



Vincent Street
CESSNOCK

10 February 2017

ORDINARY MEETING OF COUNCIL

WEDNESDAY, 15 FEBRUARY 2017

ENCLOSURES

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**MM4/2017 Minutes of the Organisational and General Managers
Review Committee meeting held 8 February 2017**

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Program and Fit for the Future Improvement Proposal**

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Organisational and General Managers Review Committee

Draft Terms of Reference

1 *Recommended Purpose and Objectives*

At its meeting held on the 14 December 2016, Council resolved to establish the Organisational and General Managers Review Committee (the Committee).

The committee has two primary functions:

- 1.1 the appointment and oversight of the General Manager; and
- 1.2 the determination of the organisational structure in accordance with section 332 of the Local Government Act 1993 (the Act).

The role of the Committee is:-

1. To oversee the appointment, re-appointment, and/or separation of the General Manager and make recommendations to Council in this regard.
2. The delegation of the process of performance management, including conducting the performance reviews, discussions about performance, any actions that should be taken and the determination of the new performance agreement.
3. Report the findings and recommendations of performance reviews, including any remuneration reviews, to Council.
4. Develop, in consultation with the General Manager, the performance agreement as amended from time to time and/or in accordance with the General Managers employment contract.
5. To identify the most appropriate and effective organisational structure capable of delivering strategic objectives of the organisation by recommending to council.
 - the senior staff positions within the organisation structure of the council.
 - the roles and reporting lines (for other senior staff) of holders of senior staff positions.
 - the resources to be allocated towards the employment of staff.

2 Strategic Framework

The Committee will be guided by the following documents:

- Cessnock Community Strategic Plan
- Cessnock City Council Delivery Plan
- Cessnock City Council Operational Plan
- *Local Government Act 1993*
- Division of Local Government Department of Premier and Cabinet Guidelines for the appointment and oversight of General Managers (the guidelines)
- *Local Government (State) Award 2014* (and any variation thereof and/or any successor awards)
- *Cessnock City Council Enterprise Agreement 2014* (and any variation thereof and/or any successor awards)

3 Recommended Membership of the Committee

The Committee will comprise:

- Four (4) Councillors as resolved by Council at its meeting held 14 December 2016 (Mayor Pynsent, Deputy Mayor Councillor Stapleford, Councillor Suvaal and Councillor Burke and Councillor Lyons as the alternate).
- All Councillors will be notified of relevant committee dates and Councillors not on the committee can contribute to the committee by providing feedback to the Mayor on any matters or by attending the committee but without voting rights.
- The Mayor may at any time invite members of the Executive Leadership Team (General Manager, Directors and Human Resource Manager) to attend the committee as required but without voting rights.
- For the purpose of the review of the performance of the General Manager only, the Committee and General Manager may agree on the involvement of an external facilitator to assist with the process of the performance appraisal and the development of new performance agreements.
- For the purpose of the review of the performance of the General Manager only, the Committee and General Manager may agree on the involvement of an independent observer on the panel.

4 Recommended Term of Membership

Membership to the Committee is for the term of Council.

5 Coordination

The Committee will be administered by the Mayor and administration support will be provided by the Mayor's Executive Assistant.

The Human Resources Manager may provide secretariat support as required.

6 Meetings and Quorum

The meeting frequency will be determined by the Committee, but at least two (2) meetings will be held per annum.

The meetings will be held at a time suitable to the majority of Committee members and to be determined.

The quorum will be three (3) members of the Committee.

Council staff are non-voting advisors to the Committee.

Meetings will be conducted in accordance with the principles of Council's Code of Meeting Practice and Code of Conduct.

7 Reporting

Agenda items and reports for the Committee will be forwarded to the Mayor no later than two weeks before the scheduled meeting.

The agenda will be distributed to Committee members one week before the scheduled meeting after confirmation by the Chair of the Committee.

Committee meeting minutes will be reviewed by the Chair of the Committee and once approved, will be submitted to Council for adoption at the next available Council meeting. The meeting minutes will then be distributed to members of the Committee with the agenda for next meeting to be held.

For the purpose of the review of the performance of the General Manager only, the Committee should report back to Council in a closed session the findings and recommendations of its performance review as soon as practicable following any performance review. In accordance with the guidelines his should not be an opportunity to debate the results or re-enact the performance review of the general manager. The general manager should not be present when this matter is considered.

The performance management report of any Council staff member, including the General Manager, should not be released to the public and should be retained on the appropriate confidential council employment file. Release of such personal information to, other than the Committee, the general manager and the councillors in confidence may be a breach of privacy legislation.

8 Council Resolution

The Council resolutions referenced above are the relevant resolutions applicable to this Committee.



Cessnock City Council Executive Summary December 2016 Quarter

Operational Highlights

- Over 2,500 people attended Carols in the Park, with the arrival of Santa in a helicopter a crowd favourite.
- Another 367 mattresses were collected in the Mattress Muster held in October 2016.
- Council was successful in obtaining funding for floodplain management projects including: Greta/Anvil Creek Flood Study; South Cessnock investigation & design; and voluntary house raising schemes at Swamp Creek and Cessnock (Black Creek).
- Back-up generator for the Works Depot commissioned.
- Comprehensive new Councillor Induction delivered.

Operational Performance

Council is on track with 82% 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 | 12 | 8 | 9 | 49 | 82% |
| At risk | - | 3 | 2 | 2 | 3 | 10 | 17% |
| Not Achieved | - | - | - | 1 | - | 1 | 1% |
| Total | 14 | 9 | 14 | 11 | 12 | 60 | 100% |

Financial Performance

The quarterly budget review statement for December 2016 is projecting a 2016-17 year-end cash surplus of \$5,071 (an improvement from the original balanced budget position of \$512).

The projected 2016-7 year-end operating result (after excluding capital grants and contributions) is a \$2,241,297 deficit (a deterioration from the original budget deficit of \$2,188,188).

As the majority of the *Fit for the Future* measures are three-year averages, any deterioration in the 2016-17 results will negatively impact on the *Fit for the Future* projections.

Capital Works Highlights

Overall Council is on track with the 2016-17 capital works program projects.

Some of the projects (from the current and carry forward programs) completed during the December quarter were:

- Great North Road (Lemming Corner) Laguna Stage 2 construction
- Broke Rd Pokolbin Reconstruction and Widening Stage 2 (construction)
- Birralee Senior Amenities Replacement – Stage 2 (construction)
- Kitchener Poppeth Park – walkway renewal
- Kurri Kurri Tennis Courts – retaining wall renewal
- Playground edging program
- Kurri Kurri Central Park – RV Area
- Peace Park Weston – installation of BBQ
- Stanford Merthyr Pony Ground – Facility renewal including new roof
- Kurri Kurri Citizens Hall – pathway renewal
- Branxton Pool – facilities renewal

December 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 | 12 | 8 | 9 | 49 | 82% |
| At Risk | - | 3 | 2 | 2 | 3 | 10 | 17% |
| Not achieved | - | - | - | 1 | - | 1 | 1% |
| 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 | 4 | - | 4 | 2 | 1 | 11 | 65% |
| At Risk | 1 | 1 | 1 | - | 2 | 5 | 29% |
| 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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| 1.1.1 | Promote the range of community services across the Local Government Area. |  | | Ongoing | <ul style="list-style-type: none"> 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. An updated PDF copy of the Community Directory has been made available on Council's website. | Community & Cultural Engagement |
| 1.1.2 | Engage with the indigenous community. <ul style="list-style-type: none"> - Organise and deliver a range of NAIDOC Week events. - Continue to implement the actions from the Reconciliation Action Plan. |  | | 80% | <ul style="list-style-type: none"> A successful NAIDOC Week was delivered. 16 events and activities were held during the week, attended by 3,290 people. The Reconciliation Action Plan (RAP) internal staff working party continues to meet to progress the strategies listed in the RAP Plan. The RAP has almost been implemented in full. A consultation session with Aboriginal and Torres Strait Islander people was held in October 2016 and will assist to inform the development of the next RAP. | Community & Cultural Engagement |





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

| DELIVERY PROGRAM 2013-17 | | STATUS | Carried Forward % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1.3 | <p>Develop a program and commence implementation to increase social connections across the Local Government Area.</p> <ul style="list-style-type: none"> Organise and deliver a range of Seniors' Week events. Organise and deliver a range of Youth Week events. Organise and deliver the Spring Awakening Festival. Organise other civic events – Australia Day, Carols in the Park, Citizenship Ceremonies, etc. Support the Cessnock Chamber of Commerce Stomp Festival. Support the Kurri Kurri Nostalgia Festival. Complete development of the Pedestrian and Access Mobility Plan. Finalise and adopt the Disability Inclusion Action Plan. |  | | 70% | <ul style="list-style-type: none"> Libraries - ongoing monthly program of rhyme time, storytime, knitting group, family history group, book clubs, creative writing groups, movie mornings, philosophy group, code club, french conversation classes, scrabble club, webwise classes film group, author talks, information sessions, history sessions and pathfinders. Programs of school holiday activities was delivered during the July and September holidays. The Seniors' Week Advisory Committee is in the process of confirming a calendar of events for Seniors' Week 2017. Spring Awakening was held September 2016 and the feedback has been extremely positive. Approximately 3,000 people participated in the event. The evening included a Lantern Parade, where students of local schools who had created a lantern marched in the parade from CPAC to the grounds of Cessnock TAFE College. The community consultation process for the Disability Inclusion Action Plan is now complete. The Plan is in the process of being drafted. Carols in the Park completed. Australia Day organisation underway. Seniors' Week organisation underway. Youth Week organisation underway. Planning for 2017 Stomp Festival has commenced with discussions to expand the visitor offerings at the next event. A development application and event coordination are underway. Funding provided to support the Kurri Kurri Nostalgia Festival. Pedestrian Access & Mobility Plan adopted July 2016. | <p>Community & Cultural Engagement</p> <p>Community & Cultural Engagement</p> <p>Cessnock Performing Arts Centre</p> <p>Mayor's Office</p> <p>Economic Development</p> <p>Economic Development</p> <p>Strategic Asset Planning</p> |
| 1.1.4 | <p>Commence implementation of the Cessnock City Bicycle Plan.</p> <ul style="list-style-type: none"> Commence implementation of the priority projects from the Cessnock City Cycle Strategy. |  | | 50% | <ul style="list-style-type: none"> The Cycling Strategy was adopted in June 2016 and the priority projects have been identified. A pathways construction program to implement the Cycleway Strategy and the Pedestrian Access & Mobility Plan is being developed for inclusion in the 2017-21 Delivery Program. | 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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------|---------------------------------------------------------------------------------------|-------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| 1.2.1 |  | | Ongoing | <ul style="list-style-type: none"> The Community and Cultural Engagement Officer collaborated with external service providers to deliver a range of community initiatives including International Day of People with Disabilities (December) and Cessnock Community Connect Day. Harmony Day events for 2017 are in the process of being planned. | Community Planning |
| 1.2.2 |  | | 100% | <ul style="list-style-type: none"> The adopted 2031: A Vision for the Future, Community Infrastructure Strategic Plan is in the process of being implemented. | Community Planning Recreation Services |
| 1.2.3 |  | | 100% | <ul style="list-style-type: none"> 2016-17 Dollar for Dollar grant applications (Tidy Towns, Community Environmental and Care Initiatives, Schools' Environmental, Sporting, Community Cultural, etc.) were assessed during the September quarter. A report to the new Dollar for Dollar Committee has been prepared. The guidelines for the cultural dollar for dollar component are being reviewed. On-going support to Tidy Town groups. The State Awards were held in Orange in November 2016 – Maitland awarded State Winner & will host 2017 awards. | Community & Cultural Engagement Recreation Services Environment & Waste |
| 1.2.4 |  | | 100% | <ul style="list-style-type: none"> The Business Plan has been revised and is being implemented. | 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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1.3.1 |  | | Ongoing | Representatives from Cessnock City Council continue to attend the Community Safety Precinct Committee Meeting facilitated by the Central Hunter Local Area Command. | Community Planning |
| 1.3.2 |  | | 50% | Completion of key actions within Companion Animals Management Plan. | Health & Building |
| 1.3.3 |  | | Ongoing | 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). | Design Delivery |

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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------|---------------------------------------------------------------------------------------|-------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1.4.1 |  | | 75% | <ul style="list-style-type: none"> The Performing Arts Centre continues to promote performances via social media channels as well as print-based promotion. The 2017 performance program was confirmed and promotional brochure made available. The CPAC business plan is being reviewed. | Performing Arts Centre |




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

| DELIVERY PROGRAM 2013-17 | | STATUS | Carried Forward % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| 1.4.2 | Commence implementation of the priority projects from the Library Strategic Plan. |  | | 50% | <ul style="list-style-type: none"> Priority projects being progressed include:-- A visioning brief for library services including new library infrastructure. With the completion of the review for staffing resources in relation to services and programs - implementation is now underway to achieve the review outcomes, including the recent appointment of a Local Studies Librarian Role and a Promotions & Programs Team Leader. | Community & Cultural Engagement |
| 1.4.3 | Promote and participate in a range of cultural and heritage activities across the Local Government Area. |  | | 80% | <ul style="list-style-type: none"> The Spring Awakening festival was held and was a great success. Over 3,000 people attended the event. Services and programs continue to be promoted and participation in activities has occurred as opportunities arise. | Community & Cultural Engagement |

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. | 6,777 2016-17 ytd. |  | CYCOS engaged with 78% of the targeted number of young people during the period July-December 2016. |
| 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% | 455 50% 2016-17 ytd |  | On-track with programmed inspections The public swimming pool & spa inspection program commenced in November (concluding February). |



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

| MEASURES | CONTEXT/BENCHMARK | BASE | TARGET | CURRENT | STATUS | COMMENT |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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% | 34 |  | Programmed inspections to be carried out in March/April/May 2017. |
| 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 | 86,736 visits 5,825 hits = 92,561 Combined 39% ytd |  | A change in data collection software (during 2014-15) for measuring and counting website hits has resulted in lower website hits and therefore a lower 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 tickeling 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. | 19,535 2016 |  | The 2016 figure includes theatre attendances plus non-ticketed attendances, and includes other significant events coordinated by the Performing Arts Centre (such as 3,000 for Spring Awakening and 2,500 for Carols in the Park). |




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 % | 2016-17 % | 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> |  | 90% | 50% | <ul style="list-style-type: none"> 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). Procurement for the first stage of an Investment Attraction Program is complete. Scheduling and development of the Business Investment Attraction suite of materials has commenced and under development. With the completion of the Employment Lands Study, this will assist in providing critical information into the Prospectus which will be completed by June 2017. Business and Investment website www.advancescessnockcity.com.au ongoing with weekly e-newsletter, distribution and readership growing. Businesses taking advantage of free business profiles and small business support. Waiting lists for participation in the Business of the Week profiles is being kept, and ongoing enquiries regarding investment and business relocation being taken as a result of Advance Cessnock City. | Economic Development |
| 2.1.2. | Support local business support agencies. - <i>Support the "mainstreet" programs.</i> |  | | 50% | <ul style="list-style-type: none"> Business Networking function held November 2016. Promoting chamber and business agency events and workshops via Advance Cessnock City. 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. | Economic Development |

Community's Desired Outcome: A Sustainable & Prosperous Economy


| DELIVERY PROGRAM 2013-17 | STATUS | Carried Forward % | 2016-17 % | COMMENT | RESPONSIBILITY |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| 2.1.3 Commence implementation of the Economic Development Strategy. - Develop a Business Investment Program. - Implement the Business Investment Program. |  | 80% | 0% | <ul style="list-style-type: none"> 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). Business Investment Attraction program commenced, and is on track to be completed by June 2017. Business support via Advance Cessnock City ongoing. | Economic Development |
| 2.1.4 Commence implementation of the Cessnock CBD Masterplan. - Complete the development strategy for Cessnock CBD Commercial Precinct Project (including draft development control plan and draft contributions plan). - Commence implementation of Stage 1 of the Cessnock Precinct Revitalisation Project. |  | 50% | 50% | <ul style="list-style-type: none"> Draft CBD Masterplan, public domain works and DCP received by Council for review. Councilor briefing scheduled for April 2017, with public exhibition and consultation commencing April 2017. Successful in securing grant funding for the revitalisation of the CBD. <ul style="list-style-type: none"> Recreation Services implementing the Cessnock Civic Precinct Revitalisation Program | Strategic Land Use Planning Strategic Asset Planning Recreation Services |
| 2.1.5 Prepare a Kurri Kurri CBD Masterplan. - Continue development of the Kurri Kurri CBD Masterplan. |  | | 50% | <ul style="list-style-type: none"> Draft strategy prepared. Consultant engaged to inform public domain works and centre masterplans. Councillor briefing scheduled for April 2017. | 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 % | 2016-17 % | 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. |  | | 25% | <ul style="list-style-type: none"> Mayoral Scholarships open for applications. Youth Employment Program promotional support. | Mayor's Office |

Community's Desired Outcome: A Sustainable & Prosperous Economy


| DELIVERY PROGRAM 2013-17 | STATUS | Carried Forward % | 2016-17 % | COMMENT | RESPONSIBILITY |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 2.2.2 Support programs that promote employment for local people. - Implement employment programs with a focus on youth unemployment. |  | | Ongoing | <ul style="list-style-type: none"> Supported Cessnock Connect Day and Mount View careers day. Information regarding skills shortages to be continually fed to the Cessnock Learning & Employment Options group for action. Hunter Valley Youth Unemployment Symposium held in 2015 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). Funding Secured from NSW Government Department of Industry's Training Services NSW, Office of Regional Development and Yancoal to support young people to be 'job ready'. Cessnock's Youth First program's first stage engaged four young people with 100% employment outcomes. Stage 2 commenced with four new young people recruited. | Economic Development |

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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 2.3.1 Support programs that promote visitation across the Local Government Area. - Continue to implement the Hunter Valley Visitor Centre Strategy and Action Plans. |  | | Ongoing | <ul style="list-style-type: none"> Promotion of diverse tourism experiences with experiences exhibition in the Hunter Valley Visitor Centre. 178 familiarisations of fee for service businesses have been completed to date with more to be finalised in early 2017 by staff of the Hunter Valley Visitor Centre. Centre fully leased Increased fee for service from previous years. Sustainability of the Centre meeting goals. Youth employment program being facilitated at the Centre. | Economic Development |

