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	- Information Technology
- Accounts Receivable	- Insurance Management
- Administration	- Integrated Planning & Reporting
- Business Improvement	- Internal Audit
- Corporate Planning Projects	- Internal Business Support
- Customer Service	- Legal Services
- Development Assessment	- Management Accounting
- Enterprise Risk Management	- Media & Communication
- Executive Support	- Payroll
- Financial Accounting	- Property Administration
- GIS	- Rates Management
- Governance	- Records Management
- Human Resources	- 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)	Operational Plan Target	Responsibility
5.1.1.a Deliver Pre-Election Candidate Briefings and new Councillor Induction Training for 2021 local government election.	Pre-induction training for prospective candidates and Induction for new Councillors delivered successfully by 31 December 2021.	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: · 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 · 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.	Human Resources
		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.	
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 Councils 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 Resricted 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 Protocal 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.	Finance & Administration
		Implement the chosen LTFP software product to improve the modelling, analysis and reporting functions by 31 December 2021.	
5.3.10.b	Develop the Community Strategic Plan and Delivery Program.	Adopt the Community Strategic Plan by 30 June 2022.	Finance & Administration
		Adopt the Delivery Program and Operational Plan by 30 June 2022.	
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	Finance & Administration
		Implementation of quarterly contractor meeting with Council high spend and high risk areas by June 2022.	
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).	Finance & Administration
		Carry out the Annual Budget Review process and propose for adoption by Council by 30 June 2022.	

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

INTEGRATED PLANS AND STRATEGIC STUDIES

- Community Strategic Plan, *Cessnock 2027*
- Community Engagement Strategy and Action Plan
- Customer Service Strategy
- Hunter Regional Plan 2036
- Strategic Internal Audit Plan 2020-23

- Community Strategic Plan, *Cessnock 2027*
- Risk Management Strategy
- Digital Strategy
- GIS 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)	2,693,270	(6,395,163)	(1,124,744)	-	(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	21,803,375	(11,497,730)	(353,744)	-	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)	70,474,037	(87,703,952)	39,176,948	(22,185,235)	(238,202)

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.