



Operational Plan 2021-22

PLANNING FOR OUR PEOPLE
OUR PLACE OUR FUTURE

Adopted by Council on 16 June 2021

ACKNOWLEDGEMENT OF COUNTRY

Cessnock City Council acknowledges that within its local government area boundaries are the Traditional Lands of the Wonnarua people, the Awabakal people and the Darkinjung people. We acknowledge these Aboriginal peoples as the traditional custodians of the land on which our offices and operations are located, and pay our respects to Elders past, present and future. We also acknowledge all other Aboriginal and Torres Strait Islander people who now live within the Cessnock Local Government Area.

Contents page

Volume I

Mayor's Message..... 4

General Manager's Message..... 5

Section 1

Introduction 6

OUR COUNCIL..... 7

OUR COUNCILLORS..... 8

WARD MAP 9

LOCAL GOVERNMENT AREA 10

INTEGRATED PLANNING & REPORTING..... 12

Section 2

Operational Plan 14

A CONNECTED, SAFE & CREATIVE COMMUNITY... 15

Community's Desired Outcome..... 15

1.1 Promoting social connections..... 16

1.2 Strengthening community culture..... 19

1.3 Promoting safe communities 22

1.4 Fostering an articulate & creative community..... 24

MEASURES 26

BUDGET 29

2021-2022 CAPITAL WORKS..... 30

Cemeteries facilities construction program 30

Cultural and Community buildings renewal program..... 30

Community buildings construction program..... 31

Recreation buildings renewal program 31

Pools facilities renewal program..... 31

A SUSTAINABLE & PROSPEROUS ECONOMY 32

Community's Desired Outcome..... 32

2.1 Diversifying local business options..... 33

2.2 Achieving more sustainable employment..... 36

2.3 Increasing tourism opportunities & visitation..... 37

MEASURES 39

BUDGET 41

2021-2022 CAPITAL WORKS 41

Cessnock civic revitalisation program..... 41

Kurri Kurri town centre program..... 41

A SUSTAINABLE & HEALTHY ENVIRONMENT 42

Community's Desired Outcome..... 42

3.1 Protecting & enhancing the natural environment & the rural character of the area 43

3.2 Better utilisation of existing open space..... 47

3.3 Better waste management and recycling..... 49

MEASURES 53

BUDGET 56

2021-2022 CAPITAL WORKS 56

Waste facilities construction program 56

Drainage construction program..... 57

Floodplain management program..... 57

Recreation facilities renewal program..... 58

Recreation facilities construction program..... 58

ACCESSIBLE INFRASTRUCTURE, SERVICES & FACILITIES 59

Community's Desired Outcome..... 59

4.1 Better transport links 60

4.2 Improving the road network 62

4.3 Improving access to health services locally 63

MEASURES 64

BUDGET 65

2021-2022 CAPITAL WORKS 66

Pre-construction design program..... 66

Airport renewal program 66

Airport construction program..... 67

Bridge construction program 67

Gravel rehab & resheeting program..... 67

Local road construction program..... 68

Local road renewal program..... 69

Pathway construction program..... 69

Regional road renewal program 69

Traffic facilities program 70

Safer roads program..... 70

CIVIC LEADERSHIP & EFFECTIVE GOVERNANCE.. 71

Community's Desired Outcome..... 71

5.1 Fostering & supporting community leadership 72

5.2 Encouraging more community participation in decision making..... 73

5.3 Making Council more responsive to the community. 74

MEASURES 81

BUDGET 83

Section 3

2021-22 Budget 84

FINANCIAL FORECASTS..... 85

CURRENT FINANCIAL POSITION OF COUNCIL..... 87

OPERATIONAL BUDGET 88

BUDGET BY FUNCTION/ACTIVITY - Note 2(a)..... 89

PROFIT & LOSS STATEMENT..... 90

BALANCE SHEET..... 91

RESERVE BALANCES 91

LONG-TERM FINANCIAL PLAN 94

REVENUE POLICY 98

Volume II

Fees & Charges- Separate document

Mayor's Message



BOB PYNSENT MAYOR

I am proud of the Operational Plan 2021-22 and this Council's track record of successfully delivering for our community. The outlook for the Cessnock Local Government Area is a positive one. The last twelve months have been a challenge for many and Council was no exception. In the face of uncertainty I am pleased to say our organisation and its operations are stable.

As we embark on another Operational Plan Council's commitment to servicing the needs of our community remains paramount. Council remains in a financially sound position and has a full agenda planned for the year ahead with a substantial Capital Works Program totalling more than \$35 million.

As the Mayor of Cessnock I understand the desire for more upgrades to be delivered to roads. This is recognised and a shared goal of Council. This is why we continue to apply for more funding to enable the delivery of critical upgrades to roads.

In fact, for road related projects alone we have bolstered Council's budget with more than \$6 million secured in grant funding for our roads renewal programs (local and regional) and safer roads program. Some key projects that will be undertaken include Old Maitland Road and a section of Wollombi Road, Millfield. These upgrades will be welcomed by all of us who frequent these roads and the visitors travelling to our area.

We will also have the opportunity to replace a number of bridges including Yango Creek bridge in Wollombi, Kline Street bridge in Weston and demolition of the Cunneens bridge in Wollombi. The bridge construction program is valued at a healthy \$2.5 million.

This year our community will participate in the local government elections and Council will prepare the next Community Strategic Plan. This Operational Plan provides a fantastic insight into how our Council is tracking and provides information on the current priorities. It is a useful resource for any community member who wants to play a role in developing and contributing to the vision for our community that will guide Council's decision making over the next 11 years.

“

*The outlook for
the Cessnock Local
Government Area is a
positive one.*

”

General Manager's Message

LOTTA JACKSON GENERAL MANAGER

It is an exciting time to be General Manager of Cessnock City Council as we look forward to achieving for our community in the year ahead.

Council has another ambitious plan that will provide key infrastructure upgrades under our substantial Capital Works Program. We have a number of exciting projects programmed that are an investment in our communities future and align with the community vision to be a thriving, attractive and welcoming place to both live and work.

A few highlights include the Cessnock Airport, installation of the Cessnock Pool Splash Pad ready for this pool season and the delivery of critical road maintenance and renewal of roads across the Cessnock Local Government Area. We understand local residents want to see more works completed on roads and this Plan will see us deliver over \$10 million on the renewal of local and \$2 million on regional roads.

Our Capital Works Program totalling over \$35 million is possible due to our continued success in applying for grants. In fact, our Capital Works Program is primarily funded by grants, to the tune of over \$20 million.

Following a year of uncertainty, as we navigated COVID-19 and its impacts on our operation, we anticipate a year of more stability. Yet, as an organisation we have learnt from the challenges posed by the pandemic. Our organisation has demonstrated it can be dynamic and flexible and maintain services to the community despite challenges posed by changing operating conditions.

Every decision of this Council is driven by the community and what our community tell us. Council will soon be developing the next Community Strategic Plan and we look forward to your ongoing participation to allow us to develop a Plan that truly reflects the community aspirations of residents.

If you are a community member interested in your own local area and want to see what your local Council will provide, take the time to read this plan and understand the role you Council plays in ensuring Cessnock is a great place to live, work and visit!



Our Capital Works Program totalling over \$35 million is possible due to our continued success in applying for grants.



Section 1

Introduction



Our community vision:

Cessnock will be a cohesive and welcoming community living in an attractive and sustainable rural environment with a diversity of business and employment opportunities supported by accessible infrastructure and services which effectively meet community needs.

CESSNOCK -
*attractive, thriving
and welcoming*

Our Council

The Council derives its authority from the *Local Government Act 1993* (the Act), the regulations and other legislation. The Act:

- Provides the legal framework for the system of local government for NSW,
- Sets out the responsibilities and powers of councils,
- Provides for governing bodies of councils that are democratically elected,
- Facilitates engagement with the local community,
- Provides a system of local government that is accountable to the community and is sustainable, flexible and effective.

Mayor & Councillors

Councillors comprise the governing body of a council in the same way that a Board of Directors is the governing body of a corporation.

The governing body of elected councillors, set the

strategy and monitors the performance of the council, and the administrative body of the council.

Cessnock Council consists of 13 Councillors who are elected from four (4) Wards, with three (3) representatives from each Ward. The Mayor is elected by popular vote and is also deemed to be a Councillor.

The Mayor is the leader of the council and a leader in the local community.

A council's governing body monitors the implementation of its decisions via reports by the general manager to council.

General Manager

The general manager is the most senior employee of a council and is the only member of staff selected and appointed by councillors.

It is the role of the general manager to conduct the day-to-day management of the council in

accordance with the strategic plans, programs, strategies and policies of the council.

The general manager is responsible for the appointment of staff in accordance with the organisation structure determined by the council and the resources approved by the council. The general manager is also responsible for the management, direction and dismissal of staff.

Council staff

General managers employ council staff to carry out the day-to-day operations of the council and implement council policies and other decisions, as directed by the general manager.

The general manager is the primary link between the elected body and its employees.

Council staff are responsible to the general manager, who is responsible for the conduct and performance of council staff.

Our Councillors



Paul Dunn
Councillor
Ward A



Mark Lyons
Councillor
Ward A



Allan Stapleford
Councillor
Ward A



Di Fitzgibbon
Councillor
Ward B



Ian Olsen
Councillor
Ward B



Jay Suvaal
Councillor
Ward B



John Fagg
Councillor
Ward C



Anne Sander
Councillor
Ward C



Anthony Burke
Councillor
Ward D

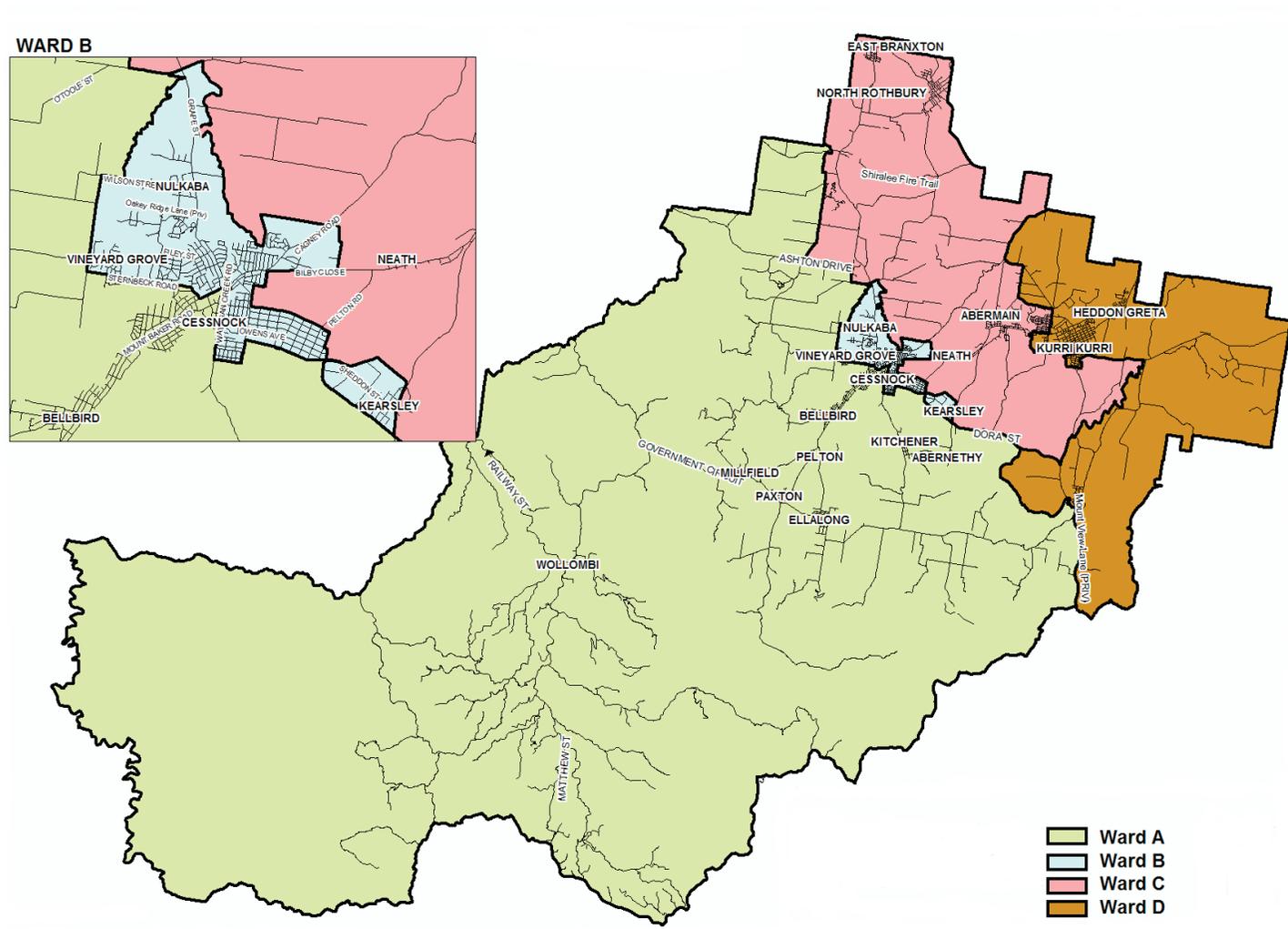


Rod Doherty
Councillor
Ward D



Darrin Gray
Councillor
Ward D

Cessnock LGA Ward Map



Local Government Area

OUR REGION

Located just 120 kilometres north of Sydney and 40 kilometres west of Newcastle, the Cessnock Local Government Area (LGA) covers 1,966 square kilometres within the beautiful Hunter Valley, NSW.

Our region is now home to close to 60,000 residents and the towns and villages within it are sustained by a diverse business environment, with a backdrop of our famous wine and tourism industry.

The Hunter Valley is Australia's oldest wine producing region with around 4,500 acres under vine and the wine tourism industry is worth an estimated \$521 million.

Offering 28 schools, childcare options, 72 parks, playgrounds, great libraries, an entertainment centre and the Hunter Valley Zoo, the Cessnock LGA is a great place to live and bring up a family.

We also have a wide range of open spaces and recreation facilities for our community, organisations and sporting groups to enjoy. These include 34 sports grounds, three swimming pools, eight tennis courts, three netball facilities, 28 cricket wickets and a regional hockey facility.

We work hard at Council to ensure our LGA continues to be a great place to live and visit.

Our rich heritage

The majority of the Cessnock Local Government Area (LGA) lies upon the Traditional Custodian country of the Wonnarua Nation and also includes Darkinjung and Awabakal lands.

Within the lands of the Wonnarua Nation are many significant Aboriginal sites. Wonnarua means 'land of hills and plains'. Our LGA is home to many localities and places with Aboriginal names and histories. Mount Yengo, located in Yengo National Park, is of particular significance to Aboriginal peoples. It's the place from where Baiame jumped to return to the spirit world after he had created the lakes, rivers, mountains and caves in the area. When Baiame jumped towards the sky, he flattened the top of Mount Yengo, and that flat top can still be seen today. Mount Yengo and its surrounds are home to many important sites of Aboriginal spiritual and cultural association.

The Wollombi Valley is also home to many other significant sites of Aboriginal cultural heritage. Towns, villages and localities in the LGA bearing Aboriginal names include Kurri Kurri (meaning 'the beginning' or 'the first'), Wollombi (meaning 'meeting place' or 'meeting of the waters'), Congewai, Nulkaba, Laguna and Kalingo.

European settlement of the Cessnock LGA has seen a diverse range of agricultural production, the rise and

fall of heavy industry, the impact of World War II on local infrastructure and the enduring influence of our world-class vineyards. It's a rich and complex history, one which makes us proud of our enduring heritage.

The importance of the Great North Road

The Great North Road was built to link Sydney with the fertile Hunter Valley. After ten years of construction, the convict-built road reached Wollombi in 1836 and brought settlers in from the south, particularly from the Hawksbury district. It opened up road transport routes the other way, allowing easier movement of goods from Maitland, to Wollombi and then on to the Central Coast.

The road continued on to Singleton, connecting Singleton to Wollombi to Sydney. It branched off at a T-junction at Wollombi, creating a transport route the other way to Cessnock and on to Maitland. The road is so significant it's listed on the Australian National Heritage List and the UNESCO World Heritage List.

In Wollombi, convicts cleared the native bushland and newly arrived farmer-settlers grew maize, barley, oats, wheat, tobacco and potatoes. There was also a significant timber industry which harvested the beautiful cedar and rosewood forests of the district and gave nearby Cedar Creek its name.

Wollombi's central position on the Great North Road saw it become a prosperous commercial and administrative centre boasting its own court house, bank, three hotels, a post office and a resident Police Magistrate. By 1858 the population of the Wollombi Valley was 1,519. By comparison, in the same year the sleepy hamlet of Cessnock had between seven and 11 adult residents. For most of the 19th century Wollombi remained the largest settlement in what is now the Cessnock LGA.

Today, Wollombi is a significant tourist destination with visitors admiring the beautifully preserved heritage buildings, visiting the old court house (now a museum) and walking or driving on the historic Great North Road.

The rise and fall of the coalfields

When significant coal deposits were discovered in the late 19th century, it generated rapid and extensive land settlement across the Cessnock LGA. The current pattern of townships, road and rail transport, location of hotels and residential streets still reflect this earlier industrial landscape, one which soon dominated the area. Colliery companies built towns adjacent to their mines and rail lines to and from pit tops.

Men poured into newly formed towns and existing small townships, to work in the local coal mines. The local population grew rapidly. It's estimated tens of thousands of men worked in over 30 collieries at the height of the mining boom. Coal mines were established at Abermain, Aberdare, Abernethy, Bellbird, Branxton, Cessnock, Greta, Heddon Greta, Kearsley, Kitchener, Kurri Kurri, Millfield, Neath, North Rothbury, Pelaw Main, Pelton, Stanford Merthyr and Weston.

This 'coal-rush' became the catalyst for considerable and far-reaching social and economic change which continued for decades. The coalfields in the Cessnock LGA were the most extensive in NSW until the underground coal mining slump of the 1960s. The collieries dominated the social, cultural and working lives of the residents. So much so that large swathes of the Cessnock LGA were known as the South Maitland Coalfields, or simply 'the coalfields'.

Coal mining was dirty and hazardous. A significant number of men were maimed or injured in the industry and an unknown number suffered long-term health effects. Nevertheless, coal mining brought local prosperity as service industries sprang up to support the newly created 'coal towns'. Cessnock became an important retail, commercial and administrative centre with a vibrant social and cultural life, which continues today.

The Hunter Valley becomes 'wine country'

Grapevines were planted in Sydney soon after European Settlement in 1788. As settlers moved north and west up towards the Hunter Valley and the Hunter River the colonial government authorities actively encouraged the planting of vineyards. The first major planting in the Hunter Valley was in 1825 on land between the rural settlements of Branxton and Singleton.

These early vignerons were passionate about their craft, with vineyard owners travelling to Europe and South Africa to gather cuttings from vineyards there in order to expand the varieties of grapes grown. In 1847, the Hunter Valley Viticulture Society was founded. Its aim was to expand the knowledge of viticulture, improve planting and harvesting

techniques, improve the quality of the grapes grown and expand the variety under cultivation.

Most of the early vineyards of the Hunter were located in the northeast section of the valley in the fertile alluvial plains along the Hunter River. The river functioned as a road, providing an easy transport route for the wine down to the port of Newcastle and on to Sydney. Part of the success of the early Hunter Valley wine industry was due to this proximity to Sydney, which linked the Valley to the city and allowed the development of trade networks.

By the mid-19th century, wines from the Hunter Valley began to attract international attention and acclaim. At the Exposition Universelle in Paris in 1855 Hunter Valley wines won many awards, but there was even a more prestigious recognition. A sparkling wine from the Hunter Valley beat the French champagnes for the honour of being the champagne of choice to be served at the table of Emperor Napoleon III during the closing ceremonies of the Paris Exhibition.

By the 1860s, vineyards began to move further south and west towards the foothills of the Brokenback range near Pokolbin and Rothbury, today a centre of production for world-renowned wines of every kind. The heritage of this area is a source of pride for local residents and vignerons. Our local iconic wine is widely considered to be Semillon, but the wide variety of wines sets the region apart, including Shiraz, Chardonnay, Cabernet Sauvignon and Verdelho.

Today, this part of the Hunter Valley is known as 'wine country', home to award-winning cellar doors and restaurants, fine food production and dining and is also a major entertainment centre hosting major international acts in our vineyards. It's a major NSW tourism region, with a long and venerable history.

Integrated Planning & Reporting Framework

The integrated planning and reporting framework comprises an inter-connected set of documents that plan holistically and sustainably for the future of the local government area.

Community Strategic Plan

The community strategic plan is the highest level plan that a council will prepare. Its purpose is to identify the community's main priorities and aspirations for the future and to identify strategies for achieving these goals.

In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

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

Delivery Program & Operational Plan

The delivery program is a statement of council's commitment to the community and is the single point of reference for all principal activities undertaken by the elected council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

Supporting the delivery program is an annual operational plan. It spells out the details of the program: the individual projects and activities that will be undertaken each year to achieve the commitments made in the delivery program.



Resourcing Strategy

The delivery program provides a vehicle to achieve long-term community aspirations. However, these will not be achieved without sufficient resources (time, money, assets and people) to actually carry them out.

The resourcing strategy consists of three components:

- asset management planning;
- long term financial planning;
- workforce planning.

The resourcing strategy focuses in detail on matters that are the responsibility of the council.

Annual Report

The annual report is one of the key points of accountability between a council and its community.

The annual report focuses on the council's implementation of the delivery program and operational plan (because these are the plans that are wholly the council's responsibility).

The report also includes some information that is prescribed by the Local Government (General) Regulation 2005.

Community Consultation

Community consultation is an important part of the integrated planning and reporting framework. Extensive consultation was undertaken in 2010 to develop the original community strategic plan. Council then went back to the community in 2013 and 2016-17 to confirm that the documented outcomes and objectives were still relevant.

In addition, Council has undertaken biennial community research with a representative sample of 400 residents to monitor perceptions of the progress against the desired outcomes in the community strategic plan and satisfaction with the services offered by Council.

More recently, Council has consulted with the community to determine what is meant by a "satisfactory standard" with regards to the condition of infrastructure assets. The community has determined that, at this stage of Council's asset management maturity, Council should aim for all assets to be in an "average" condition.

Community consultation for the next community strategic plan commenced in February 2021.

Reporting Our Progress

The Local Government Act 1993 requires the General Manager to provide regular progress reports to Council with respect to progress against the principal activities detailed in its delivery program with reports provided at least every six months.

The quarterly budget review statements, required under clause 203 of the Local Government (General) Regulation 2005, provide financial information in regards to estimates of income and expenditure and are separately reported to Council.

At the end of each quarter (September, December, March and June) a report is prepared to assess our progress against delivery program actions and the capital works program.

Financial Sustainability

In September 2014 the NSW Government announced the Fit for the Future reform package, its response to the Independent Local Government Review Panel's final report on NSW Local Government Reform. The reform package included proposals for councils across NSW to strengthen efficiency, performance and move towards a more sustainable position.

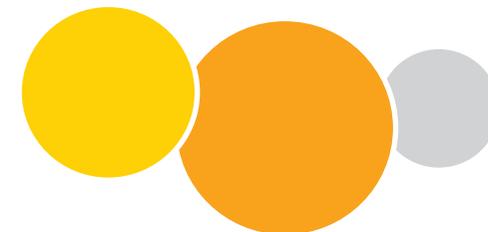
While Council achieved a positive outcome by being assessed as a "fit for the future" organisation, there is still work that needs to be done to achieve greater efficiencies across the organisation and provide the best value-for-money for our community.

The Financial Sustainability Initiative (FSI) was adopted to ensure Council continues to generate sufficient funds to provide the levels of service and infrastructure agreed with our community.

The FSI is an umbrella initiative for a series of projects that contribute to Council's fiscal future by focusing on reducing costs, increasing revenues and improving value-for-money.

FSI and other projects that contribute to Council's ongoing financial sustainability have been incorporated into Council's Integrated Planning and Reporting documents. These projects are identified throughout this document as follows:

* Project supporting financial sustainability



Operational Plan 2021-22



“

The Operational Plan is developed to implement the operational activities that will achieve the longer term strategic directions set out in the Delivery Program and Community Strategic Plan.

”

Community's desired outcome:

A connected, safe and creative community

Community's Desired Outcome:

This desired outcome relates to community wellbeing, connectedness and safety. During community engagement the participants expressed the desire for a healthy, active, engaged and cohesive community that maintained its unique local identity and friendliness into the future.

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.



- Building Assessment & Regulation
- Building Maintenance
- Cemetery Maintenance
- Cultural Development
- Community Development
- Compliance
- Economic Development/Business Services
- Environmental Health
- Environmental Services
- Executive Support
- Library Services
- Media & Communications
- Performing Arts Centre
- Recreation Facility Maintenance
- Recreation Facility Management
- Strategic Land Use Planning
- Traffic Management
- Youth Services

Objective 1.1:

Promoting social connections

Strategic Directions

- We are connected to others in our neighbourhood and across the local government area.
- Our community has opportunities to celebrate together.



DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

- | | |
|-------|--|
| 1.1.1 | Engage with the community in reconciliation activities. |
| 1.1.2 | Develop and deliver programs to engage young people. |
| 1.1.3 | Commence implementation of the Disability Inclusion Action Plan. |
| 1.1.4 | Develop and deliver a program of community and civic events. |

OPERATIONAL PLAN 2021-22 (action)

| | Operational Plan Target | Responsibility |
|--|--|---------------------------------|
| 1.1.1.a Organise an event to recognise National Reconciliation Week. | Event proposals are consulted with the Aboriginal and Torres Strait Islander Committee by April 2022. At least 1 event is organised and delivered during National Reconciliation Week. | Community & Cultural Engagement |
| 1.1.1.b Coordinate and promote a community program of activities and events for NAIDOC Week. | Continue to build relationships with external stakeholder groups to encourage engagement in the NAIDOC Week calendar of events. Increase community awareness of and participation in the week. 2022 NAIDOC Week program developed and promoted a month prior to the event. Event proposals are consulted with the Aboriginal and Torres Strait Islander Committee by May 2022. | Community & Cultural Engagement |

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|---|---|---------------------------------|
| 1.1.1.c Engage with the community in reconciliation initiatives and in developing a next action plan. | Consult with Aboriginal and/or Torres Strait Islander peoples, community groups and services on Reconciliation initiatives. Commence developing a next action plan in consultation with the community. | Community & Cultural Engagement |
| 1.1.2.a Deliver inclusive programming for Council's Cessnock Youth Centre and Outreach Service (CYCOS) that engages and encourages young people to participate in a diverse range of social, recreational and educational activities and aligns with the Cessnock City Council Youth Engagement Strategy. | Regularly consult with young people to further develop programming. Recruit, engage and support the running of a Youth Ambassador group who work together to identify and inform programming opportunities and decision making. Plan, participate in or contribute to at least 2 community events that encourages the participation of young people. | Community & Cultural Engagement |
| 1.1.2.b Deliver an inclusive programming strategy for Cessnock Youth Centre and Outreach Service (CYCOS) that engages Aboriginal and/or Torres Strait Islander young people, their families and community groups to participate in a diverse range of social, recreational and educational activities. | Regularly consult with Aboriginal and/or Torres Strait Islander young people when developing CYCOS programming. Establish, promote and deliver an information and referral service in consultation with Aboriginal and/or Torres Strait Islander young people. Participate in the delivery of group programs including the Young Parents support group. | Community & Cultural Engagement |
| 1.1.2.c Continue working in partnership with external organisations to implement youth based community programs that promote and encourage well-being, address alcohol consumption and illicit drug use. | Deliver at least 3 school based programs that encourage well-being, address alcohol consumption and illicit drug use. | Community & Cultural Engagement |
| 1.1.2.d Develop a 2022 Youth Week program that is inclusive, engaging and celebrates young people. | The 2022 Youth Week program is promoted within the community 1 month prior to Youth Week. Cessnock Youth Centre & Outreach Service (CYCOS) is an active member of the 2022 Youth Week planning group. CYCOS has a range of diverse programs listed on the 2022 Youth Week program. | Community & Cultural Engagement |
| 1.1.2.e Promote and deliver diverse and inclusive activities during school holidays engaging with children and young people across the Cessnock LGA. | The school holiday program to include activities at Cessnock Youth Centre & Outreach Service (CYCOS), Cessnock Performing Arts Centre and Cessnock City Library. The development of the program to be in consultation with children and young people. Regularly consult with young people to further develop library programming and increasing the library's engagement with young people. | Community & Cultural Engagement |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|--|---------------------------------|
| 1.1.3.a | Actively pursue continuous improvement opportunities in line with Council's Disability Inclusion Action Plan 2021-2025, building an organisation which has a focus on inclusion and accessibility. | Develop an Inclusive Communication Factsheet to assist Council staff in responding to community access requests. Promote the use of Council's Accessible & Inclusive Event Practice Guide to organisations hosting community activities and events. | Community & Cultural Engagement |
| 1.1.4.a | Coordinate and promote a community program of activities and events for the Cessnock City Seniors Festival. | Continue to build relationships with external stakeholder groups to encourage engagement in Senior's Festival. Increase community awareness of and participation in the week. Activities offered align to the 5 Ways to Well-being Framework. The evaluation for Seniors Festival to occur by 30 June 2022. | Community & Cultural Engagement |
| 1.1.4.b | Increase awareness of the City of Cessnock Hall of Fame and inductees. | Promote the City of Cessnock Hall of Fame amongst the community and stakeholder groups to increase awareness and participation in the program. | Community & Cultural Engagement |
| 1.1.4.c | Organise and deliver throughout December a diverse program of Christmas events engaging children, young people and families. | Consult with the community on opportunities for new program elements that engage and increase participation. Events promoted using a variety of media platforms and to a diverse audience. Events promoted 1 month prior. | Community & Cultural Engagement |
| 1.1.4.d | Organise ceremonies (and associated activities) for civic events such as Australia Day, Mayoral Scholarships and Citizenship presentations. | Ongoing | Executive Support |

Objective 1.2:

Strengthening Community Culture

Strategic Directions

- Our community is aware of and has access to community services.
- Our residents show pride in our local government area.
- Our community organisations have opportunities to work together to develop and deliver services.
- We have adequate multi-purpose sporting and recreation facilities.
- Our facilities are utilised by community groups.

| DELIVERY PROGRAM 2017-21 <i>(extended by 1 year due to Covid-19)</i> | | |
|--|---|-----------|
| 1.2.1 | Continue to promote the range of community services across the local government area. | |
| 1.2.2 | Collaborate with the community to develop and deliver services. | |
| 1.2.3 | Commence implementation of the Community Infrastructure Strategic Plan. | |
| 1.2.4 | Provide and manage a range of community, sporting and aquatic facilities. | |
| 1.2.5 | Develop and implement adopted masterplans for community facilities. | |
| 1.2.6 | Provide a variety of affordable interment options to the community. | |
| 1.2.7 | Prepare and implement a Sponsorship & Subsidies Policy and procedure to build community capacity. | Completed |
| 1.2.8 | Commence implementation of the LGA Signage Strategy. | Completed |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|--|---------------------------------|
| 1.2.1.a | Investigate opportunities to improve Council's communication with the community. | Focus on digital media including the growth of Cessnock City eNews and improve Council's use of Social Media through establishment of a style guide. | Media & Communications |
| 1.2.1.b | Monitor and review the implementation of Council's website. | Ensure the continued implementation of procedures in relation to the management of the website and undertake reporting to assist in identifying opportunities to improve the website. | Media & Communications |
| 1.2.1.c | Implement and provide ongoing community awareness for the Cessnock LGA Community Directory and Community Events Calendar. | Regularly maintain Council's online community information tools in collaboration with other organisations and community groups. Regularly promote Council's online community information tools at local interagency meetings. | Community & Cultural Engagement |
| 1.2.2.a | Be an active member of collaborative network groups that strive for inclusive, safer and healthier communities. This includes domestic violence, crime prevention and healthy lifestyles. | Ongoing engagement with local service providers scoping and participating in community development opportunities. Regular attendance at local interagency meetings. | Community & Cultural Engagement |
| 1.2.2.b | Promote and administer Council's Community and Cultural Development Dollar for Dollar Grant Scheme. | Advertise at least one round of funding by 30 December 2021. Distribute all funds by 30 June 2022. | Community & Cultural Engagement |
| 1.2.3.a | Liaise with community groups who operate from Council owned cultural facilities, to provide a welcoming, engaging, inclusive, safe and accessible environment. | Regularly communicate with community groups who operate from Council owned cultural facilities. Provide support to the next term Marthaville Arts and Cultural Centre Management Committee including induction on Section 355 Committee processes. Funding grants for Richmond Main Colliery renewal works prepared and submitted in accordance with the sites Conservation Management Plan. | Community & Cultural Engagement |
| 1.2.3.b | Commence stage 1 refurbishment works for the creation of a cultural hub at Cessnock Performing Arts Centre and continue to pursue funding opportunities ensuring the facility remains a high-quality cultural venue. | Rebranding of the facility investigated including options identified for renaming the facility to include both the performing and creative arts. Funding applications submitted ensuring the facility remains a high-quality cultural venue including applications for projects that seek to finalise the construction of the cultural hub. Consult with the community in developing inclusive programming strategies for the newly created makers and exhibition space. | Community & Cultural Engagement |
| 1.2.3.c | Investigate and pursue funding opportunities for renewal works at Cessnock City Library Branch further creating a facility that is modern and revitalised. | Ongoing with funding grants for renewal works to be in accordance with Council's Asset Management Plan. | Community & Cultural Engagement |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|---|--|-----------------------------------|
| 1.2.4.a | Promote and deliver Council's Dollar for Dollar programs to community groups including the eligibility criteria for infrastructure projects that seek to improve Council owned and/or managed community facilities to be welcoming, engaging, inclusive, safe and accessible. | Advertise at least one round of funding by 30 December 2021. Distribute all funds by 30 June 2022. | Open Space & Community Facilities |
| 1.2.4.b | * Prepare and submit applications for funding to improve and/or construct community, sporting and aquatic facilities. | Where criteria can be met, applications will be submitted for projects contained within adopted Strategic Plans, Masterplans, Operational and Delivery Plans and opportunities as they arise. Examples of funding include but are not limited to:- Heritage Grants - Caring for State heritage Public Reserves Management Fund Infrastructure Grants Everyone Can Play Community Swimming Grant Community Building Partnership Stronger Country Communities Rebuilding NSW Regional Growth - Environment & Tourism Resources for Regions NSW Regional Communities Development Fund NSW Community Safety Fund Regional Sports Infrastructure Building Better Regions Funds Social Housing Community Improvement Fund Club Grants National Stronger Regions Fund Hunter Infrastructure and Investment Fund | Open Space & Community Facilities |
| 1.2.4.c | Support community groups to manage facilities in conjunction with Council by providing assistance and advice within resources where appropriate. | Review/renew/implement four lease and/or licence agreements by 30 June 2022. | Open Space & Community Facilities |
| 1.2.5.a | Continue to develop masterplans for community, sporting and aquatic facilities. | Develop - Kurri Kurri Central Sports Precinct and Drain Oval Cessnock. | Open Space & Community Facilities |
| 1.2.6.a | Implement the Cessnock City Council Cemeteries Masterplan. | Submit applications for funding where applicable and delivering projects listed in the Cemeteries Capital Works Program. | Open Space & Community Facilities |

*** Project supporting financial sustainability**

Objective 1.3:

Promoting safe communities

Strategic Directions

- Our residents and visitors feel safe in the Cessnock local government area.
- Our CBD areas are safe at night.
- Our roads are safe for motorists and pedestrians.

DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

| | |
|-------|--|
| 1.3.1 | Participate in collaborative partnerships to prevent crime. |
| 1.3.2 | Carry out regulatory and education programs to protect residential amenity and community health and safety. |
| 1.3.3 | Continue to comprehensively and professionally process construction certificates and complying development certificates. |
| 1.3.4 | Continue implementation of local government road safety projects from the Road Safety Strategic Plan 2020-24. |
| 1.3.5 | Improve the safety of the road network. |

OPERATIONAL PLAN 2021-22 (action)

| | Operational Plan Target | Responsibility | |
|---------|---|---|----------------|
| 1.3.1.a | Collaborate through participation on the Cessnock City Liquor Accord and Community Safety Precinct Committee. | Attend meetings as required. | Infrastructure |
| 1.3.2.a | Assess requests for additional, changes to existing, and special event alcohol-free zones. | Assess requests as required. | Infrastructure |
| 1.3.2.b | Conduct two internal driver awareness sessions to improve health and safety through compliance with road rules. | Deliver sessions in concert with HR team. | Infrastructure |
| 1.3.2.c | Conduct two workshops for supervisors of learners drivers. | Deliver workshops in accordance with Local Government Road Safety Program as per approved project timeframes. | Infrastructure |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|---|--|-------------------|
| 1.3.3.a | Upon receipt of all required information, assess and determine Complying Development Certificate applications within 10 days and Construction Certificate applications within 25 days from the date of lodgement. | Ongoing. | Health & Building |
| 1.3.4.a | Deliver road safety education and awareness programs on alcohol and fatigue under the joint Local Government Road Safety Program. | Delivery of road safety education on alcohol and fatigue in accordance with Local Government Road Safety Program as per approved project timeframes. | Infrastructure |
| 1.3.4.b | Implement the Road Safety Strategic Plan 2020-24, by conducting drive behaviour campaigns to target key risk factors of speeding, drink driving, fatigue and motor cycle safety. | Deliver road safety education on speeding, drink driving, fatigue and motor cycle safety. | Infrastructure |
| 1.3.5.a | Provide designs and documentation for traffic facilities and road works listed in the adopted Capital Works Program to improve the safety of the road environment. | Provide designs and documentation as required. | Infrastructure |
| 1.3.5.b | On-going assessment of applications for Restricted Access Vehicle movements within the LGA. | Assess and process applications as received from NHVR. | Infrastructure |
| 1.3.5.c | Research and respond to road safety and road engineering enquiries. | Respond to road safety and road engineering enquires on demand and submit to Local Traffic Committee process where necessary. | Infrastructure |
| 1.3.5.d | Provide traffic engineering comments to Development Services and prepare reports for, and facilitate the Local Development Committee (Traffic). | Respond to Development related traffic engineering referrals and report to and facilitate Local Development Committee meetings as required. | Infrastructure |
| 1.3.5.e | Prepare reports for, and facilitate the Local Traffic Committee. | Report to and facilitate LTC meetings as required. | Infrastructure |
| 1.3.5.f | Collaborate with partners to develop and maintain a public street lighting network to improve the safety of the road network. | Collaborate, develop and maintain public lighting as required. | Infrastructure |
| 1.3.5.g | *Oversee the accelerated replacement of existing eligible street lights with energy efficient LEDs. | Continue oversight of LED accelerated replacement program in accordance with program guidelines and timeframes. Manage eligible luminaire residual value claims to DPIE and in relation to LED rollout and maintenance of public lighting. | Infrastructure |
| 1.3.5.h | Engage with Schools within the Cessnock LGA regarding road safety around schools. | Provide support to schools on road safety and infrastructure. | Infrastructure |
| 1.3.5.i | Fullfill legislative obligations as per the National Rail Safety Regulator in relation to rail interface within the Cessnock LGA. | Ongoing | Infrastructure |

* Project supporting financial sustainability

Objective 1.4:

Fostering an articulate and creative community

Strategic Directions

- We have thriving cultural precincts throughout the local government area that celebrate our heritage and culture.
- We have a diverse program of cultural and heritage activities.

DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

1.4.1 Develop and deliver the annual Cessnock Performing Arts Centre season program.

1.4.2 Continue implementation of the priority projects from the Cessnock City Library Review, Report & Strategy.

1.4.3 Promote and participate in a range of cultural and heritage activities across the local government area.

Reported at 1.1

OPERATIONAL PLAN 2021-22 (action)

1.4.1.a Deliver an engaging Cessnock Performing Arts Centre season with programming strategy that considers Council's community plans, diversity and inclusion.

Operational Plan Target

Launch of the 2022 Season Program by 28 February 2022.

2022 Season Program is inclusive of works for adults, families, children and young people audiences.

2022 Season Program will include where available performances presented by Aboriginal and/or Torres Strait Islander theatre companies and/or with Aboriginal and/or Torres Strait Islander actors.

Introduction of a six-monthly program format promoted on the venue's social media accounts, website and print media.

Principles of Council's Disability Inclusion Action Plan 2021-2025 are included within the programming strategy.

Responsibility

Community & Cultural Engagement



| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|--|--|---------------------------------|
| 1.4.1.b Deliver programs at Cessnock Performing Arts Centre that engage children and young people in cultural expression. | Expansion of children and young people school holiday programming in partnership with Cessnock City Library and Cessnock Youth Centre & Outreach service (CYCOS). Continue to strengthen the venue's strong reputation for presenting high quality performances for children and young people with at least 4 performances to be held annually. | Community & Cultural Engagement |
| 1.4.2.a Develop and promote Cessnock City Library digital services. | Ongoing promotions of library digital services in the Cessnock City Library Newsletter and Library Facebook site. Regular library sessions made available to the community throughout the year raising awareness and education for how to access library digital services. | Community & Cultural Engagement |
| 1.4.2.b Develop and deliver diverse and inclusive lifelong learning programs, arts and local history exhibitions at Cessnock Library and Kurri Kurri Library Branches. | Deliver at least 4 local history events. Host a minimum 2 local art exhibitions that integrate with celebratory community events. Library events are promoted at least 1 month prior. | Community & Cultural Engagement |

MEASURES

| Measures | Context/Benchmark | Base | Target |
|---|--|--------------------------------|-----------------|
| Regulatory Premises inspections | <p>This measure is the number of regulatory premises inspections carried out divided by the programmed regulatory premises inspections during a year.</p> <p>Regulatory premises inspections include food shop inspections, skin penetration inspections etc.</p> <p>This is a measure of Council's contribution to the health and safety of the community.</p> <p>In 2015-16 there were 732 inspections and 95% of programmed inspections were carried out.</p> | 95% 2015-16 | 100% |
| Public Swimming Pool and Spa inspections | <p>This measure is the number of public swimming pools and spas inspected divided by the programmed number of public swimming pool and spa inspections.</p> <p>This is a measure of Council's contribution to the health and safety of the community.</p> <p>In 2015-16 there were 94 public swimming pools and spas and 100% of programmed inspections were carried out.</p> | 100% 2015-16 | 100% |
| Participation in major civic and community events and programs. | <p>This measure is the number of community members attending and participating in major civic and community events and programs provided by CPAC each year.</p> | 2,500 2015 | Increase |
| Cessnock Performing Arts Centre Audience | <p>This measure is the number audience members that have attended performances at the Cessnock Performing Arts Centre in a calendar year.</p> <p>This measure is sourced from the centre's ticketing system.</p> | 12,028 2015 | Maintain |
| Library Programs | <p>This measure is the number of programs offered at Council's libraries.</p> <p>This data is sourced from NSW Public Libraries statistics.</p> <p>This is a measure of the libraries engagement with the community for the purpose of both recreation and education.</p> <p>In 2014-15 the median for NSW public libraries was 563 programs.</p> | 810 programs 2014-15 | > NSW median |
| Library Programs | <p>This measures the number of attendees at library programs.</p> <p>This data is sourced from NSW Public Libraries statistics.</p> <p>This is a measure of the libraries engagement with the community for the purpose of both recreation and education.</p> <p>In 2014-15 the median for NSW public libraries was 11,582 attendees.</p> | 15,582 attendees 2014-15 | > NSW median |
| Seniors Week | <p>This measures the diversity and growth of activities offered on the Seniors Week calendar.</p> <p>Number of activities listed in Seniors Week event calendar.</p> <p>The target measure was 15 in 2015-16.</p> | 15 2015-16 | Increase |
| Seniors Week | <p>This measures the engagement with the community during Seniors Week.</p> <p>Number of attendees at Seniors Week events.</p> <p>This measure was 1,500 in 2016-17.</p> | 1,500 2016-17 | Maintain |

| Measures | Context/Benchmark | Base | Target |
|------------------------------|--|--------------------|----------|
| Engagement with young people | <p>This measure is the number of young people attending and participating in structured programs and drop-in services with CYCOS each year.</p> <p>This is a measure of the effectiveness of Council's provision of services to young people.</p> <p>This measure was 11,234 in 2015-16.</p> | 11,234 2015-16 | Maintain |
| Youth Week | <p>This measures the diversity and growth of activities offered on the Youth Week calendar.</p> <p>Number of activities listed in Youth Week event calendar.</p> <p>The target measure in was 15 in 2015-16.</p> | 15 2015-16 | Increase |
| Youth Week | <p>This measures the engagement with the community during Youth Week.</p> <p>Number of attendees at Youth Week events.</p> <p>This measure was 1,800 in 2016-17.</p> | 1,800 2016-17 | Maintain |
| NAIDOC Week | <p>This measures the diversity and growth of activities offered on the NAIDOC Week calendar.</p> <p>Number of activities listed in NAIDOC Week event calendar.</p> <p>The target measure was 10 in 2015-16.</p> | 10 2015-16 | Increase |
| NAIDOC Week | <p>This measures the engagement with the community during NAIDOC Week.</p> <p>Number of attendees at Council hosted NAIDOC Week events.</p> <p>This measure was 2,800 in 2016-17.</p> | 2,800 2016-17 | Maintain |
| Aquatic Facility Patronage | <p>This is a measure of attendance and utilisation of Kurri Kurri Aquatic & Fitness Centre.</p> <p>Number of customers per annum. This data is sourced from attendance data.</p> <p>This measure was 120,000 in 2015-16.</p> | 120,000 2015-16 | >120,000 |
| Aquatic Facility Patronage | <p>This is a measure of attendance and utilisation of Cessnock Aquatic facility.</p> <p>Number of customers per annum. This data is sourced from attendance data.</p> <p>This measure was 42,102 in 2016-17.</p> | 42,102 2016-17 | >42,150 |
| Aquatic Facility Patronage | <p>This is a measure of attendance and utilisation of Branxton Aquatic facility.</p> <p>Number of customers per annum. This data is sourced from attendance data.</p> <p>This measure was 25,771 in 2016-17.</p> | 25,771 2016-17 | >25,800 |

INTEGRATED PLANS AND STRATEGIC STUDIES

- Cessnock LGA Signage Strategy
- Community Infrastructure Strategic Plan
- Cycling Strategy, Cessnock City Council
- Disability Inclusion Action Plan
- Library Review, Report & Strategy
- Youth Engagement Strategy
- Recreation & Open Space Strategic Plan
- Road Safety Strategic Plan
- Trails Strategy

CAPITAL WORKS PROGRAMS

A CONNECTED, SAFE & CREATIVE COMMUNITY



POOLS FACILITIES
RENEWAL



COMMUNITY
BUILDINGS RENEWAL



RECREATION
BUILDINGS RENEWAL



CEMETERIES
FACILITIES
CONSTRUCTION



CULTURAL
FACILITIES RENEWAL

Operational Budget - A Connected, safe and creative community

| Operational Budget | | | | | | |
|---|------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------|-------------------|
| Activity | 2020-21 Adopted Budget | 2021-22 Operating Expenditure | 2021-22 Operating Revenue | 2021-22 Capital Expenditure | 2021-22 Capital Revenue | 2021-22 Budget |
| A connected, safe and creative community | | | | | | |
| Social Planning | 31,700 | 32,514 | - | - | - | 32,514 |
| Youth Services | 275,200 | 331,816 | (5,029) | - | - | 326,787 |
| Building Maintenance | 1,456,800 | 1,350,450 | 25,469 | - | - | 1,375,919 |
| Tidy Towns | 39,800 | 41,123 | (1,000) | - | - | 40,123 |
| Open Space and Community Facilities | 4,996,526 | 4,983,248 | (126,237) | 1,777,260 | (1,602,408) | 5,031,863 |
| Asset Management - Buildings | 890,288 | 706,268 | (704,106) | 1,286,006 | (281,827) | 1,006,341 |
| Recreation Parks | 658,700 | 97,650 | - | - | - | 97,650 |
| Cemeteries | 162,900 | 410,218 | (272,452) | 39,951 | - | 177,717 |
| Swimming Pools | 1,610,800 | 1,292,032 | (934,168) | 1,402,723 | - | 1,760,587 |
| Sanitary | 7,750 | 49 | 8,838 | - | - | 8,887 |
| Health & Building | 209,400 | 187,311 | - | - | - | 187,311 |
| Environmental Health | 604,550 | 844,526 | (236,627) | - | - | 607,899 |
| On-Site Sewage Management | (496,500) | - | (510,340) | - | - | (510,340) |
| Ranger/Animal Control | 571,131 | 1,239,524 | (775,012) | - | - | 464,512 |
| Rural Fire Services | 678,600 | 885,005 | (272,822) | - | - | 612,183 |
| State Emergency Services | 459,067 | 470,147 | (65,993) | - | - | 404,154 |
| Road Safety | 22,700 | 107,572 | (56,000) | - | - | 51,572 |
| Libraries | 1,734,339 | 1,887,390 | (194,292) | 212,950 | (48,000) | 1,858,048 |
| Cessnock Performing Arts Centre | 937,755 | 1,128,968 | (150,211) | - | - | 978,757 |
| Cessnock Regional Art Gallery | 76,205 | 6,393 | 4,000 | - | - | 10,393 |
| Community & Cultural Programs | 429,100 | 445,437 | (53,814) | - | - | 391,623 |
| Marthaville | 22,300 | 22,620 | - | - | - | 22,620 |
| Richmond Main | 87,500 | 32,559 | 10,900 | - | - | 43,459 |
| Wollombi Cultural Centre | 2,000 | 2,035 | - | - | - | 2,035 |
| Sub-Total | 15,468,611 | 16,504,855 | (4,308,896) | 4,718,890 | (1,932,235) | 14,982,614 |

Note: The amounts in this table do not include non cash items of: Depreciation, Net Loss on Disposal of Assets and estimated S7.11 receipts.

2021-2022 CAPITAL WORKS

| Cemeteries Facilities Construction Program (CFC) | | | |
|--|-----------------|---------------|-----------------|
| Location | Description | Budget | Project ID |
| Greta | Fence Renewal | \$26,634 | CFC-2022-001 |
| Greta | Signage Renewal | \$13,317 | CFC-2022-002 |
| | | Total | \$39,951 |
| <i>Funding source:</i> | | Reserves | \$30,000 |
| | | General Funds | \$9,951 |

| Cultural and Community Buildings Renewal Program (RBC) | | | |
|--|---|-------------------------|--------------------|
| Location | Description | Budget | Project ID |
| Various Facilities | Asset Renewal | \$63,619 | RBC-2022-001 |
| Cessnock Library | Internal Painting and Flooring | \$55,646 | RBC-2022-002 |
| Marthaville | External Painting | \$50,895 | RBC-2022-003 |
| Branxton Community Hall | Kitchen upgrade | \$25,447 | RBC-2022-004 |
| Cessnock Performing Arts Centre | Refurbishment - Stage 1 | \$936,097 | RBC-2022-005 |
| Richmond Main Colliery | Remediation Action Plan - Interim Works | \$154,302 | RBC-2022-006 |
| | | Total | \$1,286,006 |
| <i>Funding source:</i> | | General Funds | \$376,006 |
| | | Developer Contributions | \$628,173 |
| | | Grants | \$281,827 |

Community Buildings Construction Program (CBC)

| Location | Description | Budget | Project ID |
|---------------------------|---|------------------|--------------|
| Various Council Buildings | Solar Panel Installation | \$52,868 | CBC-2021-001 |
| Laguna Community Hall | Bushfire Disaster Preparedness Upgrades | \$40,000 | CBC-2022-001 |
| Wollombi Community Hall | Bushfire Disaster Preparedness Upgrades | \$20,000 | CBC-2022-002 |
| Total | | \$112,868 | |
| <i>Funding source:</i> | | Reserves | \$51,434 |
| | | Grants | \$60,000 |
| | | General Funds | \$1,434 |

Recreation Buildings Renewal Program (RBR)

| Location | Description | Budget | Project ID |
|-----------------------------|-----------------------------------|------------------|--------------|
| Cessnock Sportsground | Replacement of Grandstand Seating | \$157,156 | RBR-2022-001 |
| Orange Street Oval Abermain | Food Premises Compliance Program | \$25,447 | RBR-2022-002 |
| Total | | \$182,603 | |
| <i>Funding source:</i> | | General Funds | \$182,603 |

Pools Facilities Renewal Program (RFP)

| Location | Description | Budget | Project ID |
|---------------------------------|----------------------------------|-------------------------|--------------|
| Cessnock Pool | Splash Pad | \$1,018,567 | RFP-2020-004 |
| Branxton, Cessnock, Kurri Kurri | Aquatic Facility Renewal Program | \$120,439 | RFP-2021-004 |
| Branxton, Cessnock, Kurri Kurri | Aquatic Facility Renewal Program | \$263,717 | RFP-2022-001 |
| Total | | \$1,402,723 | |
| <i>Funding source:</i> | | General Funds | \$312,553 |
| | | Developer Contributions | \$569,870 |
| | | Reserves | \$100,000 |
| | | Grants | \$420,300 |

Community's desired outcome:

A sustainable and prosperous economy

Community's Desired Outcome:

This desired outcome identifies the need to attract a diverse range of businesses, industries and services together with improved access to education, training and employment opportunities to ensure we have a sustainable and prosperous economy in Cessnock.

