engagement via our Instagram, Facebook and website pages.
Technology based initiatives are used to improve the customer service experience.	<ul style="list-style-type: none">• Planning for the Microsoft 365 Project commenced.• Cybersecurity checks and measures were implemented to ensure systems were secure and threats minimised.• A significant upgrade to Council's website commenced.
Economic growth is facilitated through collaboration with community, government, sector and private partners.	<ul style="list-style-type: none">• Assessment of the utilisation of property assets took place and work commenced on determining revenue opportunities, maximising grant funding and targeting cost saving initiatives.
A vision of continuous improvement is shared by Councillors and Council staff.	<ul style="list-style-type: none">• Employees completed training on regulatory and compliance obligations, along with individual learning opportunities where skills gaps were identified.• Actions within our EEO action plan were completed, including onboarding and online training programs.• Operational objectives were aligned to staff Workplans.• Recommendations from the Fraud and Corruption Review were completed with cyber security actions progressing.





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View Our Financial Statement

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