Community's Desired Outcome: A Sustainable & Prosperous Economy

| DELIVERY PROGRAM 2013-17 | STATUS | Carried Forward % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>2.3.2</p> <p>Support programs that promote a diversification of visitor experiences.</p> <ul style="list-style-type: none"> Continue implementation of relevant projects from the Destination Management Plan (within existing resources). |  | | 50% | <ul style="list-style-type: none"> Council attended the Hunter Valley Wine and Tourism Association Marketing Committee. A new Destination Management Plan is being prepared as the existing one expires in December 2016. Information Bays designed, prioritised and commenced from Resources for Regions funding Investigation and support provided to enable two new major events (Hunter Valley Moon Festival and Pokolbin Pride) which supported product diversification and attraction of new target markets. Jets V Wanderers Game held at Cessnock Sportsground with 2,000 attendees. | 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"> - the number of grants applied for; and - the number and value of grants and sponsorships that were secured for the community with assistance by Council. <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>82</p> <p>44</p> <p>\$9.62m</p> <p>For period from 1 July 2015 to 30 Sept 2016</p> |  | <p>The funding secured comprised:</p> <ul style="list-style-type: none"> • Club Grants - \$83,271 • Stronger National Regions Fund - \$950,000 for CBD Revitalisation Project • Local Government NSW Responsible Pet Ownership Grant \$10,000 • Roads to Recovery \$1,380,000 • Black Spot – Duffie Drive \$610,000 and Great North Rd Fernances Crossing \$835,000 • Bridge Funding \$4.2m • Community Building Partnership projects – Stanford Merthyr P&C \$8,000; Cessnock Tennis \$27,000; RV Upgrades Branxton \$30,000; Weston Workers Bears \$30,000; Branxton Pre-School \$14,400. • Public Reserves Management Fund - Crown Lands – Kearsley Community Hall \$15,851 • Public Reserves Management Fund – Cessnock Showground \$17,481 • Regional Flagship Events - \$60,000 • Destination NSW Marketing Boost Post-Flood - \$1m • Pedestrian Access & Mobility Plan - \$90,000 • Great North Rd Road Safety Audit - \$100,000 • Safer Motorcycle Routes - \$20,000 • Cycling Strategy - \$21,845 • Cessnock Youth First Program \$120,000 <p>Funding applied for included:</p> <ul style="list-style-type: none"> • Hunter Infrastructure Investment Fund • Resources for Regions • Stronger Regions Fund • Fixing Country Roads • HEX to Cessnock • Local Government Road Safety Program |





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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 3.1.1 Prepare a City Wide Development Strategy - Complete phase 1 of the City Wide Planning Strategy. (replacing the City Wide Settlement Strategy) |  | | Ongoing | <ul style="list-style-type: none"> Final draft reports under review. Councillor Briefing scheduled for March quarter 2017. | Strategic Land Use Planning |
| 3.1.2 Commence implementation of the Biodiversity Strategy. |  | | 100% | <ul style="list-style-type: none"> The Cessnock Biodiversity Strategy was adopted by Council in September 2014. Implementation of the actions has commenced. | Natural Environment Planning |
| 3.1.3 Complete further Flood Studies and Risk Management Plans for major catchments in the Local Government Area. - Finalise procurement of consultants for the Greta/Anvil Creek Flood Study. |  | | 25% | <ul style="list-style-type: none"> Successful funding application notification received and reported to Council in December 2016. | 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. |  | 80% | 40% | <ul style="list-style-type: none"> Draft Trunk Drainage Strategy prepared including preliminary sub-catchment priorities. | Strategic Asset Planning |
| 3.1.5 Carry out regulatory and education programs to protect and enhance the natural environment. - Continue implementation of the regional Weeds Action Plan. |  | | Ongoing | <ul style="list-style-type: none"> Ongoing via daily work | Recreation Services |

Community's Desired Outcome: A Sustainable & Healthy Environment

| DELIVERY PROGRAM 2013-17 | STATUS | Carried Forward % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <p>3.1.6</p> <p>Continue to efficiently and effectively process development applications and respond to planning-related enquiries.</p> <ul style="list-style-type: none"> - <i>Implement on-line applications relating to development assessment</i> - <i>Continue to progress the integration and implementation of the on-line application module for development assessment.</i> |  | 55% | 20% | <ul style="list-style-type: none"> Electronic lodgment of development applications is continuing to be trialed, streamlining internal processes including application lodgment, application assessment, public notification and exhibition, referrals and issuing consents prior to rolling out to external customers. Purchase of software (Objective Connect) to enable the sharing of large files has been undertaken and is currently being testing. A payment option is currently being refined that will enable customers to pay for development applications by electronic payment methods. Meeting has been held to discuss review process for Council's LEP definitions. New list to be created to enable effective use of Land Developer Monitor. NSW Department of Planning and Environment online application module is scheduled to be rolled out in June quarter 2017. Upgrade of Council's Application Tracker in line with the Department of Planning & Environment's ATDIS specification has been completed and is available on Council's website. | Business Support |
| 3.1.7 |  | | 100% | <ul style="list-style-type: none"> Carbon Management and Energy Reduction Plan adopted by Executive in May 2015. | Natural Environmental Planning |
| 3.1.8 |  | | 90% | <ul style="list-style-type: none"> Priority projects from the Carbon Management and Energy Reduction Plan identified and commenced. Fleet review underway as part of the Financial Sustainability Initiative/ Fit for the Future project delivery via the Management Team. Revolving Energy Fund established – operational standard adopted and projects progressing. Sustainability Team (Green Futures) met and have commenced project identification including energy related actions. Climate Change Policy has been drafted and will be considered by Council in 2017. | Natural Environmental Planning |
| 3.1.9 |  | | Ongoing | <ul style="list-style-type: none"> 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. | 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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 3.2.1 Complete the Recreation Needs Analysis and review the Recreation & Open Space Strategic Plan 2009-2014. - <i>Complete the Open Space Needs Analysis.</i> - <i>Complete the review of the Recreation & Open Space Strategic Plan.</i> |  | 100% | 80% | <ul style="list-style-type: none"> Recreation Needs Analysis (RNA) complete and Council briefing held in November on the strategic recreation planning framework and how the RNA fits into the Recreation & Open Space Strategic Plan (ROSSP) | Recreation Services |
| 3.2.2 Develop new Plans of Management. - <i>Continue the development of the remaining generic community land Plans of Management.</i> |  | | 50% | <ul style="list-style-type: none"> Generic Plans of Management for Community Use, Drainage and Natural Areas are in draft. | Recreation Services |
| 3.2.3 Finalise implementation of the Recreation & Open Space Recreation Strategic Plan 2009-2014. |  | | Ongoing | <ul style="list-style-type: none"> Ongoing implementation through the delivery of the Capital Works Program. | 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"> Ongoing implementation through the delivery of the Capital Works Program. | 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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 3.3.1 |  | | 93% | <ul style="list-style-type: none"> Design of the Waste Transfer Facility complete and construction scheduled for 2016-17. Construction tender awarded December 2016. Council resolved not to award operation of Reuse Centre at its meeting in May 2016. Termination given to operator to cease in December 2016. Promotion of "upsized" 360 litre recycling bins undertaken via Go Transit (back of bus advertising). Cost shared with Maitland Council & Hunter Resource Recovery. Over 1,000 360L bins taken up in LGA. Further advertising planned as part of introduction for organics service. Grant application for Community Drop Off Centre under Waste Less Recycle More approved (\$200,000). Grant application prepared & 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. Manager Environment & Waste appointed as Chair of Regional Illegal Dumping Management Committee (until 2017). Advice from EPA to continue WLRM funding, current funding expires June 2017. The squad now covers Gosford, Wyong, Lake Macquarie, Cessnock and Upper Hunter (Singleton, Muswellbrook and Upper Hunter Councils). Council resolved to continue participation in November 2016. Mattress Muster held in August 2016 resulted in 277 mattresses being at Kurri Kurri drop off day. Event held at Cessnock in October 2016 collected 367 mattresses. Event funded under EPA - Waste Less Recycle More program. Further events scheduled for April 2017. | Environment & Waste |

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 | 52.3 Mean 2016-17 ytd 30 Median 2016-17 ytd |  | 430 applications were determined in the December quarter. |






Community's Desired Outcome: A Sustainable & Healthy Environment

| MEASURES | CONTEXT/BENCHMARK | BASE | TARGET | CURRENT | STATUS | COMMENT |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------|-------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 | 339 38% |  | On-track with programmed routine inspections from October 2016. On-track with catch up inspections (previously programmed for July to September 2016 and not carried out due to staff resignations/vacancies). |
| 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% | 25% ytd |  | At the end of the December quarter three projects from the 2016-17 recreation, cemeteries and buildings construction capital works program were completed and the remaining projects were on track. |
| 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. Service now covers 20,814 properties |
| 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 and introduction of kerbside organics collection scheduled for March 2017. |

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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------|---------------------------------------------------------------------------------------|-------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 4.1.1 |  | | Ongoing | Information is provided as requested. | Strategic Asset Planning |
| 4.1.2 |  | | Ongoing | <ul style="list-style-type: none"> Liaison meetings with RMS ongoing. Securing roads funding through programs HIF, Resources for Regions, National Stronger Regions, Fixing Country Roads and Bridges Renewal Program. | Strategic Asset Planning |
| 4.1.3 |  | 80% | 90% | <ul style="list-style-type: none"> The adopted Community Strategic Plan is Council's overarching strategy for the provision of infrastructure, services and facilities. Draft Traffic and Transportation Strategy received. Council report scheduled for March 2017 seeking approval for the strategy to be placed on public exhibition for a six week period. Project to be completed in 2016-17. Pedestrian Access & Mobility Plan adopted July 2016. Cycleway Strategy completed in June 2016. | Strategic Asset Planning |
| 4.1.4 |  | | 80% | <ul style="list-style-type: none"> Traffic & Transport Strategy to be completed in 2016-17. Implementation of projects listed in the next 4 Year Delivery Program. A pathways construction program to implement the Cycleway Strategy and the Pedestrian Access & Mobility Plan is being developed for inclusion in the 2017-21 Delivery Program. | Strategic Asset Planning |
| 4.1.5 |  | | 50% | <ul style="list-style-type: none"> Final draft masterplan prepared incorporating constraints analysis, usage forecasts, detailed indicative layout plans and infrastructure development plan. Draft DCP (complementing the draft masterplan) to be prepared during 2016-17. Viability Review undertaken. | 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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 4.2.1 | Improve the corporate asset management system. |  | | Ongoing | <ul style="list-style-type: none"> 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. Revised Asset Management Plans being prepared for March/April 2017. Drainage, carpark and building data collection in progress. Consultant procurement for Community Levels of Service in progress. Level 3 Bridge inspection procurement completed consultant engaged. Report expected in March 2017 quarter. Asset Policy and Strategy under review for 2017-21 Delivery Program. Grant funding spreadsheet prepared to identify possible funding opportunities. | Strategic Asset Planning |
| 4.2.2 | Advocate for road funding to better manage traffic impacts on the local road network. |  | | Ongoing | | Strategic Asset Planning |
| 4.2.3 | Deliver prioritised capital works programs in line with adopted asset management plans. |  | | Ongoing | Ongoing through maintenance programs and the renewal components of the Capital Works Program. | Works & Infrastructure |
| 4.2.4 | Improve support services and facilities to assist works delivery. |  | | 50% | Next priority initiatives from Procurement Review are now being progressed under the Procurement and Purchasing Service Improvement Project. ArcBlue consultant engaged to conduct Leap program. | Depot Services |
| 4.2.5 | Adopt the City Wide Section 94 Contributions Plan. - Continue preparation and review of Section 94 Contributions Plans. |  | 0% | 0% | <ul style="list-style-type: none"> S94A Plan being drafted as a priority. Draft 2-3 year work program being finalised. The City Wide Section 94 Contributions Plan will not be adopted by June 2017. A Councillor Briefing regarding Section 94 is scheduled for April 2017. | 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 % | 2016-17 % | 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. |  | 90% | | <ul style="list-style-type: none"> Final draft of the Plan is being discussed with stakeholders and is expected to be presented to Council early 2017. | 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% | 6% ytd |  | As at the end of the December quarter three projects from the 2016-17 roads, bridges and drainage capital works program were completed. |

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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| 5.1.1 | Establish a professional development program for Councillors. - Develop and deliver pre and post Council-election training sessions and induction (for prospective and successful candidates). |  | | 50% | <ul style="list-style-type: none"> Councillor briefings continued to be held during the December quarter. An induction program was delivered to successful candidates. A survey was sent to Councillors re: skills gaps to help inform the development of a training calendar for 2017. | Governance & Business Services |
| 5.1.2 | Explore opportunities within the Council workforce for traineeships, apprenticeships and work experience programs. |  | | 100% | <ul style="list-style-type: none"> 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. 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. Council has 3 School Based Trainees, including one funded under the Elsa Dixon Aboriginal Employment Scholarship, commence in February 2017. | Human Resources |
| 5.1.3 | Recognise the work of community leaders. |  | | 40% | <ul style="list-style-type: none"> The Hall of Fame nomination process has commenced and nominations have been received. Currently in discussions with the Mayor's Office regarding the inclusion of the nominations in an upcoming Council Initiated Awards Committee meeting to enable the recommendation/selection process. | 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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|----------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| 5.2.1 |  | 50% | 50% | <ul style="list-style-type: none"> IP & R template finalised. Website audit underway. Council template audit underway. | Communications |
| 5.2.2 |  | 60% | 40% | <ul style="list-style-type: none"> New telephony software was introduced in November to the Customer Service Centre, a system that provides greater flexibility in regards to call management and improved reporting on operational performance. Early indications show that this technology is improving customer engagement. Work is progressing on online lodgement of customer requests, a trial is expected to commence during the March quarter on a limited number of customer request types. Once confirmed to be functioning well, an expansion of the number of categories will be implemented and a communication plan developed to raise community awareness of this service option. | Information Systems Governance & Business Services |

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 % | 2016-17 % | COMMENT | RESPONSIBILITY |
|----------------------------|---------------------------------------------------------------------------------------|-------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| 5.3.1 |  | 50% | 50% | <ul style="list-style-type: none"> Revised draft Customer Service Strategy was finalised and endorsed by the Executive and will be further developed in the latter part of 2016. A review of service levels commenced and will continue to be reviewed in accordance with Council's service improvement projects and community engagement outcomes. | Governance & Business Services |


Community's Desired Outcome: Civic Leadership & Effective Governance

| DELIVERY PROGRAM 2013-2017 | | STATUS | Carried Forward % | 2016-17 % | COMMENT | RESPONSIBILITY |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 5.3.2 | Implement systems and strategies to improve productivity across the organisation. <ul style="list-style-type: none"> - Continue to implement the <i>Performance Management System</i>. - Continue to implement the <i>new remuneration system</i>. - Develop an Enterprise Agreement that satisfies the needs of Council and its employees. |  | 25% | 80% | <ul style="list-style-type: none"> 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. The Salary System and the Performance Management System are now in final draft and with the Salary System Project team for final consultation prior to the commencement of all staff consultation in early 2017. The expected implementation date for the new Salary and Performance Management system is 1 July 2017. The parties to the Enterprise Agreement have agreed to extend the term of the current Enterprise Agreement for 12 months to allow the negotiation for the new Agreement to commence following the conclusion of negotiation into the Salary System and the negotiations of the 2017 Local Government (State) Award. | Human Resources |
| 5.3.3 | Develop and implement a strategic and operational internal audit program. <ul style="list-style-type: none"> - Implement the <i>annual internal audit program</i>. - Implement the <i>annual 2016-17 internal audit program</i>. |  | 90% | 30% | <ul style="list-style-type: none"> EMS audit completed. The programmed Records Management Audit has been completed. Planning Reform Fund audit is completed. Audit of DRIVES24 completed. November 2016 Audit Committee minutes produced. Strategic Audit Plan 2016 -2019 and Annual Audit Plan 2016-17 endorsed by the Audit Committee. | Internal Audit |




Community's Desired Outcome: Civic Leadership & Effective Governance

| DELIVERY PROGRAM 2013-2017 | | STATUS | Carried Forward % | 2016-17 % | COMMENT | RESPONSIBILITY |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 5.3.4 | Review and implement a revised Risk Management Strategy. - Commence implementation of the Enterprise Risk Management Strategy. |  | | 90% | <ul style="list-style-type: none"> Draft Crisis Management Plan (CMP) completed and consultation commenced in November 2016. Prior to completion, the partially completed draft CMP was independently audited in August by Echelon, receiving an audit result well above State average at that time. The CMP and Sub Plan's (BCP's) were completed and disseminated for consultation in November 2016. The Risk Management Policy has now been adopted. The Risk Management Plan (RMP) and all risk management tools were completed, following updates to the RMP arising from a risk appetite workshop held in August. The workshop was independently facilitated by InConsult. The draft RMP was disseminated for consultation with the Executive in September 2016. Integrated risk management software with WHS management software. Key requirements for this were incident reporting, the capture of hazard data and an integrated hazard register for holistic (all seven elements in the CCC risk matrix) trending and reporting purposes. The Draft Risk Management Framework, incorporating the Risk Management Policy, Risk Management Plan, Crisis Management Plan and Business Continuity Sub-plans is 100 percent complete. All documents have been developed to meet Council's legislative responsibilities and industry best practice. | Governance & Business Services |
| 5.3.5 | Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice. |  | | 50% | <ul style="list-style-type: none"> Governance functions undertaken this quarter included adoption of Councillor Expenses and Facilities Policy and Code of Meeting Practice, processing of GIPA applications, and ongoing provision of Code of Conduct staff inductions. | Governance & Business Services |
| 5.3.6 | Review the Community Strategic Plan. |  | | 50% | <ul style="list-style-type: none"> Biennial community research undertaken in late May-early June 2016 and Councillors were briefed on the outcomes in November 2016.. Consultation on the community strategic plan commenced in conjunction with other Council events including Seniors' Week, Free Microchipping Day and Spring Awakening. Consultation continued with a "Your Say" website launched in November and drop-in sessions held at Council's libraries during December. A number of Councillor briefings and workshops regarding the 2017-21 integrated planning and reporting cycle were held during the December quarter. | Integrated Planning & Strategic Property |

Community's Desired Outcome: Civic Leadership & Effective Governance

| DELIVERY PROGRAM 2013-2017 | STATUS | Carried Forward % | 2016-17 % | COMMENT | RESPONSIBILITY |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 5.3.7 Develop and implement a special rate variation strategy. - Progress the Financial Sustainability Initiative/Council Improvement Proposal projects. |  | | 50% | <ul style="list-style-type: none"> The initial scoping of the Financial Sustainability Initiative projects was adopted by Council in July 2014. The Financial Sustainability Initiative projects were included in Council's Improvement Proposal in response to the Fit for the Future reform package. Project leads have been identified and action plans have been developed. Project linkages have been mapped and the Project Control Group is meeting regularly. Progress reporting has been incorporated into the IP&R framework from February 2016 (with the December Quarter Review). An outcome of the Service Review project was the commencement of eight initial service improvement activities during the September 2016 quarter. | 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% | 88.2% 2016-17 ytd |  | In the December quarter, the Customer Service Centre was presented with 12,919 calls of which 11,604 were serviced, resulting in a service percentage of 89.8%. |
| 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% | 75% 2016-17 ytd |  | During the December quarter 4,804 customer requests were closed and 73% of these (3,520) were within agreed timeframes. For the cumulative 42 months to December 2016 the response rate was 76%. |