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.

- Economic Development/Business Services
- Hunter Valley Visitor Centre Services
- Strategic Economic Research & Analysis
- Strategic Land Use Planning



Objective 2.1:

Diversifying local business options

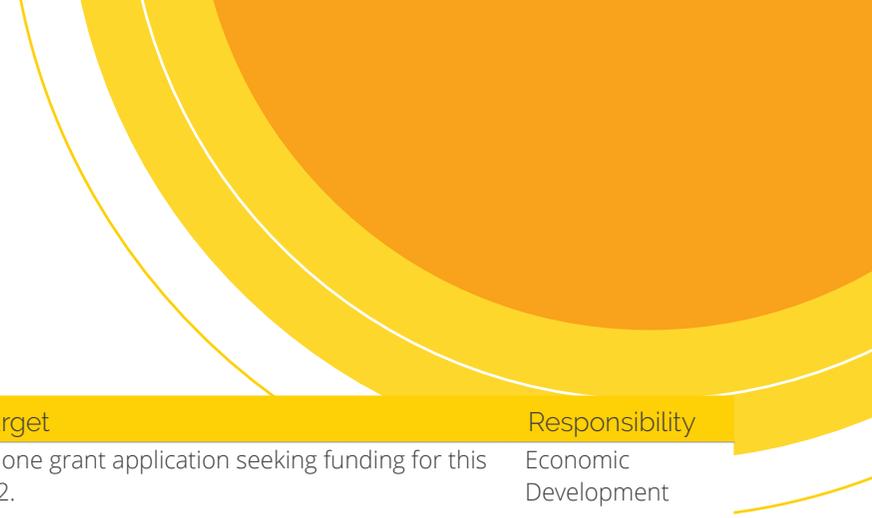
Strategic Directions

- Our local government area is attractive to and supportive of business.
- We have a diversity of businesses and industries across the local government area.
- We have adequate industrial and employment lands and thriving commercial precincts.

| DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19) | | |
|---|---|-----------|
| 2.1.1 | Undertake a follow-up Business Capability Study (to include trend analysis) and a Liveability Study. | |
| 2.1.2 | Identify opportunities and advocate for economic development and infrastructure funding. | |
| 2.1.3 | Implement a Business Investment Attraction Program. | |
| 2.1.4 | Provide support for activation of commercial centres, business engagement, promotion and support for business growth. | |
| 2.1.5 | Finalise and commence implementation of the Cessnock Commercial Precinct, Public Domain Plan, DCP and s94 Plan. | Completed |
| 2.1.6 | Finalise and commence implementation of the Kurri Kurri District Plan and Town Centre Masterplan, Public Domain Plan, DCP and s94 Plan. | Completed |
| 2.1.7 | Continue delivery of the Branxton Sub-Regional Plan - Stage 2. | Completed |

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|---|---|----------------------|
| 2.1.2.a *Undertake research for economic analysis and reporting, prepare publications, submissions, and discussion papers and collate economic development information pertaining to major funding attraction. | Complete three economic related government submissions by 30 June 2022. Submit five economic development grant applications by 30 June 2022. | Economic Development |
| 2.1.2.b Update and promote the economic development and infrastructure funding advocacy agenda. | Completed by 30 June 2022. | Economic Development |
| 2.1.3.a Develop an Investment Attraction Brand and Style Guide that will provide the foundation for business investment attraction activities. | Completed by 1 December 2021. | Economic Development |
| 2.1.3.b Collaborate with Advance Cessnock partners and the NSW Investment Concierge Service to facilitate and accommodate investment leads. | Hold four Advance Cessnock City Partners meetings by 30 June 2022. Maintain monthly meetings with the NSW Investment Concierge Service. | Economic Development |
| 2.1.3.c Update the Advance Cessnock City Website using the Investment Attraction Brand and Style Guide. | Completed by 30 June 2022. | Economic Development |
| 2.1.4.a Support Advance Cessnock City partnership through providing economic development grants and sponsorship for projects which improve the business environment, build capacity and capabilities amongst businesses, stimulate investment, enterprise and job creation as well as enhance the city's image. | 2021-22 Grant and sponsorship applications open 20 March 2022. 2021-22 Grant and sponsorship applications close 24 April 2022. 2021-22 Grant and sponsorship funding awarded by 30 June 2022. 2020-21 Grant and sponsorship project acquittal completed by 30 June 2022. | Economic Development |
| 2.1.4.b Support and nurture existing economic activity in the city through Advance Cessnock City, collaborate with Advance Cessnock partners and foster sustained business productivity, growth and employment through business engagement opportunities and projects. | Promote and support twelve business training programs by 30 June 2022. Run 10 "Support Local" advertising campaigns by 30 June 2022. | Economic Development |
| 2.1.4.c Seek funding for a Central Business District (CBD) Activation Program that: <ul style="list-style-type: none"> • Develops a CBD character statement to inform place activation • Reviews the Development Control Plan for the CBD to ensure development follows the desired character • Works with private building owners to upgrade facades, signs and awnings • Utilise lighting to promote night activation and activities • Increase shade and vegetation | Submit a minimum of one grant application by 30 June 2022 for funding to complete CBD activation activities. | Economic Development |

* Project supporting financial sustainability



| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|---|--|----------------------|
| <p>2.1.4.d Seek funding to re-invigorate and expand the Olive Industry within the Cessnock local government area (LGA) that includes:</p> <ul style="list-style-type: none">• Activation of 30,000 idle olive trees across the LGA• Identify and document the desired olive tree varieties and planting layout suitable for production in the Hunter Valley• Increasing the olive tree numbers in the Hunter Valley• Establish an efficient commercial processing and kitchen facility for olives within the LGA• Establish a 'shopfront' in Cessnock as one part of a holistic campaign to promote the Hunter Valley Olive Industry. | Submit a minimum of one grant application seeking funding for this action by 30 June 2022. | Economic Development |
| <p>2.1.4.e Seek funding to create a new role within Council to promote the agriculture and horticulture industries (Development Officer). The Agriculture Industry Development Officer will:</p> <ul style="list-style-type: none">• Be a focal point and provide leadership in the development of a broader Agriculture and Food Strategy for the LGA• Connect industry stakeholders, understand aggregated demand and supply and provide access to specialised capabilities as needed• Support events that showcase the agricultural offerings of the LGA• Support the agricultural industry in navigating Council planning and compliance requirements. | Submit a minimum of one grant application seeking funding for this action by 30 June 2022. | Economic Development |
| 2.1.5.a Finalise the Hydro Aluminium Planning Proposal, DCP and Section 7.11 Plan. | Council adoption by 31 December 2021. | Strategic Planning |

Objective 2.2:

Achieving more sustainable employment opportunities

Strategic Directions

- We have learning opportunities for people of all ages.
- We have employment opportunities in the local government area.

DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

| | | |
|-------|---|-----------|
| 2.2.1 | Develop and communicate employment-related information to businesses. | Completed |
| 2.2.2 | Undertake a Skills Needs Analysis and collaborate with State and Federal Governments to promote employment. | |
| 2.2.3 | Continue the Cessnock City Youth First Project. | Completed |
| 2.2.4 | Provide and promote apprenticeships and traineeships within Council. | |

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|-----------------------------------|--|----------------------|
| 2.2.1.a | Provide monthly Advance Cessnock City news updates, provide critical and relevant information to businesses via the Advance Cessnock City website and provide monthly job information updates via the Cessnock City Jobs Portal. | Economic Development |
| 2.2.1.a | Release twelve monthly E-News updates by 30 June 2022. Complete fortnightly jobs portal updates until 30 June 2022. Ongoing monitoring and maintenance of the Advance Cessnock City website. | |
| 2.2.2.a | Use the Cessnock City Jobs Portal and Business Capability Study to support the quarterly jobs forums aimed at improving employment and training outcomes. | Economic Development |
| 2.2.2.b | Coordinate and fund 700 hours of driver training to disadvantaged youth seeking their provisional drivers licence. | Economic Development |
| 2.2.4.a | Create and deliver a Disadvantaged Youth Driver Training Program utilising Resources for Regions Grant Funding. | |
| 2.2.4.a | Continue to implement the graduate, trainee and apprenticeship framework. | Human Resources |
| 2.2.4.b | Promote, expand and deliver the Mayoral Scholarship Education and Training Program. | Economic Development |
| 2.2.4.b | Update the Mayoral Scholarship Prospectus by 30 November 2021. Promote and obtain program sponsors by 31 January 2022. Invite, select and award Mayoral Scholarships by 30 April 2022. | |

Objective 2.3:

Increasing tourism opportunities and visitation in the area

Strategic Directions

- We have a range of diverse visitor experiences across the entire local government area.
- Our local government area is attractive to visitors

DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

| | |
|-------|--|
| 2.3.1 | Collaboratively identify markets and promote the local government area's tourism industry. |
| 2.3.2 | Promote and grow the Hunter Valley Visitor Centre. |
| 2.3.3 | Support major community events and festivals. |
| 2.3.4 | Commence implementation of the Vineyard Signage Strategy. |

OPERATIONAL PLAN 2021-22 (action)

| | Operational Plan Target | Responsibility | |
|---------|--|--|----------------------|
| 2.3.1.a | Deliver the Cessnock City Council related actions generated from the Hunter Valley Wine Tourism Alliance. | Attend quarterly Hunter Valley Wine Tourism Alliance meetings. | Economic Development |
| 2.3.1.b | Provide a joint tourism service with Hunter Valley Wine and Tourism Association that provides destination marketing and in destination tourism services for the benefit of regional tourism. | Obtain 300 members by 30 September 2021. Create and distribute the 2022 Hunter Valley Visitor Guide by 30 April 2022. Create and distribute the 2022 Hunter Valley Visitor Map by 30 April 2022. | Economic Development |
| 2.3.1.c | In partnership with Singleton Council and Hunter Valley Wine and Tourism Association, update the Hunter Valley Destination Management Plan. | Create a new Hunter Valley Destination Management Plan by 30 June 2022. | Economic Development |



| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|--|---|----------------------|
| 2.3.2.a Provide quality visitor services to Level 1 Accreditation standards under the Accredited Visitor Information Centre network. | Accreditation review form completed by 1 February 2022. Accreditation received by 1 April 2022. Provide ongoing visitor services. | Economic Development |
| 2.3.2.b * Promote and sell Hunter Valley Visitor Information Centre products in store and online. | Upgrade the Visitor Information Centre website to allow online purchases by 30 June 2022. Achieve budgeted merchandise sales by 30 June 2022. | Economic Development |
| 2.3.2.c Investigate installing a colour capable external lighting system at the Hunter Valley Visitor Information Centre that encourages twilight use of the picnic tables. If feasible and budget allows, then install a new colour capable external lighting system. | Complete the external colour lighting feasibility investigation by 1 December 2021. | Economic Development |
| 2.3.3.a Process applications for the regulation of traffic associated with community events, road events and festivals. | Assess applications for regulation of traffic associated with community events and festivals as received in accordance with statutory timeframes. | Infrastructure |
| 2.3.4.a Continue implementation of the Hunter Valley Wine Country Signage Strategy subject to grant funding being received. | Seek grant funding opportunities to support implementation of strategy. | Infrastructure |
| 2.3.4.b Prepare a methodology to repeal the existing Vineyard Mapping System and engage the community. | Completed by 30 June 2022. | Infrastructure |

*** Project supporting financial sustainability**

MEASURES

| Measures | Context/Benchmark | Base | Target |
|---|---|--------------------|----------|
| Satisfaction with economic development activities | This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's efforts in encouraging business and industry on a scale of 1-5 where 1 = low satisfaction and 5 = high satisfaction. The 2016 rating was 3.16 (compared with 3.07 in 2014). | 3.16 2016 | >3 |
| Engagement with business community | This measure is the number of unique visitors on the Advance Cessnock City website (sourced from the website analytics). This is a measure of engagement with the local business community. The number of unique visitors in 2015-16 was 25,860. | 25,860 2015-16 | 28,000 |
| Engagement with potential tourists | This measure is the number of unique visitors on the Hunter Valley Visitor Centre website (sourced from the website analytics). This is a measure of engagement with tourists/potential tourists to the area. The number of unique visitors in 2015-16 was 361,918. | 361,918 2015-16 | 398,000 |
| Visits to Hunter Valley Visitor Centre | This measure is the number of visitors to the Hunter Valley Visitor Centre (sourced from the counters at the entranceto the Hunter Valley Visitor Centre). This is a measure of in-bound tourism to the area. The number of visitors in 2016 was 102,175. | 102,175 2016 | >100,000 |

INTEGRATED PLANS AND STRATEGIC STUDIES

- Branxton Sub Regional Land Use Plan, Structure Plan and Town Centre Masterplan
- Cessnock Economic Development Strategy - Strategies & Actions
- Cessnock CBD Masterplan, Cessnock City Council
- Centres and Places Activation Plan
- Destination Management Plan - Tourism Hunter
- Destination Management Plan - Cessnock & Singleton LGAs
- Hunter Valley Visitor Centre Strategy
- Sustainable Cessnock - CBD Business and Marketing Plan, Cessnock Chamber of Commerce and Cessnock City Council 2009

PROGRAMS

A SUSTAINABLE AND PROSPEROUS ECONOMY



CESSNOCK CBD
MASTERPLAN



KURRI KURRI
DISTRICT PLAN



HUNTER VALLEY
VISITOR CENTRE



VINEYARD SIGNAGE



ECONOMIC
DEVELOPMENT

Operational Budget - A sustainable and prosperous economy

| Operational Budget | | | | | | |
|---|------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------|----------------|
| Activity | 2020-21 Adopted Budget | 2021-22 Operating Expenditure | 2021-22 Operating Revenue | 2021-22 Capital Expenditure | 2021-22 Capital Revenue | 2021-22 Budget |
| A prosperous and sustainable economy | | | | | | |
| Economic Development | 567,300 | 511,570 | (60,000) | 60,000 | - | 511,570 |
| Visitors Information Centre | 390,119 | 621,554 | (289,197) | - | - | 332,357 |
| Sub-Total | 957,419 | 1,133,124 | (349,197) | 60,000 | - | 843,927 |

Note: The amounts in this table do not include non cash items of: Depreciation, Net Loss on Disposal of Assets and estimated \$7.11 receipts.

2021-2022 CAPITAL WORKS

Cessnock Civic Revitalisation Program (RRC)

| Location | Description | Budget | Project ID |
|------------------------|---|------------------|--------------|
| Cessnock CBD | Civic Precinct Upgrade Stage 2 Library Shared Zone - Phase 2 Detailed Design, Phase 3 Construct | \$808,298 | RCC-2022-001 |
| Total | | \$808,298 | |
| <i>Funding source:</i> | | Grants | \$769,910 |
| | | General Funds | \$38,388 |

Kurri Kurri Town Centre Program (CTK)

| Location | Description | Budget | Project ID |
|-------------------------------|---|-------------------------|--------------|
| Kurri Kurri Commercial Centre | Upgrade Commercial Centre Stage 1 - Phase 2 Detailed Design, Phase 3 Construction | \$1,104,096 | CTK-2020-001 |
| Col Brown Rotary Park | Park Beautification | \$520,896 | CTK-2021-002 |
| Lang Street, Kurri Kurri | Associated Roadworks Stage 1 - Phase 2 Detailed Design, Phase 3 Construct | \$562,725 | CTK-2021-001 |
| Total | | \$2,187,717 | |
| <i>Funding source:</i> | | Grants | \$1,463,858 |
| | | Developer Contributions | \$500,000 |
| | | Reserves | \$36,000 |
| | | General Funds | \$187,859 |

Community's desired outcome:

A sustainable and healthy environment

Community's Desired Outcome:

This desired outcome focuses on the conservation and preservation of the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.

- Compliance
- Environmental Health
- Environmental Services
- Open Space Management
- Roads & Drainage Construction
- Strategic Asset Planning
- Strategic Environmental Planning
- Strategic Land Use Planning
- Waste Services



Objective 3.1:

Protecting and enhancing the natural environment and the rural character of the area

Strategic Directions

- Our area's rural character and heritage is protected.
- Our community is aware of the value of natural resources and biodiversity.
- Our environmental amenity is protected and enhanced.
- Our waterways and catchments are maintained and enhanced.

DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

| | | |
|--------|---|---------------------|
| 3.1.1 | Finalise Cessnock City Planning Strategy and commence implementation. | |
| 3.1.2 | Undertake a strategic land use review of the urban villages in the local government area. | Reported at 3.1.1.a |
| 3.1.3 | Progress the review of land use planning controls within the vineyard district. | |
| 3.1.4 | Continue implementation of the Biodiversity Strategy. | |
| 3.1.5 | * Continue to implement the Carbon Management & Energy Reduction Strategy. | |
| 3.1.6 | Manage the risks of climate change and improve resilience to extreme weather events, flooding, bushfire, mine subsidence and land contamination. | |
| 3.1.7 | Manage Council's environmental assets. | |
| 3.1.8 | Carry out regulatory and education programs to protect and enhance the natural environment and environmental health. | |
| 3.1.9 | Commence implementation of the priority recommendations from flood studies and risk management plans for major catchments in the local government area. | |
| 3.1.10 | Continue implementation of Council's Stormwater, Waterway and Flooding Strategy 2018 to protect and enhance the natural environment. | |
| 3.1.11 | Commence development of a street tree strategy. | |

* Project supporting financial sustainability

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|--|--------------------|
| 3.1.1.a | Continue review of Cessnock LEP 2011. | Report to Council seeking endorsement to obtain Gateway determination by 30 June 2022. | Strategic Planning |
| 3.1.1.b | Finalise the Environmental Lands Study. | Final Report by 31 March 2022. | Strategic Planning |
| 3.1.1.c | Finalise the Heddon Greta, Cliftleigh Corridor Strategy. | Adoption of final strategy by 30 June 2022. | Strategic Planning |
| 3.1.1.d | Continue review of the Cessnock DCP 2010 chapters. | Report to Council seeking exhibition of draft chapters by 30 June 2022. | Strategic Planning |
| 3.1.2.a | Complete Local Character Study, including Villages Masterplan. | Final report by 30 June 2022. | Strategic Planning |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|---|---------------------|
| 3.1.3.a | Finalise Vineyards District Local Character Statement and Concurrent LEP Amendment. | Report for Adoption by 30 June 2022. | Strategic Planning |
| 3.1.4.a | Implement biodiversity education programmes. | Undertake a minimum of two spotlighting / bushwalk events for the community during Spring 2021. Undertake a minimum of one facilitated brainstorming session with bushland user groups in early 2022 to develop a strategic, whole of community plan for addressing threats to local bushland. Continue promotion of bushland educational videos via social media, schools and through presentations to local community groups. | Environment & Waste |
| 3.1.5.a | *Continue to work on energy efficiency of Council facilities under the Revolving Energy Fund. | Renew electricity contracts, including large, small and streetlight December by 2021. Review Revolving Energy Fund Operational Procedures including costs and returns by March 2022. Continue to monitor efficiency outcomes to determine future projects. | Environment & Waste |
| 3.1.6.a | Progress remediation of highest priority site (Kurri Kurri) and finalise proposed remediation program for remaining five sites using risk and financial profile. | Validation of Kurri Kurri remediation (Soil RAP) and auditor sign off to be obtained by April 2022. | Environment & Waste |
| 3.1.6.b | Contribute to assessing the flood impacts of development. | Produce flood certificates and respond to flood referrals – 100% within 10 days. | Infrastructure |
| 3.1.6.c | Raise community awareness about the implications of developing flood impacted land through the availability of information on Council's website and Planning Certificates. | Update flood mapping of newly adopted flood studies within one month. Implement improvements to flood certificates. | Infrastructure |
| 3.1.7.a | Identify and map important agricultural land, significant agricultural landscapes and sensitive view sheds. | Adoption of final mapping by 31 December 2021. | Strategic Planning |
| 3.1.7.b | Identify, protect and manage Council's civil infrastructure with heritage significance including sandstone kerb and gutter. | Develop Sandstone Kerb and Gutter Policy, Procedure and Conservation Management Plan. | Infrastructure |
| 3.1.8.a | Inspect commercial and residential on-site sewerage management systems in accordance with risk based priority routine inspection program. | Base target > 80% of routine monitoring inspections completed in accordance with the annual program. | Health & Building |
| 3.1.8.b | Conduct routine inspection of all food and regulated premises, including public pools and skin penetration premises in accordance with the NSW Food Authority Partnership and relevant legislative requirements. | 100% of scheduled inspections to be completed by 30 June 2022. | Health & Building |

* Project supporting financial sustainability

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|---|--|---------------------|
| 3.1.8.c | Implementation of Council's companion animals education programs focusing on responsible pet ownership. | <p>Hold 2 Free Microchip days, 1 in November 2021 and 1 in May 2022;</p> <p>Carry out annual compliance checks for menacing, dangerous and restricted dogs as required by legislation;</p> <p>Carry out barking dog education program in February 2022 via social media and newsprint;</p> <p>Carry out education program for companion animal faeces management via social media and newsprint in September 2021.</p> | Health & Building |
| 3.1.8.d | Implementation of Council's invasive weed species management program including the Regional Weeds Action Plan. | <p>Ensure compliance with the Biosecurity Act by undertaking ground and aerial inspections of all lands within the Cessnock City Council LGA, including private and government lands, and high risk pathways and priority sites.</p> <p>Carry out education program for the Biosecurity Act and invasive weed species management by participating in field days, in conjunction with other Council departments and appropriate government departments and organisations.</p> <p>Undertake treatments of invasive weed species on Council controlled land and on government and private land, as required, on a "private works" basis.</p> <p>Promote the awareness of invasive weed species and management via social media, handouts and/or mailouts.</p> | Environment & Waste |
| 3.1.8.e | Continue community engagement and education relating to environmental initiatives. | <p>Support environment day with schools by providing trees and compost in June 2022.</p> <p>Undertake community planting day for National Tree Day in July 2021.</p> <p>Deliver six community workshops on a range of environment and sustainability issues in Spring 2021 and Autumn 2022.</p> <p>Work with schools as requested.</p> <p>Assist in the implementation of regional sustainability programs with Hunter Joint Organisation and service delivery partners.</p> | Environment & Waste |
| 3.1.8.f | Support environment and sustainability community groups, including Tidy Towns, within the LGA to implement awareness and onground projects. | <p>Provide Dollar for dollar grants to support these groups deliver onground programs.</p> <p>Prepare process for readoption of groups following 2021 Council elections.</p> <p>Review structure and policy regarding environment sustainability volunteer groups.</p> | Environment & Waste |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|---|-----------------------------------|
| 3.1.8.g | North Rothbury Priority Sewerage Scheme. | Participate in HWC investigation and final report. | Health & Building |
| 3.1.9.a | Implement high priority projects from the Wollombi Flood Risk Management Study and Plan by operating the Flood Warning System and raising community awareness to promote preparation of individual Flood and Evacuation Plans. | Promote Wollombi Flood Warning System to Wollombi community in August 2021. Assist property and business owners develop Flood and Evacuation plans in collaboration with NSW SES in September 2021. | Infrastructure |
| 3.1.9.b | Facilitate Council's Floodplain Management Committee. | Hold quarterly Floodplain Management Committee meetings. | Infrastructure |
| 3.1.9.c | Implement high priority projects from the Greta/Anvil Creek Flood Study including investigation of flood mitigation works. | Seek grant funding for Greta Floodplain Risk Management Study and Plan. | Infrastructure |
| 3.1.9.d | Continue the review of the Infrastructure Plan to suit planned expansion of new infrastructure for future development in collaboration with Strategic Planning. | Incorporate Australian Rainfall and Runoff 2019 into Council's engineering design guidelines and specifications. Develop waterway and WSUD technical guidelines, planning requirements and development controls. Develop stormwater asset renewal strategy. Map all flood prone land in Cessnock local government area. | Infrastructure |
| 3.1.9.e | Seek funding for delivery of Floodplain Management Program. | Apply for grant funding for: South Cessnock Flood Mitigation Scheme Phase 3 Construction Black Creek Stage 2 Flood Risk Management Study and Plan Greta Flood Risk Management Study and Plan Heddon Greta Clift Street Flood Mitigation Phase 2 Detail Design Phase 3 Construction | Infrastructure |
| 3.1.10.a | Investigate and design high priority works identified in the Stormwater, Waterway and Floodplain Strategy. | Address high priority implementation actions in accordance with developed strategy. | Infrastructure |
| 3.1.11.a | Develop and implement the Cessnock City Council Tree Strategy. | Develop and implement in line with available resources. | Open Space & Community Facilities |
| 3.1.12.a | Update standard conditions of development consent and roadside drainage elements in Engineering Requirements for Development. | Preparing for completion by June 2022. | Infrastructure |

Objective 3.2:

Better utilisation of existing open space

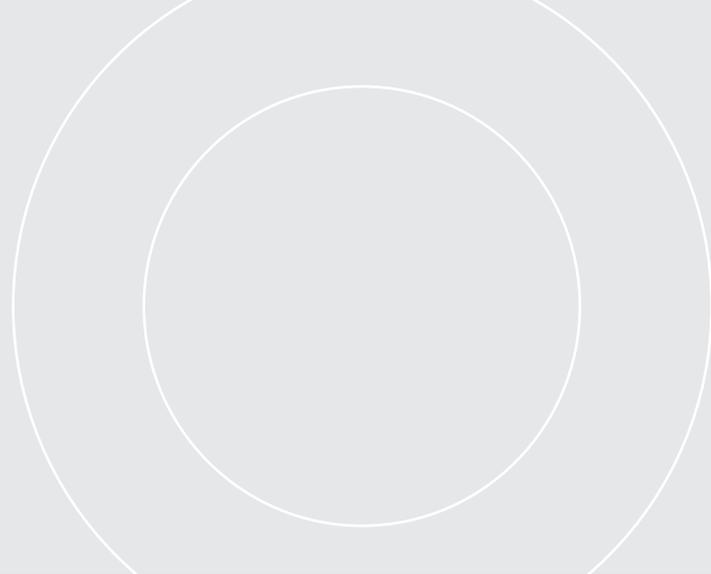
Strategic Directions

- Our open spaces are distributed where people live.
- We have green corridors connecting our open space areas.
- Our open spaces have suitable amenities and plenty of shade.

DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

| | |
|-------|---|
| 3.2.1 | Implement the Recreation & Open Space Strategic Plan 2019. |
| 3.2.2 | Develop and update Plans of Management. |
| 3.2.3 | Continue to implement the adopted masterplans for Council's recreation & community facilities and spaces. |
| 3.2.4 | Provide and maintain recreation facilities, streetscapes and public open space. |

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|--|---|-----------------------------------|
| 3.2.1.a Continue implementation of the recommendations from the Recreation & Open Space Strategic Plan 2019. | An Open Space Guideline for multipurpose courts and outdoor exercise equipment is developed (A2.4.4) | Open Space & Community Facilities |
| 3.2.1.b Implement Off Leash Dog Exercise Area Strategy. | Complete actions in line with available resources. | Open Space & Community Facilities |
| 3.2.2.a Develop and update Plans of Management. | Develop a Plan of Management for Richmond Main. Update the Generic General Community Use Plan of Management. | Open Space & Community Facilities |



| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|---|---|--------------------------------------|
| 3.2.3.a | Continue to implement the adopted masterplans for Council's recreation and community facilities spaces. | Carmichael Park Bellbird; Greta Central Oval; Weston Bears Park; and Cemeteries. | Open Space & Community Facilities |
| 3.2.4.a | Undertake routine maintenance in accordance with available resources and schedules. | Link to works schedules https://www.cessnock.nsw.gov.au/Forms-documents/Community-information/Parks-Gardens-Maintenance-Schedule | Open Space & Community Facilities |
| 3.2.4.b | Prepare data for the 2022-23 update of the Open Space and Other Structures Asset Management Plan. | Update modelling and incorporate revaluation data from the Open Space and Other Structures Asset Management Plan by 30 June 2022. | Open Space & Community Facilities |
| 3.2.4.c | Prepare a greener places, urban forest policy. | Adoption of final mapping by 31 December 2021. | Strategic Planning |



Objective 3.3:

Better waste management and recycling

Strategic Directions

- We divert more of our household waste for recycling or re-processing.

| DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19) | | |
|---|--|-----------|
| 3.3.1 | Construct and introduce a waste transfer station at Council's Waste Management Centre. | Completed |
| 3.3.2 | Commence construction of the landfill extension project. | |
| 3.3.3 | Continue implementation of the priority projects from the Waste Management Strategy 2014-19 and the EPA Waste Less Recycle More program. | |
| 3.3.4 | Update the Waste Management Strategy for the period 2020-24. | |
| 3.3.5 | Continue to implement programs that target litter and illegal dumping. | |

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|-----------------------------------|--|---------------------|
| 3.3.1.a | Design a permanent Administration and Education Centre, including staff amenities, for the waste transfer station and landfill operation. | Environment & Waste |
| | Finalise design of building by October 2021. Prepare tender documentation including specifications by June 2022. | |
| 3.3.2.a | Continue management of Biodiversity Offset area for the landfill extension project. | Environment & Waste |
| | Complete fencing of the biodiversity offset area, secondary weed control and rubbish removal from offset area. Complete asbestos assessment and demolition of existing residence by March 2022. | |
| 3.3.2.b | Continue preparation of landfill extension area to access operational cover material for landfill. | Environment & Waste |
| | Phase 1 Clearing to be undertaken in accordance with the Vegetation Management Plan by August 2021. Preliminary excavation to commence by October 2021. | |

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|--|--|---------------------|
| 3.3.3.a Continue to appropriately manage problem wastes to reduce potential pollution to the environment. | <p>Hold three mattress drop-off days during 2021/22. Promote mattress drop-off days for 6 weeks prior to the event.</p> <p>Expand community drop off events to included other problems waste streams, including tyres.</p> <p>Review asbestos management processes to meet NSW EPA Asbestos Strategy objectives and guidelines (W&RRS 4.4)</p> <p>Continue the sharps disposal program. Continue to operate the community recycling centre and stations.</p> <p>Work with the EPA to deliver a household chemical cleanout event in Autumn 2022.</p> | Environment & Waste |
| 3.3.3.b Develop policies and procedures to increase the efficiency of waste services. | <p>Multi-unit dwelling review and protocol by December 2021.</p> <p>Process to improve access to bulk waste vouchers for elderly and disabled by January 2022.</p> <p>Commercial service and bin location review by June 2022.</p> | Environment & Waste |
| 3.3.4.a Continue to implement a waste avoidance and reuse community engagement program targeting attitudes to consumption. | <p>Continue to post content and communicate with interested community members through the Waste Avengers facebook blog.</p> <p>Undertake a minimum of two community workshops on Avoid Waste topics.</p> | Environment & Waste |
| 3.3.4.b *Investigate opportunities to increase resource recovery at the waste management centre. | <p>Investigate opportunities with solar panels by September 2021 .</p> <p>Investigate opportunities for textiles and timber by March 2022.</p> | Environment & Waste |
| 3.3.4.c *Develop a reuse program at the waste management centre to divert waste from landfill. | <p>Review results of trial in 2020-21.</p> <p>Commence implementation of a reuse program at Cessnock Waste Management Centre, if results of the trial indicate the program is viable.</p> | Environment & Waste |

*** Project supporting financial sustainability**

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|---|---|---------------------|
| 3.3.4.d *Upgrade or rehabilitate Greta Transfer Station based on the results of the cost benefit analysis. | Project Plan to be developed and reported to Council by February 2022. Quotation documentation for proposed works to be developed by May 2022. | Environment & Waste |
| 3.3.4.e Provide general waste kerbside collection to the community. | Efficient weekly collection of 23,000 general waste services. Investigate options to provide households with larger waste needs such as additional bins and/or weekly collection at a reasonable cost (W&RRS3.4a) by June 2022. Commence preparation for fortnightly general waste collection including review of collection runs, vehicles and staffing by June 2022. | Environment & Waste |
| 3.3.4.f Manage the organics contract and work with Solo and regional partners to deliver kerbside organics collection. | Work with service contract partners (Maitland and Singleton Councils) and providers (ANL and Solo) to assist our community when food is accepted in the organics bin by scoping options for large waste generators by June 2022. Develop education and communication plan for FOGO rollout by June 2022. | Environment & Waste |
| 3.3.4.g Work with HRR to deliver the kerbside recycling collection. | Work with HRR and partner council's on new recycling contract by October 2021. Undertake a review of the current corporate model (W&RRS 2.4) with recommendations by June 2022. | Environment & Waste |
| 3.3.4.h Operate the Cessnock Waste Management Centre in accordance with the Environment Protection Licence and relevant legislation and to encourage resource recovery. | Landfill Environmental Management Plan finalised and initial staff training undertaken by October 2021. Undertake an operational review of CWMC to improve accessibility and efficiency, including hours of operation, fees and charges, staffing, plant, equipment and buildings (W&RRS 7.6) by December 2021. Annual monitoring reports and annual return completed by 11 December 2021. Pollution incident plan tested and monitored by May 2022. | Environment & Waste |

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|---|--|---------------------|
| 3.3.4.i Engage four permanent waste management positions, to replace two temporary positions and allow for improved education and efficiencies of the waste service, including: a waste education officer (W&RRS 5.4), waste technical support officer, landfill environmental officer and an environment, sustainability and waste projects coordinator. | Recruit Coordinator by August 2021 and remaining positions by October 2021. | Environment & Waste |
| 3.3.5.a Participate in the regional illegal dumping (RID) squad. | Respond to illegal dumping reports made by members of the public. Undertake activities to proactively detect illegal dumping incidents. Attend and process illegal dumping incidents, recording evidence and data. Issue Penalty and/or Clean Up Notices under the Protection of the Operation Act where sufficient evidence. Prepare evidence and attend Court as required. Participate in media campaigns, on a local and region basis. | Environment & Waste |
| 3.3.5.b Undertake litter programs such as Adopt-a-Road and Clean Up Australia Day. Participate in the EPA's Litter Prevention Initiative, subject to grant funding. | Undertake renewals of Adopt-a-Road agreements due February 2022. Participate in national Clean up australia Day event in March 2022. Implement litter projects from grants if received. | Environment & Waste |
| 3.3.5.c Undertake illegal dumping cleanups and prevention programs, subject to grant funding. | Continue to deliver the 'Working together to target a significant bushland hotspot' project, funded from Round 7 of the EPA's illegal dumping grant program. Apply for additional funding, as available. | Environment & Waste |
| 3.3.5.d Undertake a review of Council's Illegal Dumping and Litter Plan (W&RRS 8.4) | Reveiw to be completed by June 2022. | Environment & Waste |

MEASURES

| Measures | Context/Benchmark | Base | Target |
|---|---|---------------------------|----------|
| Biodiversity, sustainability and natural resource matters | <p>This measure is the number of people engaged in biodiversity, sustainability and natural resource workshops, presentations and consultation.</p> <p>The number of people attending workshops, presentations and consultations.</p> | N/A | 1,000 |
| Biodiversity, sustainability and natural resource matters | <p>This is the measure of decreased energy consumption in council properties.</p> <p>The number of megawatt hours used.</p> <p>This data is sourced from energy account data.</p> | 1369 MW hrs 2016-17 | Decrease |
| Environmental health and protection inspections | <p>This measure is the number of on-site sewage management systems inspections carried out divided by the programmed number of inspections in line with Council's On-Site Sewage Management System Strategy.</p> <p>This is a measure of Council's contribution to the health of the local environment.</p> <p>In 2015-16 749 inspections were carried out.</p> | 83% 2015-16 | >80% |
| Completion of Capital Works Program - Recreation | <p>This measure is the number of completed projects divided by the total number of projects of the current adopted Recreation & Buildings Capital Works Program.</p> | 64% | >85% |

| Measures | Context/Benchmark | Base | Target |
|-------------------|---|-------------------|----------|
| Waste & Recycling | This is a measure of the number of tonnes recycled and re-processed via the kerbside recycling and organics collection service. The kerbside recycling service was provided to 21,022 properties in 2015-16. This measure is sourced from Hunter Resource Recovery and Australian Native Landscapes service data. | 5501t 2015-16 | 11,300t |
| Waste & Recycling | This is a measure of the number of domestic waste collection services provided by Council. In 2015-16 there were 21,022 domestic waste collection services. This data is sourced from the annual rates data. | 21,022 2015-16 | Increase |
| Waste & Recycling | This is a measure of the diversion of problem waste from landfill. The number of tonnes of problem waste collected at Cessnock Community Recycling Centre. This data is sourced from the EPA and Toxfree service data. | N/A | Increase |
| Waste & Recycling | This is a measure of the diversion of waste from landfill. The overall percentage diversion of waste from landfill. This data is sourced from service contractors and weigh bridge data. | N/A | Increase |
| Waste & Recycling | This is a measure of increased Resource Recovery at Cessnock Waste Management Centre. The number of tonnes recycled and re-processed from Cessnock Waste Management Centre. This data is sourced from weigh bridge data. | N/A | Increase |
| Illegal dumping | This is a measure of community engagement reporting illegal dumping. This is a measure of illegal dumping sites reported. This data is sourced from RID online entries. | N/A | Increase |

INTEGRATED PLANS AND STRATEGIC STUDIES

- Carbon Management & Energy Reduction Strategy
- Biodiversity Strategy
- Skate & BMX Facilities Strategy
- Flood Plain Risk Management Study & Plan Report
- Cessnock Heritage Study
- Cessnock LGA Aboriginal Heritage Study
- Cessnock Local Environmental Plan 2011
- Citywide Settlement Strategy 2010
- Street Tree Strategy
- Cemetery Strategy
- Cemeteries Masterplan Report
- Companion Animals Management Plan
- On-Site Sewage Management System Strategy
- Plans of Management and Masterplans for Recreation and Community Facilities
- Recreation & Open Space Strategic Plan
- Waste and Resource Recovery Strategy
- Regional Weeds Action Plan

CAPITAL WORKS PROGRAMS

A SUSTAINABLE & HEALTHY ENVIRONMENT



DRAINAGE



FLOODPLAIN
MANAGEMENT



RECREATION
FACILITIES



RECREATION
BUILDINGS



WASTE
MANAGEMENT

Operational Budget - A sustainable and healthy environment

| Operational Budget | | | | | | |
|--|------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------|----------------|
| Activity | 2020-21 Adopted Budget | 2021-22 Operating Expenditure | 2021-22 Operating Revenue | 2021-22 Capital Expenditure | 2021-22 Capital Revenue | 2021-22 Budget |
| A sustainable and healthy environment | | | | | | |
| Drainage | 571,000 | 475,050 | (554,000) | 591,690 | (200,000) | 312,740 |
| Flood Management | 19,000 | 40,000 | (20,000) | 3,067,185 | (2,795,000) | 292,185 |
| Weed Programs | 101,700 | 196,158 | (95,100) | - | - | 101,058 |
| Land Use Planning | 876,700 | 1,205,777 | (271,912) | - | - | 933,865 |
| Waste and Environmental Management | 303,400 | 809,820 | (543,412) | 52,868 | - | 319,276 |
| Waste Services | - | 16,256,264 | (18,240,622) | 1,984,358 | - | - |
| Sub-Total | 1,871,800 | 18,983,069 | (19,725,046) | 5,696,101 | (2,995,000) | 1,959,124 |

Note: The amounts in this table do not include non cash items of: Depreciation, Net Loss on Disposal of Assets and estimated S7.11 receipts.

2021-2022 CAPITAL WORKS

| Waste Facilities Construction Program (CFW) | | | |
|---|--|------------------|---------------|
| Location | Description | Budget | Project ID |
| Cessnock Waste Management Centre | Education and Administration Building - Construction | \$51,434 | CFW-2021-001b |
| Cessnock Waste Facility | New Landfill Development - Design | \$36,004 | CFW-2021-003a |
| Former Sanitary Depot Kurri Kurri | Stage 1 Remediation | \$514,339 | CFW-2021-005 |
| Cessnock Waste Management Centre | Remediation - Stage 1 Capping Design | \$92,581 | CFW-2021-006a |
| Total | | \$694,358 | |
| <i>Funding source:</i> | | Reserves | \$694,358 |

Drainage Construction Program (CDR)

| Location | Description | Budget | Project ID |
|---------------------------------|---|-----------------------|---------------|
| Kearsley Street, Aberdare | Drainage Upgrade - Phase 2 Detailed Design, Phase 3 Construct | \$20,997 | CDR-2019-008 |
| Cruickshank Street, Bellbird | Drainage Upgrade - Phase 2 Detailed Design | \$36,745 | CDR-2020-007b |
| Trenchard Street, Heddon Greta | Drainage Upgrade - Phase 2 Detailed Design, Phase 3 Construct | \$272,964 | CDR-2022-001 |
| Northcote Street, Kurri Kurri | Phase 1 Investigation and Design | \$10,287 | CDR-2022-002 |
| Mansfield & Bell Streets, Greta | Phase 1 Investigation and Design | \$41,147 | CDR-2022-003 |
| Keelendi Street, Bellbird | Phase 1 Investigation and Design | \$41,147 | CDR-2022-004 |
| Whitburn & York Streets, Greta | Phase 1 Investigation and Design | \$31,921 | CDR-2022-006 |
| Various | Upgrade Minor Drainage Works - Phase 1 Investigation and Design, Phase 2 Detailed Design, Phase 3 Construct | \$31,496 | CDR-2022-008 |
| Various | Roadside Drainage Program | \$52,493 | CDR-2022-009 |
| Various | Drainage Asset Renewal | \$52,493 | CDR-2022-010 |
| Total | | \$591,690 | |
| <i>Funding source:</i> | | Stormwater Management | \$366,031 |
| | | General Funds | \$25,659 |
| | | Loans | \$200,000 |

Floodplain Management Program (PMF)

| Location | Description | Budget | Project ID |
|----------------------------|--|-----------------------|--------------|
| Mount View Detention Basin | Improvements - Phase 2 Detailed Design, Phase 3 Construction and Operational | \$242,518 | PMF-2021-003 |
| Heddon Greta | Flood Mitigation - Phase 3 Construct | \$83,989 | PMF-2022-002 |
| Black Creek | Restoration Plan - Phase 1 Investigate & Design Strategies | \$51,434 | PMF-2022-003 |
| Greta | Floodplain Risk Management Study & Plan | \$41,147 | PMF-2022-004 |
| Black Creek | Stage 2 - Flood Risk Management Study & Plan | \$33,946 | PMF-2022-005 |
| South Cessnock | Flood Mitigation - Stage 1 Bund Wall, Phase 3 Construct | \$2,152,213 | PMF-2022-006 |
| Abermain and Weston | Flood Mitigation - Phase 3 Construct | \$230,969 | PMF-2022-007 |
| Cessnock | Flood Mitigation - Phase 3 Construct | \$230,969 | PMF-2022-008 |
| Total | | \$3,067,185 | |
| <i>Funding source:</i> | | Grants | \$2,044,000 |
| | | Loans | \$751,000 |
| | | General Funds | \$143,185 |
| | | Stormwater Management | \$129,000 |

Recreation Facilities Renewal Program (RFR)

| Location | Description | Budget | Project ID |
|--------------------------|---|------------------|--------------|
| Weston Bears | Replace Scoreboard | \$33,263 | RFR-2022-001 |
| Greta Central Park | Floodlight Pole Replacement | \$43,761 | RFR-2022-002 |
| Kurri Kurri Skate Park | Improvements from Skate Park Audit | \$26,611 | RFR-2022-003 |
| Various Parks & Reserves | Asset Renewal - Park Furniture, Fencing, Signs | \$66,526 | RFR-2022-004 |
| Various Playgrounds | Install Concrete Plinths and Replace Safety Surfacing | \$59,874 | RFR-2022-005 |
| Total | | \$230,035 | |
| <i>Funding source:</i> | | General Funds | \$230,035 |

Recreation Facilities Construction Program (CFR)

| Location | Description | Budget | Project ID |
|---|--|-------------------------|---------------|
| Poppethead Park Kitchener | Masterplan Implementation | \$94,902 | CFR-2020-006 |
| East End Oval | Construction of a Retaining Wall Stage 2 | \$66,584 | CFR-2021-001b |
| Carmichael Park Bellbird | Masterplan Implementation | \$12,637 | CFR-2021-004 |
| Crawfordville Community Hall, Millfield | Skate Park Stage 2 - Construction | \$88,570 | CFR-2021-009 |
| Various Parks | Installation of Bin Cabinets | \$21,251 | CFR-2022-001 |
| Greta Central | Environmental Works | \$15,429 | CFR-2022-002 |
| Ellalong Park | Pathway Connection | \$13,972 | CFR-2022-003 |
| Brunner Park, East Branxton | Playground Shade Program | \$34,624 | CFR-2022-005 |
| Cessnock Regional Skate Park | Detailed Design (<i>Subject to s7.11 funding approval</i>) | \$98,002 | CFR-2022-007 |
| Carmichael Park Bellbird | BMX Facility - Detailed Design | \$59,149 | CFR-2022-008 |
| Total | | \$505,120 | |
| <i>Funding source:</i> | | General Funds | \$204,934 |
| | | Developer Contributions | \$225,186 |
| | | Reserves | \$75,000 |

Community's desired outcome:

Accessible infrastructure, services and facilities

Community's Desired Outcome:

This desired outcome identifies the local, state and federal infrastructure, services and facilities needed to serve the current and future community of Cessnock while ensuring there is adequate access to these facilities and services.

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.



- Building Maintenance
- Cessnock Airport
- Community Development
- Delivery of Capital Works Program
- Plant & Fleet Management
- Procurement & Stores
- Recreation Facility Management
- Roads Administration/Approvals
- Roads & Drainage Construction
- Roads & Drainage Maintenance
- Strategic Asset Planning
- Strategic Land Use Planning

Objective 4.1:

Better transport links

Strategic Directions

- We have access to a range of public and community transport within the local government area.
- We have access to a range of public and community transport beyond the local government area.
- We have a new passenger train service in Cessnock.
- Our communities are linked by walking and bike tracks.

| DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19) | | |
|---|--|-----------|
| 4.1.1 | Advocate for increased road, public and community transport and associated infrastructure funding. | |
| 4.1.2 | Commence implementation of the Traffic & Transport Strategy. | |
| 4.1.3 | Commence implementation of the Pedestrian Access & Mobility Plan. | |
| 4.1.4 | Commence implementation of the Cycling Strategy. | |
| 4.1.5 | Contribute to the investigations and planning for the Richmond Vale Rail Trail. | |
| 4.1.6 | Continue implementation of the Cessnock Airport Strategic Plan. | |
| 4.1.7 | * Complete the preparation of a City Wide Section 94 Contributions Plan. | Completed |
| 4.1.8 | * Adopt the City Wide Section 94A Contributions Plan. | Completed |

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|---|---|----------------|
| 4.1.1.a * Prepare applications for available grant funding to improve commuter, freight and tourism transport links. | Prepare Grant funding applications in accordance with specific grant funding guidelines and timeframes. | Infrastructure |
| 4.1.1.b * Continue upgrade of Public Transport stops to DDA compliance and apply for available funding in accordance with grant funding guidelines. | Progress delivery of grant funded public transport infrastructure to achieve DDA compliance. | Infrastructure |

* Project supporting financial sustainability

| OPERATIONAL PLAN 2021-22 (action) | Operational Plan Target | Responsibility |
|---|---|-----------------------------------|
| 4.1.2.a Continue to investigate and design the high priority upgrade of Wollombi Road, Cessnock as per the Cessnock LGA Traffic & Transport Strategy. | Continue investigation and design of Wollombi Road, Cessnock upgrade and commence community engagement on design concepts. | Infrastructure |
| 4.1.2.b Seek funding opportunities for the high priority upgrade of Wollombi Road, Cessnock as per the Cessnock LGA Traffic & Transport Strategy. | Seek funding for: <ul style="list-style-type: none"> • Darwin Street/Wollombi Road Signals • Westcott Street/Wollombi Road Signals • Abbottsford Street/Wollombi Road Intersection Upgrade • Wollombi Road Allandale Road to Darwin Street Road Reconfiguration (4 lanes) • Wollombi Road Darwin Street to Francis Street Investigation and Design | Infrastructure |
| 4.1.3.a Implement the following high priority pathway project from the Pedestrian Access & Mobility Plan. | Seek grant funding opportunities to carry out works on shared Pathway from Kerlew to Broke Road. | Infrastructure |
| 4.1.4.a Investigate and design the following high priority project from the Cycling Strategy. | Cessnock to Nulkaba shared pathway via Cessnock Public School, Bridges Hill Park Playground and Manning Park. | Infrastructure |
| 4.1.4.b Implement the Trails Strategy. | Facilitate Trails Reference Group meetings (Strategy Ref A2.2). Advocate for the enhancement of trails within National Parks, State Conservation Areas, State Forests and Crown Land. (Strategy Ref A1.4). | Open Space & Community Facilities |
| 4.1.4.c Investigate the feasibility of the following recreation trails: <ul style="list-style-type: none"> • Abermain to Weston link • Chinaman's Hollow and Maybury Peace Park Trails • Wollombi Brook Nature Walk • Wine Country Stroll | Completed by 30 June 2022. | Open Space & Community Facilities |
| 4.1.5.a Progress the trail concept development for the Richmond Vale Trail where resources permit. | Obtain approvals for construction where resources permit. | Open Space & Community Facilities |
| 4.1.5.b Participate in the Richmond Vale Rail Trail working group. | Attend meetings where required. | Open Space & Community Facilities |
| 4.1.7.a Progress the review of the Huntlee Planning Agreement. | Adoption of amended agreement by 30 June 2022. | Strategic Planning |
| 4.1.7.b Commence the 1st review of the Cessnock Wide Infrastructure Contributions Plan. | Adoption of Updated CWICP by 30 June 2022. | Strategic Planning |

Objective 4.2:

Improving the road network

Strategic Directions

- We have a quality road network.
- We have managed the traffic impact of the Hunter Expressway on local communities.



DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

| | | |
|-------|---|-----------|
| 4.2.1 | * Develop prioritised capital works programs in line with adopted asset management plans. | |
| 4.2.2 | Deliver prioritised on-ground capital works and maintenance programs. | |
| 4.2.3 | * Continue to improve support services and facilities to assist works delivery and service provision. | |
| 4.2.4 | Work with the State Government to develop a land use strategy for the Hunter Expressway corridor. | Completed |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|---|--------------------|
| 4.2.1.a | * Develop prioritised Capital Works Programs in line with adopted Asset Management Plans. | The prioritised Capital Works Program aligns with the current adopted Asset Management Plan. | Infrastructure |
| 4.2.1.b | Review and update Road Network Asset Management Plan. | Review AMP by May 2022. Report to Council for adoption by 30 June 2022. | Infrastructure |
| 4.2.2.a | Plan and undertake in-house design and document road work, bridges and culverts to meet required service levels for the Capital Works Program. | Develop an implementation and resources plan for work. (July 2021) Continuing design and documentation for completion of relevant Capital Works Program. | Infrastructure |
| 4.2.2.b | Contribute to delivery of the annual Capital Works Program. | Provide project management services for delivery of relevant Capital Works Program. Develop an Implementation and resource plan for the delivery of the Capital Works Program. | Infrastructure |
| 4.2.3.a | * Complete the priority projects from the heavy plant and equipment service improvement project. | Completed by 30 June 2022. | Works & Operations |

* Project supporting financial sustainability

Objective 4.3:

Improving access to health services locally

Strategic Directions

- We have better availability of and access to hospitals and health services in the local government area.
- We have better availability of and access to general practitioners and dental services in the local government area.
- We have regional standard health services, facilities and health professionals.

