



Vincent Street  
CESSNOCK

12 August 2016

## ORDINARY MEETING OF COUNCIL

**WEDNESDAY, 17 AUGUST 2016**

### ENCLOSURES

*PAGE NO.*

#### PLANNING AND ENVIRONMENT

- PE60/2016 Section 96(1A) Application proposing to amend Development Consent 2013/735 which granted approval for a two lot subdivision. The application seeks to amend the proposed lot configuration**

**10 Anderson Avenue, Paxton**

- Enclosure1:** Approved subdivision layout..... 3
- Enclosure2:** Proposed subdivision layout..... 4
- Enclosure3:** Applicant's supporting documentation ..... 5

- PE62/2016 June 2016 Quarter Review of 2013-17 Delivery Program and Fit for the Future Improvement Proposal**

- Enclosure1:** Enclosure 1 - June Quarter Review Executive Summary ..... 14
- Enclosure2:** Enclosure 2 - June 2016 Quarter Review of progress against 2013-17 ..... 15
- Enclosure3:** Enclosure 3 - June 2016 Quarter Review of progress against Financial Sustainability Initiative and Fit for the Future Improvement Proposal..... 50

#### CORPORATE AND COMMUNITY

- CC52/2016 Local Government NSW - Contribution to Legal Assistance for Cowra Shire Council**

- Enclosure1:** LG NSW Request for Legal Contributiun for Cowra Council..... 64

- CC53/2016 Revoting of Expenditure from 2015-16 to 2016-17**

- Enclosure1:** Summary of Revotes from 2015-16 to 2016-17..... 66

**CC54/2016 Investment Policy**

Enclosure1: Investment Policy..... 68

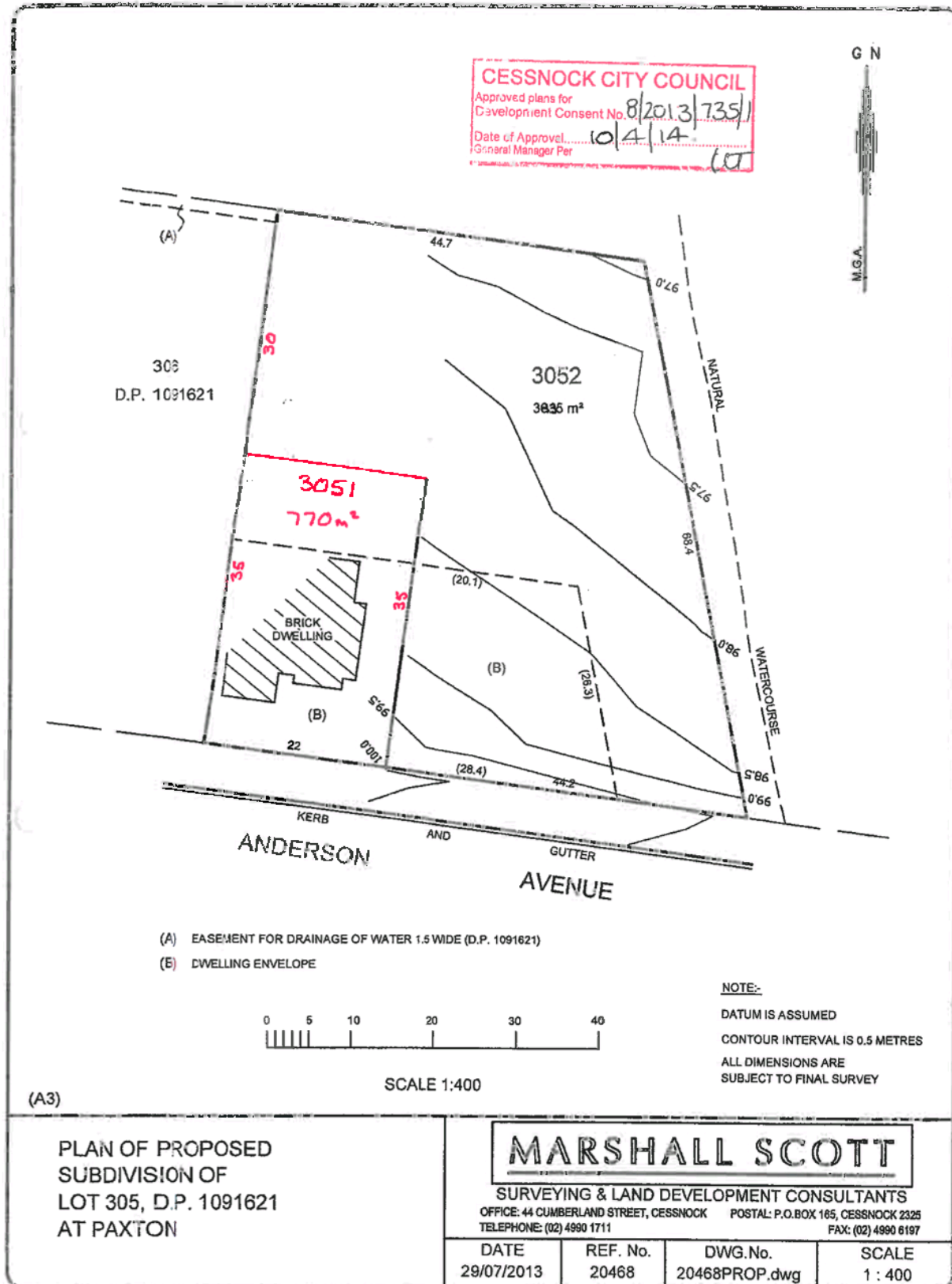
Enclosure2: TCorp Investment Policy Review ..... 74

**CC56/2016 Resolutions Tracking Report**

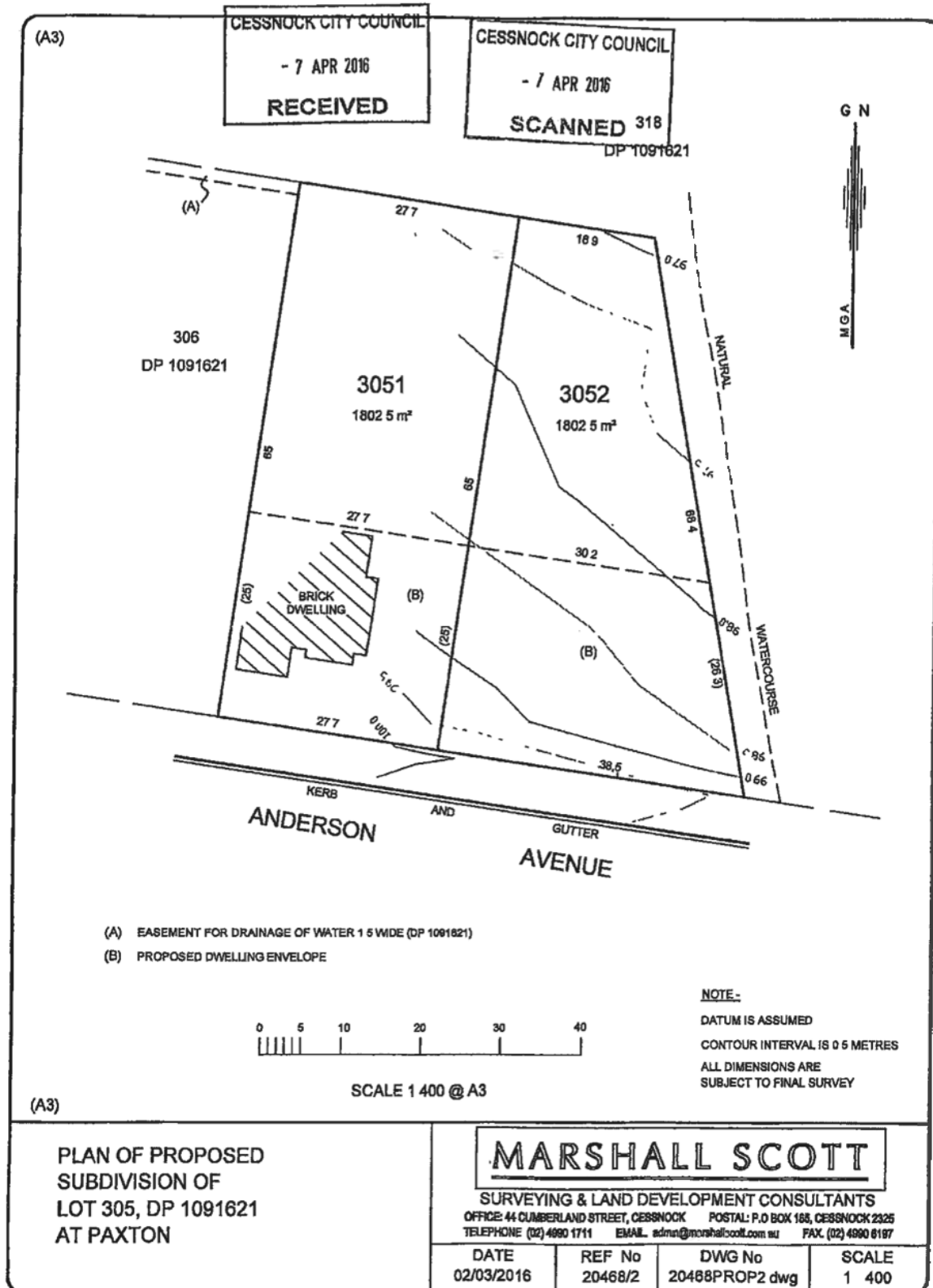
Enclosure1: Completed Actions - July 2016..... 76

Enclosure2: Outstanding Actions..... 83

10 Anderson Avenue, Paxton



10 Anderson Avenue, Paxton





**10 Anderson Avenue, Paxton**

---

## **1 INTRODUCTION**

The proposal is to modify DA 8/2013/735/1 approved by Council on 10 April 2014 for a subdivision of one into two lots.

### **1.1 LOCALITY**

This land is Lot 305 DP 1091621, 10 Anderson Street Paxton. The land is approximately 6 kilometres from the Cessnock Central Business District.

### **1.2 RELEVANT ENVIRONMENTAL PLANNING INSTRUMENT**

The land falls under the provisions of the Cessnock Local Environmental Plan 2011 (CLEP 2011). The land is part Zone R5-Large Lot Residential and part RU5 Village.

Approximately 1,505m<sup>2</sup> is zoned R5 and approximately 2,100m<sup>2</sup> is zoned RU5. These are approximations as the black line delineating zones is several metres thick. This is evident in the excerpt from the Zoning Map shown below.



The thickness of the black line delineating zones may also explain the inclusion of cl.5.3 in the CLEP 2011.

The objectives of the zones are as follows:

**R5 – Large Lot Residential**

- To provide residential housing in a rural setting while preserving, and minimising impacts on, environmentally sensitive locations and scenic quality.
- To ensure that large residential lots do not hinder the proper and orderly development of urban areas in the future.
- To ensure that development in the area does not unreasonably increase the demand for public services or public facilities.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.

**RU5 – Village**

- To provide for a range of land uses, services and facilities that are associated with a rural village.
- To ensure that development is compatible with the amenity, functioning and scale of a rural village.

Clause 4.1 Minimum Subdivision Lot Size of LEP 2011 stipulates via the Lot Size Maps that the minimum lot size for this land is 2000m<sup>2</sup> for the R5 zoned land and 750m<sup>2</sup> for the RU5 zoned land.

The CLEP 2011 does include a provision for split zones (cl.4.1B), however this does not apply to the land.

**1.3 PLANNING HISTORY**

As approved by DA8/2007/109/1 the land has erected upon it a single level brick and tile dwelling that occupies the southwest corner of the property.

When DA 8/2013/735/1 was originally lodged with the Council, it proposed a one into two-lot subdivision with lot sizes being 1,430m<sup>2</sup> and 2,175m<sup>2</sup>. The Council believed that this proposal did not satisfy the provisions of the CLEP, and so the DA was

amended so that the lot sizes were 770m<sup>2</sup> and 2,835m<sup>2</sup>. This was approved by the Council on 10 April 2014.

## **2 PROPOSED MODIFICATION**

The proposal is to modify DA 8/2013/735/1. The proposal is still for a one into two-lot subdivision, however, the both lots are to have an area of 1,802.5m<sup>2</sup>.

The dwelling approved and constructed under DA8/2007/109/1 will be located on proposed lot 3051.

Proposed Lot 3052 will be a vacant lot suitable for residential development with frontage to Anderson Avenue.

Neither lot is less than 90% of the minimum lot size for the applicable zones (cl.4.6(6)(b) of the CLEP) and there is no other provision in the CLEP that would preclude this layout.

In addition to modifying the lot layout, there is a need to correct a typographical error in the consent. This currently states that the consent will lapse on 10 April 2014, which is the same date that the consent was issued. This needs to be amended to state that the consent lapses on 10 April 2019.

**10 Anderson Avenue, Paxton**

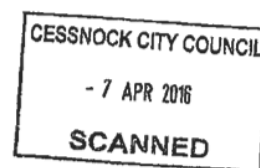
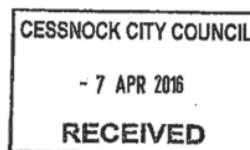
---



Our Ref: 100224  
Your Ref

15 March, 2016

Geoff Armstrong  
10 Anderson Avenue  
Paxton NSW 2325



BY EMAIL: [supervisor@cmcp.net.au](mailto:supervisor@cmcp.net.au)

Dear Mr. & Mrs. Armstrong,

**Legal Advice in Support of the s.96 Modification  
Application to the current DA 8/2013/735/1**

Thank you for meeting with Grant Long and myself at our offices on 9 November 2015. We understand that you are seeking legal advice in relation to making a s.96 Modification to the current **Development Consent 8/2013/735/1** issued by Council on 10 April 2014. That Development Consent was for a subdivision of one into two lots on your land at 10 Anderson Street, Paxton, **Lot 305 DP 1091621 (the Land)**.

It is our understanding that the proposed modification is to amend the lot layout only as that approved by the Council is unsuitable to your needs.

**Background**

Council advised in a meeting on 17 June 2015 and in a letter to you dated 16 July 2015, that under the present provisions of the Cessnock Local Environmental Plan 2011 (CLEP) Council would not approve the lot configuration as originally proposed in your development application. The original proposal was for a one into two lot subdivision where the resulting lots would have areas of 1,430m<sup>2</sup> and 2,175m<sup>2</sup>.



Long Legal Pty Ltd is  
an incorporated legal practice under the Legal  
Profession Act 2004 (NSW)

Liability limited by a scheme, approved  
under the Professional Standards Legislation

First Floor, 140 KING ST, NEWCASTLE NSW 2300  
T: 02 49291929  
[daina@longlegal.com.au](mailto:daina@longlegal.com.au)

**10 Anderson Avenue, Paxton**

---

The reasons given by Council for altering the lot layout were stated as being to comply with the provisions of the CLEP for the split zoning that affected your land - RU5 – Village zoning at the Anderson Avenue frontage of the site and R5 – Large Lot Residential zoning at the rear of the lot. Additionally, Council advised that the lots must comply with the CLEP specification for minimum lot sizes for land within these zones.

Following discussions with your Surveyor, Marshall Scott Pty Ltd, Council granted Development Consent for a one into two lot subdivision on 10 April 2014. However, the configuration had been altered such that one lot, the lot with your dwelling, has an area of 770m<sup>2</sup>. This is not what you wanted. The opportunity to appeal the decision has lapsed.

Given the rather strange configuration of R5 and RU5 Zoning over your land, the Council has suggested that they may support a proposal from you to amend the CLEP zoning. However, they have advised that the fee for this would be around \$14,000.00 and this would exclude any additional costs that you would have to pay for other consultants to prepare the submission. Given the overburdened complexity and costs to pursue this option, is not viable.

#### **Material Provided for Advice**

This legal advice has been prepared on the information provided to us being:

1. A survey drawing prepared by Marshall Scott Pty Limited dated 19 May 2014;
2. A Cessnock City Council approved stamped 'Plan of Proposed Subdivision of Lot 305, D.P. 1091621' by Marshall Scott Surveying & Land Development Consultants dated 29 July 2013;
3. The Cessnock City Council's 'Notice of Determination of Development Application Environmental Planning and Assessment Act 1979' dated as received by Marshall Scott on 15 April 2015;
4. A letter from Cessnock City Council dated 16 July, 2015;
5. Statement of Environmental Effects by Marshall Scott Pty Limited dated July 2013; and
6. Drawings of the proposed modified lot layout prepared by Marshall Scott Pty Ltd dated 2 March 2016, with a marked up suggested building envelope by Long Legal Pty Ltd. (Attached to this Advice and marked 'A')

**10 Anderson Avenue, Paxton**

---

**Matters Raised for Legal Advice**

You seek advice on the following questions:

Question 1

**Do the provisions of the CLEP prohibit the newly proposed modification of the subdivision - taking into specific consideration the issue of the split zoning of the land? (For ease of reference the newly proposed lot layout plans are attached to this advice and marked as Attachment A); and**

Question 2

**If the amended lot layout is not prohibited by the CLEP, can the amendment be lodged as a s.96 modification to the existing development consent?**

**Advice Prepared in Reference to:**

In preparation of this advice we have considered the CLEP 2011, specifically cl. 4.1 *Minimum subdivision of lot size*, cl. 4.1B *Minimum lot sizes for certain split zones*, cl. 4.6 *Exceptions to development standards* and cl. 5.3 *Development near zone boundaries*. In addition, the Cessnock Development Control Plan, specifically, Parts C '*General Guidelines*' and D: '*Specific Development*' (1.3 *General Requirements for Subdivision*, 1.5 *Specific Requirements for RU5 Village Subdivision* and 1.6 *Specific Requirements for R5 Large Lot Residential Subdivision*).

**Advice**

Question 1

**The current CLEP 2011 does not contain any provision that precludes or prohibits your newly proposed lot layout as provided in Attachment A.**

Council are required to adhere to the provisions available to them under the CLEP. Clauses 4.1 '*Minimum subdivision lot size*' and 4.6 '*Exceptions to development standards*' are the key provisions of the current CLEP that apply to your land and the proposed subdivision. Applying those clauses, each lot must meet the 90% of the minimum lot size test. The lot layout as proposed meets that requirement with each lot being **1,802.5m<sup>2</sup>**. Both lots therefore, comply with both the R5 and RU5 zoning

Clause 4.1B '*Minimum lot sizes for certain split zones*' does not apply to this land because the '*original lot*' does not contain land in Zoned E2 or E3 (cl. 4.1B(2)(b)).