Community's Desired Outcome: Civic Leadership & Effective Governance

| DELIVERY PROGRAM 2011-13 | | % COMPLETE | COMMENT | RESPONSIBILITY |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 2.1.2.2 | Review zoning for Hunter Economic Zone. | 5% | <ul style="list-style-type: none"> This review will be incorporated into the broader City Wide Planning Strategy. See 3.1.1 above for status of project. Estimated completion – December 2017 | 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. | 5% | <ul style="list-style-type: none"> Programmed for a future amendment to the Local Environmental Plan following the review of the Open Space & Recreation Strategy (Item 3.2.1 of the 2013-17 Delivery Program). Open Space and Recreation Strategy and Bicycle Strategy comments/reviews completed. Estimated completion – 2018. | 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"> Review of Engineering Guidelines for Development draft documents completed – project completion expected in the March quarter 2017. Traffic and Transport Strategy draft report received. Aquatic Needs Analysis Study completed. Draft Trunk Stormwater Drainage Strategy prepared 2013-17 Delivery Program (Item 3.1.4). Timber Bridge Replacement Strategy (detailing bridge priorities for the next 10 years) completed. | Strategic Asset Planning |

CAPITAL WORKS PROGRAM

2016-17 Capital Works Program

| | Asset Management | Roads, Bridges & Pathways | Drainage & Floodplain Management | Recreation & Buildings | Total | % |
|---------------|---------------------|---------------------------------|----------------------------------------|---------------------------|-------|------|
| Complete | - | 5 | - | 8 | 13 | 15% |
| In progress | - | 7 | 1 | 4 | 12 | 14% |
| On track | - | 31 | 10 | 18* | 59 | 69% |
| Unconfirmed | - | - | 1 | - | 1 | 1% |
| At risk | - | 1 | - | - | 1 | 1% |
| No funding | - | - | - | 1 | | |
| Total Works | - | 44 | 12 | 30 | 86 | 100% |
| Planning | 15 | - | 6 | - | 21 | |
| Total Program | 15 | 44 | 18 | 30 | 107 | |

* Includes 1 new project CBC-2017-006

CAPITAL WORKS PROGRAM

2016-17 Capital Works Program

| INFRASTRUCTURE FORWARD PLANNING | | | 2016/17 | |
|---------------------------------------------------|--------------|-------------|----------------------------------------------------------------------------------------------------------|--|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS | |
| Road Administration | PFI-2017-011 | In progress | Ongoing. | |
| Masterplan – Mt View Park | PFI-2017-012 | In progress | All three to be completed within the one consultancy | |
| Masterplan – Turner Park | PFI-2017-013 | In progress | All three to be completed within the one consultancy | |
| Masterplan – Miller Park | PFI-2017-014 | In progress | All three to be completed within the one consultancy | |
| Cessnock Skatepark Feasibility Study | PFI-2017-015 | On track | To commence once Mt View is further advanced. | |
| Recreation and Open Space Design Guidelines | PFI-2017-016 | In progress | The Recreation Services to complete in association with the revision of the draft Engineering Guidelines | |
| Strategic Investigations | PFI-2017-017 | In progress | Ongoing. | |
| Building Structural Assessment | PFI-2017-021 | In progress | RFQ in preparation for consultant engagement. | |
| Carpark Asset Data Collection | PFI-2017-022 | In progress | Data collection underway (70% completed) | |
| Community Level of Service (asset only) | PFI-2017-023 | In progress | Background information collation and scoping underway. | |
| Level 3 Bridge Inspections | PFI-2017-024 | In progress | Consultant procurement completed. | |
| Buildings Asset Data Collection (stage 1) | PFI-2017-025 | In progress | Data collection underway (20% completed) | |
| Richmond Main Reports | PFI-2017-026 | In progress | Draft Asbestos Management Plan received | |
| Stormwater Data Collections (remaining 30%) | PFI-2017-027 | In progress | Data collection underway (40% completed) | |
| Pre-construction Investigation, Survey and Design | PFI-2017-003 | On track | | |
| Funding Source: General Fund | | \$790,000 | Original Budget | |

CAPITAL WORKS PROGRAM

| LOCAL ROAD RENEWAL PROGRAM | | 2016/17 | |
|------------------------------------------------------------------------|--------------------|------------------------|----------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Local Road Resurfacing Program | RRL-2017-001 | In progress | |
| Rural Road Regravelling Program | RRL-2017-002 | In progress | |
| Local Road Special Rate Variation Resurfacing Program | RRL-2017-009 | In progress | |
| Railway Parade Kurri Kurri Rehabilitation | RRL-2017-003 | On track | |
| Anzac Avenue Cessnock Rehabilitation | RRL-2017-004 | On track | |
| Harle Street Weston Rehabilitation and Culvert Upgrade | RRL-2017-005 | On track | |
| Loxford to Cessnock Link – Investigation (Grant funding dependent) | RRL-2017-010 | On track | |
| Maitland Street Kurri Kurri Rehabilitation and Table Drain Improvement | RRL-2017-006 | On track | |
| Alexander Street Cessnock Rehabilitation | RRL-2017-007 | On track | |
| Wernol Street Kurri Kurri Rehabilitation and Table Drain Improvement | RRL-2017-008 | On track | |
| <i>Funding Source: General Fund, Special Rate Variation</i> | \$2,929,208 | <i>Original Budget</i> | |

CAPITAL WORKS PROGRAM

| LOCAL ROAD CONSTRUCTION PROGRAM | | 2016/17 | |
|--------------------------------------------------------------------|------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| James Street and Wollombi Road Cessnock Pedestrian Refuge | CRL-2017-001 | On track | Investigation complete. Concept Design complete. Preliminary Design in progress. |
| Leonard Street and Boomerang Street Cessnock Pedestrian Refuge | CRL-2017-002 | Complete | Investigation complete. Warrant for refuge not met. Finger island to remain. |
| Congewai Street and Quarrybylong Street Aberdare Pedestrian Refuge | CRL-2017-003 | On track | Investigation complete. Concept Design complete. Preliminary Design complete. |
| Mavis Street and Lindsay Street Cessnock Traffic Island | CRL-2017-004 | On track | Investigation in progress. Concept Design complete. |
| Gordon Avenue and Quarrybylong Street Cessnock Pedestrian Refuge | CRL-2017-005 | On track | Investigation complete. Concept Design complete. Preliminary Design in progress. |
| Gallagher Street Cessnock Turning Head | CRL-2017-006 | At risk | Investigation in progress. Concept Design in progress. Issues with width of road reserve and steep grade identified. |
| Dalwood Road East Brantxton Parking Improvements | CPW-2015-006 | On track | Investigation complete. Concept Design complete. Preliminary Design complete. Final Design complete. Stage 1 construction complete. |
| <i>Funding Source: General Fund</i> | \$185,000 | <i>Original Budget</i> | |

| REGIONAL ROAD CONSTRUCTION PROGRAM | | 2016/17 | |
|---------------------------------------------------------------|------------------|------------------------|----------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Great North Road (Lemming Corner) Laguna Stage 2 Construction | CRR-2016-001 | Complete | Construction nearing completion. |
| <i>Funding Source: RMS Grant</i> | \$795,000 | <i>Original Budget</i> | |

CAPITAL WORKS PROGRAM

| REGIONAL ROAD RENEWAL PROGRAM | | 2016/17 | |
|----------------------------------------------------------------|--------------|--------------------|--------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Regional Road Resurfacing Program | RRR-2017-001 | In progress | |
| Regional Road Special Rate Variation Resurfacing Program | RRR-2017-003 | In progress | |
| Woolmobi Road Millfield Rehabilitation Stage 3 | RRR-2017-002 | On track | Programmed for commencement March quarter. |
| Funding Source: Block Grant, Repair Program, SRV, General Fund | | \$1,528,000 | Original Budget |

| VINEYARD ROADS CONSTRUCTION PROGRAM | | 2016/17 | |
|----------------------------------------------------------------------------|--------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Hermitage Road Pokolbin Reconstruction and Widening Stage 1 (Construction) | CRV-2016-002 | In progress | Investigation complete. Concept Design complete. Preliminary Design complete. Final Design complete. Construction in progress. |
| Way finding and signage | CRV-2016-003 | On track | Investigation complete. Concept Design complete. Preliminary Design in progress. |
| Funding Source: Part of the \$8.6m Resources for Region Grant | | \$3,920,000 | Original Budget |

| PATHWAYS CONSTRUCTION PROGRAM | | 2016/17 | |
|----------------------------------------------|--------------|------------------|-------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Paxton Public School, Anderson Avenue Paxton | CPW-2017-003 | Complete | |
| O'Shea Circuit Cessnock | CPW-2017-004 | On track | Project scope prepared. |
| Allworth Street Kurri Kurri | CPW-2017-005 | On track | Project scope prepared. |
| Ferguson Street Cessnock | CPW-2017-006 | Complete | |
| Hay Street Abermain | CPW-2017-007 | On track | Project scope prepared. |
| Gordon Avenue Cessnock | CPW-2017-008 | On track | Project scope prepared. |
| Funding Source: General Fund | | \$255,000 | Original Budget |

CAPITAL WORKS PROGRAM

| BRIDGES CONSTRUCTION PROGRAM | | 2016/17 | |
|-------------------------------------------------------------------------------------------------------------|--------------------|------------------------|--------------------------------------------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Paynes Crossing Bridge Replacement – Investigation and Design (funding dependent) | CBS-2017-006 | On track | Project scope prepared and investigation in progress. |
| Frame Drive Bridge Abermain Replacement | CBS-2016-006 | In progress | Bridge construction 80% completed. |
| Fosters Bridge Mount Vincent Replacement – Investigation and Design | CBS-2016-001 | On track | Project brief prepared and investigation in progress. |
| Sawpit Road Causeway Cedar Creek – Investigation and Design | CBS-2017-017 | On track | Project brief prepared. Investigation in progress. |
| Milsons Arm Bridge Laguna – Refurbish/Replacement | CBS-2017-007 | On track | Project brief prepared. Investigation in progress. |
| Anvil Creek Bridge Greta – Investigation and Design (Stage 1) | CBS-2017-005 | On track | Project brief prepared and investigation in progress. |
| Gillies Bridge Rothbury – Investigation and Design (Stage 1) | CBS-2017-008 | On track | Project brief prepared and investigation in progress. |
| Dixon Street Bridge Cessnock - Refurbish | CBS-2017-009 | Complete | |
| McFarlane Street Bridge Cessnock - Refurbish | CBS-2017-010 | On track | Quotation received. On hold pending the outcomes of PMF-2017-003. |
| Stockyard Creek Bridge Paynes Crossing - Refurbish | CBS-2017-011 | On track | Materials ordered. |
| Neath Road Neath – Culvert Replacement | CBS-2017-012 | On track | Culvert inspection and capacity check completed. Project scope prepared for culvert replacement. |
| Walagan Creek #1 Bridge Laguna – Investigation and Design Refurbishment | CBS-2017-013 | On track | Materials ordered. |
| Colliery Street Aberdare – Replacement Investigation and Design | CBS-2017-014 | On track | Concept drainage design and scoping underway. Project brief prepared. |
| Galloway Street Kurri Kurri – Culvert Replacement and Design | CBS-2017-015 | On track | Project scope prepared. |
| Burgesses Bridge Congewai - Refurbishment | CBS-2017-016 | On track | Materials ordered. |
| Funding Source: Financial Assistance Grant, General Fund, Roads to Recovery, Bridges Renewal Program | | Original Budget | |
| | \$4,302,500 | | |

CAPITAL WORKS PROGRAM

| FLOODPLAIN MANAGEMENT PROGRAM | | 2016/17 | |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Cessnock Flood Risk Management Plan Priority Recommendations – South Cessnock Investigation (Grant funding dependent) | PMF-2017-003 | In progress | Stage 1 - Concept Design nearing completion. Stage 2 – Funding announced by OEH for the design of the bund wall Funding report to Council 14 December 2016. |
| Cessnock Flood Risk Management Plan Priority Recommendations – Voluntary House Raising Scheme (Grant funding dependent) | PMF-2017-005 | In progress | Funding announced by OEH for the establishment of a VHR Scheme for Cessnock City (Black Creek). Funding report to Council 14 December 2016. |
| Swamp Creek Risk Management Plan Priority Recommendations – Abermain and Weston Investigation (Grant funding dependent) | PMF-2017-004 | In progress | Consultant engaged. Vegetation mapping completed. Local flood modelling completed. Draft Report under review. Funding report to Council 14 December 2016. |
| Swamp Creek Risk Management Plan Priority Recommendations – Voluntary House Raising Scheme (Grant funding dependent) | PMF-2017-006 | In progress | Funding announced by OEH for the establishment of a VHR Scheme for Swamp Creek. Funding report to Council 14 December 2016. Draft Property Management Plan prepared. |
| Wollombi Flood Risk Management Plan Priority Recommendations – Wollombi Flood Warning System Investigation (Grant funding dependent) | PMF-2017-002 | In progress | Community and Agency consultation completed. Draft report received. |
| Greta/Anvil Creek Flood Study (Grant funding dependent) | PMF-2017-007 | In progress | Funding announced by OEH for the Greta/Anvil Creek Flood Study. Funding report to Council 14 December 2016. |
| Funding Source: OEH Grant, General Fund | | Original Budget | |
| | | \$334,377 | |

CAPITAL WORKS PROGRAM

| DRAINAGE CONSTRUCTION PROGRAM | | 2016/17 | |
|--------------------------------------------------------------------|--------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Whitburn Estate Greta – Trunk Drainage (Stage 2) | CDR-2017-002 | In progress | Investigation complete. Concept Design complete. Preliminary Design complete. Final Design complete. Tender awarded. Construction in progress. |
| Thomas Street North Rolbury - Drainage | CDR-2017-003 | On track | Project brief prepared and investigation in progress. |
| Ridley Street Abermain – Investigation and Design Drainage | CDR-2017-004 | On track | Investigation complete. Concept Design complete. Preliminary Design complete. Final Design in progress. |
| Oliver Street South Cessnock – Investigation (Stage 1) | CDR-2017-005 | On track | Project in association with PMF-2017-003. |
| Railway Street Branxton – Investigation and Design (Stage 1) | CDR-2017-006 | On track | Easement acquisition/access agreement underway. |
| Miscellaneous Drainage Projects | CDR-2017-007 | Unconfirmed | Dependent upon funding within the program. |
| Buchanan Road Buchanan – Culvert | CDR-2016-008 | On track | Investigation complete. Concept Design complete. Preliminary Design in progress. |
| Hillview Road East Branxton – Culvert | CDR-2016-006 | On track | Investigation complete. Concept Design complete. Preliminary Design complete. Final Design complete. |
| Wine Country Drive Nulka – Kerb and Gutter | CDR-2017-008 | On track | Project in conjunction with RMS. |
| Cooper Street Heddon Greta – Investigation (Stage 1) | CDR-2016-003 | On track | Project investigation underway. |
| Anvil Street Greta – Investigation (Stage 1) | CDR-2016-004 | On track | Design brief prepared and investigation in progress. |
| Heddon Street Kurri Kurri – Investigation (Stage 1) | CDR-2016-005 | On track | Design brief prepared and investigation in progress. |
| <i>Funding Source: Drainage Loan, Stormwater Management Income</i> | \$2,132,500 | <i>Original Budget</i> | |

CAPITAL WORKS PROGRAM

| RECREATION FACILITIES RENEWAL PROGRAM | | 2016/17 | |
|------------------------------------------------------------------|------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Kilchener Poppelhead Park – Walkway Renewal | RFR-2017-004 | Complete | |
| Kurri Kurri Tennis Courts – Retaining Wall Renewal | RFR-2017-005 | Complete | |
| Norman Brown Memorial Park (Greta) – Softfall Replacement | RFR-2017-006 | On track | Scheduled for March quarter. |
| North Rothbury Multi-Purpose Court – Multi-Purpose Court Renewal | RFR-2017-007 | On track | Scheduled for March/June quarters. |
| Parks and Reserves Asset Renewal Program | RFR-2017-008 | In progress | Scheduled for June quarter – fences at Chinaman's Hollow (Weston) and Baddeley Park (Cessnock) complete. Seeking advice regarding additional projects. |
| Playground Edging Program | RFR-2017-002 | Complete | |
| Veterans Memorial Park (Aberdare) – Footpath Renewal | RFR-2017-009 | On track | Scheduled for March quarter. |
| <i>Funding Source: General Fund</i> | \$158,300 | <i>Original Budget</i> | |

| CESSNOCK CIVIC PRECINCT REVITALISATION PROGRAM | | 2016/17 | |
|------------------------------------------------------------------|------------------|------------------------|------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Bridges Hill Park – Playground Renewal | RCC-2017-001 | On track | Scheduled for June quarter – design briefs being assessed |
| Pathway Renewal and Access Improvements from CBD to Bridges Hill | RCC-2017-002 | On track | Scheduled for June quarter – design briefs being assessed |
| CBD Wayfinding Signage | RCC-2017-003 | On track | Scheduled for March quarter – design briefs being assessed |
| <i>Funding Source: General Fund</i> | \$158,300 | <i>Original Budget</i> | |

CAPITAL WORKS PROGRAM

| RECREATION FACILITIES CONSTRUCTION PROGRAM | | 2016/17 | |
|------------------------------------------------------------------------------------|------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Baddeley Park Cessnock – Floodlighting and Power Upgrade (Grant funding dependent) | CFR-2017-004 | No funding | Note – we were unsuccessful with grant funding but will continue to seek opportunities as they arise. Project to be included in 17/18 programs |
| Centenary Park (Abermain) – Pathway Extension (Stage 1) | CFR-2017-001 | On track | Scheduled for March quarter. |
| Cessnock Civic Park – Installation of Fencing | CFR-2017-007 | On track | Scheduled for June quarter. |
| Kurri Kurri Central Park – RV Area (Stage 3) | CFR-2017-008 | Complete | Design, consultation and construction completed. DA to be lodged. |
| Mt View Park – Floodlight Pole Installation | CFR-2017-010 | On track | Scheduled for March quarter. |
| Mulbring Park – New Shelter and Picnic Setting | CFR-2017-011 | In progress | Scheduled for March quarter. |
| Peace Park (Weston) – Installation of BBQ | CFR-2017-003 | Complete | |
| Turner Park (Aberdare) – Fencing (Stage 1) | CFR-2017-013 | On track | Scheduled for June quarter. |
| <i>Funding Source: Grants, S.94 Contributions, General Fund</i> | \$110,000 | <i>Original Budget</i> | |

| RECREATION BUILDINGS RENEWAL PROGRAM | | 2016/17 | |
|--------------------------------------------------------------------|------------------|------------------------|------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Cessnock Civic Indoor Sports Centre – External Painting | RBR-2017-006 | On track | Scheduled for June quarter. |
| Kurri Kurri Sportsground – Upgrade Ticket Booth | RBR-2017-007 | On track | Scheduled for March quarter. |
| Mulbring Park – Grandstand Upgrade Stage 1 | RBR-2017-008 | On track | Scheduled for June quarter. |
| Stanford Merthyr Pony Ground – Facility renewal including new roof | RBR-2017-009 | Complete | |
| <i>Funding Source: General Fund</i> | \$131,400 | <i>Original Budget</i> | |