DELIVERY PROGRAM 2017-21 *(extended by 1 year due to Covid-19)*

4.3.1 Advocate for health services on behalf of the community.

OPERATIONAL PLAN 2021-22 (action)

4.3.1.a Healthy eating programs with young people are delivered from the new kitchen facility at Cessnock Youth Centre & Outreach Service (CYCOS).

Operational Plan Target

Work in partnership with young people and external organisations to develop and implement a healthy cooking program.
Deliver at least 2 healthy cooking workshops.

Responsibility

Community & Cultural Engagement

MEASURES

| Measures | Context/Benchmark | Base | Target |
|--|--|-------------------|--------------|
| Asset Management Maturity | This measure is the qualitative assessment of Council's asset management maturity. The measure is assessed on a scale of basic, core and advanced. | Core June 2016 | Intermediate |
| Completion capital works program - roads, bridges and drainage | This measure is the number of completed projects divided by the total number of projects of the current adopted Roads, Bridges & Drainage Capital Works Program. | 84% 2015-16 | >85% |
| Asset Renewal | This measure is the three year average of asset renewal (for buildings and infrastructure) divided by depreciation, amortisation & impairment (for buildings and infrastructure). The Fit for the Future benchmark is greater than 100% (average over three years). | 142.1% 2015-16 | >100% |
| Infrastructure Backlog | This measure is the estimated cost to bring assets to a satisfactory condition divided by the total written down value of infrastructure, buildings, other structures and depreciable land improvements. The Fit for the Future benchmark is less than 2%. | 2.0% 2015-16 | <2% |
| Asset Maintenance | This measure is the three year average of actual asset maintenance divided by required asset maintenance. The Fit for the Future benchmark is greater than 100% (average over three years). | 104.0% 2015-16 | >100% |

INTEGRATED PLANS AND STRATEGIC STUDIES

- Asset Management Strategy
- Asset Management Plans
- Cessnock Airport Strategic Plan
- Cessnock Cycling Strategy
- Trails Strategy
- Cessnock LGA Traffic and Transport Strategy
- Commercial Centres and Villages Masterplans
- Development Contribution Plans
- Pedestrian Access and Mobility Plan
- Cessnock LGA Signage Strategy
- Wine Country Signage Strategy
- Roadside Drainage Strategy
- Stormwater, Waterway and Floodplain Strategy

Operational Budget - Accessible infrastructure, services and facilities

| Operational Budget | | | | | | |
|---|------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------|-------------------|
| Activity | 2020-21 Adopted Budget | 2021-22 Operating Expenditure | 2021-22 Operating Revenue | 2021-22 Capital Expenditure | 2021-22 Capital Revenue | 2021-22 Budget |
| Accessible infrastructure, services and facilities | | | | | | |
| Depot Management | 220,100 | 277,093 | 24,748 | - | - | 301,841 |
| Procurement / Contracts | 162,200 | 149,025 | (25,982) | 15,000 | - | 138,043 |
| Design | 1,443,000 | 1,611,775 | (203,458) | - | - | 1,408,317 |
| Fleet Management | - | (463,940) | (1,292,060) | 1,756,000 | - | - |
| Airport Operations | 162,500 | 654,008 | (422,967) | 8,824,814 | (8,458,197) | 597,658 |
| Asset Planning | 1,245,687 | 579,028 | 14,072 | - | - | 593,100 |
| Construction Program | (985,700) | - | (3,949,838) | 12,246,795 | (7,641,963) | 654,994 |
| Local Road Bridge Programs | 1,259,529 | 687,700 | (878,330) | 4,103,005 | (3,334,500) | 577,875 |
| Resealing Program | 3,073,400 | - | (2,594,690) | 8,636,671 | (3,478,722) | 2,563,259 |
| Works Delivery Administration | 806,100 | 666,330 | - | - | - | 666,330 |
| Administration - Outdoor Overheads | (772,500) | - | (293,548) | - | - | (293,548) |
| Works and Operations Programs | 6,005,300 | 9,597,142 | (2,988,698) | 377,177 | - | 6,985,621 |
| Private Works | 73,800 | 74,907 | - | - | - | 74,907 |
| Sub-Total | 12,693,416 | 13,833,068 | (12,610,751) | 35,959,462 | (22,913,382) | 14,268,397 |

Note: The amounts in this table do not include non cash items of: Depreciation, Net Loss on Disposal of Assets and estimated \$7.11 receipts.

CAPITAL WORKS PROGRAMS

ACCESSIBLE INFRASTRUCTURE, SERVICES & FACILITIES



Carparks, accessways & pathways



Road Construction



Cessnock Airport



Road Safety



Bridge Construction

2021-2022 CAPITAL WORKS

Pre-Construction Design Program (DCP)

| Location | Description | Budget | Project ID |
|-----------------------------------|-------------------------|------------------|--------------|
| Infrastructure | Pre-Construction Design | \$311,100 | DCP-2022-001 |
| Open Space & Community Facilities | Pre-Construction Design | \$51,004 | DCP-2022-002 |
| Total | | \$362,104 | |
| <i>Funding source:</i> | | General Funds | \$362,104 |

Airport Renewal Program (PRA)

| Location | Description | Budget | Project ID |
|------------------------|--|--------------------|--------------|
| Cessnock Airport | Aircraft parking areas, Runway rehabilitation (including repairs and asphalt overlay and runway extension), Taxiway widening, Surface upgrade and improved fuel area access. | \$5,143,392 | PRA-2020-006 |
| Total | | \$5,143,392 | |
| <i>Funding source:</i> | | Grants | \$3,850,000 |
| | | Loans | \$1,150,000 |
| | | General Funds | \$143,392 |

Airport Construction Program (PCA)

| Location | Description | Budget | Project ID |
|------------------------|--|--------------------|---------------|
| Cessnock Airport | Sewer and water connection to the western side of the airport (and storm water drainage) | \$1,049,860 | PCA-2019-003 |
| Cessnock Airport | Project Management | \$102,868 | PCA-2020-000 |
| Cessnock Airport | Install non precision GPS (RNAV) approaches for RWY 17/35 | \$30,860 | PCA-2020-007 |
| Cessnock Airport | Eastern Terminal Upgrade Design | \$257,170 | PCA-2020-009a |
| Cessnock Airport | Runway Lighting | \$411,471 | PCA-2020-010 |
| Cessnock Airport | Contingency | \$1,829,193 | PCA-2020-011 |
| Total | | \$3,681,422 | |
| <i>Funding source:</i> | | Grants | \$2,668,648 |
| | | Loans | \$889,549 |
| | | General Funds | \$123,225 |

Bridge Construction Program (CBS)

| Location | Description | Budget | Project ID |
|---------------------------|---|--------------------|--------------|
| Yango Creek, Wollombi | Replace Bridge over Wollombi Brook - Phase 3 Construct | \$1,210,240 | CBS-2017-004 |
| Kline Street, Weston | Replace Bridge - Phase 2 Detailed Design, Phase 3 Construct | \$1,337,282 | CBS-2018-005 |
| Cuneens Bridge, Wollombi | Phase 3 Demolition | \$209,972 | CBS-2022-001 |
| Watagan Creek #1 Laguna | Bridge Replacement - Phase 2 Detailed Design, Phase 3 Construct | \$676,870 | CBS-2022-002 |
| Westcott Street, Cessnock | Bridge Replacement - Phase 2 Detailed Design, Phase 3 Construct | \$668,641 | CBS-2022-003 |
| Total | | \$4,103,005 | |
| <i>Funding source:</i> | | Grants | \$3,334,500 |
| | | Reserves | \$650,000 |
| | | General Funds | \$118,505 |

Gravel Rehab and Resheeting Program (RRG)

| Location | Description | Budget | Project ID |
|------------------------|-------------------------------------|------------------|--------------|
| Various | Gravel Rehab and Resheeting Program | \$377,177 | RRG-2021-001 |
| Total | | \$377,177 | |
| <i>Funding source:</i> | | General Funds | \$377,177 |

Local Road Renewal Program (RRL)

| Location | Description | Budget | Project ID |
|----------------------------------|--|-------------------------|--------------------|
| Mount View Road, Cessnock | Renew Road from Barrett to Links Stage 2 - Phase 1 Investigate and Design, Phase 2 Detailed Design, Phase 3 Construct | \$352,753 | RRL-2018-010 |
| Marlton Street, Cessnock | Rehabilitation - Phase 2 Detailed Design, Phase 3 Construction | \$209,972 | RRL-2019-013 |
| Henderson Street, Cessnock | Rehabilitation - Phase 2 Detailed Design, Phase 3 Construction | \$367,451 | RRL-2019-011 |
| Aberdare Street, Kitchener | Renew Stage 2 from Abermain to Abernethy - Phase 2 Detailed Design, Phase 3 Construct | \$98,267 | RRL-2020-005 |
| Deasy's Road, Pokolbin | Renew Road Stage 2 - Phase 2 Detailed Design, Phase 3 Construct | \$151,945 | RRL-2022-004 |
| Quorrobolong Road, Kitchener | From Stanford Street North to CH2830 - Phase 2 Detailed Design, Phase 3 Construct | \$151,180 | RRL-2020-011 |
| Sandy Creek Road, Quorrobolong | Renew Road from Bridge to CH800 - Phase 2 Detailed Design, Phase 3 Construct | \$483,565 | RRL-2021-006 |
| Shedden Street, Cessnock | Renew from Mount View to Florence - Phase 2 Detailed Design, Phase 3 Construct | \$703,406 | RRL-2021-007 |
| Mitchell Avenue, Kurri Kurri | Renew Road from Government Road to Northcote - Phase 2 Detailed Design, Phase 3 Construct | \$1,049,860 | RRL-2021-009 |
| Cessnock Road, Weston | Pavement Rehabilitation from Station Street, 900m towards First Street - Phase 2 Detailed Design, Phase 3 Construct | \$1,060,358 | RRL-2021-011 |
| Old Maitland Road, Sawyers Gully | Sealing Unsealed Section of Road at the Northern End of Old Maitland Road - Phase 1 Investigation and Design, Phase 2 Detailed Design, Phase 3 Construct | \$2,360,085 | RRL-2021-012 |
| Various | Resurface Local Roads | \$1,065,157 | RRL-2022-001 |
| Various | Renew Car Parks - Phase 2 Detailed Design, Phase 3 Construct | \$57,742 | RRL-2022-002 |
| | | Total | \$8,111,741 |
| <i>Funding source:</i> | | Grants | \$4,264,121 |
| | | General Funds | \$1,097,618 |
| | | Special Rate | \$1,436,295 |
| | | Reserves | \$931,378 |
| | | Developer Contributions | \$382,329 |

Local Road Construction Program (CRL)

| Location | Description | Budget | Project ID |
|------------------------|---|------------------|--------------|
| Kerlew Street, Nulkaba | Reconstruct Road - Phase 1 Investigate and Design, Phase 2 Detailed Design, Phase 3 Construct | \$524,930 | CRL-2021-003 |
| Total | | \$524,930 | |
| <i>Funding source:</i> | | General Funds | \$309,346 |
| | | Reserves | \$215,584 |

Pathway Construction Program (CPW)

| Location | Description | Budget | Project ID |
|---|--|-------------------------|--------------|
| Branxton to Greta Cycleway | Phase 2 Detailed Design, Phase 3 Construct | \$2,498,763 | CPW-2018-005 |
| Millfield - Rose Hill Estate to Wollombi Road via Crawford Park | Phase 1 Investigate & Design, Phase 2 Detailed Design, Phase 3 Construct | \$377,950 | CPW-2022-001 |
| Greta - Railway Station to High Street via Nelson Street | Phase 1 Investigate & Design, Phase 2 Detailed Design, Phase 3 Construct | \$524,930 | CPW-2022-002 |
| Pelaw Main - Log of Knowledge Park to Neath Street | Phase 1 Investigate & Design, Phase 2 Detailed Design, Phase 3 Construct | \$539,628 | CPW-2022-003 |
| Total | | \$3,941,271 | |
| <i>Funding source:</i> | | General Funds | \$459,071 |
| | | Grants | \$3,233,100 |
| | | Developer Contributions | \$120,000 |
| | | Reserves | \$129,100 |

Regional Road Renewal Program (RRR)

| Location | Description | Budget | Project ID |
|--------------------------|--|--------------------|--------------|
| Various | Resurface Regional Roads | \$668,259 | RRR-2022-001 |
| Great North Road MR 181 | Slope Stablisation - Phase 1 Investigate and Design, Phase 2 Detailed Design, Phase 3 Construct | \$265,834 | RRR-2022-002 |
| Great North Road | Ramsays Leap Slope Stablisation, Phase 2 Detailed Design, Phase 3 Construct | \$157,479 | RRR-2022-003 |
| Wollombi Road, Millfield | Renew road stage 7.2 from Hayes Road 1269m towards Cedar Creek Road Millfield - Phase 1 Investigate and Design, Phase 2 Detailed Design, Phase 3 Construct | \$839,888 | RRR-2022-004 |
| Total | | \$1,931,460 | |
| <i>Funding source:</i> | | Special Rate | \$723,705 |
| | | Grants | \$1,053,209 |
| | | Reserves | \$62,817 |
| | | General Funds | \$91,729 |

Traffic Facilities Program (CFT)

| Location | Description | Budget | Project ID |
|---|---|--------------------|---------------|
| Gallagher Street, Cessnock | Install Traffic Calming - Phase 2 Detailed Design, Phase 3 Construct | \$51,443 | CFT-2016-006b |
| Wollombi Road, Wollombi | Upgrade Intersection Paynes Crossing - Phase 3 Construct | \$293,961 | CFT-2019-003b |
| Various Bus Stops | Upgrade Bus Stops for Disability Discrimination Act Compliance - Phase 1 Investigate and Design, Phase 2 Detailed Design, Phase 3 Construct | \$72,473 | CFT-2021-006 |
| Mount View and McGrane, Cessnock | Pedestrian Refuge and Traffic Calming - Phase 2 Detailed Design, Phase 3 Construct | \$62,992 | CFT-2022-001 |
| Kerlew Street and Occident Street, Nulkaba | Phase 1 Investigation and Design, Phase 2 Detailed Design, Phase 3 Construct | \$314,958 | CFT-2022-002 |
| Various Bus Stop Upgrades | Upgrades to Bus Stops and Shelters - Phase 1 Investigate and Design, Phase 2 Detailed Design, Phase 3 Construct | \$52,493 | CSB-2022-001 |
| Various, City Wide Bus Stop Connection Pathways | Phase 1 Investigation and Design, Phase 2 Detailed Design, Phase 3 Construct | \$276,294 | CSB-2022-002 |
| Total | | \$1,124,614 | |
| <i>Funding source:</i> | | General Funds | \$501,411 |
| | | Grants | \$612,203 |
| | | Reserves | \$11,000 |

Safer Roads Program (CRR)

| Location | Description | Budget | Project ID |
|------------------------------|---|--------------------|--------------|
| Oakey Creek Rd, Cessnock | Road shoulders, flexible barriers, rumble strips, and reflective signage - Phase 2 Detailed Design, Phase 3 Construct | \$1,049,860 | CRR-2021-006 |
| George Downes Drive Bucketty | Road Safety Improvements - Phase 1 Investigate and Design, Phase 2 Detailed Design, Phase 3 Construct | \$1,700,773 | CRR-2020-002 |
| Total | | \$2,750,633 | |
| <i>Funding source:</i> | | Grants | \$2,620,000 |
| | | General Funds | \$130,633 |

Community's desired outcome:

Civic leadership and effective governance

Community's Desired Outcome:

This desired outcome focuses on the need for strong civic leadership and effective governance with an engaged community actively participating in decision making processes affecting their future.

Council will undertake the following services to achieve the objectives established in the community strategic plan, *Cessnock 2027*.



- Accounts Payable
- Accounts Receivable
- Administration
- Business Improvement
- Corporate Planning Projects
- Customer Service
- Development Assessment
- Enterprise Risk Management
- Executive Support
- Financial Accounting
- GIS
- Governance
- Human Resources
- Information Technology
- Insurance Management
- Integrated Planning & Reporting
- Internal Audit
- Internal Business Support
- Legal Services
- Management Accounting
- Media & Communication
- Payroll
- Property Administration
- Rates Management
- Records Management
- Strategic Property Management

Objective 5.1:

Fostering & supporting community leadership

Strategic Directions

- We have well-trained and qualified leaders in our community and in our workforce.
- Our young people have aspirations to become leaders.
- Our Council is committed to implementing our community's vision.

DELIVERY PROGRAM 2017-21 *(extended by 1 year due to Covid-19)*

- 5.1.1 Foster professional development of Councillors.
- 5.1.2 Conduct pre-induction and induction programs for the 2020 local government election.

OPERATIONAL PLAN 2021-22 (action)

5.1.1.a Deliver Pre-Election Candidate Briefings and new Councillor Induction Training for 2021 local government election.

Operational Plan Target

Pre-induction training for prospective candidates and Induction for new Councillors delivered successfully by 31 December 2021.

Responsibility

Finance & Administration



Objective 5.2:

Encouraging more community participation in decision making

Strategic Directions

- We are informed about our community.
- We are involved in decisions affecting our community.
- We have improved relationships between different levels of government.

DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

| | |
|-------|--|
| 5.2.1 | Commence implementation of the priority projects from the Communications & Engagement Strategy. |
| 5.2.2 | * Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the local government area. |
| 5.2.3 | * Continue to monitor and respond to the State Government's local government reform program to improve the financial sustainability of councils. |
| 5.2.4 | Continue to support and monitor the operations of Section 355 committees. |

OPERATIONAL PLAN 2021-22 (action)

| | Operational Plan Target | Responsibility | |
|---------|--|--|---------------------------------------|
| 5.2.1.a | Undertake community engagement for the City of Cessnock's Community Strategic Plan. | Completed by 30 June 2022. | Business Support & Customer Relations |
| 5.2.1.b | Implement a staff education program and targeted training, that covers project scope, levels of engagement, stakeholder identifications, tools and evaluation. | Ongoing | Business Support & Customer Relations |
| 5.2.1.c | Increase opportunities for our Council to collaborate with community members. | Provide accessible information on a variety of platforms. | Business Support & Customer Relations |
| 5.2.1.d | Undertake engagement with stakeholders, residents, community members/groups and businesses regarding Council projects, programs, strategies and services. | Ongoing | Business Support & Customer Relations |
| 5.2.2.a | * Actively participate in and collaborate with Hunter Joint Organisation to promote the interests of the LGA. | Ongoing | General Manager |
| 5.2.3.a | * Monitor and respond to the State Government's local government reform program. | Ongoing | Finance & Administration |
| 5.2.4.a | Meet with groups on a regular basis and provide assistance where required. | Provide assistance to committee's around the operation of Community Facilities. Engage with committee's in the lead up to Local Government Elections in 2021 relating to updates to the s355 Committee Operations Manual. | Open Space & Community Facilities |

* Project supporting financial sustainability

Objective 5.3:

Making Council more responsive to the community

Strategic Directions

- Our Council is responsive to the community.
- Our Council's processes are efficient and transparent.

DELIVERY PROGRAM 2017-21 (extended by 1 year due to Covid-19)

| | |
|--------|---|
| 5.3.1 | Develop and commence implementation of the Customer Service Strategy sub-plans. |
| 5.3.2 | Continue to conduct regular development consultation forums. |
| 5.3.3 | Continue to efficiently and effectively process development applications and respond to planning-related enquiries. |
| 5.3.4 | Develop and implement a strategic and operational internal audit plan. |
| 5.3.5 | Implement the Risk Management Strategy. |
| 5.3.6 | * Implement systems and strategies to improve productivity across the organisation. |
| 5.3.7 | Continue to educate staff on statutory compliance obligations. |
| 5.3.8 | Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice. |
| 5.3.9 | * Action the Strategic Property Review. |
| 5.3.10 | Further embed IP&R as the centrepiece of the new LG Act. |
| 5.3.11 | * Continue implementation of the Financial Sustainability Initiative projects. |
| 5.3.12 | * Continue to improve financial systems and services to support the organisation. |
| 5.3.13 | Continue to improve Council's use of technology to inform and engage the community. |
| 5.3.14 | Implement the Workforce Plan. |

* Project supporting financial sustainability

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|--|---------------------------------------|
| 5.3.1.a | Build an organisation which has a focus on the customer by having well trained staff who are committed to providing a quality service. | Finalise corporate Customer Service Excellence Training to all staff within Council. Provide Customer Relations training on a quarterly basis. | Business Support & Customer Relations |
| 5.3.1.b | Actively pursue continuous improvement to extend our systems and tools used to meet the needs of our customers. | Expand the functionality of our contact centre call system by investigating the integration with Council corporate system. | Business Support & Customer Relations |
| 5.3.2.a | Conduct regular development consultation forums. | Conduct 2 forums per annum. | Development Services |
| 5.3.3.a | Efficiently and effectively process development applications and respond to planning-related enquiries. | Process development applications within agreed timeframes. Respond to planning-related inquiries within agreed timeframes. | Development Services |
| 5.3.3.b | Investigate the expansion of the application programming interface (API) between the NSW Planning Portal (ePlanning) and Council's systems. | Ongoing | Business Support & Customer Relations |
| 5.3.3.c | Assess mitigation of the impact of traffic generating development. | Assess applications, provide recommendations to mitigate the impact of traffic generated by development and facilitate LDC (traffic) meetings as necessary. | Infrastructure |
| 5.3.3.d | Review and propose updated standards for road widths, kerb and gutter, pathways and bus shelters contained in Council's Engineering Requirements for Development. | Preparing for completion by June 2022. | Infrastructure |
| 5.3.3.e | Continue to review and enhance our internal processes and workflows in line with the Department of Planning and Environment's Development Assessment Best Practice Guide. | Ongoing | Business Support & Customer Relations |
| 5.3.4.a | Develop and implement a strategic internal audit plan. | The internal audit activities scheduled for the second year (2021-22) of the Strategic Internal Audit Plan 2020-23 will be executed and acquitted by 30 June 2022. The Strategic Internal Audit Plan 2022-26 will be developed by May 2022. | Internal Audit |
| 5.3.5.a | Develop strategies and an action plan to improve Council's Insurance Performance with respect to Workers Compensation and General Insurance. Including: <ul style="list-style-type: none"> Public Liability Reduce claims costs (PL) | Develop a service level agreement with Council's Insurer including response time frames by December 2021. Undertake a full review of process and documentation including developing processes for investigation and evidence gathering by 30 June 2022. Workers Compensation <ul style="list-style-type: none"> Reduction in high frequency claims Reduction in 13-26 week RTW Reduction in claims frequency. | Human Resources |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|---|--------------------------|
| 5.3.6.a | Commence undertaking relevant actions within Council's Leadership Framework for the 21/22. | Completed by 30 June 2022. | Human Resources |
| 5.3.6.b | Undertake a staff engagement survey. | Undertake survey by 30 November 2021. Report results to the ELT by end of February 2022. Report results to staff in March 2022. If required, develop an action plan to address any key themes from the staff engagement survey by June 2022. | Human Resources |
| 5.3.6.c | Ensure Council's information technology infrastructure is meeting staff expectations and is supported by vendors. | Technology Infrastructure replaced at end of operational life as per the long term asset management plan. | Information Technology |
| 5.3.6.d | Upgrade Council's data centre servers and storage as end of life. | Completed by 30 June 2022. | Information Technology |
| 5.3.6.e | Replace Council's multi-function (photocopiers) device fleet as they are end of life. | Completed by 30 June 2022. | Information Technology |
| 5.3.6.f | Migrate from Skype for Business telephone system to Microsoft Teams. | Completed by 30 June 2022. | Information Technology |
| 5.3.7.a | Provide staff with awareness, tools, and knowledge to assist them in meeting their governance and statutory compliance obligations. | Staff are made aware of their obligations in regard to statutory compliance and understand how to access information, tools and advice should the need arise by 30 June 2022. | Finance & Administration |
| 5.3.8.a | Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice including in relation to delegations, legislative interpretation, compliance, complaints, UCCs, GIPA, PPIP, Copyright, PID, Fraud and Corruption Prevention, Policy, etc. (Governance). | Awareness, advice and support is provided to staff to ensure they understand and comply with their legislative obligations and follow best practice. Ongoing | Finance & Administration |
| 5.3.8.b | Adopt new technologies and processes that improve the security of Council's IT Systems. | Ongoing | Information Technology |
| 5.3.8.c | Manage declared dams in accordance with NSW Dams Safety legislation. | Implement 2020 Mount View Detention Basin Dams Safety compliance audit recommendations. | Infrastructure |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|---|--------------------------|
| 5.3.8.d | Create or review and update all policies that have been identified as required or are due for review. Place all policies where there are material changes on public exhibition. Policies identified are listed below: | All policy reviews to be completed by 30 June 2022. | Governance |
| d_01 | Review and update Councillor Expenses and Facilities policy. | Completed by 30 June 2022 (within 12 months of new council term). | Finance & Administration |
| d_02 | Review Council's Code of Conduct. | Completed by 31 December 2021. | Finance & Administration |
| d_03 | Review the Fraud & Corruption Control Strategy. | Completed by 31 December 2021. | Finance & Administration |
| d_04 | Undertake the annual review (and update) of the Investment Policy. | Completed by 30 June 2022. | Finance & Administration |
| d_05 | Review and update K10.1 Contributions Levied for Kerb and Guttering Construction Policy. | Completed by 30 June 2022. | Infrastructure |
| d_06 | Review F31.1 Road Closures Associated with Filming Proposals Policy. | Completed by 30 June 2022. | Infrastructure |
| d_07 | Review the Financing Internal Restricted Assets Policy. | Completed by 30 August 2021. | Finance & Administration |
| d_08 | Review the Project Authorisation and Revotes Policy. | Completed by 31 December 2021. | Finance & Administration |
| d_09 | Review the Domestic and Family Violence Guidelines and Protocol (internal). | Complete the review by 31 December 2021. | Human Resources |
| d_10 | Legionella Management Plan. | Completed by March 2022. | Health & Building |
| d_11 | Review the Health and Wellbeing Protocol. | Completed by 30 June 2022. | Human Resources |
| d_12 | Review the Redeployment and Voluntary Redundancy Protocol. | Completed by 30 June 2022. | Human Resources |
| d_13 | Great North Road Conservation Management Plan. | Completed by 30 June 2022. | Infrastructure |
| d_14 | Update Cessnock Tidy Town Program. | Completed by 30 June 2022. | Environment & Waste |
| d_15 | Review L10.2 Temporary Roadside Grazing Permits Policy. | Completed by 30 June 2022. | Infrastructure |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|---|--------------------|
| d_16 | Cessnock Airport Operational Policy & User Guidelines. | Completed by 30 June 2022. | Works & Operations |
| d_17 | Reveiw Leave and Work Arrangements Protocols. | Flexible Work Arrangements Protocol by 30 June 2022. Leave Protocol by 30 June 2022. Personal (Sick and Careers) Leave Protocol by 30 June 2022. Private Motor Vehicle Usage Protocol by 30 June 2022. Remuneration and Job Evaluation by 31 December 2021. Reward and Recognition Protocol by 30 June 2022. Salary System Transition Protocol by 30 June 2022. Secondary Employment Protocol by 1 March 2022. Social Functions Protocol by 30 June 2022. Study Assistance Protocol by 31 December 2021. | Human Resources |
| d_18 | Building Approval for Buildings Fronting Unmade Roads. | Completed by 30 June 2022. | Infrastructure |
| d_19 | Asset Management Policy. | Completed by 30 June 2022. | Infrastructure |
| d_20 | Development and Transfer of Crown Roads (Road Standards). | Completed by 30 June 2022. | Infrastructure |
| d_21 | Development Applications Adjacent to Rear Lanes. | Completed by 30 June 2022. | Infrastructure |
| d_22 | Guidelines for the Opening of Roads. | Completed by 30 June 2022. | Infrastructure |
| d_23 | Identification of Land Fronting Unformed Roads | Completed by 30 June 2022. | Infrastructure |
| d_24 | Urban House Numbering. | Completed by 30 June 2022. | Infrastructure |
| d_25 | Building Approval Conditions for Land Fronting Unformed Roads, Heddon Greta. | Completed by 30 June 2022. | Infrastructure |
| d_26 | Building Approval Conditions in Frederick Street, North Rothbury. | Completed by 30 June 2022. | Infrastructure |
| d_27 | Building Approval Conditions for Land Fronting Unmade Roads, Ellalong. | Completed by 30 June 2022. | Infrastructure |
| d_28 | Building Conditions for Land Fronting Unformed Roads, Wollombi. | Completed by 30 June 2022. | Infrastructure |
| d_29 | Purchase and Disposal of Council Vehicles. | Completed by 30 June 2022. | Works & Operations |