Further Clarification

The total area of the land is **3,605m<sup>2</sup>**. The land is zoned both **RU5 Village** and **R5 Large Lot Residential** under the CLEP. Approximately **1,837.5m<sup>2</sup>** is zoned as **RU5 - Village** and **1,767.5m<sup>2</sup>** is zoned as **R5 Large Lot Residential Land**. Under the provisions of the CLEP, the minimum lot size for the **RU5** zone is **750 m<sup>2</sup>** and the minimum lot size for the **R5** zone is **2,000m<sup>2</sup>**. **1,800m<sup>2</sup>** is 90% of the minimum lots size for R5. The proposed lot layout subdivides the land into two split zoned lots and we can find no provision under the CLEP that would prevent that configuration being in compliance.

In correspondence sent by Council dated 16 July 2015, it was stated:

*"In this instance the provisions of the instrument (CLEP) did not enable approval of the proposal in its initial lot configuration."*

In reference to the material available from Council, and there being no other explanation as to what provision they are referring to, it is assumed the only prohibitive clause for which this conclusion was reached might be cl. 4.6(6)(b). This provision states that consent must not be granted for a subdivision of R5 land if the subdivision will result in at least one lot having an area less than 90% of the minimum lot size.

Putting aside that this clause does not apply in this case, as Council has accepted that a split zone subdivision can be the only result from this land, we believe that the solution for a greater compliance to the CLEP and the R5 lot size is the amended lot layout. This would result in each lot having a greater land mass to comply with the objectives of both zones and each lot being 1,802.5m<sup>2</sup>. That is, each lot is greater than 90% of the minimum lot size for the larger R5 zone.

It should be noted that at the time of writing this advice, it is unknown whether reticulated water and sewerage services are available to each proposed lot. As the Land is identified as **T3**, in order to comply with the provisions of cl.4.1(4)(c), there must be access to a reticulated water and sewerage system.

#### Question 2

**According to the legal test applied for accepting a s.96 Application, a modification of a Development Consent must result in development being 'substantially the same' as the original development that was approved. We believe that the proposed alteration of the lot layout satisfies this test and the amendment can be lodged as a s.96 Application.**

The essential legal test used to determine an application of modification by a consenting authority is: "...that the development to which the consent as

**10 Anderson Avenue, Paxton**

---

*modified relates is substantially the same development as the development  
for which consent was originally granted..." (EP&A Act 1979 2(a)).*

We believe that Council can be satisfied on this configuration that the  
modification is 'substantially the same' as the original development.

Further, it would appear that the modified layout would better comply with  
the objectives of the minimum subdivision lot size provisions and further  
improve the environmental impact of the scheme due to the increased  
distance of the proposed dwelling footprints from the neighboring E2 zone.

At the time of writing this advice it is unknown if matters such as the Asset  
Protection Zones, Water and Utilities, Design and Constructions and other  
relevant 'Conditions of Consent', as set out in the 'Notice of Determination'  
are equally met by the modified layout. This should be confirmed in the  
material accompanying the Modification Application.

Other Relevant Matters

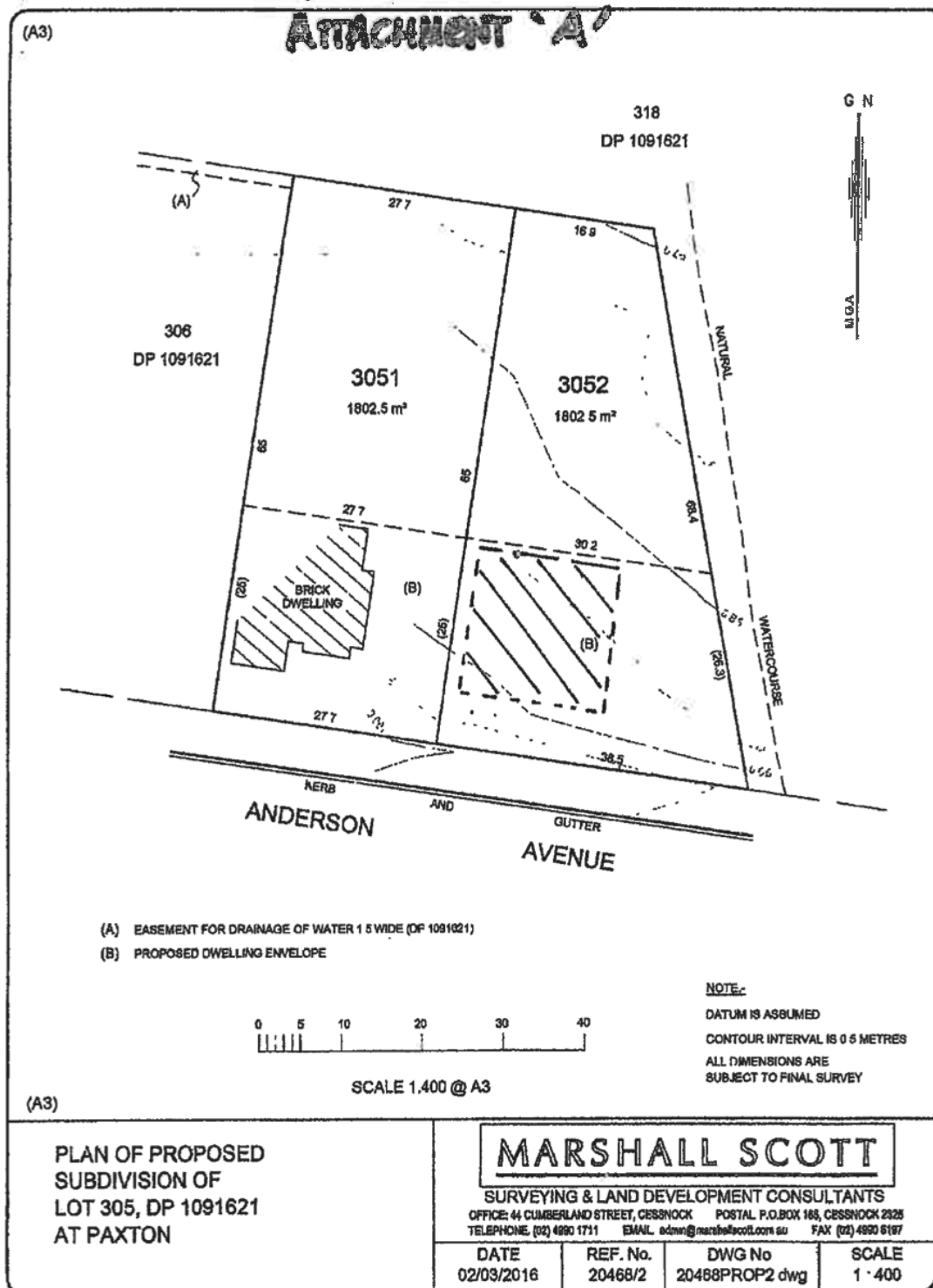
Upon reviewing the 'Notice of Determination' by Council, we have noted a  
minor error or misdescription by Council in the statement contained under  
the heading 'Advice', being that the "...Development Consent will lapse on  
10 April 2014." That date on the Development Consent is incorrect and  
should read 10 April 2019. We understand this error may have been  
misleading, however, this correction can be easily rectified by Council as part  
of a s.96 Modification Application.

Yours sincerely,

  
**Daina Upenieks**  
Lawyer  
**Long Legal Pty Ltd.**



10 Anderson Avenue, Paxton





## Cessnock City Council Executive Summary June 2016 Quarter

### Operational Highlights

- The inaugural Stomp Festival was held in April 2016.
- Seniors Week, Reconciliation Week and Youth Week were celebrated in the local government area.
- The Cessnock Local Government Area Youth Week Organising Committee has been nominated as a finalist for the '2016 Local Government Youth Week Awards – Best Local Youth Week Program in 2016'.
- Celtic Illusion at CPAC was a 'sell out' and attracted an audience from Cessnock, Muswellbrook, Newcastle, Central Coast and Sydney.
- People from out of the area attending events at CPAC have commenced providing comments on Trip Advisor. CPAC's online profile continues to excel and has a 4.5 star rating on Facebook.
- \$950,000 in grant funding obtained for Cessnock CBD Revitalisation.
- Two Mattress Musters were held in April collecting 1,650 mattresses.
- Asset Management Plans for key infrastructure were adopted by Council.
- The next three-year internal audit plan was endorsed.

### Operational Performance

Council is on track with 80% of the actions in the adopted 2013-17 Delivery Program.

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Civic Leadership & Effective Governance	Total	%
On track	14	6	11	8	9	48	80%
At Risk	-	3	3	3	3	12	20%
Total	14	9	14	11	12	60	100%

### Capital Works Highlights

The 2015-16 Capital Works was 84% completed.

Projects completed in the June quarter included:

- Sandy Creek Road Mount Vincent Rehabilitation Stage 3
- Wollombi Rd Millfield Rehabilitation Stage 2
- Barton St Kurri Kurri pathway (from Hampden St to Allworth St)
- Refurbish Williams Bridge Wollombi
- Minor Drainage works at Stringybark PI Weston and Lang St Kurri Kurri
- Brantxton Oval RV Area Stage 1
- Weston Civic Centre internal floor renewal
- Wollombi Community Hall toilet refurbishment

### Financial Performance

The quarterly budget review statement for March 2016 is projecting a 2015-16 year-end cash surplus of \$24,344 (an improvement from the original budget surplus of \$1,788).

The projected 2015-16 year-end operating result (after excluding capital grants and contributions) is a \$259,965 deficit (a deterioration from the original budget surplus of \$211,412).

As the majority of the *Fit for the Future* measures are three-year averages, any deterioration in the 2015-16 results will negatively impact on the *Fit for the Future* projections.

The audited 2015-16 Financial Report will be included in Council's Annual Report.

## June 2016 Quarterly Review of 2013-17 Delivery Program

### Summary of Progress - Deliverables

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Civic Leadership & Effective Governance	Total	%
On Track	14	6	11	8	9	48	80%
At Risk	-	3	3	3	3	12	20%
Not achieved	-	-	-	-	-	-	-
Total	14	9	14	11	12	60	100%



### Summary of Progress - Measures

	Connected Safe & Creative Community	Sustainable & Prosperous Economy	Sustainable & Healthy Environment	Accessible Infrastructure Services & Facilities	Civic Leadership & Effective Governance	Total	%
On Track	2	-	3	1	1	7	41%
At Risk	3	1	2	1	2	9	53%
Not achieved	1	-	-	-	-	1	6%
Total	6	1	5	2	3	17	100%





## Community's Desired Outcome: A Connected, Safe & Creative Community

### OBJECTIVE 1.1: PROMOTING SOCIAL CONNECTIONS

- Our community is aware of and has access to community services.
- We are connected to others in our neighbourhood and across the Local Government Area.
- Our community has opportunities to celebrate together.
- Our communities are linked by walking and bike tracks.

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
1.1.1 Promote the range of community services across the Local Government Area.			100%	<ul style="list-style-type: none"> <li>Services are promoted in an ongoing way through Council's Community Directory and as other opportunities arise through meetings and information sharing. The Community Directory continues to be updated with entries revised further as additional information is received.</li> <li>An updated PDF copy of the Community Directory has been made available on Council's website.</li> </ul>	Community & Cultural Engagement
1.1.2 Engage with the indigenous community. - Organise and deliver a range of NAIDOC Week events. - Implement the actions from the Reconciliation Action Plan.			100%	<ul style="list-style-type: none"> <li>A very successful NAIDOC Week was delivered. 12 events and activities were held during the week, attended by at least 1,464 people.</li> <li>Planning for NAIDOC Week 2016 finalised.</li> <li>National Reconciliation Week was held in May 2016. Council hosted Reconciliation Week Morning Tea with Aboriginal Elders and community members.</li> </ul>	Community & Cultural Engagement





Community's Desired Outcome: A Connected, Safe & Creative Community

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
<p>1.1.3</p> <p>Develop a program and commence implementation to increase social connections across the Local Government Area.</p> <ul style="list-style-type: none"> <li>- Organise and deliver a range of Seniors' Week events.</li> <li>- Organise and deliver a range of Youth Week events.</li> <li>- Organise other civic events – Australia Day, Carols in the Park, Citizenship Ceremonies, etc.</li> <li>- Support the Cessnock Chamber of Commerce to develop a major festival.</li> <li>- Support the Kurri Kurri Nostalgia Festival.</li> <li>- Commence development of the Pedestrian and Access Mobility Plan</li> </ul>		100%	100%	<ul style="list-style-type: none"> <li>Libraries - ongoing monthly program of rhyme time, storytime, knitting group, family history group, book clubs, creative writing groups, movie mornings, photography group, webwise classes, and pathfinders. A program of school holiday activities was delivered during the July, October and April school holidays.</li> <li>The Seniors Week Advisory Committee finalised the calendar of events and activities for delivery of Seniors Week in April 2016. In terms of participation, there were over 1,000 participations in local events and 44 events were listed in the Seniors Week Program. Seniors Week was a great success.</li> <li>The Youth Week planning group finalised the calendar of events and activities for delivery of Youth Week in April 2016. Youth Week was a great success. Approximately 30 services were involved in the delivery of an event during Youth Week. Over 18 events were delivered across the Cessnock LGA and occasions of service were 1,840. The feedback from the community was extremely positive. The Cessnock Youth Week Program 2016 is a finalist for the Best Local Youth Week Program in 2016 in the Local Government Youth Week Awards. The winners will be announced in August.</li> <li>Carols in the Park organisation will begin soon.</li> <li>The "Stomp" festival was held in April 2016 and was highly successful with around 11,000 people attending the event resulting in estimated \$3 million impact to the local economy.</li> <li>Funding provided to support the Kurri Kurri Nostalgia Festival.</li> <li>Draft Pedestrian Access &amp; Mobility Plan developed and placed on public exhibition in May/June 2016.</li> </ul>	<p>Community &amp; Cultural Engagement</p> <p>Mayor's Office</p> <p>Economic Development</p> <p>Strategic Asset Planning</p>
<p>1.1.4</p> <p>Commence implementation of the Cessnock City Bicycle Plan.</p> <ul style="list-style-type: none"> <li>- Finalise the Cessnock City Cycle and Action Plan.</li> <li>- Identify the priority projects from the Cessnock City Cycle Strategy.</li> </ul>		100%	100%	<ul style="list-style-type: none"> <li>The Cycleway Strategy was adopted in June 2016 and the priority projects have been identified.</li> </ul>	Recreation Services

## Community's Desired Outcome: A Connected, Safe & Creative Community

### OBJECTIVE 1.2: STRENGTHENING COMMUNITY CULTURE



- Our residents show pride in our Local Government Area.
- Our community organisations have opportunities to work together to develop and deliver services.
- Our facilities are utilised by community groups.

DELIVERY PROGRAM 2013-17		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
1.2.1	Collaborate with the community to develop and deliver services.			100%	<ul style="list-style-type: none"> <li>Evaluation of 'Places, Faces and Spaces: Social &amp; Cultural Plan 2009-14' reported to Council in July 2015 and the findings have been updated on the Cessnock City Council webpage.</li> </ul>	Community Planning
1.2.2	Develop a strategic plan for social welfare and community facilities needs across the Local Government Area.			100%	<ul style="list-style-type: none"> <li>The 2031: A Vision for the Future, Community Infrastructure Strategic Plan was adopted by Council in June 2016.</li> </ul>	Community Planning Recreation Services
1.2.3	Support groups to manage and improve community and sporting facilities. - Continue to support community, cultural and sporting facilities and projects for \$ grants			100%	<ul style="list-style-type: none"> <li>2015-16 Dollar-for-Dollar grants were advertised in September 2015.</li> <li>Dollar for Dollar Committee (Tidy Towns, Community Environmental and Care Initiatives, Schools' Environmental, and Sporting &amp; Community applications) met in October and recommended distribution of funding to Council in November 2015.</li> <li>On-going support to Tidy Town groups. The State Awards to be held in Orange in November 2016</li> <li>A major clean up undertaken of Kookaburra Walk with Kurri Kurri Tidy Towns and Department of Lands resulting in nine tonnes collected by 40 volunteers.</li> <li>Council received 16 applications for funding from the Community Cultural \$ for \$ Grant Program. A report containing recommendations for allocations was considered by Council in April 2016. The outcome was that 14 applications were funded totalling \$25,000, with distribution of funds completed in May.</li> </ul>	Community & Cultural Engagement Recreation Services Environment & Waste
1.2.4	Commence implementation of the priority projects from the CYCOS Business Plan.			100%	<ul style="list-style-type: none"> <li>A preliminary draft of the Business Plan has been prepared and is now being revised.</li> </ul>	Community & Cultural Engagement

## Community's Desired Outcome: A Connected, Safe & Creative Community

### OBJECTIVE 1.3: PROMOTING SAFE COMMUNITIES

- 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 2013-17		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
1.3.1	Participate in collaborative partnerships to prevent crime.			Ongoing	<ul style="list-style-type: none"> <li>Representatives from Cessnock City Council continue to attend the Community Safety Precinct Committee Meeting facilitated by the Central Hunter Local Area Command.</li> </ul>	Community Planning
1.3.2	Carry out regulatory and education programs to protect residential amenity and community health and safety.			100%	<ul style="list-style-type: none"> <li>Implementation of education programs is proceeding in accordance with approved programs and grant funding.</li> </ul>	Health & Building
1.3.3	Commence implementation of priority projects from the Road Safety Strategy.			100%	<ul style="list-style-type: none"> <li>Eight priority projects have been identified and commenced including: Young Driver Workshops; Drink Drive – Alternative Transport; Drink Drive – Safer Sporting Events; Safer Seniors; Bicycle Safety; Safety Around Schools; Speed Management; and Safer Shift Workers (fatigue).</li> </ul>	Design Delivery



## Community's Desired Outcome: A Connected, Safe & Creative Community

### OBJECTIVE 1.4: FOSTERING AN ARTICULATE AND CREATIVE COMMUNITY







- We have thriving cultural precincts throughout the Local Government Area that celebrate our heritage and culture.
- We have a diverse range of cultural and heritage activities

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
1.4.1 Continue implementation of the priority projects from the Cessnock Performing Arts Centre business plan. - Review and update the CPAC business plan.			Ongoing	<ul style="list-style-type: none"> <li>The Performing Arts Centre program continues to promote performances via social media channels as well as print-based promotion.</li> <li>The 2016 performance program was launched and is in the process of being delivered.</li> <li>The CPAC business plan has been reviewed and it will be updated following an analysis of the impact of the Art House at Wyong.</li> </ul>	Performing Arts Centre
1.4.2 Commence implementation of the priority projects from the Library Strategic Plan. - Commence implementation of priority projects from the Library Strategic Plan.			100%	<ul style="list-style-type: none"> <li>Planning has commenced for implementation of the three priority projects -                             <ul style="list-style-type: none"> <li>Develop visioning and design concept briefs for new library infrastructure – project underway with draft visioning brief document being finalised</li> <li>Review of staffing resources in relation to services and programs - final proposal adopted with implementation underway</li> <li>Develop Library Marketing Plan – not yet commenced. Commencement delayed pending appointment of staff to new roles.</li> </ul> </li> </ul>	Community & Cultural Engagement
1.4.3 Promote and participate in a range of cultural and heritage activities across the Local Government Area.			100%	<ul style="list-style-type: none"> <li>The Spring Awakening festival was held and was a great success. Over 2,000 people attended the event.</li> <li>Services are promoted and participation in activities has occurred as opportunities arise.</li> </ul>	Community & Cultural Engagement