CAPITAL WORKS PROGRAM

| COMMUNITY BUILDINGS RENEWAL PROGRAM | | 2016/17 | |
|---------------------------------------------------------------|-----------------|------------------------|------------------------------------------------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Greta Pre School – Roof and Gutter Replacement | CBC-2017-002 | On track | Scheduled for March quarter. |
| Kurri Kurri Ambulance Hall – Toilet Refurbishment – Stage 1 | CBC-2017-003 | On track | Scheduled for June quarter. |
| Laguna Community Hall – Formalise Access/Seal Road | CBC-2017-004 | On track | Scheduled for March quarter. |
| Kurri Kurri Senior Citizens Hall – Pathway Renewal | CBC-2017-005 | Complete | |
| Bellbird Community Hall – Kitchen Renewal (part grant funded) | CBC-2017-006 | On track | New project partially funded from a Stronger Communities Program grant. Scheduled for March quarter. |
| <i>Funding Source: General Fund</i> | \$95,000 | <i>Original Budget</i> | |

| POOLS FACILITIES RENEWAL PROGRAM | | 2016/17 | |
|-------------------------------------------------|------------------|------------------------|------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Branxton Pool – Facilities Renewal | RFP-2017-001 | Complete | |
| Cessnock Pool – Facilities Renewal | RFP-2017-002 | In progress | |
| Kurri Kurri Aquatic Centre – Facilities Renewal | RFP-2017-003 | On track | Shutdown scheduled for March 2017. |
| <i>Funding Source: General Fund</i> | \$236,000 | <i>Original Budget</i> | |

| CEMETERIES FACILITIES CONSTRUCTION PROGRAM | | 2016/17 | |
|-------------------------------------------------------------------------------|-----------------|------------------------|----------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Gordon Williams Memorial Lawn Cemetery – Stage 1 Implementation of Masterplan | CFC-2017-002 | In progress | |
| <i>Funding Source: Cemeteries Reserve</i> | \$40,000 | <i>Original Budget</i> | |

CAPITAL WORKS PROGRAM

Carried forward from 2015-16 Capital Works Program

| LOCAL ROAD CONSTRUCTION PROGRAM | | 2015/16 | |
|------------------------------------------------------------------------|--------------|-------------|------------------------------------------------------------------------------------------------------------------|
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Frame Drive Abermain roadwork at bridge (grant funding dependent) | CRL-2016-008 | On track | Investigation complete. Concept Design complete. Preliminary Design complete. Final Design in progress. |
| VINEYARD ROADS CONSTRUCTION PROGRAM | | 2015/16 | |
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Broke Road Pokolbin Reconstruction and Widening Stage 2 (Construction) | CRV-2016-001 | Complete | |
| BRIDGES CONSTRUCTION PROGRAM | | 2015/16 | |
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Replace Frame Drive Bridge Abermain (grant funding dependent) | CBS-2016-006 | In progress | Bridge construction commenced. |
| DRAINAGE CONSTRUCTION PROGRAM | | 2015/16 | |
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Aberdare Street Kurri Kurri | CDR-2015-005 | In progress | Construction commenced. |
| RECREATION FACILITIES CONSTRUCTION PROGRAM | | 2015/16 | |
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Kurri Kurri Central Oval RV Area – Stage 2 | CFR-2016-006 | Complete | Design, consultation and construction completed. DA to be lodged. |
| Kitchener Poppethead Heritage Park Access Improvements (grant) | CFR-2016-008 | Complete | |

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 | On track | Scheduled for June quarter. |
| RECREATION BUILDINGS CONSTRUCTION PROGRAM | | 2015/16 | |
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Birralee Snn Amenities Replacement (grand funding dependent) - Stage 2 (construction) | CBR-2015-001 | Complete | |
| POOLS FACILITIES RENEWAL PROGRAM | | 2015/16 | |
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Kurri Kurri Aquatic Centre Renewal Program | RFP-2016-003 | On track | Shutdown scheduled for March 2017. |
| CEMETERIES FACILITIES CONSTRUCTION PROGRAM | | 2015/16 | |
| PROJECT NAME | PROJECT No. | STATUS | COMMENTS |
| Gordon Williams Memorial Lawn Cemetery Extension (Design) | CFC-2015-001 | In progress | Project plan and communications plan being written. |

December 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 <i>Strategic property review</i> 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"> 2014-2015 – Phase 2 in progress – Investigate stage 1 properties, identify stage 2 properties and implement Property Investment Fund reporting. 2015-16 – Implement actions for stage 1 properties, investigate stage 2 properties, and identify stage 3 properties. 2016-17 – Implement actions for stage 1 properties, investigate stage 2 properties, and identify stage 3 properties. Further stages as required. | \$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. Councillors briefed and reports to Council prepared in 2015. The first report was considered by Council in February 2016 and the second report was considered in August 2016, with the remaining two reports (regarding Phase 2) still to be considered by Council. A Councillor briefing is scheduled for March 2017. |

| SUSTAINABILITY – SPONSORSHIP & SUBSIDIES REVIEW | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SCOPE | KEY MILESTONES | PROPOSED SAVING* | STATUS | COMMENTS |
| The <i>Sponsorship and subsidies review</i> 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"> 2015 – Project team to establish framework and commence review. 2016 – Continue review and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts. | \$50,000 | In progress. | Initial data collected in November-December 2014 for the 2015-16 round of IP&R. The project team has held several meetings to develop criteria for recipients based on the Community Strategic Plan with the objective of increasing the transparency and equity around sponsorships and subsidies. Criteria for waiving fees was developed and included in the 2016-17 Operational Plan. |

Quarterly Review of the Delivery Program 2013-2017

Page 1

| 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"> 2015 – Project team to establish framework and commence review. 2015-16 – Incorporate phase 1 results in 2016-17 Operational Plan 2016 – Finalise review and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts. | \$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 compile the 2016-17 fees and charges. |
| 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"> 2015 – Commence review. 2016 – Implement and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts. | \$92,000 | Not yet commenced. | The Investment Strategy will be developed following the annual Investment Policy review (that was reported to Council in August 2016) in line with the risk appetite of the newly-elected Council. |
| 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"> 2015 – Project team to scope project. 2016 – Project team to commence development of framework. | - | 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"> 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. | - | N/A. | No actions programmed. |

| 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"> 2015 – Project team to refine approach and prioritise services for review. 2015 – Commence review of services. 2016 – Continue review of services and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts. | \$750,000 | Commenced. | <p>Preliminary data collected in December 2013 for the 2014-15 round of IP&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&R.</p> <p>Initial project team meeting held in mid-November 2015.</p> <p>During the March 2016 quarter a dedicated project management resource was engaged to manage this project.</p> <p>The project setup phase (including development of templates and plans) and information gathering phase was completed in early July 2016.</p> <p>The project identified 138 services and 270 opportunities for improvement.</p> <p>Following analysis of the information gathered, seven service improvement projects were prioritised and their implementation commenced in the September 2016 quarter.</p> <ul style="list-style-type: none"> - Establish a financial baseline for Certifying Authority activities; - Identify all compliance activities across Council; - Improve service delivery of heavy plant and equipment; - Improve service delivery of procurement and purchasing; - Improve service delivery of rural road maintenance; - Improve service delivery of landfill operations; and - Improve service delivery of Cessnock and Branxton swimming pools. <p>It is anticipated that the outcomes of these improvement projects will be reviewed by the Service Review Panel during the March 2017 quarter.</p> |

| INFRASTRUCTURE & SERVICE MANAGEMENT – ASSETS, DEPRECIATION & CAPITAL COMMITMENTS REVIEW | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SCOPE | KEY MILESTONES | PROPOSED SAVING* | STATUS |
| 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"> 2015 – Community consultation to determine the meaning of satisfactory condition for infrastructure assets; and transfer asset management plans to new templates. 2016-17 – Community consultation to determine levels of service. | - | 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 were re-valued in 2014-15. Open space and other structures were re-valued in 2015-16.</p> <p>Asset Management Plans have been transferred to the new templates and were adopted by Council in June 2016. (They will be revised as part of the 2017-21 integrated planning and reporting cycle).</p> <p>Development of a four-year capital works program continued during the December quarter (as part of the 2017-21 integrated planning and reporting cycle).</p> <p>Consultation on asset service levels is planned during 2016-17.</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"> 2014-15 – Internal review of development contributions. 2015 – Commence implementation of review's recommendations. | - | Commenced. |
| <p>Internal s94 Steering group established. New procedures and templates were developed to prepare the 2016-17 budget for s94 funded capital works projects.</p> <p>Section 94 work program being finalised (based on recommendations from a number of previous independent reviews and the internal auditor's 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 of s94 revenues and expenditures by 30 June 2016.</p> <p>Input into the development of a four-year capital works program was provided during the December quarter (as part of the 2017-21 integrated planning and reporting cycle).</p> <p>Currently finalising the s94a Plan.</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"> 2015 – Commence review 2016 – Continue review and incorporate results into 2017-21 Delivery Program and long-term financial plan forecasts. | \$150,000 | In progress |
| <p>This project has been split into two sub-projects to separately review plant and fleet.</p> <p>The Fleet project team has been established and is meeting regularly.</p> <p>A vehicle logbook exercise was conducted during April–June 2016.</p> <p>The aim is to produce a suite of documents by December 2016, followed by consultation in the first half of 2017 with a view to implement on 1 July 2017.</p> <p>The Plant Review is now one of the Service Review's service improvement projects.</p> | | | |

| INFRASTRUCTURE & SERVICE MANAGEMENT – PROCUREMENT REVIEW | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SCOPE | KEY MILESTONES | PROPOSED SAVING* | STATUS | COMMENTS |
| The <i>Procurement review</i> will critically review spending on materials and contracts and ensure robust procurement practices. | <ul style="list-style-type: none"> 2015 – Implement new procedures and investigate opportunities for further efficiencies. | - | Commenced | Project team established and project scoped. Implementation of "leading practice in procurement" program as part of the Service Review's service improvement project. Procurement Policy review commenced, with review of procedures to follow – in line with the outcomes of the Procurement & Purchasing service improvement project. |










































| 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"> 2015 – Project team to progress work on potential productivity improvements. 2016 – Incorporation of first round improvements into long-term financial plan forecasts. | \$1,220,000 | Commenced | 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. Further data was collected in November-December 2014 for the 2015-16 round of IP&R. Information gathering continues. The Service Review project identified a number of opportunities for improvement that will be managed through this project. |

| 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"> 2015-16 – Project team established to review framework and identify improvements. 2016-17 – Transition to improved project management framework commences. | \$50,000 | Commenced | Project team established and project scoped. A draft framework and a number of template documents have been prepared. Work is now being undertaken on a further set of templates. Overlaps with the Procurement Project have been identified. Implementation of the project management framework will commence in 2016-17 with an initial emphasis on training. |

| 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"> 2015-17 – Project team to develop framework and work up options. 2017-18 – Transition to new structure to be incorporated into Revenue Policy. | - | 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 Property Levy. It is anticipated that a revised rating structure will be implemented in 2018-19. |
| EFFICIENCY – RECORDS MANAGEMENT REVIEW | | | | |
| SCOPE | KEY MILESTONES | PROPOSED SAVING* | STATUS | COMMENTS |
| The <i>Records management review</i> will improve record keeping practices to minimise the organisation's risk exposure and enhance operational efficiency. | <ul style="list-style-type: none"> 2015 – Internal audit review. 2016 – Commence implementation of review recommendations. | - | 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. The internal audit commenced in the September quarter and was finalised in the March 2017 quarter (when it was reported to the Audit Committee). |
| EFFICIENCY – EMBED A CONTINUOUS IMPROVEMENT CULTURE | | | | |
| SCOPE | KEY MILESTONES | PROPOSED SAVING* | STATUS | COMMENTS |
| The <i>Embed a continuous improvement culture</i> 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"> 2015 – Develop organisational values and agreed behaviours 2016 – Pilot ways to integrate a continuous improvement philosophy into day-to-day operations. | \$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 (with a view to it being rolled out to staff during 2016-17). Following a project scoping exercise in the September quarter, it was determined that each business unit would be responsible for continuous improvements in their own work area and that future work on embedding a continuous improvement culture will be part of the Productivity Improvements & Cost Savings project. |











* 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 Actual | 2016-17 Budget | 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 and 2015-16, the adopted 2016-17 budget, with the underlying financial figures from 2017-18 onwards remaining consistent with the Long-Term Financial Plan adopted in June 2015.













| OPERATING PERFORMANCE | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--|
| 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. | | | | | | | |
| Benchmark >0% | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | |
| Proposal | -0.002 | -0.009 | -0.003 | 0.007 | 0.011 | 0.017 | |
| Meets benchmark? |  |  |  |  |  |  | |
| 2014-15 Actual | 0.004 | | | | | | |
| 2015-16 Actual | | -0.014 | | | | | |
| 2016-17 Budget | | | -0.002 | | | | |
| LTFP Forecast | | | | 0.002 | 0.017 | 0.017 | |
| Meets benchmark? |  |  |  |  |  |  | |

| 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 Actual | | 67.4% | | | | |
| 2016-17 Budget | | | 67.6% | | | |
| LTFP Forecast | | | | 73.2% | 79.4% | 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% | | | | | |
| 2015-16 Actual | | 142.1% | | | | |
| 2015-16 Budget | | | 143.5% | | | |
| LTFP Forecast | | | | 127.7% | 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%. | | | | | | | |
| Benchmark <2% | | | | | | | |
| Proposal | | 0.84% | 1.11% | 1.41% | 1.59% | 1.80% | 1.80% |
| Meets benchmark? | |  |  |  |  |  |  |
| 2014-15 Actual | | 0.49% | | | | | |
| 2015-16 Actual | | | 2.00% | | | | |
| 2016-17 Budget | | | | 1.41% | | | |
| LTFP Forecast | | | | | 1.59% | 1.80% | 1.80% |
| Meets benchmark? | |  |  |  |  |  |  |

| 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. | | | | | | | |
| Benchmark >100% | | | | | | | |
| Proposal | | 81.3% | 98.4% | 99.3% | 102.5% | 101.4% | 100.8% |
| Meets benchmark? | |  |  |  |  |  |  |
| 2014-15 Actual | | 74.4% | | | | | |
| 2015-16 Actual | | | 104.0% | | | | |
| 2016-17 Budget | | | | 104.9% | | | |
| LTFP Forecast | | | | | 115.0% | 101.4% | 100.8% |
| Meets benchmark? | |  |  |  |  |  |  |

| DEBT SERVICE RATIO | | | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--|--|--|
| 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. | | | | | | | | | |
| Benchmark >0 and <=20% | 2014-15 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | | | |
| Proposal | 2.70% | 2.77% | 2.88% | 2.76% | 2.78% | 2.81% | | | |
| Meets benchmark? |  |  |  |  |  |  | | | |
| 2014-15 Actual | 2.50% | | | | | | | | |
| 2015-16 Actual | | 2.50% | | | | | | | |
| 2016-17 Budget | | | 2.54% | | | | | | |
| LTFP Forecast | | | | 2.62% | 2.71% | 2.81% | | | |
| Meets benchmark? |  |  |  |  |  |  | | | |

| 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 Actual | | 1.04 | | | | | |
| 2016-17 Budget | | | 0.94 | | | | |
| LTFP Forecast | | | | 0.87 | 0.85 | 0.83 | |
| Meets benchmark? | |  |  |  |  |  | |

Cessnock City Council

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Cessnock City Council for the quarter ended 31/12/16 indicates that Council's projected financial position at 30/6/17 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



John Oliver
Responsible Accounting Officer

Date: 20th January 2017

Report prepared by:

Signed:



Paul Grosbernd
Management Accountant

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16

Cessnock City Council
Income & Expenses Budget Review Statement
Budget review for the quarter ended 31 December 2016
Income & Expenses - General Fund

| | Original Budget 2016/17 | Approved Changes | | Revised Budget 2016/17 | Variations for this Dec Qtr | Notes | Projected Year End Result | YTD Budget | Actual YTD figures |
|--------------------------------------------------------|-------------------------------|--------------------|-----------------------|------------------------------|-----------------------------------|-------|---------------------------------|-------------------|--------------------------|
| | | Carry Forwards | Other than by QBRs | | | | | | |
| Income | | | | | | | | | |
| Rates and Annual Charges | 45,832,940 | - | 223,825 | 46,056,765 | 5,597 | 1 | 46,062,362 | 45,819,459 | 45,959,129 |
| User Charges and Fees | 7,188,850 | - | 78,694 | 7,267,544 | 142,965 | 2 | 7,410,509 | 5,157,008 | 4,222,288 |
| Interest and Investment Revenues | 864,500 | - | 780 | 865,280 | 21,260 | 3 | 886,540 | 434,682 | 518,780 |
| Other Revenues | 1,078,254 | - | 86,842 | 1,165,096 | 40,490 | 4 | 1,205,586 | 672,556 | 780,981 |
| Grants & Contributions - Operating | 13,461,718 | - | 464,022 | 13,925,740 | (114,508) | 5 | 13,811,234 | 8,343,429 | 5,691,637 |
| Grants & Contributions - Capital | 7,007,450 | - | 925,000 | 7,932,450 | 262,794 | 6 | 8,195,244 | 4,491,210 | 6,172,234 |
| Net gain from disposal of assets | | - | | | | 6 | | | |
| Total Income from Continuing Operations | 75,433,712 | - | 1,779,163 | 77,212,875 | 358,600 | | 77,571,475 | 64,918,344 | 63,345,049 |
| Expenses | | | | | | | | | |
| Employee Costs | 31,024,740 | 2,388 | 59,402 | 31,140,730 | (1,465,867) | 7 | 29,674,863 | 16,454,305 | 15,679,516 |
| Borrowing Costs | 541,825 | - | - | 541,825 | | | 541,825 | 270,912 | 237,071 |
| Materials & Contracts | 10,673,849 | 1,236,838 | (118,426) | 12,002,428 | 2,228,287 | 8 | 14,230,715 | 5,852,085 | 6,821,726 |
| Depreciation | 10,115,000 | - | (125,000) | 9,990,000 | (5,000) | 9 | 9,985,000 | 4,992,500 | 4,992,500 |
| Legal Costs | 570,500 | - | (1,091) | 569,409 | (7,698) | 10 | 561,711 | 308,004 | 347,300 |
| Consultants | 972,775 | - | 334,086 | 1,321,087 | (488,910) | 11 | 832,177 | 963,794 | 664,959 |
| Other Expenses | 13,209,761 | - | (950,093) | 12,259,668 | 31,569 | 12 | 12,291,237 | 7,032,383 | 5,370,797 |
| Interest & Investment Losses | | - | - | - | | | 3,500,000 | - | - |
| Net Loss from disposal of assets | | - | - | - | | | | - | - |
| Total Expenses from Continuing Operations | 70,608,450 | 1,239,226 | (472,529) | 71,325,147 | 297,381 | | 71,617,528 | 35,873,983 | 34,113,869 |
| Net Operating Result from Continuing Operations | 4,825,262 | (1,239,226) | 2,251,692 | 5,887,728 | 66,219 | | 5,953,947 | 29,044,361 | 29,231,180 |
| Discontinued Operations - Surplus/(Deficit) | - | - | - | - | - | | - | - | - |
| Net Operating Result from All Operations | 4,825,262 | (1,239,226) | 2,251,692 | 5,887,728 | 66,219 | | 5,953,947 | 29,044,361 | 29,231,180 |
| Net Operating Result before Capital Items | (2,182,188) | (1,239,226) | 1,326,692 | (2,044,722) | (196,575) | | (2,241,297) | 24,553,151 | 23,058,946 |