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|---|--------------------------|
| 5.3.9.a | *Progress Vineyard Grove project in accordance with Council resolution and seek further based business of alternative options. | Finalise the approach and transact the realisation of project objectives to optimise outcome for Council. | Finance & Administration |
| 5.3.9.b | Progress Civic Park project to consolidate Council land and create a large development for adaptive reuse. | Consolidate the site to enable the creation of opportunities for underutilised urban land and to support improved amenity within Cessnock. | Finance & Administration |
| 5.3.9.c | To benefit local sporting associations and community service groups, develop and establish a procedural framework for granting long-term tenure of land and facilities designated for community use. | Adoption of a Community Lease Protocol that incorporates assessment tools and responsibility schedules to guide and improve community lease and property management services. | Finance & Administration |
| 5.3.10.a | Enhance Council Long Term Financial Plan (LTFP) to ensure that the LTFP becomes part of the IP&R documents. | Undertake review of the potential external LTFP software products against current solution and determine preferred solution by 30 September 2021. Implement the chosen LTFP software product to improve the modelling, analysis and reporting functions by 31 December 2021. | Finance & Administration |
| 5.3.10.b | Develop the Community Strategic Plan and Delivery Program. | Adopt the Community Strategic Plan by 30 June 2022. Adopt the Delivery Program and Operational Plan by 30 June 2022. | Finance & Administration |
| 5.3.10.c | Prepare the End of Term Report. | Report to be presented to the last Council meeting of the outgoing Council in August 2021. | Finance & Administration |
| 5.3.10.d | Prepare the Cessnock City Annual Report. | Completed by 30 November 2021. | Finance & Administration |
| 5.3.10.e | Prepare the State of the Environment Report. | Completed by 30 November 2021. | Environment & Waste |
| 5.3.11.a | *Continue to enhance Council's Contractor Management to ensure value for money principles can be achieved. | Carry out a review of the contract / agreement documents with the view to strengthen them in line with framework by June 2022 Implementation of quarterly contractor meeting with Council high spend and high risk areas by June 2022. | Finance & Administration |
| 5.3.11.b | *Create options / scenarios to engage community as part of Community Strategic Plan and Delivery Program formulation (including possible funding options for community consideration). | Completed by 30 June 2022. | Finance & Administration |
| 5.3.11.c | *Continue to apply the principle of balanced operating budget and ensure programs are fully funded. | Carry out the Quarterly Budget Review process and propose for adoption by Council (Q1,Q2,Q3). Carry out the Annual Budget Review process and propose for adoption by Council by 30 June 2022. | Finance & Administration |

*** Project supporting financial sustainability**

| OPERATIONAL PLAN 2021-22 (action) | | Operational Plan Target | Responsibility |
|-----------------------------------|--|--|--------------------------|
| 5.3.11.d | *Continue implementation of the Plant and Fleet Management review to ensure efficient and effective use of resources. | Completed by 30 June 2022. | Works & Operations |
| 5.3.11.e | *Review all non-rate related revenue as part of the CSP and Delivery Program to identify options which can reduce reliance on ratepayers. | Completed by 30 June 2022. | Finance & Administration |
| 5.3.12.a | Collaborate on integration opportunities between project managements tools/systems with Authority and PULSE. | Identify possible options which will streamline current processes and improve data by June 2022. | Finance & Administration |
| 5.3.13.a | Share information regarding the status of current Capital Works on Council's website, particularly with respect to traffic disruptions and construction works. | Provide weekly updates on the status of Capital Works for Council's website. | Infrastructure |
| 5.3.13.b | Share information regarding the status of current Capital Works using social media, particularly with respect to traffic disruptions and construction works. | Ongoing liaison with Communications and Media for social media updates regarding Capital Works. | Infrastructure |
| 5.3.13.c | Ensure Council's software systems are secure and running vendor supported versions. | Ongoing | Information Technology |
| 5.3.14.a | Review and if required update the Council's 2020-2024 EEO Management Plan. | Completed by 30 June 2022. | Human Resources |
| 5.3.14.b | Workforce Plan | Review Council's 2017-2021 Workforce plan and develop draft for inclusion in Council's new resourcing strategy. Draft to be developed by December 2021. Include any relevant information from recent staff surveys and feedback. | Human Resources |
| 5.3.14.c | Continue to implement the a succession planning and talent management framework. | Ongoing | Human Resources |
| 5.3.14.d | Conduct Cultural Awareness Training for Relevant Staff. | Completed by 30 June 2022. | Human Resources |
| 5.3.14.e | Review Council Policy and Protocols to ensure Council adhere to the relevant Child Safe Standards. | Completed by 30 June 2022. | Human Resources |

*** Project supporting financial sustainability**

MEASURES

| Measures | Context/Benchmark | Base | Target |
|---|---|---|--------------------------------|
| Development Application Processing Times | <p>This measure is the mean and the median number of days to process Development Applications (for all DAs which have been determined).</p> <p>This data is sourced from the Local Development Performance Monitoring Report.</p> | <p>49 Mean 2015-16</p> <p>23 Median 2015-16</p> | <p>Maintain</p> <p>28 days</p> |
| Satisfaction with Council's performance overall | <p>This measure is from a random survey of residents where they are asked to rate their satisfaction with Council's performance overall on a scale of 1-5, where 1 = low satisfaction and 5 = high satisfaction.</p> <p>The benchmark in 2009 from similar surveys with over 15,000 residents across 25 local government areas was 3.5.</p> <p>The 2016 rating was 3.27 (compared with 3.22 in 2014).</p> | <p>3.27</p> <p>2016</p> | <p>>3.5</p> |
| Response to Customer Requests | <p>The number of customer requests that are completed within agreed timeframes divided by the total number of customer requests completed.</p> <p>This data is sourced from the workflows in Council's customer request management system.</p> | <p>74%</p> <p>2015-16</p> | <p>75%</p> |
| Operating Performance | <p>This measure is the three year average of the operating result (excluding capital grants and contributions) divided by total operating revenue (excluding capital grants and contributions).</p> <p>The Fit for the Future benchmark is better than breakeven (average over three years).</p> | <p>(0.014)</p> <p>2015-16</p> | <p>>0</p> |
| Own Source Revenue | <p>This measure is the three year average of the total operating result (excluding capital grants and contributions) divided by total operating revenue.</p> <p>The Fit for the Future benchmark is greater than 60% (average over three years).</p> | <p>67.4%</p> <p>2015-16</p> | <p>>60%</p> |
| Debt Service | <p>This measure is the three year average of the cost of debt service (principal and interest) divided by total operating revenue.</p> <p>The Fit for the Future benchmark is greater than 0% and less than 20% (average over three years).</p> | <p>2.5%</p> <p>2015-16</p> | <p>>0 and <20%</p> |

INTEGRATED PLANS AND STRATEGIC STUDIES

- Community Engagement Strategy and Action Plan
- Customer Service Strategy
- Hunter Regional Plan 2036
- Strategic Internal Audit Plan 2020-23
- Road Safety Strategic Plan 2020-24
- Community Strategic Plan, *Cessnock 2027*
- Risk Management Strategy
- Digital Strategy
- GIS Strategy
- Traffic & Transport Strategy

PROGRAMS

CIVIC LEADERSHIP & EFFECTIVE GOVERNANCE



LEADERSHIP



COMMUNITY
ENGAGEMENT



CUSTOMER SERVICE



FINANCIAL
SUSTAINABILITY



GOVERNANCE

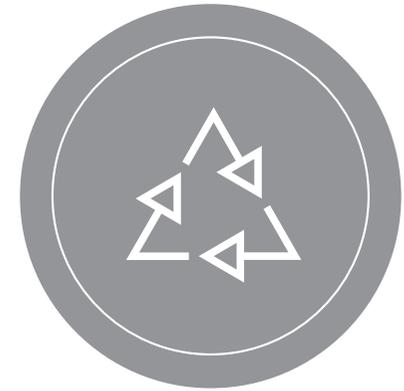
Operational Budget - Civic leadership and effective governance

| Operational Budget | | | | | | |
|--|------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------|------------------|
| Activity | 2020-21 Adopted Budget | 2021-22 Operating Expenditure | 2021-22 Operating Revenue | 2021-22 Capital Expenditure | 2021-22 Capital Revenue | 2021-22 Budget |
| Civic leadership and effective governance | | | | | | |
| General Manager | 889,550 | 889,218 | (1,000) | - | - | 888,218 |
| Directors | 1,557,183 | 1,670,735 | (6,827) | - | - | 1,663,908 |
| Vineyard Grove Development | - | 208 | (208) | - | - | - |
| Corporate Administration | 988,000 | 1,044,763 | (10,614) | 1,000 | - | 1,035,149 |
| Business Support and Customer Relations | 995,700 | 1,067,471 | (112,069) | - | - | 955,402 |
| Customer Service | 1,084,700 | 1,079,876 | (100) | - | - | 1,079,776 |
| Corporate Planning (IP&R) | 154,900 | 207,744 | - | - | - | 207,744 |
| Property (Leases and Licencing) | 215,840 | 275,915 | (97,761) | - | - | 178,154 |
| Finance | (5,257,050) | 1,568,026 | (6,395,163) | 500 | - | (4,826,637) |
| Rates | 210,900 | 1,309,573 | (1,062,256) | - | - | 247,317 |
| Payroll Section | 86,800 | 90,362 | - | - | - | 90,362 |
| Information Technology | 2,822,408 | 2,944,776 | (749,524) | 630,000 | - | 2,825,252 |
| Human Resources | 2,784,400 | 3,225,015 | (425,305) | - | - | 2,799,710 |
| Development Services | 1,562,200 | 2,446,553 | (824,601) | - | - | 1,621,952 |
| Building Assessment and Certification Services | 117,254 | 1,243,780 | (1,189,372) | - | - | 54,408 |
| Media and Communication | 311,920 | 332,314 | - | - | - | 332,314 |
| Mayor and Councillors | 791,810 | 1,281,802 | (622,930) | 140,000 | - | 798,872 |
| Sub-Total | 9,316,515 | 20,678,131 | (11,497,730) | 771,500 | - | 9,951,901 |
| Sub-Total Net Expenditures | | | | | | |
| Rates (Income and Rebates) | (40,418,600) | - | (42,235,308) | - | - | (42,235,308) |
| Total (SURPLUS)/DEFICIT | (110,839) | 71,132,247 | (90,726,928) | 47,205,953 | (27,840,617) | (229,345) |

Note: The amounts in this table do not include non cash items of: Depreciation, Net Loss on Disposal of Assets and estimated S7.11 receipts.

Section 3

2021-22 Budget



“

The Operational Plan must include the council's detailed annual budget, along with the council's Statement of Revenue Policy, which includes the proposed rates, fees and charges for that financial year.

”

FINANCIAL FORECASTS

Assumptions

The 2021-22 estimates of income and expenditure in this document have been prepared using the following financial assumptions:

General Rates

- Ordinary rates are increased by 2% comprising the full amount of the rate peg limit.

Domestic Waste Management Charges

- Domestic Waste Management Charges have increased by 4.67%.

Interest Rates

- Interest on new loans of 2% (3.5% in 2020-21) and interest on investments of 0.47% (1.125% in 2020-21).

Inflation

The 2021-22 annual budget has been based on a 2% award increase in salaries and wages (1.5% in 2020-21). Inflation of 1.5% has been generally applied to materials and contracts in the 2021-22 budget.

Risks

This operational plan incorporates assumptions and judgments based on the information available at the time of publication. Unexpected changes in a range of factors could influence the outcomes in the current and future years.

General Risks

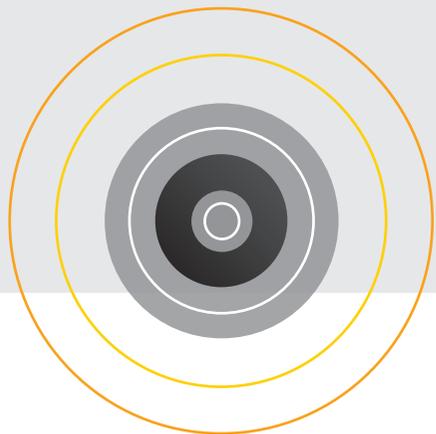
A major influence on expected revenues and expenses in any year is the economy. The level of economic activity will impact demand for some of Council's services, while changes in inflation rates and interest rates will be reflected in the costs Council pays for materials and services and the return on its investments.

Many of Council's maintenance and construction activities are impacted by the weather; extreme weather conditions can impact on priorities (because of road deterioration, cleaning of debris etc.) and result in programmed works being postponed.

Significant changes in government legislation, particularly in the areas of planning, resource management and local government framework/ services, could result in additional costs being borne by Council. Council, as a multi-purpose organisation, providing a large range of buildings, parks, playgrounds and other facilities accessible to the public, could possibly face insurance claims at any time.

Council is the planning consent authority under the Environmental Planning & Assessment Act 1979. Pursuant to that Act, certain persons aggrieved by a planning decision of Council may appeal to the Land & Environment Court. It is the Court's normal practice that parties bear their own legal costs, however the amount of costs cannot be known until an appeal is determined.

On the revenue side, grants are a material component of Council's source of funds and are subject to political decisions by other levels of government.



Specific Risks

Climate

Climate variability is the way climate fluctuates (in the short-term) above or below a long-term average value. Common drivers of climate variability include El Nino and La Nina events.

Climate change is a long-term continuous change (over centuries and millennia) to average weather conditions. Climate change is slow and gradual, and unlike year-to-year variability, is very difficult to perceive without scientific records. Climate change occurs because of changes to the Earth's environment, the changes in its orbit around the sun or human modification of the atmosphere.

The Garnaut Report (2008) found that, as a result of past actions, the world is already committed to a level of warming that could lead to damaging climate change. The continuing growth in greenhouse gas emissions is expected to have a severe and costly impact on agriculture, infrastructure, biodiversity and

ecosystems in Australia. The report concluded that every Australian would have to adapt to climate change... for the maintenance of their livelihoods and the things that they value.

Climate change will affect rainfall, temperature and sea levels and will have consequences on flooding, soil moisture, bushfire intensity and storm events. It will cause the re-evaluation of Council activities and priorities, as well as significantly impacting on future plans.

Council has taken some initial measures to mitigate the broader risk of climate change.

Council's response to date has included initiatives to improve the coordination and effectiveness of Council's response to climate change. However, the extent of climate change impacts on the social and economic wellbeing of our community is yet to be comprehensively assessed.

Ability to Fund Asset Management

A common issue arising from recent local government reviews has been the shortfall in infrastructure maintenance and renewals expenditure

(and how it is to be funded) to ensure that infrastructure is providing the level of service expected by the community. If appropriate asset management processes are not adopted, then assets can deteriorate to the point where level of service standards cannot be met.

Council has an Asset Management Strategy and Asset Management Plans for the key infrastructure classes of roads, bridges, stormwater drainage, buildings and open space.

Development Applications

The revenue estimates for development applications (DAs) are based on ongoing residential building activity in the local government area.



Rate Pegging

Rate pegging limitations continue to constrain revenue raising capacity and place extra burden on Council when rate pegging increases are less than increases in the costs faced by Councils.

In 2021-22 the rate peg limit of 2% was in line with the forecast rate peg of 2% in the Long-Term Financial Plan.

Future Funding Obligations

Council has identified a substantial commitment to future works which will require funding in future years, with some of those projects requiring attention in the short to medium term.

Due to the significant amounts associated with these future commitments, the capacity of Council to provide funding within existing budgets will need to be reviewed, along with the level of funding provided to existing services.

CURRENT FINANCIAL POSITION OF COUNCIL

The long term financial position of the Council remains a significant challenge over future years. While Council still adopts a balanced budget strategy, current operations continue to exert considerable pressure on Council's capacity to manage its financial position. Also, Council has a substantial financial commitment to future capital works.

Financial Sustainability Initiative

In July 2014 Council adopted a Financial Sustainability Initiative to ensure that, in the long-term, Council generates sufficient funds to provide the levels of service and infrastructure agreed with our community.

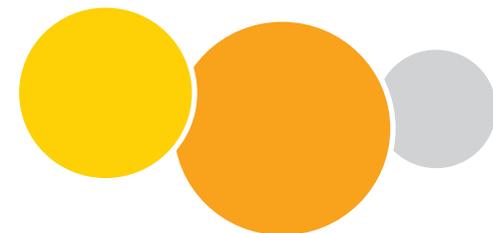
In essence, the underlying objectives of the Financial Sustainability Initiative are to:

- Reduce costs
- Increase revenues; and
- Improve value-for-money.

Nine projects were identified to achieve the Financial Sustainability Initiative objectives:

- Service review;
- Productivity improvements & cost savings project;
- Sponsorship & subsidies review;
- Strategic property review;
- Fees & charges review;
- Assets, depreciation & capital commitments review;
- Developer contributions review;
- Business opportunities framework; and
- Special rate variation strategy.

These projects have been incorporated into Council's Integrated Planning and Reporting documents.



| Operational Budget | | | | | | |
|---|------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------|------------------------|
| Activity | 2020-21 Adopted Budget | 2021-22 Operating Expenditure | 2021-22 Operating Revenue | 2021-22 Capital Expenditure | 2021-22 Capital Revenue | 2021-22 Capital Budget |
| A connected, safe and creative community | | | | | | |
| Social Planning | 31,700 | 32,514 | - | - | - | 32,514 |
| Youth Services | 275,200 | 331,816 | (5,029) | - | - | 326,787 |
| Building Maintenance | 1,456,800 | 1,350,450 | 25,469 | - | - | 1,375,919 |
| Tidy Towns | 39,800 | 41,123 | (1,000) | - | - | 40,123 |
| Open Space and Community Facilities | 4,996,526 | 4,983,248 | (126,237) | 1,777,260 | (1,602,408) | 5,031,863 |
| Asset Management - Buildings | 890,288 | 706,268 | (704,106) | 1,286,006 | (281,827) | 1,006,341 |
| Recreation Parks | 658,700 | 97,650 | - | - | - | 97,650 |
| Cemeteries | 162,900 | 410,218 | (272,452) | 39,951 | - | 177,717 |
| Swimming Pools | 1,610,800 | 1,292,032 | (934,168) | 1,402,723 | - | 1,760,587 |
| Sanitary | 7,750 | 49 | 8,838 | - | - | 8,887 |
| Health & Building | 209,400 | 187,311 | - | - | - | 187,311 |
| Environmental Health | 604,550 | 844,526 | (236,627) | - | - | 607,899 |
| On-Site Sewage Management | (496,500) | - | (510,340) | - | - | (510,340) |
| Ranger/Animal Control | 571,131 | 1,239,524 | (775,012) | - | - | 464,512 |
| Rural Fire Services | 678,600 | 885,005 | (272,822) | - | - | 612,183 |
| State Emergency Services | 459,067 | 470,147 | (65,993) | - | - | 404,154 |
| Road Safety | 22,700 | 107,572 | (56,000) | - | - | 51,572 |
| Libraries | 1,734,339 | 1,887,390 | (194,292) | 212,950 | (48,000) | 1,858,048 |
| Cessnock Performing Arts Centre | 937,755 | 1,128,968 | (150,211) | - | - | 978,757 |
| Cessnock Regional Art Gallery | 76,205 | 6,393 | 4,000 | - | - | 10,393 |
| Community & Cultural Programs | 429,100 | 445,437 | (53,814) | - | - | 391,623 |
| Marthaville | 22,300 | 22,620 | - | - | - | 22,620 |
| Richmond Main | 87,500 | 32,559 | 10,900 | - | - | 43,459 |
| Wollombi Cultural Centre | 2,000 | 2,035 | - | - | - | 2,035 |
| Sub-Total | 15,468,611 | 16,504,855 | (4,308,896) | 4,718,890 | (1,932,235) | 14,982,614 |
| A prosperous and sustainable economy | | | | | | |
| Economic Development | 567,300 | 511,570 | (60,000) | 60,000 | - | 511,570 |
| Visitors Information Centre | 390,119 | 621,554 | (289,197) | - | - | 332,357 |
| Sub-Total | 957,419 | 1,133,124 | (349,197) | 60,000 | - | 843,927 |

Note: The amounts in this table do not include non cash items of: Depreciation, Net Loss on Disposal of Assets and estimated S7.11 receipts.

| Operational Budget | | | | | | |
|---|------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------|----------------|
| Activity | 2020-21 Adopted Budget | 2021-22 Operating Expenditure | 2021-22 Operating Revenue | 2021-22 Capital Expenditure | 2021-22 Capital Revenue | 2021-22 Budget |
| A sustainable and healthy environment | | | | | | |
| Drainage | 571,000 | 475,050 | (554,000) | 591,690 | (200,000) | 312,740 |
| Flood Management | 19,000 | 40,000 | (20,000) | 3,067,185 | (2,795,000) | 292,185 |
| Weed Programs | 101,700 | 196,158 | (95,100) | - | - | 101,058 |
| Land Use Planning | 876,700 | 1,205,777 | (271,912) | - | - | 933,865 |
| Waste and Environmental Management | 303,400 | 809,820 | (543,412) | 52,868 | - | 319,276 |
| Waste Services | - | 16,256,264 | (18,240,622) | 1,984,358 | - | - |
| Sub-Total | 1,871,800 | 18,983,069 | (19,725,046) | 5,696,101 | (2,995,000) | 1,959,124 |
| Accessible infrastructure, services and facilities | | | | | | |
| Depot Management | 220,100 | 277,093 | 24,748 | - | - | 301,841 |
| Procurement / Contracts | 162,200 | 149,025 | (25,982) | 15,000 | - | 138,043 |
| Design | 1,443,000 | 1,611,775 | (203,458) | - | - | 1,408,317 |
| Fleet Management | - | (463,940) | (1,292,060) | 1,756,000 | - | - |
| Airport Operations | 162,500 | 654,008 | (422,967) | 8,824,814 | (8,458,197) | 597,658 |
| Asset Planning | 1,245,687 | 579,028 | 14,072 | - | - | 593,100 |
| Construction Program | (985,700) | - | (3,949,838) | 12,246,795 | (7,641,963) | 654,994 |
| Local Road Bridge Programs | 1,259,529 | 687,700 | (878,330) | 4,103,005 | (3,334,500) | 577,875 |
| Resealing Program | 3,073,400 | - | (2,594,690) | 8,636,671 | (3,478,722) | 2,563,259 |
| Works Delivery Administration | 806,100 | 666,330 | - | - | - | 666,330 |
| Administration - Outdoor Overheads | (772,500) | - | (293,548) | - | - | (293,548) |
| Works and Operations Programs | 6,005,300 | 9,597,142 | (2,988,698) | 377,177 | - | 6,985,621 |
| Private Works | 73,800 | 74,907 | - | - | - | 74,907 |
| Sub-Total | 12,693,416 | 13,833,068 | (12,610,751) | 35,959,462 | (22,913,382) | 14,268,397 |

Note: The amounts in this table do not include non cash items of: Depreciation, Net Loss on Disposal of Assets and estimated \$7.11 receipts.

| Operational Budget | | | | | | |
|--|------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------|------------------|
| Activity | 2020-21 Adopted Budget | 2021-22 Operating Expenditure | 2021-22 Operating Revenue | 2021-22 Capital Expenditure | 2021-22 Capital Revenue | 2021-22 Budget |
| Civic leadership and effective governance | | | | | | |
| General Manager | 889,550 | 889,218 | (1,000) | - | - | 888,218 |
| Directors | 1,557,183 | 1,670,735 | (6,827) | - | - | 1,663,908 |
| Vineyard Grove Development | - | 208 | (208) | - | - | - |
| Corporate Administration | 988,000 | 1,044,763 | (10,614) | 1,000 | - | 1,035,149 |
| Business Support and Customer Relations | 995,700 | 1,067,471 | (112,069) | - | - | 955,402 |
| Customer Service | 1,084,700 | 1,079,876 | (100) | - | - | 1,079,776 |
| Corporate Planning (IP&R) | 154,900 | 207,744 | - | - | - | 207,744 |
| Property (Leases and Licencing) | 215,840 | 275,915 | (97,761) | - | - | 178,154 |
| Finance | (5,257,050) | 1,568,026 | (6,395,163) | 500 | - | (4,826,637) |
| Rates | 210,900 | 1,309,573 | (1,062,256) | - | - | 247,317 |
| Payroll Section | 86,800 | 90,362 | - | - | - | 90,362 |
| Information Technology | 2,822,408 | 2,944,776 | (749,524) | 630,000 | - | 2,825,252 |
| Human Resources | 2,784,400 | 3,225,015 | (425,305) | - | - | 2,799,710 |
| Development Services | 1,562,200 | 2,446,553 | (824,601) | - | - | 1,621,952 |
| Building Assessment and Certification Services | 117,254 | 1,243,780 | (1,189,372) | - | - | 54,408 |
| Media and Communication | 311,920 | 332,314 | - | - | - | 332,314 |
| Mayor and Councillors | 791,810 | 1,281,802 | (622,930) | 140,000 | - | 798,872 |
| Sub-Total | 9,316,515 | 20,678,131 | (11,497,730) | 771,500 | - | 9,951,901 |
| Sub-Total Net Expenditures | | | | | | |
| Rates (Income and Rebates) | (40,418,600) | - | (42,235,308) | - | - | (42,235,308) |
| Total (SURPLUS)/DEFICIT | (110,839) | 71,132,247 | (90,726,928) | 47,205,953 | (27,840,617) | (229,345) |

Note: The amounts in this table do not include non cash items of: Depreciation, Net Loss on Disposal of Assets and estimated \$7.11 receipts.