## Community's Desired Outcome: A Connected, Safe & Creative Community

### MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Km of Cycleways in the LGA	This is a measure of the bitumen and concrete off-road linkages within and between the towns and villages of the Local Government Area. At 30 June 2012, there was 13.6km of sealed off-road cycleways in the Local Government Area.	13.6 km 2012	Increase	9.7 km 2016		Asset data collection for the asset revaluation process confirmed the length of off road cycleways. Note that off road cycleways are now defined as shared paths of 2m or more width.
Engagement with young people	This measure is the number of young people attending and participating in structured programs and drop-in services with CYCOS each year. This is a measure of the effectiveness of Council's provision of services to young people. This measure was 8,708 in 2010-11.	8,708 2010-11	>8,700 p.a.	11,234 2015-16		CYCOS engaged with 129% of the targeted number of young people during 2015-16.
Completion of programmed health & safety inspections	This measure is the number of registered premises at 1 July; and the number of public health inspections carried out divided by the programmed public health inspections during a year. Public health inspections include food shop inspections, hairdressing shop inspections, and public swimming pool inspections. This is a measure of Council's contribution to the health of the community. In 2011-12 there were 658 premises and 100% of programmed inspections were carried out.	658 100% 2011-12	N/A 100%	826 95% 2015-16		735 regulated premises inspections completed and 91 public swimming pool & spa inspections completed. Inspections not completed relate to closed premises (temporarily and permanently) and tourist accommodation inspections. These inspections will be caught up during 2016-17.
Completion of water cooling system inspections	This measure is the number of registered premises at 1 July; and the number of water cooling towers inspected for legionnaires' disease divided by the programmed number of water cooling tower inspections during a year. This is a measure of Council's contribution to the health of the community. In 2011-12 there were 51 premises and 100% of programmed inspections were carried out.	51 100% 2011-12	N/A 100%	29 100% 2015-16		Complete.
Library Utilisation	These measures are the number of visits to Council's libraries plus the number of hits on the library page of Council's website. This data is sourced from the counters at the entrances to the libraries and from Council's internal website analysis. This is a measure of the community's utilisation of Council's library resources for the purpose of both recreation and education.	206,485 visits 2011-12 25,814 hits 2011-12	> 235,000 p.a. Combined	177,771 visits 13,642 hits = 191,413 Combined = 81.5% YTD		Due to a change in data collection software, the methodology for measuring and counting website hits has resulted in a lower cumulative total for website hits and therefore the combined total.
Cessnock Performing Arts Centre Audience	This measure is the number audience members that have attended performances at the Cessnock Performing Arts Centre in a calendar year. This measure is sourced from the centre's ticketing system. This is a measure of the community's exposure to community events and cultural experiences at the centre.	16,873 2012	18,500 p.a.	17,528 2015		The 2015 figure includes 12,068 theatre attendances plus 5,460 non-ticketed attendances.




Quarterly Review of the Delivery Program 2013-2017

Page 7



## Community's Desired Outcome: A Sustainable & Prosperous Economy

### OBJECTIVE 2.1: DIVERSIFYING LOCAL BUSINESS OPTIONS

- Our Local Government Area is attractive to and supportive of businesses.
- We have a diversity of businesses and industries across the Local Government Area.
- Our planning controls provide for adequate industrial and commercial lands.



DELIVERY PROGRAM 2013-17		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
2.1.1	Continue to update marketing material for the Local Government Area. - <i>Develop an Investment Prospectus for the Cessnock Local Government Area.</i>		0%	90%	<ul style="list-style-type: none"> <li>The data collection and the analysis for the Business Capability study has been completed. The Gap Analysis and Employment Lands Study are currently being undertaken. Once these two studies are complete, the Investment Prospectus will be prepared (in 2016-17).</li> <li>Procurement for the first stage of an Investment Attraction Program is complete with programming to begin early July 2016.</li> <li>Business and Investment website <a href="http://www.advancenessnockcity.com.au">www.advancenessnockcity.com.au</a> ongoing with weekly e-newsletter, distribution and readership growing. Businesses taking advantage of free business profiles and small business support.</li> </ul>	Economic Development
2.1.2	Support local business support agencies. - <i>Support the "mainstreet" programs for Cessnock and Kurri Kurri.</i>			Ongoing	<ul style="list-style-type: none"> <li>Business Networking functions held October 2015, February 2016, and June 2016.</li> <li>Promoting chamber and business agency events and workshops via Advance Cessnock City.</li> <li>Supporting Main Street Projects where possible through Cessnock Chamber of Commerce, Branxton-Greta Business Chamber, Towns With Heart, Kurri Kurri District Business Chamber (e.g. laneway projects, promotion of critical events), as well as the provision of funding for the Main Street Coordinators, Kurri Kurri Visitor Centre, and Customer Service Awards.</li> </ul>	Economic Development
2.1.3	Commence implementation of the Economic Development Strategy. - <i>Finalise the Business Capability Study.</i> - <i>Develop a Business Investment Program.</i> - <i>Implement the Business Investment Program.</i>		70%	0%	<ul style="list-style-type: none"> <li>Data for Business Capability Study completed with 85.99% businesses in the LGA surveyed. The Gap Analysis is currently being undertaken to determine what businesses are needed to be attracted to Cessnock, followed by development of an Investment Program (in 2016-17).</li> </ul>	Economic Development

## Community's Desired Outcome: A Sustainable & Prosperous Economy

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
2.1.4 Commence implementation of the Cessnock CBD Masterplan. - Complete the development strategy for Cessnock CBD (including draft development control plan and draft contributions plan).			50%	<ul style="list-style-type: none"> <li>Successful in securing grant funding for the revitalisation of the CBD. Stage 4 works from Edward Street to Aberdare Road complete.</li> <li>Inception meeting with successful consultant for the Development Control Brief held in April 2016.</li> <li>Project progressing, awaiting housing and employment data from SGS Economics (undertaking Planning Strategy). This will require a variation in project timeline. Initial community consultation/engagement being undertaken.</li> <li>Businesses have been engaged in the consultation for the DCP and the Public Domain project for the CBD.</li> </ul>	Economic Development Recreation Services Strategic Land Use Planning
2.1.5 Prepare a Kurri Kurri CBD Masterplan. - Continue development of the Kurri Kurri CBD Masterplan.			100%	<ul style="list-style-type: none"> <li>Study area identified and detailed project plan being developed.</li> <li>Project Plan being refined with aim of delivering draft plans by end of 2016. Requiring employment and housing data from SGS Economics (undertaking Planning Strategy) in order to prepare Subregional Land Use Strategy (Area Plan). Consultation strategy being developed and preliminary desktop documentation underway.</li> <li>The 2013-17 deliverable is 35% complete.</li> </ul>	Strategic Land Use Planning

## OBJECTIVE 2.2: ACHIEVING MORE SUSTAINABLE EMPLOYMENT OPPORTUNITIES

- We have learning opportunities for people of all ages.
- We have employment opportunities in the Local Government Area.

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
2.2.1 Support programs that promote education and training for local people. - Continue to award scholarships for academic, professional and trade excellence.			100%	<ul style="list-style-type: none"> <li>Mayoral Scholarships completed with presentation held in May 2016.</li> <li>Freeman of the City ceremony organised.</li> <li>Speaker secured for School Leaders Breakfast in August.</li> </ul>	Mayor's Office
2.2.2 Support programs that promote employment for local people. - Implement programs from the Economic Development Strategy that support employment in the local government area (within existing resources).			Ongoing	<ul style="list-style-type: none"> <li>Supported Cessnock Connect Day and Mount View careers day. Information regarding skills shortages to be continually fed to the Cessnock Learning &amp; Employment Options group for action.</li> <li>Hunter Valley Youth Unemployment Discussion Paper prepared and Hunter Valley Youth Unemployment Symposium held with business and community representatives and representatives from all three levels of government attending. Strategy drafted and funding secured to prepare a Resource Kit (as an outcome of the Symposium).</li> </ul>	Economic Development



Quarterly Review of the Delivery Program 2013-2017

Page 9

**Community's Desired Outcome: A Sustainable & Prosperous Economy**


**OBJECTIVE 2.3: INCREASING TOURISM OPPORTUNITIES AND VISITATION IN THE AREA**

- We have a range of diverse visitor experiences across the entire Local Government Area.
- Our Local Government Area is attractive to visitors.

DELIVERY PROGRAM 2013-17		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
2.3.1	Support programs that promote visitation across the Local Government Area. - Implement the Hunter Valley Visitor Information Centre Strategy and Action Plans.			Ongoing	<ul style="list-style-type: none"> <li>Council attended the Hunter Valley Wine and Tourism Association Marketing Committee.</li> <li>Promotion of diverse tourism experiences with experiences exhibition in the Hunter Valley Visitor Centre.</li> <li>Familiarisations with fee for service operators undertaken by Hunter Valley Visitor Centre.</li> <li>Investigation and support provided to enable two new major events planned for 2016 which support product diversification and attraction of new target markets.</li> </ul>	Economic Development
2.3.2	Support programs that promote a diversification of visitor experiences. - Complete the preliminary phase of the strategic review of the Richmond Vale Railway Museum Precinct. - Continue implementation of relevant projects from the Destination Management Plan (within existing resources).			100%	<ul style="list-style-type: none"> <li>The preliminary phase of the strategic review identified a number of issues. Progress continues as further data is gathered regarding the current status of infrastructure at Richmond Vale Railway Museum.</li> <li>Council attended the Hunter Valley Wine and Tourism Association Marketing Committee.</li> <li>Promotion of diverse tourism experiences with experiences exhibition in the Hunter Valley Visitor Centre.</li> <li>Familiarisations with fee for service operators undertaken by Hunter Valley Visitor Centre.</li> <li>A new Destination Management Plan is being prepared as the existing one expires in December 2016.</li> </ul>	Community & Cultural Engagement Economic Development

Community's Desired Outcome: A Sustainable & Prosperous Economy

MEASURES





MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
Grants secured for the community	<p>These three measures are:</p> <ul style="list-style-type: none"> <li>- the number of grants applied for; and</li> <li>- the number and value of grants and sponsorships that were secured for the community with assistance by Council.</li> </ul> <p>This is a measure of Council's contribution to economic and community capacity building – by gaining funding for projects and services within the Local Government Area.</p> <p>For the period January 2012 to February 2013, 46 grants and sponsorships totalling \$2,318,041.04 were secured, with Council assistance, for the community.</p>	<p>94 Applied for 2012</p> <p>46 Secured 2012</p> <p>\$2.3m Secured 2012</p>	<p>Maintain</p> <p>Improve</p> <p>Improve</p>	<p>81</p> <p>43</p> <p>\$9.5m</p> <p>For period from 1 July 2015 to 30 June 2016</p>		<p>The funding secured comprised:</p> <ul style="list-style-type: none"> <li>• Club Grants - \$83,271</li> <li>• Stronger National Regions Fund - \$950,000 for CBD Revitalisation Project</li> <li>• Local Government NSW Responsible Pet Ownership Grant \$10,000</li> <li>• Roads to Recovery \$1,380,000</li> <li>• Black Spot – Duffie Drive \$610,000 and Great North Rd Fernances Crossing \$835,000</li> <li>• Bridge Funding \$4.2m</li> <li>• Community Building Partnership projects – Stanford Merthyr P&amp;C \$8,000; Cessnock Tennis \$27,000; RV Upgrades Branxton \$30,000; Weston Workers Bears \$30,000; Branxton Pre-School \$14,400.</li> <li>• Public Reserves Management Fund - Crown Lands – Kearsley Community Hall \$15,851</li> <li>• Public Reserves Management Fund – Cessnock Showground \$17,481</li> <li>• Regional Flagship Events - \$60,000</li> <li>• Destination NSW Marketing Boost Post-Flood - \$1m</li> <li>• Pedestrian Access &amp; Mobility Plan - \$90,000</li> <li>• Great North Rd Road Safety Audit - \$100,000</li> <li>• Safer Motorcycle Routes - \$20,000</li> <li>• Cycling Strategy - \$21,845</li> </ul> <p>Funding applied for included:</p> <ul style="list-style-type: none"> <li>• Hunter Infrastructure Investment Fund</li> <li>• Resources for Regions</li> <li>• Stronger Regions Fund</li> <li>• Fixing Country Roads</li> <li>• HEX to Cessnock</li> <li>• Local Government Road Safety Program</li> </ul>








Community's Desired Outcome: A Sustainable & Healthy Environment

OBJECTIVE 3.1: PROTECTING & ENHANCING THE NATURAL ENVIRONMENT & THE RURAL CHARACTER OF THE AREA

- Our planning controls provide protection to the rural character and heritage of the area.
- 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 2013-17		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
3.1.1	Prepare a City Wide Development Strategy - Continue review of the City Wide Settlement Strategy			100%	<ul style="list-style-type: none"> <li>First report delivered and feedback being provided.</li> <li>Phase 1 studies progressing on time and within budget.</li> </ul>	Strategic Land Use Planning
3.1.2	Commence implementation of the Biodiversity Strategy - Continue implementation of the Biodiversity Strategy.			100%	<ul style="list-style-type: none"> <li>The Cessnock Biodiversity Strategy was adopted by Council in September 2014. Implementation of the actions has commenced.</li> </ul>	Natural Environment Planning
3.1.3	Complete further Flood Studies and Risk Management Plans for major catchments in the Local Government Area. - Complete Lower Black Creek (North) Flood Study. - Commence implementation of priority floodplain risk management plan projects (subject to grant funding). - Seek funding for implementation of priority projects from the Cessnock Flood Risk Management Plan.		100%	100%	<ul style="list-style-type: none"> <li>Lower Black Creek Flood Study adopted by Council.</li> <li>Wollombi Floodplain Risk Management Plan Priority Recommendations funding of \$33,333 received from OEH for Wollombi Flood Warning System – Investigation and Design. Procurement of consultant currently underway.</li> <li>Swamp / Fishery Creek Floodplain Risk Management Plan Priority Recommendations funding of \$100,000 received from OEH for Swamp Creek – Environmental investigation and Design. Site vegetation mapping completed and procurement for the revision of flood modelling underway. Identification of affected houses for consideration for a voluntary house raising scheme (subject to funding) completed.</li> <li>Cessnock Floodplain Risk Management Plan Priority Recommendations. Preliminary investigations have commenced and consultant engaged to prepare concept design options for the South Cessnock bund wall project. Identification of affected houses in Cessnock for consideration for a voluntary house raising scheme (subject to funding) completed.</li> </ul>	Strategic Asset Planning
3.1.4	Commence implementation of Council's Trunk Stormwater Drainage Strategy. - Complete Trunk Stormwater Drainage Strategy. - Complete the Trunk Stormwater Drainage Needs Analysis component of the City Wide Infrastructure Strategy. - Identify the priority sub-catchment works for inclusion in the Trunk Stormwater Drainage Strategy.		80%	100%	<ul style="list-style-type: none"> <li>Draft Trunk Drainage Strategy prepared including preliminary sub-catchment priorities.</li> </ul>	Strategic Asset Planning





Community's Desired Outcome: A Sustainable & Healthy Environment

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
3.1.5			Ongoing	<ul style="list-style-type: none"> <li>Carry out regulatory and education programs to protect and enhance the natural environment. <ul style="list-style-type: none"> <li>Continue implementation of the Weeds Action Plan</li> </ul> </li> </ul>	Recreation Services
3.1.6		50%	20%	<p>Continue to efficiently and effectively process development applications and respond to planning-related enquiries.</p> <ul style="list-style-type: none"> <li>Implement on-line applications relating to development assessment.</li> <li>Continue to progress the integration and implementation of the on-line application module for development assessment.</li> </ul>	Business Support
3.1.7			100%	Prepare a comprehensive Carbon Management Strategy and commence implementation.	Natural Environmental Planning
3.1.8			100%	<p>Establish Council's position in relation to climate change adaptation and mitigation and implement priority actions.</p> <ul style="list-style-type: none"> <li>Commence implementation of priority projects from the Carbon Management Strategy.</li> </ul>	Natural Environmental Planning
3.1.9			100%	<p>Commence implementation of the Vineyard Vision.</p> <ul style="list-style-type: none"> <li>Hunter Valley Wine Country Signage Strategy adopted. Implementation commenced including identifying signage locations, and meeting with key stakeholders to identify areas and colours within Wine Country.</li> </ul>	Economic Development

## Community's Desired Outcome: A Sustainable & Healthy Environment

### OBJECTIVE 3.2: BETTER UTILISATION OF EXISTING OPEN SPACE

- Our open spaces are distributed where people live.
- We have green corridors connecting our open space areas.
- We have high quality, centralised multi-purpose sporting and recreation facilities.
- Our open spaces have suitable amenities and plenty of shade.


DELIVERY PROGRAM 2013-17		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
3.2.1	Complete the Recreation Needs Analysis and review the Recreation & Open Space Strategic Plan 2009-2014. - Complete the Open Space Needs Analysis. - Complete the review of the Recreation & Open Space Strategic Plan.			50%	<ul style="list-style-type: none"> <li>Report to Council in May 2016 seeking public exhibition.</li> <li>Estimated completion of Recreation Needs Analysis – August 2016.</li> <li>Review of Recreation and Open Space Strategic Plan to commence thereafter.</li> </ul>	Recreation Services
3.2.2	Develop new Plans of Management. - Continue the development of the remaining generic community land Plans of Management.			100%	<ul style="list-style-type: none"> <li>Generic Plans of Management for Sportsgrounds, Parks and Community Facilities are complete</li> <li>Generic Plans of Management for Community Use, Drainage and Natural Areas are in draft.</li> </ul>	Recreation Services
3.2.3	Finalise implementation of the Recreation & Open Space Recreation Strategic Plan 2009-2014.			Ongoing	<ul style="list-style-type: none"> <li>Ongoing implementation through the delivery of the Capital Works Program.</li> </ul>	Recreation Services
3.2.4	Continue to implement the adopted Masterplans for Council's recreation and community facilities.			Ongoing	<ul style="list-style-type: none"> <li>Ongoing implementation through the delivery of the Capital Works Program.</li> </ul>	Recreation Services



## Community's Desired Outcome: A Sustainable & Healthy Environment






### OBJECTIVE 3.3: BETTER WASTE MANAGEMENT AND RECYCLING

- We divert more of our household waste for recycling.