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16

Cessnock City Council
Income & Expenses Budget Review Statement
Budget review for the quarter ended 31 December 2016
Income & Expenses - General Fund
Operating and Capital

| | Original Budget 2016/17 | Approved Changes | | Revised Budget 2016/17 | Variations for this Dec Qtr | Projected Year End Result | Actual YTD figures |
|--------------------------------------------------------|-------------------------------|-------------------|-----------------------|------------------------------|-----------------------------------|---------------------------------|--------------------------|
| | | Carry Forwards | Other than by QBRs | | | | |
| Income | | | | | | | |
| Council & General Manager's Units | 1,246,475 | - | - | 1,272,431 | (450,473) | 821,958 | 171,698 |
| Planning and Environment Directorate | 3,293,400 | - | - | 3,393,435 | 147,733 | 3,541,168 | 2,247,485 |
| Corporate & Community Services Directorate | 44,775,300 | 4,217,969 | - | 49,383,616 | 511,767 | 49,895,383 | 41,625,355 |
| Works & Infrastructure Services Directorate | 39,240,305 | - | - | 40,701,431 | 819,460 | 41,520,891 | 18,958,844 |
| Total Income from Continuing Operations | 88,555,480 | 4,217,969 | - | 94,750,913 | 1,028,487 | 95,779,400 | 63,003,382 |
| Expenses | | | | | | | |
| Council & General Manager's Units | 4,998,320 | 21,988 | - | 5,063,238 | (383,967) | 4,679,271 | 2,553,218 |
| Planning and Environment Directorate | 9,029,584 | 15,365 | - | 9,217,607 | 134,904 | 9,352,511 | 5,460,059 |
| Corporate & Community Services Directorate | 15,037,700 | 78,014 | - | 15,382,349 | 555,513 | 15,937,862 | 7,457,229 |
| Works & Infrastructure Services Directorate | 59,489,876 | 4,102,602 | - | 65,087,207 | 717,478 | 65,804,685 | 32,342,095 |
| Total Expenses from Continuing Operations | 88,555,480 | 4,217,969 | - | 94,750,401 | 1,023,928 | 95,774,329 | 47,812,601 |
| Net Operating Result from Continuing Operations | - | - | - | 512 | 4,559 | 5,071 | 15,190,781 |
| Net Operating Result from All Operations | - | - | - | 512 | 4,559 | 5,071 | 15,190,781 |

Cessnock City Council

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details**Income**

| | | | |
|----------|-----------------------------------------------|--------------------|-----------|
| 1 | Rates and Annual Charges | \$5,597 | |
| | Increased Income | | |
| | Ordinary Rates | | \$5,597 |
| 2 | User Charges and Fees | \$142,965 | |
| | Increased Income | | |
| | Town Planning Fees | | \$37,795 |
| | Parks Floodlighting Charges | | \$5,000 |
| | Roadworks Income | | \$47,500 |
| | S603 Rating Certificates | | \$8,000 |
| | Garbage Tipping Fees | | \$26,000 |
| | Building Fees & Inspections | | \$22,500 |
| | Decreased Income | | |
| | Sewerage Management Fees | | \$6,780 |
| | Interest on Investments | | \$20,000 |
| | Interest on Overdue Rates & Charges | | \$1,260 |
| 4 | Other Revenues | \$40,490 | |
| | Increased Income | | |
| | Lease / Rentals | | \$13,325 |
| | Fines | | \$15,170 |
| | Commissions & Agency Fees | | \$5,000 |
| | Insurance Claims | | \$35,339 |
| | Decreased Income | | |
| | Legal Fees Recovery - Other | | \$32,823 |
| 5 | Grants & Contributions - Operating | (\$114,506) | |
| | Increased Income | | |
| | Waste Reduction Projects Grant | | \$160,377 |
| | General Administration Services | | \$6,512 |
| | RFS Reimbursement | | \$21,125 |
| | Hunter Water Contribution | | \$113,931 |
| | Youth Grant | | \$25,000 |
| | RMS Contributions | | \$46,090 |
| | Decreased Income | | |
| | Motor Vehicle Leaseback | | \$10,000 |
| | Signage Strategy (S94) | | \$477,500 |
| | (offset by reduction in Consultant expenses) | | |
| 6 | Grants & Contributions - Capital | \$262,794 | |
| | Increased Income | | |
| | Drainage Works Contribution | | \$156,722 |
| | CYCOS Building Grant | | \$38,000 |
| | Greta Pre School Grant | | \$20,000 |
| | Kurri Kurri Ambulance Hall Grant | | \$37,273 |
| | Bellbird Community Hall Grant | | \$10,000 |

Cessnock City Council

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

Expenditure

| | | |
|-----------|-------------------------------------------------|----------------------|
| 7 | Employee Costs | (\$1,465,867) |
| | Increased Expenditure | |
| | Strategic Asset Planning | \$100,000 |
| | (offset by Tfr from Works Program) | |
| | Decreased Expenditure | |
| | Recording of Capitalised Costs | \$1,581,400 |
| | (offset by increase in Materials & Contracts) | |
| 8 | Material & Contracts | \$2,228,287 |
| | Increased Expenditure | |
| | Computer Licences | \$31,815 |
| | Building Demolition Hebburn Est | \$25,706 |
| | Recording of Capitalised Costs | \$1,581,400 |
| | (offset by decrease in Employee Costs) | |
| | Reversal of S94 | \$482,383 |
| 9 | Depreciation | (\$5,000) |
| | Decreased Expenditure | |
| | Waste Services Depot | \$5,000 |
| 10 | Legal Costs | (\$7,698) |
| | Increased Expenditure | |
| | Land Use Planning | \$3,302 |
| | Decreased Expenditure | |
| | General Legal Expenses | \$11,000 |
| 11 | Consultants | (\$488,910) |
| | Decreased Expenditure | |
| | Signage Strategy | \$477,500 |
| | (offset by reduction in Grants & Contributions) | |
| | Land Use Planning | \$4,410 |
| | Corporate | \$5,000 |
| 12 | Other Expenses | \$31,569 |
| | Increased Expenditure | |
| | Telephone / Internet expenses | \$79,994 |
| | (offset by Reserve Income \$60,000) | |
| | Valuation expenses | \$2,648 |
| | Decreased Expenditure | |
| | Street Lighting | \$52,000 |

Approved Changes - Other than by QBRs

Budget Variations already processed prior to the December Review include the following material items:

Net \$50,000 transfer from operating expenditure to the Local Roads Traffic Facilities Construction Program.

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16

Cessnock City Council
Capital Budget Review Statement
Budget review for the quarter ended 31 December 2016
Capital Budget - General Fund

| | Original Budget 2016/17 | Approved Changes | | Revised Budget 2016/17 | Variations for this Dec Qtr | Notes | Projected Year End Result | Actual YTD figures |
|----------------------------------------------------|-------------------------------|-------------------|-----------------------|------------------------------|-----------------------------------|-------|---------------------------------|--------------------------|
| | | Carry Forwards | Other than by QBRs | | | | | |
| Capital Expenditure | | | | | | | | |
| Gravel Rehab & Resheeting Program | 350,000 | - | (37,880) | 312,120 | - | | 312,120 | 55,066 |
| Local Road Renewal Program | 2,579,208 | 291,000 | - | 3,405,088 | (57,600) | 1 | 3,347,488 | 898,554 |
| Local Road Traffic Facilities Construction Program | 185,000 | 28,600 | 50,000 | 769,683 | (166,683) | 2 | 603,000 | 541,448 |
| Regional Road Renewal Program | 1,528,000 | - | - | 1,488,000 | (150,000) | 3 | 1,338,000 | 1,329,242 |
| Vineyard Roads Construction Program | - | 548,800 | - | 548,800 | - | | 548,800 | 526,670 |
| Resources for Regions | 3,920,000 | - | - | 3,920,000 | - | | 3,920,000 | 3,537,658 |
| Black Spot Program | 795,000 | - | - | 847,000 | - | | 847,000 | 597,302 |
| Drainage Construction Program | 2,132,500 | 12,765 | - | 2,555,265 | 424,012 | 4 | 2,979,277 | 245,618 |
| Bridge Construction Program | 4,302,500 | 371,159 | - | 4,673,659 | - | | 4,673,659 | 1,292,023 |
| Pathways Construction Program | 255,000 | 211,800 | - | 576,800 | - | | 576,800 | 309,337 |
| Pool Facilities Renewal Program | 200,000 | 10,000 | - | 210,000 | - | | 210,000 | 98,861 |
| Community Buildings Renewal/Capital Program | 95,000 | 10,000 | - | 105,000 | 67,273 | 5 | 172,273 | 45,940 |
| Recreation Facilities Renewal/Capital Program | 268,300 | 241,705 | - | 514,605 | - | | 514,605 | 420,821 |
| Recreation Buildings Renewal/Capital Program | 191,400 | 764,800 | - | 956,200 | - | | 956,200 | 906,943 |
| Cessnock Civic Precinct Revitalisation Program | 360,000 | 38,100 | - | 398,100 | (188,100) | 6 | 210,000 | - |
| Waste Services Capital Program | 472,500 | - | - | 737,500 | - | | 737,500 | 737,454 |
| New Garbage Cell Development | 7,000,000 | - | - | 7,000,000 | - | | 7,000,000 | 4,651,141 |
| Major Plant-Capital-Workshop | 1,500,000 | - | - | 1,500,000 | - | | 1,500,000 | 499,164 |
| Total Capital Expenditure | 27,051,148 | 3,038,269 | (9,526) | 31,924,314 | 658,530 | | 32,582,844 | 18,206,970 |
| Capital Funding | | | | | | | | |
| Rates & Other Untied Funding | 5,281,627 | - | (9,526) | 5,642,589 | 230,319 | | 5,872,908 | 4,095,088 |
| Capital Grants & Contributions | 9,965,027 | - | - | 10,890,027 | 262,794 | | 11,152,821 | 5,246,084 |
| Reserves: | | | | | | | | |
| - External Restrictions/Reserves | 8,806,250 | - | - | 12,390,371 | 636,300 | | 13,026,671 | 8,865,798 |
| - Internal Restrictions/Reserves | 1,718,944 | - | - | 1,718,944 | - | | 1,718,944 | - |
| New Loans | 1,279,300 | - | - | 1,282,383 | (470,883) | | 811,500 | - |
| Section 94 Funding | - | - | - | - | - | | - | - |
| Total Capital Funding | 27,051,148 | 3,038,269 | (9,526) | 31,924,314 | 658,530 | | 32,582,844 | 18,206,970 |
| Net Capital Funding - Surplus/(Deficit) | - | - | - | - | - | | - | - |

Cessnock City Council

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16**Capital Budget Review Statement**
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes

| | | |
|----------|---------------------------------------------------------------|--------------------|
| 1 | Local Road Renewal Program | (\$57,600) |
| | Increased Expenditure | |
| | Insurance income - Richmond Vale | \$20,000 |
| | Decreased Expenditure | |
| | Reduction S94 Contribution | (\$77,600) |
| 2 | Local Road Traffic Facilities Construction Program | (\$166,683) |
| | Increased Expenditure | |
| | Transfer from Regional Rd Renewal Program for Duffie Drive | \$50,000 |
| | Decreased Expenditure | |
| | Reduction of S94 Contribution | (\$216,683) |
| 3 | Regional Road Renewal Program | (\$150,000) |
| | Decreased Expenditure | |
| | Transfer to Local Rd Traffic Fac Constr Prog for Duffie Drive | (\$50,000) |
| | Transfer to Strategic Assets Planning Salaries | (\$100,000) |
| | Increased Expenditure | |
| | Contribution from Singleton Council | \$156,722 |
| | Reserve Income | \$267,290 |
| 5 | Community Buildings Renewal/Capital Program | \$67,273 |
| | Increased Expenditure | |
| | Greta Pre School Grant | \$20,000 |
| | Kurri Kurri Ambulance Hall Grant | \$37,273 |
| | Bellbird Community Hall Grant | \$10,000 |
| 6 | Cessnock Civic Precinct Revitalisation Program | (\$188,100) |
| | Decreased Expenditure | |
| | Reduction of S94 Contribution | (\$188,100) |
| 7 | Other Fixed Assets | \$729,628 |
| | Increased Expenditure | |
| | Electronic devices for Councillors | \$37,455 |
| | New Telephone Hardware | \$134,010 |
| | Council Depot Yard Works | \$284,760 |
| | Private works (funded by contribution) | \$47,500 |
| | Youth Centre refurb (grant/S94/council funds) | \$69,150 |
| | Resource Recovery Facility (grant funds) | \$150,000 |
| | Other | \$6,753 |

Cessnock City Council

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2016

Cash & Investments - General Fund**Quarterly Budget Review Statement**
for the period 01/10/16 to 31/12/16

| | Actual 2015/16 | Original Budget 2016/17 | Approved Changes | | Revised Budget 2016/17 | Variations for this Dec Qtr | Projected Year End Result |
|------------------------------------------------------------------|-------------------|-------------------------------|--------------------|-----------------------|------------------------------|-----------------------------------|---------------------------------|
| | | | Carry Forwards | Other than by QBRs | | | |
| Externally Restricted ⁽¹⁾ | | | | | | | |
| Developer Contributions | 6,854,253 | (1,137,600) | (691,700) | - | 5,021,870 | 470,883 | 5,492,753 |
| RMS Contributions | 3,274,552 | - | - | - | 3,274,552 | - | 3,274,552 |
| Specific Purpose Unexpended Grants | 2,869,047 | - | (2,869,047) | - | - | - | - |
| Domestic Waste Management | 432,479 | - | - | - | 432,479 | - | 432,479 |
| Other | 62,000 | - | - | - | 62,000 | - | 62,000 |
| Total Externally Restricted | 13,492,331 | (1,137,600) | (3,560,747) | - | 8,790,901 | 470,883 | 9,261,784 |
| (1) Funds that must be spent for a specific purpose | | | | | | | |
| Internally Restricted ⁽²⁾ | | | | | | | |
| Plant & Vehicle Replacement | 2,917,806 | (471,200) | - | - | 2,446,606 | (98,905) | 2,347,701 |
| Employees Leave Entitlement | 2,003,511 | 455,000 | - | - | 2,458,511 | - | 2,458,511 |
| Carry Over Works | 1,346,000 | - | (1,346,000) | - | - | - | - |
| Bridge Replacement | 306,290 | (168,000) | - | - | 148,007 | - | 148,007 |
| Cemetery | 4,868 | - | - | - | 4,868 | - | 4,868 |
| Computer Services | 332,932 | 70,960 | - | - | 388,606 | (223,342) | 165,264 |
| Insurance Provisions | 301,862 | (72,000) | - | (15,286) | 229,862 | - | 229,862 |
| Miscellaneous & Property Reserve | 2,210,318 | (938,704) | - | - | 993,112 | (286,940) | 706,172 |
| Rezoning Fees | 85,251 | - | - | - | 85,251 | - | 85,251 |
| Sanitary Operations | 21,130 | - | - | - | 21,130 | - | 21,130 |
| Single Invitation Contracts | 669,196 | - | - | - | 669,196 | - | 669,196 |
| Energy Efficiency Reserve | 200,000 | - | - | - | 200,000 | - | 200,000 |
| Impaired Investments | - | - | - | - | - | - | - |
| Unexpended Loan Funds | 12,751,591 | (7,291,850) | - | - | 6,201,411 | (3,908) | 6,197,503 |
| Waste Depot & Rehabilitation | - | - | - | - | - | - | - |
| Total Internally Restricted | 24,484,773 | (8,541,844) | (1,346,000) | - | 14,898,261 | (603,870) | 14,294,391 |
| (2) Funds that Council has earmarked for a specific purpose | | | | | | | |
| Unrestricted (ie. available after the above Restrictions) | 33,000 | - | - | - | 33,512 | 4,559 | 38,071 |
| Total Cash & Investments | 38,010,104 | (9,679,444) | (4,906,747) | - | 23,722,674 | (128,428) | 23,594,246 |

Cessnock City Council

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16**Cash & Investments Budget Review Statement****Comment on Cash & Investments Position**

Not Applicable

Investments

Investments have been invested in accordance with Council's Investment Policy.