Budget by Function/Activity - Note 2(a)

| Functions/Activities | Income from continuing operations 2021-22 budget | Capital Income from continuing operations 2021-22 budget | Expenses from continuing operations 2021-22 budget | Operating result from continuing operations 2021-22 budget |
|--|---|---|---|---|
| Governance | | | | |
| Administration | (1,708,732) | (2,500,000) | 30,630,101 | 26,421,369 |
| Public Order & Safety | (1,164,200) | - | 2,526,076 | 1,361,876 |
| Health | (746,967) | - | 844,526 | 97,559 |
| Environment | (18,320,744) | (2,044,000) | 17,710,450 | (2,654,294) |
| Community Services & Education | (58,843) | - | 777,233 | 718,390 |
| Housing & Community Amenities | (1,579,267) | - | 6,772,102 | 5,192,835 |
| Recreation & Culture | (732,090) | (1,932,235) | 8,605,092 | 5,940,767 |
| Mining, Manufacturing & Construction | (1,189,372) | - | 1,431,091 | 241,719 |
| Transport & Communication | (6,448,194) | (20,873,833) | 10,805,474 | (16,516,553) |
| Economic Affairs | (297,550) | - | 1,302,199 | 1,004,649 |
| Total Functions & Activities | (32,245,959) | (27,350,068) | 81,404,344 | 21,808,317 |
| General Purpose Income ¹ | (49,649,010) | - | - | (49,649,010) |
| Operating result from continuing operations | (81,894,969) | (27,350,068) | 81,404,344 | (27,840,693) |

1. Includes: Rates & Annual Charges (incl. Ex-Gratia), United General Purpose Grants & Unrestricted Interest & Investment Income.

Budget by Function/Activity - Note 2(a)

| Functions/Activities | Capital Expenditure 2021-22 budget | Provision Depn & Asset Write Offs 2021-22 budget | Loan Repayments 2021-22 budget | Loan Income 2021-22 budget | Transfer to Restricted Asset 2021-22 budget | Transfer from Restricted Asset 2021-22 budget | Combined 2021-22 budget |
|--|---------------------------------------|---|-----------------------------------|-------------------------------|--|--|----------------------------|
| Governance | | | | | | | |
| Administration | 2,542,500 | (15,823,244) | 603,100 | - | 5,446,919 | (2,961,658) | 15,766,739 |
| Public Order & Safety | - | - | 68,600 | - | - | (7,247) | 1,423,229 |
| Health | - | - | - | - | - | - | 97,559 |
| Environment | 5,756,101 | - | - | (951,000) | 1,287,528 | (1,164,913) | 1,780,422 |
| Community Services & Education | - | - | - | - | 5,000 | - | 723,390 |
| Housing & Community Amenities | 39,951 | - | 52,100 | - | 55,000 | (30,000) | 5,309,886 |
| Recreation & Culture | 4,678,939 | - | 138,200 | - | 200,500 | (1,598,229) | 9,360,177 |
| Mining, Manufacturing & Construction | - | - | - | - | - | - | 241,719 |
| Transport & Communication | 34,188,462 | - | 923,000 | (2,039,549) | 264,200 | (4,787,067) | 13,781,352 |
| Economic Affairs | - | - | - | - | - | (69,457) | 935,192 |
| Total Functions & Activities | 47,205,953 | (15,823,244) | 1,785,000 | (2,990,549) | 7,259,147 | (10,618,571) | 49,419,665 |
| General Purpose Income ¹ | - | - | - | - | - | - | (49,649,010) |
| Balance Sheet and Reserve Movements | 47,205,953 | (15,823,244) | 1,785,000 | (2,990,549) | 7,259,147 | (10,618,571) | (229,345) |

Profit & Loss Statement

| | 2019-20 Actual Profit & Loss | 2020-21 Adopted Budget Profit & Loss | 2021-22 Forecast Profit & Loss |
|---|---------------------------------|---|-----------------------------------|
| Revenue | | | |
| Rates & Annual Charges | (53,355,000) | (55,499,860) | (58,257,382) |
| User Charges & Fees | (7,973,000) | (8,034,810) | (9,378,708) |
| Interest & Investment Revenue | (836,000) | (456,800) | (323,419) |
| Other Operating Revenues | (2,268,000) | (1,777,250) | (2,079,228) |
| Operating Grants & Contributions | (13,074,000) | (11,522,574) | (11,856,232) |
| Capital Grants & Contributions | (23,597,000) | (15,236,414) | (27,350,068) |
| Rental Income | (615,000) | - | - |
| Sub-Total | (101,718,000) | (92,527,708) | (109,245,037) |
| Expenses | | | |
| Employee Benefits & On-costs | 35,330,000 | 36,322,337 | 32,738,364 |
| Borrowing Costs | 318,000 | 406,043 | 223,900 |
| Materials & Contracts | 17,426,000 | 13,976,331 | 20,164,773 |
| Depreciation & Amortisation | 12,855,000 | 12,160,000 | 14,382,116 |
| Other Expenses | 10,293,000 | 11,426,160 | 11,395,191 |
| Net loss from Disposal of Assets | 2,102,000 | 3,000,000 | 2,500,000 |
| Impairment | - | - | - |
| Sub-Total | 78,324,000 | 77,290,871 | 81,404,344 |
| Operating Result - (Surplus)/Loss | (23,394,000) | (15,236,837) | (27,840,693) |
| Less Capital Grants & Contributions | (23,597,000) | (15,236,414) | (27,350,068) |
| Overall Result Before Capital Grants- (Surplus)/Loss | 203,000 | (423) | (490,625) |

| | Fit for the Future Benchmark | 2019-20 Actual | 2020-21 Adopted Budget | 2021-22 Forecast |
|-------------------------|------------------------------|----------------|------------------------|------------------|
| Operating Performance | >0 | 2.43% | 3.88% | 3.65% |
| Own Source Revenue | >60% | 63.95% | 71.08% | 64.39% |
| Infrastructure Renewals | >100% | 64.54% | 77.93% | 59.22% |
| Infrastructure Backlog | <2% | 3.59% | 4.76% | 3.70% |
| Asset Maintenance | >100% | 101.34% | 110.00% | 101.34% |
| Debt Service | >2 | 7.99 | 8.40 | 9.88 |

*Estimates only

| Balance Sheet | | | |
|--|------------------------------|---------------------------------|-----------------------------------|
| | 2020-21 | | |
| | 2020 Actual Balance Sheet | Adopted Budget Balance Sheet | 2021-22 Forecast Balance Sheet |
| Current Assets | | | |
| Cash & Investments | 47,507,000 | 43,448,000 | 49,961,000 |
| Receivables | 6,427,000 | 2,829,000 | 6,639,000 |
| Inventories | 1,634,000 | 2,030,000 | 1,649,000 |
| Other | 323,000 | 79,000 | 337,000 |
| Held for Sale | 206,000 | - | 206,000 |
| Sub-Total | 56,097,000 | 48,386,000 | 58,792,000 |
| Non-Current Assets | | | |
| Investments | - | - | - |
| Receivables | - | - | - |
| Inventories | - | - | - |
| Infrastructure, Property, Plant & Equipment | 955,756,000 | 876,363,000 | 1,042,740,000 |
| Right of Use Assets | 85,000 | - | 85,000 |
| Sub-Total | 955,841,000 | 876,363,000 | 1,042,825,000 |
| Current Liabilities | | | |
| Payables | (7,124,000) | (6,373,000) | (7,412,000) |
| Income Received in Advance | - | - | - |
| Contract Liabilities | (4,235,000) | - | (4,388,000) |
| Lease Liabilities | (60,000) | - | (60,000) |
| Borrowings | (1,469,000) | (1,300,000) | (1,472,000) |
| Provisions | (9,982,000) | (9,748,000) | (10,385,000) |
| Sub-Total | (22,870,000) | (17,421,000) | (23,717,000) |
| Non-Current Liabilities | | | |
| Payables | (5,491,000) | (5,203,000) | (5,714,000) |
| Income Received in Advance | - | - | - |
| Lease Liabilities | (23,000) | - | (23,000) |
| Borrowings | (3,880,000) | (5,328,000) | (6,722,000) |
| Provisions | (15,282,000) | (11,447,000) | (15,899,000) |
| Sub-Total | (24,676,000) | (21,978,000) | (28,358,000) |
| Equity | 964,392,000 | 885,350,000 | 1,049,542,000 |

| Reserve Balances | | | | |
|---------------------------------------|---|-------------------------------------|---------------------------------------|---|
| | 2020-21 Estimated Reserve Balance | 2021-22 Transfers to Reserves | 2021-22 Transfers from Reserves | 2021-22 Estimated Reserve Balance |
| External Restrictions | | | | |
| Developer Contributions | 15,139,722 | 2,500,000 | 2,425,558 | 15,214,164 |
| Domestic Waste Management | 430,000 | - | - | 430,000 |
| Stormwater Management Charge | 46,389 | 22,969 | - | 69,358 |
| Roads and Maritime Services | 1,639,713 | - | - | 1,639,713 |
| Specific Purpose Unexpended Grants | - | - | 67,247 | (67,247) |
| Sub-Total | 17,255,824 | 2,522,969 | 2,492,805 | 17,285,988 |
| Internal Restrictions | | | | |
| Bridge Replacement | 100,082 | 191,700 | 499,100 | (207,318) |
| Computer Services | 383,004 | 115,200 | 300,000 | 198,204 |
| Employee Leave Entitlements | 3,346,326 | 455,000 | - | 3,801,326 |
| Energy Efficiency Fund | 151,350 | 60,200 | 52,868 | 158,682 |
| Insurance Provisions | 1,226,813 | 161,000 | 253,305 | 1,134,508 |
| Miscellaneous Projects | 407,292 | 277,000 | 470,000 | 214,292 |
| Leverage for Matching Grant Funds | 655,450 | - | - | 655,450 |
| Operations & Programs | 606,898 | 261,500 | 366,000 | 502,398 |
| Planning Proposals | - | - | - | - |
| Plant & Vehicle | 1,514,058 | 1,567,519 | 1,340,000 | 1,741,577 |
| Property Investment Fund | 2,621,317 | 10,000 | 129,057 | 2,502,260 |
| Civil Works | 1,150,311 | 372,500 | 1,024,800 | 498,011 |
| Committed Projects (SRV) | 658,778 | - | 836,979 | (178,201) |
| Waste Depot & Rehabilitation | 4,818,918 | 726,559 | 1,067,045 | 4,478,432 |
| Sub-Total | 17,640,597 | 4,198,178 | 6,339,154 | 15,499,621 |
| TOTAL | 34,896,421 | 6,721,147 | 8,831,959 | 32,785,609 |

LONG-TERM FINANCIAL PLAN

Projected Income Statement

| Income | FY 2020 Actuals | FY2021 Revised Budgets | FY2022 Budgets | FY2023 Projections | FY2024 Projections | FY2025 Projections | FY2026 Projections | FY2027 Projections | FY2028 Projections | FY2029 Projections | FY2030 Projections | FY2031 Projections |
|--|----------------------|------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Ordinary Rates & Annual Charges * | (53,358,210) | (55,921,138) | (58,257,382) | (59,714,000) | (61,206,500) | (62,736,600) | (64,305,100) | (65,912,600) | (67,560,400) | (69,249,400) | (70,981,000) | (72,755,600) |
| User Charges & Fees | (7,971,907) | (11,082,966) | (9,378,708) | (9,613,500) | (9,853,800) | (10,099,800) | (10,352,000) | (10,610,300) | (10,875,300) | (11,147,000) | (11,425,600) | (11,710,800) |
| Interest & Investment Revenue | (835,646) | (444,934) | (323,419) | (331,500) | (339,800) | (348,200) | (356,900) | (365,700) | (374,700) | (383,900) | (393,400) | (403,200) |
| Other Revenues | (2,267,774) | (1,041,890) | (1,761,962) | (1,805,900) | (1,850,900) | (1,897,100) | (1,944,300) | (1,992,900) | (2,042,600) | (2,093,400) | (2,145,600) | (2,199,000) |
| Grants & Contributions for Operating Purposes | (13,072,109) | (13,109,496) | (11,549,410) | (11,838,300) | (12,134,300) | (12,437,900) | (12,749,100) | (13,067,600) | (13,394,200) | (13,729,100) | (14,072,500) | (14,424,300) |
| Grants & Contributions for Capital Purposes | (23,598,449) | (21,172,140) | (27,350,068) | (19,151,400) | (19,419,000) | (19,690,500) | (19,965,800) | (20,245,100) | (20,528,300) | (20,815,500) | (21,106,900) | (21,402,500) |
| Rental income | (614,074) | (625,626) | (624,088) | (639,900) | (656,000) | (672,300) | (689,200) | (706,500) | (724,200) | (742,300) | (760,900) | (779,900) |
| Total Income | (101,718,169) | (103,398,190) | (109,245,037) | (103,094,500) | (105,460,300) | (107,882,400) | (110,362,400) | (112,900,700) | (115,499,700) | (118,160,600) | (120,885,900) | (123,675,300) |
| Expenditure | | | | | | | | | | | | |
| Employee Benefits & on costs | 34,459,084 | 34,891,536 | 32,738,364 | 33,558,100 | 34,397,500 | 35,256,800 | 36,136,300 | 37,039,700 | 37,963,500 | 38,911,800 | 39,883,400 | 40,880,300 |
| Borrowing Costs | 317,300 | 263,659 | 223,900 | 186,378 | 175,820 | 156,331 | 154,439 | 156,579 | 159,286 | 159,448 | 164,462 | 173,116 |
| Material & Contracts | 18,295,184 | 20,409,698 | 20,164,773 | 20,667,000 | 21,184,500 | 21,714,000 | 22,255,400 | 22,810,100 | 23,378,400 | 23,960,200 | 24,556,500 | 25,167,700 |
| Depreciation & amortisation | 12,855,211 | 13,904,805 | 14,382,116 | 14,607,400 | 14,899,900 | 15,198,100 | 15,502,200 | 15,812,200 | 16,128,600 | 16,451,100 | 16,780,100 | 17,115,800 |
| Other Expenses | 10,294,238 | 11,329,681 | 11,395,191 | 11,679,100 | 11,969,300 | 12,267,800 | 12,573,100 | 12,885,500 | 13,205,600 | 13,533,500 | 13,869,300 | 14,214,700 |
| Loss on Sale of Assets | 2,101,529 | 36,386 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 |
| Total Expenditure | 78,322,545 | 80,835,765 | 81,404,344 | 83,197,978 | 85,127,020 | 87,093,031 | 89,121,439 | 91,204,079 | 93,335,386 | 95,516,048 | 97,753,762 | 100,051,616 |
| Operating Result (Profit)/Loss | (23,395,624) | (22,562,425) | (27,840,693) | (19,896,522) | (20,333,280) | (20,789,369) | (21,240,961) | (21,696,621) | (22,164,314) | (22,644,552) | (23,132,138) | (23,623,684) |
| Operating Result (Profit)/Loss excluding Grants & Contributions for Capital | 202,825 | (1,390,285) | (490,625) | (745,122) | (914,280) | (1,098,869) | (1,275,161) | (1,451,521) | (1,636,014) | (1,829,052) | (2,025,238) | (2,221,184) |

Projected Balance Sheet

| | FY 2020 Actuals | FY2021 Revised Budgets | FY2022 Budgets | FY2023 Projections | FY2024 Projections | FY2025 Projections | FY2026 Projections | FY2027 Projections | FY2028 Projections | FY2029 Projections | FY2030 Projections | FY2031 Projections |
|---|----------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Current Assets | | | | | | | | | | | | |
| Cash & Cash Equivalents | 4,907,021 | 5,065,587 | 5,161,595 | 5,222,900 | 5,302,438 | 5,398,103 | 5,524,389 | 5,895,450 | 6,187,624 | 6,209,615 | 6,375,811 | 6,509,085 |
| Investments | 42,600,000 | 44,100,000 | 44,800,000 | 47,300,000 | 50,200,000 | 53,400,000 | 56,700,000 | 59,800,000 | 62,700,000 | 64,200,000 | 65,400,000 | 68,400,000 |
| Receivables-CA | 6,431,560 | 6,483,082 | 6,639,295 | 6,708,875 | 6,780,225 | 6,853,449 | 6,928,574 | 7,005,635 | 7,084,702 | 7,165,816 | 7,249,033 | 4,960,250 |
| Inventories-CA | 1,633,872 | 1,642,964 | 1,648,556 | 1,654,232 | 1,659,993 | 1,665,841 | 1,671,776 | 1,677,800 | 1,683,914 | 1,690,121 | 1,696,420 | 1,702,814 |
| Other-CA | 323,424 | 331,510 | 336,482 | 341,530 | 346,653 | 351,852 | 357,130 | 362,487 | 367,924 | 373,443 | 379,045 | 384,731 |
| Held for Sale | 206,182 | 206,182 | 206,182 | 206,182 | 206,182 | 206,182 | 206,182 | 206,182 | 206,182 | 206,182 | 206,182 | 206,182 |
| Total Current Assets | 56,102,058 | 57,829,325 | 58,792,110 | 61,433,719 | 64,495,490 | 67,875,426 | 71,388,050 | 74,947,554 | 78,230,346 | 79,845,177 | 81,306,490 | 82,163,061 |
| Non-Current Assets | | | | | | | | | | | | |
| Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Inventories | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Infrastructure, Property, Plant & Equipment | 955,840,696 | 996,385,709 | 1,042,824,826 | 1,077,239,139 | 1,112,070,275 | 1,147,321,144 | 1,182,994,936 | 1,219,094,426 | 1,256,122,177 | 1,295,591,550 | 1,335,544,907 | 1,375,985,719 |
| Total Non-Current Assets | 955,840,696 | 996,385,709 | 1,042,824,826 | 1,077,239,139 | 1,112,070,275 | 1,147,321,144 | 1,182,994,936 | 1,219,094,426 | 1,256,122,177 | 1,295,591,550 | 1,335,544,907 | 1,375,985,719 |
| Current Liabilities | | | | | | | | | | | | |
| Payables-CL | (7,124,325) | (7,302,433) | (7,411,969) | (7,528,826) | (7,648,404) | (7,770,769) | (7,895,988) | (8,024,132) | (8,155,272) | (8,289,479) | (8,426,829) | (8,567,398) |
| Borrowings-CL | (1,469,362) | (1,557,633) | (1,471,576) | (1,168,497) | (983,341) | (1,048,658) | (1,122,318) | (1,025,593) | (924,016) | (1,004,456) | (931,567) | (804,355) |
| Provisions-CL | (9,982,486) | (10,232,048) | (10,385,529) | (10,489,384) | (10,594,278) | (10,700,221) | (10,807,223) | (10,915,295) | (11,024,448) | (11,134,692) | (11,246,039) | (11,358,500) |
| Contract Liabilities | (4,234,774) | (4,329,374) | (4,387,554) | (4,431,429) | (4,475,744) | (4,520,501) | (4,565,706) | (4,611,363) | (4,657,477) | (4,704,052) | (4,751,092) | (4,798,603) |
| Lease Liabilities | (60,104) | (60,104) | (60,104) | (60,104) | (60,104) | (60,104) | (60,104) | (60,104) | (60,104) | (60,104) | (60,104) | (60,104) |
| Total Current Liabilities | (22,871,050) | (23,481,592) | (23,716,732) | (23,678,240) | (23,761,870) | (24,100,252) | (24,451,339) | (24,636,487) | (24,821,316) | (25,192,783) | (25,415,631) | (25,588,960) |
| Non-Current Liabilities | | | | | | | | | | | | |
| Payables | (5,491,319) | (5,628,602) | (5,713,031) | (5,998,682) | (6,298,616) | (6,613,547) | (6,944,224) | (7,291,436) | (7,656,007) | (8,038,808) | (8,440,748) | (8,862,786) |
| Borrowings | (3,879,567) | (5,130,535) | (6,722,008) | (6,136,649) | (5,736,312) | (5,273,034) | (4,814,125) | (4,454,838) | (4,200,167) | (3,976,152) | (3,671,696) | (2,740,129) |
| Provisions | (15,282,445) | (15,664,506) | (15,899,474) | (15,899,474) | (15,899,474) | (15,899,474) | (15,899,474) | (15,899,474) | (15,899,474) | (15,899,474) | (15,899,474) | (15,899,474) |
| Lease Liabilities | (23,352) | (23,352) | (23,352) | (23,352) | (23,352) | (23,352) | (23,352) | (23,352) | (23,352) | (23,352) | (23,352) | (23,352) |
| Total Non-Current Liabilities | (24,676,682) | (26,446,995) | (28,357,864) | (28,058,156) | (27,957,753) | (27,809,407) | (27,681,175) | (27,669,099) | (27,779,000) | (27,937,785) | (28,035,269) | (27,525,740) |
| Equity | (964,395,022) | (1,004,286,447) | (1,049,542,340) | (1,086,936,462) | (1,124,846,143) | (1,163,286,911) | (1,202,250,473) | (1,241,736,393) | (1,281,752,207) | (1,322,306,159) | (1,363,400,497) | (1,405,034,081) |