DELIVERY PROGRAM 2013-17		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
3.3.1	Commence implementation of the priority projects from the revised Waste Management Strategy. - Review and monitor the need for and timing of the new cell construction as part of stage 1 of the Waste Management & Reuse Centre extension project. - Continue implementation of the priority projects from the revised Waste Management Strategy 2014-19. - Implement the priority actions of the EPA – Waste Less Recycle More Program.			100%	<ul style="list-style-type: none"> <li>Design of the Waste Transfer Facility complete and construction scheduled for 2016-17.</li> <li>Council resolved not to award operation of Reuse Centre at its meeting in December 2015.</li> <li>Tender for organics processing and marketing awarded to ANL in December 2015 (in collaboration with Maitland and Singleton Councils).</li> <li>Collection tender awarded to SOLO in June 2016.</li> <li>Greater promotion of recycling service options (360 litre bins) and collaboration with commercial operators has resulted in many new services and upsize applications. Over 1,000 360L bins taken up in LGA.</li> <li>Grant application for Community Drop Off Centre under Waste Less Recycle More approved (\$200,000).</li> <li>Grant application prepared &amp; submitted under Waste Less Recycle More program - Resource Recovery Extension and Enhancement Program (up to \$1m) as part of front end upgrade. Awarded \$375,000.</li> <li>Regional Illegal Dumping (RID) Squad expanded from July 2015 to include Gosford and Upper Hunter (Singleton, Muswellbrook and Upper Hunter Councils).</li> <li>Wise on Waste (WoW) project aimed at greater recycling from food premises concluded in April 2016. Invitation to present at National Conference in Hobart in October 2016.</li> <li>Mattress Muster held in April 2016 resulted in 700+ mattresses in Kurri Kurri and 900 in Cessnock.</li> </ul>	Environment & Waste

## Community's Desired Outcome: A Sustainable & Healthy Environment






### MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET	CURRENT	STATUS	COMMENT
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.	75 Mean 2011-12 31 Median 2011-12	Maintain  Maintain	49 Mean 2015-16  23.0 Median 2015-16		
Environmental health and protection inspections	This measure is the number of on-site sewage management inspections carried out in line with Council's On-Site Sewage Management System Strategy. This is a measure of Council's contribution to the health of the local environment. This measure was 1,193 in 2011-12.	1,193 2011-12	>900	749 2015-16		Resourcing issues impacted the program during 2016. These inspections will be caught up during 2016-17.
Completion of Capital Works Program - Recreation	This measure is the number of completed projects divided by the total number of projects (in the CFR, CBR, CFP, CBC, and CFC sections) of the adopted Recreation & Buildings Capital Works Program.	N/A	>85%	64%		At the end of the June quarter nine projects from the 2015-16 recreation, cemeteries and buildings construction capital works program were completed and five were carried over to 2016-17.
Waste & Recycling	This is a measure of the number of tonnes recycled via the kerbside recycling service. The kerbside recycling service was provided to 18,881 properties in 2011-12. This measure is sourced from Hunter Resource Recovery.	4,447t 2011-12	>4,500t p.a.	5,015t 2015-16		Volume continues to grow with increased population and service options.
Waste & Recycling	This is a measure of the number of domestic waste collection services provided by Council. In 2011-12 there were 23,781 rateable properties and approximately 17,500t of domestic waste (out of a total of 38,892t) was disposed of at Council's landfill site.	18,881 2011-12	Increase	21,022 2015-16		Waste to landfill volume remains steady despite increase in population. Reflects more service and diversion options. Expect greater diversion with introduction of planned front end transfer facility

## Community's Desired Outcome: Accessible Infrastructure, Services & Facilities

### OBJECTIVE 4.1: BETTER TRANSPORT LINKS






- 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.

DELIVERY PROGRAM 2013-17		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
4.1.1	Contribute to the Transport for NSW's Hunter Regional Transport Masterplan.			Ongoing	<ul style="list-style-type: none"> <li>Information is provided as requested.</li> </ul>	Strategic Asset Planning
4.1.2	Advocate for increased transport funding.			Ongoing	<ul style="list-style-type: none"> <li>Liaison meetings with RMS ongoing.</li> <li>Securing roads funding through programs HIF, Resources for Regions, Stronger Regions, Fixing Country Roads and Bridges Renewal Program.</li> </ul>	Strategic Asset Planning
4.1.3	Complete all components of the City Wide Infrastructure Strategy. <ul style="list-style-type: none"> <li>Commence development of the umbrella City Wide Infrastructure Strategy.</li> <li>Complete the Transport &amp; Land Use Planning Needs Analysis component of the City Wide Infrastructure Strategy.</li> </ul>		80%	100%	<ul style="list-style-type: none"> <li>The adopted Community Strategic Plan is Council's overarching strategy for the provision of infrastructure, services and facilities.</li> <li>A number of supporting components are completed/nearing completion.</li> <li>Traffic and Transportation Strategy consultant has been engaged and strategy is in progress (to be completed in 2016-17).</li> <li>Draft Pedestrian Access &amp; Mobility Plan completed and considered by Council in July 2016.</li> <li>Cycleway Strategy completed in June 2016.</li> </ul>	Strategic Asset Planning
4.1.4	Commence implementation of priority projects from the City Wide Infrastructure Strategy.			Ongoing	<ul style="list-style-type: none"> <li>A number of supporting components are completed/nearing completion e.g. Traffic &amp; Transportation, Cycleways, etc.</li> </ul>	Strategic Asset Planning
4.1.5	Commence implementation of the Cessnock Airport Strategic Plan. <ul style="list-style-type: none"> <li>Continue implementation of the priority projects from the Airport Strategic Plan.</li> </ul>			100%	<ul style="list-style-type: none"> <li>Met with Parliamentary Secretary for the Hunter on-site in October 2015 and procured a letter of support for the Hunter Infrastructure &amp; Investment Fund expression of interest. This expression of interest for Cessnock Airport Infrastructure Upgrade funding was unsuccessful.</li> <li>Submitted an expression of interest for Resources for Region funding that was unsuccessful.</li> <li>Final draft masterplan prepared incorporating constraints analysis, usage forecasts, detailed indicative layout plans and infrastructure development plan.</li> <li>Viability Review undertaken.</li> </ul>	Integrated Planning & Strategic Property

**Community's Desired Outcome: Accessible Infrastructure, Services & Facilities**

**OBJECTIVE 4.2: IMPROVING THE ROAD NETWORK**


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

DELIVERY PROGRAM 2013-17	STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
4.2.1			Ongoing	<ul style="list-style-type: none"> <li>Asset Management Plans adopted by Council in June 2016 for Buildings, Bridges and Major Culverts, Open Space and Other Structures, Stormwater Network and Road and Road Infrastructure Network.</li> <li>Open space and Other Structures data collection completed.</li> <li>Interim audit asset management documentation submitted on time.</li> </ul>	Strategic Asset Planning
4.2.2			Ongoing	<ul style="list-style-type: none"> <li>The grant application under the Fixing Country Roads program has been unsuccessful.</li> </ul>	Strategic Asset Planning
4.2.3			Ongoing	<ul style="list-style-type: none"> <li>Ongoing through maintenance programs and the renewal components of the Capital Works Program.</li> </ul>	Works & Infrastructure
4.2.4			100%	<ul style="list-style-type: none"> <li>Draft Masterplan consultation completed 30 June 2016.</li> <li>Completed concreting of the (depot) stores yard to address WHS issues.</li> <li>New accounts payable process implemented leading to significant increase in purchase orders raised for goods and services and improving compliance with Procurement Procedure. Procurement Review project team formed and meeting to progress next priority initiatives from Procurement Review.</li> </ul>	Depot Services
4.2.5		0%	0%	<ul style="list-style-type: none"> <li>S94A Plan being investigated as a priority.</li> <li>Steering committee meeting to discuss four proposals for funding.</li> </ul>	Strategic Land Use Planning

## Community's Desired Outcome: Accessible Infrastructure, Services & Facilities

### OBJECTIVE 4.3: IMPROVING ACCESS TO HEALTH SERVICES LOCALLY

- 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.

DELIVERY PROGRAM 2013-17		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
4.3.1	Advocate for health services on behalf of the community. - Finalise the development of a Health Strategic Plan for the Cessnock Local Government Area.		80%	70%	<ul style="list-style-type: none"> <li>A project brief has been developed in consultation with the Cessnock Healthy Lifestyle Network.</li> <li>The consultation phase of the project (to develop the Health Strategic Plan for the Cessnock LGA) has concluded, including the community survey completed in March.</li> <li>Preliminary draft of the Plan has been finalised with stakeholder review to commence in July 2016.</li> </ul>	Community Planning




### MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET 2017	CURRENT	STATUS	COMMENT
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.	Basic	Core	Basic June 2016		Assessed annually in June. Asset Management Plans adopted by Council. Significant work undertaken towards achieving Core asset management by 2017.
Completion capital works program – roads, bridges and drainage	This measure is the number of completed projects divided by the total number of projects (in the CRL, CRR, CRV, CBS, CDR, RRL and RRR sections) of the adopted Roads, Bridges & Drainage Capital Works Program.	N/A	>85%	84%		At the end of the June quarter 48 projects from the 2015-16 roads, bridges and drainage capital works program were completed and 9 were carried over to 2016-17.

Community's Desired Outcome: Civic Leadership & Effective Governance

OBJECTIVE 5.1: FOSTERING AND SUPPORTING COMMUNITY LEADERSHIP



- We have well-trained and qualified leaders in our community and in our workforce.
- Our young people have aspirations to become leaders.

DELIVERY PROGRAM 2013-2017		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
5.1.1	Establish a professional development program for Councillors.			100%	<ul style="list-style-type: none"> <li>Councillor Briefings continue to be held each fortnight, providing updates of matters relevant to Council.</li> <li>Applications open for Councillors to attend the National General Assembly of Local Government.</li> </ul>	Governance & Business Services
5.1.2	Explore opportunities within the Council workforce for traineeships, apprenticeships and work experience programs. - <i>Implement the priority actions from the Workforce Plan.</i>		100%	100%	<ul style="list-style-type: none"> <li>Work experience students are continuing to be placed across the Council accommodating students from local High Schools and students completing undergraduate studies. Areas of interest continue to be Information Technology, Business Support and Ranger Services; however, we did receive a student from the Hunter Trade College looking at bridge construction.</li> <li>Essential relationships and networks continue to be built our schools, TAFE's and Universities which will enable Council to continue to provide work experience placements, traineeships and apprenticeships. Currently we have 7 apprentices working for Council in areas such as Recreation Services, Works Delivery (Bridge Construction), Mechanics and Painting.</li> <li>Recruitment for 2 School-based traineeships (SBT) are currently in motion and a close date of 22 July. Both positions will be within Business Support Services.</li> </ul>	Human Resources
5.1.3	Recognise the work of community leaders.			100%	<ul style="list-style-type: none"> <li>The Youth Council continues to meet regularly on its schedule of two meetings per school term.</li> </ul>	Community & Cultural Engagement

## Community's Desired Outcome: Civic Leadership & Effective Governance

### OBJECTIVE 5.2: ENCOURAGING MORE COMMUNITY PARTICIPATION IN DECISION MAKING

- 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 2013-2017		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
5.2.1	Commence implementation of priority projects from the Communications & Engagement Strategy.			100%	<ul style="list-style-type: none"> <li>Signature blocks on Council e-mail addresses were standardized during the September quarter.</li> <li>Website refresh being investigated for feasibility.</li> </ul>	Communications
5.2.2	Improve Council's use of technology to inform and engage the community. - <i>Implement on-line customer requests.</i>		60%	100%	<ul style="list-style-type: none"> <li>Trial underway using a tablet for performing bridge inspections</li> <li>Working with the building team to implement inspection entry onto iPads.</li> <li>The system infrastructure has been implemented and a test customer request category published. There has been a very limited roll-out to software suppliers to test the technological aspects of this project.</li> <li>Business rules are to be developed to utilise technology.</li> <li>A software upgrade due in October/November 2016 includes new customer service online functionality. This is expected to be operational in December 2016.</li> </ul>	Information Systems Governance & Business Services



Community's Desired Outcome: Civic Leadership & Effective Governance




OBJECTIVE 5.3: MAKING COUNCIL MORE RESPONSIVE TO THE COMMUNITY

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



DELIVERY PROGRAM 2013-2017		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
5.3.1	Commence implementation of the priority projects from the Customer Service Strategy. - <i>Update and commence implementation of priority projects from the Customer Service Strategy.</i>			100%	<ul style="list-style-type: none"> <li>Revised draft Customer Service Strategy was finalised and endorsed by the Executive and will be further developed in the latter part of 2016.</li> </ul>	Governance & Business Services
5.3.2	Implement systems and strategies to improve productivity across the organisation. - <i>Continue to implement the Performance Management System.</i> - <i>Continue to implement the new remuneration system.</i>		25%	55%	<ul style="list-style-type: none"> <li>The Salary System Project team had further meetings in the fourth quarter of 15/16 to further discuss the development of a new salary system and job evaluation system at Cessnock City Council.</li> <li>All position descriptions within the organisation have been updated and consultation is continuing to occur with affected staff regarding signing off on the updated position description.</li> <li>Further meetings with the project team will occur during the first quarter of 16/17 to continue to progress the implementation of a new Salary system for Council.</li> </ul>	Human Resources
5.3.3	Develop and implement a strategic and operational internal audit program. - <i>Implement the annual internal audit program.</i>		90%	60%	<ul style="list-style-type: none"> <li>EMS audit draft agreed.</li> <li>The programmed Records Management Audit is in the planning phase.</li> <li>May 2016 Audit Committee meeting conducted (agenda and minutes distributed on time)</li> <li>Strategic Audit Plan 2016 -2019 and Annual Audit Plan 2016-17 endorsed by the Audit Committee.</li> </ul>	Internal Audit
5.3.4	Review and implement a revised Risk Management Strategy. - <i>Review Council's risk profile.</i> - <i>Update and test the effectiveness of Council's business continuity plans.</i> - <i>Complete the update of the Enterprise Risk Management Strategy.</i>		100%	100%	<ul style="list-style-type: none"> <li>Progress of the Draft Crisis Management Plan has continued and is 85 percent complete (subject to review and endorsement). The Business Continuity Plan Sub Plans are to be developed once the Business Continuity Plan has been adopted.</li> <li>A revised Risk Management Policy was endorsed by the Audit Committee in May 2016.</li> <li>The Risk Management Plan and all risk management tools have been completed in draft and are currently being reviewed</li> <li>The Risk Management Framework is 100 percent complete. A risk appetite workshop is scheduled for August 2016.</li> </ul>	Governance & Business Services




Community's Desired Outcome: Civic Leadership & Effective Governance

DELIVERY PROGRAM 2013-2017		STATUS	Carried Forward %	2015-16 %	COMMENT	RESPONSIBILITY
5.3.5	Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice. - Commence the development of a statutory compliance policy.			100%	<ul style="list-style-type: none"> <li>Statutory Compliance Policy finalised and endorsed by Audit Committee.</li> </ul>	Governance & Business Services
5.3.6	Review the Community Strategic Plan.			N/A	<ul style="list-style-type: none"> <li>The Community Strategic Plan is scheduled for review in 2016-17.</li> <li>The biennial community research was undertaken in November 2014 and the research report was finalised in January 2015.</li> <li>This year's biennial community research was undertaken in late May-early June 2016 (with the results to be incorporated into the End-of-Term Report).</li> </ul>	Integrated Planning & Strategic Property
5.3.7	Develop and implement a special rate variation strategy. - Progress the Financial Sustainability Initiative and other projects from Council's Improvement Proposal.			100%	<ul style="list-style-type: none"> <li>The initial scoping of the Financial Sustainability Initiative projects was adopted by Council in July 2014.</li> <li>The Financial Sustainability Initiative projects were included in Council's Improvement Proposal in response to the Fit for the Future reform package.</li> <li>Project leads have been identified and action plans have been developed.</li> <li>Project linkages have been mapped and the Project Control Group is meeting monthly.</li> <li>Progress reporting has been incorporated into the IP&amp;R framework from February 2016 (with the December Quarter Review).</li> </ul>	Integrated Planning & Strategic Property

MEASURES

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET 2017	CURRENT	STATUS	COMMENT
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 was 3.5. Current Rating = 2.4 (compared with 3.2 in August 2009)	2.4 2012	>3	3.27 2016		The biennial community survey was carried out in May-June 2016. The latest benchmark for all NSW councils was 3.31.
Response to Telephone Calls	The number of telephone calls to the call centre that are not abandoned divided by the total number of telephone calls to the call centre. This data is sourced from Council's telephone system.	87.7% 2011-12	90%	86.5% 2015-16		In the June quarter, the call-centre was presented with 13,476 calls of which 11,457 were serviced, resulting in a service percentage of 85.0%. The annual result is consistent with the 2014-15 result of 86.6%.

Community's Desired Outcome: Civic Leadership & Effective Governance

MEASURES	CONTEXT/BENCHMARK	BASE	TARGET 2017	CURRENT	STATUS	COMMENT
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.	N/A	80%	74% 2015-16		During the June quarter 5,893 customer requests were closed and 64% of these (3,782) were within agreed timeframes. For the 36 months to June 2016 the response rate was 76%.

Carried forward from 2011-13 Delivery Program

DELIVERY PROGRAM 2011-13		% COMPLETE	COMMENT	RESPONSIBILITY
1.1.4.1	Undertake a City Wide Cycleway and Footpath Study	100%	<ul style="list-style-type: none"> <li>Cycleway Strategy was adopted in June 2016.</li> </ul>	Recreation Services
2.1.2.2	Review zoning for Hunter Economic Zone.	5%	<ul style="list-style-type: none"> <li>This review will be incorporated into the broader City Wide Planning Strategy. See 3.1.1 above for status of project.</li> <li>Estimated completion – December 2016</li> </ul>	Strategic Land Use Planning
3.2.1.1	Include the outcomes of the Recreation & Open Space Plan as an amendment to the new Local Environmental Plan.	2%	<ul style="list-style-type: none"> <li>Programmed for a future amendment to the Local Environmental Plan following the review of the Open Space &amp; Recreation Strategy (Item 3.2.1 of the 2013-17 Delivery Program).</li> <li>Provided feedback on the draft recreation and open space strategy (Recreation Needs Analysis) and draft Bicycle Strategy.</li> <li>Estimated completion – December 2016.</li> </ul>	Strategic Land Use Planning
4.1.1.3	Undertake priority strategic infrastructure planning activities, including 'gap analysis' (to identify gaps in the existing infrastructure and planned expansion of new infrastructure from future development).	95%	<ul style="list-style-type: none"> <li>Review of Engineering Guidelines for Development draft documents completed – project completion expected in the December quarter 2016.</li> <li>Aquatics Needs Analysis Study completed.</li> <li>Draft Trunk Stormwater Drainage Strategy prepared 2013-17 Delivery Program (Item 3.1.4).</li> <li>Timber Bridge Replacement Strategy (detailing bridge priorities for the next 10 years) completed.</li> </ul>	Strategic Asset Planning

## CAPITAL WORKS PROGRAM

### 2015-16 Capital Works Program

	Asset Management	Roads, Bridges & Pathways	Drainage & Floodplain Management	Recreation & Buildings	Total	%
Complete*	-	38	17	32	87	84%
Carryover	-	7	3	7	17	16%
Total Works	-	45	20	39	104	100%
Not required/ No funding/ 2016- 17 Program	-	1	3	-	4	
Planning	3	-	1	-	4	
Total Program	3	46	24	39	112	

\* Includes 22 new projects in the June quarter.