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals \$35,385,000

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/12/16**Reconciliation Status**

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

\$ 000's

| | | |
|---------------------------------------------------------|-------------------------|---------------|
| Cash at Bank (as per bank statements) | | 3,498 |
| Investments on Hand | | 31,941 |
| less: Unpresented Cheques | (Timing Difference) | (28) |
| add: Undeposited Funds | (Timing Difference) | 44 |
| less: Identified Deposits (not yet accounted in Ledger) | (Require Actioning) | (70) |
| add: Identified Outflows (not yet accounted in Ledger) | (Require Actioning) | |
| less: Unidentified Deposits (not yet actioned) | (Require Investigation) | - |
| add: Unidentified Outflows (not yet actioned) | (Require Investigation) | - |
| Reconciled Cash at Bank & Investments | | 35,385 |

Cessnock City Council

Statement of Financial Position

as at 31 December 2016

| \$ '000 | Actual 2016 | Year to date 2017 |
|---------------------------------------------|----------------|----------------------|
| ASSETS | | |
| Current Assets | | |
| Cash & Cash Equivalents | 8,610 | 3,498 |
| Investments | 28,100 | 30,641 |
| Receivables | 3,110 | 23,118 |
| Inventories | 323 | 346 |
| Other | 206 | 196 |
| Total Current Assets | 40,349 | 57,799 |
| Non-Current Assets | | |
| Investments | 1,300 | 1,300 |
| Receivables | - | - |
| Inventories | 1,270 | 1,270 |
| Infrastructure, Property, Plant & Equipment | 725,765 | 741,600 |
| LIABILITIES | | |
| Current Liabilities | | |
| Payables | 6,756 | 11,314 |
| Borrowings | 1,152 | 1,152 |
| Provisions | 8,661 | 8,674 |
| Total Current Liabilities | 16,569 | 21,140 |
| Non-Current Liabilities | | |
| Payables | 2,444 | 2,464 |
| Borrowings | 6,598 | 6,061 |
| Provisions | 11,398 | 11,398 |
| Total Non-Current Liabilities | 20,440 | 19,923 |
| TOTAL LIABILITIES | 37,009 | 41,063 |
| Net Assets | 731,675 | 760,906 |
| EQUITY | | |
| Retained Earnings | 413,377 | 442,608 |
| Revaluation Reserves | 318,298 | 318,298 |
| Council Equity Interest | 635,081 | 629,730 |
| Non-controlling Interests | - | - |
| Total Equity | 731,675 | 760,906 |

Cessnock City Council - Monthly Cash Flow Analysis

| Month | CBA Cash and Working Accounts | | | | | | | | | | Investment Balance | Total |
|----------------|-------------------------------|----------|---------|--------------------|--------------------------|------------------------|-----------------|-------|-----|-------|-----------------------|--------|
| | Opening Balance | EFT/Chqs | Payroll | New Investments | Roll over Investments | Matured Investments | Other Income | RTA | GST | Rates | Closing Balance | |
| July 2016 | 7,958 | (8,051) | (1,420) | - | - | - | 1,041 | - | 248 | 2,806 | 2,582 | 32,482 |
| August 2016 | 2,582 | (5,064) | (1,691) | (700) | - | 700 | 3,739 | 334 | 384 | 9,468 | 9,752 | 39,652 |
| September 2016 | 9,752 | (3,208) | (1,356) | (800) | - | - | 1,893 | 323 | 261 | 2,730 | 7,595 | 38,295 |
| October 2016 | 7,595 | (3,955) | (1,411) | - | - | 200 | 1,707 | 349 | 183 | 1,709 | 6,377 | 36,877 |
| November 2016 | 6,377 | (8,673) | (1,752) | - | - | - | 3,469 | - | 144 | 6,979 | 6,544 | 37,044 |
| December 2016 | 6,544 | (6,480) | (1,413) | (1,400) | - | - | 2,734 | 1,052 | 421 | 2,081 | 3,539 | 35,439 |
| January 2017 | 3,539 | (3,890) | (1,402) | - | (1,600) | 1,600 | 647 | 1,218 | 300 | 1,397 | 1,809 | 33,709 |
| February 2017 | 1,809 | (4,600) | (1,440) | - | (6,000) | 7,200 | 2,376 | - | 100 | 5,100 | 4,545 | 35,245 |
| March 2017 | 4,545 | (5,800) | (1,800) | - | (6,300) | 7,000 | 1,150 | 300 | 200 | 4,200 | 3,495 | 33,495 |
| April 2017 | 3,495 | (4,300) | (1,440) | - | (3,400) | 4,900 | 920 | 300 | 100 | 1,100 | 1,675 | 30,175 |
| May 2017 | 1,675 | (3,600) | (1,800) | - | (2,400) | 5,300 | 2,606 | 300 | 200 | 8,300 | 8,581 | 34,181 |
| June 2017 | 8,581 | (5,700) | (1,440) | - | (900) | 1,600 | 920 | 300 | 200 | 1,000 | 4,561 | 29,461 |

| | |
|----------|--|
| Actual | |
| Estimate | |

Cessnock City Council

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16**Key Performance Indicators Budget Review Statement**

| | Current Projection Amounts 16/17 | Indicator 16/17 | Actual 15/16 |
|--|----------------------------------------|--------------------|-----------------|
|--|----------------------------------------|--------------------|-----------------|

1. Operating Performance

| | | | | |
|----------------------------------------------------------|-----------|-------|-------|--------|
| Operating Revenue (excl. Capital) - Operating Expenses | \$ 1,258 | Ratio | 1.81% | -2.94% |
| Operating Revenue (excl. Capital Grants & Contributions) | \$ 69,376 | | | |

This ratio measures Council's achievement of containing operating expenditure within operating revenue.
Benchmark: Minimum $\geq 0.00\%$

2. Own Source Operating Revenue

| | | | | |
|-------------------------------------------------------|-----------|-------|--------|--------|
| Operating Revenue (excl. ALL Grants & Contributions) | \$ 55,564 | Ratio | 71.63% | 64.08% |
| Total Operating Revenue (incl. Capital Grants & Cont) | \$ 77,571 | | | |

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.
Benchmark: Minimum $\geq 60.00\%$

| | | | | |
|-------------------------------------------------------|-----------|-------|------|------|
| Current Assets less all External Restrictions | \$ 47,987 | Ratio | 3.43 | 3.17 |
| Current Liabilities less Specific Purpose Liabilities | \$ 14,009 | | | |

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.
Benchmark: Minimum ≥ 1.50

4. Debt Service Cover Ratio

| | | | | |
|-------------------------------------------------|-----------|-------|------|------|
| Operating Result before Interest & Dep. Exp. | \$ 11,786 | Ratio | 6.96 | 5.01 |
| Principal Repayments + Borrowing Interest Costs | \$ 1,694 | | | |

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.
Benchmark: Minimum ≥ 2.00

5. Rates, Annual Charges, Interest & Extra Charges Outstanding

| | | | | |
|-------------------------------------------|-----------|-------|-------|-------|
| Rates, Annual & Extra Charges Outstanding | \$ 1,100 | Ratio | 2.36% | 2.46% |
| Rates, Annual & Extra Charges Collectible | \$ 46,520 | | | |

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.
Benchmark: Minimum $< 5.00\%$

6. Cash Expense Cover Ratio

| | | | | |
|----------------------------------------------------------------------|-----------|-------|------|------|
| Current Year's Cash & Cash Equivalents (incl all Term Deposits) X 12 | \$ 34,139 | Ratio | 6.06 | 6.65 |
| Payments from Cash Flow of operating and financing activities | \$ 5,638 | | | |

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.
Benchmark: Minimum ≥ 3.00

Source for benchmarks: Code of Accounting Practice and Financial Reporting #24

Cessnock City Council

Quarterly Budget Review Statement
for the period 01/10/16 to 31/12/16**Consultancy & Legal Expenses Budget Review Statement**

Consultancy & Legal Expenses Overview

| Expense | YTD Expenditure (Actual Dollars) | Budgeted (Y/N) |
|----------------|---------------------------------------------|---------------------------|
| Consultancies | 664,959 | Y |
| Legal Fees | 347,300 | Y |

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Details

| Company | Purpose | Rationale | Amount |
|-------------------------------------|---------------------------------------------------|----------------------------------------------------------|---------------|
| Conybeare Morrison International | Cessnock Commercial Precinct Project | Land Use Planning Strategy | \$ 241,927 |
| Premium Claim Solutions | Claims Management - Public Liability | Specialist Claims Management | \$ 70,000 |
| Elizabeth Evans Heritage Consultant | Heritage Advisor | Heritage Specialist | \$ 9,089 |
| City Plan Strategy & Development | Branxton Sub-Regional Strategy | Land Use Planning Strategy | \$ 4,750 |
| RPS Australia East P/L | Cessnock City Heritage Study | Heritage Study | \$ 14,672 |
| SGS Economics & Planning | Cessnock City Planning Strategy Project (Phase 1) | Land Use Planning Strategy | \$ 191,310 |
| McArthur (NSW) P/L | Performance Reviews | Senior Staff Reviews | \$ 7,460 |
| Lindsay Taylor Lawyers | Section 94 Review | Legal Advice | \$ 18,550 |
| Civica Pty Limited | Records Management System Review | Review of Records Management Modules | \$ 22,935 |
| Andrew Hughes Training | Staff Development | Training | \$ 10,540 |
| Moir Landscape Architecture | Kurri Kurri Town Centres Masterplans | Land Use Planning Strategy | \$ 71,500 |
| Robert Y Kerr | Disability Inclusion Action Plan | Preliminary Review of Access to Key Community facilities | \$ 2,000 |

| Legal Expenditure Summary | Original Budget | Sept Review | Dec Review | Revised Budget | Mar Variation | Projected Result | Actual YTD |
|----------------------------------|--------------------|----------------|---------------|-------------------|------------------|---------------------|---------------|
| Debt Recovery | \$350,000 | \$0 | \$0 | \$350,000 | \$0 | \$350,000 | \$245,839 |
| Planning & Development | \$190,000 | \$0 | \$3,302 | \$193,302 | \$0 | \$193,302 | \$100,043 |
| Other Legal Costs | \$30,500 | -\$1,091 | -\$11,000 | \$18,409 | \$0 | \$18,409 | \$1,418 |
| Sub Total | \$570,500 | -\$1,091 | -\$7,698 | \$561,711 | \$0 | \$561,711 | \$347,300 |
| Less Recoveries | | | | | | | |
| Debt Recovery | \$350,000 | \$0 | \$0 | \$350,000 | \$0 | \$350,000 | \$267,889 |
| Planning & Development | \$0 | \$0 | -\$32,823 | -\$32,823 | \$0 | -\$32,823 | -\$32,823 |
| Other | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sub Total | \$350,000 | \$0 | -\$32,823 | \$317,177 | \$0 | \$317,177 | \$235,066 |
| Net Council Cost | \$220,500 | -\$1,091 | \$25,125 | \$244,534 | \$0 | \$244,534 | \$112,234 |
| Legal Expenditure Details | Original Budget | Sept Review | Dec Review | Revised Budget | Mar Variation | Projected Result | Actual YTD |
| - Self Storage Fac. Greta | \$0 | \$34,194 | \$0 | \$34,194 | \$0 | \$34,194 | \$34,194 |
| - TMT Devco P/L | \$0 | \$7,001 | \$0 | \$7,001 | \$0 | \$7,001 | \$7,001 |
| - Huntlee | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$23,941 |
| - Legal Advices | \$190,000 | -\$41,195 | \$0 | \$148,805 | \$0 | \$148,805 | \$25,927 |
| - Avery's Rise | \$0 | \$0 | \$273 | \$273 | \$0 | \$273 | \$273 |
| - Richmond Vale Orica | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,502 |
| - West & Wyndham Sts Greta | \$0 | \$0 | \$3,029 | \$3,029 | \$0 | \$3,029 | \$3,029 |
| - Blackhill Industrial Rezone | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$219 |
| - Clifftleigh VPA | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,958 |
| Planning & Development Total | \$190,000 | \$0 | \$3,302 | \$193,302 | \$0 | \$193,302 | \$100,043 |
| Debt Recovery Total | \$350,000 | \$0 | \$0 | \$350,000 | \$0 | \$350,000 | \$245,839 |
| - Property Management | \$2,000 | \$0 | \$0 | \$2,000 | \$0 | \$2,000 | \$509 |
| - General Administration | \$16,500 | \$0 | -\$5,000 | \$11,500 | \$0 | \$11,500 | \$0 |
| - General Manager | \$12,000 | -\$2,000 | -\$6,000 | \$4,000 | \$0 | \$4,000 | \$0 |
| - Aerodrome | \$0 | \$909 | \$0 | \$909 | \$0 | \$909 | \$909 |
| Other Legal Total | \$30,500 | -\$1,091 | -\$11,000 | \$18,409 | \$0 | \$18,409 | \$1,418 |
| Total Expenditure | \$570,500 | -\$1,091 | -\$7,698 | \$561,711 | \$0 | \$561,711 | \$347,300 |

Report CC13/2017 - Resolutions Tracking Report
Enclosure 1

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------|-----------|
| | Ordinary Meeting of Council 19 October 2016 | Peter Giannopoulos | State Significant Development 14/6666: Former Hydro Aluminium Smelter, Kurri Kurri - Demolition and Remediation Hart Road, Dickson Road and Bishops Bridge Road, Loxford | 16/11/2016 | 24/10/2016 | 3/11/2016 |
| PE71/2016 24 03 Nov 2016 - 9:32 AM - Peter Giannopoulos Action completed by: Janine McCarthy Submission previously lodged with NSW Department of Planning and Environment. No further action required. | | Gareth Curtis | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 19 October 2016 | Peter Giannopoulos | State Significant Development 15_7396 for the purpose of installing and operating thermal processing equipment for the processing of medical and other wastes in conjunction with an existing facility ('Weston Aluminium') 129 Mitchell Avenue, K... | 16/11/2016 | 24/10/2016 | 3/11/2016 |
| PE72/2016 25 03 Nov 2016 - 9:31 AM - Peter Giannopoulos Action completed by: Janine McCarthy Submission lodged with NSW Department of Planning and Environment. | | Gareth Curtis | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 02 November 2016 | Bruce Hughes | Road Name - Cruickshank Street Bellbird | 30/11/2016 | 3/11/2016 | 4/11/2016 |
| WI47/2016 04 Nov 2016 - 9:34 AM - Bruce Hughes Action completed by: Bruce Hughes Email sent to Mr Cruickshank notifying him of Councils resolution see DOC2016/059891 | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 05 October 2016 | Renae Leayr | External Repairs and Painting of the Council Admininstration Building | 2/11/2016 | 7/10/2016 | 7/11/2016 |
| CC65/2016 6 15 07 Nov 2016 - 5:24 PM - Renae Leayr Action completed by: Renae Leayr Approval to go ahead with project noted. 07 Nov 2016 - 5:21 PM - Renae Leayr Noted. Project will commence with engagement of contractor and planning of works. It is expected works will be scheduled so that painting and repairs involving obstruction of the main street will occurring during January when there is less vehicle and pedestrian traffic. | | Robert Maginnity | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 19 October 2016 | Colin Davis | Education for Residents regarding Parking in Kearsley | 16/11/2016 | 24/10/2016 | 7/11/2016 |
| Q71/2016 07 Nov 2016 - 11:07 AM - Colin Davis Action completed by: Colin Davis Answer to question provided to meeting on 16 November 2016 | | Gareth Curtis | | | | |