Projected Cash Flow Statement

| Year End | FY 2020 Actuals | FY2021 Revised Budgets | FY2022 Budgets | FY2023 Projections | FY2024 Projections | FY2025 Projections | FY2026 Projections | FY2027 Projections | FY2028 Projections | FY2029 Projections | FY2030 Projections | FY2031 Projections |
|--|--------------------|------------------------------|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | | | | | | |
| RECEIPTS | | | | | | | | | | | | |
| Rates & Annual Charges | 53,163,852 | 56,009,377 | 58,187,123 | 59,643,466 | 61,134,187 | 62,662,404 | 64,228,993 | 65,834,547 | 67,480,331 | 69,167,274 | 70,896,761 | 75,043,351 |
| User Charges & Fees | 7,539,856 | 11,082,594 | 9,378,479 | 9,618,007 | 9,858,353 | 10,104,398 | 10,356,644 | 10,614,990 | 10,880,037 | 11,151,785 | 11,430,433 | 11,715,681 |
| Interest & Investment Revenue | 940,949 | 432,527 | 315,789 | 331,500 | 339,800 | 348,200 | 356,900 | 365,700 | 374,700 | 383,900 | 393,400 | 403,200 |
| Bonds, deposits & retention amount | 1,295,833 | 150,887 | 92,796 | 291,313 | 305,652 | 320,706 | 336,510 | 353,103 | 370,522 | 388,810 | 408,010 | 428,168 |
| Other revenues | 1,500,235 | 1,598,762 | 2,343,766 | 2,446,753 | 2,507,863 | 2,570,373 | 2,634,482 | 2,700,392 | 2,767,802 | 2,836,712 | 2,907,522 | 2,979,932 |
| Grants & contributions for Operating | 27,810,656 | 34,361,101 | 38,948,349 | 31,029,068 | 31,593,062 | 32,168,559 | 32,755,461 | 33,353,667 | 33,963,876 | 34,586,390 | 35,221,608 | 35,869,430 |
| PAYMENTS | | | | | | | | | | | | |
| Employee Benefits & On Costs | (33,903,290) | (34,625,218) | (32,574,785) | (33,443,230) | (34,281,318) | (35,139,287) | (36,017,438) | (36,919,472) | (37,841,887) | (38,788,784) | (39,758,965) | (40,754,426) |
| Borrowing Costs | (317,300) | (263,659) | (223,900) | (186,378) | (175,820) | (156,331) | (154,439) | (156,579) | (159,286) | (159,448) | (164,462) | (173,116) |
| Materials & Contracts | (19,068,270) | (20,329,887) | (20,115,689) | (20,580,183) | (21,095,456) | (21,622,672) | (22,161,730) | (22,714,029) | (23,279,867) | (23,859,143) | (24,452,854) | (25,061,400) |
| Other Expenses | (6,583,515) | (10,939,618) | (11,155,302) | (11,676,459) | (11,966,658) | (12,265,157) | (12,570,457) | (12,882,857) | (13,202,957) | (13,530,858) | (13,866,659) | (14,212,061) |
| Net Cash Provided/(Used) in Operating Activities | 32,379,006 | 37,476,867 | 45,196,625 | 37,473,857 | 38,219,665 | 38,991,192 | 39,764,925 | 40,549,461 | 41,353,271 | 42,176,637 | 43,014,793 | 46,238,759 |

| Year End | FY 2020 Actuals | FY2021 Revised Budgets | FY2022 Budgets | FY2023 Projections | FY2024 Projections | FY2025 Projections | FY2026 Projections | FY2027 Projections | FY2028 Projections | FY2029 Projections | FY2030 Projections | FY2031 Projections |
|---|-------------------|------------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | | | | | | |
| RECEIPTS | | | | | | | | | | | | |
| Movement in Investments securities | (7,700,000) | (1,500,000) | (700,000) | (2,500,000) | (2,900,000) | (3,200,000) | (3,300,000) | (3,100,000) | (2,900,000) | (1,500,000) | (1,200,000) | (3,000,000) |
| Sale of IPP&E | 916,471 | 3,094,014 | 693,000 | 756,900 | 822,000 | 888,600 | 956,500 | 1,025,700 | 1,096,200 | 1,168,000 | 1,241,400 | 1,316,200 |
| Sale of IPP&E- Real estate | 396,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PAYMENTS | | | | | | | | | | | | |
| Purchase of IPP&E | (24,934,978) | (40,251,555) | (46,599,033) | (34,781,014) | (35,476,634) | (36,186,167) | (36,909,890) | (37,648,088) | (38,901,049) | (41,679,070) | (42,512,654) | (43,362,909) |
| Net Cash Provided/(Used) in Investing Activities | (31,322,507) | (38,657,541) | (46,606,033) | (36,524,114) | (37,554,634) | (38,497,567) | (39,253,390) | (39,722,388) | (40,704,849) | (42,011,070) | (42,471,254) | (45,046,709) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | | | | | | |
| RECEIPTS | | | | | | | | | | | | |
| Proceeds from Borrowings | 0 | 2,947,553 | 3,063,049 | 530,000 | 530,000 | 530,000 | 600,000 | 600,000 | 600,000 | 700,000 | 700,000 | 0 |
| PAYMENTS | | | | | | | | | | | | |
| Repayment of Borrowings | (1,510,785) | (1,608,314) | (1,557,633) | (1,418,439) | (1,115,493) | (927,960) | (985,249) | (1,056,012) | (956,248) | (843,575) | (1,077,346) | (1,058,778) |
| Lease liabilities payments | (59,843) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Cash Provided/(Used) in Investing Activities | (1,570,628) | 1,339,239 | 1,505,416 | (888,439) | (585,493) | (397,960) | (385,249) | (456,012) | (356,248) | (143,575) | (377,346) | (1,058,778) |
| Net Increase/(decrease) in cash & cash equivalents | (514,129) | 158,566 | 96,008 | 61,305 | 79,538 | 95,665 | 126,286 | 371,061 | 292,173 | 21,992 | 166,194 | 133,272 |
| Plus : Opening balance of cash and cash equivalents | 5,421,150 | 4,907,020 | 5,065,586 | 5,161,594 | 5,222,899 | 5,302,437 | 5,398,102 | 5,524,388 | 5,895,449 | 6,187,623 | 6,209,615 | 6,375,808 |
| Cash & Cash equivalents at end of the year | 4,907,020 | 5,065,586 | 5,161,594 | 5,222,899 | 5,302,437 | 5,398,102 | 5,524,388 | 5,895,449 | 6,187,623 | 6,209,615 | 6,375,808 | 6,509,080 |
| Plus : Investments - end of year | 42,600,000 | 44,100,000 | 44,800,000 | 47,300,000 | 50,200,000 | 53,400,000 | 56,700,000 | 59,800,000 | 62,700,000 | 64,200,000 | 65,400,000 | 68,400,000 |
| Total Cash, Cash equivalents and investments | 47,507,020 | 49,165,586 | 49,961,594 | 52,522,899 | 55,502,437 | 58,798,102 | 62,224,388 | 65,695,449 | 68,887,623 | 70,409,615 | 71,775,808 | 74,909,080 |

REVENUE POLICY

A. Rating

In accordance with Section 494 of the Local Government Act 1993, Council must make and levy rates annually on all rateable land for which a valuation has been provided by the NSW Valuer-General. Rates must be levied on the land valuations in force as at 1 July of the rating year. Newly-created parcels of land which did not exist at the beginning of the rating year are to be valued and unpaid rates are to be apportioned in accordance with the NSW Valuer-General's determination as per Section 573 of the Local Government Act 1993. In 2021-22, Council will levy rates on newly-subdivided land on a pro-rata basis from the date of registration of the deposited plan or the strata plan.

The amount that is to be raised from rating is calculated to comply with legislative requirements and rate-pegging limitations.

Together with other sources of income, rating income is used to fund Council's expenditure to implement the programs and levels of service that will, in turn, realise the community's desired outcomes in Cessnock 2027.



Rate Pegging

The Independent Pricing & Regulatory Tribunal (IPART) determined a rate peg of 2% for 2021-22.

Methodology

For 2021-22 Council continues to use a rating methodology comprising a base amount plus an ad valorem amount (land value multiplied by a rate in the \$).

The land valuations used to calculate rates for 2021-22 are supplied by the Valuer General and have a base date of 1 July 2019.

Payment of Rates

Ratepayers may pay their rates annually in full by 31 August, or alternatively in four instalments with the following due dates: 31 August, 30 November, 28 February and 31 May each year. Council is required to issue notices one month in advance of the due date. Council's payment options include:

- telephone payment service
- direct debit
- payments at Australia Post
- credit card, cheque, money order, or cash payments at Council Chambers
- Bpay
- Centrepay
- internet payments by Credit Card via Council's website

Interest is charged on rates not paid by the due date in accordance with Section 566 of the Local Government Act 1993. The applicable interest rate is set each year by the Minister for Local Government. Council will adopt the maximum rate applicable as set by the Minister.

Statutory Pensioner Rebate

Eligible pensioners receive a statutory reduction of 50 per cent of the combined rates and domestic waste management charge to a maximum of \$250. Council receives a subsidy of 55 per cent of the total statutory rebate. To be eligible for a full year rebate, the date on which the person becomes eligible must be on the date rates and charges are levied in any rating year. Pensioners who become eligible after the date on which rates and charges are levied will receive a rebate proportionate to the number of full quarters remaining in the rating year after the day on which the person becomes an eligible pensioner in accordance with Section 575 of the Local Government Act 1993. Those pensioners who are uncertain of their status should contact Council for assistance and advice. The granting of the Statutory Pensioner Rebate to eligible pensioners is limited to the current year and previous year only.

Voluntary Pensioner Rebate

In addition to the Statutory Pensioner Rebate, Council will grant a voluntary pensioner rebate, which will be 1.6 per cent of the combined rates and domestic waste management charge. This voluntary rebate will apply to pensioners who are eligible for the Statutory

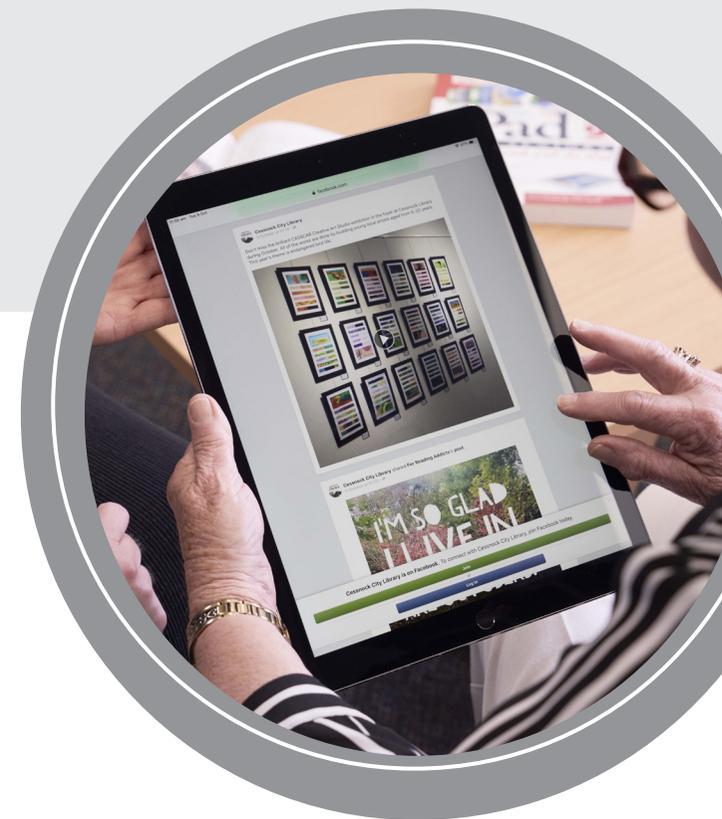
Rebate. It will be granted to all eligible pensioners on the same basis as the Statutory Pensioner Rebate for 2021-22. The granting of the Council's Voluntary Pensioner Rebate to eligible pensioners is limited to the current year and previous year only.

Categorisation of Land

Council has determined that the rates will be applied across seven categories:

- residential
- rural residential
- business
- farmland
- farmland – mixed use
- farmland – business rural
- mining

Those properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the NSW Valuer-General in accordance with the Valuation of Land Act 1916 are rated as part Residential and part Business on the basis that MDAF are not categorised according to dominant use.



COVID-19 impacts

Council will be able to offer assistance to ratepayers whom may be experiencing challenges in payment of their rates by the due date.

Assistance may be in the form of an extended payment arrangement, deferral of due date or holding of interest. Council's hardship policy was extended to cover all assessments.

| Category | Reference | Definition |
|---------------------------|--|--|
| Residential | <i>Section 516 Local Government Act 1993</i> | <p>Land is categorised as residential if it is a parcel of rateable land valued as one assessment and:-</p> <ul style="list-style-type: none"> • Its main use is for residential accommodation (but not as a hotel, motel, guesthouse, boarding house, lodging house, or nursing home). • It is vacant land zoned for residential purposes. • It is rural residential land. Rural residential land is defined as being <ul style="list-style-type: none"> a) land that is the site of a dwelling, and b) is not less than 2 hectares and not more than 40 hectares in area, and is either: <ul style="list-style-type: none"> i) not zoned or otherwise designated for use under an environmental planning instrument, or ii) zoned or otherwise designated for use under such an instrument for non-urban purposes, and c) does not have significant and substantial commercial purpose or character. |
| Rural Residential | <i>Section 516 Local Government Act 1993</i> | A sub-category of residential for rural residential land where there is a residential dwelling and the land area is between 2 and 40 hectares. |
| Business | <i>Section 518 Local Government Act 1993</i> | Land is categorised as business if it cannot be categorised as farmland, residential or mining. The main land uses in the business category are commercial and industrial. |
| Farmland | <i>Section 515 Local Government Act 1993</i> | <p>Land is categorised as farmland if it is a parcel of rateable land valued as one assessment and its dominant use is for farming (that is the business or industry of grazing, animal feedlots, dairying, pig farming, poultry farming, viticulture, orcharding, beekeeping, horticulture, vegetable growing, forestry, oyster or fish farming, or growing crops for profit) and:-</p> <ul style="list-style-type: none"> • has a significant and substantial commercial purpose or character, and • is engaged in for the purpose of profit on a continuous or repetitive basis. <p>Rural residential land can not be categorised as farmland.</p> |
| Farmland - Mixed Use | <i>Section 515 Local Government Act 1993</i> | A sub-category of farmland with both rural and business use. |
| Farmland - Business Rural | <i>Section 515 Local Government Act 1993</i> | A sub-category of farmland which has a low intensity of land utilisation with predominantly business activity. |
| Mining | <i>Section 517 Local Government Act 1993</i> | Land is categorised as mining (Section 517) if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal or metalliferous mine. |

Statement of Rates Proposed to be Levied - Section 405(2) Local Government Act 1993

Rates are assessed by levies on the value of land. Land values are determined by the Valuer General. Increases in rates are in line with the rate peg determined by the Independent Pricing & Regulatory Tribunal (IPART).

In June 2014 the Independent Pricing & Regulatory Tribunal (IPART) approved a special rate variation that allowed for an increase of 7.25% (\$2,160,000) for road infrastructure renewal to remain permanently in the rate base. This special rate of \$2,160,000 is applied proportionately across all rate categories shown in the table below.

Rating Structure

The NSW Government introduced 'rate pegging' in 1977. Each year the NSW Government approves a maximum percentage increase in the total income a council can receive from rates, known as the 'rate peg'. In 2021-22, the rate peg has been determined by IPART at 2% and this percentage increase has been applied to Council's rates.

The following table shows the ad valorem and base rate amounts for 2021-22, based on the approved general increase of 2%.

| RATE TYPE | CATEGORY | SUB-CATEGORY | AD VALOREM AMOUNT IN CENT IN \$ | BASE AMOUNT \$ | BASE AMOUNT % OF TOTAL RATE | RATE YIELD \$ |
|-----------|-------------|----------------|---------------------------------|----------------|-----------------------------|---------------------|
| Ordinary | Residential | | 0.454145 | 430.00 | 34.94% | \$28,912,230 |
| Ordinary | Residential | Rural | 0.377286 | 430.00 | 19.16% | \$3,540,585 |
| Ordinary | Farmland | | 0.321122 | 430.00 | 15.99% | \$2,309,495 |
| Ordinary | Farmland | Mixed Use | 0.824059 | 535.00 | 7.06% | \$181,805 |
| Ordinary | Farmland | Business Rural | 0.824059 | 535.00 | 9.85% | \$146,616 |
| Ordinary | Business | | 1.758843 | 535.00 | 12.68% | \$6,446,403 |
| Ordinary | Mining | | 3.796108 | 1500.00 | 0.52% | \$1,437,266 |
| | | TOTAL | | | | \$42,974,400 |

B. Charges

Waste Charges

Weekly services for kerbside collection of mixed solid waste and alternate fortnightly collections for recyclable and garden organic waste are provided by Council to residential and non-residential properties in the Cessnock local government area.

Where new services are commenced throughout the year; charges are calculated as a proportion of the annual charge.

Under Section 496 of the Act, Council is required to levy a charge on all rateable land that is situated within the area in which a domestic waste management service is available, whether occupied land or vacant land.

The Local Government Act, 1993 Section 504(1) provides:

- A council must not apply income from an ordinary rate towards the cost of providing domestic waste management services.
- Income to be applied by a council towards the cost of providing domestic waste management services must be obtained from the making and levying of a charge.

- Income obtained from charges for domestic waste management must be calculated so as to not exceed the reasonable cost to the Council of providing those services.

Sections 501 and 502 permits a council to make and levy an annual charge for the following services provided on an annual basis:

- Waste management services (other than domestic waste management).
- Any services prescribed by the Regulations.

Domestic Waste Service Charge - Vacant

Under the provisions of Section 496 of the Local Government Act 1993, vacant rateable land categorised for rating purposes as residential or farmland and situated within an area in which a domestic waste management service is able to be provided is to be charged a domestic waste management service charge – vacant.

Domestic Waste Service Charge

Under the provisions of Section 496 of the Local Government Act 1993, rateable land categorised for rating purposes as residential or farmland and located

in an area in which the service is provided is to be charged a domestic waste management service charge.

This service entitles the property to a single weekly collection of mixed waste, using an approved mobile container as provided by Council and a single fortnightly collection of recyclable material and garden organic material using approved mobile containers as provided by Council.

For 2021-22 each service includes the issue of four (4) waste depot passes to be used at the Cessnock Waste & Reuse Centre. Each pass allows free disposal of up to 500 kilograms of domestic or general household waste. If the quantity of waste exceeds 500 kilograms per disposal, additional issued passes may be used, or a fee will apply. Waste is to be transported in passenger vehicles, utilities or small trailers only.

Additional Domestic Waste Service Charge

Under the provisions of Section 496 of the Local Government Act 1993, further to the domestic waste management service charge, an additional domestic waste management service charge applies to each additional weekly collection of mixed waste, using an approved mobile container as provided by Council.

Additional Domestic Waste Service Charge - Recycling & Garden Organics

Under the provisions of Section 496 of the Local Government Act 1993, further to the domestic waste management service charge, an additional domestic waste management service charge – recycling/garden organics applies to each additional fortnightly collection of recyclable and garden organic material, using approved mobile containers as provided by Council.

Waste Management Service Charge

Under the provisions of Section 501 of the Local Government Act 1993, a waste management service charge applies to each parcel of land not categorised for rating purposes as residential or farmland to which the service is provided.

This service entitles the property to a single weekly collection of mixed waste, using an approved mobile container as provided by Council and a single fortnightly collection of recyclable and garden organic material using approved mobile containers as provided by Council.

Additional Waste Management Service Charge

Under the provisions of Section 501 of the Local Government Act 1993, further to the waste management service charge, an additional waste management service charge applies to each additional weekly collection of mixed waste, using an approved mobile container as provided by Council.

Additional Waste Management Service Charge - Recycling & Garden Organics

Under the provisions of Section 501 of the Local Government Act 1993, further to the waste management service charge, an additional waste management service charge – recycling/garden organics applies to each additional service of recyclable or garden organics material, using approved mobile containers as provided by Council.

Stormwater Charges

Under the provisions of Section 496A of the Local Government Act 1993, Council may make and levy an annual charge for the provision of stormwater management services for each parcel of rateable land for

which the service is available. A stormwater service is a service to manage the quantity or quality, or both, of stormwater that flows off land, and includes a service to manage the re-use of stormwater for any purpose.

In line with the Stormwater Management Guidelines, Council proposes to levy a charge calculated at \$25.00 per 350 square metres (or part thereof) up to a maximum charge of \$500.00 on business properties located within the defined stormwater area. Residential properties within the defined stormwater area will continue to be charged at the fixed charge of \$25.00 per property in line with the Stormwater Management Guidelines. Residential strata properties will be charged a fixed charge of \$12.50 per property in line with the Stormwater Management Guidelines.

Hunter Catchment Contribution

Council includes on its rate notice a catchment contribution collected on behalf of Hunter Local Land Services.

Council, in accordance with Clauses 36 and 40, Part 4, of the Local Land Services Regulation 2014, prescribes that the rate at which the Hunter Catchment Contribution is to be applied for the financial year shall be the rate gazetted by the Minister for the Hunter Catchment Contribution.

Statement of Charges Proposed to be Levied - Section 405(2) Local Government Act 1993

The proposed charges for 2021-22 are:-

| CHARGE | 2021-22 |
|---|--|
| Domestic Waste Management Service Charge – Vacant | \$74.00 |
| Domestic Waste Management Service Charge | \$627.00 |
| Additional Domestic Waste Management Service Charge | \$627.00 |
| Additional Domestic Waste Management Service Charge – Recycling | \$75.00 |
| Additional Domestic Waste Management Service Charge - Garden Organics | \$75.00 |
| Waste Management Service Charge (commercial) (including GST) | \$826.00 |
| Additional Waste Management Service Charge (commercial) (including GST) | \$826.00 |
| Additional Waste Management Service Charge (commercial) – Recycling | \$75.00 |
| Additional Waste Management Service Charge (commercial) - Garden Organics | \$75.00 |
| Stormwater Management Service Charge – Residential | \$25.00 |
| Stormwater Management Service Charge – Residential Strata | \$12.50 |
| Stormwater Management Service Charge – Business | \$25.00 per 350m ² or part thereof up to max. \$500 |

C. Statement of Proposed Borrowings

Council borrows funds each year to provide long-term assets and facilities that are unable to be funded out of recurrent revenues.

Council invites quotes for the provision of loan funds from lending institutions. All loans are secured by a mortgage deed taken over Council's general revenue and are normally taken over a ten-year period or for the economic life of the asset acquired, whichever is the shorter.

In 2021-22 Council proposes to borrow a total of \$3,063,049 for the following projects. Continuation of the drainage improvement program \$951,000 and upgrade works at Cessnock Airport \$2,112,097.



D. Fees & Charges

Council provides a wide range of services to the community and has adopted a number of fees and charges. Each charge or fee is reviewed annually and determined on the basis of one or more of the following criteria:-

| | |
|----------|---|
| A | Nil Cost Recovery - There is no charge for these types of items. All costs associated with this item are met from either general revenues, grants, contributions or various combinations of same. |
| B | Minimal Cost Recovery - The price for these is set to meet a small contribution towards the cost of the item. The majority of the cost of this item is met from either general revenues, grants, contributions or various combinations of same. |
| C | Majority Cost Recovery - The price for these items is set to make a substantial contribution towards the cost of the service. |
| D | Full Operating Cost Recovery - The price for these items have been set to cover the operating cost of providing the item. |
| E | Full Cost and Partial Capital Cost Recovery - The price of these items is set to recover annual operating costs and make a contribution to the cost of replacement of the infrastructure assets utilised in providing the item. |
| F | Regulatory Fees - the price charged for these items is a statutory charge set by legislation. |
| G | Market Competitive - a) the service provided is in competition with that provided by another Council or agency (private or public) and a price is set which will attract adequate usage of the service; and/or b) the service is a profit making activity and the price paid by users should recover an amount greater than the full cost of providing that service. |

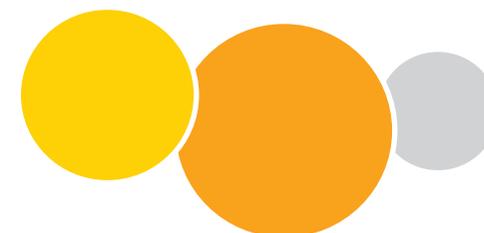
Goods and Services Tax (GST)

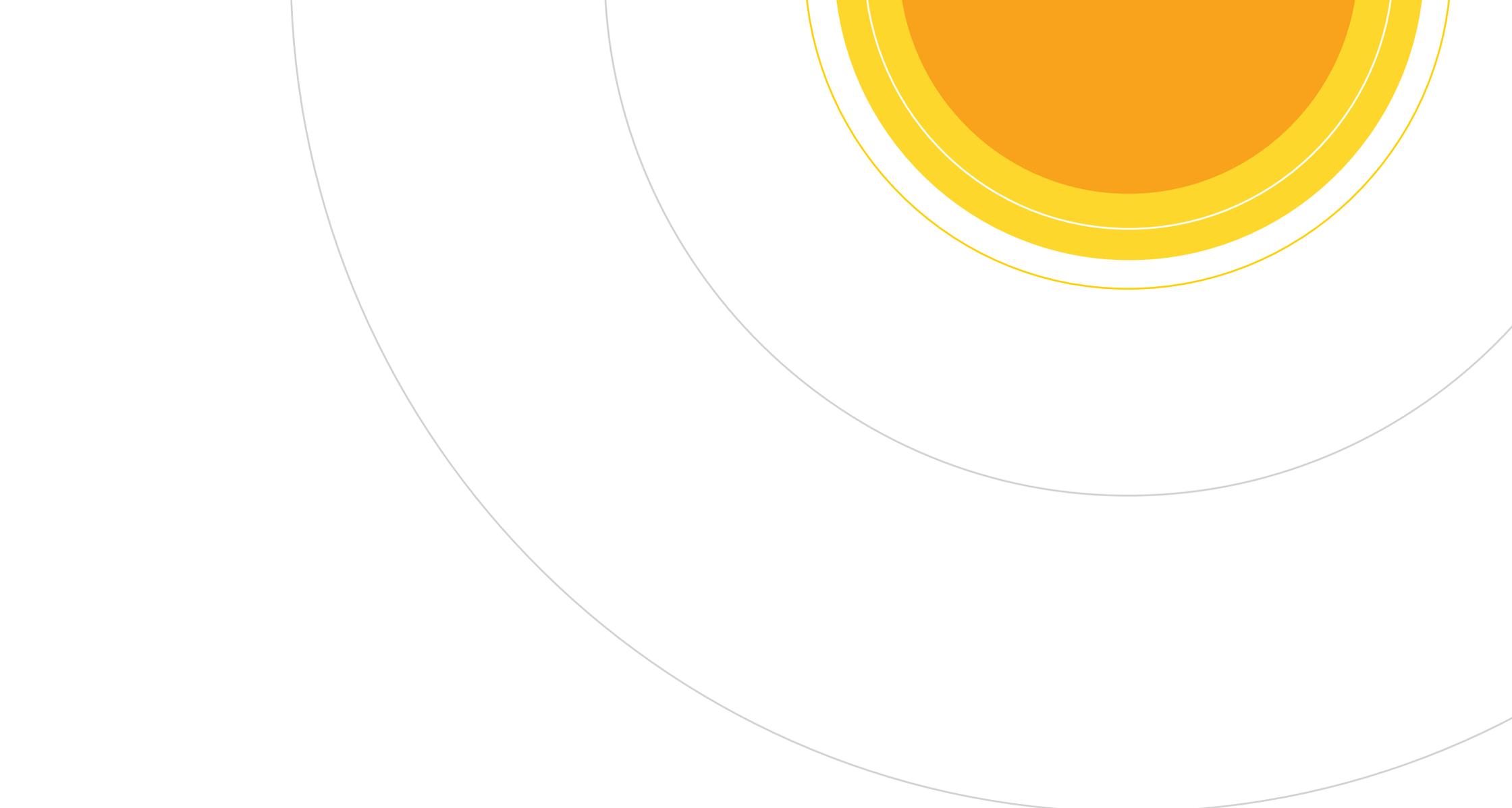
Council applies various fees, charges and fines. The GST status of these will depend on whether there is consideration for a supply.

Where previously some fees and charges have been exempt from GST in accordance with the Federal Treasurer's Determination under Section 81-5 of the New Tax System (GST) Act 1999; from 1 July 2012 these fees and charges have been assessed under the principles based regime to determine if their GST exemption status remains.

Fees and charges subject to GST are identified by a "Yes" in the GST column of the 2021-22 Schedule of Fees and Charges.

A copy of Council's adopted Schedule of Fees and Charges is available for information at Council's Administration Centre or at Council's website www.cessnock.nsw.gov.au.





CESSNOCK CITY COUNCIL



62-78 Vincent Street
Cessnock, NSW
Australia



Contact:
tel:0249934100



Online:
council@cessnock.nsw.gov.au
www.cessnock.nsw.gov.au