## CAPITAL WORKS PROGRAM

INFRASTRUCTURE FORWARD PLANNING			2015/16
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Strategic Infrastructure Planning Studies	PFI-2016-001	Ongoing	
Strategic Asset Management	PFI-2016-002	Ongoing	
Pre-construction Investigation, Survey and Design	PFI-2016-003	Ongoing	
<i>Funding Source: Grants</i>	<b>\$778,000</b>	<i>Original Budget</i>	

LOCAL ROAD RENEWAL PROGRAM			2015/16
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Local Road Resurfacing Program	RRL-2016-001	Complete	
Rural Road Regravelling Program	RRL-2016-002	Complete	
Sandy Creek Road Mount Vincent Rehabilitation Stage 3	RRL-2016-004	Complete	
Local Road Special Rate Variation Resurfacing Program	RRL-2016-005		
- Alexander St Cessnock	RRL-2016-005a	Complete	New project – added in the June 2016 quarter.
- Appleton Ave Weston	RRL-2016-005b	Complete	New project – added in the June 2016 quarter.
- Askew Close	RRL-2016-005c	Complete	New project – added in the June 2016 quarter.
- Carroll Ave Cessnock	RRL-2016-005d	Complete	New project – added in the June 2016 quarter.
- Casey Close	RRL-2016-005e	Complete	New project – added in the June 2016 quarter.
- Darwin St	RRL-2016-005f	Complete	New project – added in the June 2016 quarter.
- Fleming St Nulkaba	RRL-2016-005g	Complete	New project – added in the June 2016 quarter.
- Hampdens St	RRL-2016-005h	Complete	New project – added in the June 2016 quarter.
- Mayfield St Cessnock	RRL-2016-005i	Complete	New project – added in the June 2016 quarter.
- Mt View Road	RRL-2016-005j	Complete	New project – added in the June 2016 quarter.
- Oakley Creek Rd Pokolbin	RRL-2016-005k	Complete	New project – added in the June 2016 quarter.
- York St Greila	RRL-2016-005l	Complete	New project – added in the June 2016 quarter.
<i>Funding Source: General Fund, Special Rate Variation, Roads to Recovery, s94</i>	<b>\$3,210,000</b>	<i>Original Budget</i>	

## CAPITAL WORKS PROGRAM

LOCAL ROAD CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Kurri Kurri Library Raised Threshold	CRL-2016-001	Not required	Site investigation complete. Investigation showed that raised threshold no longer required due to other traffic management schemes now in place in Lang and Barton Streets.
Marilton Street Pedestrian Refuge	CRL-2016-002	Complete	Site investigation, Concept Design and Final Design complete.
Edgeworth Street Pedestrian Refuge & Parking Improvements	CRL-2016-003	Complete	Site investigation, Concept Design and Final Design complete.
Duffie Drive Aberdare (Black Spot Program)	CRL-2016-005	Carryover	Site investigation in progress, Concept Design in progress. Final Design complete. Construction substantially commenced.
Frame Drive Abermain roadwork at bridge (grant funding dependent)	CRL-2016-008	Carryover	Site investigation in progress. Concept Design commenced.
<i>Funding Source: Roads to Recovery Grant, s94, Black Spot Grant</i>	<b>\$795,000</b>	<i>Original Budget</i>	

REGIONAL ROAD CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Great North Road (Lemming Corner) Laguna (Black Spot Program) Stage 1 Design	CRR-2016-001	Complete	Site investigation in progress. Concept Design complete. Final design complete.
<i>Funding Source: Black Spot Grant</i>	<b>\$460,000</b>	<i>Original Budget</i>	

REGIONAL ROAD RENEWAL PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Regional Road Resurfacing Program	RRR-2016-001	Complete	
Wollombi Road Millfield Rehabilitation Stage 2	RRR-2016-002	Complete	
Regional Road Special Rate Variation Resurfacing Program	RRR-2016-003		
- Broke Rd east from McDonalds Rd	RRR-2016-003a	Complete	New project – added in the June 2016 quarter.
- Great North Rd Laguna	RRR-2016-003b	Complete	New project – added in the June 2016 quarter.
- Wilderness Rd	RRR-2016-003c	Complete	New project – added in the June 2016 quarter.
- Wollombi Rd Cedar Creek	RRR-2016-003d	Complete	New project – added in the June 2016 quarter.
- Wollombi Rd Pelton	RRR-2016-003e	Complete	New project – added in the June 2016 quarter.
<i>Funding Source: Block Grant, Repair Program Grant, SRV, General Fund</i>	<b>\$1,498,000</b>	<i>Original Budget</i>	

## CAPITAL WORKS PROGRAM

VINEYARD ROADS CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Broke Road Pokolbin Reconstruction and Widening Stage 2 (Construction)	CRV-2016-001	Carryover	Site investigation complete. Concept Design complete. Final Design complete. Construction in progress.
Hermitage Road Pokolbin Reconstruction and Widening Stage 1	CRV-2016-002	Complete	Stage 1 is design only. Site investigation complete. Concept Design complete. Final Design in progress.
Deasys Road Pokolbin road rehabilitation project	CRV-2016-004	Carryover	Construction in progress and due for completion in August 2016.
<i>Funding Source: Part of the \$8.6m Resources for Region Grant</i>	<b>\$4,680,000</b>	<i>Original Budget</i>	

PATHWAYS CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Station Street Weston – Western side from Cessnock Road to existing	CPW-2015-003	Carryover	Site investigation complete. Concept Design complete. Preliminary Design complete. Final Design complete. Construction substantially commenced.
Barton Street Kurri Kurri – from Hampden Street to Allworth Street	CPW-2016-001	Complete	
Deakin & Stanford Street – Kurri Kurri High School to Intersection Mitchell Avenue /Stanford Street	CPW-2016-004	Complete	
Doyle Street Bellbird – from Cambage Street to laneway beside school	CPW-2016-005	Complete	
Wyndham Street Greta Public School - Investigation	CPW-2016-006	Complete	The investigation concluded that no disabled parking spot is required.
Long Street Cessnock – from existing at Old Maitland Road	CPW-2016-007	Complete	
Mulbring Street Aberdare from existing at Aberdare Road to Greta Street	CPW-2016-008	Complete	
<i>Funding Source: General Fund</i>	<b>\$250,000</b>	<i>Original Budget</i>	

## CAPITAL WORKS PROGRAM

BRIDGES CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Replace Frame Drive Bridge Abermain (grant funding dependent)	CBS-2016-006	Carryover	Site investigation complete. Concept Design complete. Final Design complete. Tender awarded.
Replace Lomas Lane Bridge Nulkaba	CBS-2014-005	Carryover	Site investigation complete. Concept Design complete. Final Design complete. Tender awarded.
Refurbish Williams Bridge Wollombi	CBS-2016-005	Complete	Construction complete.
Sale St Greta foot bridge	CBS-2016-008	Complete	New project – added in the June 2016 quarter.
Helton St Bridge refurbishment	CBS-2016-002	Complete	New project – added in the June 2016 quarter.
Cedar Creek Bridge	CBS-2016-007	Complete	New project – added in the June 2016 quarter.
Lindsay St Bridge	CBS-2016-009	Complete	New project – added in the June 2016 quarter.
Hunter St Bridge	CBS-2016-010	Complete	New project – added in the June 2016 quarter.
<i>Funding Source: Bridge Financial Asst Grant, General Fund, Roads to Recovery</i>	<b>\$1,454,439</b>	<i>Original Budget</i>	

FLOODPLAIN MANAGEMENT PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Floodplain Management Committee	PMF-2016-001	Ongoing	
Wollombi Flood Risk Management Plan Priority Recommendations	PMF-2016-002	Included in 2016-17 PMF-2017-002	Grant funding applications for 2016-17 funding round submitted. Funding of \$33,333 advised in March 2016 for the Wollombi Flood Warning System – investigation and design.
Cessnock City (Black Creek) Flood Risk Management Plan Priority Recommendations (grant funding dependent)	PMF-2016-003	No funding	Grant funding applications submitted following Council adoption of Flood Risk Management Plan.
Swamp/Fishery Creek Flood Risk Management Plan Priority Recommendations	PMF-2016-004	Included in 2016-17 PMF-2017-004	Grant funding applications for 2015-16 funding round submitted. Funding of \$100,000 advised in March 2016 for the Swamp Creek Flood Mitigation Works – environmental investigations and design.
Black Creek (Stage 2) Flood Study	PMF-2016-005	Complete	
<i>Funding Source: OEH Grant, Federal Grant, Flood Letter Income</i>	<b>\$155,000</b>	<i>Original Budget</i>	



## CAPITAL WORKS PROGRAM

DRAINAGE CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Whitburn Estate Trunk Drainage Construction (New England Highway Culvert)(grant funding dependent) (Stage 1 design & service relocation)	CDR-2015-001	Carryover	Final Design complete. Service relocation procurement underway.
Aberdare Street Kurri Kurri	CDR-2015-005	Carryover	Final Design in progress.
Water Street Greta	CDR-2015-006	Complete	
Cooper Street Heddon Greta Stage 1 (investigation and design)	CDR-2016-003	Complete	Site investigation complete. Investigation showed clarification to scope of work required including possible acquisition of easements.
Anvil Street Greta (investigation and design)	CDR-2016-004	Complete	Site investigation complete. Investigation showed clarification to scope of work required including possible acquisition of easements.
Heddon Street Kurri Kurri	CDR-2016-005	Carryover	Site investigation complete. Investigation showed clarification to scope of work required including possible acquisition of easements.
Miscellaneous Minor Drainage Projects (listed below)	CDR-2016-013		
Boundary Street Millfield	CDR-2016-013a	Complete	Table drain and culvert repairs.
Congewai Street Aberdare	CDR-2016-013b	Complete	Stabilisation works to open trunk drainage system.
Brandis & Rawson Streets Aberdare	CDR-2016-013c	Complete	Repair damage (crushed) road drainage.
Fleet Street Branxton	CDR-2016-013d	Complete	Drainage easement repairs.
Stringybark Place Weston	CDR-2016-013e	Complete	Stabilisation works to easement and watercourse.
Bowen Street Heddon Greta	CDR-2016-013f	Complete	Stabilisation, re-alignment of piped trunk drainage system within CCC easement
First Avenue Millfield	CDR-2016-013g	Complete	Table drain works and installation of grated inlet pit in cul-de-sac to reduce flooding of properties.
Cliff Street Greta	CDR-2016-013h	Complete	Clearing of overgrown open drain.
Cliff Street Heddon Greta	CDR-2016-013i	Complete	Table drain improvements, outlet improvements and upgrading of old road crossing to raised grated inlet pit.
Whitburn Estate Greta	CDR-2016-013j	Complete	Stabilisation works required to CCC drain and private property (Jan 2016) result of storm event
Laneway Weston	CDR-2016-013k	Complete	Re-shaping of laneway and diversion works to improve transfer of stormwater into existing trunk drainage system.
Campbell's Lane Pokolbin	CDR-2016-013l	Complete	Upgrade of road crossing system.
56 Lang Street Kurri Kurri	CDR-2016-013m	Complete	Provision of new drainage system associated with bus stop works.
Funding Source: Drainage Loan, Stormwater Management Income	<b>\$1,080,000</b>	Original Budget	

Quarterly Review of the Delivery Program 2013-2017

Page 31

## CAPITAL WORKS PROGRAM

RECREATION FACILITIES RENEWAL PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Progressive Playground Edging Renewal Program	RFR-2016-002	Complete	
Cessnock CBD Masterplan Gardens Renovations – Stage 4	RFR-2016-004	Complete	
Mulbring Oval Grandstand Renewal	RFR-2016-005	Complete	
Parks & Reserves Asset Renewal Program	RFR-2016-006	Complete	
Peace Park Pond Bank Stabilisation Investigation	RFR-2016-008	Complete	New project – added in the June 2016 quarter.
War Memorial Upgrades (Saluting Their Service grant)	RFR-2016-007	Complete	
Mount View Basin Drainage – stage 3	CFR-2014-006	Complete	New project – added in the June 2016 quarter.
Turner Park Cricket Net Extension	RFR-2016-008	Complete	
Funding Source: General Fund, Grant		\$155,200	Original Budget

RECREATION FACILITIES CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock Sportsground Grandstand Works	CFR-2014-001	Complete	
Greta Skate Park Upgrade – Stage 3	CFR-2016-002	Complete	Greta Brantxon Business Chamber have secured grant funds to undertake stage 2 works in 2016/2017.
Brantxon Oval RV Area – Stage 1	CFR-2016-004	Complete	
Carmichael Park (Bellbird) Fencing	CFR-2016-005	Complete	
Kurri Kurri Central Oval RV Area – Stage 2	CFR-2016-006	Carryover	Design & consultation completed. Unable to commence work until after winter season completion as it would affect the operation of the Kurri Kurri Sportsground.
Carmichael Park Playground Shade Construction (grant)	CFR-2016-007	Complete	Funded by a grant from the NSW Cancer Institute.
Kitchener Poppethead Heritage Park Access Improvements (grant)	CFR-2016-008	Carryover	Design & Consultation complete. Finalising quotations and resources for construction of project. Grant needs to be acquitted prior to 31 August 2016.
Funding Source: General Fund, Grant Opportunities		\$220,000	Original Budget

## CAPITAL WORKS PROGRAM

RECREATION BUILDINGS RENEWAL PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Cessnock Civic Indoor Sports Centre Internal Refurbishment – Stage 1	RBR-2016-002	Carryover	CCISC renewal has not been able to commence due to resourcing and facility availability following transition to a new tenant and licence agreement.
Cessnock Sportsground Bird Proofing	RBR-2015-007	Complete	
Greta Central Oval Amenities Plumbing Works	RBR-2016-005	Complete	
Kurri Kurri Sportsground Toilet Block Renewal – Stage 4	RBR-2016-004	Complete	
Mount View Basin Amenities Roof Replacement	RBR-2016-006	Complete	
Kurri Kurri Tennis Courts Veranda Renewal	RBR-2016-007	Complete	
<i>Funding Source: General Fund</i>	<b>\$120,000</b>	<i>Original Budget</i>	

RECREATION BUILDINGS CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Birralee Snr Amenities Replacement (grand funding dependent) - Stage 2 (construction)	CBR-2015-001	Carryover	Tender awarded May 2016 with preliminary electrical works commencing early May to ensure facility continuity.
<i>Funding Source: s94, Grant Opportunities</i>	<b>\$600,000</b>	<i>Original Budget</i>	

POOLS FACILITIES RENEWAL PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Branxton Pool Renewal Program	RFP-2016-001	Complete	
Cessnock Pool Renewal Program	RFP-2016-002	Complete	
Kurri Kurri Aquatic Centre Renewal Program	RFP-2016-003	Carryover	
<i>Funding Source: General Fund</i>	<b>\$184,000</b>	<i>Original Budget</i>	

COMMUNITY BUILDINGS CONSTRUCTION PROGRAM		2015/16	
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Kearsley Community Hall Outdoor Area (PRMF grant funded)	CBC-2017-001	Complete	
<i>Funding Source: Grant Opportunities</i>	<b>\$15,851</b>	<i>Original Budget</i>	

## CAPITAL WORKS PROGRAM

COMMUNITY BUILDINGS RENEWAL PROGRAM			2015/16
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
Branxton Community Hall Internal Floor Renewal	RBC-2016-001	Complete	
Branxton Community Hall Foyer Renewal Stage 2	RBC-2016-002	Complete	
Ellalong Community Hall air conditioner replacement	RBC-2016-008	Complete	
Kearsley Community Hall External Painting	RBC-2016-004	Complete	
Pokolbin Community Hall Verandah Renewal	RBC-2016-005	Complete	
Weston Civic Centre Roof Renewal – Stage 2	RBC-2015-007	Complete	
Weston Civic Centre Internal Floor Renewal	RBC-2016-006	Complete	
Wollombi Community Hall Toilet Refurbishment	RBC-2016-007	Complete	
<i>Funding Source: General Fund</i>	<b>\$150,000</b>	<i>Original Budget</i>	

CEMETERIES FACILITIES CONSTRUCTION PROGRAM			2015/16
PROJECT NAME	PROJECT No.	STATUS	COMMENTS
All Cemeteries – Signage	CFC-2016-003	Carryover	Signage has been ordered. Will be installed in September 2016 quarter.
Gordon Williams Memorial Cemetery Gates Renewal	CFC-2016-004	Complete	
Kurri Kurri Cemetery Entry Gates Installation	CFC-2016-005	Complete	
Gordon Williams Memorial Lawn Cemetery Extension (Design)	CFC-2015-001	Carryover	
Gordon Williams Memorial Lawn Cemetery Plinth Construction	CFC-2016-006	Complete	
<i>Funding Source: Cemeteries Reserve</i>	<b>\$40,000</b>	<i>Original Budget</i>	

## CAPITAL WORKS PROGRAM

### Carried forward from 2014-15 Capital Works Program

BRIDGES CONSTRUCTION PROGRAM		2014/15	
PROJECT NAME	PROJECT NO.	STATUS	COMMENTS
Replace Hunters Lodge Bridge Laguna	CBS-2014-007	Complete	

## June 2016 Quarterly Review of Financial Sustainability Initiative/Improvement Proposal Projects



### Summary of Progress

SUSTAINABILITY – STRATEGIC PROPERTY REVIEW				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The Strategic property review will review Council's property portfolio to ensure it is being efficiently and effectively managed on behalf of the community. It will ensure that property assets are being appropriately utilised and will identify 'lazy' assets and convert them into sustainable revenue-generating assets through the establishment of a Property Investment Fund where 20% of the return on investment generated will be used to fund infrastructure, services and facilities in line with Council's adopted Delivery Program.	<ul style="list-style-type: none"> <li>2014-2015 – Phase 2 in progress – Investigate stage 1 properties, identify stage 2 properties and implement Property Investment Fund reporting.</li> <li>2015-16 – Implement actions for stage 1 properties, investigate stage 2 properties, and identify stage 3 properties.</li> <li>2016-17 – Implement actions for stage 1 properties, investigate stage 2 properties, and identify stage 3 properties.</li> <li>Further stages as required.</li> </ul>	\$50,000	In progress.	Phase 1 – complete. Property Investment Policy adopted. Property Management Policy updated. Property Management Guidelines revised. Assessment criteria developed and Stage 1 properties identified. Phase 2 – complete, Councilors briefed and reports to Council prepared in 2015. The first report was considered by Council in February 2015 and the second report was considered in August 2016, with the remaining two reports (regarding Phase 2) still to be considered by Council.