Report CC13/2017 - Resolutions Tracking Report
Enclosure 1

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------------|------------------------------------------------------------------|-------------|------------|-----------|
| | Ordinary Meeting of Council 19 October 2016 | Colin Davis | Regulation of Baby Changing Rooms in the CBD | 16/11/2016 | 24/10/2016 | 7/11/2016 |
| Q73/2016 | | Gareth Curtis | | | | |
| 07 Nov 2016 - 11:07 AM - Colin Davis Action completed by: Colin Davis Answer to question provided to meeting 16 November 2016 | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 05 October 2016 | Stephen Glen | Proposal to Close Council Offices Between Christmas and New Year | 2/11/2016 | 7/10/2016 | 9/11/2016 |
| GMU13/2016 | | Stephen Glen | | | | |
| 09 Nov 2016 - 12:15 PM - Stephen Glen Action completed by: Robyn Larsen Office to be closed. Notices and advertisements to be prepared. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 19 October 2016 | Kim Appleby | Council Recess Period | 16/11/2016 | 24/10/2016 | 9/11/2016 |
| CC66/2016 | | Robert Maginnity | | | | |
| 09 Nov 2016 - 12:14 PM - Kim Appleby Action completed by: Robyn Larsen Noted | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 19 October 2016 | Kim Appleby | Councillor Expenses and Facilities Policy | 16/11/2016 | 24/10/2016 | 9/11/2016 |
| CC68/2016 | | Robert Maginnity | | | | |
| 09 Nov 2016 - 12:14 PM - Kim Appleby Action completed by: Robyn Larsen Policy on Exhibition | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 19 October 2016 | John Oliver | Impounding Costs - Enquiry regarding payment plan options | 16/11/2016 | 24/10/2016 | 9/11/2016 |
| Q70/2016 | | Robert Maginnity | | | | |
| 09 Nov 2016 - 12:15 PM - John Oliver Action completed by: Robyn Larsen Answer provided to 16 November 2016 meeting | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 02 November 2016 | Stephen Glen | Council Recess Period | 30/11/2016 | 3/11/2016 | 9/11/2016 |
| RM1/2016 | | Stephen Glen | | | | |
| 09 Nov 2016 - 12:15 PM - Stephen Glen Action completed by: Robyn Larsen New date noted. | | | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------|------------------------------------------------------------------|-------------|-----------|-----------|
| | Ordinary Meeting of Council 02 November 2016 | Kim Appleby | Schedule of Ordinary Meetings of Council Dates 2017 | 30/11/2016 | 3/11/2016 | 9/11/2016 |
| CC70/2016 40 09 Nov 2016 - 12:16 PM - Kim Appleby Action completed by: Robyn Larsen Actioned. Dates set to be updated on website. | | Robert Maginnity | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 02 November 2016 | Stephen Long | Improved Crossing Balder Creek - Cedar Creek Road to Sawpit Road | 30/11/2016 | 3/11/2016 | 9/11/2016 |
| WI48/2016 42 09 Nov 2016 - 1:53 PM - Stephen Long Action completed by: Kristy Meyers Report presented to 19/10/16 Council meeting. | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 02 November 2016 | Stephen Long | Traffic Flow | 30/11/2016 | 3/11/2016 | 9/11/2016 |
| Q75/2016 09 Nov 2016 - 1:47 PM - Stephen Long Action completed by: Kristy Meyers Report being presented to 16/11/16 Council meeting. | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 02 November 2016 | Nicole Benson | The Basin Re-Development | 30/11/2016 | 3/11/2016 | 9/11/2016 |
| Q76/2016 09 Nov 2016 - 1:48 PM - Nicole Benson Action completed by: Kristy Meyers Report being presented to 16/11/16 Council meeting. | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 02 November 2016 | Katrina Kerr | Parking Signs within Cessnock CBD | 30/11/2016 | 3/11/2016 | 9/11/2016 |
| Q77/2016 09 Nov 2016 - 1:48 PM - Katrina Kerr Action completed by: Kristy Meyers Report being presented to 16/11/16 Council meeting. | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 02 November 2016 | Justin Fitzpatrick-Barr | Flooding - South Cessnock Area | 30/11/2016 | 3/11/2016 | 9/11/2016 |
| Q78/2016 09 Nov 2016 - 1:48 PM - Justin Fitzpatrick-Barr Action completed by: Kristy Meyers Report being presented to 16/11/16 Council meeting. | | Justin Fitzpatrick-Barr | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------|-------------|------------|------------|
| | Ordinary Meeting of Council 02 November 2016 | Justin Fitzpatrick-Barr | Frame Drive Bridge - Weight Limits | 30/11/2016 | 3/11/2016 | 9/11/2016 |
| Q79/2016 | | Justin Fitzpatrick-Barr | | | | |
| 09 Nov 2016 - 1:48 PM - Justin Fitzpatrick-Barr Action completed by: Kristy Meyers Report being presented to 16/11/16 Council meeting. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Paul Grosbernd | Quarterly Budget Review Statements - September 2016 | 14/12/2016 | 18/11/2016 | 18/11/2016 |
| CC72/2016 | | Robert Maginnity | | | | |
| 18 Nov 2016 - 4:04 PM - Paul Grosbernd Action completed by: Paul Grosbernd Noted. Budget Review changes updated to General Ledger on 17 November 2016. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Steven Hepple | Tender Evaluation Report - T1516/9 Smartforms Digital Data Solution | 14/12/2016 | 18/11/2016 | 18/11/2016 |
| CC74/2016 | | Robert Maginnity | | | | |
| 18 Nov 2016 - 2:47 PM - Steven Hepple Action completed by: Steven Hepple Completed | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Lindsay Clarke | Regional Procurement Tender for the Supply and Delivery of Mobile Garbage Bins and Parts (T191617HUN) | 14/12/2016 | 18/11/2016 | 18/11/2016 |
| CC75/2016 | | Robert Maginnity | | | | |
| 18 Nov 2016 - 2:53 PM - Lindsay Clarke Action completed by: Lindsay Clarke 18/11/2016 18 Nov 2016 - 2:50 PM - Lindsay Clarke Regional Procurement were notified of the Council resolution by way of email from Council's Procurement & Stores Coordinator on the 18.11.2016. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | John Oliver | Financial Statements for the Year Ended 30 June 2016 | 14/12/2016 | 18/11/2016 | 21/11/2016 |
| CC71/2016 | | Robert Maginnity | | | | |
| 21 Nov 2016 - 4:16 PM - John Oliver Action completed by: John Oliver Financial Report tabled and accepted. Report lodged with Office of Local Government. | | | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 16 November 2016 | Bronwyn Rumbel | September 2016 Quarter Review of 2013-17 Delivery Program and Fit for the Future Improvement Proposal | 31/12/2016 | 18/11/2016 | 21/11/2016 |
| PE80/2016 57 21 Nov 2016 - 10:09 AM - Bronwyn Rumbel Action completed by: Bronwyn Rumbel Completed. | | Gareth Curtis | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 02 November 2016 | Robert Maginnity | Infrastructure Funding - Establishment of \$100 million Future Fund for Cessnock Council | 30/11/2016 | 3/11/2016 | 23/11/2016 |
| BN13/2016 6 23 Nov 2016 - 1:57 PM - Robert Maginnity Action completed by: Robert Maginnity Letter sent Friday 18 Nov 2016 09 Nov 2016 - 1:05 PM - Robert Maginnity letter drafted as per resolution seeking funding commitment for future fund 07 Nov 2016 - 8:03 AM - Robert Maginnity Action reassigned to Robert Maginnity by: Robyn Larsen | | Robert Maginnity | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Sarah Hyatt | DA 8/2016/287/1 proposing Partial Demolition of Existing Building and Construction of a Worker's Accommodation Building Containing five (5) bedrooms and shared facilities 39 Lovedale Road, Lovedale | 14/12/2016 | 18/11/2016 | 23/11/2016 |
| PE77/2016 54 23 Nov 2016 - 11:28 AM - Sarah Hyatt Action completed by: Sarah Hyatt Notice of determination (refusal) issued | | Gareth Curtis | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Robert Maginnity | Internal Service Review - Request for Update | 14/12/2016 | 18/11/2016 | 23/11/2016 |
| Q80/2016 23 Nov 2016 - 2:01 PM - Robert Maginnity Action completed by: Robert Maginnity Response prepared. To Council 14 Dec 2016 23 Nov 2016 - 2:00 PM - Robert Maginnity response prepared with update of service review. Note that forms part of FSI and is reported quarterly to Council as part of IP&R reporting | | Robert Maginnity | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 16 November 2016 | Stephen Glen | Cessnock Council Organisational Structure | 14/12/2016 | 18/11/2016 | 23/11/2016 |
| Q81/2016 | | Stephen Glen | | | | |
| <p>23 Nov 2016 - 1:59 PM - Stephen Glen Action completed by: Robert Maginnity Response prepared to question. 23 Nov 2016 - 1:58 PM - Robert Maginnity response prepared. Recommended to be considered as part of the committees review to Council 14 Dec 2016</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 03 August 2016 | Iain Rush | 18/2014/4: Planning Proposal - Orica | 31/10/2016 | 5/08/2016 | 28/11/2016 |
| PE54/2016 1764 | | Gareth Curtis | | | | |
| <p>28 Nov 2016 - 12:51 PM - Iain Rush Action completed by: Iain Rush LEP Amendment gazetted on 18 November 2016. VPA executed on 19 October 2016. 28 Nov 2016 - 12:49 PM - Iain Rush LEP Amendment gazetted on 18 November 2016. VPA executed on 19 October 2016. 12 Aug 2016 - 9:17 AM - Iain Rush Planning Proposal forwarded to Parliamentary Counsel on 12 August 2016 for legal drafting.</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Michael Alexander | Continuation of the Hunter Regional Illegal Dumping Squad | 14/12/2016 | 18/11/2016 | 28/11/2016 |
| W150/2016 63 | | Justin Fitzpatrick-Barr | | | | |
| <p>28 Nov 2016 - 9:46 AM - Michael Alexander Adopted 16/11/2016 RID Coord notified</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 19 October 2016 | Martin Johnson | Construction of Multi-Storey Car Park | 16/11/2016 | 24/10/2016 | 29/11/2016 |
| BN11/2016 6 | | Gareth Curtis | | | | |
| <p>29 Nov 2016 - 10:32 AM - Martin Johnson Action completed by: Wonona Fuzzard A multi-storey carpark is a matter being dealt with through the current Cessnock City Commercial Precinct Project. This Project will be reported to Council in 2017.</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 02 November 2016 | Wonona Fuzzard | 18/2011/9: Planning Proposal - Black Hill | 30/11/2016 | 3/11/2016 | 29/11/2016 |
| PE76/2016 39 | | Gareth Curtis | | | | |
| <p>29 Nov 2016 - 8:37 AM - Wonona Fuzzard Action completed by: Wonona Fuzzard Referred to the Department of Planning and Environment 22 November 2016. Planning Agreement executed 21 November 2016. 29 Nov 2016 - 8:35 AM - Wonona Fuzzard Planning Proposal forwarded to the Department of Planning and Environment on 22 November 2016. 04 Nov 2016 - 10:06 AM - Wonona Fuzzard Following adoption of recommended Resolution information will now be prepared for the Department of Planning and Environment.</p> | | | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 02 November 2016 | Bronwyn Rumbel | Property Review Briefing | 30/11/2016 | 3/11/2016 | 1/12/2016 |
| Q74/2016 | | Gareth Curtis | | | | |
| 01 Dec 2016 - 5:16 PM - Bronwyn Rumbel Action completed by: Bronwyn Rumbel A Councillor briefing on the Strategic Property Review is scheduled for March 2017. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Bronwyn Rumbel | Annual Report 2015-16 | 30/11/2016 | 18/11/2016 | 1/12/2016 |
| PE79/2016 | | Gareth Curtis | | | | |
| 56 | | | | | | |
| 01 Dec 2016 - 2:01 PM - Bronwyn Rumbel Action completed by: Bronwyn Rumbel Annual report posted on Council's website. Office of Local Government notified of the URL on 25 November 2016. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Bronwyn Rumbel | Hebburn Estate - Request for Update | 14/12/2016 | 18/11/2016 | 1/12/2016 |
| Q82/2016 | | Gareth Curtis | | | | |
| 01 Dec 2016 - 5:16 PM - Bronwyn Rumbel Action completed by: Bronwyn Rumbel A Councillor briefing on Hebburn Estate is scheduled for March 2017. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Bronwyn Rumbel | Strategic Property Review - Update Request | 14/12/2016 | 18/11/2016 | 1/12/2016 |
| Q83/2016 | | Gareth Curtis | | | | |
| 01 Dec 2016 - 5:17 PM - Bronwyn Rumbel Action completed by: Bronwyn Rumbel A Councillor briefing on the Strategic Property Review is scheduled for March 2017. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Ian Turnbull | Matter of Urgency | 14/12/2016 | 18/11/2016 | 1/12/2016 |
| | | Gareth Curtis | | | | |
| 66 | | | | | | |
| 01 Dec 2016 - 9:20 AM - Ian Turnbull Action completed by: Ian Turnbull Resolution 1 - No action required. Resolution 2 - Staff submission lodged 18/11/16 - DOC2016/061659. Resolution 4 - Council submission lodged 18/11/2016 - DOC 2016/ 062847 Resolution 4 - Council's Director Environment and Planning and Principal Natural Environment Planner attended Roundtable Hearing Parliament House Canberra 24/11/16 01 Dec 2016 - 9:13 AM - Ian Turnbull Resolution 1 - No action required. Resolution 2 - Staff submission lodged 18/11/16 - DOC2016/061659. Resolution 4 - Council submission lodged 18/11/2016 - DOC 2016/ 062847 Resolution 4 - Council's Director Environment and Planning and Principal Natural Environment Planner attended Roundtable Hearing Parliament House Canberra 24/11/16 | | | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 03 August 2016 | Nathan Eveleigh | Perpetual Tribute Options for the late Councillor Jeff Maybury | 14/12/2016 | 5/08/2016 | 5/12/2016 |
| WI41/2016 | | Justin Fitzpatrick-Barr | | | | |
| <p>05 Dec 2016 - 12:55 PM - Nathan Eveleigh Action completed by: Robyn Larsen Reply received from GNB. Report prepared for 14 December 2016 meeting. 26 Oct 2016 - 9:44 AM - Nathan Eveleigh Received correspondence from GNB on 12/10 advising that the naming proposal had been deferred to the 22/11 meeting. GNB have requested additional information on the original dedication of Peace Park and advised that Jeff Maybury Peace Park is too long under their guidelines. 07 Oct 2016 - 9:36 AM - Nathan Eveleigh Have checked GNB website for outcome of 20 September meeting where the proposal was due to be considered. No information. Have sent an email to the secretary on 7/10 requesting an update on the proposal. 18 Aug 2016 - 9:09 AM - Nathan Eveleigh Application & associated documentation lodged with GNB. GNB have confirmed the application has been received and will be presented to the Board at its meeting on 20 September.</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Stephen Long | Hazardous Private Car Parks and Rights of Way | 14/12/2016 | 18/11/2016 | 5/12/2016 |
| Q84/2016 | | Justin Fitzpatrick-Barr | | | | |
| <p>05 Dec 2016 - 12:51 PM - Stephen Long Action completed by: Robyn Larsen Answer provided to Council Meeting 14 December 2016</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Stephen Glen | Hunter Councils Minutes | 14/12/2016 | 18/11/2016 | 5/12/2016 |
| Q86/2016 | | Stephen Glen | | | | |
| <p>05 Dec 2016 - 12:53 PM - Stephen Glen Action completed by: Robyn Larsen No reply required question was answered on night.</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Justin Fitzpatrick-Barr | Donations Fund - Sponsorship of Sport | 14/12/2016 | 18/11/2016 | 5/12/2016 |
| Q87/2016 | | Justin Fitzpatrick-Barr | | | | |
| <p>05 Dec 2016 - 12:52 PM - Justin Fitzpatrick-Barr Action completed by: Robyn Larsen Answer provided to Council Meeting 14 December 2016</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Justin Fitzpatrick-Barr | Austar Guardrail at Kitchener | 14/12/2016 | 18/11/2016 | 7/12/2016 |
| Q85/2016 | | Justin Fitzpatrick-Barr | | | | |
| <p>07 Dec 2016 - 11:24 AM - Justin Fitzpatrick-Barr Action completed by: Robyn Larsen Answer provided to 14 December 2016 meeting.</p> | | | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 14 December 2016 | Ian Lyall | Minutes of the Audit Committee Meeting held 7 November 2016 commencing at 9.00am in the Ante Room | 11/01/2017 | | 19/12/2016 |
| GMU16/2016 | | Stephen Glen | | | | |
| 16 | | | | | | |
| 70 | | | | | | |
| 24 Jan 2017 - 8:12 AM - Ian Lyall | | | | | | |
| Action completed by: Robyn Larsen | | | | | | |
| No Action Required | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Sarah Hyatt | DA 8/2016/548/1 proposing alterations and additions to existing commercial building and use as a child care centre catering for 84 children | 11/01/2017 | | 19/12/2016 |
| | | | 14 & 14A Vincent Street and 3 Cumberland Street, Cessnock | | | |
| PE81/2016 | | Gareth Curtis | | | | |
| 71 | | | | | | |
| 24 Jan 2017 - 8:13 AM - Sarah Hyatt | | | | | | |
| Action completed by: Robyn Larsen | | | | | | |
| Consent requested 19/12/2016 | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Ian Turnbull | Cessnock Correctional Centre Expansion Review of Environmental Factors | 11/01/2017 | | 19/12/2016 |
| PE84/2016 | | Gareth Curtis | | | | |
| 73 | | | | | | |
| 24 Jan 2017 - 8:13 AM - Ian Turnbull | | | | | | |
| Action completed by: Robyn Larsen | | | | | | |
| Council resolved to note the report OM 14/12/2016 Motion 73. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Nathan Eveleigh | Perpetual Tribute Options for the late Councillor Jeff Maybury | 28/02/2017 | | 19/12/2016 |
| WI55/2016 | | Justin Fitzpatrick-Barr | | | | |
| 85 | | | | | | |
| 24 Jan 2017 - 8:16 AM - Nathan Eveleigh | | | | | | |
| Action completed by: Robyn Larsen | | | | | | |
| Email sent to GNB on 19 December with 14 December Council report & minutes as required to progress the proposed naming application (refer TRIM DOC2016/069124) | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Wonona Fuzzard | Council Submission to Discussion Paper - Special Infrastructure Contribution Plan | 11/01/2017 | | 21/12/2016 |
| PE87/2016 | | Gareth Curtis | | | | |
| 76 | | | | | | |
| 24 Jan 2017 - 8:14 AM - Wonona Fuzzard | | | | | | |
| Action completed by: Robyn Larsen | | | | | | |
| submission made on line to the Department of Planning and Environment on 15 December 2016. Confirmation of receipt received. | | | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 02 November 2016 | Justin Fitzpatrick-Barr | Bushfire Preparedness | 30/11/2016 | 3/11/2016 | 9/01/2017 |
| BN15/2016 44 | Justin Fitzpatrick-Barr | | | | | |
| 09 Jan 2017 - 1:06 PM - Justin Fitzpatrick-Barr Action completed by: Kristy Meyers Report presented to 14/12/16 Council meeting. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Justin Fitzpatrick-Barr | Kurri Kurri Nostalgia Festival - March 2017 | 24/03/2017 | | 9/01/2017 |
| WI51/2016 81 | Justin Fitzpatrick-Barr | | | | | |
| 24 Jan 2017 - 8:15 AM - Justin Fitzpatrick-Barr Action completed by: Robyn Larsen Response letter prepared. To be sent week ending 13 January 2017. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Justin Fitzpatrick-Barr | Bushfire Preparedness | 11/01/2017 | | 9/01/2017 |
| WI52/2016 82 | Justin Fitzpatrick-Barr | | | | | |
| 24 Jan 2017 - 8:15 AM - Justin Fitzpatrick-Barr Action completed by: Robyn Larsen Noted | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Samuel Mackie | Construction of Cessnock Waste Transfer Station Tender (T1617/03) Evaluation Report | 11/01/2017 | | 9/01/2017 |
| WI56/2016 86 | Justin Fitzpatrick-Barr | | | | | |
| 24 Jan 2017 - 8:17 AM - Samuel Mackie Action completed by: Robyn Larsen Letter of Acceptance was distributed week ending 23/12/2016 - DOC2016/069359 | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Melanie Parker | Formal Acknowledgement of Emergency Services - Cessnock Bush Fires November 2016 | 1/02/2017 | 18/11/2016 | 16/01/2017 |
| MM6/2016 | Stephen Glen | | | | | |
| 16 Jan 2017 - 9:42 AM - Melanie Parker Action completed by: Melanie Parker Invitations sent to emergency service agencies on 10-01-17 from Mayor's office to attend the Australia Day Ceremony 2017. 16 Jan 2017 - 9:41 AM - Melanie Parker Invitations sent to emergency service agencies on 10-01-17 from Mayor's office to attend the Australia Day Ceremony 2017. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 03 August 2016 | Bo Moshage | Modification to Cliftleigh Local Infrastructure Voluntary Planning Agreement | 31/12/2016 | 5/08/2016 | 23/01/2017 |
| PE55/2016 1765 | Gareth Curtis | | | | | |
| 23 Jan 2017 - 9:29 AM - Bo Moshage Action completed by: Bo Moshage No submission received form public notification. VPA executed 23 December 2016 23 Jan 2017 - 9:28 AM - Bo Moshage | | | | | | |

No submission received from public notification. VPA executed 23 December 2016
 29 Nov 2016 - 9:17 AM - Bo Moshage
 Following legal review of documentation, VPA on 28 day public notification - 23/11/16 to 21/12/16

Subject to no submissions, seek to have VPA executed prior to Christmas break
 04 Nov 2016 - 11:53 AM - Wonona Fuzzard
 Legal advice on draft Planning Agreement has been requested.