SUSTAINABILITY – SPONSORSHIP & SUBSIDIES REVIEW				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The Sponsorship and subsidies review will identify all of the in-kind and monetary donations/sponsorships and other instances where market rates are not being charged to ensure there is transparency, equity and improved governance around these types of transactions.	<ul style="list-style-type: none"> <li>2015 – Project team to establish framework and commence review.</li> <li>2016 – Continue review and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts.</li> </ul>	\$50,000	Commenced.	Initial data collected in November-December 2014 for the 2015-16 round of IP&R. Initial project team meeting held and project proposal drafted. Criteria for waiving fees included in the 2016-17 Operational Plan. This project's interdependency with the Service Review project has been recognised and it will re-commence following that project's completion.

SUSTAINABILITY – FEES & CHARGES REVIEW				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The Fees & charges review will develop a consistent and transparent methodology for costing services, applying the principles of cost recovery and structuring charges.	<ul style="list-style-type: none"> <li>2015 – Project team to establish framework and commence review.</li> <li>2015-16 – Incorporate phase 1 results in 2016-17 Operational Plan</li> <li>2016 – Finalise review and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts.</li> </ul>	\$23,000	Commenced.	Initial data collected in November- December 2014 for the 2015-16 round of IP&R. Initial meeting held to discuss purpose and direction of project. A new software package was introduced to complete the 2015-17 fees and charges. This project's interdependency with the Service Review and Sponsorship & Subsidies Review has been recognised as their outcomes will become inputs for this project.
SUSTAINABILITY – INVESTMENT STRATEGY				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The Investment Strategy will complement Council's property investment portfolio and maximise the return on Council's financial investments.	<ul style="list-style-type: none"> <li>2015 – Commence review.</li> <li>2016 – Implement and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts.</li> </ul>	\$92,000	Not yet commenced.	The Investment Strategy will be developed following the annual Investment Policy review that is being reported to Council in August 2016.
SUSTAINABILITY – BUSINESS OPPORTUNITIES FRAMEWORK				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The Business opportunities framework will establish the basis for the operation of entrepreneurial activities to yield Council sustainable revenue streams in the medium to long term.	<ul style="list-style-type: none"> <li>2015 - Project team to scope project.</li> <li>2016 – Project team to commence development of framework.</li> </ul>	-	Commenced.	The 2015 Contributions Audit identified a potential opportunity to make money from the increasing number of regular "temporary events" (to offset the damage caused to the road network). Preliminary data capture undertaken and project team meetings held to commence scoping of the project.
SUSTAINABILITY – SPECIAL RATE VARIATION STRATEGY				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The Special Rate Variation Strategy will be re-visited in the medium-term, following the incorporation of the outcomes of the other (Financial Sustainability Initiative) strategies into Council's Long-Term Financial Plan, to determine whether Council needs to consider a further general rate increase to secure its financial position.	<ul style="list-style-type: none"> <li>Post 2016-17 – Assess progress against Financial Sustainability Initiative projects and Fit for the Future benchmarks to determine the need for a special rate variation.</li> </ul>	-	N/A.	No actions programmed.

Page 2

Quarterly Review of the Delivery Program 2013-2017



INFRASTRUCTURE & SERVICE MANAGEMENT – SERVICE REVIEW				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The Service Review will examine each function that Council undertakes and assess whether Council should be providing this service and, if so, to what service standard and how it can be done most efficiently (including the potential for regional coordination and shared services).	<ul style="list-style-type: none"> <li>2015 – Project team to refine approach and prioritise services for review.</li> <li>2015 – Commence review of services.</li> <li>2016 – Continue review of services and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts.</li> </ul>	\$750,000	Commenced.	<p>Preliminary data collected in December 2013 for the 2014-15 round of IP&amp;R.</p> <p>Draft Service Review strategy and templates adapted from ACELG manual (June 2014).</p> <p>Further data collected in November- December 2014 for the 2015-16 round of IP&amp;R.</p> <p>Initial project team meeting held in mid-November 2015.</p> <p>During the March quarter a dedicated project management resource was engaged to manage this project.</p> <p>The project setup phase (including development of templates and plans) is completed and the information gathering phase to be completed in July.</p>

INFRASTRUCTURE & SERVICE MANAGEMENT – ASSETS, DEPRECIATION & CAPITAL COMMITMENTS REVIEW				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The assets, depreciation and capital commitments review will revise Council's accounting policies with regards to infrastructure assets, review asset management plans and re-examine the forecasts of future capital expenditure incorporated in Council's Long-Term Financial Plan.	<ul style="list-style-type: none"> <li>2015 – Community consultation to determine the meaning of satisfactory condition for infrastructure assets; and transfer asset management plans to new templates.</li> <li>2016-17 – Community consultation to determine levels of service.</li> </ul>	-	In progress.	<p>Revised definitions of "useful lives" and "backlog" used to calculate figures for the 2013-14 Annual Financial Report.</p> <p>Completed community consultation to determine what is a "satisfactory" condition for infrastructure assets in 2015.</p> <p>Roads and stormwater assets have been re-valued. (Open space assets scheduled for re-valuation during 2015-16).</p> <p>Asset Management Plans have been transferred to the new templates and were adopted by Council in June 2016.</p>

INFRASTRUCTURE & SERVICE MANAGEMENT – DEVELOPER CONTRIBUTIONS REVIEW			
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS
The <i>Developer contributions review</i> will progress the implementation of the development contributions framework (along with the outcomes of the recent internal audit) and re-assess the existing contributions plans including the infrastructure to be provided (as a result of development) and the apportionment of costs.	<ul style="list-style-type: none"> <li>2014-15 – Internal review of development contributions.</li> <li>2015 – Commence implementation of review's recommendations.</li> </ul>	-	Commenced.
			<p>Internal s94 Steering group established. 2016-17 budgetary considerations (requests for s94 monies to fund capital projects) complete. In undertaking this task, new procedures, templates and web page were developed.</p> <p>Section 94 work program being developed for consultation and approval of Steering Group (based on recommendations from previous independent reviews and internal auditors report). A potential first action may be the development of an overarching s94 Policy.</p> <p>The internal auditor was scheduled to complete the independent forensic review s94 revenues and expenditures by 30 June 2016.</p> <p>The s94a Plan is scheduled for completion in 2016-17.</p>

INFRASTRUCTURE & SERVICE MANAGEMENT – PLANT AND FLEET MANAGEMENT REVIEW			
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS
The <i>Plant and fleet management review</i> will ensure efficient and effective usage of resources in delivering infrastructure and services to the community.	<ul style="list-style-type: none"> <li>2015 – Commence review</li> <li>2016 – Continue review and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts.</li> </ul>	\$150,000	In progress
			<p>This project will be split into two sub-projects to separately review plant and fleet.</p> <p>Fleet project team established and project proposal scoped.</p> <p>Vehicle logbook trial conducted during April–June 2016.</p> <p>A new Light Fleet Policy is to be reported to the Consultative Committee in August.</p> <p>The Plant Review is scheduled for 2016-17.</p>

INFRASTRUCTURE & SERVICE MANAGEMENT – PROCUREMENT REVIEW			
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS
The <i>Procurement review</i> will critically review spending on materials and contracts and ensure robust procurement practices.	<ul style="list-style-type: none"> <li>2015 – Implement new procedures and investigate opportunities for further efficiencies.</li> </ul>	-	Commenced
			<p>Project team established and project scoped.</p> <p>Initial investigations of online quotations system which will improve control of Procurement activities and provide essential data for Procurement metrics.</p> <p>Procurement Policy review commenced (and is scheduled for completion in 2016-17).</p> <p>Review of procedures will follow.</p>

EFFICIENCY – PRODUCTIVITY IMPROVEMENTS & COST SAVINGS PROJECT				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The <i>Productivity improvements and cost savings project</i> complements the service review and is about reinforcing a culture among staff to actively seek out productivity improvements and cost savings.	<ul style="list-style-type: none"> <li>2015 – Project team to progress work on potential productivity improvements.</li> <li>2016 – Incorporation of first round improvements into long-term financial plan forecasts.</li> </ul>	\$1,220,000	Commenced.	<p>Preliminary work undertaken in this area (for the 2014-15 special rate variation application) identified 35 productivity improvements resulting in almost \$2m in one-off and over \$600,000 in ongoing annual savings.</p> <p>Further data collected in November- December 2014 for the 2015-16 round of IP&amp;R.</p> <p>Information gathering continues.</p> <p>This project's interdependency with the Service Review project has been recognised and it has been agreed that the areas identified for a full service review will remain with that project, while the other opportunities for improvement will be managed through this project.</p>

EFFICIENCY – PROJECT MANAGEMENT FRAMEWORK IMPROVEMENT				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The <i>Project management framework improvement project</i> will improve the robustness of Council's project management framework to more efficiently deliver infrastructure and services.	<ul style="list-style-type: none"> <li>2015-16 – Project team established to review framework and identify improvements.</li> <li>2016-17 – Transition to improved project management framework commences.</li> </ul>	\$50,000	Commenced.	<p>Project team established and project scoped. A draft framework and a number of template documents have been prepared.</p> <p>Overlaps with the Procurement Project have been identified.</p> <p>Implementation of the project management framework will commence in 2016-17 with an initial emphasis on training.</p>

EFFICIENCY – RATING STRUCTURE REVIEW				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The <i>Rating structure review</i> will reduce the number of rating categories and re-align all rates to the residential rates.	<ul style="list-style-type: none"> <li>2015-17 – Project team to develop framework and work up options.</li> <li>2017-18 – Transition to new structure to be incorporated into Revenue Policy.</li> </ul>	-	Not yet commenced.	Scheduled to commence in 2017 following the release of the IPART Rating Review in December 2016 and the release of details regarding the implementation of the Emergency Services Levy.

EFFICIENCY – RECORDS MANAGEMENT REVIEW				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The Records management review will improve record keeping practices to minimise the organisation's risk exposure and enhance operational efficiency.	<ul style="list-style-type: none"> <li>2015 – Internal audit review.</li> <li>2016 – Commence implementation of review recommendations.</li> </ul>	-	Commenced.	Project scoping undertaken in November 2015. The internal audit of records management was re-scheduled from the March 2016 quarter to the June 2016 quarter. Following a revision of the Internal Audit Plan the records management audit has been further re-scheduled to the December 2016 quarter.




EFFICIENCY – EMBED A CONTINUOUS IMPROVEMENT CULTURE				
SCOPE	KEY MILESTONES	PROPOSED SAVING*	STATUS	COMMENTS
The Embed a continuous improvement culture project will reinforce a culture among staff of doing the right things the best way to provide exceptional service to the community.	<ul style="list-style-type: none"> <li>2015 – Develop organisational values and agreed behaviours</li> <li>2016 – Pilot ways to integrate a continuous improvement philosophy into day-to-day operations.</li> </ul>	\$30,000	In progress.	Final values signed-off by Executive in November 2015. Draft OI (Organisational Improvement) Cessnock Action Plan considered by Executive in May 2016 (to be rolled out to staff in 2016-17). This project's interdependency with other Financial Sustainability Initiative projects (that will promote improvements within the organisation) has been recognised. A project scope (that recognises these interdependencies) will be developed in the September quarter.











\* Council advice provided to the IPART on 10 September 2015 regarding the contribution of each project to the improved financial result in 2019-20.

### Summary of Progress against Fit for the Future Benchmarks


	2014-15 Actual	2015-16 March Review Forecast	2016-17 Draft Budget	2016-17 LTFP Forecast	2017-18 LTFP Forecast	2018-19 LTFP Forecast	2019-20 LTFP Forecast
Operating Performance				-			
Own Source Revenue				-			
Building & Infrastructure Renewal			-				
Infrastructure Backlog			-				
Asset Maintenance			-				
Debt Service			-				
Real Operating Costs per Capita	N/A			-			













The Finance Section has provided the following updated *Fit for the Future* criteria forecasts based on the actual results for 2014-15, the March 2016 quarterly budget review forecast for 2015-16, the draft 2016-17 budget, with the underlying financial figures from 2017-18 (and in some cases from 2016-17) onwards remaining consistent with the Long-Term Financial Plan.













OPERATING PERFORMANCE		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
The operating performance ratio is calculated by dividing operating revenue (excluding capital grants and contributions) less operating expenses, by operating revenue (excluding capital grants and contributions). The benchmark is greater than or equal to break-even average over 3 years.							
<b>Benchmark &gt;0%</b>							
<b>Proposal</b>		-0.002	-0.009	-0.003	0.007	0.011	0.017
<b>Meets benchmark?</b>							
<b>2014-15 Actual</b>		0.004					
<b>2015-16 March Review Forecast</b>			0.012				
<b>Draft 2016-17 Budget</b>				0.016			
<b>LTFP Forecast</b>					0.020	0.009	0.017
<b>Meets benchmark?</b>							









OWN SOURCE REVENUE						
The own source revenue ratio is calculated by dividing operating revenue (excluding all grants and contributions) by operating revenue (including capital grants and contributions). The benchmark is greater than 60% average over three years.						
Benchmark >60%	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Proposal	72.9%	71.9%	73.6%	77.9%	81.0%	82.8%
Meets benchmark?						
2014-15 Actual	71.6%					
2015-16 March Review Forecast		69.4%				
Draft 2016-17 Budget			71.0%			
LTFP Forecast				76.5%	80.8%	82.8%
Meets benchmark?						



BUILDING & INFRASTRUCTURE ASSET RENEWAL						
The building and infrastructure asset renewal ratio is calculated by dividing asset renewal (buildings and infrastructure) expenditure by depreciation (buildings and infrastructure). The benchmark is greater than 100% average over three years.						
Benchmark >100%	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Proposal	142.9%	153.0%	154.4%	121.0%	106.7%	100.2%
Meets benchmark?						
2014-15 Actual	125.4%					
LTFP Forecast		135.5%	136.9%	121.0%	106.7%	100.2%
Meets benchmark?						

INFRASTRUCTURE BACKLOG		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
The infrastructure backlog ratio is calculated by dividing the estimated cost to bring assets to a satisfactory condition, by the total written down value of infrastructure, buildings, other structures and depreciable land improvement assets. The benchmark is less than 2%.							
<b>Benchmark &lt;2%</b>							
<b>Proposal</b>		0.84%	1.11%	1.41%	1.59%	1.80%	1.80%
<b>Meets benchmark?</b>							
<b>2014-15 Actual</b>		0.49%					
<b>LTFP Forecast</b>			1.11%	1.41%	1.59%	1.80%	1.80%
<b>Meets benchmark?</b>							

ASSET MAINTENANCE		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
The asset maintenance ratio is calculated by dividing the actual asset maintenance by required asset maintenance. The benchmark is greater than 100% average over 3 years.							
<b>Benchmark &gt;100%</b>							
<b>Proposal</b>		81.3%	98.4%	99.3%	102.5%	101.4%	100.8%
<b>Meets benchmark?</b>							
<b>2014-15 Actual</b>		74.4%					
<b>LTFP Forecast</b>			92.2%	93.1%	103.2%	101.4%	100.8%
<b>Meets benchmark?</b>							

DEBT SERVICE RATIO		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
The debt service ratio is calculated by dividing the cost of debt service (interest and principal repayments), by operating revenue (excluding capital grants and contributions). The benchmark is greater than 0 and less than or equal to 20% average over 3 years.							
<b>Benchmark &gt;0 and &lt;=20%</b>							
<b>Proposal</b>		2.70%	2.77%	2.88%	2.76%	2.78%	2.81%
<b>Meets benchmark?</b>							
<b>2014-15 Actual</b>		2.50%					
<b>LTFP Forecast</b>			2.57%	2.68%	2.76%	2.78%	2.81%
<b>Meets benchmark?</b>							

REAL OPERATING EXPENDITURE PER CAPITA								
The real operating expenditure per capita result is calculated by dividing real operating expenditure (excluding net losses) by the estimated resident population. The benchmark is a real decrease over time.								
Benchmark - decreasing	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20		
Proposal	0.97	0.95	0.90	0.87	0.85	0.83		
Meets benchmark?								
2014-15 Actual	1.04							
2015-16 March Review Forecast		1.19						
Draft 2016-17 Budget			1.04					
LTFP Forecast				0.87	0.85	0.83		
Meets benchmark?								

SD 2016/008841

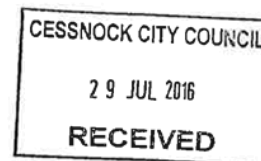
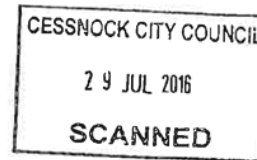


Invoice to Finance 29.7.16

Our ref R90/0240-02-out 24866

20 July 2016

Mr Stephen Glen  
General Manager  
Cessnock City Council  
PO Box 152  
CESSNOCK NSW 2325



Dear Mr Glen

**Request for Legal Assistance – Cowra Shire Council**

On 23 February 2016, councils were advised that the Local Government New South Wales Board approved an application made by Cowra Shire Council for legal assistance to defend an appeal matter under the LGNSW Legal Assistance Policy & Guidelines. The LGNSW Board considered that this matter to be of importance to all local government throughout NSW as the appeal relates to the interpretation of councils' powers under the *Local Government Act NSW* (the Act) and councils' ability to rely on the Act to issue notices and orders where animal welfare issues are not covered by other laws.

The Land and Environment Court has agreed that councils should be able to issue orders under section 124 of the Act and the judgment can be viewed via that Court's website – the citation is *McCudden v Cowra Shire Council* [2016] NSWLEC 14.

Financial contributions are now being sought from councils as the Land and Environment Court has resolved this matter and the costs of the proceedings have been determined.

You are reminded that there is no obligation for a council to provide assistance. If Council chooses not to provide assistance, the attached invoice can be disregarded.

Please do not hesitate to contact me on (02) 9242 4142 if you have any questions on this matter.

Yours sincerely

Bruce McCann  
Legal Officer

LOCAL GOVERNMENT NSW  
GPO BOX 7003 SYDNEY NSW 2001  
L8, 28 MARGARET ST SYDNEY NSW 2000  
T 02 9242 4000 F 02 9242 4111  
LGNSW.ORG.AU LGNSW@LGNSW.ORG.AU  
ABN 49 853 913 882



ABN 49 853 913 882  
GPO Box 7003 SYDNEY NSW 2000  
Level 8 28 Margaret Street SYDNEY NSW 2000  
Tel (02) 9242 4000 Fax (02) 9242 4111  
www.lgnsw.org.au lgnsw@lgnsw.org.au

## Tax Invoice

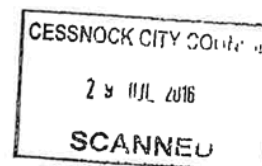
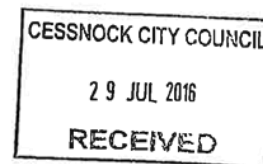
Invoice Number 74987  
Date 20/07/16

**Invoice to:**  
Cessnock City Council  
Po Box 152  
CESSNOCK NSW 2325

**Customer Code** ZZCESS  
**Customer Reference**

Item Code	Item Description	Invoice Quantity	Per	Price	GST	Amount
LEGA	Legal Assistance Cowra Council for legal costs incurred by Council (refer attached letter)	1		531 25	53 13	584 38

Attn The General Manager



**Terms:** 30 Days Invoice Date

Total Includes GST of  
53.13

**Total**  
**584.38**

Payment to: Local Government NSW BSB: [REDACTED] Account No. [REDACTED]



SUMMARY OF REVOTES REQUESTED FROM 2015/16 TO 2016/17						
		Requested Revote Council	Requested Revote S94 Funds	Requested Revote Grant Funds	Total Revote	Reason / Commentary
Local Road Renewal Program	Aberdare St Kurri Kurri	\$ 291,000			\$ 291,000	Works commenced but not completed.
Local Road Construction Program	Lang St Kurri Kurri		\$ 28,600		\$ 28,600	Works commenced but not completed.
Vineyard Roads Construction Program	Deasy's Rd	\$ 548,800			\$ 548,800	Works commenced and completed in August 2016.
Pathways Construction Program	Station St Weston	\$ 111,800			\$ 111,800	Works currently underway.
Strategic Infrastructure Planning	Dalwood St Branxton	\$ 100,000			\$ 100,000	Works to be completed in 2016/17.
Pool Facilities Renewal Program	Strategic Planning Studies	\$ 183,000			\$ 183,000	To contribute towards Strategic Infrastructure Studies in 2016/17.
	Kurri Kurri Aquatic & Fitness Centre	\$ 10,000			\$ 10,000	Works on changerooms to be completed during centre shutdown in 2nd Qtr of 2016/17.
Recreation Buildings Renewal Program	Cessnock Civic Sports Centre	\$ 30,000			\$ 30,000	Works on changerooms to be completed in 2nd Qtr of 2016/17.
	Kurri Kurri Sports Ground Toilets	\$ 4,500			\$ 4,500	Commitment given to usergroup to undertake additional works in 2nd Qtr in 2016/17.
Recreation Facilities Construction Program	Kitchener Poppethead			\$ 185,400	\$ 185,400	Project to be completed in 1st Qtr of 2016/17.
	Branxton Oval RV Stage 1	\$ 19,300			\$ 19,300	Solar lighting works to be completed in 2nd Qtr of 2016/17.
	Kurri Kurri Central RV Stage 2	\$ 27,800			\$ 27,800	Access road & parking to be completed in 2nd Qtr of 2016/17.
Recreation Buildings Construction Program	Birralee Snr Amenities		\$ 600,000	\$ 130,300	\$ 730,300	Tender awarded May 2016 with completion in November 2016.
Cessnock Civic Precinct Revitalisation Project	Bridges Hill Park Playground		\$ 38,100		\$ 38,100	Masterplan adopted by Council in June 2016 to allow project to move forward.

SUMMARY OF REVOTES REQUESTED FROM 2015/16 TO 2016/17						
		Requested Revote Council	Requested Revote S94 Funds	Requested Revote Grant Funds	Total Revote	Reason / Commentary
Other Projects	Visitors Information Centre	\$ 19,600			\$ 19,600	To complete interior capital works.
	Cycos Building		\$ 25,000		\$ 25,000	To complete building capital works.
	<b>TOTALS</b>	<b>\$ 1,345,800</b>	<b>\$ 691,700</b>	<b>\$ 315,700</b>	<b>\$ 2,353,200</b>	



## Cessnock City Council: Investment Policy

<b>Policy Owner:</b>	Chief Financial Officer
<b>Relevant Legislation:</b>	<ul style="list-style-type: none"> <li>• Local Government Act 1993;</li> <li>• Local Government (General) Regulation 2005;</li> <li>• Ministerial Investment Order;</li> <li>• Local Government Code of Accounting Practice and Financial Reporting;</li> <li>• Office of Local Governments "Investment Policy Guidelines";</li> <li>• Australian Accounting Standards; and</li> <li>• Office of Local Government Circulars.</li> </ul>
<b>Related Policy:</b>	Not Applicable
<b>Policy Adoption/Amended Date:</b>	<u>17 August 2016</u> <del>5 August 2015 (CC67/2015)</del>
<b>Policy Reviewed/History:</b>	<u>17 August 2016</u> 5 August 2015 (CC67/2015) 16 April 2014 (PM35/2014 – 863) 18 September 2013 (PM91/2013 – 581) 21 November 2012 (PM97/2012 – 117) Adopted 7 September 2011 (PM49/2011 - 1714) 23 January 2008 (A/DC&RS 1/2008, 806)

<b>Policy Review Date:</b>	<b>Policy Number:</b>	<b>Document Number:</b>
<del>June 2016</del> <u>June 2017</u>	F12.3	DOC2014/013797

### 1. Objective:

To provide a framework for the investing of Council's funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return of investment.

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of

significant costs due to the unanticipated sale of an investment and to limit the usage of the overdraft facility.

- Investments are expected to achieve a market average rate of return ~~in line with the Council's risk tolerance.~~

## 2. Policy Statement

### Prudent Person Standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

### Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

Independent advisors (if used) are also required to declare that they have no actual or perceived conflicts of interest.

### Approved Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government ~~(currently 2011).~~

Authorised investments would include but not necessarily be limited to:

- State or Commonwealth Bonds, Debentures or Securities;
- Interest bearing deposits/securities/at call accounts issued by licensed bank, building society or credit union which are an Authorised Deposit-Taking Institution under the Banking Act 1959; and
- Investments with NSW Treasury Corporation/Hour ~~Gg~~lass facility.

### Prohibited Investments

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Investments in the mortgage of land;
- ~~Deposits with the Local Government Financial Services Pty Ltd;~~
- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

### Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

- Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money);
- Diversification – setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk;
- Credit risk – the risk that a Council has invested in fails to pay the interest and or repay the principal of an investment;
- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;
- Liquidity Risk - the risk an investor is unable to redeem the investment at a fair price within a timely period; and
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.

To limit overall credit exposure ~~to one investment category~~ the maximum limits to be invested in each rating category are as follows:

For investments exceeding a term of 12 months

Long Term Credit Rating	Direct Securities Maximum
AAA category	100%
AA Category	100%
A Category	50%
BBB Category *	10%
Unrated *	Nil

Formatted Table

For investments with a term of 12 months or less

Short Long Term Credit Rating	Direct Securities Maximum
A1+AA category	100%
AA1 Category	100%
A2- Category *	60%
BBB A3- Category *	2015%
Unrated *	2015%

Formatted Table

\* Investments below Category A (Long Term) and A1 (Short Term) are to be restricted to Authorised Deposit Taking Institutions regulated by, and subject to the prudential standards of the Australian Prudential Regulation Authority.

Exposure to individual financial institutions will be restricted by the associated credit rating of the institution so that single entity exposure is limited, with the maximum exposures as follows:

Individual Institution Limits		
Long Term Credit Rating	Short Term Credit Rating	Direct Securities Maximum
AAA category	A1+	25%
AA Category	A1	250%
A Category	A2- *	250%
BBB Category *	A3- *	15%
Unrated *	Unrated *	15%

Comment [RM1]: Retained at 15% in response to audit committee recommendation

\* Investments below Category A (Long Term) and A1 (Short Term) are to be restricted to Authorised Deposit Taking Institutions regulated by, and subject to the prudential standards of the Australian Prudential Regulation Authority.

Not less than three (3) quotations shall be obtained from authorised institutions when an investment is proposed. Investments are to be placed so as to provide the best advantage to Council taking into account capital retention, maximising interest returns, securing support for loan borrowings and to maintain a satisfactory relationships with Councils principal banker.

The term to maturity for any of Councils investment ~~must~~would normally not exceed five (5) years, except for those funds reserved for a longer term requirement.

### Investment Advisor

The Council's investment advisor (if engaged and utilised) must be approved by Council and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

### Benchmarking

For investments with a term of 24 months or less

Performance benchmarks for all investment types shall relate to the average 90 days Australian Financial Markets Association, Bank-Bill Reference Rate (BBSW).

Investment type	Performance Benchmark
Cash	BBSW Rate – Average 90 day
Direct Investments/Cash Enhanced	BBSW Rate – Average 90 day
Fixed Interest	BBSW Rate – Average 90 day

For investments exceeding a term of 24 months

Performance benchmarks for all investment types shall relate to the Bloomberg Ausbond Composite 2-5 year index (BACM25).

### Reporting and Reviewing of Investments

Documentary evidence must be held for each investment and details thereof maintained in an investment Register. The documentary evidence must provide Council legal title to the investment.

Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

A monthly report will be provided to Council. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and investment interest earned for the year.

~~This Investment Policy will be reviewed at least once a year or as required in the event of legislative changes. The Investment Policy may also be changed as a result of other amendments that are to the advantage of that Council and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Council resolution.~~

### Policy Review

~~This Investment Policy will be reviewed at least once a year or as required in the event of legislative changes. The Investment Policy may also be changed as a result of other amendments that are to the advantage of that Council and in the spirit of this policy. Any amendment to the Investment Policy must be by way of Council resolution.~~

~~This policy is to be reviewed annually and must be adopted by Council resolution.~~



**Delegation of Authority**

Authority for implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the *Local Government Act 1993*.

| The General Manager may in turn delegate the day-to-day management of Council's Investments to the Responsible Accounting Officer or senior staff, subject to regular reviews. Delegated authority to invest surplus funds in accordance with this policy will be in accordance with the delegations contained within the delegations register.

Officers' delegated authority to manage Council's investments shall be recorded within Council's delegations register and required to acknowledge they have received a copy of this policy and understand their obligations in this role.



15 June 2016

Mr J Oliver  
Chief Financial Officer, Cessnock City Council  
PO Box 152  
CESSNOCK NSW 2325

Dear John

### Investment Policy Review

Following your recent request for TCorp to review Council's policy document covering investments, we have now read the document and our comments follow.

- The policy states that preservation of capital is the principal objective which prompts us to make the following suggestions.
  - Council, in pursuing this objective, might consider reducing the portfolio percentage cap applicable to A (A+ through A-) rated entities from 60% to 40%, with single counterparty exposure caps to remain at 20%.
  - Council might like to consider reducing the single counterparty exposure cap for BBB+ to BBB rated entities from 15% to 10% and again to 5% when the portfolio grows to more than \$50m. We note from Council's website and, specifically, a selection of monthly meeting agenda papers between December 2015 and June 2016, the current portfolio percentage cap for BBB rated entities has been regularly breached although, importantly, exposures to individual institutions have remained inside the policy.
  - Although investment in unrated ADIs is permitted under the Investment Order, in the absence of community considerations, we would suggest investment in unrated entities (excluding TCorp's Hour-Glass Funds – see below) be avoided or managed within the limits of the Commonwealth Guarantee (Financial Claims Scheme).
  - We note from the sentence at the foot of page 3 that investments for terms in excess of five years are not permitted. In the event funds are being reserved for long term requirements e.g. waste facilities, we query how Council reconciles the mismatch between the cap on the term of investment funds and the long term withholding of funds earmarked for events many years ahead e.g. future expenditure on capital assets.
  - The capital preservation objective does not necessarily preclude Council from considering longer term investments such as TCorp's Hour-Glass Medium and Long Term Growth Funds. When investments in diversified funds such as these are considered in the context of the investment time frame, the risk of a negative return (i.e. capital degradation) actually falls over time. The attached slide (which we have extracted from a presentation TCorp made to Hour-Glass investors in May) shows how the risk of a negative return falls the longer the investment is held. These Funds provide the potential for Council to generate a higher return without breaching the capital preservation objective (when capital preservation is measured over the appropriate time frame). For example, the Hour-Glass Medium Term Growth Fund has a three to seven year time horizon and has returned 6.23% pa over the last five years. The Hour-Glass Medium Term Growth Fund has a very small (1%) probability of a negative return over a five year period (again see slide attached).



- Absence of a long term performance benchmark. The policy nominates the same benchmark for all investments. We would suggest the Bloomberg Ausbond Composite 2-5 year index might be the appropriate benchmark for investments extending beyond two years e.g. investments in fixed interest. You can view this index on the Bloomberg website at <http://www.bloombergindexes.com/fixed-income/ausbond>
- The policy states 'Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements.' Nearly all of the policies we have reviewed make mention of a 'liquidity buffer' and we suggest that the allocation of funds to meet Council's working capital requirements be expressed as a liquidity provision, stated both as a percentage of investments and a minimum of three months' forecast cash flow. This would more closely align the investment policy with Council's normal operating liquidity requirements, allowing Council to pursue more competitive rate terms without the imposition of liquidity driven maturity dates. TCorp's Hour-Glass Cash Fund, which Council is permitted to invest in under the Investment Order, is an option for the liquidity provision given the same day access feature and consistent above-cash rates of return since the Fund was established in 1989 (see attached Flash Report for May 2016).
- Reference is made to the appointment of specialist investment advisers. Other policies we have reviewed indicate clearly that Council will continue to execute all investment transactions and rely on investment advisers for advice only.
- Delegation of Authority. Many similar organisations have a Finance Committee, or similar governing body, to oversee the investment policy, portfolio and to make strategic decisions. It is not clear if Council has such a body and it appears that responsibility is delegated from Council to the General Manager and then from the General Manager to the Responsible Accounting Officer, or senior staff, subject to regular reviews.
- Finally, we believe the reference to the 'current Ministerial Investment Order' on page 2 (under the heading 'Legislative Compliance') should specifically reference the current Investment Order which is the 2011 Investment Order. On a minor point below we would suggest the letter 'a' be inserted on the first line of the second bullet point before 'licensed bank'.

We attach the NSW Treasury policy paper relating to Treasury Management Policy which should provide some useful information for review of the policy.

Overall, the policy is well written with the objectives, duties and responsibilities clearly identified. We trust these observations and suggestions are helpful in reviewing the policy and will go on to strengthen Council's management of its investments. We recommend you seek appropriate advice from professionals before making investment decisions.

If we can be of further assistance please don't hesitate to contact me (Stephen Hart, phone 93259251) or any member of the Local Government Services Team.

Yours sincerely  
New South Wales Treasury Corporation

A handwritten signature in blue ink, appearing to read 'Stephen Hart'.

**Stephen Hart**  
Senior Manager  
Local Government Services

A handwritten signature in black ink, appearing to read 'Kylie Willment'.

**Kylie Willment**  
Senior Manager  
Hour-Glass Funds and Policy Development

**Report CC56/2016 - Resolutions Tracking Report**
**Enclosure 1**

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 04 May 2016	Stephen Long	Pedestrian Access and Mobility Plan (PAMP)	20/07/2016	5/05/2016	6/07/2016
WI23/2016 1672 06 Jul 2016 - 4:07 PM - Kristy Meyers Complete. Report being presented to Council 20/7/16.		Nicole Benson				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 01 June 2016	Ben Lovell	Evaluation of Tenders for Birrale Park - New Amenities Building (T1516/05)	29/06/2016	2/06/2016	6/07/2016
WI33/2016 1698 06 Jul 2016 - 4:13 PM - Ben Lovell Action completed by: Kristy Meyers Tender awarded and initial meeting held.		Nicole Benson				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Ian Lyall	Minutes of the Audit Committee Meeting of Cessnock City Council held on 3 May 2016	13/07/2016	16/06/2016	6/07/2016
GMU6/2016 6 06 Jul 2016 - 3:44 PM - Ian Lyall Action completed by: Ian Lyall Noted. No action required.		Stephen Glen				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Gareth Curtis	Site Inspection Protocol	13/07/2016	16/06/2016	6/07/2016
PE40/2016 1707 06 Jul 2016 - 10:41 AM - Gareth Curtis Action completed by: Gareth Curtis Protocol adopted by Council at its meeting of 15 June 2016. Implementation has now occurred. Resolution complied with.		Stephen Glen				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	John Latter	Evaluation of Tenders for the Replacement of Frame Drive Bridge, Abermain - T1516/11	13/07/2016	16/06/2016	6/07/2016
WI37/2016 1721 06 Jul 2016 - 4:12 PM - John Latter Action completed by: John Latter Tender awarded to Waeger Constructions. kick Off meeting held and project underway.		Nicole Benson				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Michael Alexander	PRISON WORK CREWS - REQUEST FOR UPDATE	13/07/2016	16/06/2016	6/07/2016
Q40/2016 06 Jul 2016 - 4:09 PM - Michael Alexander Action completed by: Kristy Meyers Report presented to Council 6/7/16.		Nicole Benson				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Geoffrey Bent	ROADS - REQUEST FOR INFORMATION IN IMPROVEMENTS IMPLEMENTED	13/07/2016	16/06/2016	6/07/2016
Q41/2016		Nicole Benson				
06 Jul 2016 - 4:10 PM - Geoffrey Bent Action completed by: Kristy Meyers Report presented to Council 6/7/16.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Stephen Long	Adoption of Asset Management Plans	17/08/2016	16/06/2016	7/07/2016
WI38/2016 1722		Nicole Benson				
07 Jul 2016 - 12:31 PM - Stephen Long Action completed by: Kristy Meyers AMP's have been placed on the website.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 02 March 2016	Jane Holdsworth	Visitor Economy Project Funding	15/06/2016	7/03/2016	8/07/2016
BN3/2016		Stephen Glen				
08 Jul 2016 - 2:37 PM - Jane Holdsworth Action completed by: Jane Holdsworth No requirement for workshop						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 01 June 2016	Bo Moshage	Planning Proposal - Removal of Minimum Lot Size, Heddon Greta	29/06/2016	2/06/2016	8/07/2016
PE36/2016 1691		Gareth Curtis				
08 Jul 2016 - 2:12 PM - Bo Moshage Action completed by: Bo Moshage 8 June 2016 - Council request a Gateway determination for the Planning Proposal and use of Delegations. If granted, exhibition in accordance with Gateway Conditions to follow. A report back to Council if any unresolved issues arise						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Bronwyn Rumbel	Adoption of 2016-17 Operational Plan & Budget	31/07/2016	16/06/2016	8/07/2016
PE41/2016 1708		Gareth Curtis				
08 Jul 2016 - 3:13 PM - Bronwyn Rumbel Action completed by: Bronwyn Rumbel Changes incorporated into document. Adopted document loaded onto Council's website. URL link forwarded to the Office of Local Government.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Ian Turnbull	BAT CAMP - EAST CESSNOCK	13/07/2016	16/06/2016	8/07/2016
Q37/2016		Gareth Curtis				
08 Jul 2016 - 8:24 AM - Ian Turnbull Action completed by: Robyn Larsen Answer provided to 6 July 2016 Council Meeting						

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Jane Holdsworth	RESOLUTIONS TRACKING REPORT - ITEM BN3/2016 - VISITOR ECONOMY PROJECT FUNDING	13/07/2016	16/06/2016	8/07/2016
Q38/2016		Stephen Glen				
08 Jul 2016 - 2:36 PM - Jane Holdsworth Action completed by: Jane Holdsworth Spoken to Councillor Doherty regarding this issue and resolved.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Janine McCarthy	MOSQUE AT BUCHANAN - REQUEST FOR UPDATE	13/07/2016	16/06/2016	8/07/2016
Q42/2016		Gareth Curtis				
08 Jul 2016 - 8:24 AM - Janine McCarthy Action completed by: Robyn Larsen Answer provided to 6 July 2016 Council Meeting						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Keren Brown	Draft Cessnock City Council Heritage Policy 2016	6/07/2016	8/04/2016	11/07/2016
PE26/2016 1637		Gareth Curtis				
11 Jul 2016 - 8:29 AM - Keren Brown Action completed by: Keren Brown Policy adopted on 6/7/16						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 04 May 2016	Iain Rush	18/2015/6: Planning Proposal - Huntlee B4 Mixed Use Zone - Additional Permitted Uses	30/06/2016	5/05/2016	11/07/2016
PE32/2016 1669		Gareth Curtis				
11 Jul 2016 - 10:41 AM - Iain Rush Action completed by: Wonona Fuzzard The Planning Proposal was completed and published on the NSW website 24 June 2016.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 18 May 2016	Ian Turnbull	Minutes of Environmental Strategy and Management Committee 21 April 2016	15/06/2016	20/05/2016	11/07/2016
PE33/2016 1678		Gareth Curtis				
11 Jul 2016 - 9:08 AM - Ian Turnbull Action completed by: Ian Turnbull Collaborative planning sessions to be incorporated into review of Communication and Engagement Strategy and advisory Committee considerations under new term of Council.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Scott Christie	Branxton Subregional Land Use Strategy - Post Exhibition	13/07/2016	16/06/2016	11/07/2016
PE38/2016 1705		Gareth Curtis				
11 Jul 2016 - 9:15 AM - Scott Christie Action completed by: Scott Christie Council website updated to include finalised Strategy and Masterplan as per Council adoption.						