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 14 December 2016 | Stephen Long | Floodplain Management Grants | 11/01/2017 | | 24/01/2017 |
| WI54/2016 84 | | Justin Fitzpatrick-Barr | | | | |
| 24 Jan 2017 - 8:15 AM - Stephen Long Action completed by: Robyn Larsen Signed funding agreements provided to OEH for South Cessnock Investigation and Great Flood Study. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | John Oliver | Business Papers on i-pad | 11/01/2017 | 24/01/2017 | 24/01/2017 |
| Q94/2017 | | Robert Maginnity | | | | |
| 24 Jan 2017 - 11:45 AM - John Oliver Action completed by: John Oliver Answer included in business papers for 1 February 2017 meeting | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Ian Turnbull | Cessnock Correctional Centre | 14/12/2016 | 18/11/2016 | 30/01/2017 |
| MM5/2016 | | Gareth Curtis | | | | |
| 30 Jan 2017 - 10:50 AM - Ian Turnbull Action completed by: Ian Turnbull Resolutions enacted - see notes for details. 30 Jan 2017 - 10:42 AM - Ian Turnbull Reported Summary of REF review to Council 14 December 2016 - PE84/2016 - noted by Council. Works & Infrastructure Reported to Council information relating to Options for alternative access to Correctional Centre (Confidential Report) 06 Dec 2016 - 10:49 AM - Ian Turnbull Resolution 1 - Correspondence sent to Minister Elliott - 2/12/16, DOC2016/066053. Resolution 2 - Council staff still liaising with Justice & Corrections on access and entrance matters in accordance with resolution. Resolution 3 - Report scheduled for Council OM 14/12/16. 22 Nov 2016 - 9:55 AM - Ian Turnbull Action reassigned to Ian Turnbull by: Sandra Richardson | | | | | | |

Report CC13/2017 - Resolutions Tracking Report
Enclosure 2

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 01 February 2017 | Nicole Benson | Upgrade of Bellbird BMX Track | 31/08/2017 | 3/02/2017 | |
| BN1/2017 100 06 Feb 2017 - 11:29 AM - Nicole Benson ROSSP 2017 expected to be adopted by 30 June 2017. This report will follow. | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 19 October 2016 | Stephen Long | Traffic Flow | 31/03/2017 | 24/10/2016 | |
| BN10/2016 29 Nov 2016 - 11:55 AM - Karen Burgess Councillor briefing held 23 November 2016. Draft document being revised to incorporate staff comments. Report to Council early 2017 seeking public exhibition of the document. 09 Nov 2016 - 2:32 PM - Kristy Meyers Councillor Briefing session has been scheduled for 23 November 2016, with a report to Council to follow seeking public exhibition of the document. | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 19 October 2016 | Stephen Long | Establishment of Commuter Car Park - Stanford Road, Heddon Greta | 30/06/2017 | 24/10/2016 | |
| BN12/2016 33 09 Nov 2016 - 2:35 PM - Kristy Meyers Discussed at quarterly meeting held with RMS on 2 November 2016. RMS advised that they do not normally provide commuter car parking space, however, investigation will be undertaken for possible short term measures. Longer term solutions and associated funding to be further investigated. | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Nicole Benson | Weston Junior Football Club Relocation from Varty Park to Weston Park | 1/03/2017 | 18/11/2016 | |
| BN17/2016 64 02 Feb 2017 - 5:00 PM - Nicole Benson Information still being collated and report to be presented in March. 07 Dec 2016 - 7:46 AM - Nicole Benson Investigations underway and a report to be presented to Council in February 2017. | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Nicole Benson | Branxton Pool - Heating Upgrade | 15/03/2017 | | |
| BN18/2016 87 24 Jan 2017 - 8:17 AM - Robyn Larsen Information being collated for March 2017 | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 01 February 2017 | Nicole Benson | Installation of Racquet Ball Court | 28/04/2017 | 3/02/2017 | |
| BN2/2017 101 06 Feb 2017 - 11:32 AM - Nicole Benson Investigations underway and report to come back to Council in May. | | Justin Fitzpatrick-Barr | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 14 December 2016 | Wonona Fuzzard | Wollombi School | 31/03/2017 | | |
| BN20/2016 88 | Gareth Curtis | | | | | |
| 24 Jan 2017 - 9:30 AM - Wonona Fuzzard Letters as required by points 3 and 4 of the Resolution where sent in December 2016 by Corporate Services. 24 Jan 2017 - 9:26 AM - Wonona Fuzzard A review of the process required to list the School as an item of national and state heritage listing has occurred. A quote from a qualified heritage expert is now being sort to determine the cost and time required to undertake the work. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Stephen Long | Road Ranking | 5/04/2017 | | |
| BN22/2016 89 | Justin Fitzpatrick-Barr | | | | | |
| 03 Feb 2017 - 3:02 PM - Kristy Meyers Briefing has been scheduled for March 2017. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 01 February 2017 | Katrina Kerr | Upgrade of Signage Prohibiting the Riding of Bicycles on Footpaths | 1/03/2017 | 3/02/2017 | |
| BN4/2017 102 | Justin Fitzpatrick-Barr | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 05 October 2016 | Iain Rush | Illegal Signage | 1/03/2017 | 7/10/2016 | |
| BN7/2016 | Gareth Curtis | | | | | |
| 08 Feb 2017 - 9:30 AM - Iain Rush Presently under investigation with a view of submitting a report to Council in March 2017. 30 Nov 2016 - 3:48 PM - Martin Johnson Preliminary investigations commenced with view of reporting to Council in 3rd quarter of 2017. 30 Nov 2016 - 3:48 PM - Iain Rush Action reassigned to Iain Rush by: Martin Johnson 30 Nov 2016 - 3:45 PM - Martin Johnson Action allocated to Iain Rush, Preliminary investigations commenced with view of presenting report to Council in the 3rd quarter of this financial year 10 Oct 2016 - 10:08 AM - Iain Rush Action reassigned to Martin Johnson by: Robyn Larsen | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 05 October 2016 | Bo Moshage | Conversion of Sheds into Dwellings | 30/04/2017 | 7/10/2016 | |
| BN8/2016 18 | Gareth Curtis | | | | | |
| 24 Jan 2017 - 10:20 AM - Bo Moshage Action reassigned to Bo Moshage by: Martin Johnson 20 Jan 2017 - 2:04 PM - Bo Moshage Action reassigned to Martin Johnson by: Colin Davis 11 Oct 2016 - 9:01 AM - Colin Davis Report to be brought back to Council by April 2017 | | | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 19 October 2016 | Kurt Livens | North Rothbury Priority Sewerage Scheme | 1/03/2017 | 24/10/2016 | |
| BN9/2016 30 08 Feb 2017 - 4:00 PM - Kurt Livens Action reassigned to Kurt Livens by: Sandra Richardson 01 Dec 2016 - 8:19 AM - Colin Davis All correspondence has been sent as per resolutions 2 & 3. Due to resourcing the inspection program of waste water systems in North Rothbury will carry over into Jan 2017. 26 Oct 2016 - 12:33 PM - Colin Davis Staff are currently inspecting all OSSM systems in North Rothbury as per resolution of Council on 19 October 2016. It is estimated that the inspections will be complete in December 2016 depending on outcome of investigations and resource requirements for required regulatory action. | | Gareth Curtis | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 01 February 2017 | Renae Leayr | Regional Procurement Tender for the Supply and Delivery of Bulk Cationic Bitumen CRS (REGPRO221617) | 1/03/2017 | 3/02/2017 | |
| CC1/2017 98 | | Robert Maginnity | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 07 September 2016 | Natalie Drage | Feasibility for Additional Flagpoles within the Administration Centre Carpark | 28/02/2017 | 12/09/2016 | |
| CC58/2016 1797 06 Feb 2017 - 1:20 PM - Natalie Drage A schedule for the timing of the works is being discussed with the supplier, including a suitable date for installation. 09 Dec 2016 - 4:10 PM - Natalie Drage Development Application approval not required. Met with Building Services staff on the 8 December 2016 to advise works can commence. The 2 additional flag poles are being purchased. 10 Oct 2016 - 1:29 PM - Natalie Drage Development Application Number 8 2016 629 10 Oct 2016 - 1:27 PM - Natalie Drage Development Application for the installation of two additional flagpoles submitted today - 10/10/2016. | | Robert Maginnity | | | | |
| 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 | 31/03/2017 | 26/10/2015 | |
| CC94/2015 03 Aug 2016 - 3:34 PM - Robyn Larsen Delays being incurred relating to obtaining final documents. Finalisation will be extended a month or two, but could go as late as January 2017. Will allow to 31 December 2016 for now. 05 May 2016 - 9:34 AM - John Oliver LG Legal still awaiting response from ratepayer. Completion date highly likely to extend. 08 Apr 2016 - 8:28 AM - John Oliver LG Legal have written to ratepayer. Awaiting response so time likely to extend a little. Revised date by adding one month. 29 Jan 2016 - 2:02 PM - John Oliver Legal advisers require additional information prior to drafting letter to ratepayer. 28 Oct 2015 - 4:57 PM - John Oliver Instructions given to Local Government Legal to commence action for transfer of property titles. | | Robert Maginnity | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 01 February 2017 | Gareth Curtis | North Rothbury Priority Sewerage Scheme - Responses from The Minister for Lands & Water and Hunter Water Corporation | 1/03/2017 | 3/02/2017 | |
| CO2/2017 104 07 Feb 2017 - 12:06 PM - Gareth Curtis Action reassigned to Gareth Curtis by: Robert Maginnity | | Gareth Curtis | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Jane Holdsworth | Council's Role in Christmas - CBD Decorations and Council Christmas Appeal | 1/02/2017 | 18/11/2016 | |
| GMU15/2016 10 Jan 2017 - 12:13 PM - Kristy Meyers Lights were installed before Christmas and have been removed in the New Year. Remaining resolution items to be actioned and finalised by Economic Development. | | Stephen Glen | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 01 February 2017 | Stephen Glen | Proposed Closure of Weston Fire Station | 1/03/2017 | 3/02/2017 | |
| MM1/2017 | | Stephen Glen | | | | |
| 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 | 30/06/2017 | 18/03/2016 | |
| PE15/2016 1613 08 Feb 2017 - 9:22 AM - Iain Rush Presently reviewing the proponent's draft Planning Agreement before exhibiting the Planning Proposal. 03 Aug 2016 - 3:41 PM - Iain Rush Awaiting further information from the proponent prior to completing agency consultation and exhibition. 01 Jun 2016 - 8:26 AM - Iain Rush Gateway determination received on 29 April 2016. Awaiting further information from the proponent prior to agency consultation and exhibition. 09 May 2016 - 3:26 PM - Iain Rush Gateway determination received on 29 April 2016. Post Gateway assessment commenced. 21 Mar 2016 - 2:05 PM - Iain Rush Planning Proposal referred to Department of Planning and Environment for Gateway Determination on 21 March 2016. Awaiting Gateway Determination. | | Gareth Curtis | | | | |
| 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 06 Dec 2016 - 10:54 AM - Ian Turnbull Flying-fox Engage Survey Results received by Council staff- Camp Management Plan in development. 03 Aug 2016 - 4:15 PM - Ian Turnbull Items 1, 4, 5, 6 Completed. Items 2 and 3 in progress through the working group established to develop the Cessnock East Camp Management Plan. | | Gareth Curtis | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| PE56/2016 1766 11 Oct 2016 - 1:49 PM - Bronwyn Rumbel | Ordinary Meeting of Council 03 August 2016 | Bronwyn Rumbel Gareth Curtis | Strategic Property Review - Phase 2 Progress Report - Part 2 | 31/12/2017 | 5/08/2016 | |
| Reclassification process to be commenced in conjunction with the properties included in the report on Part 3 (of 4) of Phase 2 of the Strategic Property Review. The Part 3 report is scheduled to be considered by Council, following a Councillor Briefing, in 2017. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| PE57/2016 1767 01 Dec 2016 - 1:56 PM - Bronwyn Rumbel | Ordinary Meeting of Council 03 August 2016 | Bronwyn Rumbel Gareth Curtis | Integrated Planning & Reporting Program - Proposed Engagement Strategy | 30/06/2017 | 5/08/2016 | |
| Biennial community research undertaken in May-June 2016. Flyers distributed at Seniors' Week and Microchip Day. Consultation undertaken at Spring Awakening in September 2016. On-line engagement tool yoursay.cessnock.nsw.gov.au launched in November 2016. Promotion and flyers made available at Council's administration building, Cessnock Performing Arts Centre, Cessnock and Kurri Kurri libraries, Cessnock and Branxton swimming pools. Listening posts to be held at Cessnock and Kurri Kurri libraries during December 2016. | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| PE6/2016 1555 11 Oct 2016 - 9:33 AM - Bronwyn Rumbel | Ordinary Meeting of Council 17 February 2016 | Bronwyn Rumbel Gareth Curtis | Strategic Property Review - Phase 2 Progress Report - Part 1 | 31/12/2017 | 19/02/2016 | |
| Part 2 (of 4) report on the outcomes of Phase 2 of the Strategic Property Review was considered by Council on 3 August 2016. This viability of this project may be impacted by the proposed expansion of Cessnock Correctional Centre. Estimated completion date amended to determine potential impacts and for briefing of newly elected Council. 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 |
| PE89/2015 29 Nov 2016 - 9:23 AM - Bo Moshage | Ordinary Meeting of Council 18 November 2015 | Bo Moshage Gareth Curtis | Planning Proposal - Hydro Kurri Kurri | 31/05/2017 | 20/11/2015 | |
| Council is working in consultation with MCC and the Proponent to prepared and finalise the supporting documents outlining in the Planning Proposal critical steps and pathways as they relate to Resolution 4 to 10 03 Aug 2016 - 11:47 AM - Bo Moshage 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. 08 Jul 2016 - 2:45 PM - Bo Moshage On Going meets with the DoPE, MCC and Proponent to discuss the Gateway Conditions. 09 May 2016 - 4:19 PM - Bo Moshage Following the Gateway Determination Council has met with the DoPE and MCC to discuss the Gateway Conditions. Both CCC and MCC have met with the RMS to discuss traffic implications. Meetings with the OEH to discuss flooding and biodiversity considerations are anticipated to occur within the next week 11 Apr 2016 - 9:03 AM - Bo Moshage Gateway recieved by Council 23/3/16 and currently being reviewed with meeting with MCC and DoP&E to follow to give effect to Resolutions 4 to 10 05 Feb 2016 - 2:15 PM - Bo Moshage | | | | | | |

Gateway Determination requested 27/11/15

05 Feb 2016 - 2:14 PM - Bo Moshage

Resolution 1, 2 & 3 completed.

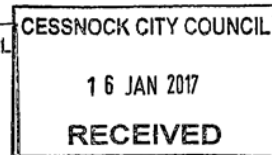
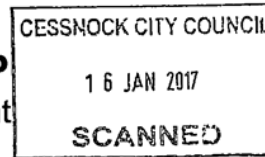
Resolution 4 to 10 under investigation

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 09 December 2015 | Iain Rush | 18/2015/1: Joint Planning Proposal - Cessnock and Singleton Councils - Vineyards District | 10/12/2017 | | |
| PE99/2015 | | Gareth Curtis | | | | |
| <p>08 Feb 2017 - 9:23 AM - Iain Rush</p> <p>The Proposal will be informed by the findings of the Vineyards District Study. To allow this to occur, the Department of Planning and Environment has extended the timeframe to complete the Planing Proposal to 10 December 2017.</p> <p>03 Aug 2016 - 11:14 AM - Iain Rush</p> <p>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.</p> <p>11 Jul 2016 - 10:25 AM - Wonona Fuzzard</p> <p>Pre exhibition consultation is currently occurring with peak bodies and Singleton Council. This will conclude at the end of July 2016.</p> <p>21 Mar 2016 - 2:09 PM - Iain Rush</p> <p>Gateway Determination issued on 3 March 2016. Consultation commenced with vineyards 'peak bodies' on 14 March 2016.</p> <p>04 Mar 2016 - 12:14 PM - Iain Rush</p> <p>Request for Gateway determination forwarded to DoPE on 15 December 2016. Council is still awaiting the determination.</p> <p>02 Feb 2016 - 11:30 AM - Iain Rush</p> <p>Request for Gateway determination forwarded to DPE on 15 December 2016.</p> <p>28 Jan 2016 - 8:56 AM - Iain Rush</p> <p>Action reassigned to Iain Rush by: Robyn Larsen</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 01 February 2017 | Robert Maginnity | Consultant Costs | 1/03/2017 | 3/02/2017 | |
| Q1/2017 | | Robert Maginnity | | | | |
| <p>03 Feb 2017 - 1:59 PM - Robert Maginnity</p> <p>Action reassigned to Robert Maginnity by: Robyn Larsen</p> | | | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 01 February 2017 | Nicole Benson | Casual RV Stop Over at Johns Park, Branxton | 1/03/2017 | 3/02/2017 | |
| Q3/2017 | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 16 November 2016 | Paul Burton | Cessnock Aquatic Centre Feasibility & Design Report | 15/03/2017 | 18/11/2016 | |
| WI49/2016 49 | | Justin Fitzpatrick-Barr | | | | |
| <p>09 Jan 2017 - 1:04 PM - Kristy Meyers</p> <p>Briefing to be scheduled early 2017.</p> | | | | | | |

| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
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| | Ordinary Meeting of Council 14 December 2016 | Justin Fitzpatrick-Barr | Pedestrian Crossing - Keene Street, Cessnock | 11/03/2017 | | |
| WI53/2016 83 | | Justin Fitzpatrick-Barr | | | | |
| Type | Meeting | Officer/Director | Subject | Est. Compl. | Emailed | Completed |
| | Ordinary Meeting of Council 14 December 2016 | Stephen Long | Cessnock Correctional Centre Expansion Access Options | 17/05/2017 | | |
| WI57/2016 | | Justin Fitzpatrick-Barr | | | | |
| 24 Jan 2017 - 8:18 AM - Robyn Larsen Copy of Council's resolutions and report provided to Corrective Services NSW. | | | | | | |



The Hon Paul Toole MP
Minister for Local Government



Ref. 2016/062352
MIN 2016-9931
Doc ID A525260



10 JAN 2017

Clr Bob Pynsent and Mr Stephen Glen
Mayor and General Manager
Cessnock City Council
PO Box 152
CESSNOCK NSW 2325

Dear Clr Pynsent and Mr Glen

Thank you for your letter of 18 November 2016 to the Premier, the Hon Mike Baird MP, requesting on behalf of Cessnock City Council funding from the NSW Government. Your correspondence was referred to the Minister for Local Government, the Hon Paul Toole MP. The Minister has asked me to respond on his behalf.

Firstly, I note that the Government has committed significant funding in its 2016-17 budget to a number of key projects in your local region.

The Government has also initiated the *Fit for the Future* program which is aimed at ensuring councils are able to deliver the quality services and infrastructure that communities across NSW deserve. Through demonstrating sound financial management and being declared 'fit for the future', Cessnock City Council can now access cheaper loans from the State borrowing agency, TCorp, so that it can deliver better infrastructure for its local community.

I can appreciate the reason for Cessnock City Council's funding request, being to improve local infrastructure, however the Government does not have the discretionary funds available within its budget to fund Council's proposal.

Thank you for raising these matters with the Minister and I trust this clarifies the situation.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Justin Mulder'.

Justin Mulder
Deputy Chief of Staff

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Phone. (61 2) 8574 7000 Fax. (61 2) 9339 5552 Email. office@toole.minister.nsw.gov.au