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Keren Brown	Minutes of the Heritage Committee Meeting held on 9 June 2016	3/08/2016	11/07/2016	11/07/2016
PE46/2016 1731 11 Jul 2016 - 10:18 AM - Keren Brown Action completed by: Wonona Fuzzard Minutes adopted by Council 6 July 2016		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Keren Brown	Adoption of the Draft Cessnock City Council Heritage Policy 2016	3/08/2016	11/07/2016	11/07/2016
PE47/2016 1733 11 Jul 2016 - 10:20 AM - Keren Brown Action completed by: Wonona Fuzzard Heritage Policy adopted by Council 6 July 2016		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Ian Turnbull	Minutes of the Environmental Strategy and Management Committee 16 June 2016	3/08/2016	11/07/2016	11/07/2016
PE49/2016 1735 11 Jul 2016 - 10:18 AM - Ian Turnbull Action completed by: Ian Turnbull No actions arising from minutes.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Lindsay Clarke	Tender for The Supply and Delivery of Ready Mix Concrete (T071617HUN)	3/08/2016	11/07/2016	11/07/2016
CC41/2016 6 11 Jul 2016 - 10:47 AM - Lindsay Clarke Action completed by: Lindsay Clarke Regional Procurement advised of Council Resolution.		Robert Maginnity				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Natalie Drage	Meeting Notes of the Inquorate Aboriginal and Torres Strait Islander Advisory Committee Meeting held 3 June 2016	3/08/2016	11/07/2016	11/07/2016
CC42/2016 6 1738 11 Jul 2016 - 10:29 AM - Natalie Drage Action completed by: Natalie Drage Noted.		Robert Maginnity				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Natalie Drage	Meeting Notes of the Inquorate Cultural Planning and Development Committee Meeting held 14 June 2016	3/08/2016	11/07/2016	11/07/2016
CC43/2016 6 1739 11 Jul 2016 - 10:30 AM - Natalie Drage Action completed by: Natalie Drage Noted.		Robert Maginnity				



**Report CC56/2016 - Resolutions Tracking Report**
**Enclosure 1**

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Natalie Drage	Minutes of the Youth Council Committee Meeting of Cessnock City Council held 14 June 2016	3/08/2016	11/07/2016	11/07/2016
CC44/2016 6 1740 11 Jul 2016 - 10:28 AM - Natalie Drage Action completed by: Natalie Drage Noted.		Robert Maginnity				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Kerry Porter	DA 8/2015/551/1- Alterations and Additions to Existing Medical Centre  259 Maitland Road, Cessnock	3/08/2016	11/07/2016	12/07/2016
PE44/2016 1726 12 Jul 2016 - 1:59 PM - Kerry Porter Action completed by: Janine McCarthy Draft conditions of consent to be provided to Council's meeting of 3 August 2016 for consideration, as per Council's resolution.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Sarah Hyatt	Development Application No 8/2015/368/1 proposing alterations to existing hotel and bottle shop, consisting of the demolition of the existing slate roof and replacement with a new metal (Colorbond) roof  122 -126 Lang Street, Kurri Kurri	20/07/2016	11/07/2016	12/07/2016
PE43/2016 1729 12 Jul 2016 - 10:58 AM - Sarah Hyatt Action completed by: Sarah Hyatt Determination documentation requested 12/07/2016		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Kristen Wells	Development Application 8/2015/663/1 Proposing Erection of a Business Identification Sign  141 Main Road 195, Heddon Greta	3/08/2016	11/07/2016	12/07/2016
PE45/2016 1730 12 Jul 2016 - 1:58 PM - Kristen Wells Action completed by: Janine McCarthy Draft conditions of consent to be provided to Council's meeting of 3 August 2016 for consideration, as per Council's resolution.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Kim Appleby	Mayoral & Councillor Fees 2016-17	13/07/2016	16/06/2016	13/07/2016
CC39/2016 6 1716 13 Jul 2016 - 10:25 AM - Kim Appleby Action completed by: Robyn Larsen Complete		Robert Maginnity				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Sue Page	Section 96 (1A) Application to modify Development Consent 8/2006/921  57 Maitland Street, Branxton	3/08/2016	11/07/2016	14/07/2016
PE42/2016 1728 14 Jul 2016 - 10:25 AM - Sue Page Action completed by: Sue Page Consent issued 14/07/16		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Bronwyn Rumbel	Fit for the Future Joint Organisations Background Paper	3/08/2016	11/07/2016	14/07/2016
PE50/2016 1736 14 Jul 2016 - 1:09 PM - Bronwyn Rumbel Action completed by: Bronwyn Rumbel Council's response to the Joint Organisations Background Paper entered on-line on 14 July 2016.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 July 2016	Nicole Benson	Garden in Yango Street, Cessnock	17/08/2016	22/07/2016	22/07/2016
Q49/2016  22 Jul 2016 - 12:19 PM - Nicole Benson Action completed by: Nicole Benson Report prepared for 3 August Council meeting.		Nicole Benson				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Michael Alexander	Prison Work Crews - Actual Work Performed	3/08/2016	11/07/2016	26/07/2016
Q45/2016  26 Jul 2016 - 8:35 AM - Michael Alexander Action completed by: Robyn Larsen Answer provided to Council meeting 3 August 2016		Nicole Benson				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Gareth Curtis	Tourism Funding	3/08/2016	11/07/2016	27/07/2016
Q43/2016  27 Jul 2016 - 10:32 AM - Gareth Curtis Action completed by: Robyn Larsen Answered on night of Meeting		Stephen Glen				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Gareth Curtis	Human Resources Staff Employment	3/08/2016	11/07/2016	27/07/2016
Q44/2016  27 Jul 2016 - 10:32 AM - Gareth Curtis Action completed by: Robyn Larsen Answer provided to Council meeting 3 August 2016		Stephen Glen				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Yvonne Blake	"A" Frame Advertising Signage	3/08/2016	11/07/2016	27/07/2016
Q46/2016		Gareth Curtis				
27 Jul 2016 - 10:32 AM - Yvonne Blake Action completed by: Robyn Larsen Answer provided to Council meeting 3 August 2016						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Gareth Curtis	Heritage Grants Comments	3/08/2016	11/07/2016	27/07/2016
Q47/2016		Stephen Glen				
27 Jul 2016 - 10:33 AM - Gareth Curtis Action completed by: Robyn Larsen Answered on meeting night						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 July 2016	Katrina Kerr	Intersection of Greta and Colliery Streets, Aberdare - Give Way	17/08/2016	22/07/2016	27/07/2016
Q50/2016		Nicole Benson				
27 Jul 2016 - 10:32 AM - Katrina Kerr Action completed by: Robyn Larsen Answer provided to Council meeting 3 August 2016						

**Report CC56/2016 - Resolutions Tracking Report**
**Enclosure 2**

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 July 2016	Stephen Long	Dust on Old Maitland Road, Sawyers Gully	17/08/2016	11/07/2016	
WI39/2016 1741 22 Jul 2016 - 9:29 AM - Kristy Meyers Assets staff in discussion with Works Delivery staff regarding timing and costs of works.		Nicole Benson				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Darrylen Allan	Report of the Review of General Manager's Employment Arrangements Committee Meetings held on 24 May 2016 and 9 June 2016	31/08/2016	5/08/2016	
MM3/2016		Stephen Glen				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Gareth Curtis	Cessnock Correctional Centre Expansion	31/08/2016	5/08/2016	
PE58/2016  09 Aug 2016 - 11:40 AM - Sandra Richardson Various correspondence being drafted as per council resolutions.		Stephen Glen				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Simon Eade	Minutes of the Aboriginal and Torres Strait Islander Advisory Committee Meeting of Cessnock City Council held on 15 July 2016	31/08/2016	5/08/2016	
CC50/2016 1769		Robert Maginnity				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Nathan Eveleigh	Perpetual Tribute Options for the late Councillor Jeff Maybury	31/08/2016	5/08/2016	
WI41/2016  08 Aug 2016 - 1:26 PM - Nathan Eveleigh Action reassigned to Nathan Eveleigh by: Nicole Benson		Nicole Benson				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Justin Fitzpatrick-Barr	Australian Postie Bike Grand Prix - 30 October 2016	31/08/2016	5/08/2016	
WI43/2016 1774		Nicole Benson				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Bronwyn Rumbel	Strategic Property Review - Phase 2 Progress Report - Part 2	31/08/2016	5/08/2016	
PE56/2016 1766		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Iain Rush	18/2014/4: Planning Proposal - Orica	31/08/2016	5/08/2016	
PE54/2016 1764		Gareth Curtis				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Kristen Wells	Development Application 8/2015/663/1 Proposing Erection of a Business Identification Sign 141 Main Road 195, Heddon Greta	31/08/2016	5/08/2016	
PE53/2016		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 February 2016	Jane Holdsworth	Council's Role in Christmas - CBD Decorations and Mayoral Christmas Appeal	30/09/2016	5/02/2016	
MM1/2016		Stephen Glen				
	09 Aug 2016 - 3:26 PM - Robyn Larsen Report being prepared.					
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 17 February 2016	Bronwyn Rumbel	Strategic Property Review - Phase 2 Progress Report - Part 1	30/09/2016	19/02/2016	
PE6/2016 1555		Gareth Curtis				
	12 Apr 2016 - 9:39 AM - Bronwyn Rumbel A provision of \$75,000 (funded from the Property Investment Fund) has been included in the March Budget Review. The Executive has determined that further reports (parts 2-4) on the progress of Phase 2 of the Strategic Property Review be considered by Council following the adoption of the Community Infrastructure Strategic Plan (currently scheduled for June 2016).					
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Stephen Long	Improved Crossing Balder Creek - Cedar Creek Road to Sawpit Road	5/10/2016	18/03/2016	
BN4/2016 1626		Nicole Benson				
	02 Jun 2016 - 3:12 PM - Kristy Meyers The project has been listed for investigation in the Draft 16/17 Operational Plan. Report will be provided once investigations are completed.					
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 20 April 2016	Natalie Drage	Minutes of the Aboriginal Advisory Committee Meeting of the Cessnock City Council held on 1 April 2016	31/10/2016	22/04/2016	
CC21/2016 1658		Robert Maginnity				
	03 Aug 2016 - 4:36 PM - Simon Eade Staff BBQ for NAIDOC Week was held and well-received.  Options continue to be canvassed for the third flagpole. A report with costings for options will be submitted to Council once all relevant information has been received. 07 Jun 2016 - 2:26 PM - Natalie Drage In actioning item 4, an initial assessment has been undertaken to consider the inclusion of a third flag pole at the carpark entrance of the Council Administration Building. A third flag pole will allow the display of the Torres Strait Islander Flag. The flying of three flags is respectful for a NAIDOC Week flag raising ceremony. A NAIDOC Week flag raising ceremony should include the Australian Flag, Aboriginal Flag and Torres Strait Islander Flag.  A preliminary assessment has found that with the positioning of the existing two flag poles, the inclusion of a third flag pole may require a complete re-design and this could also include relocating the existing two flag poles. Further investigation is to be undertaken to consider the placement of three flag poles within the grounds of the property. This investigation will be undertaken in accordance with the protocol resource "Australian Flags" provided by the Australian Government.					

For NAIDOC Week 2016, Council Officers are aware of three public flag raising ceremonies occurring within the Cessnock Local Government. These include Kurri Kurri Rotary Park (organised by Barkuma Neighbourhood Service), Cessnock TAFE Grounds (Black Creek Aboriginal Corporation) and Kurri Kurri Hospital (organised by Hunter New England Area Health Service).

In relation to Item 2, a staff BBQ acknowledging NAIDOC Week will occur on the 1 July 2016. Given the issue raised above, a flag raising ceremony will not occur for the July event. Instead on display at the Staff BBQ will be three indoor flag poles (each at an approximate height of 1.8 metre's) flying the Australian Flag, Aboriginal Flag and Torres Strait Islander Flag. The staff lunch tables will include messages that inform the history of the flags, the history of NAIDOC Week and continued awareness of Council's Reconciliation Action Plan.

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Bo Moshage	Modification to Clifleigh Local Infrastructure Voluntary Planning Agreement	11/11/2016	5/08/2016	
PE55/2016 1765 11 Aug 2016 - 9:44 AM - Bo Moshage Estimated Completion Date changed by: Bo Moshage From: 31 Aug 2016 To: 11 Nov 2016		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 15 June 2016	Paul Burton	Cessnock Aquatic Centre Feasibility & Design Report	16/11/2016	16/06/2016	
WI36/2016  12 Jul 2016 - 1:03 PM - Paul Burton Briefing of newly elected Council scheduled for October 2016. Council Report summarising issues/comments raised in public submissions scheduled for November 2016.		Nicole Benson				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 09 December 2015	Iain Rush	18/2015/1: Joint Planning Proposal - Cessnock and Singleton Councils - Vineyards District	2/12/2016		
PE99/2015  03 Aug 2016 - 11:14 AM - Iain Rush The Joint Planning Proposal is interrelated with the Vineyards District Study component of the City Wide Planning Strategy and its findings. A meeting occurred with several vineyards peak bodies on 29 July 2016 to discuss proposed amendments to land uses in the RU4 Zone in Cessnock and Singleton and in light of the broader preliminary findings of the Vineyards District Study.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Wonona Fuzzard	18/2011/9: Planning Proposal - Black Hill	18/12/2016	18/03/2016	
PE20/2016  08 Aug 2016 - 4:47 PM - Wonona Fuzzard Exhibition for the Black Hill Planning Proposal finished on the 31 July 2016. Several submissions have been received and are now being reviewed. A final report will be presented to the new Council following the September Council elections.		Gareth Curtis				
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Scott Christie	Good Design Standards for Affordable Rental Housing Development	31/12/2016	18/03/2016	
PE17/2016 1616 11 Jul 2016 - 9:30 AM - Scott Christie Not currently a priority project for the Strategic Land Use Planning Team, rather delivery program projects have been prioritised. Project scope will be worked on in the meantime. Once project scope is understood and agreed, the project will be programmed into Strategic Land Use Planning work program.		Gareth Curtis				

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Scott Christie	Parking and Toilets in Vincent Street	31/12/2016	18/03/2016	
BN5/2016 1627		Gareth Curtis				
<p>01 Aug 2016 - 4:53 PM - Scott Christie</p> <p>Request for Quotations were sought for consultancy services to prepare a Development Control Plan, Public Domain Plan and Implementation Plan for the Cessnock Commercial Precinct in January / February 2016. Consequently, Council accepted the quotation from Conybeare Morrison at its Ordinary meeting held 6 April 2016.</p> <p>As part of the services, Conybeare Morrison have specifically been asked to provide development controls and guidelines to rationalise and centralise the parking within the Cessnock Commercial Precinct.</p> <p>The project is scheduled to be placed on exhibition in early February 2017.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 18 November 2015	Bo Moshage	Planning Proposal - Hydro Kurri Kurri	31/12/2016	20/11/2015	
PE89/2015		Gareth Curtis				
<p>03 Aug 2016 - 11:47 AM - Bo Moshage</p> <p>In consultation with MCC and the Proponent, Council has finalised a draft project plan outlining the critical steps and pathways in undertaking the Planning Proposal in relation to Resolution 4 to 10.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 21 October 2015	John Oliver	Proposed Property Acquisition for Drainage Purposes in Settlement of Rates Debt	31/12/2016	26/10/2015	
CC94/2015		Robert Maginnity				
<p>03 Aug 2016 - 3:34 PM - John Oliver</p> <p>Delays being incurred relating to obtaining final documents. Finalisation will be extended a month or two, but could go as later as January 2017. Will allow to 31 December 2016 for now.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 16 March 2016	Iain Rush	18/2015/7: Planning Proposal - 1443 Wine Country Drive Rothbury	31/03/2017	18/03/2016	
PE15/2016 1613		Gareth Curtis				
<p>03 Aug 2016 - 3:41 PM - Iain Rush</p> <p>Awaiting further information from the proponent prior to completing agency consultation and exhibition.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 06 April 2016	Ian Turnbull	Flying-foxes East Cessnock	1/05/2017	8/04/2016	
PE27/2016 1638		Gareth Curtis				
<p>03 Aug 2016 - 4:15 PM - Ian Turnbull</p> <p>Items 1, 4, 5, 6 Completed.</p> <p>Items 2 and 3 in progress through the working group established to develop the Cessnock East Camp Management Plan.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
	Ordinary Meeting of Council 03 August 2016	Bronwyn Rumbel	Integrated Planning & Reporting Program - Proposed Engagement Strategy	30/06/2017	5/08/2016	
PE57/2016 1767		Gareth Curtis				

